ANNUAL REPORT 2016 2017

TOTAL ACTION FOR PROGRESS
OUR MISSION

TAP helps individuals and families achieve economic and personal independence through education, employment, affordable housing, and safe and healthy environments.
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PRESIDENTS’ NOTE

Nonprofit sector work has always required a certain amount of grit and a greater-than-average tolerance for uncertainty. Working in a nonprofit human services agency is uniquely demanding given the complicated, interrelated nature of many clients’ situations. They grapple with challenging, systemic, and seemingly intractable problems almost every day and many of our staff are there, right alongside them, nearly every step of the way. Despite the individual progress our clients make, sometimes it feels like that larger, systemic change isn’t getting any closer and that the work of one person—or one thousand people—isn’t enough.

And yet, we persist. Progress may seem maddeningly elusive, but that’s because it is more incremental than explosively rapid. Small victories are still victories. Everyday kindnesses are often more meaningful than grand sweeping gestures.

In her essay “Political Paralysis,” Danusha Goska notes that, “...when we study the biographies of our heroes, we learn that they spent years in quiet preparation doing tiny, decent things before one historical moment propelled them to center stage.” Most of us will never find ourselves at the center of such historical moments, but we often find ourselves in a position to do those “tiny, decent things.” There is power in the accumulation and amplification of those small kindnesses—a fact demonstrated by the profiles you’ll find herein.

We hope they inspire your own quiet preparation and small victories in progress’s incremental march.

Annette Lewis
President & CEO

Charlotte Moore
Chair, TAP Board of Directors
WHAT DO YOU WANT US TO KNOW ABOUT YOU?

We asked some of our clients this question, and their answers may surprise you.

“I have a large family and saving every cent I can is essential for my household to thrive. TAP’s Tax Clinic helps me do that. I save hundreds of dollars each year I file with TAP. I will never go anywhere else and give away my money. I am very grateful for this service.”

TAX CLINIC CLIENT

“One thing I want people to know about me is that it’s finally not about what people know about me or don’t know about me, it’s about what I know about myself. I messed my whole life up thinking about what people thought about me. People can wear many different hats and the hat that I choose to wear now is the one that tells me to never give up on my dreams.”

RETURNING CITIZEN

“I want others to know that my proudest accomplishment is to still be able-bodied enough to take care of myself and work at 62. The Weatherization program made it possible for me to stay in and keep my home.”

WEATHERIZATION CLIENT

“The Training to Work program helped me get work and my own apartment. I do not know where I would be without the help I received.”

TRAINING TO WORK CLIENT
“My greatest accomplishment thus far is raising my son, Noah, and my daughter, Victoria. Accomplishments such as a bachelor’s degree, a Master of Fine Arts degree, and several awards for acting and design skills are of importance to me; but, the one thing I want people to know about me and remember is that I am a very nice, loving, and accepting person to all.”

PERMANENT SUPPORTIVE HOUSING CLIENT

“I would like people to know that I love fishing and hunting. I love watching the animals in the woods. They are fascinating. I have respect for their homes. I am a girl, but my Daddy took me with him. I love to boat and go camping.”

RETURNING CITIZEN

BOOKS WE LOVE

The best way to cultivate better understanding is through reading good books. We recommend these stereotype-busting reads to stay informed about what is really going on with those in need.

For some time, things that once seemed certain now appear less so: our commitment to healthcare for all Americans; preserving our planetary environment; working toward racial and economic justice; educational opportunities and job growth for all Americans in an ever-changing technological age; and peace through multilateral alliances with nations committed to democracy.

Ironically, while American public policy may be looking backward, Cabell Brand’s book looks forward on all these issues, inspiring the reader to actions that can make a worthwhile difference for this country and the world. For those seeking hope and direction, you’ll find both by reading (or re-reading) this book.

By: Ted Edlich

J.D. Vance’s New York Times Bestseller Hillbilly Elegy is, among many things, an exploration of the intergenerational persistence of poverty. For Mr. Vance, there’s no explaining himself without the stories of his parents and grandparents or a look at the pressures that shaped their actions. Hillbilly Elegy recounts the complex struggle his parents and grandparents faced raising him in poverty. We recommend giving it a read for a sobering example of how poverty always affects multiple generations in a single family.

By: Aaron Fallon
ALL THE THINGS YOU’VE WANTED TO KNOW ABOUT TAP, BUT WERE TOO AFRAID TO ASK.
IF TAP REPORTS REVENUE OF OVER $20 MILLION, WHY IS MY DONATION NEEDED?

Current grants keep programs operational, but don’t allow us to keep up with the changing economy. We need your support to continue meeting current needs in the community, respond to future needs, and remain stable when there is an emergency. In addition, we use local donations to match larger grants. Every dollar you donate gives us the potential to bring in four to match it. Your gift doesn’t have to be big to make a huge difference for our programs and the people they serve.

IS TAP A GOVERNMENT AGENCY?

No. We are a local, private nonprofit started by a group of Roanoke Valley citizens who viewed President Johnson’s War on Poverty, and associated Economic Opportunity Act, as a chance to harness the incredible potential of government-funded programs to spur meaningful change in their community. The same spirit of citizens bringing good programs to life through local, state, and national partnerships continues to this day.

HOW MANY PEOPLE DOES TAP SERVE? WHAT’S TAP’S IMPACT?

We serve over 5,000 people each year. From caring for and educating the youngest child in Early Head Start to helping our elderly neighbors stay in safe and affordable housing, we help individuals and families at every stage of life get out of—and stay out of—poverty.

HOW MUCH OF MY DONATION WILL BE USED ON ADMINISTRATIVE EXPENSES?

Ninety cents of every dollar we receive goes straight to programming. We’re incredibly proud of our efficient spending. However, it is impossible to advance our mission without incurring some administrative expenses, which include costs associated with our finance, human resources, and IT departments, as well as internal systems that allow our agency to better track and evaluate programs.

Don’t see your question here? Ask us on Facebook at facebook.com/TotalActionForProgress!

VISIT FACEBOOK.COM/TOTALACTIONFORPROGRESS AND WATCH AN ANIMATED VIDEO THAT EXPLAINS HOW YOUR SUPPORT IS VITAL TO OUR FUTURE.
**BOARD MEMBER SPOTLIGHT**

John D’Orazio  
TAP Board member since 2014

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**Where do you work and what is your role?**  
I am the president & CEO of RGC Resources, which includes Roanoke Gas.

**What inspired you to join the Board of Directors at TAP?**  
I received a call from Ted Edlich, retired president & CEO of TAP, who asked me to come take a TAP tour. Ted and Annette Lewis took me to see the various facilities and programs and gave me the history of the agency. I was so impressed by everything TAP does, I felt it a privilege to serve on its Board.

**What are you most passionate about when it comes to TAP’s mission?**  
TAP sees the potential in everyone and provides education, training, and necessary resources to get clients where they need to be. I am especially impressed by what the agency does to help local veterans.

**What is the most rewarding thing you have taken from this experience?**  
It’s rewarding to participate in an organization that truly gives back to the community and gives individuals an opportunity to succeed.

**Why should a potential donor consider giving to TAP?**  
TAP maximizes its funds to provide programs and assistance that allows individuals to improve their lives, which benefits the community overall.

**What do you wish other people knew about TAP?**  
I wish people knew the numerous programs and vast resources TAP offers to members of this community. Also, I wish they knew TAP not only serves only the Roanoke Valley but many other counties and cities in southwest Virginia.

**What do you see as crucial to TAP’s continuing success?**  
Funding is critical to TAP’s continuing success. While the majority of TAP’s funding comes from grants, the agency needs outside funding from individuals and corporations to remain sustainable in the future.

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Want to learn how you can be a part of the second-largest community action agency in Virginia?  
Call 540.283.4866 to find out how you can be involved.
Margo, a business owner and mother of five, initially began volunteering at TAP as a course requirement to complete her degree in social work from Radford University. Her work with students ages 12–18 in both the Project Discovery and African American Culture and Contemporary Issues programs quickly transformed her volunteer experience from simply a part of her coursework into something much more meaningful.

As senior intern, Margo not only teaches weekly workshops in several schools across TAP’s service area, she also supervises and coordinates the work of five other interns. Her responsibilities also included traveling to colleges for Project Discovery, teaching African American Culture classes at local high schools, training interns, and providing one-on-one counseling to students. When asked about her favorite part of volunteering for TAP, Margo was quick to describe the meaningful relationships she’s built with her students. Because of the positive rapport she and her students share, in addition to covering basic workshop subjects including life skills and SAT prep, they also discuss sensitive topics like bullying and racism, as well as the impacts of life choices—things she’s noticed many of her students struggle with. “It’s really eye-opening to see what these kids are going through,” she said. “I’ve learned I’ve got to do something, even if it’s something small. We all have to do something.”

“it’s really eye-opening to see what these kids are going through.”

Ready to make a difference? Volunteer at TAP by calling 540.767.6086.
Year in Review

Our programs make a difference. Here are just a few examples of the impact we made in the past year.

Project Discovery
- Project Discovery students received $509,927 in scholarships for post-secondary education.
- By the end of the 2016–17 year, Project Discovery had served 750 students—more than seven times the number it was mandated to serve.

Permanent Supportive Housing
- Nearly 92% of residents in our permanent supportive housing program retained stable housing during the past year.

Weatherization
- Homes that receive weatherization services average $720 in energy savings per year.

Training to Work
- 74% of re-entering citizens retained employment for at least one year.
VETERANS PROGRAM
• 74% of veteran participants were placed in jobs.
• 188 veterans and their families retained or obtained safe housing thanks to our Supportive Services for Veteran Families program.

HEAD START & EARLY HEAD START
• TAP Early Head Start expanded quality child development services to 148 infants and toddlers by partnering with 11 child care facilities.

DOMESTIC VIOLENCE SERVICES
• DVS served 73 males and 243 females during the past year.
• Our caring staff answered 785 hotline calls.

CERTIFIED NURSE AIDE
• 100% of students who graduated from our CNA program are employed.
• Our CNA students have a 97% pass rate on the state certification test.

VIRGINIA CARES
• On average, our Virginia CARES program reported only 3% recidivism. In our Covington office, the rate is 0%. In the Roanoke office, it is 6%. The statewide average in other agencies is 30%.

SABRINA’S PLACE
• 100% of clients remained safe from domestic violence.
Our community is full of past TAP clients who are proof that community action makes a difference. The following stories feature three TAP clients who have used our programs to do big things later in their lives.
“Mama, thank you.”

Those were the words Tim Allen thought to himself on his first day with the sheriff’s office in 1987. As he walked through the halls of the jail and noticed several acquaintances from his youth who were incarcerated there, he silently thanked his mother for starting him down the right path.

Tim, the youngest of three children, lived with his family in Lincoln Terrace. In the late 1960s his mother was looking for a job. Always a hard worker, she didn’t want to stay on public assistance. She dreamed of owning a car and a home for her family. As a single mother, she enrolled young Tim in a TAP Head Start classroom on Dunbar Street when she started her new career. He recalls the good food, friendly people, afternoon naps on the cot with his name on it, and the playground with metal equipment where he burned youthful energy during recess.

Later, Tim joined Cub Scouts. His mom, with her seemingly endless energy, signed on as den mother. On his first day, he fell in love with being in uniform. After high school, he considered joining the Navy and worked in security before applying with the sheriff’s office, determined to become sheriff one day.

Today, Sheriff Allen credits Head Start as critical to his family. With him in Head Start and his older siblings in school, his mother was able to work. Through her hard work and determination she was able to move the family out of Lincoln Terrace, into a house, and also purchase a car.

Sheriff Allen was watching her during those years as he grew up. The values that his mother modeled are the same ones to which he attributes his own success. In 2013, he retired from his position at the Western Virginia Regional Jail and ran for sheriff, taking office in 2014. While the lifelong values his mother instilled in him pushed him to his goal, he knows that help from Head Start was necessary; and, other TAP programs are important to the people of Roanoke. “Everybody needs assistance to make it,” Sheriff Allen says. “Everybody.”
“EVERYBODY NEEDS ASSISTANCE TO MAKE IT.”

2017 HEAD START OUTCOMES

147
Expanded infant and toddler services to 148 families in rural communities.

96%
96% of TAP Head Start preschoolers are ready to learn to read by kindergarten.
For TAP board member Melinda Payne, her involvement with TAP’s mission to fight poverty and bring opportunity to the Roanoke-Alleghany region is personal, and she means business. When she talks about her early experiences with TAP as a kid growing up in rural Botetourt County, Melinda doesn’t mince words. “We were a family of poverty,” she says. Her first experience with TAP was with our Indoor Plumbing program, which came to Blue Ridge at a time when most people had wells that often dried up.

When her father passed away at a young age from a heart attack, she felt a responsibility to help her family financially. She joined TAP’s summer youth program, which paid her to work on projects within her community. That work led to a summer job at a local school, where she gained skills that eventually landed her a job at The Roanoke Times.

Her work ethic was unrelenting. While in high school at Lord Botetourt, Melinda worked at The Roanoke Times, captained her volleyball team, participated in the Future Homemaker’s Association and Future Business Leader’s Association, and served as president of the Student Government Association.

With a desire to help others improve their lives and well-being, she pursued a career in nursing. “I really thought I wanted to be a nurse,” she said. However, she found it hard not to become emotionally attached to her patients, so she stepped away from nursing.

The level of personal dedication that made nursing an impossible career, and her still-ceaseless work ethic, continue to echo in her current role as Salem’s director of planning and economic development. In this capacity, she works to improve life for all the citizens she serves. It also deeply informs her work on the dozens of nonprofit boards she serves on, and illustrates the commonalities between her work and the work of nonprofits like TAP.

“TAP is all about trying to get people in a better place,” she says. It’s about making sure “that people have the resources to do what they need to do.” Not only could that be said of TAP’s mission, but it is also the driving principle behind Melinda’s entire lifetime of tireless work to make the region a better place.
"WE WERE A FAMILY OF POVERTY."

2017 HOME REHAB OUTCOMES

Indoor Plumbing and Rehab program constructed 3 new homes for families that had no indoor plumbing or failed septic systems and invested up to $103,000 in each home.

The 75 homes that ECHR weatherized will average a total of $54,000 in energy savings over the course of a year.
Tom Sibold, a supervisor at the Virginia Department of Transportation (VDOT) and mayor of the City of Covington, credits enrolling in a TAP program almost 40 years ago with changing his life’s direction.

He was working seasonal shift work at Hercules, a local film and fiber industry business, and his “future was uncertain” when he stumbled upon heavy equipment operation and maintenance and small engine repair classes offered by TAP at Dabney Lancaster Community College.

Tom remembers the program and the instructor, Bill Green, fondly, and recognizes the role both played in his 38-year career with VDOT. Tom says he never had any interest in politics; however, when the Alleghany Highlands Consolidation Referendum, which would consolidate Alleghany County, the City of Covington and the Towns of Clifton Forge and Iron Gate, was introduced, he decided he would run for mayor, but only if the referendum did not pass.

The referendum failed, and Tom was sworn into office in July 2012. He sees a direct line from the opportunities our class opened up for him to his 38 years at VDOT, and how both of those have contributed to his successes as mayor, especially in regard to the downtown revitalization and infrastructure measures that have occurred throughout his tenure. Tom, when asked about his time as mayor, suggested two things about which he was very pleased: the local governments of Covington and Alleghany County working together for the best interest of the Alleghany Highlands as a whole, and the tax abatement program for rehabilitated real estate, which gives five-year tax breaks to property owners who renovate or rehabilitate a historic property.

Tom is grateful for TAP’s presence in Covington, where we own offices and offer programming to the community. He is also proud that members of the community sit on our Board of Directors as well as numerous advisory boards and committees. When asked if he had anything else to say about TAP and the difference we made in his life, Tom replied, “I honestly don’t know where I’d be today.”
“I HONESTLY DON’T KNOW WHERE I’D BE TODAY.”

2017 JOB TRAINING

75% TAP’s education and job training programs placed 75% of their clients in jobs.

1,500 This Valley Works worked with more than 1,500 clients through education, employment training, and veterans services.
YOU CAN MAKE A DIFFERENCE.
With your support, we can help more people like Tim, Melinda, and Tom. Here are a few ways you can make a difference.

**ADVOCATE**
Help us spread the word about TAP and our services by sharing this document when you’ve finished reading it.

**VOLUNTEER**
Individuals and businesses can sign up to make a difference in their communities by volunteering at TAP. Call 540.767.6086 for more information.

**DONATE**
You can make a tax-deductible donation by visiting tapintohope.org or by calling 540.283.4861. Certain donations may qualify for NAP Tax Credits. Call for more details.

**FOLLOW US**
Follow, like, and share to help us spread the word about TAP!
SHOW ME THE MONEY

REVENUES
Grants.................................................................$17,080,333
USDA.................................................................650,219
Program income...................................................158,775
Rental income......................................................75,162
Other earned income.........................................764,025
Local cash..........................................................306,580
Contributions.....................................................146,889
Interest...............................................................7,724
In-kind...............................................................1,160,984
TOTAL SUPPORT & REVENUE .................$20,350,691

ASSETS
Current Assets:
Cash & cash equivalents....................................$139,955
Grants receivable.............................................842,405
Other receivables.............................................568,813
Grants ............................................................31,653
TOTAL CURRENT ASSETS .........................$1,582,826
Property & Equipment-Net.............................5,203,048
Organization Costs Net......................................968,000
TOTAL ASSETS .............................................$7,753,874

EXPENSES
Program services.............................................$17,997,816
Supporting Services:
Management & general.....................................1,709,658
Fundraising.......................................................607,065
Total supporting services .................................2,316,723
TOTAL EXPENSES ...........................................$20,314,539

LIABILITIES
Current liabilities:
Accounts payable & accrued expenses ..............$516,397
Lines of credit.................................................766,079
Current portion of notes payable .....................171,283
Annual leave.....................................................50,102
Deferred revenue.............................................698,056
TOTAL CURRENT LIABILITIES ....................$2,201,917
Long-Term Portion of Notes Payable ...............$897,298
TOTAL LIABILITIES .........................................$3,099,215

CHANGE IN NET ASSETS...............................$36,152

NET ASSETS .................................................$4,654,659

AFTER EXPENSES, TAP HAS $30,000 EACH YEAR FOR GROWTH, EMERGENCIES, UNFORESEEN LOSS OF PROGRAM FUNDING, AND MORE. WE NEED YOUR HELP TO BUILD A SOLID FOUNDATION OF SECURITY FOR THE PEOPLE WHO DEPEND ON OUR PROGRAMS.
Many people see our yearly financial reports and assume that TAP is not in need of donations. Nothing could be further from the truth. We need donations of any size to continue the mission that we have been fulfilling for over 50 years.

How We Use Funds

Imagine our funding sources as well water. In order to use the water, you need a way to access it and pump it for distribution. TAP functions as that pump, accessing and distributing funds from a variety of sources into the region through our programs.

Donations help strengthen our pump. Without them we would be unable to make the system work.

TAP PROGRAM DEPARTMENTS

We have more than 25 programs that provide job training, economic development, and more.

Federal, state, local, private foundation grants
Individually and business donations
HEAD START ANNUAL REPORT

ENROLLMENT

Funded enrollment: 997
Average monthly enrollment: 99%
Total number of children served: 1,390
Total number of families served: 1,277
Total number of pregnant women served: 86
Eligible preschoolers served: 65%
Eligible infants & toddlers served: 11%

PROGRAM DATA

Percentage of infants & toddlers who are up-to-date on their physicals: 80%
Percentage of preschoolers who are up-to-date on their physicals: 97%
Percentage of infants & toddlers who received a dental exam: 48%
Percentage of preschoolers who received a dental exam: 55%
Percentage of preschoolers who are up-to-date with immunizations: 97%
Percentage of infants & toddlers who are up-to-date with immunizations: 84%

FUNDING SOURCES & AMOUNTS

HHS: Head Start & Early Head Start: $9,257,399
USDA: Head Start & Early Head Start: 635,010
Co-pays for Before and After Care (HS & EHS): 19,404
Child Care Block Grant: 46,941
City of Salem: 21,000
Other income (including private donations): 7,402
Co-pays for Before & After Care: 14,406.27
TOTAL: $9,987,156

HEAD START & EARLY HEAD START ANNUAL REPORTS

PREPARING CHILDREN FOR KINDERGARTEN

Infant/Toddler Curriculum: The Creative Curriculum for Infants, Toddlers, and Twos
Preschool Curricula: The Creative Curriculum for Preschool and Tools of the Mind

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 & during home visits
- Building Bridges Transition-to-Kindergarten Handbooks
- Summer activities calendar
- All About Me parent-kindergarten teacher information sheet
- PALS Pre-K 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
- Parent meetings
- Policy Council

Number of children whose fathers participated in fatherhood involvement activities: 197

PROGRAM REVIEWS
- TAP Head Start’s last federal monitoring review was completed in March 2016 and had no deficiencies.

Head Start

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 2016</th>
<th>Spring 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Emotional</td>
<td>70%</td>
<td>96%</td>
</tr>
<tr>
<td>Physical - Gross motor</td>
<td>70%</td>
<td>96%</td>
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<tr>
<td>Physical – Fine motor</td>
<td>75%</td>
<td>96%</td>
</tr>
<tr>
<td>Language</td>
<td>68%</td>
<td>94%</td>
</tr>
<tr>
<td>Cognitive</td>
<td>71%</td>
<td>95%</td>
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<tr>
<td>Literacy</td>
<td>71%</td>
<td>96%</td>
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<tr>
<td>Mathematics</td>
<td>56%</td>
<td>88%</td>
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* According to Teaching Strategies GOLD assessments
**2016–17 PROPOSED BUDGET**

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<td>Administrative</td>
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<tr>
<td>Facilities</td>
<td>960,808</td>
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<tr>
<td>Consumables Other</td>
<td>87,252</td>
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<tr>
<td>Contracts</td>
<td>447,360</td>
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<tr>
<td>General Insurance</td>
<td>47,000</td>
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<tr>
<td>Nutrition</td>
<td>420,000</td>
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<td>Training &amp; Technical Assistance</td>
<td>132,376</td>
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<td>Transportation</td>
<td>175,000</td>
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<td>Staff Travel</td>
<td>75,000</td>
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<tr>
<td>Supplies</td>
<td>26,599</td>
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<tr>
<td>Parent Activities</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$9,892,409</strong></td>
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**2016–17 ACTUAL**

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<td>Contracts</td>
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<td>Nutrition</td>
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<td>Training &amp; Technical Assistance</td>
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<td>Transportation</td>
<td>161,395</td>
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<td>Staff Travel</td>
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<td>Supplies</td>
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<td>Parent Activities</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$9,837,678</strong></td>
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EARLY HEAD START-CHILD CARE PARTNERSHIPS ANNUAL REPORT

ENROLLMENT
Funded enrollment ................................................. 148
Average monthly enrollment ................................ 90%
Total number of children served ............................ 238
Total number of families served .............................. 215

PROGRAM DATA
Percentage of infants & toddlers who are up-to-date on
their physicals.......................................................... 88%
Percentage of infants & toddlers who received a dental
exam ........................................................................... 8%
Percentage of infants & toddlers who are up-to-date
with immunizations ................................................. 84%

PREPARING CHILDREN FOR KINDERGARTEN
Infant/Toddler Curriculum ..................................... The Creative
Curriculum for Infants, Toddlers, and Twos

FUNDING SOURCES & AMOUNTS
HHS: Early Head Start ....................................... $5,246,384
United Way ......................................................... 36,000
TOTAL ................................................................. $5,282,384

PROGRAM REVIEW
• The last financial audit, completed June 30, 2016, had no
findings.

PARENTAL INVOLVEMENT ACTIVITIES
• Building Families with Balance parent conference
• Home visits
• In-school conferences
• Parent support
• Parent meetings
• Policy Council

Number of children whose fathers participated in
fatherhood involvement activities .............................. 7

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

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<td>92%</td>
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<tr>
<td>Physical – Gross motor</td>
<td>85%</td>
<td>89%</td>
</tr>
<tr>
<td>Physical – Fine motor</td>
<td>93%</td>
<td>90%</td>
</tr>
<tr>
<td>Language</td>
<td>73%</td>
<td>74%</td>
</tr>
<tr>
<td>Cognitive</td>
<td>89%</td>
<td>93%</td>
</tr>
<tr>
<td>Literacy</td>
<td>81%</td>
<td>83%</td>
</tr>
<tr>
<td>Mathematics</td>
<td>67%</td>
<td>67%</td>
</tr>
</tbody>
</table>

* According to Teaching Strategies GOLD assessments

2016–17 PROPOSED BUDGET
Personnel ..................................................... $600,978
Subcontractors ........................................... 1,159,123
Administrative .......................................... 600,986
Facilities .................................................. 29,592
Consumables ............................................. 30,540
Equipment ................................................. 395,234
Contracts .................................................. 1,769,947
General Insurance ...................................... 14,159
Training & Technical Assistance ................. 331,356
Staff Travel ............................................... 41,105
Supplies ..................................................... 183,364
TOTAL ....................................................... $5,276,384

2016–17 ACTUAL
Personnel ..................................................... $272,077
Subcontractors ........................................... 175,805
Administrative .......................................... 305,136
Facilities .................................................. 18,367
Consumables ............................................. 34,559
Equipment ................................................. 325,032
Contracts .................................................. 1,201,231
General Insurance ...................................... 4,031
Training & Technical Assistance ................. 138,085
Staff Travel ............................................... 14,505
Supplies ..................................................... 63,229
TOTAL ........................................................ $2,552,057
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Alicia Dorr, Head Start Policy Council
Kim Gregory, Head Start Advisory Committee
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Charles Price, Harrison Museum of African American Culture
Cleo Sims, Southern Christian Leadership Conference
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John D’Orazio, First Vice-Chair of the Board
Sandra Pratt, Second Vice-Chair of the Board
Jennifer Eversole, Treasurer of the Board
Brenda L. Hale, Secretary of the Board
Harriet Woodward, Assistant Secretary of the Board
W. Lee Wilhelm, III, Chair Emeritus
Annette Lewis, President and CEO
WHAT WE DO

With over 25 programs, we make education, jobs, and safe places to live a reality.

- PREPARED 31,283 children for success in school through Head Start
- HELPED 9,655 youth secure jobs
- EDUCATED 6,733 youth and adults
- REDUCED the energy burden for 8,120 families by weatherizing their homes
- ENCOURAGED and assisted 3,325 students to attend college
- PROVIDED emergency home repair services to 2,933 homes

SINCE 1965 TAP HAS:

- SAVED 1,546 households from homelessness
- SAVED 5,072 households from domestic violence
- NURTURED the entrepreneurial spirit of 147 small business owners
- STARTED and spun off at least five programs that now operate statewide
- CONSTRUCTED or rehabilitated over 252 units of affordable housing
- PROVIDED free income tax preparation to over 3,204 households who claimed almost $2.4 million of Earned Income Tax Credits

Ninety cents of every dollar TAP receives goes straight to programs. The need in our area is staggering, but your generosity can make a change. Find out how to donate your resources or time at tapintohope.org.