

Helping People. Changing Lives.



# Helping People and Changing lives for Fifty Years

Sunbelt Human Advancement Resources, Inc. (SHARE)  
**Annual Report 2016**



## Charter Recipient National Award for Excellence **SHARE**

In America, there is a service delivery network of over 1000 Community Action Agencies which mobilize and build capacity for a better quality of life in low-income families and in low-wealth neighborhoods.

In South Carolina, Sunbelt Human Advancement Resources, Inc. (SHARE), charter recipient of the National Award for Excellence in Community Action, is the local Community Action Agency for Greenville, Anderson, Oconee and Pickens counties.

## The Mission of **SHARE**

SHARE provides resources and tools that equip individuals and families to improve their station in life.

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.”

**Mr. James A. Pierce, III, 2016 Chairman**  
Greenville County, Customer Sector



As the Upstate’s anti-poverty agency, Sunbelt Human Advancement Resources, Inc. (SHARE) as chartered in 1966 as the Greenville County Council for Community Actions, Inc. (SHARE) served as a pioneer in human relations during the 60’s by bringing together people of goodwill and all backgrounds to establish a private, non-profit Community Action Agency (CAA). The CAA’s early programs were designed to minimize the effects of poverty locally. Over the years, SHARE has maintained this as its hallmark, implementing successful programs in Anderson, Greenville, Oconee and Pickens Counties while becoming a charter recipient of the National Award for Excellence in Community Actions.

This annual report to the people provides an account of SHARE’s noteworthy productivity during 2016 in the coordination of community resources designed to enhance the quality of life and help people help themselves. For those who invested in the betterment of SHARE during these challenging times residents, volunteers, staff, funding agencies, government officials, businesses, industries, civic groups, community groups, churches, charities, educational and social agencies-we extend our greatest appreciation for your unique support of our goals and efforts. We welcome your continued efforts to “help people help themselves” and become more economically secure in Greenville, Anderson, Oconee and Pickens counties.

Sincerely,

A handwritten signature in black ink that reads "James A. Pierce III". The signature is written in a cursive, flowing style.

James A. Pierce, III, Chairman  
Board of Directors



## A Message from the President & CEO

### **Willis H. Crosby, Jr., Ed. D., CCAM**

President / CEO

During the last five decades, Sunbelt Human Advancement Resources, Inc. (SHARE), as the local anti-poverty agency, served those citizens least able to help themselves due to severe economic hardships caused by a multitude of circumstances at some point in their lives. Accordingly, since 1966, this Community Action Agency has prided itself in helping people to help themselves in addressing the causes and consequences of poverty.



In addition to the significant involvement of client representatives in the governance and development of the agency, SHARE has been greatly enhanced in its effectiveness by one-third membership from public officials and one-third membership from the private sector on its Board of Directors. These diverse contributors work together at various levels and functions throughout the agency to empower residents of low-wealth communities to help themselves more effectively.

In 2016, SHARE continued to promote its catalytic mission : to make the entire community more responsive to the needs and aspirations of the poor by mobilizing all available resources toward the goal of human advancement, of assisting low-income citizens to break the cycle of poverty and become self-sufficient. SHARE, with similar committed agencies across the country, is doing as much as possible to see that the root problems and strengths of low-income families are recognized and addressed. Though emergency assistance is still required, SHARE continues other interventions, including case management to bring about longer-lasting solutions to prevent recurrences of emergencies.

This annual report to the people provides an account of SHARE's noteworthy productivity during 2016 in the coordination of community resources designed to enhance the quality of life and help people help themselves. For those who invested in the betterment of SHARE during the first sixteen years of the new millennium- residents, volunteers, staff, funding agencies, government officials, business, industries, civic groups, churches, charities, educational and social agencies- we extend our greatest appreciation for your unique support of our goals and efforts. We welcome your continued efforts to "help people help themselves" and become more economically secure in Greenville, Anderson, Oconee and Pickens counties.

Willis H. Crosby, Jr., Ed., D., CCAM  
President/CEO

One of the primary goals of SHARE is to involve three sectors of the community: public, low income, and private in the identification and application of strategies to eliminate the causes of poverty. Supporting this function, our Board of Directors is set up as a unique tripartite council, composed of 21 members 1/3 public officials, 1/3 client representatives and 1/3 private sector, including business, industry, labor, religion, education, etc. They are also representative of the four counties SHARE serves. Listed below are members of the 2015 SHARE Board of Directors and their affiliations.



**Mr. James A. Pierce, III**  
Chairman  
Greenville County - Customer Sector



**Rev. Sean Dogan**  
Vice Chairman  
Greenville County - Private Sector



**The Honorable Paul Wickensimer**  
Treasurer  
Greenville County - Public Sector



**Ann O'Dea**  
Greenville County - Private Sector



**Mrs. Ingrid Erwin**  
Greenville County - Private Sector



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



**The Honorable Lynn Ballard**  
Greenville County - Public Sector



**The Honorable Xanthe Norris**  
Greenville County - Public Sector



**Mrs. Carolyn Goodjoin**  
Greenville County - Customer Sector

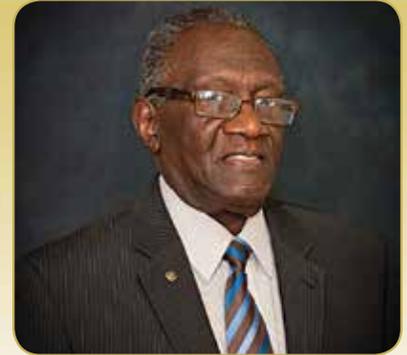
 2016 Board of Directors



**Rev. Curtis Johnson**  
Greenville County - Customer Sector



**Ms. Mary Duckett**  
Greenville County - Customer Sector



**The Honorable Robert N. Jenkins**  
Greenville County - Public Sector



**Mrs. Jackie Jones**  
Greenville County - Customer Sector



**Mr. Melvin Barnes**  
Pickens County - Private Sector



**Mr. Randall West**  
Pickens County - Customer Sector



**Mr. Donovan Pope**  
Oconee County - Private Sector



**The Honorable Denise Rozman**  
Oconee County - Public Sector



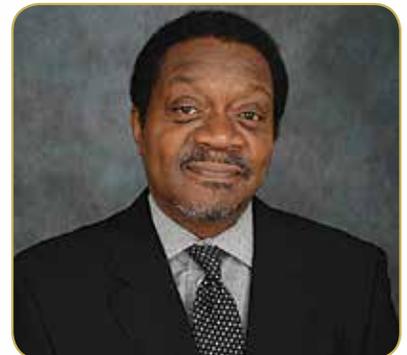
**Rev. WC Honeycutt**  
Oconee County - Customer Sector



**Mrs. Barbara L. Hodges**  
Anderson County - Private Sector



**Chief Tony C. Taylor**  
Anderson County - Public Sector



**Mr. Harry R. Thompson**  
Anderson County - Customer Sector

## Chris Allen, MCRP

Resource Development Coordinator

Incorporated in 1966, Sunbelt Human Advancement Resources (SHARE) celebrated fifty years of service in 2016 and your support is very much appreciated. Not only did you support SHARE financially, but also through in-kind donations, by volunteering and by attending our Open House event.



In 2016, SHARE was able to consolidate four separate office locations under one roof. The 254 building located at 254 S. Pleasantburg Drive is the new home for SHARE's administrative offices and other programs. On May 13, 2016, Paul Wickensimer (SHARE Board) welcomed about 300 attendees to the Open House event. Pastor Curtis Johnson (SHARE Board) blessed the building and Dr. Willis H. Crosby (CEO/President) cut the ribbon. Later, Pastor Johnson introduced SHARE's 50 for 50 Campaign for Family Independence.

With 2016 being SHARE's 50th birthday year, Pastor Johnson invited individuals, businesses, churches, corporations and foundations and others to invest in SHARE programs and the continuum of services that lead to family financial independence.

The 50 for 50 Campaign for Family Independence is the focus of SHARE's fundraising through 2018. This fundraising effort is off to a good start and we feel confident that we will succeed in growing contributors and increasing donations.

I would like to thank all of you for your continued support and encourage you to remain a loyal supporter by investing in SHARE.

Thank You.







## Tobita Posley-McKinney, M. S.

Director of Children and Family Development



The Children and Family Development Department (Early Head Start and Head Start) provides quality comprehensive services to 1,714 participants across Anderson, Greenville, Oconee and Pickens Counties. This includes services to 1,696 children birth to five and 18 pregnant women. Our positive child guidance approach promotes the **school readiness** of children by enhancing their cognitive, social and emotional development. Our learning environments support children’s growth in language, literacy, mathematics, science, social and emotional development, creative arts, physical development, logic and approaches to learning. We use the High Scope Curriculum, which is a nationally recognized research based curriculum framework. During the 2015-2016 School Year:

- Our staff and parents worked closely in a two-generation model to ensure that parents are supported in their role as primary care givers and educators of their children;
- Our pregnant women participants were provided prenatal education on fetal development and the benefits of breast feeding;
- Our families were provided with services based on individual family needs.
- Our parents were directly involved in the program as volunteers, recipients of training, and as participants in program planning and policy making;
- We established many successful collaborative partnerships with various community organizations and agencies and
- The results of the most recent reviews from The Administration for Children and Families found “no area of noncompliance” in the review events of **CLASS, Environmental Health & Safety and Comprehensive Services/School Readiness**.

As an evaluation tool our program implemented an Ongoing Monitoring System that ensured that our children were in safe environments, program operations met federal/state/local regulations, and that appropriate interventions took place in a timely manner. This approach facilitated progress in meeting our program goals and objectives and preparing our families for public school and beyond.

## ERSEA Report

(Eligibility, Recruitment, Selection, Enrollment, & Attendance)

### Eligibility

2015 - 2016 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%	.5%	3%	84%	7.5%	4%	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: 2016 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 11 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 6 children in foster care

Served 57 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 **2016 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.

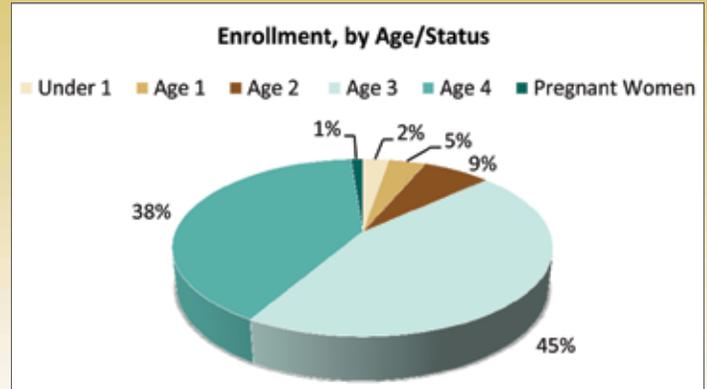
Waitlist as of December 2016		
County	Head Start	Early Head Start
Anderson	14	77
Oconee	10	40
Pickens	30	17
Greenville	244	308
<b>TOTAL</b>	<b>298</b>	<b>442</b>
<b>PROGRAM TOTAL:</b>	<b>740</b>	

**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 **1,696** children ages Birth to 5 and **18** 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 1851 children and pregnant women during 2015-2016.



The agency maintained and reported to the Office of Head Start our enrollment status August 2015 through July 2016.

## 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.

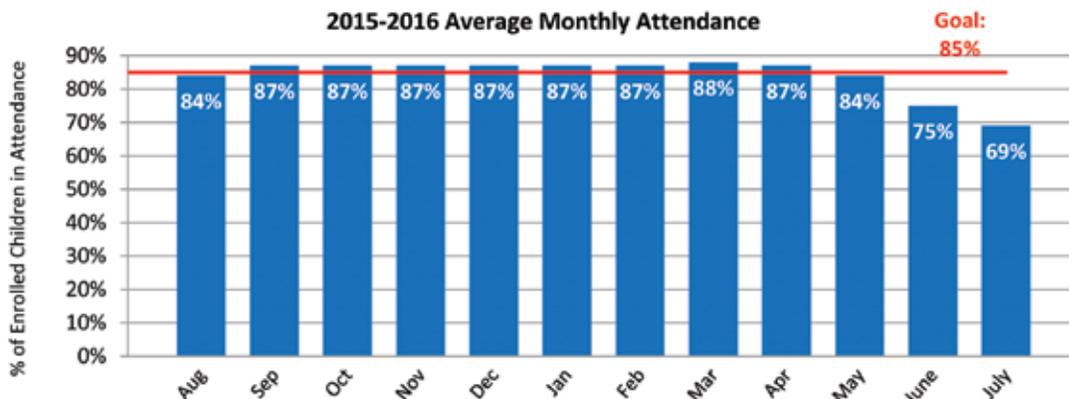
2015-2016 Cumulative Enrollment



## 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 our center-based program fell below 85 percent, we analyzed the causes of absenteeism in order to identify any systemic issues that may be contributing factors to the program's absentee rate. All required documents are on file.

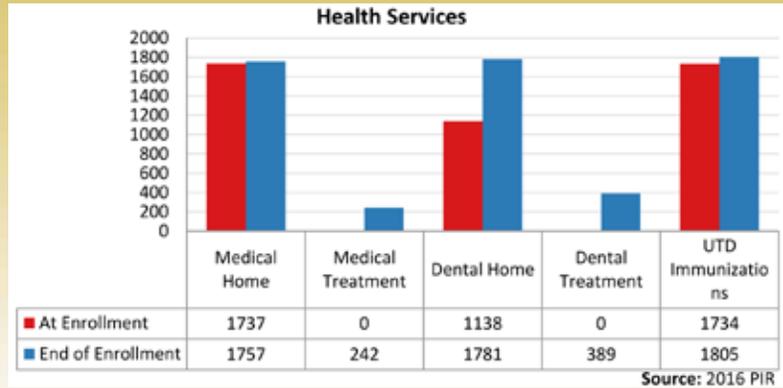
2015-2016 Average Monthly Attendance



Source: ChildPlus.net Report #2301

## Health Services

SHARE Head Start provides medical and dental services to participants based on OHS Guidelines. Comprehensive Health Services improve medical and dental outcomes for children, pregnant women, and their families. From the point of enrollment to the end of enrollment, our program continues to observe increases in the number of participants who established medical and dental homes, who received medical and dental treatment, and who were up-to-date on immunizations. Seven (7) children were medically or religiously exempt from being fully immunized. Eighteen hundred six (1806) children received medical examinations (98%) and 1766 received dental examinations (95%). Two hundred forty-two (242) children received medical follow-up and treatment for health conditions such as anemia, asthma, seizures, vision/hearing problems, and/or diabetes. Fifteen hundred sixty seven (1567) children received preventive dental care such as cleaning and prophylaxis. Eighteen (18) pregnant women received prenatal and postpartum health care, physical and dental examinations, education classes and appropriate referrals and treatment.

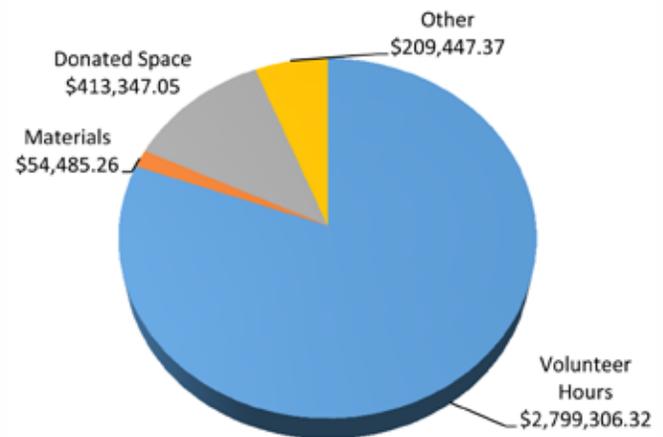


## Nutritional Services

Our program provides quality nutrition services with age appropriate meals and snacks according to the Child and Adult Care Food Program (CACFP) guidelines. During the 2015-2016 school year, a total of **664,516** meals were served and claimed for reimbursement including **215,472** breakfasts, **214,878** lunches, and **234,166** afternoon snacks.

## Community Partnerships

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 72 agencies and businesses in Greenville, Anderson, Pickens and Oconee Counties. Many of our partners provide a wide array of services to Head Start including donations of space, educational materials, and medical and dental screenings and examinations. Community partners also serve on Head Start Advisory Committees and Councils and volunteer in various areas of the SHARE Head Start Program.



**In-kind Contributions** (donation of volunteer time, materials, other, and space) Federally mandated in-kind amount for 2016: **\$3,476,586.00**

Hours Volunteered	
Parents	231,800
Non-Parents	4,138
Agency / Business	2,520

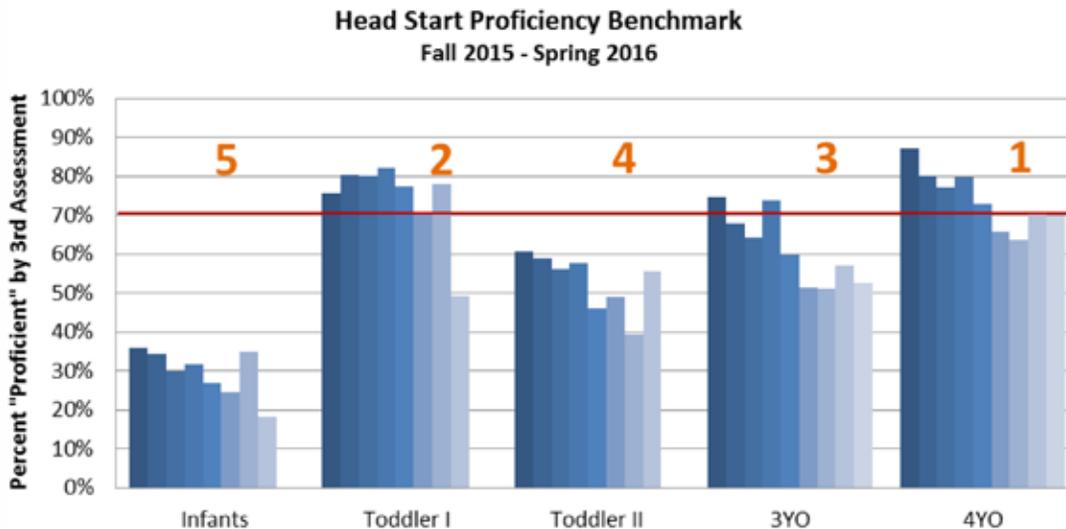


## SHARE Head Start In-kind Contributors - 2015-2016

- |                                |                               |   |
|--------------------------------|-------------------------------|---|
| Alpha Printing                 | Everett’s Electrical          | Mc Brides Office Supply                           |
| Anderson School District 3     | FEED & SEED Farm to Belly     | Millette L. Gambrell                              |
| Anderson School District 4     | Greenville County First Steps | Travelers Rest High School National Honor Society |
| BB&T Bank                      | Greenville County Schools     | Nicholtown Child & Family Collaborative           |
| C & P Associates               | Greenville Technical College  | Safe Kids Upstate                                 |
| Center for Community Services  | Impact America                | South Carolina ETV                                |
| Christ Church Episcopal School | Keisha McClain                | Thomas A. Langston                                |
| City of Easley                 | Kerry McKenzie – Choosy Kids  | Tom Bowman Photography                            |
| Clemson University             | Kohl’s Department Stores      | Tri-County Technical College                      |
| Discount School Supply         | KQC Investors                 | USC-Upstate                                       |
| ECPI University                | Lakeshore Learning            | Wellcare  |
| EdVenture Children’s Museum    | Littlejohn Community Center   |   |

## SHARE Head Start Education Data

The charts below display the 2015-2016 SHARE Head Start Education data. The aggregated data includes all children who scored “Proficient” (N-P; I-P; or P-P) by the 3rd Education assessment. The domain data are grouped by age category and allows for cross comparison across age and domain groups.



Four Year Old & Toddler I children attained the highest level of proficiency among the five age groups. By the 3rd assessment period, nearly 70% of all 4 Year Old & Toddler I children were proficient in all domains. **This benchmark reflects SHARE Head Start’s ability to facilitate environments of learning specific to each developmental level and its ability to prepare children for Kindergarten.**

Rank	Domain	Average Proficiency Birth to 5
1 <b>Strength</b>	Physical Development	66.8%
2	Creative Arts	65.0%
3	Social Emotional	64.3%
4	Approaches to Learning	61.5%
5	Logic & Reasoning	61.3%
6	Social Studies	56.5%
7	Math Knowledge & Skills	54.3%
8	Language & Literacy	52.2%
9 <b>In Progress</b>	Science Knowledge	50.2%

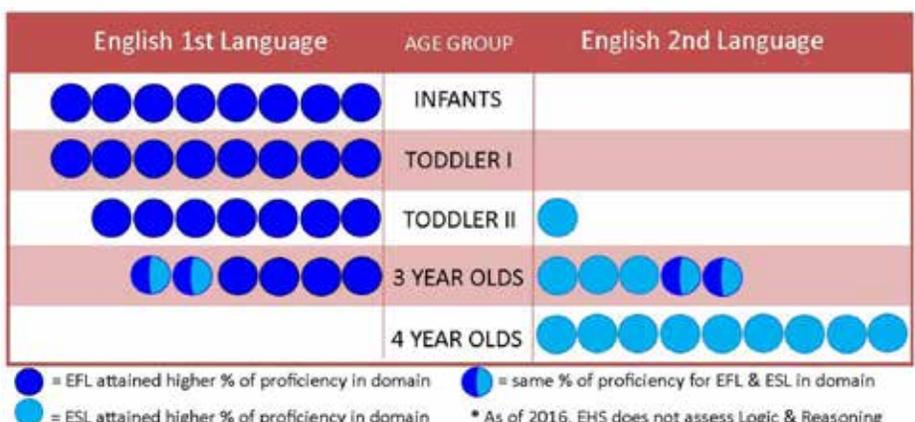
Overall, more than half of all children Birth to 5 were proficient in Math and Science, two areas SHARE Head Start has made strategic efforts to improve over time. Physical Development, Creative Arts, and Social Emotional remain the program’s top strengths.

**Age** – The level of proficiency attained by Infants was the point of discussion among the Education team. The lower scores may be the result of transitioning infants from home into a full-day program, varying development levels within Infant group, and missing Infant data in the database.

**Gender** – The effects of the “gender-achievement gap” are still evident within all age groups, except Toddler I children. Female children reached a higher proficiency level in all domains compared to Male children of the same age group. However, the Male Toddler I group attained higher levels of proficiency in all areas except Physical Development, compared to the Toddler I Female group. The data for the Male Toddler I children show a noticeable improvement in closing the “gender-achievement gap” that was evident within the 2014-2015 Education data.

**Language** – Infant & Toddler I English as a First Language (EFL) children attained a higher level of proficiency in all domains. Toddler II English as a Second Language (ESL) children attained a higher level of proficiency in just one domain. Three Year Old ESL children attained higher proficiency levels in 3 of the 9 domains; for 2 domains, both the EFL and ESL groups had the same % of proficiency. But among the 4 Year Old ESL children, they reached a higher level of proficiency in all domains. There seems to be a correlation with the age of the multi-lingual children and proficiency attainment. It is likely that as multi-lingual children age, the gap in development between ESL children and EFL children closes, especially when immersed in a predominately English-based educational program.

**Special Needs** – Toddler II children with an IEP/IFSP attained a higher level of proficiency in all domains, except for two, compared to the proficiency attainment of all Toddler II children. Though, the percentage of proficiency for Social Studies (45%) and Math Knowledge (38%) by this Toddler II group was just one percentage point lower than the level attained by all Toddler II children.





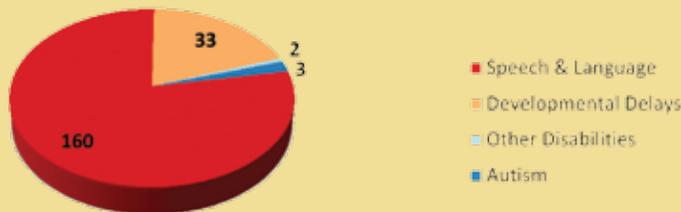
## Disability Services

SHARE EHS/HS works in collaboration with the school districts in all four counties serving our Baby Net serving our (0-3) population and (3-5) population. Services includes: Screening, evaluation, development of IEPs/IFSPs and therapy. In 2015/16, SHARE served a total of 198 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

2015-2016 SHARE Children with Diagnosed Disabilities



n = 198 children

Source: SHARE Head Start 2016 PIR/ChildPlus

SHARE Head Start collaborates with community agencies to actively recruit and enroll children with special needs. **FirstSteps/BabyNet**, **UPState Thrive (DDSN)** and **A Child's Haven** are a few of the agencies that we provide brochures, recruitment flyers, and information about our curriculum and services to children and families

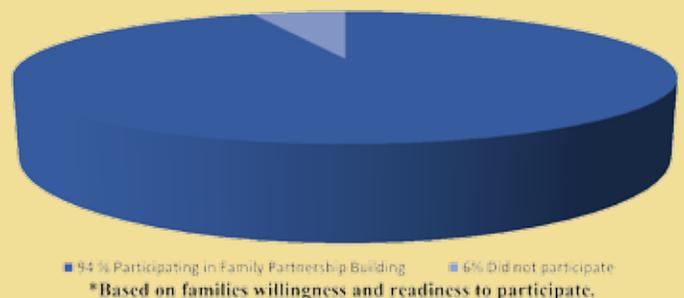
## Parent and Family Engagement

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.

## Family Engagement Support

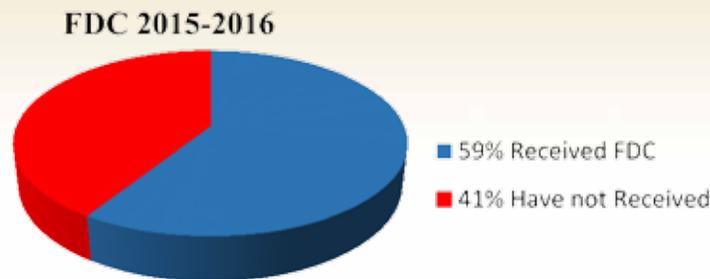
Families are engaged in a variety of culturally responsive, goal directed events and activities which they themselves identify as desired areas of growth and development that will benefit both the individuals and program collectively. Families participated in program-wide events and activities designed 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, family field days, financial literacy workshops, 21st Century Exploring Parenting support group, expectant parent baby showers and grandparent and fatherhood focus groups.**

Individualized Family Plans



## 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 (Patrice Hawthorne, George Hicks, Ayokka Hunt, Shaylunn Tolbert and René Vaughn). In order to recruit and maintain qualified staff, one of our short term objectives is to have 100% of Family Advocates FDC Credentialed within 18 months of hire.



### 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	201
Neither parent is in job training or school	134
Single parent families	Enrolled in job training or school
Parent is in job training or school	577

### Head Start/Early Head Start families' employment status

Two parent families	Families Employment Status
Both parents are employed	45
One parent is employed	159
Neither parents are working	131
Of the number of single parent families	Families Employment Status
The parent is employed	913
the parent is not working	216



## Program Governance

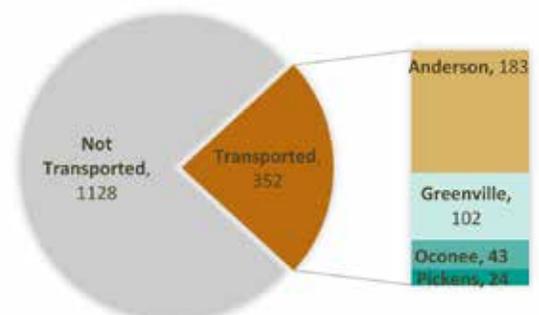
The Policy Council is a major decision making body which shares governance responsibilities with the SHARE Board of Directors regarding decisions about program goals and plans, reviewing program policies and procedures, budget allocations and personnel functions, including all hiring and releases of SHARE Head Start staff.

During program year 2015-2016, Jinny Smith, Region IV Grantee Specialist, provided required Program Governance and Fiscal training for our SHARE Board, Policy Council and Key Management Staff. The trainings addressed the duties and responsibilities of both the SHARE Board and Policy Council and the critical role that they both play in the success of our agency.

## Transportation

SHARE Head Start provided transportation services to approximately 23.7% of enrolled children, including children with special needs. All bus drivers hold a CDL with “P” Passenger and “S” School endorsements as well as CPR and First Aid certifications. Each driver received annual classroom and behind the wheel training before transporting any Head Start students. All buses are equipped with seat belts/harnesses as well as additional added safety features. Our program trains children and families on the purpose, use and safety of seat belts/harnesses and bus safety.

2015-2016 Children Transported, By County





## Head Start Facilities

Our program operates 21 centers, 81 Head Start classrooms and twenty-seven 27 Early Head Start environments. All 21 of our Head Start centers and Early Head Start sites are licensed by the South Carolina Department of Social Services to ensure they meet state health and safety regulations. Each facility is monitored daily by on-site center staff and quarterly by the Facilities Coordinator to ensure child and staff safety.

Eighteen of our facilities are accredited by the internationally recognized National Association for the Education of Young Children (NAEYC). These high standard requirements of NAEYC are met and maintained to retain an accreditation status.

Center Name	Valid Until
BHW	4/1/2020
CCB	4/1/2019
Clemson	8/1/2019
EBR	6/1/2018
North Franklin Rd.	6/1/2019
North Greenville	7/1/2019
Parker	10/1/2018
Pendleton	7/1/2018
Pickens	9/1/2018
Pleasant Valley	8/1/2018
Reece Mill Rd.	4/1/2019
Rutherford Rd.	4/1/2020
Seneca	8/1/2019
Simpson	8/1/2019
TCB	3/1/2021
Watkins Rd.	8/1/2018
Westside	2/1/2018
WHC	7/1/2020



## Head Start and Early Head Start Budget

Program Year 2015-2016

07/01/2015 thru 06/30/2016

Budget Categories	Approved Budget	Actual Expenditures
Personnel	6,670,151	6,482,299
Fringe Benefits	2,998,654	3,129,641
Travel	80,275	109,994
Supplies	208,746	313,513
Contractual Services	513,892	490,779
Other Direct Cost	2,399,672	2,410,665
<b>Total Direct Cost</b>	<b>12,871,390</b>	<b>12,936,891</b>
Indirect Cost	1,034,952	969,451
<b>Total Approved Federal Award</b>	<b>13,906,342</b>	<b>13,906,342</b>
<b>Non-Federal Share</b>	<b>3,476,586</b>	<b>3,476,586</b>
<b>Total Budget Fed/Non-Fed</b>	<b>17,382,928</b>	<b>17,382,928</b>
	<b>Federal Award</b>	<b>Non-Federal SHARE</b>
<b>Head Start</b>	10,735,315	2,683,829
<b>Early Head Start</b>	3,171,027	792,757
<b>Total</b>	<b>13,906,342</b>	<b>3,476,586</b>

There were no findings or questioned costs in SHARE's financial report for fiscal year ending September 30 2016



## Tandy Bannister, CCAP

Director of Community Economic Opportunity Department



The mission of SHARE's Community Economic Opportunity Department is to provide opportunities for low-income households and individuals to break the cycle poverty and become self-sufficient. The Department is composed of the Community Services Division, the Homeless Services Division, and The Economic Opportunity 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 jobless, 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

## Community Services Division

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.



**Betty Cox, CCAP**  
Community Services Manager

### 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

Of the 21 individuals enrolled in the program, 8 were employed and/or maintained a job for at least 90 days, 9 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, Clemson Community Care, and the Upstate Homeless Coalition.

#### Outcomes

Of the 14 households enrolled, 14 or 100% 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 2016 the students toured several colleges and universities. During the summer 6 youth from the program participated in a youth summer employment program. This program is designed to introduce youth to the working world and provide the skills and experiences needed to launch their careers. Partnerships were established with the Greenville Humane Society and Chef Manigault's La Vielle Maison to provide internships for the participants. The students also participated in Statewide Leadership Training activities sponsored by the Community Action Partnership Association.

#### Outcomes

Of the 23 students enrolled, 17 or 78% exhibited improvement in academic skills by progressing to the next grade in school. Of those participants, there was 1 senior that graduated High 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

Of the 290 households enrolled, 290 or 100% had evictions or disconnections on utilities prevented. Participants are assisted with budgeting to reduce the likelihood of reoccurrence of the emergency.

## 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.

## Outcomes

In 2016, 10,551 households received energy assistance 3,123 were assisted through the LIHEAP Direct Heating Program; 1,848 households received assistance through the LIHEAP Direct Cooling Assistance Program. Of the 10,551 households served, 4,432 were in crisis and were assisted in alleviating the crisis through LIHEAP Emergency Crisis Intervention Program. The remaining 1,148 households received crisis assistance through numerous energy partnerships.

## Special Populations Served

Of the 10,551 households enrolled in this program, 6,412 households had at least one individual member over the age of 55, and 4,924 reported at least one family member who was disabled. Assistance to this very vulnerable group ensured that they could maintain a safe, independent standard of living.

## SHARE's WE CARE and Rapid Rehousing Programs

**SHARE's WE CARE Transitional Housing program** is a safe and supportive learning environment that assists homeless families in stabilizing their living situation, securing permanent housing, and becoming self-sufficient. Transitional housing provides choices to the homeless by opening doors to new potentials they may not have realized were possible. Transitional housing provides hope, help, and the realization that they are not forgotten. This year we served 60 adults and 99 children. Out of 47 households, 31 have exited into their own permanent housing and 14 households still remains in our transitional housing program.



**Bruce Forbes**  
ROMA Trainer/ Special Projects  
Coordinator

The **SHARE Rapid Rehousing** program is designed to help individuals and families quickly exit homelessness and return to permanent housing. Rapid Rehousing is an effective intervention for many different types of households experiencing homelessness, including those with no income, with disabilities, and/or with a poor rental history. The majority of households experiencing homelessness are good candidates for rapid re-housing. SHARE's Rapid Rehousing Program assists families with rent, security deposits, utility deposits, utility payments, and old utility payments. This year our Rapid Rehousing program assisted 83 persons into permanent housing.



# OUR AGENCY MAKES A DIFFERENCE



## LADDER

LADDER is a comprehensive job training/improvement and placement program which is available to low to moderate income individuals, ages 18 and up, who meet eligibility requirements. Focus is placed on the residents of Greenville City and County. LADDER's in-depth case management approach addresses each person's needs through utilization of the program network of referrals and resources. This method assists each participant in removing barriers to increase their chances of success for obtaining and maintaining employment. The LADDER program provides financial assistance to cover tuition costs and supportive services such as uniforms, books, exams and physicals fees associated with the training requirements. The implementation of the LADDER program began in April, 2002. Since that time, seven hundred and sixty-three (763) low income individuals have taken part in the program. Five hundred and eight (508) have reached their employment goals.



*Carlo White, Owner of WH Trucking, provided SHARE's LADDER Program with \$2,000 to be awarded to a participant for a trucking scholarship.*

In 2016, thirty-eight enrolled into the program and twenty-six completed job training and obtained employment.

Prosperity for each family is the ultimate goal of the LADDER Program. Once a participant has obtained a good paying job, poverty is avoided. After job placement, participants are tracked on their progress such as promotions and wage increases. We use wages earned to determine the Wealth Impact of the LADDER program. Since the program's inception, our participants have increased their accumulated earnings by \$39.5 million. This is a direct impact to the local economy by allowing individuals to purchase goods and services, improve, maintain and even purchase homes. It decreases the participants' need for local, state and federal services and financial assistance.

### LADDER provides training opportunities in the following areas:

- CERTIFIED NURSING ASSISTANT
- PHLEBOTOMY
- COMPUTER TRAINING (ex. A+)
- TRUCK DRIVING
- PATIENT CARE TECHNICIAN
- SLEEP TECHNICIAN
- MEDICAL INTERPRETATION
- REAL ESTATE
- PROPERTY MANAGEMENT
- OPHTHALMIC EYE CARE ASSISTANT
- COVER COST OF CERTIFICATION EXAMS  
(Certified Medical Assistant Exam and Medical Billing and Coding Exam)
- MANUFACTURING

## LADDER Manufacturing Annual Report 2016

Sunbelt Human Advancement Resources, Inc. (SHARE) administers the LADDER Manufacturing program. The LADDER Manufacturing program assesses individual participants and creates exclusive “employment plans” geared toward removing barriers that diminish chances of success and provides necessary training that will lead to a career providing a living wage.

Participants in the LADDER Manufacturing program work one-on-one with a Career Coach to develop their soft skills, including attendance, punctuality, respect, conflict resolution, resume development, budgeting and interview skills. Classroom job training and certification is achieved in coordination with our partnership with Greenville Technical College.

In 2016, SHARE’S LADDER Manufacturing Program enrolled 86 adults in job training programs. Of the 86 enrolled, 68 (79%) became employed. 9 of these students have continued their education to further enhance their skills and earning potential. Many of our successful participants go from being unemployed to having a skill-based career making \$30,000 - \$40,000 per year.

During 2016, SHARE, along with program partners, developed a pilot training program taking Greenville Technical College’s Manufacturing Production Technician Certification (MPT) into the community. Classes were held in Slater-Marietta, Pleasant Valley, and the Mauldin-Simpsonville area. These classes not only addressed transportation costs, but provided child care in two of the pilot sites eliminating two of the most common barriers faced by participants. In addition, a paid three week Work Experience training with a local employer was extended to students completing the class at Pleasant Valley.



## Circles Greenville County

Circles Greenville County's Mission is to inspire and equip families and communities to resolve poverty and thrive.

**What is a Circle?** People in poverty need to be in charge of their lives. In this initiative, they are known as **Circle Leaders** and during their involvement each Leader takes an increasingly active role in leading their Circle and giving back to the community. A Circle is a supportive, intentional, reciprocal, befriending relationship made up of one Circle Leader and two to three Circle Allies – volunteers from the community who build supportive relationships to help their Leaders achieve their goals. **Circle Allies** and other volunteers join Circle Leaders in advocating for removing community barriers for people moving out of poverty.

Circles is a national organization with more than 70 chapters in the US and Canada, and we are proud to be the **first site in South Carolina**. We launched this community initiative in September of 2015. SHARE is the lead organization providing staff for Circles, and Buncombe Street United Methodist Church is our host site.

Circles is a two-part program. During the first part, Circle Leaders go through a **12-week training**. Participants meet one evening a week to share a meal, discuss what is holding them back from success, and begin setting goals for the things they want to accomplish such as getting out of debt, finishing high school or college, obtaining training for a career, or building a bigger network of people they can count on.

During the second part of the program, Leaders are paired with Allies. Allies also go through a 6-12 week training before being matched. The goal of Circles is to connect people living in poverty with middle- and upper-income people in the community that can help them build a more secure future. Connecting Leaders to Allies increases their social capital. The second part of this program is an 18-month commitment for both the Leaders and Allies.

Another segment of the Circles program is to bring Leaders, Allies and the public together to solve some of the systemic issues hindering people in poverty from moving forward. Circles Greenville County has identified these Big View areas to focus on: lack of affordable housing, lack of strong public transportation system, and lack of quality, affordable childcare slots. Solving these problems as a community helps thousands of people throughout our region.

In 2016,

- We started with 20 Leaders who have 47 children (age six-months to 16 yrs. old) and 40 Allies. Nineteen Leaders are single-parent families and one couple.
- Leaders
  - As a result of this initiative, we have one business owner, two working on business plans, one achieved CNA Certification, one completed Manufacturing Training Program and a new job, two received promotions, four are in continuing education, one has moved into a new home, and one received a new job offer.
  - The remaining seven Leaders did not comply with the program objectives and are no longer in the program.
  - All of the Leaders created an active budget and started a savings plan.
- Youth Program
  - Due to the success of our youth driven initiative, our youth now has a better understanding of careers, higher education opportunities and personal self-development. One of their major accomplishments was the development and production of a Circles Greenville County video featuring the youth asking questions about Circles. This video has become a widely used tool for fundraising and has enlightened the community about Circles Greenville County.



*Ebony Clayborne: Circles Greenville County's first entrepreneur! Through the support of the Circles Program, her Allies and her own self-determination, In Loving Hands Home Care Agency, LLC, was licensed and ready for service in March 2016. Today, she has numerous clients and puts many people to work.*

## Pamela Sims

Director of Business and Finance



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, Uniform 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.

The preponderance 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, 2016 totaled \$26,892,972. Only 4.28% of our expenditures were for administrative costs; 95.72% 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 \$80,678,916 in surrounding communities during our 2016 fiscal year.

Our fiscal staff manages, maintains, and monitors SHARE's assets in accordance with applicable laws, guidelines, 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 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 contributions and a key factor in the successful operations of our programs. Hundreds of volunteers donate their time and talent to SHARE each year. During this report period the value of volunteer services totaled \$2,711,144.

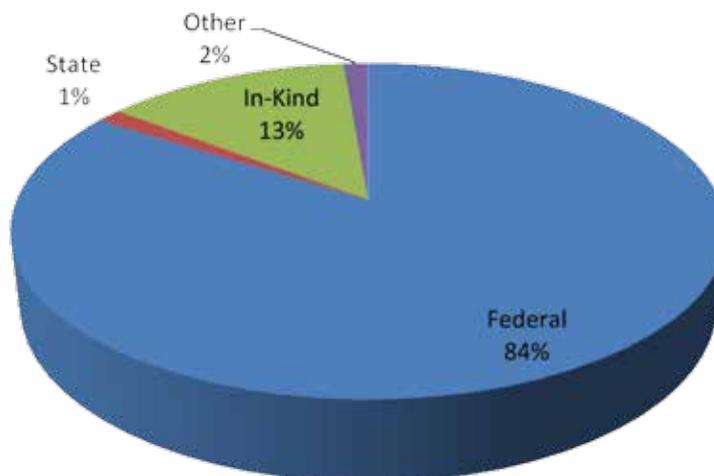
The total non-federal share received in fiscal year 2016 totaled \$3,565,010. These significant contributions made it possible for SHARE to meet the non-federal match requirement to comply with our grants. More importantly were the invaluable services and opportunities these contributions provided to our customers.

## Sunbelt Human Advancement Resources, Inc

for fiscal year ended September 30, 2016

<b>Revenues</b>	\$
Federal	22,612,731
State	354,363
In-Kind	3,565,010
Other	360,868
<b>Total Revenue</b>	<b>26,892,972</b>

<b>Expenditures</b>	\$
Personnel	11,740,500
Contracted Services	504,775
Customer Assistance	4,543,073
Food Purchases	865,196
Indirect Cost	1,225,189
In-Kind	3,565,010
Supplies	609,807
Other Operating Cost	3,454,064
Rehabilitation	190,627
Training Cost	73,063
Travel	121,668
<b>Total Expenses</b>	<b>26,892,972</b>



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



The Human Resources Department is responsible for personnel administration for a staff of over 400 employees in 28 locations throughout the SHARE service area (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 administrative headquarters at 254 S. Pleasantburg Drive in Greenville, South Carolina. Responsibilities include recruitment, applicant screening, employee relations, benefits administration, wage and salary administration, training and staff development, worker’s compensation, and other services associated with human resource management for all programs and locations of SHARE.

The 2016 SHARE Workforce was comprised of 400 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 figures 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 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’15), the ratio of applications to available openings remained fairly steady for every job filled.

December 31, 2015:	382 actively employed,	312 full-time
May 31, 2016:	374 actively employed,	303 full-time
September 30, 2016:	352 actively employed,	295 full-time

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 Resources role in creating high performance work systems can be categorized into nine (9) very important components; 1) Teamwork and team rewards, 2) Employee’s work is rewarding, 3) Empowerment of employees,

4) Information sharing highly encouraged, 5) Pay systems are fair and transparent, 6) Training of staff, 7) Formal performance feedback, 8) Work processes encourage interaction amongst employees, 9) Employee assist in planned change.

SHARE is fortunate to have a dedicated staff committed to the SHARE mission as a Community Action Agency, to help low-income citizens 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. In 2016, the SHARE staff had a combined total of 1,981 years of service to SHARE, averaging slightly over 15 years each.

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 1200 for SHARE campaigns.

SHARE offers an outstanding benefit package to employees, including group health insurance, a wellness program, short-term disability and life insurance, a retirement plan; flex spending account, and credit union. Optional benefits include a group dental plan, a group cancer plan, long-term disability, various supplemental insurance, and pre-paid legal coverage, among other features.

A special website provides online access to information on the full range of benefits available to our employees. This 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. The site features a Financial Toolkit, a Wellness Manager, a drug interaction checker, and links to The Diet Channel and our own “Healthy Ways” wellness program.

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 trainers and educators.

## Administrative Staff & Managers

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

Willis H. Crosby, Jr., Ed.D. CCAM <b>President/CEO</b>	Bruce Forbes <b>Special Projects Coordinator</b>	Jeanell Evans <b>Office Manager-Head Start</b>	Ciara Ikein <b>Data Analyst</b>
Pamela S. Sims <b>Director of Business &amp; Finance</b>	Ross L. Bowens <b>Senior Field Coordinator Sustainable Housing Initiative</b>	John Dendy, M.A. <b>Area Coordination Facilitator</b>	Delores Brown, RN <b>Health Facilitator</b> Maya Smith, RN <b>Health Specialist</b> Juanetta Jackson, RN <b>Health Coordinator</b>
Doris Pitchford, MBA <b>Assistant Director of Finance</b>	LaVonya Baker, CCAM <b>Program Manager</b>	Shannon Vaughn, M.Ed. <b>Early Childhood Services Facilitator</b> Janet Thompson <b>Training Specialist</b>	Monica Bryant Shirley Fant <b>Social Service Specialists</b> Shaylunn Tolbert <b>Social Service Coordinator</b>
Janice R. Jackson <b>Director of Human Resources</b>	Diane Pressley, CCAM <b>Case Manager Coordinator Anderson County</b>	Cynthia Sosebee, M.Ed. <b>Community Partnership Facilitator</b>	Patrice Hawthorne M.S. <b>Family Partnership Facilitator</b>
Chris Allen, MCRP <b>Resource Development Coordinator</b>	Gloria Smith <b>Case Manager Coordinator Pickens County</b>	James Thompson <b>Facilities Coordinator</b>	Melissa Posey <b>Information Coordinator</b> Debra Brown Stewart Daphne Freeman Jo Handy <b>Information Specialist</b>
Barbara Brown <b>Executive Assistant</b> Lisa C. Ashmore, B.A. <b>Executive Assistant</b>	Cathy Stowers, CCAM <b>Case Manager Coordinator Oconee County</b>	Jerome Thompson Andrew Harris <b>Transportation Specialists</b>	Vennie Jones <b>Early Head Start Project Coordinator</b> Janice Brown <b>Case Manager</b>
Tandy Bannister, CCAP <b>Director of Community Economic Opportunity Department</b>	Tobita Posley-McKinney M.A. <b>Director of Children and Family Development</b>	Gail Scott Angel Wheeler <b>Nutrition Specialists</b>	Gayle Ford, M.A. <b>Staff Development Specialist</b>
Betty Cox, CCAP <b>Community Services Manager</b>	Rene Vaughn <b>Program Design Facilitator</b>	Tracie Wilson, M.A. <b>Disabilities /Special Needs Specialist</b>	Angie Starks, M.A. <b>Disabilities /Special Needs Specialist</b>

## Lisa Cooley Ashmore

Executive Assistant / Editor

Following the Promise of Community Action to keep hope alive, help people and change lives, Sunbelt Human Advancement Resources, Inc. ( SHARE), the local Community Action Agency, has operated for 50 years in serving low-income citizens. 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 bringing 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.



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. Thank you to the citizens and community partners who understand and support our mission: SHARE provides resources and tools that equip individuals and families to improve their station in life.



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