

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 2023**

The Annual report for Sunbelt Human Advancement Resources, Inc. (SHARE) is made available to the public on our website @ [sharesc.org](http://sharesc.org) under the About tab and is emailed to our funding sources.





## 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.

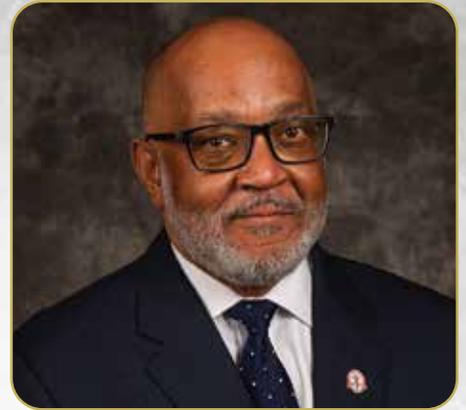
# Letter from The Board Chair for the Annual Report

Honorable, Isaac (Ike) Johnson, Jr.

Being a member of the SHARE Board of Directors has been an honor and privilege for me beginning in 2017. I was elected Chairman of the Board 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 during this period was attending CAPLAW Convention in Austin, TX, Taylor Free Medical Clinic Gathering, which is a non-profit organization which provides free medical treatment to eligible member in Greenville County. In early April 2023, the S.C. Community Action Partnership and S.C. State Head Start Association held their Spring Statewide Training Conference in Greenville. S.C. where SHARE was the host agency. These are just a few out of many events board members were a part of.



Speaking on behalf of the SHARE Board of Directors, I want to thank the President/CEO of SHARE, Ms. Pamela Sims and her staff for an outstanding job done each and every day as we continue to fight this war on poverty. Lastly, I want to thank the dedicated board members for their guidance and support, as we continue to fulfil our mission to help people and communities exit poverty and achieve economic stability.

**Isaac Johnson, Jr.**

Chairman, SHARE Board of Directors

# Words from the President & CEO

Pamela Sims, CCAP

Sunbelt Human Advancement Resources, Inc. (SHARE) has been helping people achieve economic success for almost 60 years by providing necessities, jobs, and training opportunities.

In 1964, The Great Society, as envisioned by President Lyndon Johnson, was a sweeping plan to improve the lives of all Americans, regardless of their circumstances. Inspired by President Kennedy and his New Frontier, Johnson pledged to fulfill his promise of equal opportunity for all by enacting several comprehensive changes within the federal government. In August 1964, President Johnson signed the Economic Opportunity Act into law, creating the nationwide Community Action Network. As a result, SHARE (then Greenville County Council for Community Actions) was organized in September 1966.



Throughout its existence, SHARE has offered several programs to help the entire family improve their quality of life, from birth to seniors.

Despite the unprecedented challenges of the past year, including the ongoing pandemic and its economic repercussions, SHARE has stood strong. Our staff, partners, donors, and volunteers have shown remarkable resilience, continuing to provide quality services to low-income individuals and families. This unwavering commitment is a testament to our mission and inspires us to persevere.

This Annual Report highlights SHARE's services during our 2022-2023 fiscal year. As we continue to lead the fight against poverty, we want to work ourselves out of a job. We hope everyone has basic human needs: shelter, water, utilities, and food. The severe injustice that people throughout our community do not have access to these basic needs is unacceptable. These necessities are fundamental human rights, but still, many of our customers struggle to acquire these basics, not of their own making nor through any fault of their own. No one chooses to be born into poverty. We will continue our work in collaboration with our partners, donors, and volunteers and with the expertise of our dedicated staff to address the root causes of poverty in a continued effort to reduce poverty in the four counties (Greenville, Anderson, Pickens, and Oconee) we serve.

**Pamela S. Sims**  
President/CEO

# 2022 SHARE Board of Directors



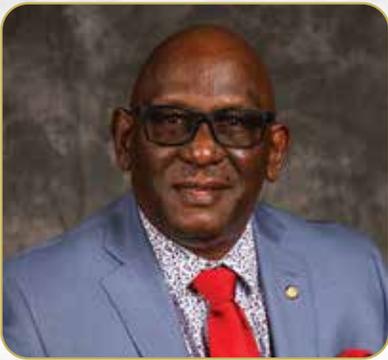
**Honorable, Ms. Lekesha Benson**  
Oconee County/Public Sector



**Ms. Ida Catherine (Cathy) Breazeale**  
Pickens County/Public Sector



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



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



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



**Honorable Kenneth Dill**  
Pickens County/Public Sector



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



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



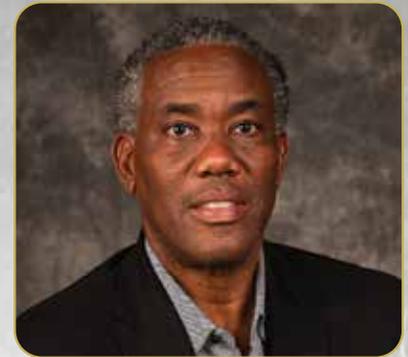
**Mrs. Yaniqua Eyabi**  
Anderson County/Public Sector



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



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



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



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



**Min. 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



**Rev. Dr. James H. Williams**  
Pickens 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 2022/2023 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 SHARE's employment training and job placement, programs 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 resources development, we typically think of generating revenue for financial support. Volunteers are an essential resource in our operations as well. In 2022/2023 numerous volunteers contributed their time and talents, translating into approximately \$2,099,720 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 21 child development centers that are licensed by the South Carolina Department of Social Services. We began to welcome families back into the centers in September 2022. There were periods when the COVID numbers were very low and we felt it was time to begin letting families in the centers. This was a change but everyone could see the interpersonal importance of building relationships with families. The 2022 – 2023 school year continued to present us with many challenges related to COVID-19 and there were high numbers of cases of Flu and RSV during the winter months. We maintained our COVID protocols for additional sanitation practices and took these same precautions for Flu and RSV. Our staff ensured that the centers were disinfected, and all materials and equipment was sanitized daily in each classroom.



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

Our program continued to be impacted with a staffing crisis. We continued to explore many avenues to help with this issue including recruitment and retention incentives, increased outreach for recruitment, and hiring for the 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. These efforts did not impact the total number of staff vacancies we had, but we continued to seek new avenues to assist with this concern.

Funding from our state allowed us to offer an additional two weeks of Head Start summer enrichment during the summer of 2023. We felt this extra learning time was valuable to the Head Start children and their families. Children being absent due to COVID-19, Flu or RSV created many opportunities for learning deficits, and the extended time allowed for additional learning time. We served 578 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 related to illnesses and staffing issues.

## CLASS (Classroom Assessment Scoring System)

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

CLASS infant assessment tool has 1 domain (Responsive Caregiving). CLASS toddler assessment tool has 2 domains (Emotional and Behavioral Support and Engaged Support for Learning). The Pre-K assessment tool has 3 domains (Emotional Support, Classroom Organization, Instructional Support). The 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 2022 Responsive Caregiving	5.7	Fall 2022	6.38	4.38
Spring 2023 Responsive Caregiving	5.92	Spring 2023	6.48	4.55
In-House Average	5.81	In-House Average	6.43	4.47

SHARE Head Start Pre-K Scores			
Domains	Emotional Support	Classroom Organization	Instructional Support
Fall 2022	6.51	5.97	4.3
Spring 2023	6.54	6.1	4.41
Average	6.53	6.04	4.36

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		
Emotional Support	Classroom Organization	Instructional Support
5	5	2.3

Certified CLASS Observers	
Infant Observers	13
Toddler Observers	24
Pre-K Observers	31

Certified CLASS Train-the-Trainer	
Infant Train-the-Trainer	1
Toddler Train-the-Trainer	1
Pre-K Train-the-Trainer	2

# Education Services

**GOAL 1 - Strengthen a culture of leadership in data management to enhance data driven decision making and continuous quality improvement.**

**OBJECTIVE(S)**

- A. Use reliable data to implement program planning and conduct data analysis to drive change.
- B. To maintain proper governance, organizational and management systems, for on-going oversight, accountability and effective leadership.
- C. Create a pool of employment ready teaching assistants with a durable 2 yr. commitment to employment to Head Start

**GOAL 2 - To improve child and family outcomes by providing high quality Early Childhood Developmental and Health related services.**

**OBJECTIVE(S)**

- D. To continue to partner with community agencies to initiate and provide educational opportunities for families to promote better nutritional choices, physical fitness, and less screen time.
- E. To promote each child's emotional well-being by implementing evidence-based strategies, to positively effect challenging behaviors and address ACEs.

**GOAL 3 - Strengthen families by partnering with parents to identify and address family needs and support family goals to improve family well-being.**

**OBJECTIVE(S)**

- F. To support parents as primary teachers by strengthening skills through positive parenting educational opportunities; inclusive of opportunities for fathers/father figures.
- G. To strengthen monitoring and tracking of internal collaborations and community partners to measure effectiveness of family and community resources.
- H. Strengthen recruitment efforts to provide services to homeless families, families at risk of experiencing homelessness and children in foster care.

SHARE Head Start and Early Head Start School Readiness goals are designed to help children and their families prepare for success academically in school. The School Readiness Goals align with the Head Start/Early Head Start Early Learning Outcomes Framework (ELOF) and are organized by five (5) broad domains within the ELOF. SHARE School Readiness Goals also align with High Scopes Key Developmental Indicators [KDI], and South Carolina Early Learning Standards.

By looking at how well children are doing in each area, teachers and families can determine what each child needs in order to become more involved in their child's classroom and family activities. The information gathered about the child[ren] will also help teachers develop individual outcomes and goals for each child.

**Approaches Toward Learning as Related to School Readiness Goals**

Children will demonstrate interest, curiosity, and eagerness in exploring the world around them. Approaches to learning look at how children acquire knowledge and skills. Teachers will provide students with a more engaging environment by offering more opportunities to engage in reflection, problem-solving with materials, and taking more initiative in their planning.

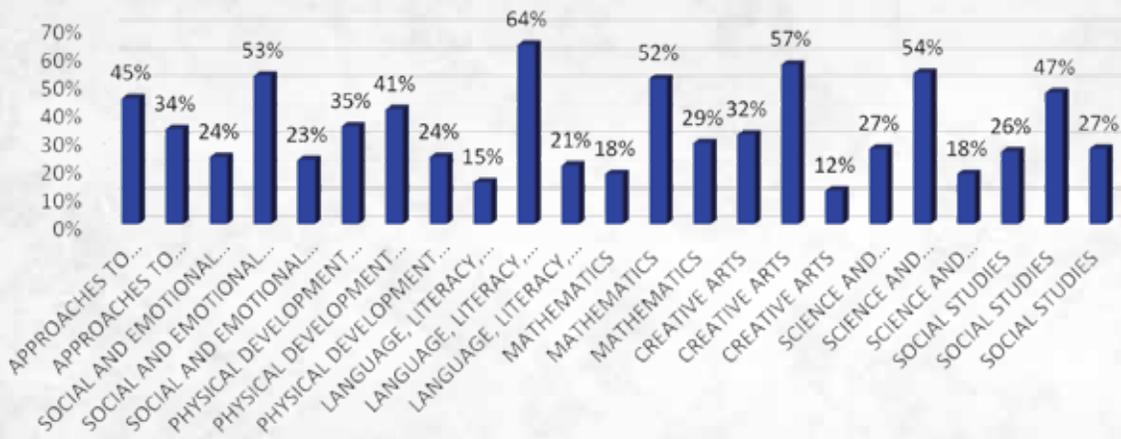
### Physical Development as Related to School Readiness Goals

Children will practice healthy and safe habits to enhance their perceptual, motor, and physical development. Teachers will provide more opportunities to be more intentional in providing outside activities. Intentional anecdotal note-taking outside. The classroom will add more Gross Motor activities to their monthly calendars for parents to engage in activities at home.

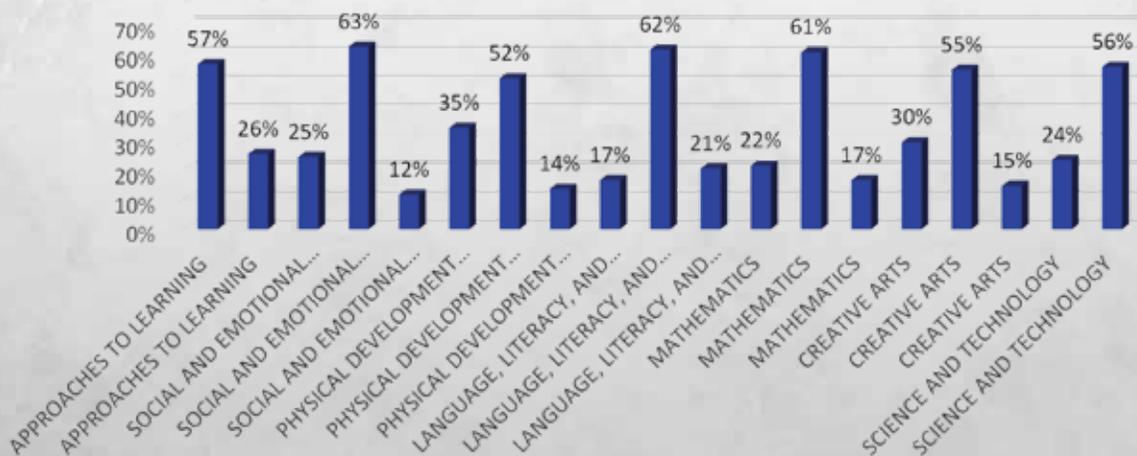
### 2022-2023 Assessment and Growth Report

The graphs below show growth in areas and areas of need across four counties for all age groups.

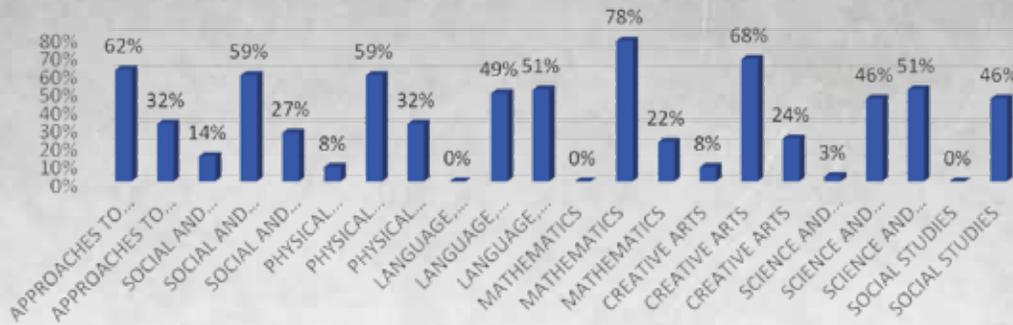
Anderson County  
Benchmark Report 2022-2023



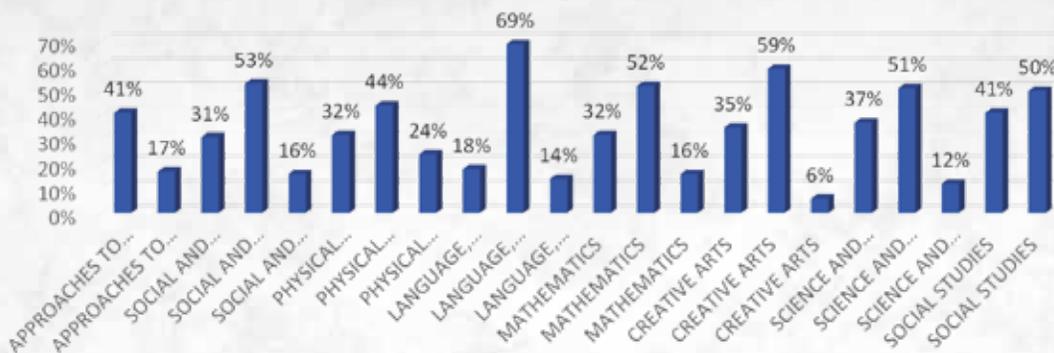
Greenville County  
Benchmark Report 2022 - 2023



### Oconee County Benchmark Report 2022-2023



### Pickens County Benchmark Report 2022-2023



The overall scores in the areas of early mathematics and early language and literacy skills provide some of the highest scores. The data shows decreased scores in the areas of physical development and social/emotional development. These are trends we have seen more of related to children with less social exposure during the pandemic, and increased challenging behaviors. There are additional concerns with physical development related to children with fine motor and gross motor needs. This can be attributed to children having increased screen time and less time for outdoor activities. Our daily schedule allows for outside time daily and offers children opportunities to use open-ended materials throughout the daily schedule.

## Transition Services

SHARE facilitates smooth transitions by tailoring support to meet the unique needs of each child and family. In addition to fostering language and literacy development, problem-solving abilities, and essential social skills for school readiness, SHARE has established agreements with all eight LEAs in its service area. Transition plans are in place for children moving from Head Start to kindergarten, ensuring a seamless progression, including children with special needs. Parents are provided kindergarten registration dates and encouraged to register early, allowing them to participate in back-to-school and meet-the-teacher events. SHARE conducts Parent Transition Meetings at each Head Start Center. These meetings cover key topics such as advocating for their children, the importance of bedtime routines and reading in the home, reducing screen time, and promoting physical activity. Parents are encouraged to communicate openly with kindergarten teachers and continue parental involvement in their child's education. Additionally, parents receive a Transition Packet containing book lists, engaging activities, and information on child-friendly activities and resources in their communities. When needed, families receive direct assistance with the kindergarten registration process. With parental consent, child records are securely transferred to the LEA, ensuring continuity in education and support.

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

## Eligibility

2022-2023 Eligible Children Ages Birth to 5, By Income Category						
Homeless	Foster Child	Public Asst. (TANF/SSI/ SNAP)	Below poverty	100% - 130% above poverty	Over-Income	TOTAL % Funded Enrollment
0.8%	0.4%	16.5%	65.3%	9.2%	7.8%	100%
* Minimum of 55% of enrollees are allowed to be homeless, in foster care, receiving public assistance (TANF/SSI/) or with incomes below federal poverty guidelines				* Maximum of 35% may fall between 100-130% of federal poverty guidelines	* Maximum of 10% may be determined over- income	
*Per Head Start Reauthorization Act of 2007				Source: 2023 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 9 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 180 enrollees receiving Public Assistance (TANF/SSI/SNAP)

## Selection

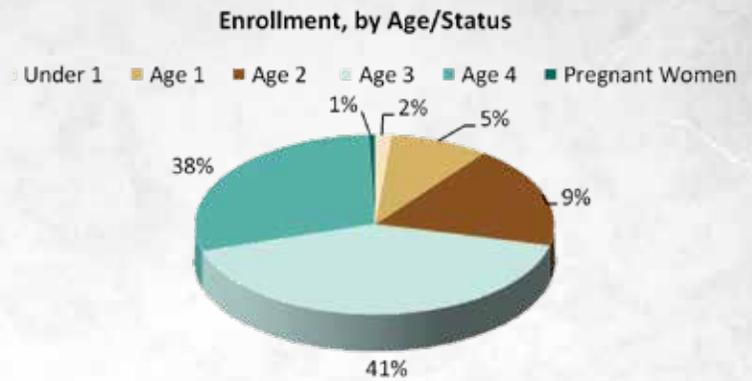
The agency uses the five criteria of **income, age, disability, other factors, and parental status** to ensure that we are serving those children and families with the greatest need in our service areas. The maximum points for each criterion are 100. Data collected in the **Community Assessment** was 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 2023		
County	Head Start	Early Head Start
Anderson	58	55
Oconee	10	8
Pickens	42	13
Greenville	178	114
<b>TOTAL</b>	<b>288</b>	<b>190</b>
<b>PROGRAM TOTAL: 478</b>		

Source: ChildPlus.net Report #2006

## Enrollment

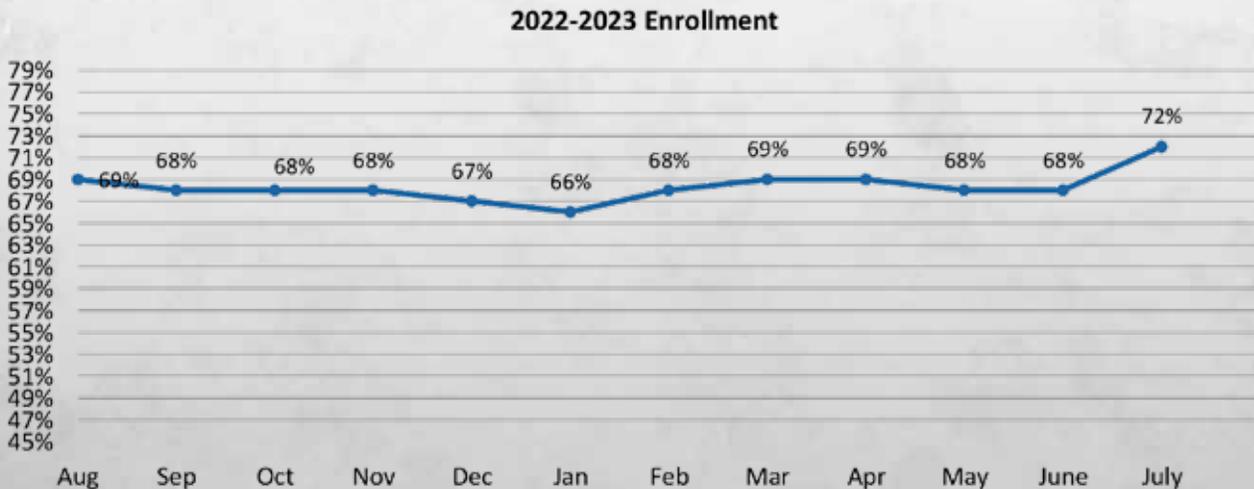
As required by OHS regulations, Head Start and Early Head Start are required to maintain 100% of the funded enrollment monthly of **1330** children ages Birth to 5 and **up to 7** pregnant women. The agency provided services to **1092** children and pregnant women during 2022-2023. The program did not meet the funded enrollment predominantly due to staffing shortages. After analyzing the data and trends, the agency decided to request a reduction in enrollment for the upcoming school year.



The agency maintained and reported to the Office of Head Start our enrollment status August 2022 through July 2023.

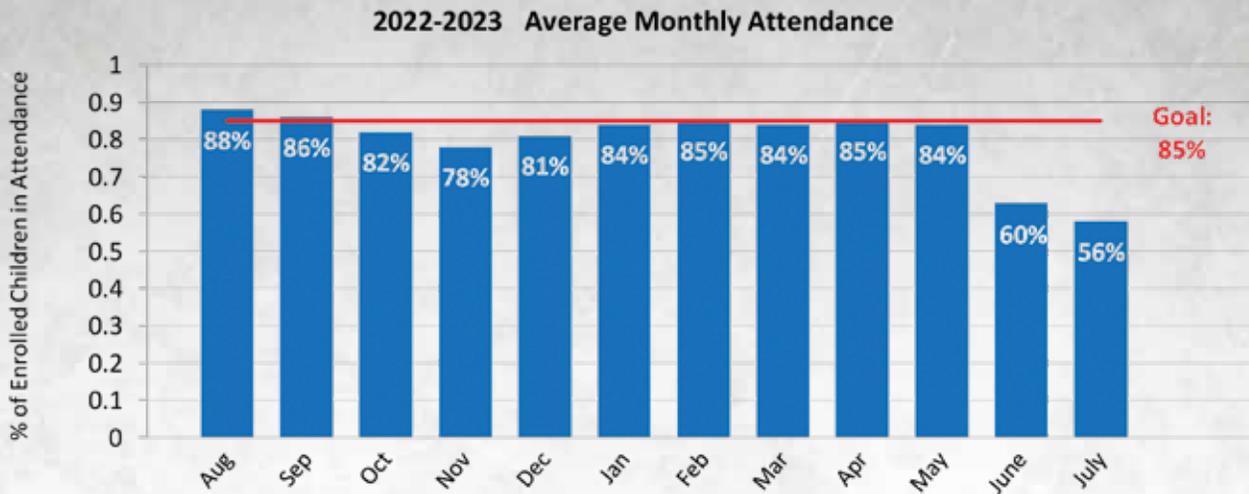
## Enrollment

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 replaced within the same month. There was consistency in the enrollment from month to month.



## 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

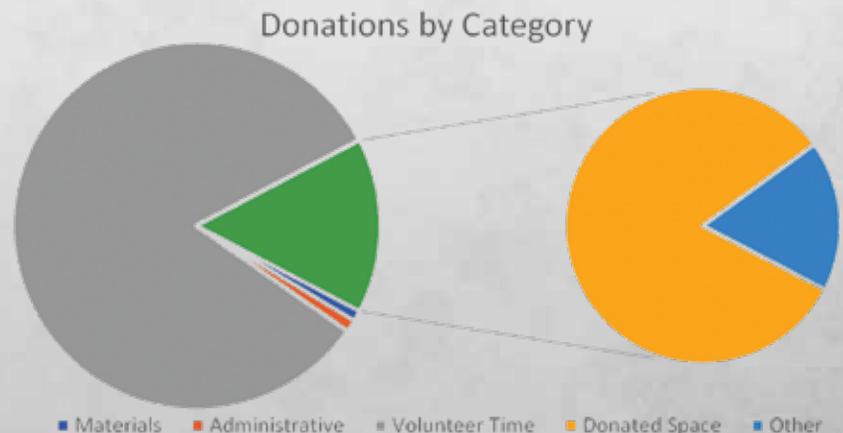
## Community Partnership

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 70 agencies, businesses, and local technical colleges and universities in Anderson, Greenville, Oconee, and Pickens Counties. Community partners provide a wide array of services to Head Start these 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 program's operation.

### In-kind Contributions

In 2023, SHARE Head Start collected 64.26% of the mandated in-kind amount. Volunteer hours were collected from parents, other family members, and the community. Our program continues to have challenges collecting 100% of the federally mandated in-kind amount due to the continuing impacts of the COVID-19 Pandemic and the decline in the labor market. The Office of Head Start granted a waiver for the remaining 35.74%. In-kind included time, donated space, materials, administrative costs, etc.

Hours Volunteered	
Parents	120,924
Agency	1,596
Non-Parent	794



## 2022 - 2023 Policy Council Roster

Angela Brown      Chairperson  
Quentoria Jones      Vice Chairperson  
Jennifer Ward      Secretary  
Jessica Butler      Assistant Secretary

### GREENVILLE COUNTY

Carl Powe  
Paris Hill  
Rosalind Moss  
Brandy Ray  
Donnicka Mayberry

### ANDERSON COUNTY

Shenika Scott  
Saytn Gardner  
Kanisha Davis  
Brianna Money  
Katherine Mosley  
Nina Kinnebrew

### PICKENS COUNTY

Janet Silva  
Avis Neal

### OCONEE COUNTY

Brittany Lyle

### COMMUNITY REPRESENTATIVES

Dorett Gunter  
Eric McCullough  
Kanisha Davis  
Donnittia Robinson  
Donna Mansell  
Demetra Hall

## Family Well-being and Family Engagement Services

### Parent and Family Engagement

The impact of COVID-19 continues to have an effect on the mental health and well-being of individuals of all ages. As a result, SHARE Head Start's goal is to maintain contact with families, strengthen community resources and address families' immediate and specialized needs. SHARE continues to provide support for staff and families by recognizing and responding to the signs and symptoms of mental illness.



SHARE Head Start Family Services team works diligently to follow the Head Start's multi-generational approach. We recognize the importance of the family in regards to the success of the student. We understand the need and importance of relationship building with the families During home visits and parent/teacher conferences, families discuss their goals for the year; some examples would be: a parent's desire to go back to school or find a better job, school readiness for children, moving into a home ownership, budgeting and credit repair, etc. Analyzing goals allows for the Family Advocate team to provide workshops and classes that align with the needs of their families. Staff recruits community partners to help ensure that families' needs are being met.

**Family Engagement Support:** Communication with families is on-going. Because of COVID-19, SHARE Head Start continues to provide 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 are e-mail, telephone and text messaging. Families continues 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 assists families to select, develop, execute and participate in activities that support and promote progress toward improved outcomes for their children and families. Families participate in program-wide events and activities designed to address the 7 Parent and Family Engagement Outcomes as 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

Families made progress in improving identified areas of need for their family during the 2022-2023 school year. Analyzing the gains that families made from the first assessment to the most recent assessment showed that enrolled families made the highest gains in family well-being, positive parent/child relationships, families as lifelong educators, families in transitions and families connections to peers and community.

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). Data reveals that families made progress in improving identified areas of need for their family during the 2022-2023 school year. Analyzing the gains that families made from the first assessment to the most recent assessment showed that enrolled families made the highest gains in family well-being, positive parent/child relationships, families as lifelong educators, families in transitions and families connections to peers and community.

## PFCE SCORES BY CATEGORY FOR 1ST, 2ND AND 3RD QUARTERS 2023



**PIR Report 4240** Categories with the lowest scores reflects the greater need for our Head Start and Early Head Start families.

## Family Engagement Services

964 goals established

282 goals completed

91 families participated in financial literacy workshops

123 needs identified

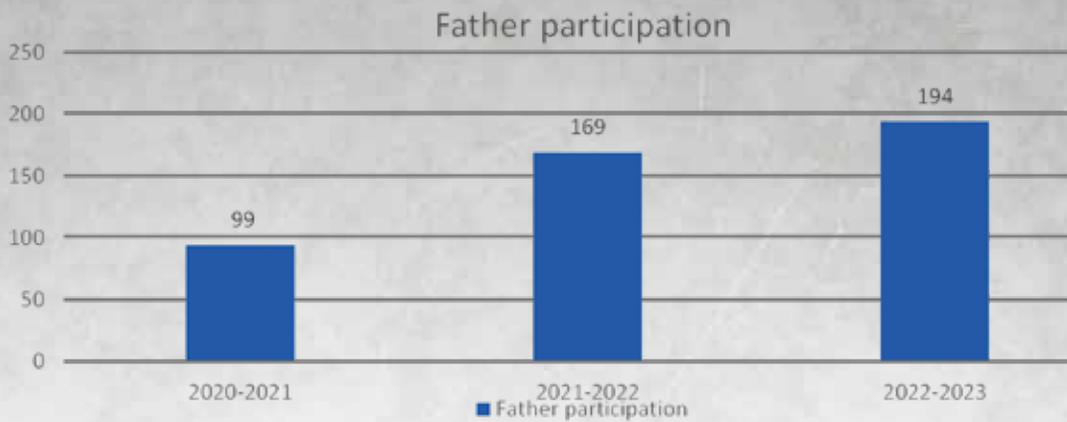
72 needs met

583 participated in parent committee meetings

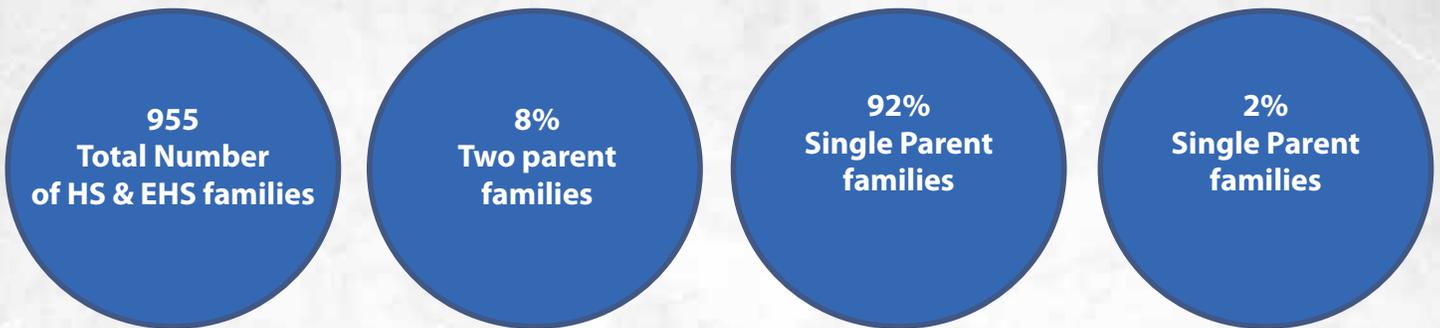
## Male Engagement Activities

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. In 2021-2022, 169 fathers/father figures participated in male focused workshops/activities and 194 participated in 2022-2023. 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.





## Family Dynamics



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

85%

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

33%

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

73%

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

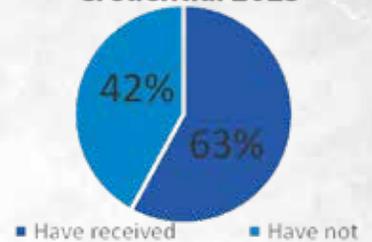
35%

**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.

**Family Development Credential 2023**



**Disability and Mental Health Services**  
**School Readiness for Children Birth to Five with Special Needs**

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.

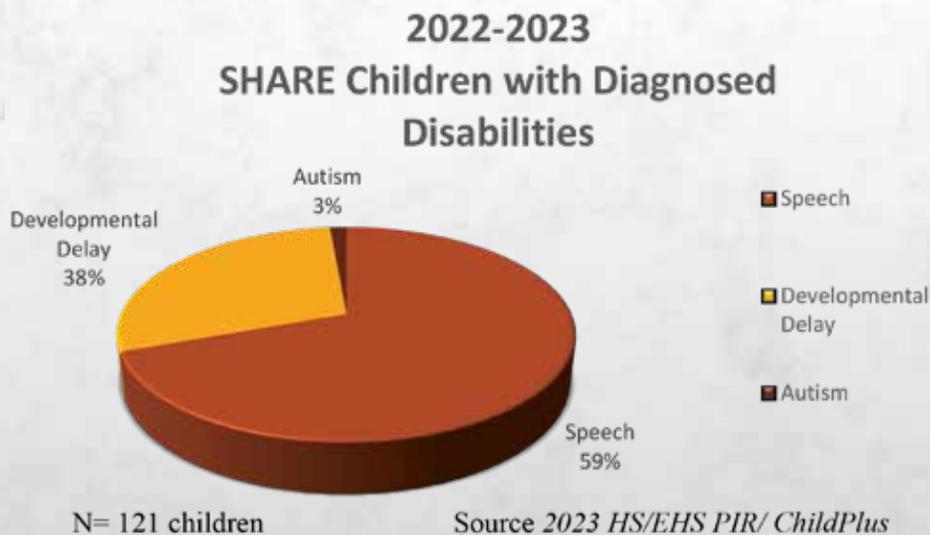
# Disability and Mental Health Services

## 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, Bright Start, Thrive Upstate (DDSN), Tiny Feet 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.



In 2022-2023, SHARE served a total of 121 children with disabilities throughout the program year. The graph below offers a breakdown of the number of children birth to five with disabilities.





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

SHARE 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

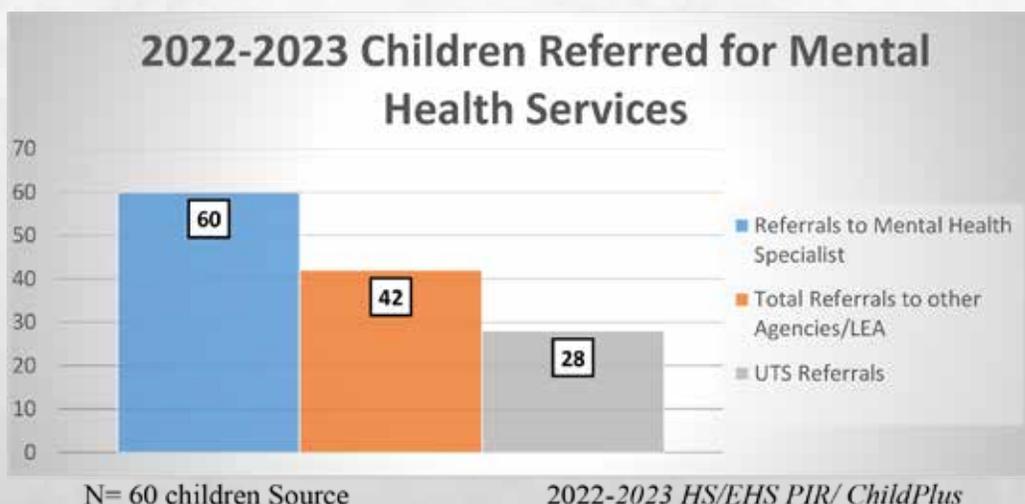
special education services staff and Early Intervention personnel in all four counties actively refer children to our program.

### 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 2022-2023.



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.

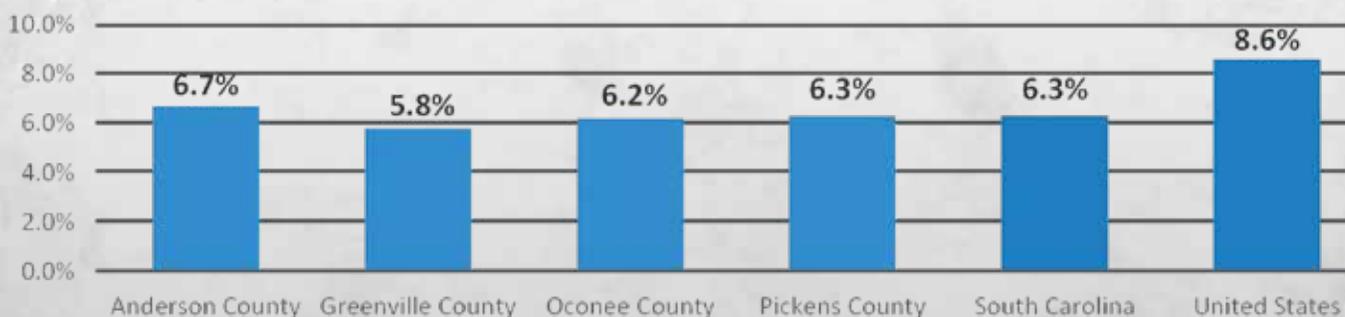


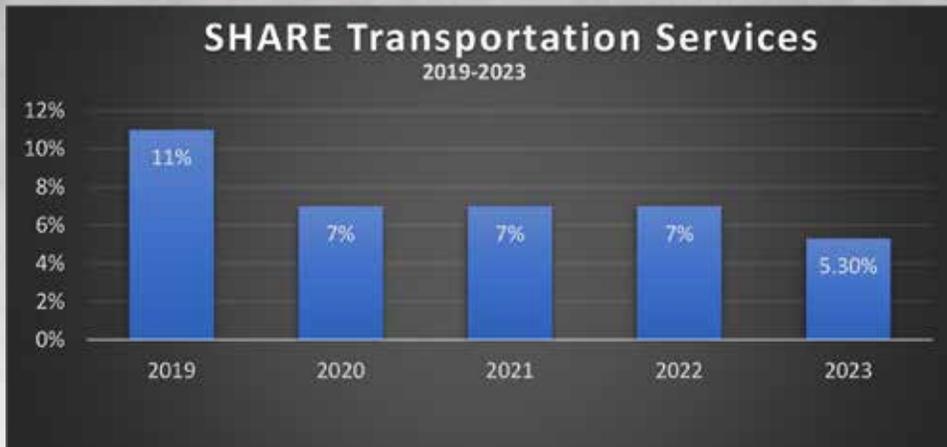
## Transportation

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>

**Households with No Vehicle**  
Source: American Community Survey





With the unemployment rate now near a record low, this barrier to employment doesn't just impact the individuals that do not have access to transportation — it impacts the entire Upstate economy. This also impacts families' ability to transport their children to school. SHARE provides safe and quality transportation to a limited number of enrolled children.

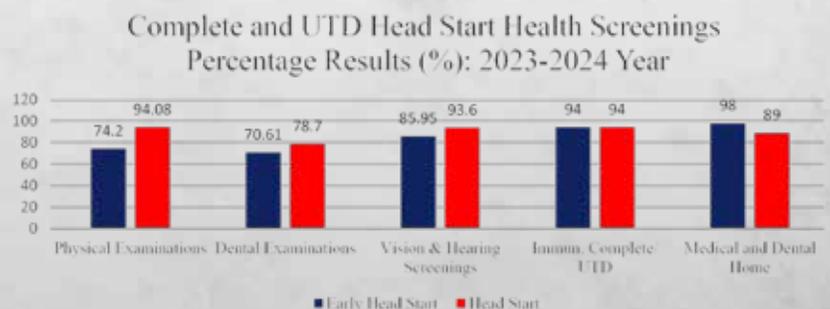
Currently there are no requests for services for children with special needs. Transportation services are provided to children in Anderson, Oconee, Pickens and Greenville counties. SHARE will seek Change in Scope, for the upcoming school year to address all transportation concerns. Six of 20 Head Start centers provided transportation.

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

<sup>1</sup> US Census Bureau, American Community Survey.

## Health Services

Since the last annual report services, there has been a shift in staff and stability. Since last report, a new facilitator/registered nurse, health specialist, and health coordinator has joined Head Start in Health Services the end of 2022 and during the beginning Second Quarter of 2023 with mutual focus of implementing and evaluating health requirements for all enrolled children. During this time, we have connected and reconnected with surrounding nursing schools in the Upstate counties we serve which has allowed nursing students and their registered nurse and/or nurse practitioner instructors to visit centers and perform vision, hearing, and dental screenings as well as physical exams for any enrolled child who has not yet submitted a new or updated result.

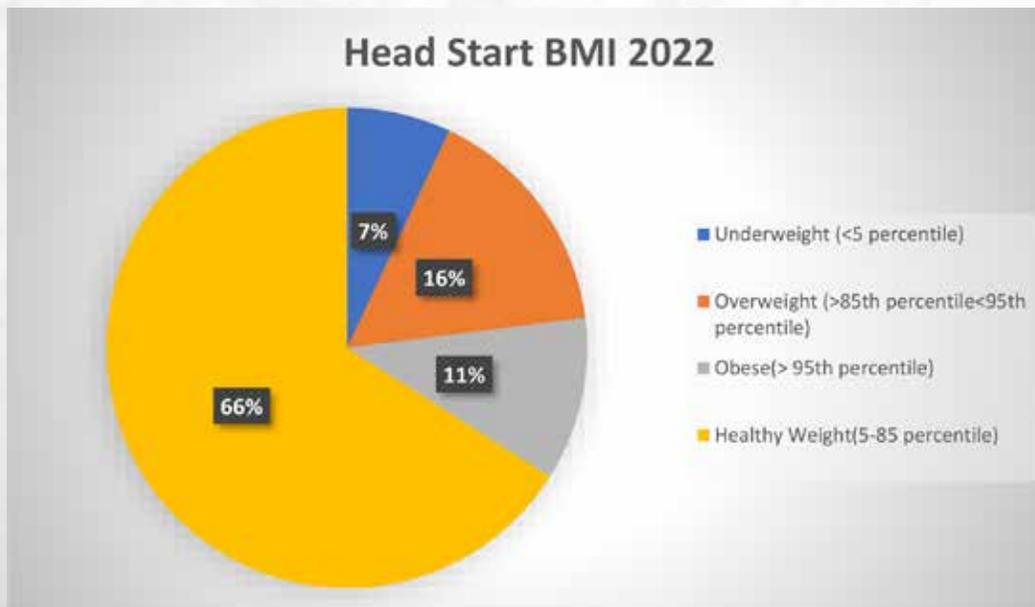


Early Head Start (EHS) had an enrollment of 334 participants with 289 having medical/dental home by the end of enrollment. Head Start had an enrollment of 1003 with 769 with a medical/dental home.

Medical follow-up and treatment for chronic health conditions including Individualized Health Care Plans were provided to children with vision and hearing concerns, asthma, seizures, severe allergies, and other chronic health conditions. Training to administer medication and providing optimal care was presented to center staff by program registered nurse. Our pregnant women’s program served six (6) pregnant women. Classes were provided on prenatal care, labor and delivery, postpartum and infant care, breastfeeding, and nutrition, to name a few. Within two week of delivery, virtual and in-person nurse home visits were provided with appropriate referrals, follow up, and treatments. Health staff members are committed to learning and gaining professional skills, training, and knowledge that will help them perform in their role.

## Nutrition Services

During the reporting year 2022-2023, nutrition has had a shift in staff but has since gained a facilitator and nutrition specialist to come on board and help encourage, implement, evaluate, and serve the nutritional needs of the children and families of Head Start and Early Head Start. Our program provides daily age appropriate nutritional meals and snacks for infants, toddlers and preschool children. During 2022 a total of 373,992 meals were 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 EHS children without benefit of USDA reimbursement. During the month of May 2023, SHARE Nutrition Team received recognition for achieving a “No Review Findings” presented by the CACFP Director. Although most of the Nutrition Team is new to the Head Start Program, we are proud of the team work we have committed to gain a honorable recognition. Body Mass Index (BMI) is calculated according to CDC guidelines. Results of Head Start children are displayed in the chart below; The pie chart below displays BMI data obtained Fall 2022; Healthy weight-66%, Underweight-7%, 16% Overweight-16%, and Obese-11%.



A registered dietician consultant provided nutritional counseling and healthy lifestyle education to parents of children within these ‘at risk’ categories via our virtual platform. Our goal is to increase parent participation and attendance to the meetings and sessions meeting with the RD to obtain more nutritional guidelines, food suggestions, and meal preparation that will foster encouragement towards healthy living among all of our children and families enrolled in Head Start. Nutrition staff members are committed to learning and gaining professional skills, training, and knowledge that will help them perform in their role.

# Head Start and Early Head Start Budget

Program Year 2022-2023

07/01/2022 thru 06/30/2023

Budget Categories	Approved Budget	Actual Expenditures
Personnel	8,486,396	8,406,741
Fringe Benefits	2,876,374	2,745,760
Travel	138,230	143,092
Equipment	123,904	122,261
Supplies	352,273	301,731
Contractual Services	558,150	565,240
Other Direct Cost	2,778,585	2,804,020
<b>Total Direct Cost</b>	<b>15,313,912</b>	<b>15,088,845</b>
Indirect Cost	1,129,690	962,211
<b>Total Approved Federal Award</b>	<b>16,443,602</b>	<b>16,051,056</b>
<b>Non-Federal Share</b>	<b>1,727,925</b>	<b>1,727,925</b>
<b>Total Budget Fed/Non-Fed</b>	<b>18,171,527</b>	<b>17,778,981</b>
	<b>Federal Award</b>	<b>Non-Federal SHARE</b>
<b>Head Start</b>	10,123,616	
<b>Early Head Start</b>	6,319,986	
<b>Total</b>	<b>16,443,602</b>	<b>1,727,925</b>

Funded from the Department of Health and Human Services, Office of Head Start, Administration for Children and Families

Other supportive funding-

Child and Adult Care Food Program (CACFP) 967,396

**There were no findings or questioned cost in SHARE's financial report for fiscal year ending September 30, 2023.**

# SHARE Head Start Center Locations

**Head Start Facilities:** Our program operates 21 centers, 44 Head Start classrooms and 42 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
- ▶ Clemson
- ▶ North Greenville
- ▶ Pickens
- ▶ Rutherford Rd.
- ▶ Seneca
- ▶ Simpson
- ▶ Westside

## Greenville County

**Easley Bridge Road  
Head Start & Early Head Start Center**

Natalie Johnson, Center Manager  
404 Easley Bridge Road  
Greenville, South Carolina 29611  
(864) 295-3392

**Golden Strip  
Head Start & Early Head Start Center**

Calvinetta Mickens, Center Manager  
Greta Jones, Site Manager  
1120 Howard Drive  
Simpsonville, South Carolina 29681  
(864) 967-2022

**Margaret A. Sherred  
Head Start Center**

Cora Griggs, Center Manager  
510 Old Augusta Rd  
Greenville, SC 29605  
(864) 520-1539

**North Franklin Road  
Head Start Center**

Tammy Martin, Center Manager  
925 North Franklin Road  
Greenville, South Carolina 29617  
(864) 467-0357

**\*North Greenville  
Head Start & Early Head Start Center**

Vandora Bray, Center Manager  
50 Lincoln Chapel Road  
Travelers Rest, South Carolina 29690  
(864) 834-5241

**Parker  
Head Start & Early Head Start Center**

Angela Turner, Center Manager  
15 Clark Drive  
Greenville, South Carolina 29617  
(864) 294-6217

**Pleasant Valley  
Head Start & Early Head Start Center**

Jacquelyn Owusu Asare, Center Manager  
26 Sherman Lane  
Greenville, South Carolina 29605  
(864) 277-8999

**Rubye H. Jones  
Head Start & Early Head Start Center**

Lorrene Stoddard, Center Manager  
40 John McCarroll Way  
Greenville, SC 29607  
(864) 520-8097

**\*Rutherford Road  
Head Start & Early Head Start Center**

Porsha Houston, Center Manager  
1229 Rutherford Road  
Greenville, South Carolina 29609  
(864) 298-0196

**Tommie C. Brooks  
Early Head Start Center**

Cassandra Sullivan, Site Manager  
210 Verner Springs Road  
Greenville, South Carolina 29609  
(864) 235-5829

**Watkins Road  
Early Head Start Center**

Shalondra Jackson, Center Manager  
205 Watkins Road  
Greenville, South Carolina 29617  
(864) 294-8565

\*NAEYC Accredited

# SHARE Head Start Center Locations

Anderson County	
<p><b>*Belton-Honea Path Williamston Head Start &amp; Early Head Start Center</b> Addie Nalley, Center Manager 15 Black Street Honea Path, South Carolina 29654 (864) 369-1108</p> <p><b>Flat Rock Head Start Center</b> Barbara Thomas, Center Manager 115 Thompson Road Anderson, South Carolina 29624 (864) 800-3852</p> <p><b>Starr Head Start Center</b> Lakesha Cowan, Center Manager 400 Professor Brown Lane Starr, South Carolina 29684 (864) 276-1566</p>	<p><b>*Westside Head Start &amp; Early Head Center</b> Yolanda Bowman, Center Manager 1206 Gadsden Street Anderson, South Carolina 29624 (864) 224-8586</p> <p><b>Willis H. Crosby Head Start &amp; Early Head Start</b> Jacqueline Turner, Center Manager 2021 Shirlane Drive Anderson, South Carolina 29624 (864) 226-0367</p> <p>*NAEYC Accredited</p>



Pickens County	
<p><b>*Clemson Head Start Center</b> Kathy Hunter, Center Manager 644 Old Greenville Highway Clemson, South Carolina 29631 (864) 654-0790</p> <p><b>*Pickens Head Start Center</b> Sharon Corn, Center Manager 1813 Gentry Memorial Hwy Pickens, South Carolina 29671 (864) 878-1494</p>	<p><b>Reece Mill Road Head Start &amp; Early Head Start Center</b> Christy Greene, Center Manager 201 Reece Mill Road Pickens, South Carolina 29671 (864) 898-0006</p> <p><b>*Simpson Head Start Center</b> Tracy Galloway, Center Manager 304 West D Street Easley, South Carolina 29640 (864) 855-0354</p> <p>*NAEYC Accredited</p>

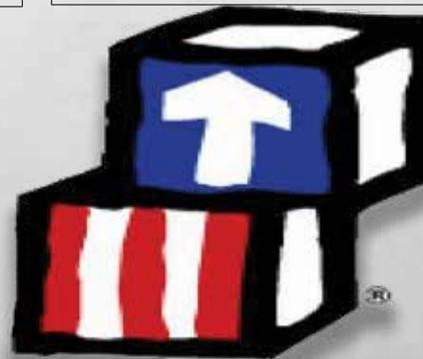
Oconee County
<p><b>*Seneca Head Start &amp; Early Head Start Center</b> Alice Lee, Center Manager 340 N. Perkins Creek Road Seneca, South Carolina 29679 (864) 882-8700</p> <p>*NAEYC Accredited</p>

## 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

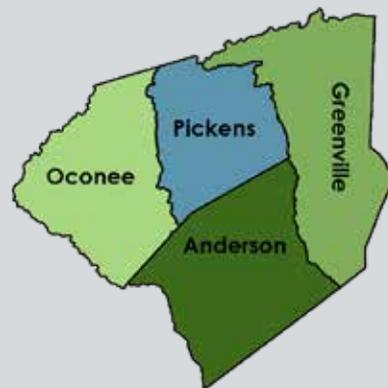
## Service Delivery Target Population

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.

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

9 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

22 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.

### Outcomes

579 households had evictions, foreclosure or disconnections on utilities prevented.

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.

## 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 2023 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

Circles Upstate South Carolina is a partnership between SHARE and Buncombe Street Methodist Church. We were the first chapter of CirclesUSA in South Carolina – having started in 2015. There are over 80 Circles Chapters across the U.S. and Canada.

Circles is about building community to end poverty through intentional friendships, personal transformation, and systemic change led by the people closest to the challenge. With the help of community volunteers, Circles lifts families out of poverty over an 18-month period. We meet weekly, share a meal together, and childcare is provided. After an initial 12-weeks of training for both the families and the volunteers, we match two volunteers with each family. Together, they work on the goals the families in poverty have selected to help them exit poverty.

Typical goals include obtaining job training and education for better employment, starting a business, reducing debt, increasing savings, and expanding their social network of people they can rely on.

In 2023, our fourth group had nine families with seventeen children graduate from Circles. There were twenty volunteers (allies) in this group. Our group consisted of four single parent female households, one two-parent household, one married couple with no children, and two single adults.

Our married couple continued their trucking business and also started a nonprofit that brings nonperishable goods to low-income communities which were donated by large retail stores. Three of our single moms completed education tracks and obtained certifications. One mom started her business of providing laundry detergent that is perfect for people with sensitive skin. One single mom worked for AmeriCorps and got a job with an affordable housing advocacy nonprofit. One of our single adults was living in a hotel and walked to work a couple of miles every day. She was able to obtain an apartment and got a better job closer to her apartment. One single mom obtained several raises at her work, reduced her debt and increased her credit score.

### One Success Story – Roslyn Porter

Roslyn Porter is a Circle Leader from our fourth group. She moved from Chicago, IL to Greenville, SC in 2021 with a desire for greater freedom and different opportunities for herself and her family. She rented for a few years, but was dissatisfied with her place because the landlord stopped making needed repairs to her apartment. She shared her dissatisfaction with the condition of her apartment with her Allies and Circles Staff. In our search for a solution to Roslyn's housing problem, we looked to one of our community partners -- Genesis Homes. Genesis Homes is a non-profit organization that builds and manages affordable housing in revitalized communities here in the Upstate. They had one spot in their Rental Home Program reserved for a Circles participant.



*Roslyn, with her son, Dylan, outside of their new affordable rental home.*

Roslyn was fortunate enough to be able to affordably rent her brand-new home from Genesis Homes in 2023. These are her words:

"I'll start out by saying I don't like public speaking and I don't care to be seen, but Circles fixed that real quick. Ok, seriously, Circles has impacted my life tremendously in such a short period of time. I've always had a vision of what my life would be like, but without some guidance and resources, my goals seemed unattainable. Circles has provided encouragement, friendship and guidance to resources that I did not know were available to me. Circles have allowed me to set the pathway towards attaining my goals, and they are by my side every step of the way.

Although I hate to single anyone out, I have to confess that my biggest support comes from my Allies, Tobe and Ernest, who genuinely care about me and hold me accountable when needed. And I am so incredibly grateful to Tom Whitted of Genesis Homes for bringing my heart's desire to fruition."

Learn how you can become a volunteer, Circle Leader, or more about Circles Upstate SC by going to [www.CirclesUpstateSC.org](http://www.CirclesUpstateSC.org) or [www.sharesc.org](http://www.sharesc.org).

We are especially grateful for the support from United Way of Greenville County and Buncombe Street Methodist Church for allowing us to be a part of this community initiative.

## LADDER Job Training and Employment Program

SHARE's LADDER program provides individualized case management by our career coach to help participants increase earnings through acquiring new skills from completing short-term job training certifications.

We believe a good paying job is the best anti-poverty program. To that end, LADDER places adults in Greenville County who are at 80% or below the Area Median Income into job training courses for health care, truck driving, computers, and property management.

In 2023, twenty-six (26) participants were assisted – twenty-two (22) females and four males. Twenty-five (25) were African-American/Black and one was White. Eighteen (18) of the households were single-parent households.

There were ten participants who gave us feedback on their earnings at intake of the program compared to after completing the program. (Many of the remaining sixteen participants were still in class and not ready to share their Before and After earnings.) For those ten participants, the average annual increase in earnings was \$18,280. Two of our participants went from unemployed to obtaining employment. One earning \$60,000 per year from his computer certification and experience and the other earning \$50,000 as a truck driver after obtaining her CDL. The remaining eight participants increased their average annual earnings by \$9,100 – which is fantastic!

### LADDER Success Story

Before entering the LADDER program, Jasmine Calloway worked for New Horizons Family Health Center in Greenville. She was a Home Health Aide earning \$15.00/hour. She liked her job but wanted something different that included a higher pay. Her research led her to take the Clinical Medical Assistant certification at CAPSTONE Career Development Center. Upon completion of this 16-week course, Jasmine would obtain a nationally recognized certification for Clinical Medical Assistant plus certifications for OSHA/Infection Control, HIPAA Standards, Blood Borne Pathogens, and CPR. She heard about SHARE's LADDER program as a way to pay for her class. She completed all of the necessary paperwork and was accepted into our program.

Jasmine maintained a B average throughout the class, while still working. Near the end of the class, she received some bad news that her mother was sick, and Jasmine would have to move back home to North Carolina to help her. She was a little disappointed because she was receiving job offers in the Greenville area, but she knew she had to go home to North Carolina. The good news is the Clinical Medical Assistant certification is nationally recognized, and she would be able to take her certification to any state. Her mom is better now and Jasmine found a job at a doctor's office in North Carolina, where she now earns \$20.00/hour. She thanks the LADDER program and CAPSTONE for helping her start a new career.

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SHARE wants to thank the United Way of Greenville County for their support of LADDER through the years.

**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

SHARE's Homeless Services program provides transitional housing (TH) and rapid rehousing (RRH) for families and individuals experiencing homelessness. Our transitional housing program consists of four units. Each unit has three bedrooms and two full bathrooms. These units are located in Greenville. Our rapid rehousing program provides our participants with security deposits, first month's rent, and utility payments to help them obtain rental housing in Greenville, Anderson, and Pickens Counties. For households that need additional support, we can provide longer rental assistance, supportive services, and individual case management.

In 2023, both programs helped 209 people (87 were children) in 117 households. 150 were Black/African-American, 51 White, and 8 Multi-Race. 141 were female and 68 were male. Three were age 65-74 and five were older than 75. There were 57 single person households, 52 single parent female households, and two single parent male households. 190 people received rental assistance, 78 persons got help with their utility deposits, 19 people lived in our TH units, and 190 moved into permanent housing through our RRH program.

### Success Story

In April 2023, T.B. and her family became a participant in our Transitional Housing program that we call Mims Place. Mims Place offers homeless families an apartment that has three bedrooms and two full bathrooms. We have four units at Mims Place on Perry Avenue in Greenville.

T.B. is the mother of three children. When she entered our Homeless Services program, she was fleeing a domestic violence situation, had one eviction on her record (which kept her from obtaining housing), had no transportation, some old utility bills that needed to be paid, and was unemployed. T.B. very much hit hard times and did not know how she would get back on her feet to provide a safe, affordable home for her two children.

After several meetings with T.B., our Homeless Services case manager developed a game plan to help remove these barriers. T.B. met with SHARE's LADDER Job Training career coach and got enrolled in school for her Certified Nursing Assistant (CNA) Certification. She graduated with her CNA license and was offered a job. She went from having no income to making \$19.00 an hour (and \$21.00 an hour on weekend shifts). We then created a budget to pay off some of the bills that kept her from achieving housing. She paid off tickets to get her driver's license back, made payments to the apartment complex she owed money to, paid off the old utility bills, and purchased a vehicle. Amazing progress!

T.B. accomplished a lot in eight short months. In December 2023, T.B. exited our Transitional Housing program and successfully moved into permanent housing. She still calls monthly to check in with us. T.B. is doing great and is currently working two jobs. She still resides in the home she rented when she exited our program. We are very proud of T.B. and know she will continue to move forward in her life. SHARE's Homeless Services program was exactly what T.B. needed to restart and get back on her feet.

## Critical Home Repair Program

SHARE began January 2023 trying to understand SC State Housing & Finance Authority's changes from their very successful Emergency Repair program to the new Home Repair program. Under the Emergency Repair program our Senior Field Coordinator led the state in number of houses repaired with 70. In the new Home Repair program, the funds were greater, but there were far more hoops to jump through by our staff, contractors, and homeowners that it proved ineffective. In fact, only one (1) house received assistance.

The good news was SC State Housing heard the concerns from everyone throughout the state, and they created another new program called Critical Home Repair. (The Home Repair program still operates, but SHARE decided to spend our time with the Critical Home Repair program.)

This program is more streamlined and easier for staff, contractors, and homeowners to use. This program was implemented late in 2023 and so SHARE helped eight (8) people in seven (7) households in 2023.

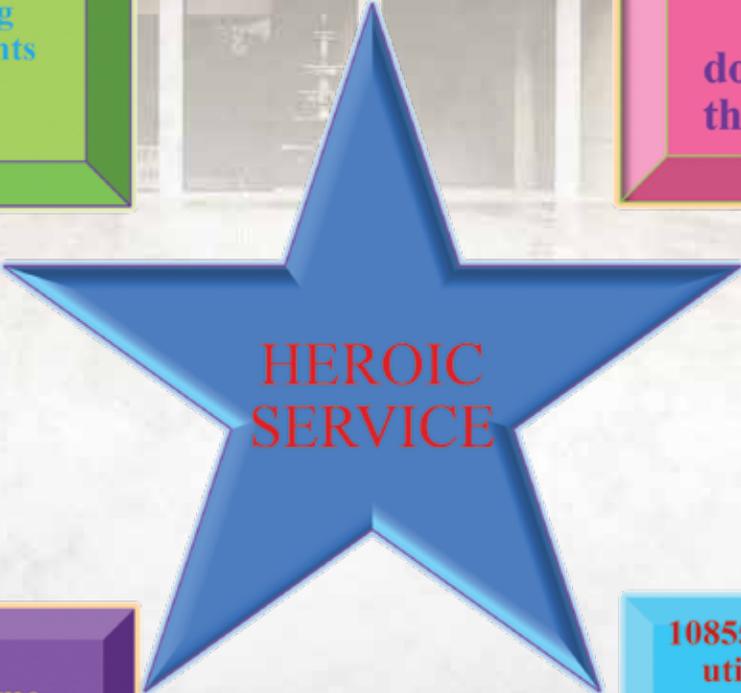
This program is designed to help low-income homeowners (households with incomes below 80% of the Area Median Income) with repairs such as needing a new roof or HVAC unit. All of our households assisted were age 60 and older. Six of the households were single (five females and one male) and the seventh household was an elderly couple. Seven of the folks we helped were Black/African-American and one was White.

As difficult as 2023 was, we are excited about making bigger strides in 2024 for this program.



**196 Permanent  
Housing  
Placements**

**82,584  
Volunteer  
hours  
donated to  
the agency**



**1580 low income  
families avoided  
eviction**

**10855 customers received  
utility assistance and  
maintained an  
independent living  
situation**

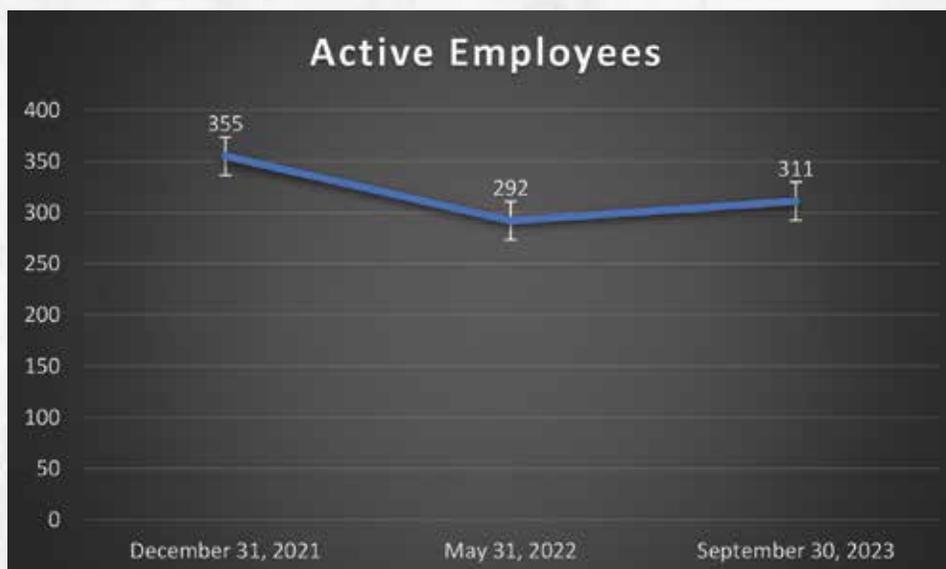
# **Our Agency Makes a Difference**

# Human Resources

SHARE Human Resources continued to play a pivotal role in supporting the agency's objectives. 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. Through various initiatives and programs, we similarly focus on enhancing employee engagement, fostering a positive work culture, and addressing mental health concerns. 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 311 employees in 21 locations throughout the SHARE Service Areas in Greenville, Anderson, Pickens, and Oconee counties. The workforce consists of professional and clerical support staff, including full-time, part-time, and temporary substitutes during the year.



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



## Key highlights of accomplishments include:

- Recruitment and onboarding the best talent across all departments.
- Implementation of a comprehensive Employee Assistance Program.
- Compliance with legal state and federal requirements.

As the world is post-pandemic, the SHARE Human Resources Department continues to address mental health concerns and promote a culture of support and well-being. Mental health issues have had a significant impact on employee morale, productivity, and retention. As a result, we have implemented an Employee Assistance Program (EAP) so that our employees can access confidential counseling and resources to address mental health challenges, reducing stress and anxiety levels. We believe providing this support can foster a healthier work environment where employees feel valued and supported. We aim to minimize potential turnover while improving work-life balance and employee well-being.

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: Encouraging collaboration and recognizing team achievements can enhance morale and productivity.
- Employee's Work is Rewarding: Ensuring employees find their work fulfilling and meaningful can contribute to job satisfaction and retention.
- Empowerment of Employees: Empowering employees can foster a sense of ownership and motivation.
- Information sharing is highly encouraged: Transparent communication of information fosters trust.
- Pay Systems are fair and transparent: Fair wages promote equity and motivate employees to perform at their best.
- Training of Staff: Providing ongoing training and development opportunities enables employees to enhance their skills and adapt to changing job requirements.
- Formal Performance Feedback: Regular feedback and performance evaluations help employees understand expectations and areas for improvement.
- Work Processes encourage employee interaction: Designing work processes that facilitate collaboration and interaction can stimulate creativity and innovation.
- Employee assists in planning change: Involving employees in the change management process can increase buy-in and mitigate resistance to agency changes.

By prioritizing these components, SHARE cultivates a work environment where employees feel valued, empowered, and motivated to contribute to the agency's success.

### **Benefits**

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
- Employee Assistance Plan (EAP)

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

# 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, 2023 totaled \$30,413,556. Less than 5% of our expenditures were for administrative cost; with more than 95% of our funding directly benefitting 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 \$91,240,668 in surrounding communities during our 2023 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 Head Start, FEMA, 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 \$2,099,720.

The total non-federal share received in fiscal year 2023 totaled \$2,593,524. 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, 2023

<b>Revenues</b>	<b>\$</b>
Federal	26,972,779
State	158,624
In-Kind	2,593,524
Other	261,712
Cares Act	426,917
<b>Total Revenue</b>	<b>30,413,556</b>
<b>Expenditures</b>	<b>\$</b>
Personnel	14,426,119
Contracted Services	635,752
Customer Assistance	6,249,002
Food Purchases	595,381
Equipment	130,645
Indirect Cost	1,264,394
In-Kind	2,593,524
Supplies	495,757
Other Operating Cost	3,765,139
Rehabilitation	54,904
Training Cost	46,642
Travel	156,297
<b>Total Expenses</b>	<b>30,413,556</b>

## Federal Funding Sources

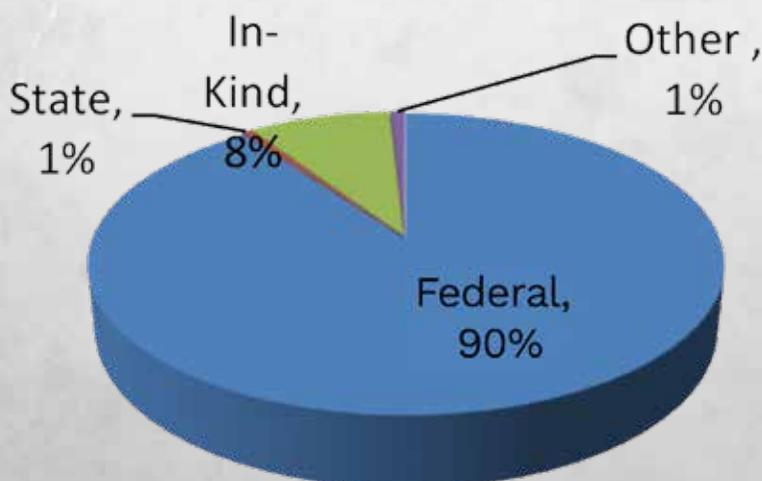
*US DEPT. OF HEALTH AND HUMAN SERVICES	\$25,979,113
*US DEPT. OF AGRICULTURE	\$967,396
*US DEP. OF HOMELAND SECURITY	\$15,954
*US DEPT. OF HOUSING AND URBAN DEVELOPMENT	\$428,752

## State Funding Sources

*SC HOUSING TRUST FUND	\$68,577
*SC DEPT. OF SOCIAL SERVICES	\$90,047
SC DEPT. OF ADMIN., OFFICE OF ECONOMIC OPPORTUNITY	\$5,000

## Local/Private Sources

*UNITED WAY OF GREENVILLE COUNTY	\$120,000
*DUKE ENERGY (FOUNDATION OF THE CAROLINAS)	\$58,469
*PRIVATE DONATIONS	\$86,724



# Administrative Staff & Managers

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

Pamela Sims, CCAP	President/CEO
Doris Pitchford, MBA	Director of Business & Financet
Tammy Gore, B.S.	Assistant Director of Business & Finance
Tara Cannon, MBA	Director of Human Resources
Lisa Ashmore, B.A.	Executive Assistant
<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.	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

Following the Promise of the 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 51 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.



**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. 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.**

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 [X.com/SHARE\\_sc](https://www.x.com/SHARE_sc)



# AssuredPartners

## Power through Partnership

The professionals at AssuredPartners specialize by product expertise and client industry to manage risks and resolve client issues quickly. Our teams are dedicated to delivering innovative insurance solutions to protect individuals, families, and businesses of all types and sizes.

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