

TAP into HOPE



.....
annual report
2013–2014
.....



TAP INTO HOPE



TOTAL ACTION FOR PROGRESS

TOTAL ACTION FOR PROGRESS

2013–2014 ANNUAL REPORT



At TAP, we help the whole community. The environment in which we live is no exception. Our annual report is printed on paper containing 100% post-consumer fibers.

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On the cover:
William Longworth is a veteran and TAP weatherization client who embodies the fierce hope that our agency stands for. Read his story and others starting on page 5.



OUR MISSION

Total Action for Progress helps individuals and families achieve economic and personal independence through education, employment, affordable housing, and safe and healthy environments.



PRESIDENTS' NOTE

2014 is the half-century anniversary of the Economic Opportunity Act, which strove to solve key problems affecting low-income Americans. At its heart, President Johnson's War on Poverty upheld that most central of American tenets: that each of us is entitled to opportunity. The opportunity for agency and to make informed choices—in essence, to direct the course of our lives, to live in possibility, and to see what we can become.

Running through each successive generation of American life is that promise. Some of our ancestors were already here. Some came to these shores fleeing persecution. Some came seeking adventure or treasure. Some came seeking freedom. And some came as property, enslaved or indentured, denied the taste of freedom that their masters so valued. And yet, the dignity of the human condition demands no less than "life, liberty, and the pursuit of happiness."

We may celebrate our official American Revolution annually on July 4, but in truth each successive generation has seen its own revolution: the fight against child labor, the struggle for women's equality, the birth of the labor movement, the realization of civil rights for African Americans, and the anti-poverty movement. All are part of a much larger, greater, ongoing revolution, one grounded in the fact that while we have come far in our struggles for equality and opportunity, we still have a long way to go before we truly reach the mountaintop.

Central to that ongoing struggle are the themes of justice, compassion, and the belief that everyone has the capacity for renewal. Too often those themes become lip service. TAP is where the rubber meets the road, where people are given a chance to begin again or, often, given their first chance. TAP is where people who were left out or left behind have an opportunity to "tap into hope," a theme that you'll see running through this report. For hope is also part of the human condition and often fuels the revolutionary fire in people's bellies. We invite you to peruse the pages of this annual report and share in the triumphs of not only the individuals profiled herein, but also those of the agency, fueled by the hard work and commitment of its supporters, staff, and board members.

For 49 years, TAP has been one of the nation's leading community action agencies, stoking hope to feed the country's continuing revolution. Thank you for your support and for being a part of our American experience as we've worked to solve major problems and make justice, compassion, and the conviction that everyone has the power to change their lives for the better a reality.



W. Lee Wilhelm, III
Chairman of the Board



Ted Edlich
President and CEO



HOUSING & COMMUNITY SOLUTIONS

Thomas Jefferson’s “unalienable rights”—those of **life, liberty, and the pursuit of happiness**—begin at home, rippling out into larger communities and affecting each inhabitant in turn.

Struggling in an unsafe environment—whether under the tyranny of an abuser or in a home decaying because of disrepair or in a neighborhood gripped by drug trafficking—severely limits full participation in a rich and meaningful life.

TAP’s housing and community solutions programs help **ameliorate unsafe living conditions, build new relationships and rebuild damaged ones, and strengthen communities.**

Some of TAP’s housing and community solutions program stats for the 2013–2014 year:

Sabrina’s Place



Provided safe exchange & visitation services for

**145 individuals
in 45 families**

Weatherization



Weatherized
120
homes

Virginia CARES



Served 673 clients with a 1-year recidivist rate of

7.9%

WILLIAM LONGWORTH

Weatherization client



William Longworth, an Army veteran and former contractor, found his house in disrepair after a fight with cancer left him disabled and unable to care for his home like he once did. "I was kind of a perfectionist when I was a contractor, kept everything working, had no leaks, didn't have air coming in around doors and things like that," he explained. "As my health got bad...I spent 20 hours a day in bed."

While William knew his home needed repairs, he was unaware of just how bad the conditions had become. When he was lying in bed one night and, to his surprise, felt drops of water coming from the ceiling because of a leaking roof, he decided it was time to call TAP. William was even more surprised when a member of TAP's weatherization crew inspected his home and found there had been a fire in his furnace and his hot water heater was on its last leg.

TAP performed extensive work on William's house, which he said he "could not possibly afford on my little social security disability." The crew replaced the roof, furnace, and water heater; insulated the attic; installed weather stripping; finished a bathroom; and installed carbon monoxide and fire detectors. As

William explained, "they turned my home in to what it used to be."

William described the weatherization crew as a "blessing," stating, "They were so nice. They were accommodating. They were hospitable...when I asked them a question they answered it promptly...that's the kind of team TAP weatherization has. Those guys are professional. They're courteous...they're given a job and they do it. They're called in to service and they serve."

"they turned my home in to what it used to be."

HOUSING & COMMUNITY SOLUTIONS

SAMMI RADER

Sabrina's Place



Sammi Rader was hired in July 2007 as program manager of a joint project between the City of Roanoke and TAP, which was then called TAP Supervised Visitation and Safe Exchange program. The grant had only recently been awarded, and her task was to create a working program from the abstract requirements of the Department of Justice. What was the first thing on her to-do list? "We had to change the name!" she said. "It was such a mouthful." In order to mold the program more closely to the community it served, she chose to honor the legacy of Sabrina Reed, a Roanoke woman killed by her estranged husband during the 2005 exchange of their daughter.

Sammi's time at Sabrina's Place represented a dual effort to become a nationally recognized, best practice program with ties to sister programs across the entire country, as well as to build a program that was well suited to the region's unique needs—which is to say the safety needs of the program's clients.

"I've had to play bad cop," Sammi said, "and I've been screamed at on the phone and hung up on...it can be frustrating at times, but what makes it worthwhile is when you have a child come

up to you and hug you and say thank you."

By the time she left the program in February 2014, Sabrina's Place had successfully begun its third three-year grant cycle, and showcased a program design that met all national requirements and served hundreds of individuals each year, and boasted staff who had been invited to speak about their program as far away as Seattle.

"...what makes it worthwhile is when you have a child come up to you and say thank you."

DENNIS LEFTWICH

Virginia CARES & Veteran Reintegration client



Dennis Leftwich, a veteran of the United States Marine Corps, grew up facing multiple hardships, including homelessness and domestic violence, which left him jaded and headed down the wrong path in life. As he explained, he “thought I could do things my way instead of asking for help.” After multiple run-ins with the law and an eight-year prison sentence, he vowed to himself that he would straighten out his life. “During my incarceration I said that ‘I’m not getting nowhere like this,’ because, like I said, I’d been in and out of the penitentiary, and I made up my mind that I wasn’t coming back,” he recalled.

Upon his release from prison, Dennis was staying at a transitional shelter whose staff referred him to TAP’s Virginia CARES program. Dennis successfully completed the Virginia CARES program as well as TAP’s Veteran Reintegration program, which helped him get his veteran’s pension, and the SSVF program, which helped him get his first apartment of his own at the age of 59. Dennis now volunteers at TAP, working with the Veterans Coalition Help Desk as well as the SSVF program. “The thing is, he’s so caring and giving and so smart, and now he’s using that brain and he’s using that gut to help other people,” explained Evelyn Jordan, lead case manager of the SSVF program.

Dennis is extremely proud of the life-enriching progress he’s made through TAP’s programs. “It makes me feel good, because now I’m on the right path... I come down, I volunteer for Miss Evelyn and Lin, and...it’s just for once I’m really feeling good about myself, like I really accomplished [something]...” he explained. When asked about future goals, Dennis said, “One day I want to be able to have people say ‘that’s a man that helped me’ or ‘that’s a man that changed his life around.’” At TAP, we believe he already has.

“...now I’m on the right path.”



BUSINESS & ECONOMIC DEVELOPMENT

Industrious. Inventive. Innovative. America has a proud tradition of fostering innovation and entrepreneurship, encouraging her citizens to strike out on their own in pursuit of their dreams.

For those who aspire to be their own boss—those toiling late into the night or on weekends, working in basements, garages, or rented office space in co-op buildings in order to make their visions a reality—TAP's **business and economic development programs provide support and tools to the would-be small business owner.**

Free tax preparation for individuals, matched savings accounts, business planning and business loans help low-income folks keep more of their money, grow their money, and use it wisely.

The Strength in Numbers Initiative (SINI) had 22 participants in the 2013–2014 year comprising 3 total groups.

- **All 3 groups had a 0% delinquency rate.**
- **In total, \$8K was loaned to participants.**



GAYLA D'GAIA

Financial Services client



Gayla D'Gaia is a determined entrepreneur in Roanoke who saw her last business fail with the recent economic downturn. With the help of TAP's Strength in Numbers Initiative (SINI), she is enhancing her knowledge through trainings on savvy business practices and getting the extra boost needed to begin building a new online business through a loan of investment funds. By receiving this low-interest loan from the SINI program, Gayla can afford to create a "modest, self-designed website" for her business and pay for other start-up costs. As she explained, "...paying those kinds of fees, those little kinds of fees...they add up, and having something that is, again, a low-interest-rate program makes a lot of sense to me for those types of expenditures..."

When asked about how the program will enhance her life and her business, she stated that "I think that just having the ability to invest in this education and get my certifications up to date will be a huge help and I hope to be able to return to the program... I optimally would like to pay the program back within a shorter amount of time than the year timeframe." Gayla also described her favorite parts about the program, explaining "I really like that we

were allowed to create a small group," and "I like the flexibility of the program, that I can use it for things whether I have a brick-and-mortar store or have an online store, because there's just always expenses involved whenever you're setting up a business, maintaining a business, or trying to go to the next level with your business."

"I like the flexibility of the program..."



EDUCATION & CAREER DEVELOPMENT

Fundamental to living a rich and meaningful life is the ability to make informed choices and decisions about our future.

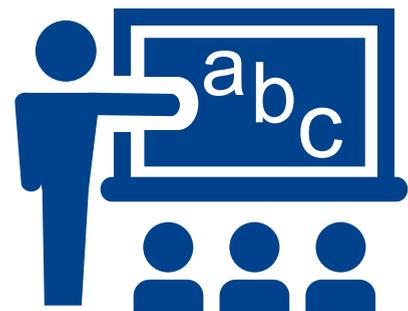
Knowledge is power, as the old saying goes; without it, we can find ourselves increasingly subject to the whims of other people, institutions, or larger forces like “the economy” and “the labor market.”

TAP’s education and career development programs focus on human development, nourishing each individual’s intellectual curiosity, no matter their age, and imparting life and leadership skills, stress management techniques, and connections with community through service learning and collaborative projects.

This focus fosters an individual’s skills necessary to handle life’s challenges and trust their ability to make informed decisions about their futures, thereby *increasing their chances of economic stability*.

In the 2013–2014 year, TAP Head Start provided high-quality early childhood education to

1,283
children.



SHARON TOLIVER

Head Start teacher



Head Start teacher Sharon Toliver says the biggest difference between three-year-olds and four-year-olds is that the four-year-olds take a particular delight in their newfound ability to tattle on each other. "Three-year-olds are chatty, too," she said, "but they are a little more dependent, and the things they talk about are not as complex. The four-year-olds tell elaborate stories." Sharon Toliver, however, is one Head Start teacher who has seen and heard it all.

In 1985, Sharon started her job at the Rugby Center in TAP's Head Start program, and she has remained with the program ever since, referring to her work as a calling. "It seems like everybody who comes to Head Start is drawn" she said. Like many of her colleagues at Head Start, she was a Head Start child and both of her children were enrolled in Head Start. "It's all I know," she said.

Throughout her nearly thirty years, she has seen many of her former Head Start kids as they grow into adults. "The program is all about growth," she said—adding, "And I have seen the program grow!" She has grown along with the program—going back to school to earn a degree in Early Childhood Education Administration. More than her

credentials, however, Sharon exhibits an immense joy for her work. From singing with the kids to story time, each day brings a chance to share that joy—the joy of learning—with the Head Start children. And, she added, "I wouldn't have it any other way."

"The program is all about growth."



HEAD START ANNUAL REPORT

ENROLLMENT

Funded enrollment	952
Average monthly enrollment	100%
Total number of children served	1,283
Total number of families served	1,161
Total number of pregnant women served	81
Percentage of eligible preschoolers served	67%
Percentage of eligible infants & toddlers served	12%

PROGRAM DATA

Percentage of infants & toddlers who are up-to-date on their physicals	90%
Percentage of preschoolers who are up-to-date on their physicals	93%
Percentage of infants & toddlers who received a dental exam.....	29%
Percentage of preschoolers who received a dental exam.....	68%

Child Outcomes Related to School Readiness:
Percentage of four-year-olds meeting highest assessed level*

School Readiness Skill	Fall 2013	Spring 2014
Social Emotional	42.6%	89.6%
Physical	43.0%	89.1%
Language	41.5%	89.4%
Cognitive	45.1%	93.9%
Literacy	50.0%	95.8%
Mathematics	21.9%	79.1%

* According to the PALS Pre-K Creative Curriculum Developmental Continuum assessments

Preparing Children for Kindergarten

Curriculum Used

Infant/Toddler Curriculum.....*The Creative Curriculum for Infants, Toddlers, & Twos*

Preschool Curriculum.....*The Creative Curriculum for Preschoolers*

Transition to Kindergarten Activities

- Guided observation of kindergarten classrooms by Head Start teachers
- Classroom field trips to elementary schools
- **Transition to Kindergarten** activity kits (containing children's books & activities related to the transition) used in classrooms & on home visits
- **Building Bridges** Transition-to-Kindergarten Handbooks
- Summer activities calendar
- **All About Me** parent-kindergarten teacher information sheet
- PALS assessment of children's pre-reading skills
- Sharing information about rising kindergarteners with their future teachers
- Providing parent trainings on kindergarten readiness

PARENTAL INVOLVEMENT ACTIVITIES

- **Building Families with Balance** parent conference
- Home visits
- In-school conferences
- Parent support
- Fatherhood program
- Parent meetings
- Policy Council

Number of children whose fathers participated in Fatherhood Involvement activities240

TAP INTO HOPE



PROGRAM REVIEWS

- TAP's last annual financial audit, completed in June 2013, had no findings. TAP has been deemed a low-risk auditee.
- TAP Head Start's last federal monitoring review was completed in February 2014 and had no deficiencies.

FUNDING SOURCES & AMOUNTS

HHS: Head Start & Early Head Start.....	\$8,563,381
USDA: Head Start & Early Head Start	589,074
Child Care Block Grant.....	62,587
City of Salem.....	21,000
Other income (including private donations).....	7,571
Co-pays for Before & After Care	16,569
Junior League of Roanoke Valley.....	5,000
TOTAL.....	\$9,265,182

2014–15 PROPOSED BUDGET

Personnel.....	\$5,706,529
Administrative.....	1,080,961
Facilities	980,935
Contracts.....	476,617
Nutrition.....	399,767
Transportation.....	205,000
Staff Travel.....	103,548
Supplies.....	91,000
Parent Activities.....	11,000
TOTAL.....	\$9,055,087

2014–15 ACTUAL

Personnel.....	\$5,780,550
Administrative	1,197,292
Facilities.....	952,329
Contracts.....	499,153
Nutrition.....	302,195
Transportation.....	163,225
Supplies.....	106,849
Staff Travel.....	92,178
Parent Activities.....	10,000
TOTAL.....	\$9,103,771



DONORS

TAP gratefully acknowledges the following individuals and organizations for their support during 2013–2014.



CORPORATE DONORS

202 Market
Abuelo's
Alleghany County Board of Supervisors
Allsports Cafe
Allstate Giving Campaign
Ann Sherman Fund
Bath County Board of Supervisors
Bayou Snowballs
Belk
Benny Marconi's
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General Sales
Grainger Foundation

GRC Wireless Shelter Alliance
Greater Alleghany United Fund
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New York Subs
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We ask forgiveness of any donor we may have left off this list. Please contact Becky Wyatt at 540-283-4861 for corrections or additions.



FINANCIALS

As of June 30, 2013

REVENUES

Grants.....	\$18,051,843
USDA.....	520,347
Program income.....	92,120
Rental income.....	1,109,890
Other revenue.....	159,833
Local cash.....	262,792
Contributions.....	149,964
Loss on sale of property & equipment.....	(69,268)
Interest.....	10,668
In kind.....	1,181,615
TOTAL UNRESTRICTED SUPPORT & REVENUE	\$21,469,804

EXPENSES

Program services.....	\$19,542,061
<i>Supporting Services:</i>	
Management & General.....	1,900,955
Fund raising.....	242,406
Total Supporting Services.....	2,143,361
TOTAL EXPENSES.....	\$21,685,422

ASSETS

Current Assets

Cash & cash equivalents.....	\$411,727
Grants receivable.....	637,021
Other receivables.....	329,859
Other assets.....	130,864
TOTAL CURRENT ASSETS.....	\$1,509,471
Property & Equipment-Net.....	\$28,409,701
Organization Costs-Net.....	284,528
TOTAL ASSETS.....	\$30,203,700

LIABILITIES

Current liabilities:

Accounts payable & accrued expenses	\$694,547
Line of credit.....	276,193
Current portion of notes payable.....	284,830
Annual leave.....	263,335
Deferred revenue.....	225,710
TOTAL CURRENT LIABILITIES.....	\$1,744,615
Long-term portion of notes payable	\$7,200,860
TOTAL LIABILITIES.....	\$8,945,475

NET ASSETS

Unrestricted:

Controlling interests.....	\$5,594,913
Non-controlling interests.....	15,663,312
TOTAL UNRESTRICTED NET ASSETS.....	\$21,258,225
TOTAL LIABILITIES & NET ASSETS.....	\$30,203,700



**TAP had no questioned costs or audit findings
for the 2013 fiscal year.**

**TAP was once again determined to be a
low-risk auditee, a designation has held
for over a decade.**

**90% of TAP's expenditures are directly
program related.**

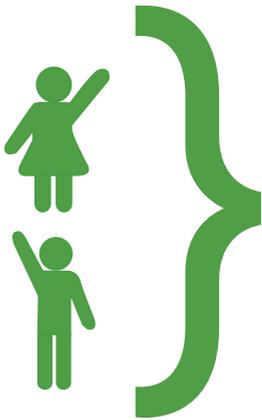


THE ROAD TO HOPE



This is one example of how a family can use TAP programs to better their lives.

Parents



Mom would like to open a business so she joins the **SINI** program at TAP, where she is able to get a loan for her start-up costs and receives support from her peers and advisors at TAP.

Dad is interested in strengthening his role in the family and joins TAP's **Fathers First** program. The relationship and financial counseling he receives helps him to provide a more stable environment for his family.

Mom and Dad receive free tax preparation help through **TAP financial services**.



The youngest child is enrolled in TAP's **Head Start** program, which will prepare her for kindergarten and beyond. As the 2014 data tracking study on Head Start students in Roanoke shows, she will be 48% more likely to pass the PALS test than the general population of kindergarteners when she goes to grade school.



In addition, she is provided with nutrition guidance through the **Healthy Start** program, where she and her parents learn to grow their own veggies and cook delicious meals in their own home.



Small Child



TAP INTO HOPE

Teen Child



Looking to learn more about African American culture, the oldest child enrolls in the TAP **AACCI** class (African American Culture and Contemporary Issues). As part of the class, he learns leadership skills and develops a mock business plan with his classmates to start a small business.



He also wants to focus on going to college after high school, so he joins **Project Discovery**, through which he gets free SAT tutoring and takes the test at no charge. He also receives help with financial aid and goes on college campus tours.



HOPE

As a result of this family's ability to use TAP programs to the fullest extent, they have made great strides in improving not only their own lives but those of future generations in their family and community.

In the 2013–2014 fiscal year, Total Action for Progress served

5,789



unduplicated clients



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