

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 2020



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

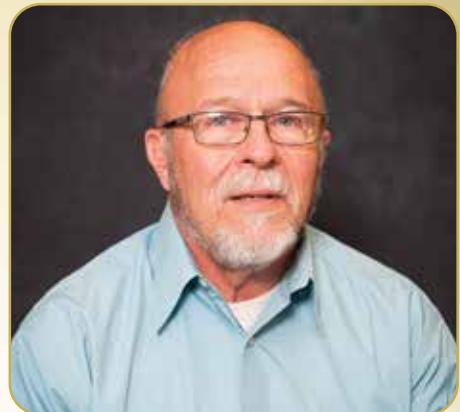
Our Values

- 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

Lynn W. Ballard

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



The year 2020 was the most challenging year ever faced by SHARE. Our mission and vision are to help people exit poverty, and we have done that successfully for many years. In 2020, with the COVID-19 Pandemic, our focus, by definition, had to change slightly. We were called upon to help people survive when they lost their employment in unprecedented numbers. In addition, our 21 Head Start Centers had to shift from in-person to virtual classes. Providing families and staff with the essential electronic media and training to maintain the children's early education had us thinking outside the box almost daily. Having to establish new operating procedures when classes resumed in person continues to be a challenge.

The true caliber and dedication of the many fine employees of SHARE have been highlighted through this challenging year. Many functions of the SHARE program were conducted virtually and via phone rather than in person; however, the number of people being assisted remained at a consistent level. Through this challenge, stronger bonds were forged with many of the other non-profit agencies in the area. It was very rewarding to see so many groups and individuals coming together in a collaborative effort to lend a hand to those in need.

We are all hoping that the COVID crisis is about to conclude, and we will be able to resume normal operations later in the year. Things will be somewhat different in the future, but this past year has taught us how to be more efficient in delivering services to our clients and how to be a team player with many other organizations.

Speaking on behalf of the Board of Directors, I thank Ms. Pamela Sims, President/CEO of SHARE, and her staff for a job well done in a most challenging and difficult year. I also thank the dedicated Board Members for their guidance and support. We all believe in SHARE and its Mission and work hard to make it become a reality.

Lynn W. Ballard
SHARE Board Chairman

Message from the President & CEO

Pamela Sims, CCAP

During this fiscal year, Sunbelt Human Advancement Resources, Inc. (SHARE), along with our entire country, encountered unprecedented occurrences that we have never experienced in our 55 years as a community action agency.

The COVID-19 Pandemic brought about an economic crisis for many people. Businesses closed, and unemployment was at an all-time high. Lack of basic human needs and affordable housing added to the already financial hardships that at-risk individuals and families face. People who have never sought assistance for rent, utilities, and food had to ask for help.



SHARE management staff, and our Board of Directors, were forced to make fast but safe decisions regarding our operations. During this uncertain time, our highest priority was the health and safety of our staff and the people we serve. Management made changes and adjustments to our working conditions in order to assist people needing our help while doing our best to keep our staff, children, and customers safe. SHARE offices were closed to the general public as one layer of mitigation and protection for our staff and customers. Many of our staff members worked remotely from home to provide services to the needy population in our four-county service areas of Greenville, Anderson, Pickens, and Oconee counties. Because of the uncertainties surrounding COVID-19, SHARE leaned on the Center for Disease Control and Prevention (CDC) for guidance on precautionary measures for safe working conditions.

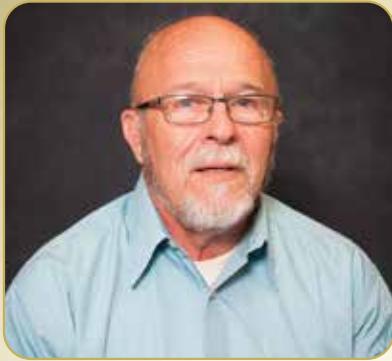
With hesitancy, we closed our Head Start and Early Head Start centers. Our staff provided continued services and resources to our children and families remotely. Arrangements were made for parents to pick up food and supplies from our centers. We also used Head Start buses to make food deliveries to our children. Although SHARE provided school readiness activities for our Head Start children virtually, our children lost valuable time during their most formative years for social, emotional, and educational development.

Our challenges to provide services to individuals and families least able to help themselves have never been greater as we face a pandemic going into its second year and an economic recovery that is anything but certain. Working with similar committed agencies has and will continue to help us to meet the challenge.

SHARE staff and Board of Directors are to be commended for their continued support and dedication to fulfill our mission to help people and communities exit poverty and achieve economic stability.

Pamela S. Sims
President/CEO

2020 SHARE Board of Directors



Honorable Lynn Ballard
Greenville County/Public Sector



Mr. William K. Brooks
Pickens County/Customer Sector



Rev. Kenneth Dill
Pickens County/Public Sector



Ms. Mary Duckett
Greenville County/Public Sector



Mrs. Stephanie Enders
Oconee County/Customer Sector



Ms. Ingrid Erwin
Greenville County/Private Sector



Mrs. Yaniqua Eyabi
Anderson County/Public Sector



Mrs. Dorthelia Griffin
Greenville County/Private Sector



Honorable Isaac Johnson
Greenville County/Public Sector



Mr. Maury Mattison
Anderson County/Customer Sector



Mrs. Renea Mayes-Rice
Oconee County/Customer Sector



Honorable Xanthene Norris
Greenville County/Public Sector



Ms. Ann O'Dea
Greenville County/Private Sector



Mr. Christopher Owens
Oconee County/Private Sector



Honorable Denise Rozman
Oconee County/Public Sector



Mr. Harry Thompson
Anderson County/Customer Sector



Mr. Tom Whitted
Greenville County/Private Sector

Not Pictured:

Elizabeth (Beth) Hicks, Treasure, Greenville County Private Sector thru July 2020.

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 2020 allowed SHARE to help low-income individuals and families in many ways. Approximately 200 additional families received emergency assistance through operation warmth and other donations in 2020.

Contributions were used to support our LADDER program that provides employment training and job placement, to help our customers with basic human needs, provide early education and homeless services. SHARE's program and services are designed to move low-wealth individuals on a path to self-sufficiency and encourage independence. Essentially, this represents SHARE's mission to help people and communities exit poverty and achieve economic stability.

Usually, when we hear resource development, we typically think of generating revenue for financial support. Volunteers are an essential resource of our operations as well. In 2020, hundreds of volunteers contributed their time and talents, translating into approximately \$2,700,000 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 to help SHARE meet the needs of our customers for another year.

Thank You!

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 (Head Start and Early 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. SHARE Head Start and Early Head Start has been in existence for 55 years. The agency operates 21 child development centers that are licensed by the South Carolina Department of Social Services and 13 of the 21 centers are accredited by the National Association for the Education of Young Children (NAEYC). SHARE Head Start is also privileged to work with 8 school districts in our multi-county service area. Through this partnership we can prepare Head Start preschool children for their entrance into Kindergarten.



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

This past year has been one of many successes and challenges. Despite the ongoing health crisis, SHARE Head Start and Early Head Start is committed to its mission to *"Help people and communities exit poverty and achieve economic stability"*. The early spring of 2020 brought a set of challenges we have never experienced. In mid-March, SHARE was forced to close its doors for the first time in its 55 years of existence and transition to distance learning to protect the health and safety of our children, families and our staff as the COVID-19 virus spread throughout our community. Our hardworking staff was able to rise to the occasion, taking learning from the classroom to the computer and provide lessons for our students. Since then, we've adopted new methods and protocols to help our families and their children get the services they need. We were able to return face-to-face in the fall 2020. We reduced the number of centers from 22 to 21 centers. We also reduced the number of classrooms from 109 to 101 and the number of children in each Head Start classroom from 17 to 10 children to ensure adequate space to provide social distancing. Our staff ensured that the centers were disinfected, and all materials and equipment was sanitized daily in each classroom. We also offered Virtual Classes in Anderson, Greenville and Pickens Counties for families who were not comfortable sending their children to the center. As we navigate through these new and unexpected challenges brought on by COVID-19, we have continued to stay connected to our children and their families. The staff at SHARE will continue to strive to help young children and their families grow and thrive in a supportive and nurturing environment.

CLASS (Classroom Assessment Scoring System) 2019-2020

The Office of Head Start uses CLASS to assess the quality of the Pre-K classrooms during each five-year grant cycle. Currently, the Office of Head Start does not use the tool to monitor the Early Head Start (EHS) classrooms.

SHARE Head Start/EHS uses CLASS to assess the adult/child interactions for all age groups. There are two assessment periods (Fall & Spring). The Fall assessment period was from September 2019 to December 2019. The spring assessment was from January 2020 to May 2020. CLASS 2019 fall assessment was completed. However, the pandemic impacted the completion of the 2020 spring assessment. A few classrooms were observed before the mandated closure for the program. Teachstone recommends that organizations measure improvement by comparing intervals to intervals (fall to fall and spring to spring).

There was a slight decrease in the infant in-house score in 2019 compared to 2018.

Infant In-House Scores	
Domain	
2018 Responsive Caregiving	5.91
2019 Responsive Caregiving	5.1
2018-2019 Average	5.5

Toddler 2019 fall scores increased in both domains compared to 2018.

Toddler In-House Scores		
Domains	Emotional and Behavioral Support	Engaged Support for Learning
Fall 2018	6	3.88
Spring 2019	6.21	4.31
2018-2019 Average	6.10	4.09

Fall Pre-K In-House Scores

There was a slight decrease in all of the Pre-K Domains in 2019 compared to 2018.

Domains	Emotional Support	Classroom Organization	Instructional Support
Fall 2018	6.28	5.78	3.89
Spring 2019	6.19	5.54	3.75
2018-2019 Average	6.24	5.66	3.82

Ongoing training and mentor-coaching were provided to the teaching teams in the lowest domains. The new staff was introduced to CLASS during new staff 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 from the Office of Head Start.

Listed below are the number of CLASS assessors and trainers in our program for 2019-2020.

Certified CLASS Observers	
Infant	14
Toddler	20
Pre-K	32

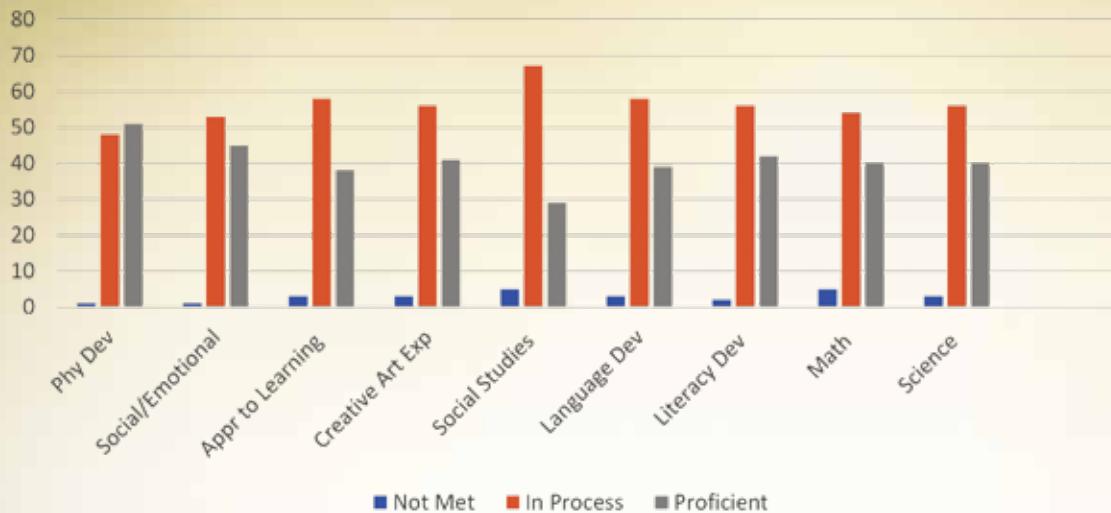
Certified CLASS Trainers	
Infant	1
Toddler	1
Pre-K	3

Education Services

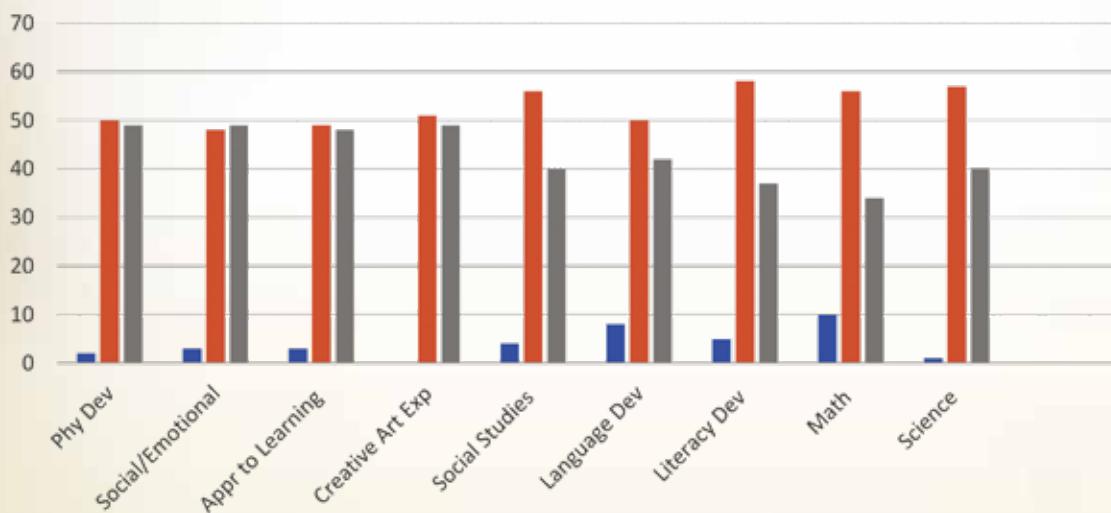
SHARE provides early childhood education programs in 21 centers across 4 counties, Greenville, Pickens, Oconee, and Anderson. Our programs include 59 Head Start, and 42 Early Head Start environments serving children birth to 5 years and pregnant women. During the 2019-2020 school year, our families were served with in-person and at-home educational learning. The COVID-19 pandemic created a new platform of learning which required at-home lessons that parents could do, consistent communication between teaching staff and families, and providing educational supplies for at-home learning. Parents were encouraged and empowered with a variety of creative learning techniques to assist them with their child's at-home learning activities. Information was provided that correlated the activities to developmental milestones, and teachers supported this with consistent communication to monitor the well-being of each child.

Gains Report from Fall 2019 until Winter 2020

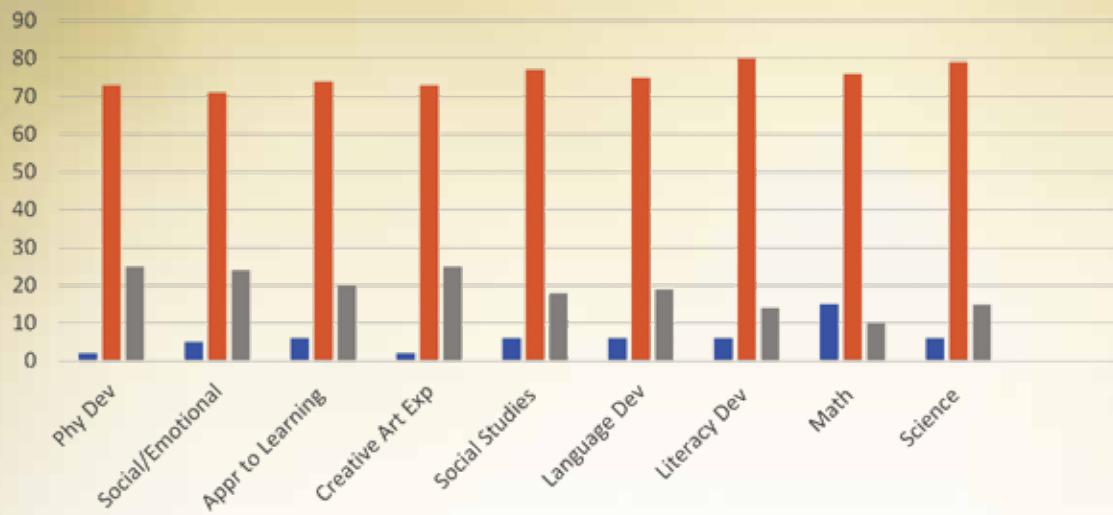
Infant and Toddler I



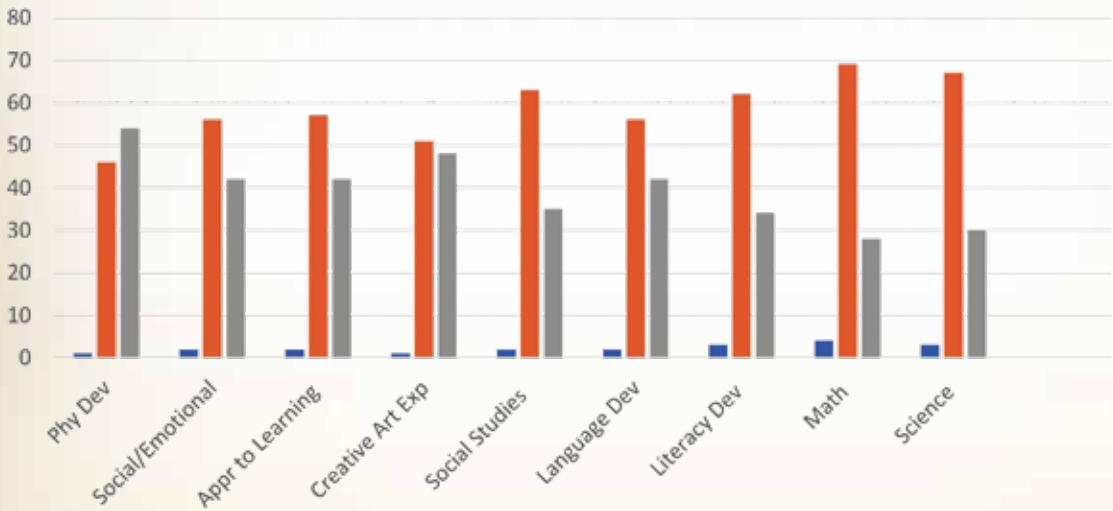
Toddler II



3 Year Olds



4 Year Olds



Children in all age groups scored at 80%+ with combined scores of "In Process" and "Proficient" in all domain areas. This indicates that children either were demonstrating the skills were progressing or mastered in those learning domains. There was not a Spring rating period due to COVID-19.

Not Met – Skills have not been demonstrated

In Process – Skills are emerging/being demonstrated

Proficient – Skills have been demonstrated and mastered

Outcome: SHARE temporarily closed classrooms, due to COVID – 19, and at-home activities were provided until the end of the school year.

Disability and Mental Health Services

School Readiness for Children Birth to Five with Disabilities

Children with special education needs learn more readily in a class with their non-disabled peers. SHARE Head Start/Early Head Start ensures that children with disabilities are included in the full range of comprehensive services. Our curriculum, High Scope and our on-going assessments, provides individualized opportunities specific to meet each child at their developmental level and their unique needs. Our school readiness goals ensure that our teaching staff implements and supports the integration of each child's specialized goals. This may include specialized trained personnel for teacher support, assistive technology and adaptive equipment and making classroom accommodations. Data collection of our ongoing assessments allows Head Start to disaggregate comparative data which allows us to evaluated the effectiveness of the IEP/IFSP. 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/Private School.



Head Start/Early Head Start Disability Services

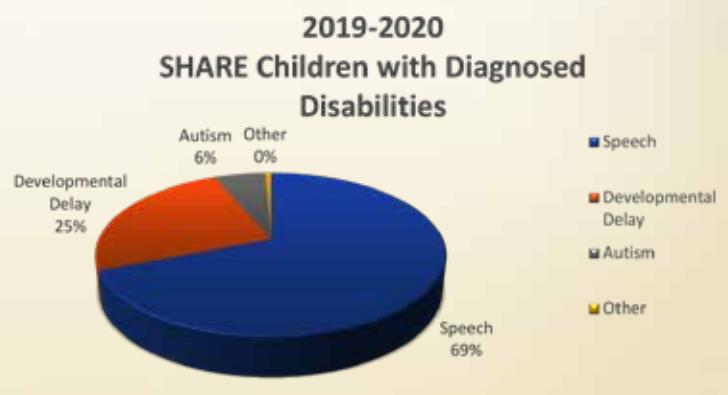


SHARE Head Start collaborates with the local school districts in all four counties that we serve to ensure that additional services are provided to children with disabilities in the least restrictive environment under IDEA. Services included are: Screening, evaluation, the development of an Individualized Education Plan (IEP) for children (3-5), and Individualized Family Service Plans (IFSP) for infants and toddlers. Community partners such as BabyNet, Thrive Upstate (DDSN), and Head Start provide therapy related services and early interventions with children are ongoing throughout the program year. Due to COVID-19 pandemic as of March 2020, all of the on-site services for children with disabilities were conducted via virtual.

In 2019-2020, SHARE served a total of 158 children with disabilities throughout the program year. The graph below offers a breakdown of the number of children birth to five with disabilities.

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

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



Source 2019 HS/EHS /ChildPlus

Mental Health Services

SHARE Head Start/Early Head Start provides Mental Health services to support staff, children and their families to meet their social and emotional needs. Due to concerns with the staff, children and their families facing many changes and challenges regarding COVID-19, SHARE has been able to enhance the Mental Health Services by receiving funding from the Office of Head Start's Coronavirus Aid, Relief and Economic Security (CARES) Act funding. A fulltime Mental Health Specialist has been hired to provide a broad range of services, including early childhood mental health consultation in classrooms. Also, working with the classroom staff and Disabilities Specialist in coordinating staffing's, process screenings, assessments and referral services.



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 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 Specialist will also collaborate to coordinate parent and staff training. SHARE Head Start/Early Head Start works closely with community agencies that

provide early intervention services to meet the social and emotional needs of children and their families. The Mental Health Specialist also collect data, maintain records, and support compliance in all facets of the Office of Head Start Program Performance Standards and State regulations.

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

2018-2019 Eligible Children Ages Birth to 5, By Income Category						
Homeless	Foster Child	Public Asst. (TANF/SSI)	Below poverty	100% - 130% above poverty	Over-Income	TOTAL % Funded Enrollment
1%	0.7%	1.6%	80.7%	9.7%	6.3%	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: 2020 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 14 children experiencing homelessness

Families Receiving Public Assistance or in Foster Care

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

Outcome: Served 10 children in foster care

Served 24 enrollees receiving Public Assistance (TANF/SSI)

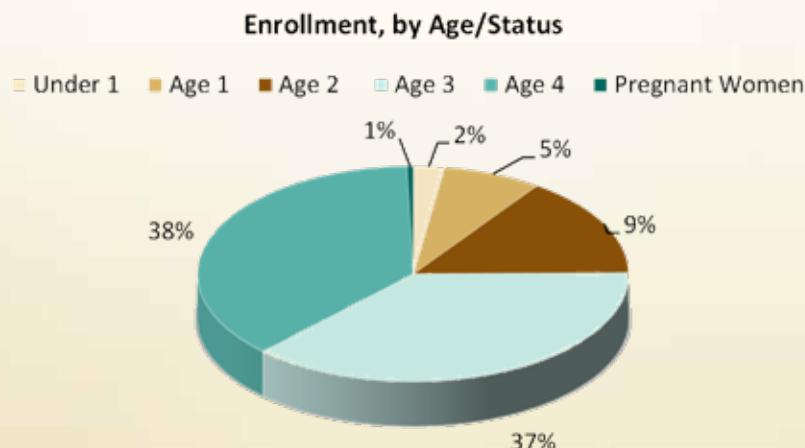
Selection

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

Waitlist as of June 2020		
County	Head Start	Early Head Start
Anderson	53	82
Oconee	33	52
Pickens	35	10
Greenville	316	294
TOTAL	437	438
PROGRAM TOTAL: 875		
Source: ChildPlus.net Report #2006		

Enrollment

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



The agency maintained and reported to the Office of Head Start our enrollment status August 2019 through July 2020.

Cumulative Enrollment

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

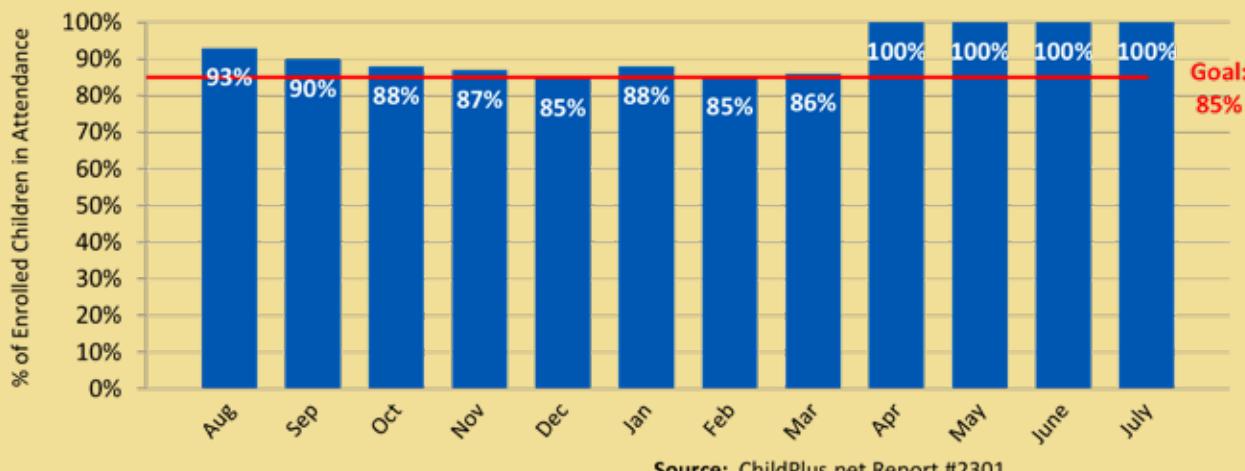
2019-2020 Cumulative Enrollment



Attendance

Head Start Performance Standard 1302.16 states that each program must maintain an Average Daily Attendance (ADA) rate of 85 percent. When the monthly average daily attendance rate in a center-based program falls below 85 percent, a Head Start program must analyze the causes of absenteeism in order to identify any systemic issues that may be contributing factors to the program's absentee rate. Please note that due to the COVID-19 pandemic, in-person classes were discontinued and resulted in remote learning in efforts to continue servicing our children and families.

2019-2020 Average Monthly Attendance



Source: ChildPlus.net Report #2301

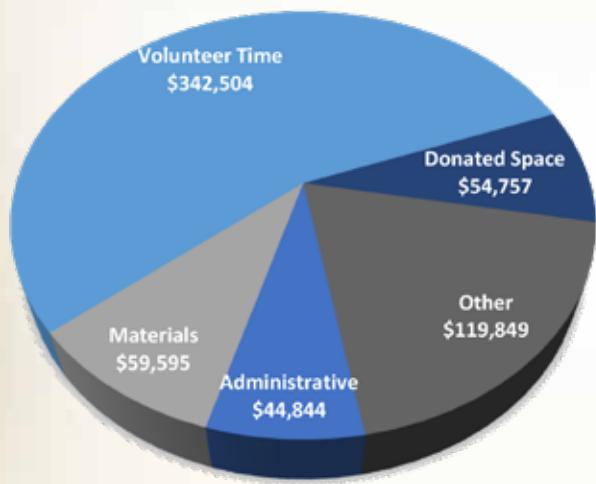
Community Partnerships

In order to improve the delivery of community services to children and families, SHARE Head Start takes an active role in community planning. The program partners with 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 84% of the federally mandated in-kind amount for 2020. The program utilized in-kind from parents, other family members and the community. Due to the impact 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 16%. In-kind included time, donated space, materials, administrative, and other costs.

Total In-kind, by Category



Hours Volunteered	
Parents	148,282
Non-Parents	1,874
Agency/Business	435

Parent and Family Engagement

Despite the impacts of COVID-19 this year, SHARE Head Start and Early Head Start has continued to focus on overcoming challenges in order to meet the needs of families, staff and the communities which we serve. Based on the opportunities afforded by the Office of Head Start and CARES Act funding, Children and Family Services was able to continue to serve families remotely and keep all division staff employed. In addition to remote learning opportunities, the program coordinated family distribution events that provided families with educational activities and resources for students along with food, household, and cleaning supplies. For FY20, the program did not have any federal or state monitoring reviews. However, SHARE Head Start continued to plan and prepare for the future. Both the Policy Council and the Board of Directors are involved in the development of the program budget and plans. SHARE Head Start strives to prepare children for school and a life-long of learning through the provision of comprehensive services that support their health, wellness, and physical development. During the 2019-2020 program year, SHARE coordinated and provided health and developmental screenings, nutritious meals, oral health and mental health supports for children while connecting their families with needed medical, education, and family support services.

A focus for the coming year will be on providing mental health services. The impacts of COVID 19 are having a detrimental effect on the mental health and well-being of individuals of all ages. For this reason, SHARE Head Start and Early Head Start will implement plans beginning in the 2020-2021 program year to help staff and families recognize and respond 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. Due to 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, Instagram, LinkedIn and Twitter. 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.

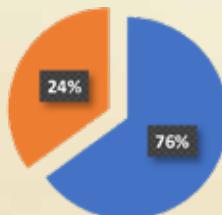
SHARE Head Start promotes the following Parent, Family, and Community Engagement (PFCE) outcomes:

- **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 Early Head Start to Head Start , Head Start to Kindergarten and through elementary school.
- **Family Connections to Peers and Community** - Connections are made with peers/ mentors both with 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 experiences.

Professional Development

Family Development Credentialing Program

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



Family Development Credential 2019

76% have received the FDC Credential, 24% have not received

Head Start and Early Head Start Families

1358
Total Number of
HS & EHS
families

18%
Two parent
families

82%
Single Parent
families

Advanced
Education
15%

Associates
Degree
8%

High School
diploma or GED
52%

Less than
High School
25%

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

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

87%

51%

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

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

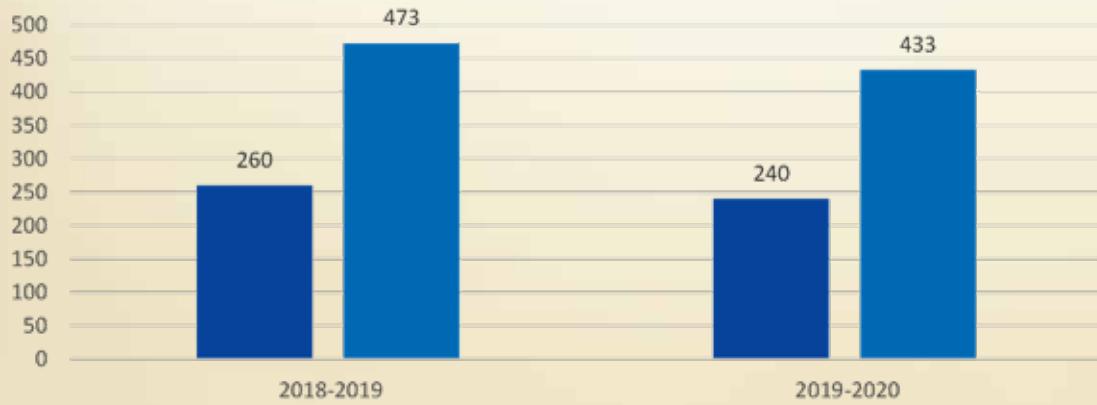
32%

68%

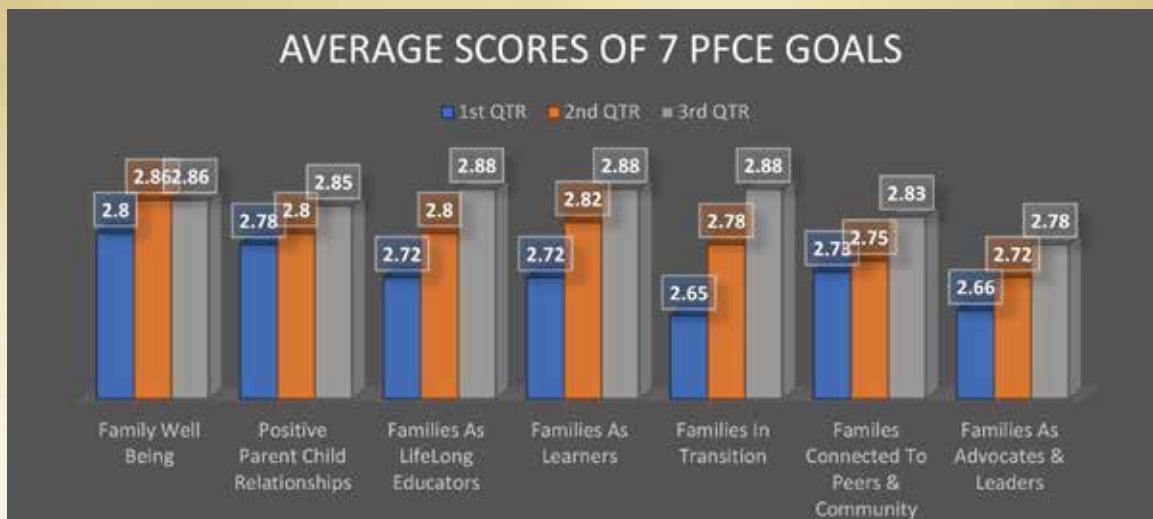
Father Engagement

When it comes to the growth and development of young children, father engagement is an incredibly important influencer. Data from program years 2018-2019 and 2019 -2020, revealed that there was a 1.08% decrease of fathers/father figures participating in parenting workshops provided by our Head Start program. Data also revealed that there was a 1.09% decrease of fathers participating in their child's Head Start experiences. Our program plans are to continue to provide fathers/father figure engagement opportunities. Trainings and workshops will be reflective of father/father figures needs and interests. Fathers will be provided an opportunity to provide input into program planning to better meet their availability and needs. Our program efforts are to partner with male focused organizations such as the Upstate Fatherhood Coalition to better assist us with connecting with our fathers and father figures.

Father/Father Figure Engagement



■ Participation in parenting workshops ■ Father/Father figure participation in their child's Head Start experience



Child-plus report 4230 2019-2020

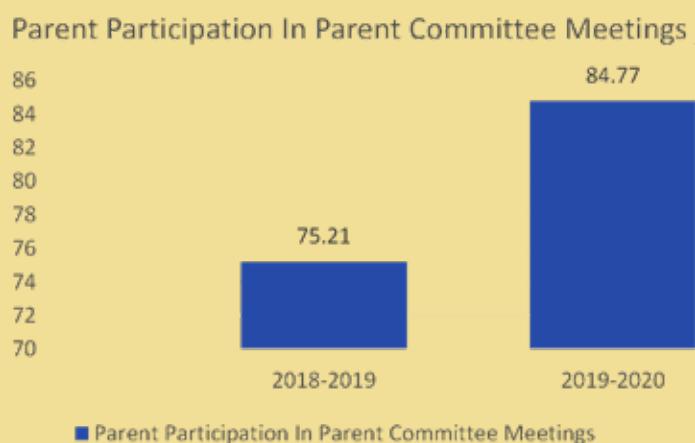
The chart above reflects the average scores for each of the seven PFCE goals for the 1st, 2nd and 3rd quarters. We can see that there was an increase in scores for each goal for the 1st, 2nd and 3rd quarters. The greatest areas of strength for the 3rd quarter were PFCE goals ***Families as Lifelong Educators, Families as Learners and Families in Transitions***. Strategies to support an increase in these areas results from our program transition to from school to home due to COVID 19 pandemic. School closings resulted in parents being home with their children. During this transition to home schooling, staff worked together on strategies to continue the child's educational goals. Staff provided parents with home activities in support of parents becoming educators for their children. Parents increased their own parenting skills and knowledge by participating in virtual parenting workshops and trainings, such as budgeting during a crisis, stress management and positive parenting. Resources and materials were provided for parents on hot topics such as mental awareness, domestic violence and child abuse & neglect.

The lowest scores identified indicating the greatest needs and concerns for our families were ***Families Connected to Peers & Community and Families as Advocates & Leaders***. We will continue to provide opportunities for parents to share with one another, offer parent committee meetings, male engagement symposium. There will be opportunities for parents to work with staff and community members and to serve on advisory committees. We will encourage parent participation in advocacy activities. Opportunities will be provided for parents to serve in leadership capacities, serve as officers on Parent Committees, Policy Council representatives and serving on self-assessment and community assessment committees.

Parent & Family Participation

Parent Committee Meetings:

Due to program strategies to better engage and track our families, data from our 2019 school year indicated that 75.21% of families participated in program activities. Data from our current school, 2019-2020, indicates that parent participation is at 84.77%. This is almost a 10% increase in parent participation in our Head Start program. Additional strategies moving forward is to offer parent participation via virtual platforms to meet the needs of working families and families enrolled in job training programs.



Financial Literacy: Through our partnership with financial institutions, we are able to provide financial literacy training and resources to our Head Start/Early Head Start families. Training topics consist of credit repair, budgeting, homeownership and the importance of a savings account. Financial representatives have provided training to our Head Start/ Early Head Start families at monthly parenting committee meetings and have assisted parents on an individual basis. Parent participants have participated in setting financial goals for their families. Some of the financial goals include home ownership. Parent participants are knowledgeable of the importance of having a savings account for emergency situations. 448 families received information and/or training on financial literacy throughout the school year.



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 Head Start/Early Head Start program reports; all documents requiring Head Start 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.



Triple P Parenting Curriculum: SHARE Head Start and Early Head Start provided parents with the opportunity to participate in the Triple P (Positive Parenting Program) group session seminars and individual coaching sessions. Each seminar consisted of three 90-minute sessions and focused on a variety of parenting topics which included: The Power of Positive Parenting, Raising Confident, Competent Children and Raising Resilient Children. Our program has two certified Triple P Practitioners who share valuable parenting tips through a virtual presentation format and invite participating parents to raise questions and discussions around the topic(s) presented. Parenting sessions are a great way for parents to come together to learn basic parenting strategies that promote optimal child development while increasing parents' confidence. Due to the impact of COVID 19, parent participation was challenging throughout our program year. We are continuing to find strategies to meet the barriers and needs of our families.

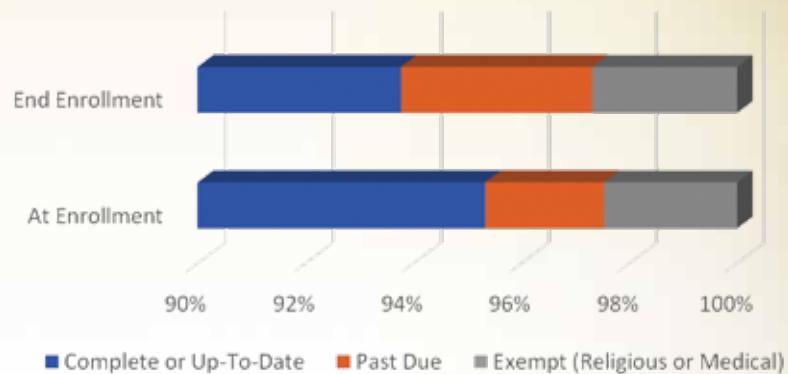
Health Services

The nation-wide shut down caused by the COVID-19 pandemic in March of 2020 created many challenges in meeting health requirements this program year. Medical and dental offices as well as university nursing schools were closed for several months. Once offices reopened, appointments for well-child checks, physical exams and dental exams were very limited and families were unable or reluctant to access services. During the shut-down, our program provided meals and needed supplies such as diapers, training pants, toothbrushes and toothpaste to families in need. When services resumed, numerous health and safety policies, procedures and daily practices were changed and/or implemented to prevent the spread of Coronavirus as recommended by the Center for Disease Control (CDC).

Our usual best practices of family style dining and brushing teeth after meals was discontinued. Daily temperature checks upon arrival, social distancing, wearing masks, frequent hand washing and sanitizing of surfaces were all implemented to prevent the spread of the virus. When children, staff or volunteers tested positive for COVID-19, our registered nurse provided contact tracing, professional advice on quarantining, sick exclusion and closing of classrooms and centers as appropriate.

This year, health data reveals unusual trends due to interruptions caused by the pandemic as displayed in the graph below. In March 2020, our program had to shut-down due to the pandemic. At that time, over 93 % of children's immunizations were complete or up-to-date compared to 95 % at beginning of enrollment. In past years, more children are up-to-date at the end of enrollment than they are at start of enrollment. South Carolina immunization laws allow parents to opt out of immunizations due to religious reasons, which increased to approximately 3 % this year. Our goal is ensuring that at least 98 % of children complete sensory screenings, medical and dental exams and other health requirements. This year only 95 % of participants completed these requirements. During the pandemic, virtual education classes, lactation counseling and two-week post-partum nurse home visits were provided to participants in our pregnant women's program. Of the seven pregnant women served, six received these services, including physical and dental examinations.

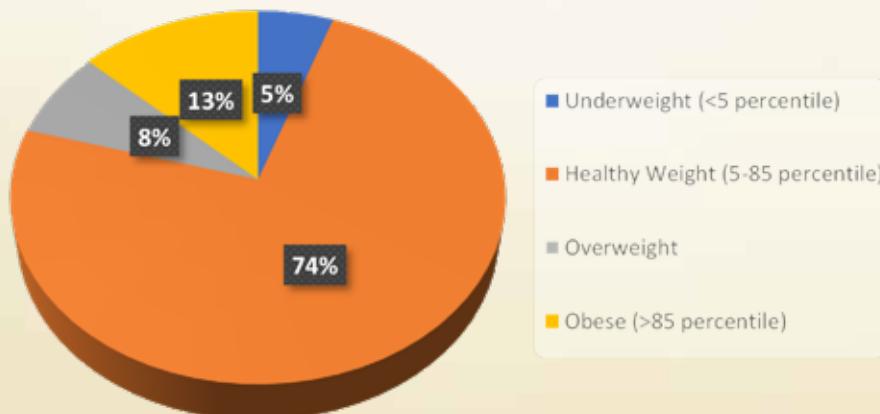
HS/EHS Immunizations 2019-20



Nutritional Services

During 2020 only 338,447 age appropriate nutritional meals and snacks were served and reimbursed by the USDA Child and Adult Care Food Program (CACFP), considerably less than in previous years. This total includes 77,158 breakfasts, 181,081 lunches, and 80,208 afternoon snacks. Children are provided height/weight measurements twice per year and Body Mass Index (BMI) is calculated according to CDC guidelines. Results of Head Start children are displayed in the chart below; Underweight-54 (5%), healthy weight-740 (74%), overweight-75 (8%) and obese-131 (13%). Registered Dietician consultants provided nutritional counseling and healthy lifestyle education to parents of children within 'at risk' categories via our virtual platform.

Head Start Growth Assessments

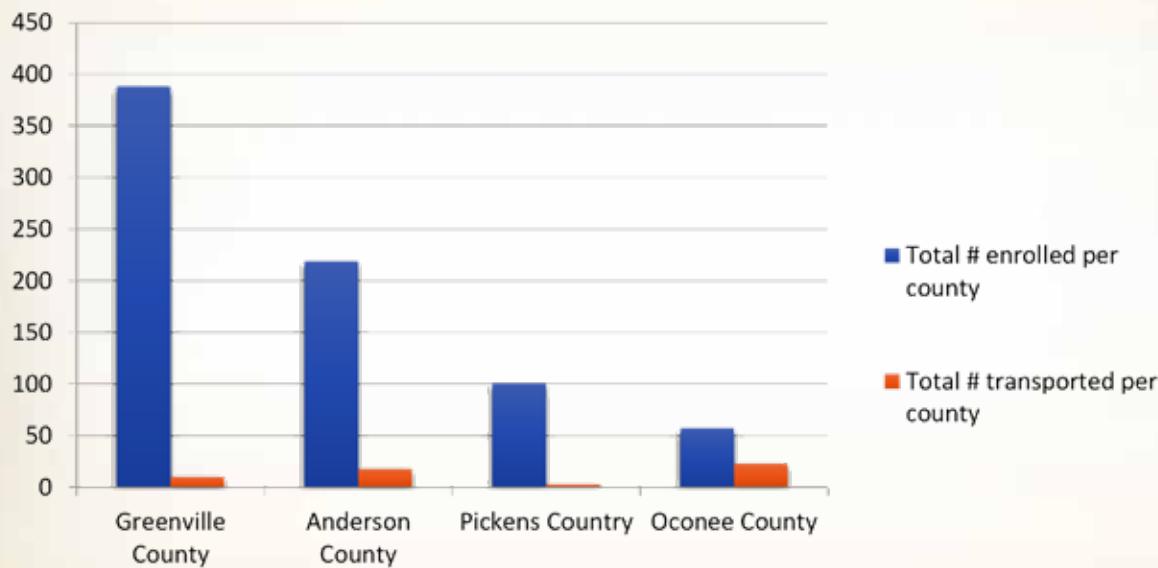


Transportation

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. The transportation team continues to update cleaning and sanitization procedures and guidelines. Five Head Start Centers provided transportation in the services areas. 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. Due to the COVID-19 pandemic training continues through a virtual platform.

All Head Start buses are equipped with required child safety restraint systems as well as additional added safety features.



Head Start and Early Head Start Budget

Program Year 2019 - 2020 07/01/2019 thru 06/30/2020

Budget Categories	Approved Budget	Actual Expenditures
Personnel	7,946,169	5,942,161
Fringe Benefits	2,748,763	2,095,434
Travel	70,769	45,477
Equipment	25,169	25,169
Supplies	282,958	187,079
Contractual Services	589,421	432,745
Other Direct Cost	2,692,684	2,144,096
Total Direct Cost	14,355,933	10,872,161
Indirect Cost	1,085,448	811,699
Total Approved Federal Award	15,441,381	11,683,860
Non-Federal Share	3,860,345	2,996,825
Total Budget Fed/Non-Fed	19,301,726	14,680,685
	Federal Award	Non-Federal SHARE
Head Start	9,424,117	1,846,344
Early Head Start	6,017,264	1,150,481
Total	15,441,381	2,996,825

There were no findings or questioned costs in SHARE's financial report for fiscal year ending September 30, 2020.



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



Community Economic Opportunity Department

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

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



Tandy Bannister, CCAP

Director of Community Services Division

Service Delivery Target Population

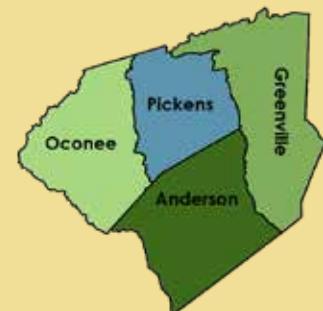
SHARE's service delivery area encompasses Anderson, Greenville, Oconee, and Pickens Counties located in the Upstate of South Carolina.

Those served by CEOD include the unemployed, homeless, single parents and their children, displaced workers, the elderly, at-risk students, children, youth, and other program eligible families and individuals facing significant barriers to self-sufficiency.

All individuals participating in programs must meet both income and program eligibility requirements as set by the funding sources. The COVID-19 Pandemic of 2020 affected SHARE's entire service area population due to the sweeping Shelter In Place order. Many were either furloughed, laid off, or lost employment entirely. The approval of the Cares Act to address these issues 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

6 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

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

Youth Leadership

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

Outcomes

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

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

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

522 households had evictions or disconnections on utilities prevented; 173 of the 522 households or 33% had been affected by the COVID-19 Pandemic.

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.

Special Populations Served: Of the 9,481 households enrolled in these programs, 6,668 households had at least one individual member over the age of 55, and 4,657 had at least one family member who was disabled, and 1,426 had at least one child age 5 and under. Assistance to this very vulnerable group ensured that they could maintain a safe, independent standard of living.

Outcomes

In 2020 9,563 households received energy assistance 3,585 were assisted through the LIHEAP Direct Heating Program; 1,540 households received assistance through the LIHEAP Direct Cooling Assistance Program. Of the 9,481 households served, 2,613 were in crisis and were assisted in alleviating the crisis through LIHEAP Emergency Crisis Intervention Program, 1,342 household were assisted through LIHEA CARES. The remaining 483 households received crisis assistance through numerous energy partnerships.

Circles Greenville County

As the first CirclesUSA Chapter in South Carolina, Circles Greenville County is serving our third Circles group. This group started at the end of 2019 and has continued through 2020. Circles realizes people in poverty need to be in charge of their own lives. In this initiative, they are known as Circle Leaders and during their involvement each Leader takes an increasingly active role in leading their Circle (their household and others who support them).

A Circle is a supportive, intentional, reciprocal, befriending relationship made up of one Circle Leader and two to three Circle Allies – volunteers from the community who build supportive relationships to help our Leaders achieve their goals to exit poverty. Circle Allies and other Circle volunteers join Circle Leaders in advocating for removing community barriers on people moving out of poverty. Some of these barriers include a lack of affordable housing, a lack of a reliable transportation system to get them to work and back home, or a lack of affordable and quality child care.

Our normal routine of meeting weekly at our host location – Buncombe Street United Methodist Church – was interrupted by the COVID-19 pandemic. After taking four months off, Circles Greenville started again in July. We held weekly Zoom meetings with our Leaders and Allies and brought in wonderful speakers who talked about critical thinking, emotional intelligence, and developing entrepreneurial skills since many of our Leaders wished to start a business as a way to exit poverty.

However, Circles Greenville suffered a horrible setback as our beloved Circles Coach, Stella Hill-McBee died from COVID-19 in August. We had more than 80 people attend a Zoom service celebrating the life of Stella that her family attended as well.

Circles Greenville continued to move forward with the hiring of a new Circles Coach, Diandra Pestana, who has done a wonderful job. In 2020, Circles helped several of our leaders who needed to pay for their LLC business designations and help with the creation of their business plans. Others completed classes in their industry for necessary certifications needed for their businesses or continued forward to reach their college degree. We expect this third group to finish in the summer of 2021.



Stella Hill-McBee
1962-2020

LADDER Job Training

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

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

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

With the understanding that a good paying job is the best anti-poverty program, LADDER began in April 2002. Since then, 890 low-income adults have gone through our program and 577 have reached their employment goals. This is a **65% placement rate with this population.**

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

Our Wealth Impact Indicator measures the increase in annual income for the participant from when they enrolled in LADDER to after being employed for one year. Since our program's inception, **\$80.4 million of increased earnings** has been generated. This is a direct impact to the local economy because formerly unemployed individuals can now take care of themselves and their family by purchasing goods and services as well as not needing local, state or federal services or financial assistance.

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

- TRUCK DRIVING
- MEDICAL INTERPRETATION
- PROPERTY MANAGEMENT
- REAL ESTATE
- HEALTH CARE
- MANUFACTURING

LADDER Success Story

C is a forty year-old, married man who worked full-time at the C & S Wholesale Warehouse. He was a product selector in the warehouse. When he came to SHARE for assistance he stated he was living in a half-way house after recently being released from prison after serving a 7-year sentence for drug distribution. He stated he knew he needed to change his life -- not only for himself but for his wife and children. As a result, while incarcerated he worked on himself. He took classes to become knowledgeable with the stock market, economics, plumbing, carpentry, and truck driving.

As soon as he was released, he contacted SHARE for financial sponsorship for the Truck Driving Program offered at Greenville Technical College. He continued to work full-time and enrolled in the night class and successfully completed the class in July, 2019 and obtained his Commercial Driver's License. He secured a job instantly with ABC Supply Company. He worked there for almost one full year before opening his own trucking company. Pulling Forward is the name of his company. The name of his company represents his testimony, and he is using his past to pull forward to help himself, his family, friends, and the community. The LADDER Program allowed him to "pull forward" to a greater future.

Homeless Services

2020 was a busy year for our Homeless Services Division at SHARE. We assisted 212 men, women, and children from 113 households with services such as rapid rehousing, homeless prevention, or shelter/transitional housing. 140 people experiencing homelessness were able to obtain rental housing through our rapid rehousing program which provides rent assistance, security deposit help, and utility assistance. Another 48 people were able to avoid eviction from their home through our homeless prevention program where we were able to pay for past due rent and/or utilities. Also 24 people (mostly single women with children) were able to live in our shelter/transitional housing units which SHARE owns. During their stay, our case manager helped them obtain employment, child care assistance, job training financing, and/or food with the goal to exit our units and move into their own permanent home.

To give you a picture of today's homeless in the four counties SHARE serves, demographically speaking, of the 212 people served, 99 (or 47%) were children, 131 (or 62%) were female, and 147 (or 69%) were Black/African American. Of the 113 households, 51 (or 45%) were single parent households with 44 of those households being single parent female households.

Homeless Services Success Story

R.B. overcame many trials and tribulations that probably would have stopped others, but he persevered. He was married to the mother of his three daughters for several years. He witnessed her battle with mental health issues throughout their marriage. Unfortunately, her mental health issues got worse because she did not take her medication. This caused R.B. to not feel comfortable leaving his children at home with her. This resulted in R.B. losing time at work, and eventually, he was let go from his job. This is when things began to go really bad for them.

They were evicted from their rental unit and forced to live out of their car on cold nights and in a tent in the woods on warm nights. After searching for a new job, he finally found something part-time. One day after work, he went back to the tent to find his kids alone and his wife was gone. Months went by with him not knowing if his wife was even alive. At that moment, he realized he needed some type of assistance to get his kids some place stable to live.

He reached out to SHARE to see what type of assistance we could provide for them. Our Rapid Rehousing case manager did a housing assessment on him and the family was placed on the waiting list. After almost two weeks of being on the list, his name came up and our case manager was able to give him a call and offer him help.

He gladly accepted and was willing to do everything that was asked of him to help speed up the process. SHARE reached out to several landlords trying to find one that was willing to accept him – even with an eviction on his record. One landlord called and was willing to give him a chance. Since the day he signed his lease, he has not missed work, his girls are doing much better in school, and he has been able to pay the rent on-time each month.

He eventually located his wife. He and his wife have separated, and she is currently homeless and waiting on a decision from Social Security about her disability claim. R.B. has found someone else to be in his life and the life of his girls.

As a homeless single father with daughters, it was extremely difficult for him to find shelter in our community. R.B. spoke with other single homeless dads and they expressed a similar situation. R.B. has since been available to speak before groups wishing to hear about his plight so other homeless single fathers in the future will hopefully find support.

Homeless Prevention

With the COVID-19 pandemic affecting the world, the United States responded to help renters remain in their homes and apartments and not be evicted. To that end, billions of dollars were made available to states and counties. SHARE was able to obtain \$539,490 from the State of South Carolina for homeless prevention services as well as \$442,575 from Greenville County Redevelopment Authority to serve Greenville County renters. (\$218,537 of these total dollars had to be spent by December 31, 2020, while the rest of these funds can be used into 2021.)

Unfortunately, these dollars were not made available to SHARE (or other nonprofit organizations) until well into 2020. We hired two new homeless prevention case managers who were able to work the last four months of 2020.

During this time, they helped 291 people in 129 households not be evicted from their home or apartment. Of the total people served, 128 children (or 44%) did not become homeless because of SHARE's efforts. 50 households (or 39%) were single parent female households.

Homeless Prevention Success Story

S.T. had successfully worked in auditing for years. She was so successful in her role, her international company moved her to Greenville to spearhead the new branch as Director of Operations. Unfortunately, just a few weeks after she moved here, COVID exploded across the world and the company (based in another country) determined they could no longer open this new branch. After slowing her hours significantly, her position was dissolved and while they left her a compensation package, it was not enough for living in a pandemic. She lived off this for several months while she applied to many positions. After using every penny from her 401K, other retirement, and savings, she was still at the brink of eviction and becoming homeless. Not sure where to reach out, her landlord (who had just recently worked with the Homeless Prevention team), redirected her to us in hopes she could get help and stay in her home. S.T. received rent assistance from SHARE, her eviction was canceled, and she was able to stay in her home. Over time, she obtained a high security clearance, started working again, and is successfully making a higher salary than prior to the pandemic. As a result, she started contributing to her 401K, other retirement, and savings, and has been able to help redirect neighbors and coworkers to our program for help.

Housing Repair

Through SHARE's Housing Repair program, we offer emergency repairs to low-income homeowners in our four-county service area who are at or below 50% of the Area Median Income (AMI). Emergency repairs are for health and safety issues with the home such as an HVAC unit no longer working, a leaking roof, or plumbing or electrical problems. SHARE receives funds from the SC State Housing Trust Fund to support our efforts. We can use up to \$10,000 for repairs per home. In 2020, SHARE repaired 58 homes (52 in Greenville County, 4 in Pickens County, and 2 in Oconee County) for low-income elderly and/or disabled homeowners.



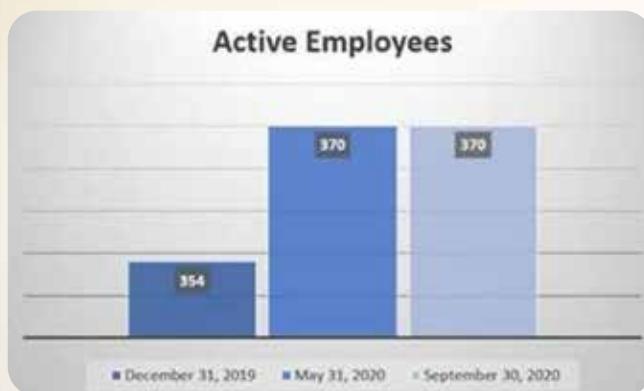
Our Agency Makes a Difference

Human Resources

The key functions of the SHARE Human Resources Department include labor law compliance, recruiting, staff training and development, record keeping, and employee relations. The department provides support for 370 employees in 22 locations throughout the SHARE Service Area in Greenville, Anderson, Pickens, and Oconee counties. The workforce was comprised of professional, paraprofessional, and clerical support staff that includes full-time, part-time, temporary, and substitutes during the year. The Department of Human Resources is located in the agency's central administration office at 254 S. Pleasantburg Drive in Greenville, South Carolina.



Tara Cannon, MBA
Director of Human Resources



December 31, 2019	354
May 31, 2020	370
September 30, 2020	370

The 2020 SHARE Workforce faced its greatest challenge ever because of the COVID-19 Pandemic. The staff quickly adapted from working on-site to working remotely and continued to provide the highest level of quality service in all areas. The agency implemented COVID-19 protocols based on the Center for Disease Control's (CDC) recommendations. Our goal was to ensure the safety of our employees as they returned to their assigned work locations.

Typically, some locations are understaffed in September each year, largely attributed to employees who accepted other opportunities, relocated, personal or family changes over the summer, leaving vacant positions to be filled at the start of the Head Start school year. The Pandemic directly impacted the number of Head Start staff scheduled to return in the Fall of the 2020 school year. However, the staff was dedicated and remained flexible as they faced new challenges daily.

As an equal opportunity employer, SHARE hires 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 the client population we serve. Human Resources' role in creating high-performance work systems can be categorized into nine essential components.

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

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

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

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 employees are strongly encouraged to pursue professional staff development to maintain and further develop their skills and knowledge. Extensive opportunities are provided through an array of in-service and out-sourced venues. National and regional training conferences 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 pertaining to Community Action Agencies. Throughout the 2020 year, the SHARE team participated in various virtual workshops and training sessions presented by leading training and educators.

Finance Department

The fiscal operations of SHARE are managed and maintained to the highest standards of accountability, complying with laws, regulations and grant provisions of our agency's various funding sources. Annual audits are conducted in accordance with auditing standards generally accepted in the United States of America, standards applicable to financial audits contained in Government Auditing Standards, and by provisions of the Title 2 U.S. Code of Federal Regulations Part 200, Uniformed Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Uniform Guidance"). Our annual financial statements are submitted to all sources that provide funding to SHARE. The Predominant amount of SHAERE'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, 2020 totaled \$27,929,918. Only 3.72% of our expenditures were for administrative cost; 96.28% 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 \$83,789,754 in surrounding communities during our 2020 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 in funds and/or in-kind contributions in order to comply with grant requirements. Volunteer's time, occupancy space, equipment, professional services, supplies, materials and cash donations are eligible match contributions that are vital to the operation of these programs.

Volunteers are a very important source of in-kind contribution and a key factor in the successful operations of our programs. Hundreds of volunteers donate their time and talent to SHAE each year. During this report period the value of volunteer services totaled \$2,694,586.

The total non-federal share received in fiscal year 2020 totaled \$3,122,554. 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.

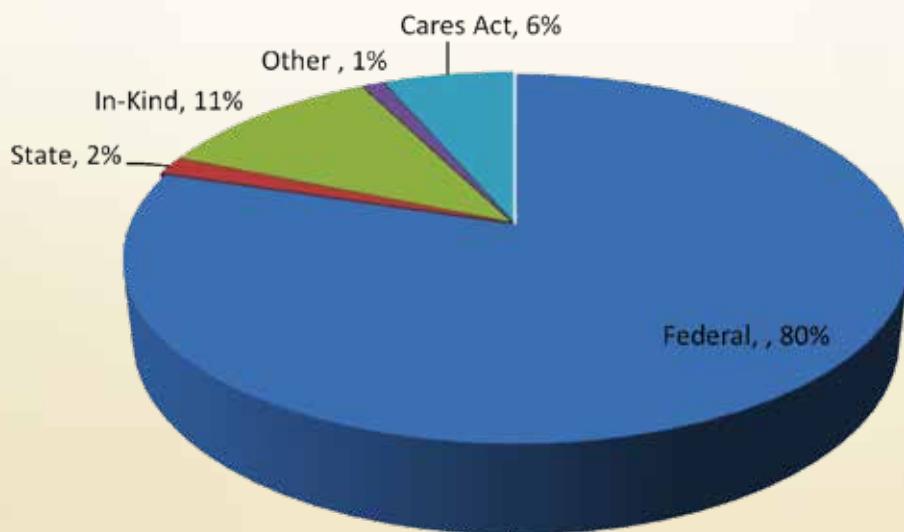


Doris Pitchford
Director of Business and Finance

Sunbelt Human Advancement Resources, Inc.

for fiscal year ended September 30, 2019

Revenues	\$
Federal	22,280,661
State	429,470
In-Kind	3,122,554
Other	301,010
Cares Act	1,796,223
Total Revenue	27,929,918
Expenditures	\$
Personnel	12,656,328
Contracted Services	617,462
Customer Assistance	5,170,920
Food Purchases	437,077
Equipment	25,169
Indirect Cost	1,073,215
In-Kind	3,122,554
Supplies	600,310
Other Operating Cost	3,761,310
Rehabilitation	395,333
Training Cost	19,210
Travel	51,030
Total Expenses	27,929,918



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
Chris Allen, MCRP	Resource Development (Retired Jan. 2020)
Doris Pitchford, MBA	Director of Business & Finance
Tammy Gore, B.S.	Assistant Director of Business & Finance
Tara Cannon, MBA	Director of Human Resources
Janice Jackson	Director of Human Resources (2013- 2020)

Community Economic Opportunity Department

Tandy Bannister, CCAP	Director of Community Economic Opportunity
Betty Cox, CCAP	Community Services Manager
Bruce Forbes, B.S.	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

Children and Family Development

Tobita Posley-McKinney, M.A.	Director
Rene Vaughn, M.A.	Program Design Facilitator
Shannon Vaughn, M.A.	Early Childhood Services Facilitator
Cynthia Sosebee, M.Ed.	Community Partnership Facilitator
Patrice Hawthorne, M.S.	Family Partnership Facilitator
Delores Brown, R.N.	Health/Nutrition Facilitator
Shaylunn Tolbert, FDC	Social Services Facilitator
Jeanell Evans, B.S.	Office Manager

Our Promise and Accountability

Sunbelt Human Advancement Resources, Inc. (SHARE) continues to follow the Promise of Community Action 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 of South Carolina.

This annual report to the people provides an account of the high performance of SHARE programs and noteworthy value and benefit of our services to Upstate South Carolina. We thank our citizens and community partners who understand and support our mission and our vision. SHARE is a community where anyone can rise above poverty and achieve economic stability.



Lisa Cooley Ashmore
Executive Assistant / Editor

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

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A proud supporter of **SHARE**



Sunbelt Human Advancement Resources, Inc.

SHARE

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