TAP INTO HOPE

TOTAL ACTION FOR PROGRESS
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.
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:

- **Weatherization**
  - Sabrina’s Place
    - Provided safe exchange & visitation services for
    - 145 individuals
    - in 45 families
  - Virginia CARES
    - Served 673 clients with a 1-year recidivist rate of
    - 7.9%
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 his 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.”
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 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...”
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.
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.”
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*

<table>
<thead>
<tr>
<th>School Readiness Skill</th>
<th>Fall 2013</th>
<th>Spring 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Emotional</td>
<td>42.6%</td>
<td>89.6%</td>
</tr>
<tr>
<td>Physical</td>
<td>43.0%</td>
<td>89.1%</td>
</tr>
<tr>
<td>Language</td>
<td>41.5%</td>
<td>89.4%</td>
</tr>
<tr>
<td>Cognitive</td>
<td>45.1%</td>
<td>93.9%</td>
</tr>
<tr>
<td>Literacy</td>
<td>50.0%</td>
<td>95.8%</td>
</tr>
<tr>
<td>Mathematics</td>
<td>21.9%</td>
<td>79.1%</td>
</tr>
</tbody>
</table>

* 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 activities ......................................................... 240
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
Bethel African Methodist Episcopal Church
Billy’s
Blue Ridge Veterans Council
Botetourt County Board of Supervisors
Buena Vista City Council
Buffalo Wild Wings
Colonial Presbyterian Church
Cornerstone Bar & Grill
Corrugated Container Company
Covington City Council
Craig County Board of Supervisors
CUPS Coffee and Tea
Enterprise Holdings Foundation
Eurobakery
Firefly Fare
First Presbyterian Church
Fork in the Market
Foti, Flynn, Lowen & Co.
Foundation for Roanoke Valley
GE Matching Gifts
General Sales
Grainger Foundation

GRC Wireless Shelter Alliance
Greater Alleghany United Fund
Hong Kong
Hotdog Hut
Laurel Branch Baptist Church
Lexington City Council
Local Roots
Medical Facilities of America
Newcomers Club of the Roanoke Valley
New York Subs
Our Lady of the Valley
Parish Court United Methodist Church
Queso Southwestern Grill
Roanoke City Council
Roanoke County Board of Supervisors
Roanoke Natural Foods Co-op
Roanoke United Methodist Church Board of Missions
Rockbridge County Board of Supervisors
Rockfish
Salem City Council
Schwab Charitable
St. James Episcopal Church
SunTrust
SunTrust Giving Campaign
The Hair Affair
The Quarter
United Health Group
United Way of Roanoke Valley
Verizon
Virginia Capital Strategies, Inc.
Wells Fargo Employees
Williams Memorial Baptist Church
INDIVIDUAL DONORS

Anonymous
Marion Abel
Vicky Agron
Gregory Anderson
Dottie Avalon
Daniel & Ashley Beamer
Lalita Bhandari
Lewis Bishop
Virginia Breeden
David Brooks
Jane E. Brown
The Reverend David Burgess
Angela N. Burnette
Richard & Janet Burrow
Bonnie J. Calloway
Laura Clinebell
Claire Collins
Kevin D. Craighead
Steven J. Cronemeyer
John S. D Orazio
Sigmund Davidson
Pamela Davis
Anita Davoll
Dawn V. Day
Thomas Denton
Larue B. Dickerson
Brittany Dillard
Melissa Dillard
Donna Drury
Sharon Y. Dungee
Theodore J. Edlich, III
William D. Elliot
Cheryl D. Evans
Crystal N. Fernatt
Mary Ferrell
Gloria J. Franklin
Emma Gaines
Dr. Myrton Gains, Jr
Dyan Gaston-Grant
Maryellen Goodlatte
Brittany Gray
Kim Gregory
Sylvia Gunn
Jerry Guzi
Brenda L. Hale
Lance M. Hale
Otaku Hall
Anissa R. Hancock
Patricia L. Hardy
Collier & Betty Harvey
Amy Hatheway
Eddie & Dawn Hearp
Syreeta L. Henderson
Stepheney M. Hernandez
William Hickman
Kristi Hodges
Teresa A. Husey
Dr. & Mrs. Jack Hutcheson
Dr. Lowell F. Inhorn
Joy Sylvester Johnson
Delphia L. Jones
Mandell M. Jones
Tiffany Jordan
Debra L. Kavanaugh
George Kegley
Kenneth Keith
Temple Kessinger, Jr.
Carol King
John Kraemer
Annette Lewis
The Reverend Dr. Tommy &
Mrs. Sharon London
Cliff Mack
John Mahanna
Robert & Julia Mand
Billy W. Martin, Sr.
Terrell W. Martin
Hope McCarter
Arthur L. McDonald
Bonnie F. Mellon
Charlotte Moore
Rodney D. Moore
Adrienne Morgan
Katrina Morris
Margaret Morris
Salena J Morton
Jim & Phyllis Olin
Fern Patrick
Melinda Payne
Aaron Penn
Cynthia J. Petzold
Paul F. Phillips
Russel Poindexter
Jim Poythress
Sandra Pratt
Charles Price
Cathy Edwards Pullen
Yolanda R. Puyana
Keith A. Rickoff
Mr. & Mrs. Charles L. Robbins, III
Frank Rogers, III
Court Rosen
Mr. & Mrs. Walton I. Rutherfoord
Rick Sheets
Mr. & Mrs. Edward M. Smith
Mark & Kathy Smith
Michael M. Spillman
Elizabeth Stamper
Juanita P. Suggs
Gloria Sullivan
Franklin Sykes
Scott Terry Cabbler
Paul Timmerman
Paul A. Tucker
Rebecca Turnbull
Edward Carter Turner
Michael M. Waldvogel
E. Welch
Barry Weston
Kelley Whitmer
Linda Wickline
Mary Wiebke
Mr. & Mrs. W. Lee Wilhelm, III
John Wilkes
Margaret Willan
Christine Williams
Mr. & Mrs. John B. Williamson, III
David Willis
Lorena Wilson
Roy E. Wilson
Harriett Woodward
Serwan Zangana

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

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>$18,051,843</td>
</tr>
<tr>
<td>USDA</td>
<td>$520,347</td>
</tr>
<tr>
<td>Program income</td>
<td>$92,120</td>
</tr>
<tr>
<td>Rental income</td>
<td>$1,109,890</td>
</tr>
<tr>
<td>Other revenue</td>
<td>$159,833</td>
</tr>
<tr>
<td>Local cash</td>
<td>$262,792</td>
</tr>
<tr>
<td>Contributions</td>
<td>$149,964</td>
</tr>
<tr>
<td>Loss on sale of property &amp; equipment</td>
<td>$(69,268)</td>
</tr>
<tr>
<td>Interest</td>
<td>$10,668</td>
</tr>
<tr>
<td>In kind</td>
<td>$1,181,615</td>
</tr>
<tr>
<td><strong>TOTAL UNRESTRICTED SUPPORT &amp; REVENUE</strong></td>
<td><strong>$21,469,804</strong></td>
</tr>
</tbody>
</table>

### EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$19,542,061</td>
</tr>
<tr>
<td>Supporting Services</td>
<td></td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>$1,900,955</td>
</tr>
<tr>
<td>Fund raising</td>
<td>$242,406</td>
</tr>
<tr>
<td>Total Supporting Services</td>
<td>$2,143,361</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$21,685,422</strong></td>
</tr>
</tbody>
</table>

### 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.
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**.

**Small Child**

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.
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.

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.
BOARD OF DIRECTORS

Civic/Community Representatives

Steven J. Cronemeyer  
*United Way of Roanoke Valley*

John S. D’Orazio  
*Salvation Army of Roanoke*

Paul F. Phillips  
*Freedom First Credit Union*

Sandra Pratt  
*Council of Community Services Nonprofit Resource Center*

Charlie Robbins  
*Roanoke Regional Chamber of Commerce*

Frank W. Rogers, III  
*Roanoke Bar Association*

Edward Carter Turner  
*Citizens for Positive Growth*

Michael M. Waldvogel  
*Downtown Roanoke, Inc.*

Officers

W. Lee Wilhelm, III  
*Chairman of the Board*

Steven J. Cronemeyer  
*First Vice-Chairman of the Board*

Charlie Robbins  
*Second Vice-Chairman of the Board*

Brenda L. Hale  
*Secretary of the Board*

Yolanda R. Puyana  
*Assistant Secretary of the Board*

Keith A. Rickoff  
*Treasurer of the Board*

Scott Terry-Cabbler  
*Chairman Emeritus*

Theodore J. Edlich, III  
*President & CEO*

Public Officials

Vicky Agnor  
*County of Rockbridge*

Claire Collins  
*County of Bath*

Temple Kessinger, Jr.  
*City of Covington*

Billy W. Martin, Sr.  
*County of Botetourt*

Charlotte Moore  
*County of Roanoke*

Melinda Payne  
*City of Salem*

Court Rosen  
*City of Roanoke*

Harriett Woodward  
*County of Alleghany*
TAP INTO HOPE

The Reverend David Burgess
RVBA Christian Soldiers Food Pantry

Bonnie J. Calloway
Loudon-Melrose Neighborhood Association, Inc.

Dyan Gaston-Grant
Head Start Policy Council

Kim Gregory
Head Start Advisory Committee

Brenda L. Hale
Roanoke Branch NAACP

Syreeta L. Henderson
This Valley Works Student Association

Charles Price
The Harrison Museum of African American Culture

Yolanda R. Puyana
HACIENDA

W. Lee Wilhelm, III
This Valley Works Board of Commissioners

Christine Williams
Hurt Park Neighborhood Alliance

Lorena Taylor-Rollins Wilson
Roanoke Branch NAACP