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2021 marked the 35th anniversary of the Foundation’s inception and 25 years since its reconfiguration as a private foundation. The Mary Black Foundation was formed in 1986 as a supporting organization of the Mary Black Memorial Hospital. For our first 10 years, we raised funds throughout the community to support hospital and community initiatives.

When the hospital was sold to Quorum Health Group, Inc., community leaders advocated for the creation of a private foundation that could benefit the community for years to come. Those leaders had a vision for how the hospital’s resources could be reimagined for a healthier Spartanburg.
In 1996, the Mary Black Foundation became an independent grantmaker with an initial endowment of approximately $62 million. Twenty-five years later, the Foundation has distributed more than $64 million in grants and grown its assets to nearly $91 million. We have now exceeded our original endowment in gifts to the community!

More important than the funds we have granted, is the transformational impact that the Mary Black Foundation has had throughout its history. Our impact can be seen through capital projects like the Mary Black Foundation Rail Trail, The Franklin School, the Highland Early Learning Center, and Dr. T.K. Gregg and C.C. Woodson Community Centers, as well as playgrounds and other visible community assets that were leveraged because of our direct support. Other times, our impact is less tangible. The Foundation’s work has touched the lives of thousands of people in our community through our support of high-quality preschool education, access to healthy food, teen pregnancy prevention programs, mentoring, and essential safety-net programs that increase access to healthcare.

In 2021, we celebrated our history by highlighting each year of our grantmaking, the impact on community health and wellness, and some of the many partnerships that make our success possible. As part of our anniversary, we also commissioned an original piece of art to communicate our vision for Spartanburg. Isabel Forbes, an award-winning artist, beautifully conveyed the Foundation’s interests in early childhood development and healthy eating and active living by showcasing people along the Mary Black Foundation Rail Trail. Her painting can be seen on the cover of this report.

The 2021 Annual Report, *Resources Reimagined*, offers an opportunity to celebrate our past. There are reflections on our history from past leaders and grantee partners, as well as examples of how we have found creative and innovative ways to invest the Foundation’s resources. Yet, as we look forward, we know there is more to be done, and we are committed to a vision where all people have access to opportunities to thrive, and no one is limited in achieving health and wellness because of who they are or where they live. We hope you are inspired to join us in achieving our vision!

Molly Talbot-Metz
President/CEO

Hope Blackley
2021 Board Chair
Our Core Values

**Impact:** Our results improve and transform people’s lives.

**Collaboration:** We connect with others to make our community stronger.

**Accountability:** We are responsible stewards of the Foundation’s assets.

**Respect:** We are open, inclusive, and caring.

**Equity:** We believe all people should have the opportunity to succeed.

Our Vision

Our vision for Spartanburg County is a thriving and connected community where diverse and educated citizens lead active and healthy lives.

Our Mission

The Mary Black Foundation invests in people and communities for improved health, wellness, and success in Spartanburg County.
The Mary Black Foundation is an independent, private foundation with a rich history that includes the legacy of the Black family, a drive for health improvement, and strong leadership with the capacity to translate vision into reality.

Mary Snoddy Black and her husband, Dr. Hugh Ratchford Black, moved to Spartanburg in 1894. Dr. Black and two other physicians sought to develop hospital facilities as a way to improve healthcare that had been previously provided in private homes. Mary provided them with $3,548 to purchase a frame house on North Dean Street, which they used to establish The Spartanburg Hospital.

In 1907, enough funds were raised to build a new hospital next door to the frame house. The Spartanburg Hospital continued to operate until 1921 when the Spartanburg General Hospital opened. Today, the brick building on North Dean Street is still delivering high-quality healthcare as the home of St. Luke’s Free Medical Clinic.

In January 1925, Dr. Black participated in the establishment of another new hospital, the third of his career. He and his two sons, Drs. Sam Orr Black and Hugh S. Black, opened the Mary Black Memorial Hospital in honor of Mary Snoddy Black. Her name was chosen again in 1986 when the Mary Black Foundation was founded.

Since 1986, the Mary Black Foundation has been instrumental in advancing efforts to improve the health of Spartanburg County. The Foundation’s efforts have been led by a board of trustees populated with community members, including several direct descendants of Mary Snoddy Black: Dr. Sam O. Black Jr. (1920-1922), Marianna Habisreutinger, Wally Barre, and Anna Converse.
In addition to its strong volunteer leadership, the Foundation has been successful over the years due to a skilled and professional staff. When the Foundation was first formed, as the supporting organization of the Mary Black Memorial Hospital, Robert V. Pinson served as the chief executive officer.

Soon after, Janice B. Yost, Ed.D. was hired, and it was under her leadership that the Foundation transitioned to private-foundation status after the sale of the hospital.

During this anniversary year, we asked each of the former CEOs to reflect on their time at the helm of the Mary Black Foundation.

In the years since becoming a private grantmaking organization, we have been fortunate to have the right leadership at the right time, including:

Dr. Jan Yost’s steady hand during a significant transition, Philip Belcher’s vision of a Foundation that could transform Spartanburg, and Kathy Dunleavy’s collaborative approach to community health improvement.

“A wise and pivotal strategic repositioning of the Mary Black Memorial Hospital to strengthen its capacity for high quality healthcare, while transitioning the Mary Black Foundation from a fundraising affiliate of the hospital to a private foundation occurred in 1996. Indeed, the Mary Black Foundation was re-envisioned as one of South Carolina’s largest philanthropies with a mission to improve the health status of the residents of Spartanburg County.

As President & CEO of the Mary Black Foundation at that time, it was my great privilege to guide the Trustees’ process in creating the Foundation’s grantmaking agenda and its early implementation. The impact the grants have had on the lives of many residents over the past 25 years speaks volumes to the value this philanthropic resource has already brought and holds much promise for future generations.”

-- Janice B. Yost, Ed.D.
“One of the great benefits afforded by the legal and financial structure of private foundations is the ability of the foundation’s board to assume various kinds of risks, and my years at the Mary Black Foundation were molded by the Trustees’ increasing willingness to do that. It was remarkable that the Trustees could look at an empty, drab building on what was then the edge of downtown and envision a building that would provide adequate office space, rental space, meeting rooms for nonprofit organizations, and an outdoor plaza.

Even more exciting for me was the Trustees’ willingness to explore and implement mission-related investments. The Trustees had agreed to partner with the City of Spartanburg on a project to renovate the C.C. Woodson Community Center utilizing a $1 million, low-interest loan from the Foundation. Later, the Foundation was one of the early investors in the Northside Initiative. I try to stay abreast of what’s happening in Spartanburg, and I am delighted that the Trustees continue to understand its investment portfolio as more than a way to generate returns that can be directed toward grantmaking, but also as a means of making community change through local investment. Although more foundations are engaging in mission-related investing and local real estate transformations, that kind of vision is still not common. The Mary Black Foundation has a well-deserved reputation as a risk-taker in those regards, and I consider my role in that work as a highlight of my career.”

-- Philip Belcher

“During my tenure at the Mary Black Foundation, I realized the significance of this organization in our community. There was no other single philanthropic organization in Spartanburg that could provide the annual giving that we could. This was a wonderful benefit and a huge responsibility. It became important for our staff to be out in the community working with our grantees and understanding how we can make the most impact in early childhood education and healthy eating/active living.

I’m also so proud that our Foundation took the lead on the Way to Wellville initiative. We learned so much and have seen the hard work pay off with learning how to work with our partners and creating powerful and impactful initiatives such as Hello Family. I am so happy that I was able to be a part of this Foundation for five years!”

-- Kathy Dunleavy
2021 marked the end of year four of the Mary Black Foundation’s investment in the Healthy Families Initiative. Through this initiative, parents and caregivers have participated in nearly 3,000 opportunities that built skills and competencies through 432 seminars, discussion groups, and one-on-one sessions with trained Triple P (Positive Parenting Program) practitioners. As we all continued to cope with the challenges of the ongoing pandemic, this initiative proved its agility and offered adaptive alternatives for those in need of services to continue to access support.

This year’s focus was on ensuring the sustainability of the initiative beyond the Foundation’s five-year investment. Significant efforts were made to reinforce relationships that had been forged over the past four years to ensure the infrastructure needed to sustain the work. Through a partnership with the Children’s Trust of South Carolina, the coordinating agency, Hope Center for Children (HCFC) was able to work with the Impact Center at UNC Chapel Hill’s Franklin Porter Graham Child Development Institute. This partnership engaged the HCFC in a process of intensive evaluation and assessment of the infrastructure present in Spartanburg that supports Triple P service delivery. Using the Community Capacity Assessment tool (CCA), the HCFC consistently monitors our community’s ability to implement and scale-up Triple P.

The CCA includes eleven indices that measure the resources and abilities of people and organizations needed to develop, improve, and sustain the use of Triple P as intended. Information from these indices can be used to inform action planning for community Triple P initiatives and increase or decrease over time in response to current contexts and related factors.
Sustainability

The *Healthy Families Initiative* has allowed our local partners to advance prevention services in meaningful ways across the county. This work has garnered additional funding through the newly launched Hello Family Pay-for-Success project, as well as the Children’s Trust of South Carolina’s statewide Triple P expansion project. The combination of these two resources will allow for the Foundation’s investment to continue for many years to come. We look forward to seeing the positive impact this investment will yield in the future for children and families across the county.

Program Participant Demographics

<table>
<thead>
<tr>
<th>Children in Household</th>
<th>Race</th>
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<tbody>
<tr>
<td>Children 5 &amp; Under</td>
<td>African American</td>
<td>16%</td>
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<tr>
<td></td>
<td>ASIAN</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>CAUCASIAN</td>
<td>35%</td>
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<tr>
<td></td>
<td>BIRACIAL</td>
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</tr>
<tr>
<td></td>
<td>HISPANIC</td>
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<tr>
<td>CHILDREN 6 TO 12</td>
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<td>45%</td>
</tr>
<tr>
<td>CHILDREN 12 TO 18</td>
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<td>19%</td>
</tr>
</tbody>
</table>

Implementing Agencies: 0-12 Years Old

• Hope Center for Children
• Meeting Street Academy
• Middle Tyger Community Center/ Spartanburg School District 5
• Spartanburg Interfaith Hospitality Network
• Spartanburg School Districts 2 & 3
• Upstate Fatherhood Coalition
• Upstate Family Resource Center

Implementing Agencies: 13-18 Years Old

• Hope Center for Children
• Positive Thinking
• Spartanburg City Parks and Recreation
• Spartanburg City Police
• Spartanburg County Department of Juvenile Justice
• Spartanburg County Department of Social Services
• Spartanburg School Districts 1, 6, & 7
• Spartanburg Interfaith Hospitality Network
• Upstate Family Resource Center
• Whitlock Flexible Learning Center
Spartanburg's Healthy Schools Initiative

The Spartanburg Healthy Schools Initiative (SHSI) is about systemic change to improve health outcomes of young people and positively impact lives of entire school communities. According to *Systems Thinking for Social Change*, systemic change involves understanding the interconnected elements of systems “in such a way as to achieve a desired purpose.” Over the years, the Foundation has been grateful to partner with many individuals and organizations who have been visionary and committed to this work. Here we highlight a few who have reimagined resources and created ripples that we know will have a positive outcome.

In 2014, Dr. Darryl Owings, Spartanburg School District 6 Superintendent, came to the Foundation with a bold vision. He desired a healthier school district and took a step toward that end by bringing the district’s food preparation in-house, which allowed the kitchen teams to prepare more meals from scratch. The Foundation supported the district to provide the necessary training to make this change. Dr. Owings did not stop at seeking in-house preparation; he next sought out a way for food services to be sourced in-house as well. In partnership with the Spartanburg County Foundation, a private landowner, and Upstate Forever, the district received a land easement to Cragmoor Farms that allowed them to plant the seeds for what is now a nationally renowned farm-to-school program.

Food services in school is an important element of a healthy school system. Other partners, including PAL: Play. Advocate. Live Well. and the Alliance for a Healthier Generation (HG) had been providing training to schools on ways to increase access to healthy foods and physical activity. In 2016, the Foundation launched the first phase of the Spartanburg Healthy Schools Initiative (SHSI) in partnership with PAL and HG, expanding support to nine schools in the county for a period of four years. All nine schools, representing four different school districts, made significant strides in this work, which we shared in our 2020 annual report.

Wellness committees, led by a wellness coordinator, facilitated implementation of HG’s model, which focused on change at the policy, systems, and environment levels. These teams reimagined what their schools could look like.
The Foundation celebrates these districts, their schools, and the teams that championed this work. Seven schools received the prestigious National Healthy Schools Award. The first four years of the SHSI provided valuable lessons to the Foundation and teams that are informing Phase II. These lessons highlighted additional elements critical to the system, including:

1. To further support cultural change, we learned that it was important to work districtwide and that having several schools from one district participating in the initiative had a positive impact. Specifically, we had four schools from D6 participate and we saw how the accomplishments they achieved served as a catalyst for the district to create a district-wide wellness initiative. On the other hand, we also saw that the benefits students experienced were limited to their time at the participating school because there was not a continuation across all schools within the school districts. We believe that continuing the work at a district-wide level could really catalyze cultural change for the whole academic career of students and could also continue to catalyze district-wide systemic change.

2. We saw that out-of-school time programming is critically important. We became more aware of the research behind the negative impact on students' physical health when not engaged in programming during the summer. It's not enough to support students during the school hours: To sustain advances for both health and academics, out-of-school time programming needs to be accessible.

3. We learned that we cannot ignore the mental and behavioral health challenges that our students are facing. We saw the impact these challenges had even before the COVID-19 pandemic on the efforts being made to advance physical health. We learned that to address physical health, we have to address behavioral health and approach the work more holistically. The pandemic has only heightened the urgency to address these challenges.

4. Lastly, though many positive changes have happened, we still saw inequities in outcomes for our Latinx and African American communities. The team sees two opportunities: one is to more intentionally engage with these communities in the work taking place in schools, and second is to expand the work that is taking place at school to the home environment. Through the work of this team, there will be additional opportunities that we can identify specific to these communities.

The work of Phase II incorporates all of these lessons, enhancing the work that has already taken place, strengthening connections, and building a team that can continue to support our school communities holistically. Phase II focuses on Spartanburg School District 6. In addition to the core team that led the work in Phase I (PAL and HG), the team now includes Spartanburg Academic Movement and their Out-of-School Time Collaborative, the United Way of the Piedmont, and PASOs to further connect with Latinx and African American communities, and Spartanburg Area Mental Health. We look forward to the work that will take place over the next couple of years at Spartanburg School District 6 for whole child, whole school, and whole community wellbeing.
As the Mary Black Foundation celebrated its anniversary in 2021, we reflected on the impact of our work throughout the years. Specifically, we were drawn to the ways that an investment by the Mary Black Foundation allowed others in our community to reimagine what it looks like to create a healthy community.

Our vision is a Spartanburg County that is thriving and connected so that all residents can lead active and healthy lives. Our partners are helping to achieve that vision by building community, providing on-the-ground programs and services, and advocating for changes to policies and environments throughout Spartanburg County.

In our history, we have provided resources to hundreds of nonprofit organizations serving our community. In this section of the annual report, we put the spotlight on six different organizations that we have partnered with over the years. These organizations are vital to Spartanburg and vital to the mission of the Mary Black Foundation.

While we couldn’t highlight all of our partner organizations, we recognize that each and every grant that we have made has contributed to a healthier Spartanburg County.

We continue to be inspired by the strength of the nonprofit sector in Spartanburg County.
The Bethlehem Center is helping the Highland community reimagine what is possible. The Center is located in an often-overlooked area of Spartanburg, but community advocates have been successful in working with the City of Spartanburg to develop a transformation plan for the neighborhood. Due to the trust built in the community, the Bethlehem Center was a central factor in making sure the community’s voice was heard and valued throughout the planning process.

Established in 1930, the Bethlehem Center set out to address a critical need for childcare and afterschool programming. Since that time, the Bethlehem Center has expanded and strengthened its services to meet the needs of residents more holistically across the lifespan. A longtime volunteer and current board chair, Sue Owens, says the Bethlehem Center was practicing what is now called a ‘two generational approach,’ before it became the standard for improving family and neighborhood outcomes.

The two-generational approach of the Bethlehem Center was one of the factors that attracted the Mary Black Foundation. In 2020, The Foundation and the Bethlehem Center began exploring a partnership with Spartanburg County First Steps and the City of Spartanburg to open a high-quality early learning center in a vacant building across the street from the Center. Patrena Mims, executive director of the Center, described the Mary Black Foundation’s investment as meaningful beyond the grant dollars. It seemed as if the broader community was finally recognizing the value of the Bethlehem Center and was saying, “We are behind you, and we believe you can do this.” The Foundation invested in the programming for a new child development center, and also invested in the capacity of the Bethlehem Center and its leadership. The funding allowed the leadership the time to look beyond day-to-day operations and to dream big!

In August 2021, excited and eager young children walked with their families to the first day of classes at the new Highland Early Learning Center. Bethlehem Center board members and volunteers, community leaders, and staff were there to open the doors to a new future. The Highland Early Learning Center is a beautiful, inspiring space for children and their families. For neighborhood residents, there is a sense of ownership and pride in this place that can transform a child’s life, a family, and a neighborhood.

For Patrena, the Highland Early Learning Center is a tangible outcome of what can happen when communities are given the autonomy to make decisions that address their fundamental needs. The staff, board members, and volunteers at the Bethlehem Center know the residents and are in continual conversation with them about the needs of the neighborhood. The Bethlehem Center sees itself as the eyes and ears of the community, and sometimes its voice, because it shares a history of mutual trust. Dr. Russell Booker, executive director of the Spartanburg Academic Movement, agrees that the process that led to the new early learning center speaks to the thoughtful approach of the Highland community. He sees the Bethlehem Center as the neighborhood convener. Sue Owens describes it as a beacon for the residents who have lived their entire lives and raised their families in Highland. There is no doubt that the Bethlehem Center is a community changemaker, well positioned to support the Highland residents’ desire to grow and thrive.
‘Transformative’ accurately describes the impact the Daniel Morgan Trail System (The Dan) will have on Spartanburg County. The urban trail network will be over 55 miles long and is designed to link existing and proposed trails in an ambitious project that will provide direct access to recreation, transit, educational opportunities, and jobs.

For PAL and its community partners, this transformation has been a long, deliberate process. It takes time to create a viable, sustainable vision and build relationships to turn a vision into reality. The implementation can feel like slow work. But as segments of the trail open, momentum has been building. The community has begun to see the impact of years of behind the scenes work by PAL, its advocates, partners, and funders.

PAL and the Mary Black Foundation have been in partnership to promote opportunities for active living for over 20 years. Through the Foundation’s Healthy Community Initiative (1998-2003), a task force to address the risks of cardiovascular disease, prioritized the importance of creation of an environment in Spartanburg County that was conducive to physical activity. PAL was formed as a result and has been leading the charge ever since.

While PAL works to make Spartanburg a healthy community in many ways, -- including implementation of a Healthy Schools Initiative, advocating for bicycle and pedestrian safety, and promoting a culture of wellness, -- the impact of The Dan has been the most visible and widespread. In fact, it is an important project that supports individual health, community vibrancy, and economic development.
According to Katherine O’Neill, One Spartanburg, Inc’s chief economic development officer, The Dan is a game changer when it comes to attracting and retaining talent. Real estate developers and employers look to invest in communities that are attractive to people. One example is a new development along the Mary Black Foundation Rail Trail. A venue for restaurants, retail, and outdoor space, Fretwell is being built along the trail to seize on its popularity. Similarly, many families are moving into communities where there are developed outdoor spaces that enhance their quality of life. Even tourism benefits from projects like The Dan. Visitors to Spartanburg are looking for outdoor activities throughout the County. The Dan will be an integrated trail network connecting the Pacolet River and Middle Tyger River, with Spartanburg in the middle, amplifying the region’s unique footprint.

There is something for everyone on The Dan. Laura Ringo, PAL executive director, describes each section of the trail as being inspired by its geography. For example, the Mary Black Foundation Rail Trail, located in the heart of Spartanburg, is built on a former railroad line. Its flat, paved surface is accessible to people of all abilities and is ideal for its urban location. In the rural parts of the County, the trail design will take its cue from the landscape, integrating accessible walkways that connect residents to the County’s more natural settings. There is evidence that the demand for trails is increasing. The Mary Black Foundation Rail Trail clocked over 25,000 uses in 2009, and in 2020, in the midst of the pandemic, use of the trail skyrocketed to 217,000 uses!

As Laura Ringo reflects on the importance of the more than two-decades-long relationship between PAL and the Mary Black Foundation, she highlights the general operating support that the Foundation has consistently provided, which is the hardest type of funding for nonprofits to secure. The multi-year funding has allowed PAL to focus its time and resources on growing its mission. But the support has been more than financial: The Mary Black Foundation has been a motivating partner in challenging PAL to grow and mature as an organization. This push allowed PAL to dream of bigger initiatives like The Dan, giving PAL the confidence to secure other community partners and seek funding to make the integrated trail network a reality. The many years of support from the Foundation allowed for the most recent PAL success. PAL assisted Spartanburg County in receiving a R.A.I.S.E. grant of $23.8 million from the U.S. Department of Transportation. This infusion of capital will help build out a significant portion of The Dan, accelerating the plans of PAL and its partners.

To dream, strategize, and implement an initiative this enormous requires thinking big, integrating systems, engaging the community, and developing infrastructure. Yet, Laura Ringo’s vision for The Dan comes back to the people who will benefit. She imagines residents safely accessing a trail within walking distance from their homes, exploring the natural resources and historic areas, or visiting downtown shops and restaurants. She sees the opportunity that The Dan brings to connect people of all ages, demographics, and abilities – seniors, young professionals, college students, and families with children. To bring active living opportunities to all residents of Spartanburg County is community-building at its finest.
Founded on the belief that South Carolina is stronger when all residents are healthy and thriving, PASOs (Perinatal Awareness for Successful Outcomes) is a statewide initiative that was founded initially to support the Latino community with maternal and child health needs. After demonstrating success and positive outcomes, PASOs added more comprehensive programs and support services and expanded into additional communities across the state.

The decision to expand to Spartanburg was intentional and well-researched. In fact, conversations about bringing PASOs to Spartanburg began in 2009 and resulted in a community readiness assessment being conducted in 2013. While the assessment documented a clear need for the program, the challenge was finding a nonprofit home or fiscal sponsor. After several promising leads fell through, Upstate Family Resource Center agreed to a partnership with PASOs. With funding from the Mary Black Foundation, PASOs Spartanburg opened its doors in 2017, becoming the only countywide organization to serve the Latino community.

PASOs uses a community-driven approach and is based on the community health worker model, a public health strategy that employs trusted members of the community to provide services and interventions within the same community. This trusting relationship allows community health workers to connect individuals to existing healthcare and social service resources. The community health worker model has demonstrated positive health outcomes among the people it serves due to the close alignment of values and practices between service providers and clients.

In Spartanburg, Nora Curiel is the program coordinator, and she leads a team of six community health workers serving the Latino community. Nora Curiel describes the importance of being from the community, knowing the people who she serves, speaking the language, and understanding the culture and unique challenges as keys to meeting the community's needs.

PASOs is a lifeline for many Latino families in Spartanburg County. Blanca Gomez is one example of how individuals and families can be changed by PASOs. A survivor of domestic violence, Blanca Gomez describes the feelings of joy and relief at having accessible information through PASOs, which connected her to others in the community. She credits PASOs for helping her find the physical and psychological support, including a Spanish-speaking counselor, that she needed to be a better parent to her children and to get through a challenging time. Today, Blanca Gomez is a small business owner who employs other women in a successful cleaning company. She is an entrepreneur, a mother, an active PASOs volunteer, and a contributing member of the Spartanburg community. She believes her story would be markedly different without the support of PASOs.

For PASOs to be successful, though, it needs funding partners that share the vision for and value of a community-driven approach. The Mary Black Foundation has been that partner since its initial funding in 2017. According to Nora Curiel, the Foundation's support has allowed PASOs to do its best work — removing obstacles for the Latino community, understanding their desire for connection with others, and developing leaders through mutually supportive relationships. The Foundation has also encouraged PASOs to use data that shows the needs of the community, so that others' responses can be relevant and impactful.
Transformative community work has a long trajectory. Authentic relationships take time to build, but PASOs is creating the foundation for a Spartanburg that values the Latinx community’s voice, skills, talents, and experiences. It is a vision where all people participate in the growing of a healthy Spartanburg. Nora Curiel hopes that the work of PASOs will leave a lasting imprint on the hearts of each Spartanburg County resident.

The Mary Black Foundation saw the need for a program like PASOs and encouraged efforts within the community to bring PASOs to Spartanburg. The Foundation urged community leaders to plan for long-term sustainability of the efforts.

Curiel-Munoz identified that most families who seek the services of PASOs have low income and lack health insurance. Many are learning to speak English without the knowledge of resources in Spartanburg nor the means to access those resources. To have an organization like PASOs that can help navigate and advocate, to willingly and consistently partner with is extraordinary. However, PASOs recognizes this work does not happen without funding partners who share this vision and value the structure of community-based support.

Curiel-Munoz had a dream to help the Latino community. The people who didn’t have any support or security, who have been marginalized, and whose challenges were an invisible problem in Spartanburg. This is a community she knew and was an active part of, which meant her relationships with the people served by PASOs would be built on a foundation of mutual understanding.

The initial one-year funding commitment from the Mary Black Foundation allowed Curiel-Munoz to begin her journey as the sole community worker. The program resulted in the awarding of a three-year grant. Now there are five community workers, with a sixth slated to begin in 2022.
“It is easier to build strong children than to repair broken men.” This quote, attributed to Frederick Douglass, is the foundation of the work of the Middle Tyger Community Center (MTCC) and its early childhood development program, This is My Child.

This is My Child provides high-quality childcare and early education for children from ages six weeks through 4 years old. The program maintains a five-star rating from Quality Counts and an A+ rating from S.C. ABC - one of the only childcare providers in the Middle Tyger area to demonstrate such an outstanding commitment to high-quality care and education. To make This is My Child accessible to all families, tuition is offered on a sliding scale based on income, and ABC Vouchers are accepted.

This is My Child has grown and evolved since it began as one of the first programs offered by MTCC. Formed in 1998, through the Mary Black Foundation’s Garrisons’ Healthy Families Initiative (1997-2002), MTCC seeks to empower individuals and families to break the cycle of generational poverty. As MTCC executive director Haley Grau explains, This is My Child focused initially on serving adolescent parents and their children in Spartanburg County School District Five, with the primary goal of preventing learning loss for both the teen and the child. This is My Child was created to provide high-quality childcare, allowing the parent to remain enrolled in school, while preparing the child for success in kindergarten.

Building strong children often requires a two-generational, and sometimes a three-generational approach. As the director of This is My Child, Debbie Strickland knows that she must support the child, the teen parents, and the extended family based on their unique situations. It’s important to her that the family feels equipped to help the child succeed and to ensure a strong and stable family unit. This is My Child recently added a family-support coordinator to assist the more than 50 families enrolled.

Since 1998, hundreds of families have benefited from This is My Child. Sara Garrett is one of the program’s participants. Sara was a high school student in District Five when she learned she was pregnant with twins. Her school introduced her to MTCC and its programs, which quickly became an integral part of her extended support system. Sara finds it hard to describe how much the team at MTCC and This Is My Child has done for her and her two boys, Rhett and Ryder. By enrolling her sons in This is My Child, Sara was able to graduate from high school and pursue an advanced degree. Sara is currently attending Converse University, majoring in psychology and minoring in German studies. When she reflects on the support from MTCC, Sara is deeply grateful for the relationships she developed as she went through a major life change. The team at MTCC cared for her and her family and helped them thrive. The kindness Sara felt has had a transformative effect on the trajectory of her life and, as a result, she is pursuing a career as a clinical psychologist and wants to give back to the community. She has already begun to serve others. Sara started an online forum for young moms to connect and share experiences and resources. As a young parent, Sara is driven to give her children a life for which they can be proud, and she thanks the MTCC family for the strong start.
Over time, This is My Child has expanded to serve additional vulnerable populations, including low-income families, children in foster care, and children with developmental delays or special needs. In fact, MTCC partnered with Spartanburg School District Five to develop an inclusive preschool environment that allows children with disabilities the opportunity to receive early care and education alongside other children rather than creating a separate environment that alienates them from their peers. Research shows that an inclusive preschool setting is beneficial for children with and without special needs, and inclusion in early childhood programs can set a trajectory for inclusion throughout all areas of life.

Haley Grau credits a spirit of collaboration as key to the success of MTCC. The longstanding partnership with the Mary Black Foundation has influenced every aspect of MTCC’s growth. The support of the Foundation laid the groundwork for MTCC to develop, evaluate, and continually improve successful programs, like This is My Child, and to build relationships with new community partners that increase its impact. Additionally, the Mary Black Foundation supports MTCC by sharing knowledge, time, and resources and ensuring MTCC’s staff are receiving high-quality training and technical support. For Haley Grau, the best way MTCC can thank the Foundation and other funders and community partners is to build on the trust and relationships that have grown since 1998. This is My Child is poised to support families and prepare their young children for academic success for years to come.
Relationships. Consistency. Sustainability. Community. These are some of the attributes necessary for a successful food system and the values that embody two organizations in Spartanburg. Hub City Farmers Market (HCFM) and Ruth’s Gleanings play an important role in providing access to healthy and affordable food. They share a vision of a Spartanburg County where individuals and families can enjoy healthy meals made with vegetables and fruits sourced from regional farmers.

The relationship between the Mary Black Foundation and HCFM began over 20 years ago. When the Foundation launched its Healthy Community Initiative (1998-2003), one of the focus areas was improving the nutrition of Spartanburg County’s residents. The Spartanburg Nutrition Council was launched, which evolved into HCFM.

These days, the HCFM plays a critical role in bringing fresh food to community members through a Saturday Market and an Urban Farm, both in the Northside neighborhood, and through a Mobile Market.

Between 400 to 600 customers visit the Market each Saturday morning to purchase fresh produce and locally sourced goods. As Jordan Wolfe, executive director of HCFM, reflects on her organization’s success, she points to the intentional effort of building trust within the neighborhood. Relationships with community leaders and advocates, like the Northside Voyagers, are key as is consistency. HCFM has proven to be a reliable, healthy food source for families who know that each week they can walk or drive to the Market for fresh food. In addition to the Saturday Market, the Urban Farm and the Mobile Market allow HCFM to bring fresh, healthy foods to Spartanburg neighborhoods experiencing food insecurity. Food grown at the Urban Farm is sold on the Mobile Market, along with food purchased from local farmers. With fifteen locations visited each week, residents have come to rely on the Mobile Market for quality, fresh food. Seniors, in particular, have embraced the Mobile Market.
This relationship-building extends beyond the neighborhood and the patrons who shop at the Market and Mobile Market. HCFM has a unique partnership with the farmers who sell their produce at the Market, many of whom are small-scale farmers who face challenges that can make farming difficult to sustain. HCFM provides training and workshops to support farmers as part of its vision to ensure the people of Spartanburg County have consistent access to locally grown food.

As a volunteer and board member of HCFM, Tonja Smith was introduced to the challenge of food insecurity. She saw firsthand the need for healthy food within the community, but she also knew there was significant food waste. She was inspired to bridge the gap between food waste and food insecurity among Spartanburg’s most vulnerable. In 2016, she began working with local farmers who had excess harvest. She helped distribute the food to local food banks, soup kitchens, and mission homes. It was the beginning of Ruth’s Gleanings, a nonprofit organization of which Tonja is the founder and executive director.

In 2019, the Mary Black Foundation approached Ruth’s Gleanings about expanding its programs to include a Food Share program. Food Share is a statewide initiative that encourages communities to buy food from farmers and create boxes of fresh produce to be distributed to local families. Tonja sees Food Share as a nice complement to the original program of rescuing food waste and delivering it to service organizations. In the first year of operating Food Share, Ruth’s Gleanings distributed 2,700 boxes of food. In 2020, the number of boxes doubled, and, in 2021, over 9,000 boxes were distributed.

Community support and partnerships are the cornerstone of Ruth’s Gleanings’ success, which includes a warehouse in Pacolet to receive, store, and box donations and purchases; the original packing location in Spartanburg; and 14 distribution sites across the County. Many distribution sites are tied to the healthcare community due to the importance of healthy food on individual health. Spartanburg Regional Healthcare Center’s diabetic education department, the Pediatric Clinic, and the Family Medicine Clinic are examples of food distribution sites.

Hub City Farmers Market and Ruth’s Gleanings point to the Mary Black Foundation as a common thread. The funding from the Foundation has helped them develop a strategy for the future, take calculated risks that led to successful expansion, and develop new partnerships that increased impact. The Foundation has provided training and technical assistance that has motivated both Tonja Smith and Jordan Wolfe to focus on systems-level work and how their organizations can increase capacity to meet the evolving needs of Spartanburg County so that our local food system can thrive.
BECAUSE OF THE SUPPORT FROM THE MARY BLACK FOUNDATION, WE HAVE STABLE, HIGH-QUALITY CHILDCARE FOR OUR CHILDREN.

BECAUSE OF THE PARTNERSHIP WITH MARY BLACK FOUNDATION WE HAVE BEEN ABLE TO INCREASE THE AVAILABILITY OF TRAILS IN SPARTANBURG COUNTY - CREATING A WELCOMING SPACE OF SHARED USE, ACCESSIBLE TO ALL.

THROUGH THE SUPPORT FROM THE FOUNDATION, COMMUNITYWORKS IS BUILDING ASSETS & WEALTH FOR PEOPLE AND COMMUNITIES OF COLOR BY PROVIDING FINANCING AND FINANCIAL COACHING FOR ENTREPRENEURS & AFFORDABLE HOUSING AND HOMEOWNERSHIP OPPORTUNITIES.

THE CHILDREN’S MUSEUM OF THE UPSTATE-SPARTANBURG VALUES ITS PARTNERSHIP WITH THE MARY BLACK FOUNDATION. WE ARE HONORED THAT YOU TRUST US TO PROVIDE A SAFE, FUN LEARNING ENVIRONMENT FOR CHILDREN AND FAMILIES IN SPARTANBURG AND BEYOND.
GRANTS PAID

In 2021, the Foundation paid over $2.5 million in grants to improve the health, wellness, and success of the people and communities in Spartanburg County.

$706,962
Awarded through Healthy Eating | Active Living

$1,147,535
Awarded through Early Childhood Development

$792,230
Awarded through Community Health Fund
## Healthy Eating & Active Living

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ballet Spartanburg</td>
<td>$1,680</td>
<td>to support West African dance classes that are free to the community.</td>
</tr>
<tr>
<td>Girls on the Run</td>
<td>$15,000</td>
<td>for the last year of a two-year grant to support the participation of at least 90 girls in the evidence-based afterschool program.</td>
</tr>
<tr>
<td>Hub City Farmers Market</td>
<td>$2,000</td>
<td>to build fundraising capacity through participation in Network for Good's Jumpstart program.</td>
</tr>
<tr>
<td>Hub City Farmers Market</td>
<td>$105,000</td>
<td>for the first year of a three-year general operating support grant to increase access to affordable, healthy foods through a local market, a mobile market, and SNAP outreach.</td>
</tr>
<tr>
<td>PAL- Play. Advocate. Live Well</td>
<td>$97,830</td>
<td>for the first year of a three-year grant to lead the planning, implementation, and technical assistance for Phase II of the Spartanburg Healthy Schools Initiative.</td>
</tr>
<tr>
<td>PAL- Play. Advocate. Live Well</td>
<td>$116,667</td>
<td>for the third year of a five-year grant to support “The Dan,” Spartanburg’s Urban Trail System.</td>
</tr>
<tr>
<td>PAL- Play. Advocate. Live Well</td>
<td>$150,000</td>
<td>to support efforts to decrease childhood obesity, increase access to trails and parks, and ensure safe access to walking and biking for everyone.</td>
</tr>
<tr>
<td>Organization</td>
<td>Amount</td>
<td>Description</td>
</tr>
<tr>
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</tr>
<tr>
<td>Ruth's Gleanings</td>
<td>$100,000</td>
<td>for the last year of a two-year grant to increase healthy food access by rescuing excess fresh produce from local farms and placing it in food pantries, soup kitchens, &amp; mission homes throughout Spartanburg County.</td>
</tr>
<tr>
<td>The Alliance for a Healthier Generation</td>
<td>$43,500</td>
<td>for the first year of a three-year grant to implement the Healthy Schools Program and Resilience in School Environments (RISE) Index as part of Phase II of the Spartanburg Healthy Schools Initiative.</td>
</tr>
<tr>
<td>YMCA of Greater Spartanburg</td>
<td>$15,000</td>
<td>to further enhance positive youth development programming through a playground and indoor climbing wall.</td>
</tr>
<tr>
<td>United Way of the Piedmont</td>
<td>$56,785</td>
<td>for the first year of a three-year grant to support two Community Health and Resource Coordinator positions for Phase II of the Spartanburg Healthy Schools Initiative.</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Organization</th>
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<tbody>
<tr>
<td>BirthMatters</td>
<td>$7,500</td>
<td>to support executive coaching and professional development for the executive director.</td>
</tr>
<tr>
<td></td>
<td>$83,792</td>
<td>for the first year of a two-year general operating support grant to provide community-based doula services to vulnerable, expectant mothers &amp; their families.</td>
</tr>
<tr>
<td>Children's Museum of the Upstate</td>
<td>$38,645</td>
<td>to expand early childhood programming in Spartanburg.</td>
</tr>
<tr>
<td>Children's Trust of South Carolina</td>
<td>$41,325</td>
<td>to support training and expansion efforts for the Positive Parenting Program (Triple P) throughout Spartanburg County.</td>
</tr>
<tr>
<td>City of Spartanburg</td>
<td>$200,000</td>
<td>for the first year of a five-year grant to support the development &amp; implementation of Hello Family, a comprehensive array of services for families with young children.</td>
</tr>
<tr>
<td>Grace Community Church of SC</td>
<td>$5,250</td>
<td>to create more suitable spaces for parents and caregivers within the DSS system to have supervised visits with their children.</td>
</tr>
<tr>
<td>Healthy Families Initiative</td>
<td>$40,000</td>
<td>to the following eight organizations ($5,000 per organization) for the last year of a five-year grant to implement the Positive Parenting Program (Triple P):</td>
</tr>
<tr>
<td>• Hope Center for Children</td>
<td></td>
<td>• Middle Tyger Community Center</td>
</tr>
<tr>
<td>• Meeting Street Academy</td>
<td></td>
<td>• Spartanburg County School District 2</td>
</tr>
<tr>
<td>• Spartanburg Interfaith Hospitality Network</td>
<td></td>
<td>• Spartanburg County School District 3</td>
</tr>
<tr>
<td>• Upstate Family Resource Center</td>
<td></td>
<td>• Upstate Fatherhood Coalition</td>
</tr>
<tr>
<td>Hope Center for Children</td>
<td>$71,000</td>
<td>to provide general operating support that helps build healthy and stable families.</td>
</tr>
<tr>
<td></td>
<td>$102,000</td>
<td>for the last year of a five-year grant to coordinate the Healthy Families Initiative, a five-year effort to implement evidence-based parent education, the Positive Parenting Program (Triple P).</td>
</tr>
<tr>
<td>Organization</td>
<td>Amount</td>
<td>Description</td>
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<td>--------------------------------------------------</td>
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</tr>
<tr>
<td>Impact America</td>
<td>$18,725</td>
<td>to support the FocusFirst vision screening program for preschool-aged children in Spartanburg County.</td>
</tr>
<tr>
<td>Institute for Child Success</td>
<td>$80,000</td>
<td>to support core operating expenses leading to systems-level change and policies to improve early childhood development.</td>
</tr>
<tr>
<td>Reach Out and Read-South Carolina</td>
<td>$43,900</td>
<td>for the last year of a two-year grant to support early literacy efforts in pediatric medical offices and to provide professional development for early childhood educators.</td>
</tr>
<tr>
<td>Spartanburg Academic Movement</td>
<td>$55,000</td>
<td>for the last year of a two-year grant to collect kindergarten readiness data through the Early Development Instrument, which helps to identify strengths and weaknesses within Spartanburg’s early childhood system.</td>
</tr>
<tr>
<td>Spartanburg Community College</td>
<td>$15,898</td>
<td>to establish an early childhood simulation lab for the College’s Early Care and Education Associate Degree program.</td>
</tr>
<tr>
<td>Spartanburg County First Steps</td>
<td>$100,000</td>
<td>general operating support to help all children in Spartanburg County arrive at school prepared to be successful learners.</td>
</tr>
<tr>
<td></td>
<td>$150,000</td>
<td>for year two of a three-year grant to support The Franklin School.</td>
</tr>
<tr>
<td>Spartanburg County School District 3</td>
<td>$45,000</td>
<td>to expand the Parents as Teachers program that provides early detection of developmental delays among preschool children and increases children’s school readiness and success.</td>
</tr>
<tr>
<td>Organization</td>
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<td>Purpose</td>
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</tr>
<tr>
<td>Angel's Charge Ministry</td>
<td>$30,000</td>
<td>general operating support to provide case management</td>
</tr>
<tr>
<td>Big Brothers Big Sisters of the Upstate</td>
<td>$10,000</td>
<td>to support Counteracting Youth Mentoring Challenges Caused by COVID-19.</td>
</tr>
<tr>
<td>Bloom Upstate</td>
<td>$25,000</td>
<td>to provide one-on-one mentoring opportunities to Spartanburg’s children and adolescents.</td>
</tr>
<tr>
<td>Children's Advocacy Center of Spartanburg, Cherokee &amp; Union</td>
<td>$2,000</td>
<td>to build fundraising capacity through participation in Network for Good’s Jumpstart program.</td>
</tr>
<tr>
<td>CommunityWorks</td>
<td>$40,000</td>
<td>to increase homeownership in Spartanburg County through a homebuyer assistance program.</td>
</tr>
<tr>
<td>EMERGE Family Therapy and Teaching Clinic</td>
<td>$40,000</td>
<td>to support a full-time therapist dedicated to community needs that are related to the ongoing effects of the pandemic.</td>
</tr>
<tr>
<td>Girl Scouts of SC-Mountains to Midlands</td>
<td>$10,000</td>
<td>to establish five new troops in under-resourced areas in Spartanburg County.</td>
</tr>
<tr>
<td>GoForth Recovery</td>
<td>$25,000</td>
<td>to support a peer support specialist who provides screenings, referrals, &amp; programs to help men who are facing addiction.</td>
</tr>
<tr>
<td>Healthy Smiles of Spartanburg</td>
<td>$50,000</td>
<td>to provide children living in low-income households access to dental care, including school-based screenings, an onsite dental clinic, &amp; a mobile dental clinic.</td>
</tr>
<tr>
<td>Organization</td>
<td>Amount</td>
<td>Purpose</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>--------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>International Association of Lions Club - Landrum</td>
<td>$5,000</td>
<td>to purchase a vision screening camera used in partnership with local elementary schools.</td>
</tr>
<tr>
<td>Louvenia D. Barksdale Sickle Cell Anemia Foundation</td>
<td>$2,500</td>
<td>general operating support to improve health and quality of life for those impacted by sickle cell anemia.</td>
</tr>
<tr>
<td>ReGenesis Health Care</td>
<td>$135,000</td>
<td>to fund a Crisis Intervention Coordinator &amp; Psychiatric Nurse Practitioner to provide youth in Spartanburg School District 6 experiencing a mental health crisis with immediate assessment and care, preventing unnecessary visits to the emergency room.</td>
</tr>
<tr>
<td>SAFE Homes - Rape Crisis Coalition</td>
<td>$50,000</td>
<td>to fund a full-time therapist to work with victims of domestic violence &amp; sexual assault.</td>
</tr>
<tr>
<td>Servants for Sight</td>
<td>$26,000</td>
<td>to expand access to eye care for uninsured residents in Spartanburg County.</td>
</tr>
<tr>
<td>Spartanburg Area Mental Health Center</td>
<td>$75,000</td>
<td>to address the stigma within communities of color about accessing mental health resources.</td>
</tr>
<tr>
<td>Spartanburg County Foundation</td>
<td>$7,500</td>
<td>to support the efforts by the Benjamin E. Mays Consolidated School Alumni to repurpose the school into a family resource center.</td>
</tr>
<tr>
<td>Spartanburg Regional Foundation</td>
<td>$39,000</td>
<td>to fund two Forensic Nurse Examiners to assist sexual assault &amp; domestic violence victims.</td>
</tr>
<tr>
<td>St. Luke's Free Medical Clinic</td>
<td>$40,000</td>
<td>general operating support to provide healthcare services to uninsured residents.</td>
</tr>
<tr>
<td>The Spartanburg Science Center</td>
<td>$2,500</td>
<td>to support Seeing Through Their Eyes, a program for youth to learn about and document nature.</td>
</tr>
<tr>
<td>United Way of the Piedmont</td>
<td>$37,000</td>
<td>to support a Community Resources Coordinator who helps vulnerable families in Spartanburg County create a pathway to financial stability.</td>
</tr>
<tr>
<td>Uplift Outreach Center</td>
<td>$5,000</td>
<td>to build capacity around board governance through planning and training.</td>
</tr>
<tr>
<td>Upstate Carolina Adaptive Golf</td>
<td>$5,000</td>
<td>to offer adaptive golf opportunities for Spartanburg County youth with disabilities.</td>
</tr>
<tr>
<td>Upstate Family Resource Center</td>
<td>$49,500</td>
<td>to provide educational support and other services to help families thrive.</td>
</tr>
</tbody>
</table>
Impact Investing

In addition to grantmaking, the Mary Black Foundation is able to achieve its mission through Impact Investing. Impact Investing refers to the use of a foundation’s invested capital to generate positive social and financial returns. Unlike grantmaking, these investments are expected to be paid back, allowing for funds to be recycled back into the community in a way that cannot be done with traditional grants.

Our first impact investment was made in January 2009, with a loan to the City of Spartanburg to provide gap funding for the C.C. Woodson Community Center. In 2014, we partnered with the City again to provide a $1 million loan to renovate seven neighborhood parks. We were also an early investor, as an equity partner, in the Iron Yard Ventures, an accelerator program that invested in over 50 startup businesses focused on digital health.

After experimenting with impact investments in our early years, we formalized this work with an Impact Investing Policy. In 2019, the Board of Trustees approved an allocation up to 7% of its investment portfolio for Impact Investing projects in Spartanburg County. This policy makes investment funds available to organizations and entities with the potential to advance the Foundation’s mission to improve health, wellness, and success in Spartanburg, while generating a financial return that can be used for future investments or grantmaking.

Since 2019, we have approved four new loans. The Foundation provided a $2 million loan to the Northside Development Group to support the Dr. T.K. Gregg Community Center and a mixed-use, affordable housing development. We also provided a $400,000 loan to the Chapman Cultural Center to allow it to move to a forward-funding model, and two loans totaling $900,000 to support the opening of a full-service grocery store on South Church Street. The Piggly Wiggly will open in 2022 and will be located in an area of the community that has traditionally lacked access to a conveniently located grocery store.

Since 2009, the Foundation has invested $5,537,500 in local projects that have supported community redevelopment, job creation, affordable housing, and infrastructure that supports healthy living. In addition to those social benefits, the Foundation generated investment returns of 3.6%. When the initial investments are returned, they will be reinvested into new projects.
Since the Foundation was established, the total assets have grown from $62 million in 1996 to $90.8 million on December 31, 2021. During that same period, $64.6 million has been distributed in grants.

In 2021, the Mary Black Foundation worked with a new investment advisor, Graystone Consulting – a business of Morgan Stanley – to manage the Foundation’s investment portfolio. As part of our transition to a new investment advisor, the Foundation moved to a more values-aligned portfolio. With the help of Graystone Consulting, the Investment Committee and Board of Trustees chose positive and negative screenings that are used when selecting investments to ensure that our investments better reflect the values of the Foundation. By the end of the year, approximately 85% the Foundation’s funds were with managers with Environmental, Social, or Governance (ESG) participation or in an ESG-screened index. Prior to this transition, the Foundation’s portfolio had no investments specifically chosen for their ESG focus.

During 2021, the investment return on the Foundation’s portfolio was 10.8 percent.
2021 Grantmaking and Expense Allocation

66% of spending in 2021 was for direct grantmaking and grant-related initiatives.

- **Grants and Initiatives**: 66%
- **Operating**: 18%
- **Investment Related**: 15%
- **Tax Provision**: 1%

Lifetime Grants by Priority Areas
1996-2021

- **Healthy Eating & Active Living**: 38%
- **Community Health Fund**: 15%
- **Early Childhood Development**: 46%

*Preliminary numbers: may change with 2021 audit*
Staff

FROM LEFT TO RIGHT

Linda Smith
Executive Assistant

Keisha Gray
Program Director,
Early Childhood Development

Kim Stravolo
Vice President & CFO

Natalia Valenzuela Swanson
Program Director,
Healthy Eating | Active Living

Molly Talbot-Metz
President & CEO

Haley Wicker
Manager of Communications & Organizational Learning

Amy Page
Grants Manager

Ureka Wright
Administrative Assistant

Denny Boll
Accounting Assistant
Board of Trustees

FROM LEFT TO RIGHT

Karen Knuckles
Owner, Express Employment Professionals

Dr. Kofi Appiah
Nephrologist, Spartanburg Nephrology Associates

Anna Converse
Owner, Habis Designs

Dr. Nayef Samhat
President, Wofford College

Ethan Burroughs
Spartanburg Market President and Business Banking Manager, Wells Fargo Bank

Norman Chapman (Not Pictured)
CEO, Inman Mills

Gregory Wade
Owner, Palmetto Advisory & Investment Co.

Ed Memmott
Retired, Former City Manager

Betsy Teter
Founder, Hub City Writers Project

Hope Blackley
Owner, Hope Consulting, LLC

Scott Neely
Minister, Unitarian Universalist Church of Spartanburg

Karen Calhoun
Principal and Vice President of Business Development, McMillan Pazdan Smith Architecture

Dr. Russell Booker
Executive Director, Spartanburg Academic Movement

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