

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 2022**



## SHARE Mission Statement

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

## SHARE Vision Statement

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

## Our Values

- H** **Honesty** - Giving the highest level and quality of service to every client, every day without regard to the nature of the cause of their need.
- E** **Empathy** - Striving to truly understand how poverty weighs on our clients and doing all we can to lessen that burden.
- R** **Responsiveness** - Recognizing the strength (and sometimes, sacrifice) it takes for our clients to ask for help and treating those request as if they matter to us as well.
- O** **Openness** - Accepting all clients where and how they are; knowing our own limitations and asking for help when needed.
- I** **Integrity** - Doing what's right every time, thus preserving the reputation and public image of SHARE.
- C** **Compassion** - Treating all clients with the care, respect and dignity we would want for ourselves.

# Letter from The Board Chair for the Annual Report

Isaac Johnson, Jr.

Being a member of the SHARE Board of Directors has been an honor and privilege for me beginning in 2017. I became Board Chairman in January 2022. SHARE has an outstanding leadership team and has a long track record not only of providing great services to the community but is also recognized for its solid financial management of the organization.

Some of the activities SHARE was involved this past year was Governance Training in April 2022. We had several board members and SHARE staff to attend a benefit in April 2022 supporting Taylors Free Clinic, a non-profit organization which provides free medical treatment to eligible members in Greenville County. Three board members and staff attended the National Head Start Conference in Baltimore, Maryland. We also attended the CAPLAW Training in Chicago, Illinois. In August 2022, we attended the National Community Action Partnership Convention in New York City.

2022 was a busy but productive year coming on the heels of the COVID Pandemic. SHARE has been blessed to have a competent President/CEO, and she aptly guided SHARE through tough times during the Pandemic.

Speaking on behalf of the Board of Directors, I thank Ms. Pamela Sims, President of Sunbelt Human Advancement Resources, Inc. (SHARE) and her staff for a job well done in the last year. I also thank the dedicated Board Members for their guidance and support. We all believe in SHARE and its Mission to make it become a reality.

**Isaac Johnson, Jr.**  
SHARE Board Chairman



# Message from the President & CEO

Pamela Sims, CCAP

As I ponder what has happened to the world for the last two years, I think most people would say the pandemic offered us more significant challenges that we would rather not have had.

But because we faced those challenges, our Sunbelt Human Advancement Resources (SHARE) staff learned and adopted new ways of doing things.

We were attacked by a virus that no one was familiar with. Businesses shut down, some permanently, schools were closed, children had eLearning from home, grocery store shelves were bare, and people were afraid. Only essential employees reported to work.



SHARE is and was considered to be an essential organization. Therefore, our staff continued to serve our customers. Policies were developed and implemented to ensure our customers' and staff's health and safety. Every area of SHARE's operations, from administrative to programmatic, was impacted. SHARE's Board of Directors and staff came together and mapped out a plan of success for continued services to our customers in our four-county service areas of Greenville, Anderson, Pickens, and Oconee counties.

SHARE applied for and received federal grants from the Department of Health and Human Services (DHHS) to operate Head Start, LIHEAP, Emergency Housing, and Community Services Block Grant programs during COVID-19. Our staff rolled up their sleeves and took on the challenge to do what was necessary to keep our staff, children, and customers in a safe environment and to assist individuals and families with housing, food, transportation, education tuition, utility bills, rent, and mortgage assistance.

Everyone, including the children, was required to wear masks, wash hands often, and remain in their designated areas as much as possible. Centers were cleaned and sterilized each day before the children returned to class.

After two years, the pandemic is better managed, and we continue to address the needs of our customers. However, we face a new challenge as the 2022 fiscal year ends. SHARE and most other businesses are experiencing a staff shortage. We have implemented new hire bonuses and retention incentives but remain understaffed.

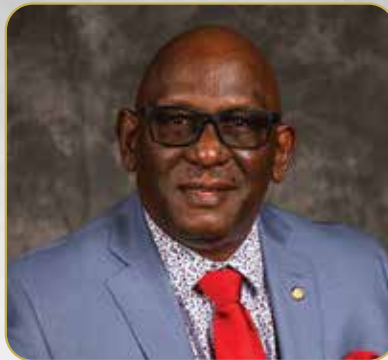
This challenge will not deter us. We will continue to move forward with helping people and changing lives.

**Pamela S. Sims**  
President/CEO

# 2022 SHARE Board of Directors



**Mrs. Sheila Brooks**  
Greenville County/Private Sector



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



**Mrs. Yazmin Bruce**  
Pickens County/Private Sector



**Mr. Cortney Burgess**  
Anderson County/Private Sector



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



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



**Ms. Stephanie Enders**  
Oconee County/Customer Sector



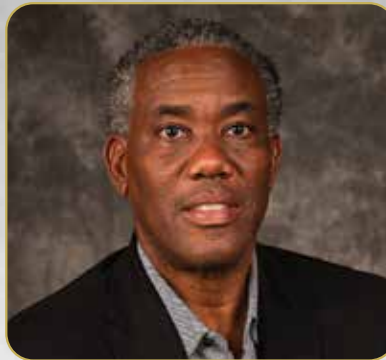
**Mrs. Yaniqua Eyabi**  
Anderson County/Public Sector



**Honorable Kenneth Gibson**  
Greenville County/Public Sector



**Honorable Isaac (Ike) Johnson**  
Greenville County/Public Sector



**Mr. Maury Mattison**  
Anderson County/Customer Sector



**Mrs. Renea Mayes-Rice**  
Oconee County/Customer Sector



**Ms. Crystal McDowell**  
Greenville County/Private Sector



**Ms. Beverly Smith**  
Oconee County/Public Sector



**Mr. Steven Stokes**  
Greenville County/Private Sector



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

# Resource Development

The SHARE Board of Directors, SHARE Customers, and the SHARE employee family would like to thank the community for another year of support. The dollars you contributed in 2022 allowed SHARE to help low-income individuals and families who slightly exceeded the income guidelines for our grant-funded programs. Contributions were used to support our LADDER program, which provides employment training and job placement, to help our customers with basic human needs, provide early education for young children, and provide services to homeless families.

SHARE's programs and services are designed to move low-income individuals toward self-sufficiency and encourage independence, thereby upholding 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 an essential resource in our operations as well. In 2022, numerous volunteers contributed their time and talents, translating into approximately \$1,287,320.00 in value to support our programs. SHARE is required to collect non-federal resources for some of our federally funded programs, and our volunteers helped us meet this requirement. Thank You for your generosity in assisting SHARE to meet the needs of our customers for another year.

# 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 (Early Head Start and Head Start) department of SHARE is funded to provide quality comprehensive services for 1,337 children birth – five years of age and Pregnant Women across 4 counties: Anderson, Greenville, Oconee and Pickens. The agency operates 22 child development centers that are licensed by the South Carolina Department of Social Services. The 2021 – 2022 school year continued to present us with many challenges related to COVID-19 and providing in-person services. We monitored COVID cases very closely and closed down classrooms as needed for the recommended time to ensure appropriate health and safety practices. We maintained our COVID protocols for additional sanitation practices and social distancing in all classrooms. Our staff ensured that the centers were disinfected, and all materials and equipment was sanitized daily in each classroom. We continued to offer virtual home visits, conferences, and parent meetings to ensure everyone was safe.



**Shannon Vaughn, M.Ed.**  
Director, Children and Family  
Development

Our program was impacted by many staff not returning to work in-person for various reasons related to COVID-19. We began to experience greater issues related to recruiting and retaining qualified staff. We have dedicated staff members that remained diligent in providing services to our children and their families throughout the challenges of the pandemic. We have explored many avenues to help with this issue including recruitment and retention incentives, increased outreach for recruitment, and a new Classroom Aide position. This is a full-time position that allows the staff member to gain experience while also earning a credential like a CDA (Child Development Associate). The staff member would then be qualified for a lead teacher or teacher assistant position.

COVID-19 funding allowed us to offer an additional six weeks of Head Start summer enrichment during the summer of 2022. This model allowed us to maintain both EHS and Head Start services through mid-July. We felt this extra learning time was valuable to the Head Start children and their families. Classrooms closures and positive cases of COVID-19 created many opportunities for learning deficits, and the summer enrichment program allowed for additional learning time. We served 252 EHS children and 424 Head Start children during that time. Our program is committed to providing high quality services to children and families, and remain focused on ways to overcome barriers that COVID-19 has presented.

## CLASS 2021 - 2022 (Classroom Assessment Scoring System)

The Office of Head Start uses CLASS to assess the quality of the Pre-k classrooms every five years as part of the Designation Renewal System. Currently, the Office of Head Start does not use the tool to monitor the Early Head Start classrooms.

However, for consistency, Share Head Start uses CLASS to assess the adult/child interactions from birth to age four. There are two assessment periods (fall & spring). The fall assessment period was from September to December 2021. Head Start spring assessment was from January to May 2022. Early Head Start spring assessment period was from January 2022 to June 2022.

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 Office of Head Start does not use CLASS (Classroom Assessment Scoring System) to assess the Early Head Start classrooms.

SHARE EHS Infant Scores		SHARE Toddler Scores		
Domain	Average Score	Domains	Emotional and Behavioral Support	Engaged Support for Learning
Fall 2021 Responsive Caregiving	5.71	Fall 2021	6.19	4.36
Spring 2022 Responsive Caregiving	5.67	Spring 2022	6.11	4.45
In-House Average	5.33	In-House Average	6.15	4.40

SHARE Head Start Pre-K Scores			
Domains	Emotional Support	Classroom Organization	Instructional Support
Fall 2021	6.49	5.94	4.27
Spring 2022	6.62	6.11	4.5
Average	6.55	6.02	4.4

CLASS Pre-K Competitive Thresholds represent the Office of Head Start’s expectation for all grantees to work toward.

However, the scores will not be used for the Designation Renewal System for the program year 2022-2023. SHARE’s in-house assessment scores are above the competitive thresholds.

### Competitive Threshold Scores

Domains			Certified CLASS Observers		Certified CLASS Train-the-Trainer	
Emotional Support	Classroom Organization	Instructional Support	Infant Observers	13	Infant Train-the-Trainer	1
5	5	2.3	Toddler Observers	24	Toddler Train-the-Trainer	1
			Pre-K Observers	31	Pre-K Train-the-Trainer	3

Ongoing training and mentor coaching were provided to the teaching teams in the weakest domains. The new staff was introduced to CLASS during orientation. The introduction is an overview to define what the acronyms CLASS means and a brief overview of adult/child interactions. The new staff is provided strategies and resources to help prepare them for future observations. On-going training is provided to help the teaching staff improve their teaching skills and keep them informed of any changes that may be taking place in the Office of Head Start.

## Education Services

### School Readiness Goals

The Head Start Program Performance Standards requires all programs to establish school readiness goals, which are defined as “the expectations of children’s status and progress across domains of language and literacy development, cognition and general knowledge, approaches to learning, physical well-being and motor development, and social and emotional development that will improve readiness for kindergarten goals.

### COR ADVANTAGE ASSESSMENTS

SHARE uses ongoing, authentic, observation-based assessment to follow children’s progress, guide planning and instruction, and communicate with others. This will involve a four-step assessment process of 1) observing and collecting facts; 2) analyzing and responding; 3) evaluating; and 4) summarizing, planning, and communicating. COR ADVANTAGE will be used to evaluate each child’s developmental level and progress. COR ADVANTAGE is grounded in 36 research-based objectives that align with the Head Start Early Learning Child Outcomes Framework: Ages Birth to Five and are the same objectives as focused on by the curriculum.

**The following chart reflects SHARE Head Start School Readiness Goals year 2021-2022.**

**APPROACHES TO LEARNING**

Goal 1: To assure school readiness of birth through 5-year-old SHARE Head Start children in approaching development children will demonstrate an understanding of the skills and behaviors needed to engage in learning as measured through: Objective: Children will show growth annually in the area of approaches to learning as measured by improved scores through COR Advantage Assessment, DIAL-4, and DENVER II data.

**SOCIAL & EMOTIONAL DEVELOPMENT**

Goal 2: To assure school readiness of birth through 5-year-old SHARE Head Start children will demonstrate an understanding of building and maintaining relationships and the ability to recognize, express, and manage emotions as measured through: Objective: Children will show growth annually in the areas of social and emotional development as measured by improved scores through COR Advantage Assessment, DIAL-4, and DENVER II data.

**LANGUAGE & LITERACY**

Goal 3: To assure school readiness of birth through 5-year-old SHARE Head Start children will demonstrate an understanding of communication and development of literacy skills as measured through: Objective: Children will show growth annually in the areas of language and literacy as measured by improved scores through COR Advantage Assessment, DIAL4 and DENVER II data.

**COGNITION**

Goal 4: To assure school readiness of birth through 5-year-old Head Start children in approaches to cognition and general knowledge development children will demonstrate an understanding in the areas of reasoning, memory, problem solving and thinking skills as measured through: Objective: Children will show growth annually in the area of cognition as measured by improved scores through COR Advantage Assessment, DIAL-4, and DENVER II data.

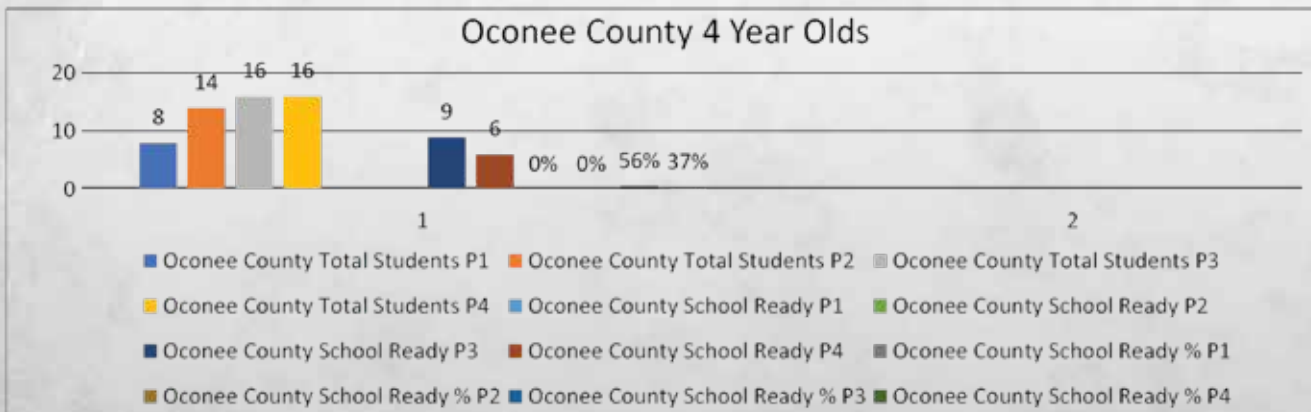
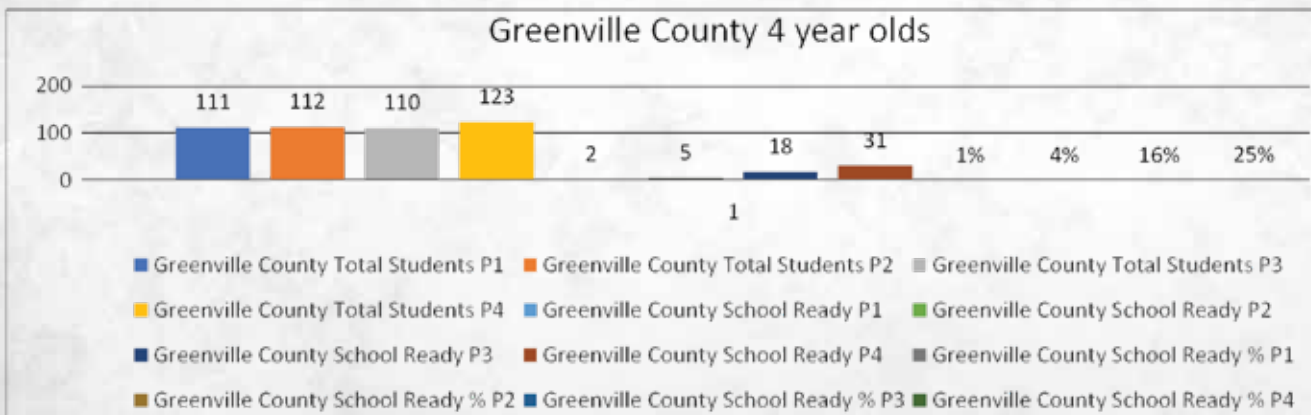
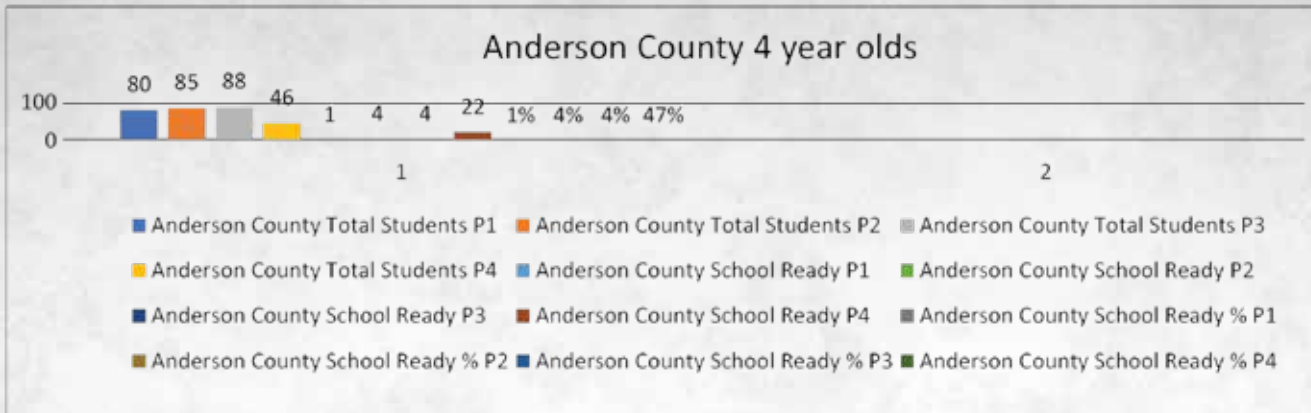
**PERCEPTUAL, MOTOR & PHYSICAL DEVELOPMENT**

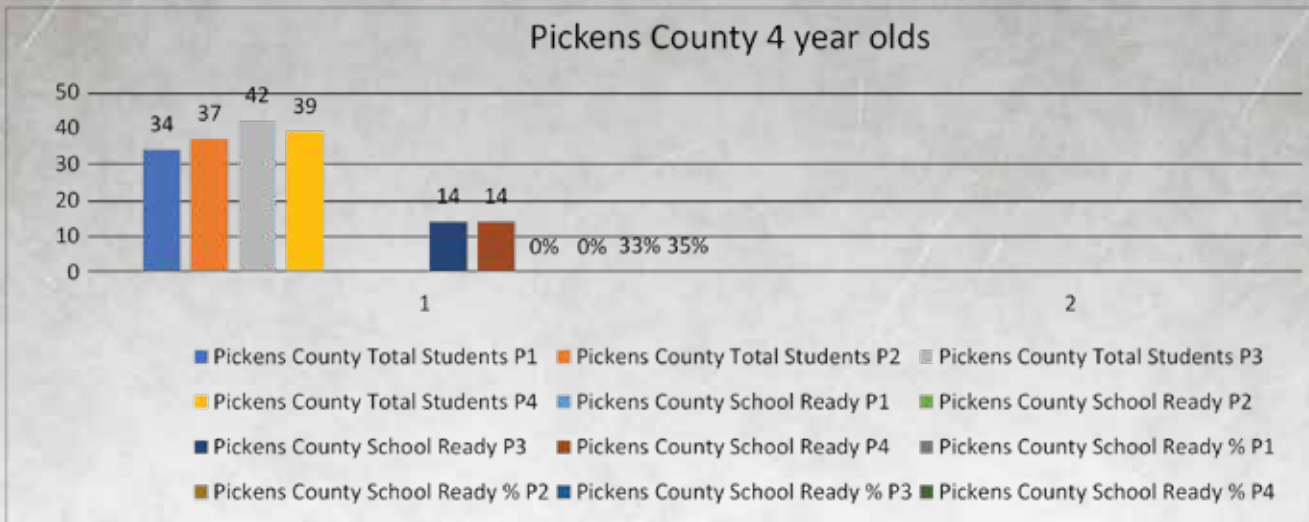
Goal 5: To assure school readiness of birth through 5-year-old SHARE Head Start children will demonstrate an understanding of perceptual, fine and gross motor development. Objective: Children will show growth annually in the areas of perceptual, motor, and physical development as measured by improved scores through COR Advantage Assessment, DIAL-4, and DENVER II data.

## Child Outcomes and School Readiness

Child Outcomes and School Readiness - To assure school readiness, SHARE Head Start uses the Highscope Curriculum in combination with the COR Advantage Assessment System to measure children’s progress throughout the program year. During the 2021-22 program year, children demonstrated significant progress and growth across all domains as illustrated in the tables below. The tables below demonstrate how the children are meeting and exceeding “widely held expectations” (typical developmental range for the age groups).

### SHARE Head Start School Readiness 4-year-olds





## SOCIAL AND EMOTIONAL DEVELOPMENT - Emotions

Right from the start, children feel and express emotions, whether it is pleasure at having their hunger satisfied or seeing a familiar face, fear of a loud noise, or anxiety when a comforting object is taken away. Infants show emotions with facial expressions, gestures, sounds, and their whole bodies. As children develop language, they begin to put their feelings into words with the help of supportive adults. Understanding and talking about their feelings is an important step in children gaining control over how they express their emotions. This ability not only helps them become more aware of their own feelings but also allows them to observe and explain the emotions of others.



## PHYSICAL DEVELOPMENT - Fine-motor skills

The early childhood years are a period of tremendous refinement in the use of hands and fingers. Infants progress from flexing their fingers to being able to grasp objects and then manipulate them in various ways. From that point on, children gain strength, flexibility, and hand-eye coordination as they gain mastery over a growing number of objects and tools. Children take on increasingly complex fine-motor tasks and apply them to self-care and learning activities such as tying their shoes, creating intricate structures, and writing.

## SCIENCE AND TECHNOLOGY - Natural and physical world

Infants learn about the natural and physical world simply by being in it — feeling the breeze, gazing at the sun streaming through a window, and feeling the motion of being rocked. Toddlers learn the names for plants and animals and become more interested in taking care of them. Preschoolers talk about wildlife and where they live. They notice how materials change and wonder why. Children learn how people’s behavior affects the environment and how they can help to protect it.



## LANGUAGE AND LITERACY - Language and Communication/Listening to and comprehending

Spoken and written words are essential aspects of learning. Children progress from understanding simple spoken words and phrases (also signs and gestures) to more complex and detailed information. Their understanding of oral and written stories undergoes a similar development. First, they pick up individual story elements, such as a character or single event. Later, they grasp interactions among characters and the sequence and causal relationships between events. Children also begin to connect what they hear and read to people and events in their own lives.



## SCIENCE - Tools and technology

To an infant, a tool is anything that satisfies a need or desire — a teething ring that alleviates pain or a mobile that provides something interesting to look at. Toddlers use everyday materials as simple tools in their play. Preschool and kindergarten children use tools (for example, scissors, staplers) to deliberately carry out their intentions. They increasingly use interactive digital technology (including software, apps, e-books, and the Internet) to supplement hands-on learning.

## SCIENCE - Observing and classifying

Being a good observer is an important skill for budding scientists to develop. Infants and toddlers use all their senses to observe. Preschoolers begin to sort things into categories — big and small, loud and quiet, rough and smooth, to name just a few. They discover similarities and differences in people, objects, and events. Over time, their classifications are based on an increasing number of attributes or characteristics.



## ERSEA Report (Eligibility, Recruitment, Selection, Enrollment, & Attendance)

### Eligibility

2021-2022 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
0.4%	0.4%	1.7%	80.5%	10.9%	6.1%	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: 2022 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 4 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), Supplemental Security Income (SSI) and/or Supplemental Nutrition Assistance Program (SNAP)), SHARE Head Start has collaborative agreements with the Department of Social Services (DSS) in all of our service areas.

**Outcome:** Served 4 children in foster care

Served 19 enrollees receiving Public Assistance (TANF/SSI/SNAP)

## 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.

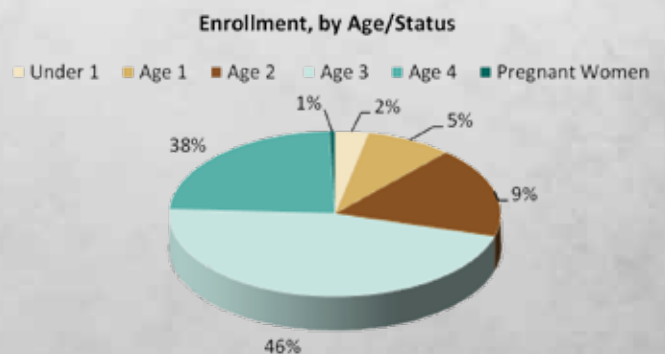
Waitlist as of June 2021		
County	Head Start	Early Head Start
Anderson	64	73
Oconee	11	12
Pickens	31	14
Greenville	220	239
TOTAL	326	338
PROGRAM TOTAL: 664		

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 **1330** children ages Birth to 5 and **up to 7** pregnant women. The agency provided services to **1137** children and pregnant women during 2021-2022. The program did not meet the funded enrollment, but the enrollment was an increase from the previous year. Families were beginning to gain comfort in having their children in a public setting.

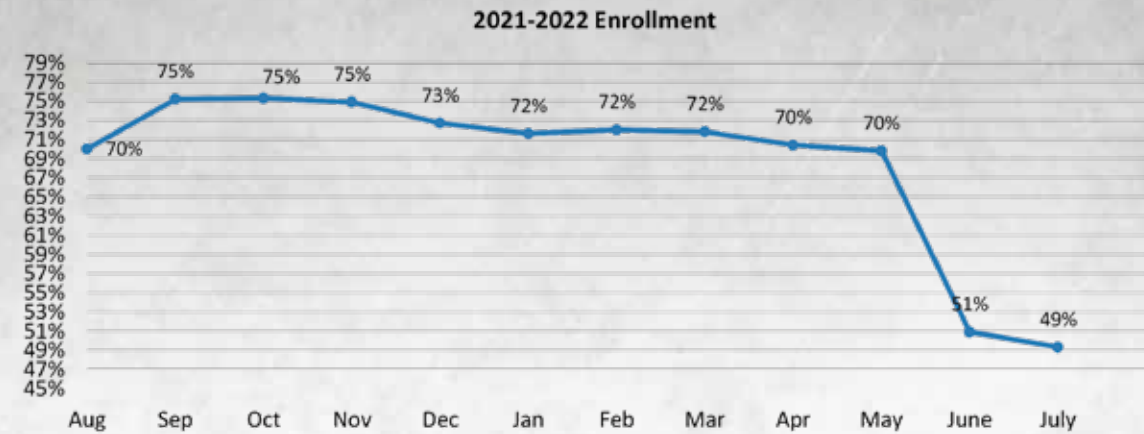
The agency maintained and reported to the Office of Head Start our enrollment status August 2021 through July 2022.





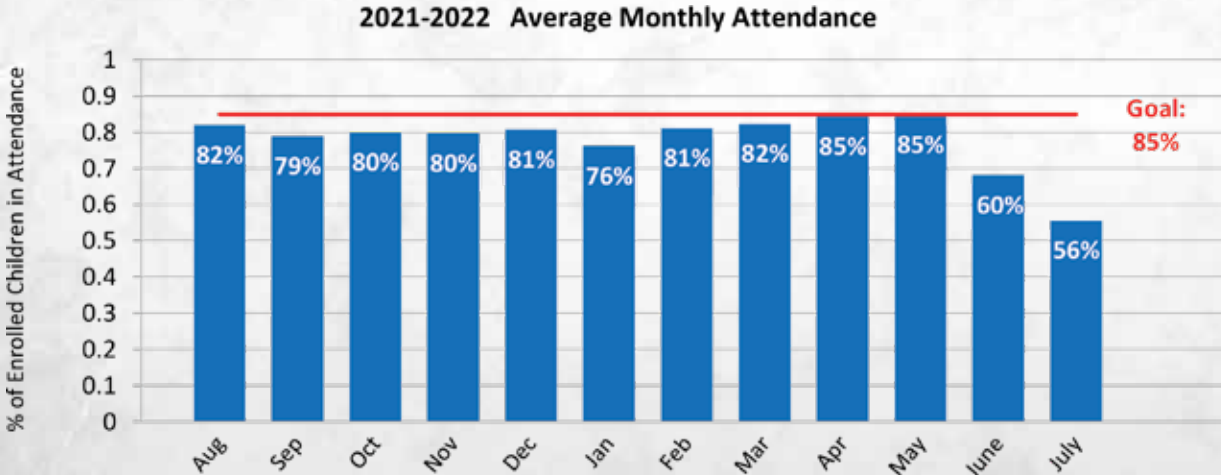
## Enrollment

Enrollment is defined as the actual number of participants that completed the enrollment process and received at least 1 day of services. If enrollment had reflected greater than 100%, then terminated children were able to be replaced. A decline was noted during the summer months.



## Attendance

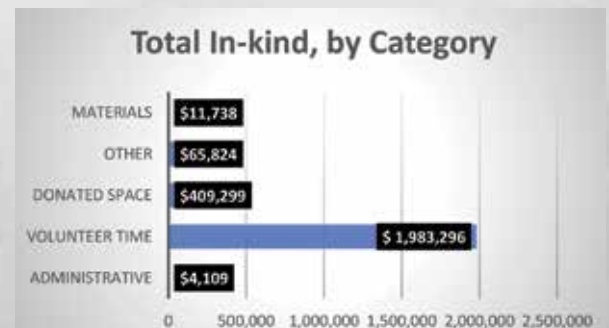
Head Start Performance Standard 1302.16 states that each program must maintain an Average Daily Attendance (ADA) rate of 85 percent. When the monthly average daily attendance rate in a center-based program falls below 85 percent, a Head Start program must analyze the causes of absenteeism in order to identify any systemic issues that may be contributing factors to the program’s absentee rate.



Source: ChildPlus.net Report #2301

## 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 76 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 collected 63.34% of the mandated in-kind amount for 2022. The program utilized in-kind from parents, other family members, and the community. Due to the continuing impacts of the COVID-19 Pandemic on our program's ability to collect 100% of the federally mandated in-kind amount, the Office of Head Start granted a waiver for the remaining 36.66%. In-kind included time, donated space, materials, administrative costs, and others.

Hours Volunteered	
Parents	101,744
Agency	141
Non-Parent	172

## 2021 - 2022 Policy Council Roster

Dorett Gunter, Chair  
 Angella Brown, Vice-Chair  
 Tomeka Rowe, Liaison

### GREENVILLE COUNTY

**Rutherford Road EBR**  
 Carl Powe Cherantha Kelly-Sims

**Golden Strip Watkins Rd. EHS**  
 Janelly Cruz Ortiz Johniya Kirksey Henderson

**Pleasant Valley North Franklin**  
 Brittany Williams Shashettia Arnold

**Parker**  
 Rosalind Moss

### PICKENS COUNTY

**RMR**  
 Krashanda Snead

**RMR EHS**  
 Jessica Godfrey

**Pickens**  
 Avis Neal

### OCONEE COUNTY

**Seneca**  
 Brittany Lyle

### ANDERSON COUNTY

**BHW**  
 Jana Bridges

**WHC**  
 Saytn Gardner

**Westside EHS**  
 Kanisha Davis

**Westside HS**  
 Brianna Money

**Starr**  
 Kayla Boyd

## Community Representatives

**Community Representative - Greenville**  
 LaKeisha Johnson

**Community Representative - Pickens**  
 Donna Mansell

**Community Representative - Anderson**  
 Lisa Butler  
 Donnittia Robinson

**Community Representative - Oconee**  
 Demetra Hall

# Parent and Family Engagement

## The impact of COVID 19 on Family Well-being and Family Engagement Services.

The impact of COVID-19 has had a detrimental effect on the mental health and well-being of individuals of all ages. As a result, SHARE Head Start's goal was to maintain contact with families, strengthen community resources and address families' immediate and specialized needs. Through a recent partnership with Universal Therapeutic Intervention Services, SHARE was able to provide support for staff and families by recognizing and responding to the signs and symptoms of mental illness. We believe that focusing on the well-being of families and staff will further support our efforts to promote children's school readiness, promote the self-sufficiency of families, and build a better community and future for all.



**Family Engagement Support:** Communication with families is on-going. Because of COVID-19, SHARE Head Start provided families with several means to be involved and engaged in program activities. Although face to face interaction was limited, communication continued by using social media platforms, such as Facebook and Instagram. Families were encouraged to join group meetings and activities by use of the Zoom app. Other means of communication were e-mail, telephone and text messaging. Families continued to be engaged in a variety of culturally responsive, goal directed events and activities which they themselves identified as desired areas of growth and development. Program staff assisted 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.

### 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 Outcomes

The outcome reports below show averages from the Family Assessment tool that is used by SHARE Head Start/ Early Head Start family advocate staff. The Assessment tool has 18 Domains that have been tied into the seven Outcomes. The report is divided into areas served and Family Advocates caseloads. The Assessment collects and analyzes information in order to assist families in setting goals; linking to community resources; and supports family safety, health, financial independence and self-sufficiency. The assessment range is 1-3 with three being the highest. Family Advocates are encouraged to set goals with families and link them to needed resources in any area that fall below a three on the assessment. The Outcomes can also be used to assess areas where staff can advocate in communities for increased services in the communities. This report covers assessments completed with families during 3 quarters (Sept-Nov, Dec.-Feb and March-May).

### PFCE Scores by Category for 1st, 2nd & 3rd Quarters 2022

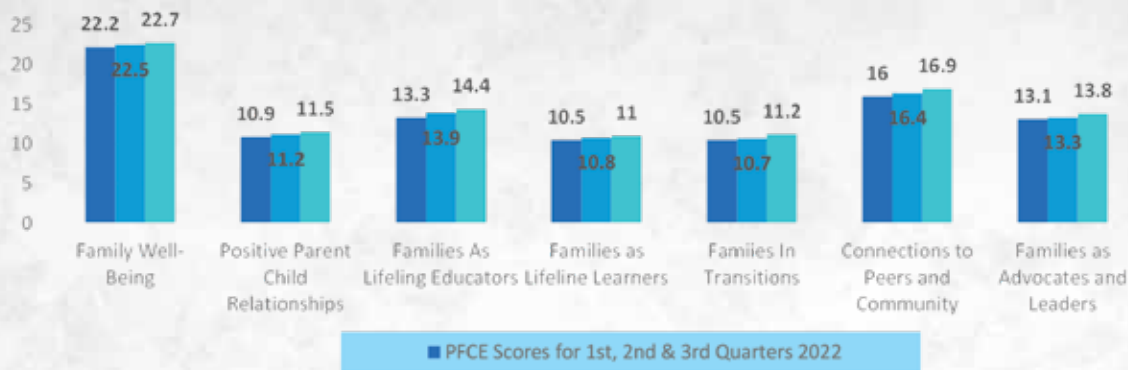


Chart 1 Child-Plus Report 4240

## Family Engagement Services

**Total number of  
family goals  
for 2021-2022  
1231**

The following areas represents the most identified goals/needs for our Head Start and Early Head Start families.

28 adequate  
housing goals

147  
homeownership  
goals

110 Education  
goals

22 GED goals

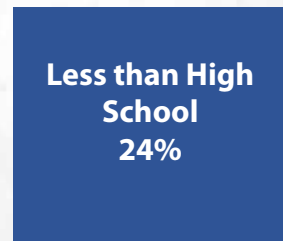
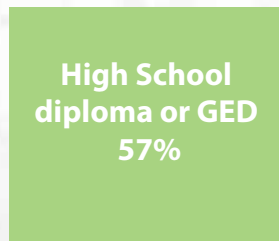
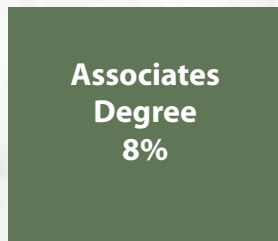
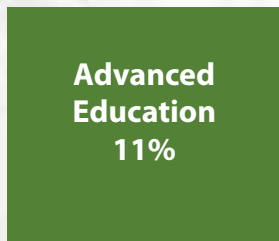
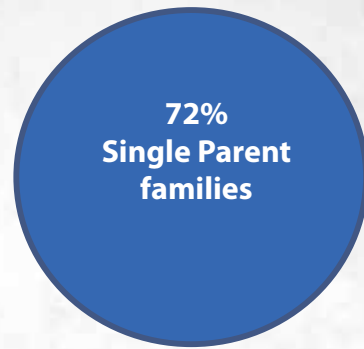
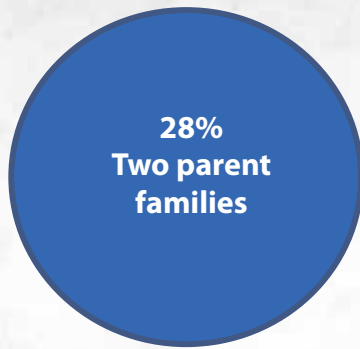
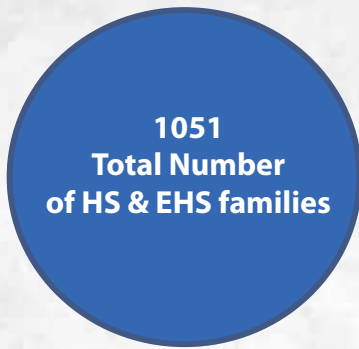
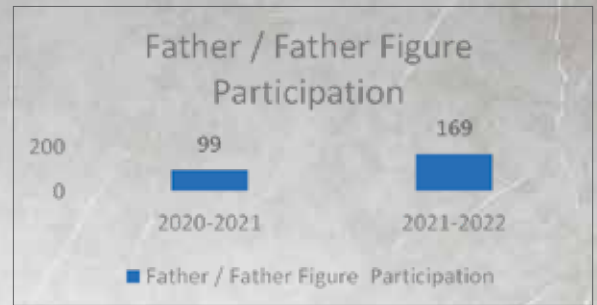
122  
Employment goals

74 financial  
security goals

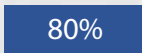
52 families  
participated in  
financial literacy  
workshops

## Male Engagement Activities

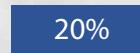
SHARE Head Start and Early Head Start focuses on father and father figures and their engagement in our program. Child-Plus data indicates that during the 2020-2021 program, 99 fathers/father-figures participated in male focused parent workshops and/or activities. During 2021-2022, 169 fathers/father figures participated in male focused workshops/activities. Activities included Donuts for dads, Fatherhood Fridays, Storytime with dad, Cooking with a Chef and gardening activities at the centers. We are planning to increase participation through our recent partnership with Upstate Fatherhood Coalition and Men at Work.



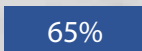
At least one parent/guardian is employed, in job training or school at the beginning of enrollment



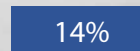
Neither no parent/guardian is employed, in job training or in school at enrollment



At least one parent/guardian is employed, in job training or school at the end of enrollment



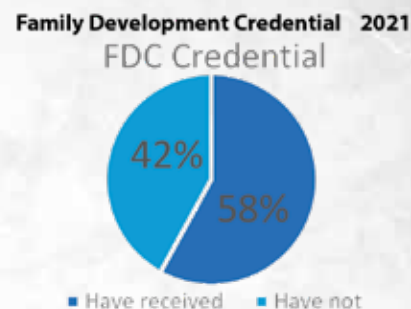
Neither no parent/guardian is employed, in job training or in school at the end of enrollment



**GOVERNANCE:** The Head Start Policy Council prepares parents/guardians to be advocates and leaders on behalf of their children, and cultivates them as community leaders. Parents on the Policy Council are provided with the opportunity to be fully engaged with program planning and decision-making, and work closely with the Head Start Director and Governing Board and key management staff. SHARE's Governing Body and Policy Council utilizes key program information established at the center-level parent committees which are discussed during monthly Policy Council and Board meetings to conduct their governance responsibilities. The Policy Council and Governing Board receive monthly financial statements; monthly HS/EHS program reports; all documents requiring HS Policy Council and Board approval; as well as communication and guidance from the Office of Head Start. The SHARE Board provides oversight of all program operations, and maintains responsibility for safeguarding the assets of the agency in tandem with the CEO. Through regular meetings and the exercise of its fiduciary duties, Board members receive on-going training in the Head Start regulations, and their roles and responsibilities; including their legal and fiscal responsibilities to Head Start. Parents on the Policy Council receive annual training on the Head Start regulations, a review of their roles and responsibilities, and eligibility training on federal regulations.

### Family Development Credentialing Program

SHARE Head Start offers the Family Development Credential (FDC) Program to assist Family Advocates to be 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.



## Disability and Mental Health Services

### Head Start/Early Head Start Disability Services

SHARE Head Start collaborates with local school districts in all four counties that we serve to ensure that additional services are provided to children with disabilities in the least restrictive environment under IDEA. Services included are: Developmental and sensory screenings, evaluation, the development of an Individualized Education Plan (IEP) for children (3-5), and Individualized Family Service Plans (IFSP) for infants and toddlers (0-3). Community Partners such as BabyNet, Tiny Feet, Thrive Upstate (DDSN), Bright Start and Ahead Start develop and manage the Individualized



Family Service Plans for children eligible for IDEA Part C services. Our local school district (LEA) partners develop and manage Individualized Education Plans for children eligible for IDEA Part B services. These plans often include educational and therapy related services and/or early intervention services for children and their families which are on-going throughout the program year. SHARE Head Start welcomes community partner providers into our Head Start/Early Head Start facilities as we work on-site together to help each child meet his/her individual goals.

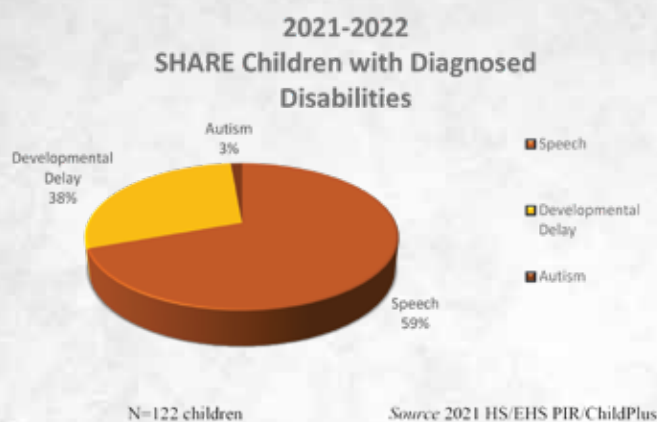
## School Readiness for Children Birth to Five with Disabilities

SHARE Head Start/Early Head Start ensures inclusion of children with disabilities in a full range of comprehensive services. Children with special educational needs learn more readily in a class with their non-disabled peers. Our curriculum, High Scope and our on-going assessments, provide individualized opportunities specific to each child at their current developmental level to address their unique needs to promote acquisition of new skills in all areas of development. Our school readiness goals and individualized plans ensure that our teaching staff implements and supports the integration of each child's specialized goals. This may include teacher support through trained, specialized personnel, assistive technology or adaptive equipment and/or classroom accommodations for children with special needs. Data collection of ongoing assessments allows Head Start to disaggregate comparative data to



determine a child's progress in meeting IEP/IFSP goals and objectives. SHARE Head Start is fully committed to ensuring that children have a smooth transition from Early Head Start to Head Start and from Head Start on to Public School or their next placement.

In 2021-2022, SHARE served a total of 122 children with disabilities throughout the program year. The graph below offers a breakdown of the number of children birth to five with disabilities. This is an increase of 38% of children with disabilities from the previous program year, This is due to face to face services throughout the year and a decline in COVID-19 cases.



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

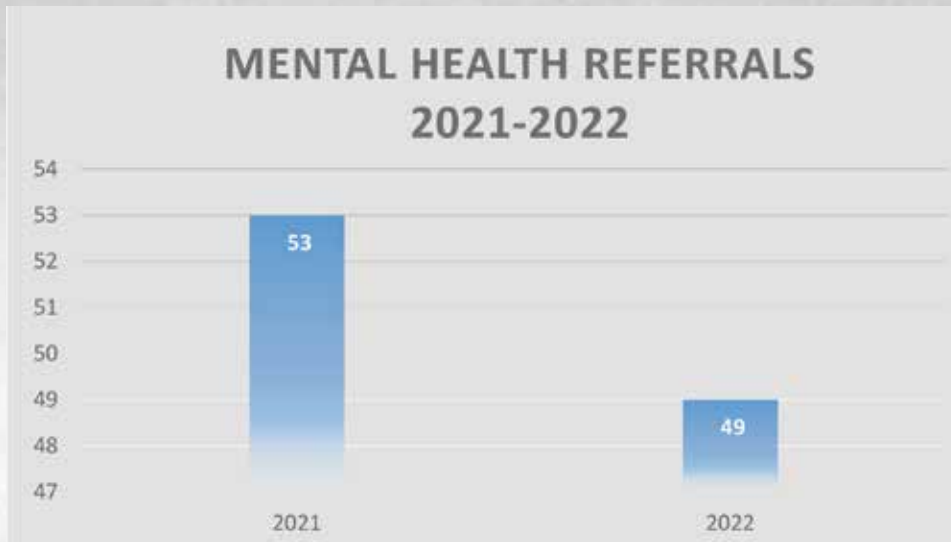
SHARE provide community agencies with brochures, recruitment flyers and information about our curriculum and services to children and families. In order to actively recruit and enroll children with special needs, SHARE Head Start collaborates with community agencies such as BabyNet, A Child's Haven, Ahead Start, Thrive Upstate/ (DDSN) the Department of Disabilities and Special Needs and our local school districts. Preschool special education services staff and Early Intervention personnel in all four counties actively refer children to our program.

## Mental Health Services

SHARE Head Start/Early Head Start provides Mental Health services to support staff as well as children and their families to address social and emotional needs. Due to the many concerns and challenges faced by staff, children and their families. SHARE Head Start collaborated with Universal Therapeutic Services (UTS). UTS is an outpatient community based, behavioral healthcare organization that specializes in evaluating and strengthening systems of care for children, families with mental and emotionally based disorders and illnesses. UTS staff did observations in the classroom that had been referred and provided strategies for children with developmental or behavior concerns.



The graph below indicates that once the students returned to face-to-face in the centers, there was an increase in their behavior development in 2021. There was a decline in the challenging behaviors once the services and strategies were provided from Universal Therapeutics Services and the licensed/certified Mental Health Consultants.



SHARE will continue to contract with licensed/certified Mental Health Consultants to provide observations in all of our classrooms at least twice a year. The Mental Health Specialist monitors and coordinates Mental Health Observations and various strategies with the Mental Health Consultants. They work as part of a team to assist staff in the identification and referral of children in need of early intervention and behavioral services.

The Mental Health Specialist, Mental Health Consultants and the Disabilities Specialists will also collaborate to coordinate parent and staff training. SHARE Head Start/Early Head Start works closely with community agencies which provide early intervention services to meet the social and emotional needs of children and their families. The Mental Health Specialist also collects data, maintains records and supports compliance in all facets of Office of Head Start Program Performance Standards and State regulations.

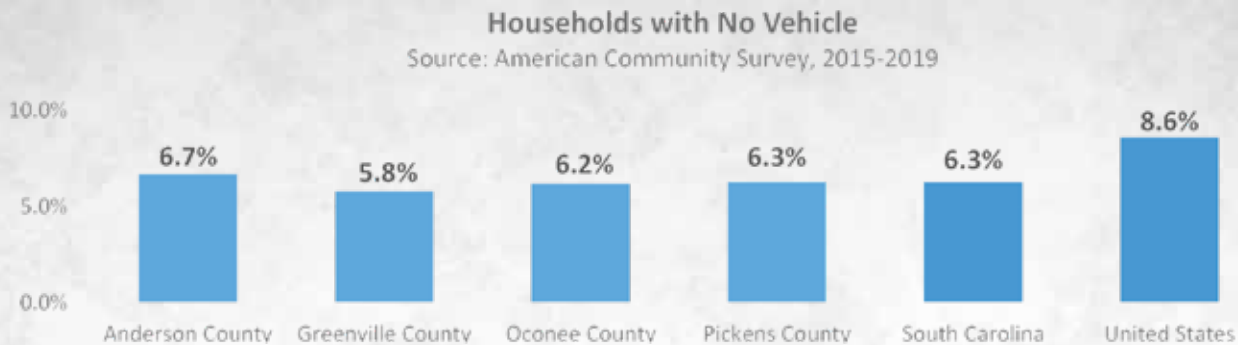




# Transportation

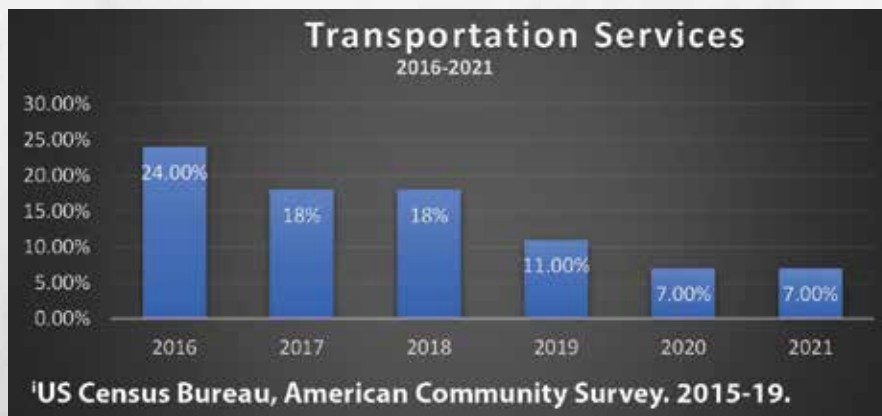
For families living in poverty without a reliable personal vehicle and limited public transit, the lack of transportation can be a significant barrier to achieving self-sufficiency. Lack of transportation is a barrier for families to gain employment opportunities, attend health care appointments, refill prescriptions in a timely manner and to shop for groceries and necessities. For those families with a vehicle, some must share one car and coordinate schedules.

Of households, between 5.8 percent (Greenville County) and 6.7 percent (Anderson County) are without a vehicle, compared to 6.3 percent of households in South Carolina and 8.6 percent of U.S. households. <sup>i</sup>



SHARE Head Start provides safe and quality transportation services to approximately 10.6% of enrolled children, including children with special needs prior to the COVID pandemic. As a result of COVID-19, transportation services provided to children in Anderson, Oconee, Pickens and Greenville counties was reduced to 7% with the adjusted enrollment. COVID safety guidelines and procedures was introduced as part of the daily safety practice.

Our staff shortage affected many service areas including transportation. Our Teacher Assistants are also our bus drivers. The Teacher Assistant position held one of the highest consistent vacancy rates for our program. Only 22% of staff in that position retained a Commercial Driver's License. This has caused a decline in Transportation Services offered.

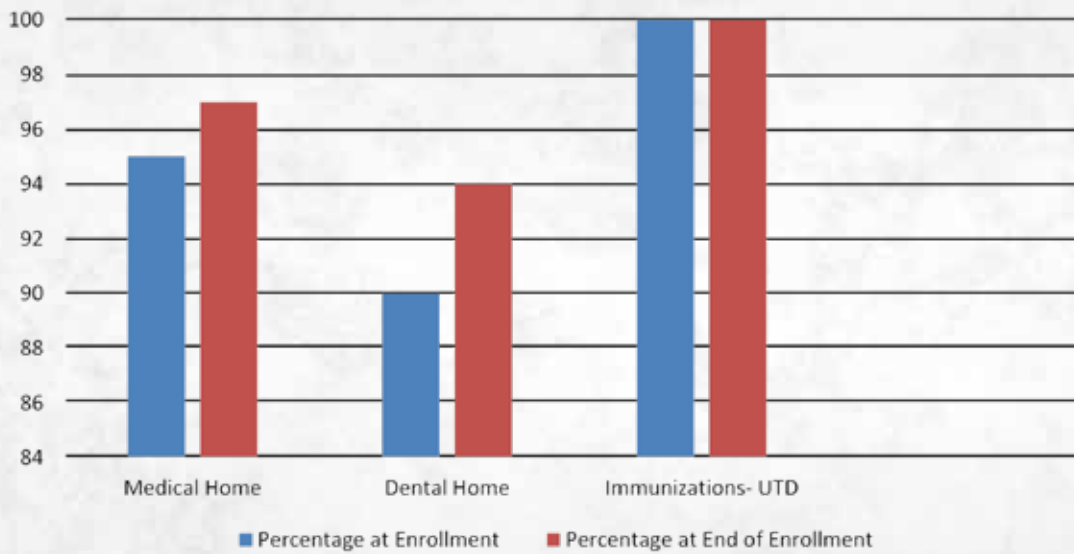


# Health Services

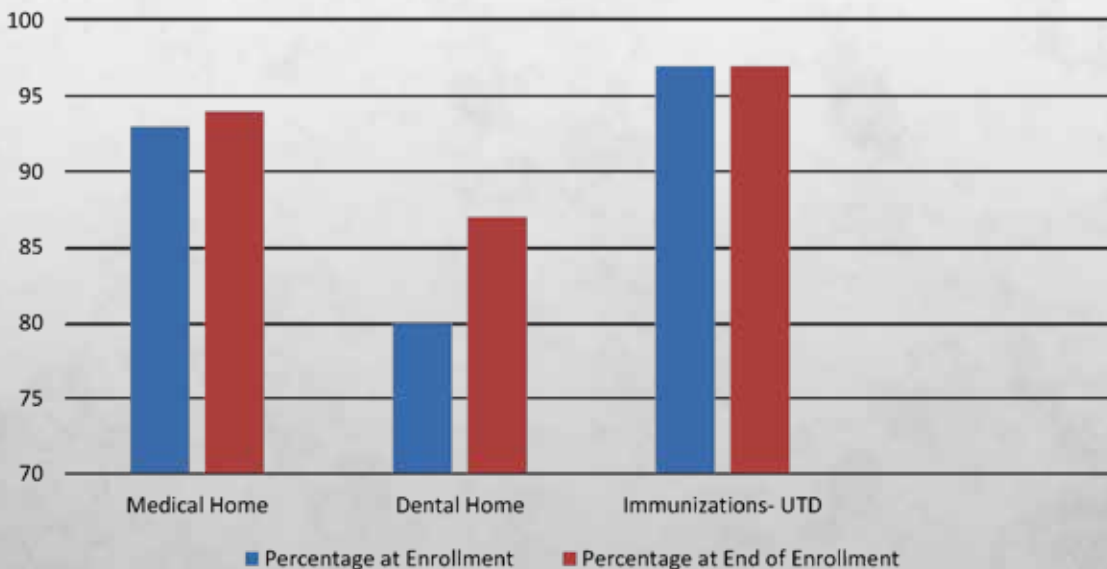
SHARE provides comprehensive health services to infants, toddlers, preschoolers, and pregnant women and their families. The percentages displayed in the graphs below are based on the cumulative enrollment, which is the total participants served throughout the year. Upon enrollment for Head Start, 95% of children had a medical home, this increased to 97% at the end of enrollment. 90% were enrolled with a dental home, and this increased to 94% at the end of enrollment. There were 93% of EHS children with a medical home at enrollment and this increased to 94% during the year. Dental homes for EHS children began at 80% and increased to 87%. The EHS children's immunization percentages were at 97% for the year and Head Start remained at 100%.

Medical follow-up and treatment for chronic health conditions including Individualized Health Care Plans were provided to children with vision and hearing concerns, asthma, diabetes, seizures, and other health conditions.

### Head Start Health Services 2021-2022



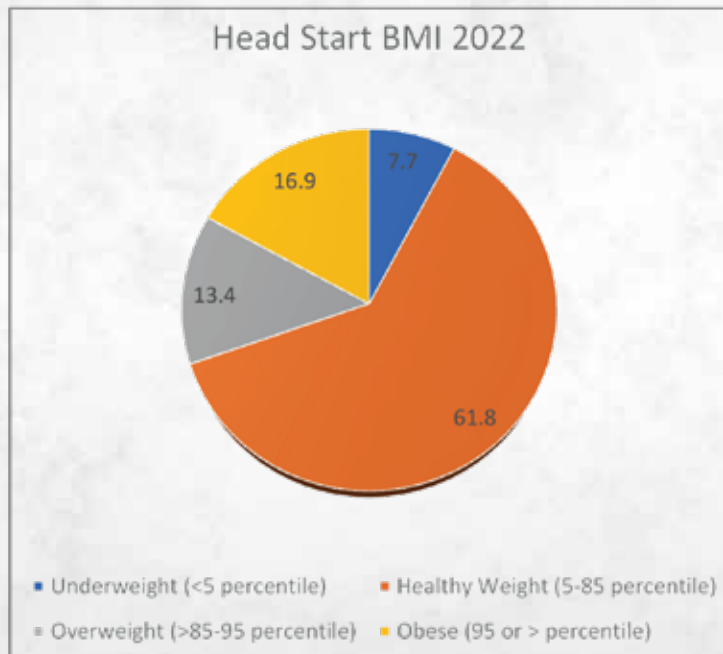
### Early Head Start Health Services 2021-2022



## Nutrition Services

Our program provides daily age appropriate nutritional meals and snacks for infants, toddlers and preschool children. During the 2021 – 2022 school year, there were a total of 250,015 meals served and reimbursed by the USDA Child and Adult Care Food Program (CACFP) including breakfast, lunch and afternoon snack. Mid-morning snacks are provided to the EHS children without benefit of USDA reimbursement.

The chart below indicates the Body Mass Index (BMI) based on the data of enrolled children. All children receive a growth assessment (height/weight) twice per year, which are calculated by the CDC guidelines. Results of the Head Start children are shown in the chart below; Underweight – 7.7%, Healthy weight – 61.8%, Overweight – 13.4%, and Obese – 16.9%. Registered Dietician consultants provide nutritional counseling and healthy lifestyle education to parents of children within the “at risk” categories.



# Head Start and Early Head Start Budget

Program Year 2021-2022

07/01/2021 thru 06/30/2022

Budget Categories	Approved Budget	Actual Expenditures
Personnel	7,824,478	8,015,682
Fringe Benefits	2,734,073	2,934,677
Travel	106,300	126,948
Equipment	500,126	239,090
Supplies	436,184	374,468
Contractual Services	672,962	621,834
Other Direct Cost	2,581,944	2,488,4703
<b>Total Direct Cost</b>	<b>14,856,067</b>	<b>14,801,169</b>
Indirect Cost	957,057	999,505
<b>Total Approved Federal Award</b>	<b>15,813,124</b>	<b>15,800,674</b>
<b>Non-Federal Share</b>	<b>3,906,264</b>	<b>1,737,789</b>
<b>Total Budget Fed/Non-Fed</b>	<b>19,719,388</b>	<b>17,538,463</b>
	<b>Federal Award</b>	<b>Non-Federal SHARE</b>
<b>Head Start</b>	9,732,565	
<b>Early Head Start</b>	6,080,559	
<b>Total</b>	<b>15,813,124</b>	<b>1,737,789</b>

There were no findings or questioned cost in SHARE's financial report for fiscal year ending September 30, 2022.

# SHARE Head Start Center Locations

**Head Start Facilities:** Our program operates 21 centers, 54 Head Start classrooms and 41 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. All centers have an ABC Quality Rating. ABC Quality is South Carolina’s statewide rating and improvement system (QRIS) for child care and early education. Each facility was monitored daily by on-site center staff, monthly by administrative staff and quarterly by the Facilities Coordinator to ensure that our children and staff are in a safe environment indoors and outdoors.

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.



- ▶ Belton-Honea Path-Williamston
- ▶ Children’s Center “B”
- ▶ Clemson
- ▶ North Greenville
- ▶ Pickens
- ▶ Rutherford Rd.
- ▶ Seneca
- ▶ Simpson
- ▶ Westside
- ▶ Watkins Rd.

Greenville County		
<p><b>*Children’s Center “B” Head Start Center</b> Connie Worthy, Center Manager 652 Rutherford Road Greenville, South Carolina 29609 (864) 412-8752</p>	<p><b>North Franklin Road Head Start Center</b> Tammy Martin, Center Manager 925 North Franklin Road Greenville, South Carolina 29617 (864) 467-0357</p>	<p><b>Rubye H. Jones Head Start &amp; Early Head Start Center</b> Lorrene Stoddard, Center Manager 40 John McCarroll Way Greenville, SC 29607 (864) 520-8097</p>
<p><b>Easley Bridge Road Head Start &amp; Early Head Start Center</b> Natalie Johnson, Center Manager 404 Easley Bridge Road Greenville, South Carolina 29611 (864) 295-3392</p>	<p><b>*North Greenville Head Start &amp; Early Head Start Center</b> Vandora Bray, Center Manager 50 Lincoln Chapel Road Travelers Rest, South Carolina 29690 (864) 834-5241</p>	<p><b>*Rutherford Road Head Start &amp; Early Head Start Center</b> Porsha Houston, Center Manager 1229 Rutherford Road Greenville, South Carolina 29609 (864) 298-0196</p>
<p><b>Golden Strip Head Start &amp; Early Head Start Center</b> Calvinetta Mickens, Center Manager Greta Jones, Site Manager 1120 Howard Drive Simpsonville, South Carolina 29681 (864) 967-2022</p>	<p><b>Parker Head Start &amp; Early Head Start Center</b> Angela Turner, Center Manager 15 Clark Drive Greenville, South Carolina 29617 (864) 294-6217</p>	<p><b>Tommie C. Brooks Early Head Start Center</b> Cassandra Sullivan, Site Manager 210 Verner Springs Road Greenville, South Carolina 29609 (864) 235-5829</p>
<p><b>Margaret A. Sherred Head Start Center</b> Cora Griggs, Center Manager 510 Old Augusta Rd Greenville, SC 29605 (864) 520-1539</p>	<p><b>Pleasant Valley Head Start &amp; Early Head Start Center</b> Jacquelyn Owusu Asare, Center Manager 26 Sherman Lane Greenville, South Carolina 29605 (864) 277-8999</p>	<p><b>*Watkins Road Early Head Start Center</b> Tina Roberson, Center Manager 205 Watkins Road Greenville, South Carolina 29617 (864) 294-8565</p>

# SHARE Head Start Center Locations

## Anderson County

**\*Belton-Honea Path Williamston  
Head Start & Early Head Start Center**

Addie Nalley, Center Manager  
15 Black Street  
Honea Path, South Carolina 29654  
(864) 369-1108

**Starr  
Head Start Center**

Lakesha Cowan, Center Manager  
400 Professor Brown Lane  
Starr, South Carolina 29684  
(864) 276-1566

**\*Westside  
Head Start & Early Head Center**

Yolanda Bowman, Center Manager  
1206 Gadsden Street  
Anderson, South Carolina 29624  
(864) 224-8586

**Willis H. Crosby  
Head Start & Early Head Start**

Jacqueline Turner, Center Manager  
2021 Shirlane Drive  
Anderson, South Carolina 29624  
(864) 226-0367



**SC Child Care**  
EARLY CARE & EDUCATION

**CHILD AND ADULT  
CARE FOOD PROGRAM  
(CACFP)**

## Pickens County

**\*Clemson  
Head Start Center**

Stephanie Edwards, Center Manager  
644 Old Greenville Highway  
Clemson, South Carolina 29631  
(864) 654-0790

**\*Pickens  
Head Start Center**

Sharon Corn, Center Manager  
1813 Gentry Memorial Hwy  
Pickens, South Carolina 29671  
(864) 878-1494

**Reece Mill Road  
Head Start & Early Head Start  
Center**

Christy Greene, Center Manager  
201 Reece Mill Road  
Pickens, South Carolina 29671  
(864) 898-0006

**\*Simpson  
Head Start Center**

Tracy Galloway, Center Manager  
304 West D Street  
Easley, South Carolina 29640  
(864) 855-0354

## Oconee County

**\*Seneca  
Head Start & Early Head Start  
Center**

Alice Lee, Center Manager  
340 N. Perkins Creek Road  
Seneca, South Carolina 29679  
(864) 882-8700

\*NAEYC Accredited

# SHARE Head Start Main Offices

**Greenville Main Office**

254 S. Pleasantburg Dr.  
Greenville, SC 29607  
(864) 233-4128

**Anderson Main Office**

2021 Shirlane Drive  
Anderson, SC 29624  
(864) 226-0367

**For more information visit [sharesc.org](http://sharesc.org) or call  
864.233.4128**



# 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. In 2021 the COVID-19 Pandemic continued to affect SHARE's entire service area population due to labor shortages and businesses unable to sustain the impact from the closures in 2020. The approval of the American Rescue Plan Act to speed up the recovery of the pandemic as well as the recession continued to broadened the target audience of those that we have traditionally served in past years.



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.

## 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

12 individuals enrolled in Comprehensive Case Management received employment support.

## 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

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

## 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

973 households had evictions or disconnections on utilities prevented; 68 of the 76 or 89% of the households receiving assistance with the prevention of utilities disconnection were assisted with CARES Act funding; 764 of the 882 or 86% of the households receiving assistance with eviction prevention were assisted with CARES Act funding; 11 of the 15 or 73% of the households receiving assistance with mortgage were assisted with CARES Act funding.



## 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 2022 6,746 households received energy assistance 190 or 3% were assisted through the LIHEAP Direct Assistance Program. Of the 6,637 households served, 99 or 1% were assisted in alleviating the crisis through LIHEAP Emergency Crisis Intervention Program, 2,522 or 37% household were assisted through temporary LIHEAP funding, and 3,826 or 57% were assisted with LIHEAP American Rescue Plan Act funding. The remaining 109 or 2% of the households received crisis assistance through numerous energy partnerships.

Special Populations Served: Of the 6,746 households enrolled in these programs, 3,421 or 51% of the households had at least one individual member over the age of 55, and 2,779 or 41% had 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.

## Circles Upstate South Carolina

In 2022, Circles Greenville became Circles Upstate South Carolina as a result of our efforts to begin a site in Anderson County. We have partnered with Honor Health Career Programs (HHCP), a nonprofit that specializes in helping employees at veterans' homes in South Carolina and Alabama skill up their workforce. HHCP is working with Certified Nursing Assistants (CNAs) at the Richard Campbell Veterans Home in Anderson to become Licensed Practical Nurses (LPNs). They have partnered with Tri-County Tech to teach classes on-site at the veterans' home. Circles will provide wrap-around services to the CNAs. We are recruiting volunteers to be allies for the CNAs.

The COVID pandemic slowed our start date for our fourth Circles group at Buncombe Street UMC. We did not get going until March 2022, but had 10 Circle Leaders and 20 Allies when we started. It was such a blessing to meet in-person again and the Circles model works so much better when we meet in person rather than through Zoom. This Circles group features our first married couple, who are both Circle Leaders, as well as a married mom with eight children (who gave birth to child number nine in 2022).

We have entrepreneurs in this group (starting a trucking business; beginning a specialized laundry soap business) as well as Circles Leaders obtaining certifications as a Trucking Broker Agent, Project Manager, and Medical Coder. All of our Leaders are tightening their budgets and reducing their debts.

We are especially grateful for the support from United Way of Greenville County and Buncombe Street United Methodist Church.

The Circles model is about reducing poverty in each community and so it asks each Circles Chapter to look at systemic causes of poverty in their area. Circles Upstate SC's Big View focus has been on transportation – and the lack of adequate transportation for people without cars who are unable to get to work consistently. During 2022, our Big View Team introduced the concept of Vanpools to the Upstate. Vanpools are carpools, but with more people in each vehicle who go back and forth to work.

Before Circles began our inquiry into creating a better transportation option for people to get to work, there were no vanpools operating in the Upstate. Today, there are 14 vanpools in operation. We are proud of our partners in this endeavor such as the Upstate Mobility Alliance, which is part of Ten at the Top, and Commute with Enterprise, which provides the vehicles for this project.

We completed our new Circles website in 2022. Please go to: [www.CirclesUpstateSC.org](http://www.CirclesUpstateSC.org) to learn more about what we are doing to end poverty in the Upstate.

## LADDER Job Training and Employment Program

In 2022, SHARE's LADDER Job Training and Employment program helped 14 adults -- five men and nine women -- obtain their certifications. Also, during this time, an additional 16 adults were followed for the year as they entered the workforce after they had completed their training. LADDER stands for **L**ifelong **A**dvancement through **D**iligence, **D**etermination, and **E**mployment **R**esources. We assist adults in Greenville County with incomes at 80% or below the county's Area Median Income and who have their high school diploma or GED.

We assist people in industries that offer career growth and increases in income. Those industries include health care, truck driving, real estate, computers, and manufacturing. Over the years, our graduates have obtained certifications as Certified Nursing Assistants, Phlebotomists, Ophthalmic Eye Care Assistants, Sleep Technicians, Realtors, Truck Drivers, and Computer Technicians.

Through one-on-one interactions, our case manager helps each student overcome barriers such as child care or transportation needs before enrolling in classes. Our case manager helps each adult understand the "rules of the workplace" so they can be successful on their career path.

We are grateful for our many training partners such as Greenville Technical College, Ignite Healthcare Institute, Interactive Business Training Center, Wyatt Real Estate Institute, Perpetual Real Estate School of South Carolina, The Real Estate Academy, SBL Truck Driving Academy, and Capstone Career Development Center. We are also grateful for United Way of Greenville County for their support of our program and its participants.

**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)

## Homeless Services

As the COVID pandemic continued to lessen by the end of 2022, SHARE's federal COVID dollars for Homeless Services also wound down – which meant there was less money for rent assistance to keep people in their home and prevent them from being evicted as the year went on. In 2022, we helped 323 people – 233 from being evicted and 90 people going from homeless to renter. We served households in all four of SHARE's counties.

Our case managers preventing people from becoming homeless were able to pay past due rent and utilities for a number of months until those households were able to obtain employment and handle rent on their own. In our Rapid Rehousing program, our case manager is able to pay the security deposit and first month's rent to help a family experiencing homelessness obtain a home or apartment. All of our case managers provide case management to each household they serve. This service helps our participants overcome barriers in the areas of job training or employment, mental health services, or health care services.

We appreciate our funders such as the U.S. Department of Housing and Urban Development (HUD), the South Carolina Department of Administration and their Office of Economic Opportunity (OEO), and Greenville County Redevelopment Authority (GCRA) who make our efforts possible.

## Housing Repair

In 2022, SHARE helped repair the homes of 48 people (40 households) across all four counties of SHARE's footprint. This program serves low-income homeowners (households with incomes at 50% or below the Area Median Income) with health and safety repairs such as needing a new roof or HVAC unit.

Of the forty-eight people served, forty-one were age 60 and above. Obviously, this program targets households who have been in their home for a long period, who are on fixed income, and unable to pay the costs of long neglected, but much needed, repairs.

We partner with South Carolina Housing for funding and are grateful for their help. However, during the middle of 2022, SC Housing changed their Housing Repair program and called it their Home Repair program. Many changes were made to the process of how homes are to be repaired such as an increase in the number of inspections to be done and the cost of repairs was increased to \$50,000 per home. This extensive process, however, has created a much slower turnaround time to get homes repaired. SHARE is still committed to helping our low-income homeowners with this program and continues to provide feedback to SC Housing about the process so the Home Repair program can be successful.

203,542  
volunteer hours  
donated to the  
agency

233 Permanent  
Housing  
Placements

**HEROIC  
SERVICE**

75 Customers  
experienced  
improved health  
and safety due to  
improvements  
within their home

1209 low income families  
avoided eviction

6460 seniors and  
individuals with disabilities  
maintained an independent  
living situation

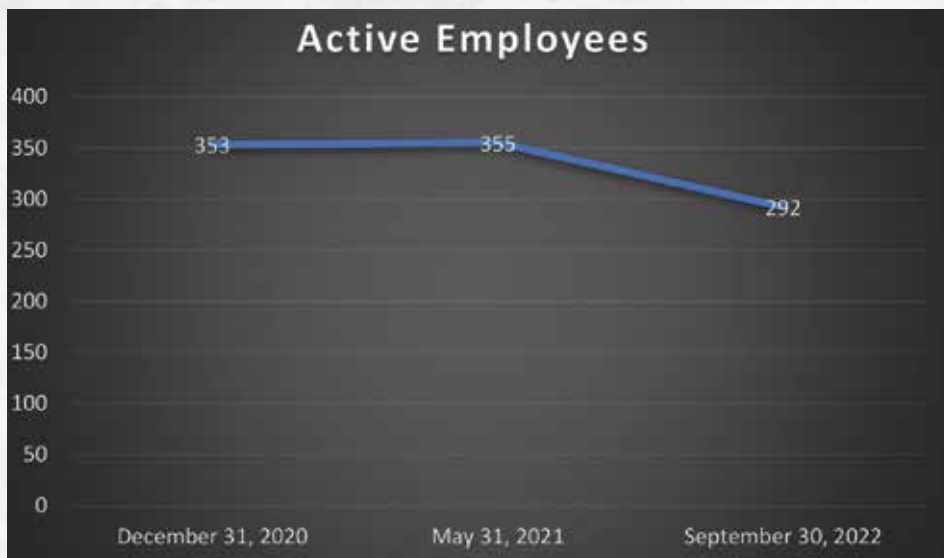
# Our Agency Makes a Difference

# Human Resources

SHARE Human Resources manages every aspect of the human resources department, from recruiting qualified workers to evaluating their performance. Human Resources provides talent management, administrative services, training, coaching, legal advice, and resources to promote employee satisfaction and well-being. The Department of Human Resources is located in the agency's main administration office at 254 S. Pleasantburg Drive in Greenville, South Carolina. We have 292 employees in 21 locations throughout the SHARE Service Areas in Greenville, Anderson, Pickens, and Oconee counties. The workforce comprises professional and clerical support staff, including full-time, part-time, temporary, and substitutes during the year.



**Tara Cannon, MBA**  
Director of Human Resources



The SHARE Human Resources Department is pleased to announce that the workforce is continuing to recover from challenges from the Pandemic and has become stronger. Now more than ever, human resources play a vital role in helping to cultivate a staff that has turned their focus on wellness and mental health, taking advantage of resources on managing stress and grief. In February 2022, the agency launched a partnership with Universal Therapeutic Services (UTS), a local behavioral health organization, to provide mental health services to the staff and families. All of SHARE's team were offered access to webinars and virtual workshops to help them navigate unique personal situations at home and work. In March 2022, UTS held multiple **Virtual Kick-Off** meetings that included ways to identify stress, coping tools, and opportunities to discuss how the COVID-19 pandemic has impacted them as employees and individuals.

Challenges with recruiting remained due to the Pandemic, and it impacted the number of Head Start staff scheduled to return for the new school year. In November 2021, we launched our Retention Bonus Program for our Head Start Staff, and 99% of employees participated. The Sign-On Bonus, an optional program, allowed us to change how we advertised our job vacancies and promote it as an incentive for accepting a position within the Head Start program. However, the staff was dedicated and remained flexible as they faced new challenges daily.

As an equal opportunity employer, SHARE's commitment to diversity, equity, and inclusion maintains to hire staff based on qualifications without regard to race, color, creed, marital status, gender, disability, age, or political belief. We make every effort for our workforce to reflect the demographic composition of our client population. Human Resources' role in creating high-performance work systems is categorized into nine essential components.

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

A secured online portal to access information on the full range of benefits is 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 offers a comprehensive benefits package to full-time employees:

- Group Health insurance
- Short-Term Disability
- Life Insurance
- Retirement Plan
- Group Dental Plan
- Group Cancer Plan
- Long-Term Disability
- Various Supplemental Insurance Plans
- LegalShield Coverage
- Other Features

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 outsourced venues. National and regional training conferences offer 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 on Community Action Agencies.

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 years of formal training and expertise to carry out various programs, projects, and activities in education, social services, economic development, health and nutrition, and employment training opportunities to fulfill this mission.

# 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, MBA**  
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, 2022 totaled \$37,786,751. Less than 4% of our expenditures were for administrative cost; with more than 96% 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 \$113,360,253 in surrounding communities during our 2022 fiscal year.

In response to the pandemic, Congress passed the Corona Aid, Relief, and Economic Security Act ("CARES"), which, among other provisions, provided additional funding for several of SHARE's primary programs, including CSBG, Head Start, LIHEAP, and Emergency Shelter programs.

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; which can be cash 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.

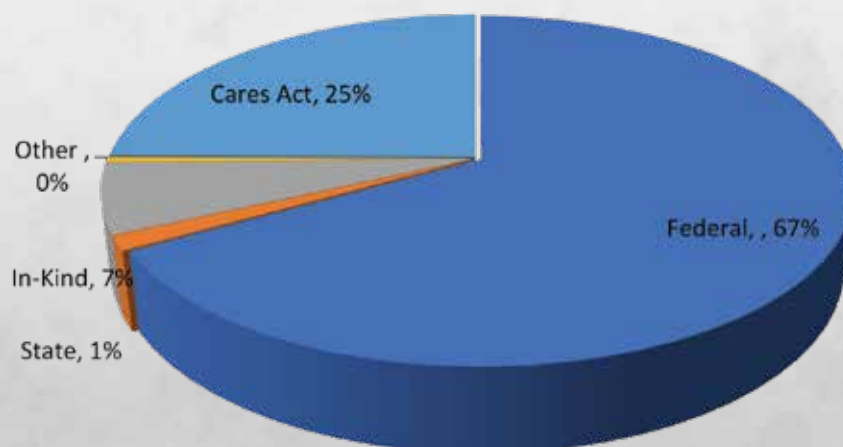
Volunteers are a very important source of in-kind contribution and a key factor in the successful operations of our programs. Hundreds of volunteers donate their time and talent to SHARE each year. During this report period the value of volunteer services totaled \$1,326,424.

The total non-federal share received in fiscal year 2022 totaled \$1,737,789. 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, 2022

<b>Revenues</b>	<b>\$</b>
Federal	25,241,057
State	506,756
In-Kind	2,457,798
Other	183,003
Cares Act	9,398,137
<b>Total Revenue</b>	<b>37,786,751</b>
<b>Expenditures</b>	<b>\$</b>
Personnel	13,992,318
Contracted Services	736,006
Customer Assistance	13,409,707
Food Purchases	485,814
Equipment	274,804
Indirect Cost	1,264,072
In-Kind	2,457,798
Supplies	678,474
Other Operating Cost	3,769,216
Rehabilitation	480,003
Training Cost	73,360
Travel	165,179
<b>Total Expenses</b>	<b>37,786,751</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
Lisa Ashmore, B.A.	Executive Assistant
Doris Pitchford, MBA	Director of Business & Finance
Tammy Gore, B.S.	Assistant Director of Business & Finance
Tara Cannon, MBA	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	Anderson County Office
Gloria Smith	Pickens County Office
Cathy Stowers, CCAM	Oconee County Office
<b>Children and Family Development</b>	
Shannon Vaughn, M.A.	Director of Children & Family Development
Jeanell Evans, B.S.	Office Manager
Rene Vaughn, CCAP	Program Design Facilitator
Diane Gerdy, B.A.	Interim, Early Childhood Development 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

# Our Promise and Accountability

Sunbelt Human Advancement Resources, Inc. (SHARE) continues to follow the Promise of Community Action and our mission to help people and communities exit poverty and achieve economic stability. 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 in the Upstate 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 and vision. SHARE is a community where anyone can rise above 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)  
**All Donations are Tax Deductible**

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

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