TOTAL ACTION FOR PROGRESS
ANNUAL REPORT
2017-2018
TOTAL ACTION FOR PROGRESS
ANNUAL REPORT
2017–2018
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Presidents’ Letter</td>
</tr>
<tr>
<td>8</td>
<td>From Our Clients</td>
</tr>
<tr>
<td>9</td>
<td>We Recommend</td>
</tr>
<tr>
<td>10</td>
<td>Exceptional TAP Supporters</td>
</tr>
<tr>
<td>12</td>
<td>Q&amp;A with Annette</td>
</tr>
<tr>
<td>14</td>
<td>Year in Review</td>
</tr>
<tr>
<td>16</td>
<td>Community Impact: What a Recent Report Said About TAP’s Role in Our Community</td>
</tr>
<tr>
<td>17</td>
<td>Feature: We’re All Connected</td>
</tr>
<tr>
<td>24</td>
<td>Join Our Cause</td>
</tr>
<tr>
<td>26</td>
<td>Show Me the Money: Financials</td>
</tr>
<tr>
<td>29</td>
<td>Head Start &amp; Early Head Start</td>
</tr>
<tr>
<td>32</td>
<td>Donors</td>
</tr>
<tr>
<td>36</td>
<td>Board of Directors</td>
</tr>
<tr>
<td>39</td>
<td>TAP in the Community: Roanoke’s Voice</td>
</tr>
</tbody>
</table>
TAP helps individuals and families achieve economic and personal independence through education, employment, affordable housing, and safe and healthy environments.
In thirteenth-century France, Christian artists whose names are now long forgotten created the *Codex Vindobonensis 2554*. Its frontispiece entitled *God the Geometer* (or, sometimes, *The Creator as Architect*) depicts God at work during Creation, busily measuring and shaping the universe using a compass. This idea of a well-ordered universe—precisely built, in which each piece has a place and purpose and its relationships with the others are crucial to the functioning of the whole —has its origins in Greek philosophy. As Carl Sagan pointed out, “Cosmos is the Greek word for the order of the universe... It implies the deep interconnectedness of all things. It conveys awe for the intricate and subtle way in which the universe is put together.”

Everyday examples of the same intricacy and subtlety exist all around us. Flying buttresses stabilize cathedral walls. Air traffic controllers guide planes safely through flight patterns. Your body performs thousands of functions every day, enabling you to live. Our communities enable us to do everything from educate our children to care for one another during times of crisis.

Cabell Brand used to say that strong nations need three things: strong economies, strong militaries, and strong societies. The one most under our collective, everyday control is society—that wonderful universe of communities that we continuously build, change, and renew with our values-driven decisions. Relationships, whether between people or organizations, form the bedrock of those communities, imbuing them with a collective strength that we often take for granted.

This year we honor the intricate web of community relationships that makes so much of our work possible. Our thanks to each one of you reading this—you are a crucial part of our collective strength.
From Our Clients

Tell us about a significant relationship in your life and its impact on your life.

Sam at VA CARES. He’s the person that I have to turn to most as I just left prison with so many obstacles in front of me. He has helped me in every way possible, so he is playing a very important role in my life at this time.

- VIRGINIA CARES CLIENT

I was a victim of domestic violence and strangulation. I was incapable financially. TAP and their staff helped me to get my home furnished, food, and cover my phone bill. They also helped me during the strangulation case court proceeding. Thanks to the kind, generous members of staff for helping me out.

- DOMESTIC VIOLENCE SERVICES CLIENT

We would not have a way to facilitate my daughter seeing her mom without Sabrina’s Place. I am comfortable and no longer worry about my daughter’s safety since police officers are present and a monitor is in the room.

- SABRINA’S PLACE CLIENT

My wife and I became homeless because we were living in a place with mold and we were sick all the time. SSVF [Supportive Services for Veteran Families] helped us get a nice, clean place and now we are well and love our place.

- VETERANS SERVICES CLIENT

I have been homeless several times in the last few years and ended up here in Roanoke at the Rescue Mission. My SSVF case manager helped me get Vietnam veteran funds and got me a place to live. Now I am able to have some money to pay my bills and I am close to the VA for medical services, too. SSVF is a wonderful program.

- VETERANS SERVICES CLIENT

For three years I was in a toxic relationship that often involved violence. When I met Wendy at Domestic Violence Services, I started seeing a counselor that is helping me deal with the trauma I suffered as a child and I attend peer support groups. When I look back, I know that walking through the doors of TAP’s domestic violence program was the best decision I ever made.

- DOMESTIC VIOLENCE SERVICES CLIENT

After my parents died I lost their place, which was my home, because they owed money on it. I went into a shelter and that’s where I met my SSVF case manager. All of these years I thought I was a dishonorable veteran, but my SSVF case manager was able to find out I was honorably discharged from Vietnam. She was able to get me VAMC care and a Vietnam pension, plus a home of my own. She is a wonderful, caring person and I appreciate her greatly.

- VETERANS PROGRAM CLIENT

We Recommend

The best way to cultivate understanding is by remaining curious about the world around you. We recommend the work below to stay informed about what’s really going on with those in need.

On Being with Krista Tippett
episode with Dr. Rachel Yehuda

In this November 9, 2017, episode, Dr. Rachel Yehuda discusses her pioneering work in the field of epigenetics, which she describes as a branch of science that “explores how genes can be turned on and off and expressed differently through changes in environment and behavior.” Her work with the children of both Holocaust survivors and pregnant survivors of the 9/11 terror attacks is a fascinating and sobering depiction of how trauma (and, more optimistically, healing after trauma) can change us on a cellular level and how those changes can be passed on to our children.

Using the Tools You Have
A TED Talk by Malika Whitley

Malika Whitley packs an astounding amount of innovation, guidance, experience, and heart into six minutes on the TED stage, as she talks about her journey from running from an abusive home as a teen to how she now helps homeless youth. She reminds us we all have gifts we can use—including the arts—to make a meaningful difference when we see people in need.

The Bad Kids
A film by Keith Fulton and Lou Pepe

The Bad Kids is an award-winning documentary that follows three students, the principal, and staff of an alternative school for teens deemed to be at a high risk for not graduating. With little to no guidance, structure, or love from their parents, the students face daily challenges outside of school that impact their performance in school. The impact this school environment has on the students’ lives opens the door for them to break the generational cycle of poverty and struggle.

Make some time to watch The Bad Kids, winner of the 2016 Sundance Film Festival Special Jury Prize - Vérité Filmmaking, on Amazon, Netflix, and iTunes.
If you're able to volunteer, support monetarily, serve on a board, go out and pick up trash, I feel like that's what you should do.

Brian Simmons, Wells Fargo

It's amazing what can happen when people come together—415 people to be exact. That's the number of members of Wells Fargo's regional Pride Team Member Network. Led by Business Support Manager Brian Simmons, the Network provides support to employees and encourages community service. "If you're able to volunteer, support monetarily, serve on a board, go out and pick up trash, I feel like that's what you should do," said Brian.

Thanks to Wells Fargo's generous social responsibility policies, the Network has provided more than 150 volunteer hours to TAP over the last year and a half. Members have done everything from hand out coffee and donuts to veterans at the area's Stand Down event to tutor and conduct mock interviews for our GED students. "I'm a firm believer that you give back to the community that gives to you," said Brian.

During one of his favorite projects, the team packed 350 backpacks with snacks, personal hygiene items, first aid kits, and more, and distributed them to people in need throughout the Roanoke Valley, including homeless veterans and low-income students enrolled in Roanoke City Public Schools.

The efforts of the Network have been invaluable to us and our clients. As our Employer Relations Specialist Hannah Oakes noted, "the volunteers from the Pride Team Member Network have assisted in equipping our clients with the skills and encouragement they need to positively change their lives. Education, job skills, and motivation are all long-lasting pieces that will allow our clients to move toward independence and success. This, in turn, will allow the clients to give back to their own neighborhoods and community."

If you aren't a strong business as a nonprofit, you aren't going to stay in the business of helping people.

Lee Wilhelm, Chair Emeritus

Between running a business and his multiple community engagements, it's hard to imagine Lee Wilhelm finding the time to immerse himself in the work of TAP for almost 30 years. Talking to him you'll quickly understand his commitment. Despite a hectic schedule, Lee feels it's important to make time to serve the community. That sense of duty led him to join the TAP board of directors almost 30 years ago. Those principles are also what moved him to become the board's chairman during the worst of the recent recession.

With the effects of the recession stubbornly dragging on and the competition for funding escalating, the board needed a new direction. Lee trusted his business knowledge to redirect TAP's course. "If you aren't a strong business as a nonprofit, you aren't going to stay in the business of helping people," he said.

After Lee took over as chairman, the board implemented a new system of vetting programs.

Understanding that going out of business would help no one, the board had to make a lot of tough decisions. "We had to say 'no' to some good programs," he said. Soon, the agency was back on sound financial footing. With the new outlook, TAP was certain to continue its role as a leader on poverty issues in southwest Virginia.

After serving ten years as the chairman of the board of directors at This Valley Works, two years as the chairman of the TAP board of directors, and two years as chairman emeritus, Lee says the top misconception about TAP is that its programs are brimming with federal funding and don't need local support. This isn't true. With federal support of community programs expected to decrease, local support of TAP will be more important than ever.

These programs have been so successful and constant over the years, Lee noted, that Roanokers may not understand the risk of not having them. "We don't ask for something when it's not needed," he said. "These programs are vital to our community."
1. How did you become the CEO of TAP?
I ask myself that question often. I started my career at TAP 30 years ago as a temporary summer youth counselor. It was never my aspiration to manage anyone other than myself, but my supervisors—including TAP’s well-known former president Ted Edlich—saw something in me. The board of directors must have seen something in me as well because here I am, president of the second-largest community action agency in Virginia.

2. What is it like running a large nonprofit?
It has its challenges, but overall it’s very rewarding because I have the privilege of working with very talented, intelligent people who share the same goals and objectives. From the board to the senior leadership, administrative staff, and front-line staff, we strive to make a difference in the lives of people we serve and in the communities in which we live and work.

3. What do you see as the biggest challenges facing the Roanoke Valley, and how is TAP working to address those problems?
Increased opportunities for people who are trying to overcome issues of poverty. The Roanoke Valley is a wonderful place to enjoy a quality lifestyle. However, there are still those who struggle to find quality, affordable child care; safe and affordable housing; short-term, affordable skills training; jobs that support a family, etc. TAP not only operates the largest nonprofit child development program in the region through Head Start, but we also work with 11 other childcare centers to assist them in enhancing the quality of their services. We also provide a wide range of opportunities for families including housing, education, skills training, small business ownership, job placement, and more.

4. What is the best part of your job?
Every year, TAP’s education and employment component This Valley Works holds a graduation ceremony. Some of the graduates have never worn a cap and gown or walked across a stage. Watching the excitement on their faces and knowing some of the challenges they faced and obstacles they overcame to get there touches my heart and reminds me why TAP exists. Our staff encourages people to persevere. Regardless of what someone has experienced in life by choice or circumstance, the past doesn’t determine their future. TAP not only equips people with skills, we give them an opportunity to prove to themselves and others that they can achieve success.

5. How does TAP work with other nonprofits in our area?
TAP connects with any and all agencies possible to help those we serve achieve their goals. We accomplish this in many ways, including serving on committees and boards; collaborating with other nonprofits to pursue grants that will benefit both client bodies; forming partnerships; and referring clients to other agencies to meet their needs.
YEAR IN REVIEW

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

- **90%** of veterans served by veteran services obtained safe housing
- **1,325** survivors of domestic violence experiencing crises this year
- **97%** of Project Discovery graduates went to college and received scholarships
- **5,659** individuals in **4,018** families
- **$201,000** in tax preparation fees and received a total federal refund of **$1,302,960**
- **86%** of YouthBuild students were placed in jobs
- **100%** of Yale students who were in school stayed in school
- **$990,465** in real estate development completed 13 projects this year
- **100%** of grant requirements plus an extra 19 homes
- **WEATHERIZATION**
- **BUSINESS SEED CAPITAL, INC.** became the third land bank in Virginia
In 2016, the United Way of Roanoke Valley, in partnership with the Virginia Tech Institute for Policy Study and Governance and the Virginia Tech Center for Administration and Policy, completed a study of the Roanoke Valley’s complex network of human services programs with the intent to stimulate conversation among organizations committed to serving families, and identify possible integration efforts to address the problems that exist for so many families across the Roanoke Valley.

Part of the study’s analysis included mapping the connections between agencies and sectors. This visual representation documented and reinforced the understanding that no single organization providing services to low-income families in the area would, on their own, help these families escape poverty. Effective and systemic connections among programs are the only way to ensure all of these needs are met.

The findings of the network analysis provided valuable insights that helped shape and refine United Way’s strategic direction. By providing a real-time view of community offerings, the findings informed and reinforced the basic framework of the United Way’s resource investment strategy. Without guaranteeing future funding to specific services, this information supports the goal of better aligning services to create systemic changes leading to a lasting impact on families.

The study identified TAP as one of the lynchpins in the Roanoke Valley network. Through our 25 programs, TAP is connected to nearly all aspects of guiding a family toward self-sufficiency. In fact, the study revealed TAP to be one of the central agencies in the network, and in a survey of network members, they chose TAP as the most important for family self-sufficiency, the most influential in decision making, and the most admired for doing a good job.

While it’s an honor to be recognized as an essential and influential partner in our community, TAP cannot accomplish this alone. Much of our success lies in the support and relationships we have established over the past five decades. Maintaining and enhancing these vital partnerships among all human services organizations is how the problem of poverty can truly be overcome.

The study revealed:

- **TAP** is a lynchpin in the Roanoke Valley network
- **Our 25 programs** are connected to nearly all aspects of guiding a family to self-sufficiency
- **Network members** consider TAP the most important for family self-sufficiency and most influential in decision making.

Read the stories of three TAP clients in the following pages.
FROM HOMELESS TO COLLEGE-BOUND
Ryan, YouthBuild student

For most kids, turning 18 is a celebration, a time of transition and experiencing tastes of independence with parental support. However, for thousands of kids across the country, turning 18 signifies “aging out” of foster care, meaning they are too old to stay in care and must make it on their own. According to national studies, only half of those aging out find secure employment by age 24 and only 4% earn a college degree by age 26. One in five of these young adults become homeless.

Homeless youth face many challenges. They may have a hard time staying in shelters due to shelter policies, and often experience depression, poor health, and poor nutrition. Most (75%) drop out of high school. Without shelter, transportation, or education, they have difficulty supporting themselves financially and turning things around.

This year, our YouthBuild program started with a cohort of 15 participants, four of whom were homeless. Ryan Gravely was one of those participants after aging out of the foster care system. He had been referred to TAP after staying at the Salvation Army’s men’s shelter and then the Roanoke Rescue Mission. “He was quiet at first, but there was something that just made you like him immediately,” said Scott Liptrap, TAP’s youth programs manager at the time.

Staff from our Homeless Educators Linking Providers and Services (HELPS) program immediately began looking for a place Ryan could stay. HELPS assists homeless individuals, primarily youth, in Roanoke find housing and secure employment. As part of their search, program staff began contacting our community partners, and Police Chief Tim Jones recommended Least of These Ministries, operated by Dawn Sandoval. Dawn worked tirelessly to find a place for Ryan, even offering to pay for a hotel at one point. When she finally found him a room on Good Friday, Dawn greeted Ryan at his new home with bags full of essentials for his first time being on his own.

Facing a completely new situation, the reality of living independently set in. He had never had a place to call home. Would he get along with his roommates? What were the expectations? “I was nervous,” Ryan said. “It was unlike anything I’ve ever had before.”

In the meantime, Ryan joined 14 other students in YouthBuild, a national program that trains youth ages 16 to 24 in construction trades. Participants also receive training in career, technical, and leadership skills in the classroom and on the worksite. Additionally, if the participants do not have a high school diploma, they are enrolled in a GED preparation course.

With a place to call his own, Ryan is flourishing. He received his GED in weeks instead of the usual six months, and he will soon graduate from YouthBuild with a pre-apprenticeship certification in green construction. With an opportunity that he couldn’t have imagined a few years ago, Ryan is going to follow his fascination with the mysteries of the ocean and study marine biology at Virginia Western Community College. “It would have been easy for him to give up, but he’s tough,” said Scott. “He’s bright, and he’ll do well in college.”

Many in Ryan’s position never find or take advantage of the network of community services available. In Ryan’s case, the Salvation Army, Rescue Mission, Roanoke Police Department, Least of These Ministries, and TAP all played a role. “Don’t be shy to ask for help. People will help. The staff at TAP will do anything,” Ryan advises. “And just keep your head up. Never look at things negatively, or things will always be negative.”

Many who have met Ryan attribute his success to his perseverance and optimism. With these traits, Ryan’s future looks bright. “Who knows? Maybe I’ll write a book about the Bermuda Triangle and the Mariana Trench,” he said.
No running water.
No bathroom.
No electricity.

Vernon Gilbert spent nearly seven decades living under these conditions. Now, thanks to dozens of helping hands in the Mountain Valley community and TAP’s Indoor Plumbing Rehabilitation (IPR) program, he’s living comfortably in a brand new home.

Nicknamed “Koonny Frog” as a child because of his fondness for playing with frogs, Vernon grew up with his four siblings in a two-room wheatpacking house built in the 1930s. His family heated it using a wood stove in the bedroom, kept food cold in coolers, filled water jugs at a neighbor’s house, and used an outhouse.

Despite these inconveniences, Vernon remained in the house until late 2016, when he fell while going outside to use the restroom. That’s when friends and neighbors decided that Vernon, now 70, shouldn’t be chopping wood to stay warm or filling and transporting 30 milk jugs to have water. Mike, a retired builder, heard about TAP’s IPR program and called to tell Vernon’s story.

“Rick was always saying that we ought to get together to do something for Vernon because he was always doing for the neighborhood…Some of the people didn’t have any idea the conditions he was living in…when they saw the conditions he was living in, [they] couldn’t hardly believe it,” explained Vance Johnson, Vernon’s neighbor who, along with his wife Gayle, was instrumental in the project’s coordination. Everyone agreed it was time for their friend Koonny Frog to have a new home.

There was just one problem: Vernon’s house was so dilapidated that it wasn’t feasible to simply add indoor plumbing. Our IPR program would have to take the unusual step of constructing a new house, and program guidelines placed hefty constraints on the planned replacement.

The community swung into action. Neighbors Jesse and Lucille Shelton donated land for the new house’s site. Rick Carter’s brother Mike came out of retirement to act as the project’s general contractor, using his expertise to negotiate lower materials costs. Community members donated furniture and volunteered to work on the construction crew. A crowd-funding campaign raised thousands of dollars, allowing Vernon to relocate to safer housing immediately. The remaining money was used to include items in his new house that IPR money couldn’t pay for.

Vernon’s new 758-square-foot, two-bedroom, two-bathroom house was completed in June 2017, and he was given the keys in a ceremony that allowed him to thank the community that supported him.

“I don’t have to worry about getting wood. I don’t have to worry about going to get ice, toting water up the hill. All that stuff,” he noted, ever grateful. Now he is enjoying his new amenities, including solar panels and net metering that allow unused power to be returned to the grid and reimbursed by the power company. For someone whose income consists of very little from Social Security and who used to spend $200 per month on ice to refrigerate food in coolers, the savings add up. When asked about his favorite part of his new home, Vernon immediately got up to show off the room that houses his “jukebox” and his collection of bluegrass CDs. A large photo of the old wheatpacking house hangs in the living room.

“IT TAKES A COMMUNITY”

Vernon, Indoor Plumbing Rehabilitation client

As of July 2018, Vernon will have lived one full year in his new home. Vernon and Vance, his neighbor, talk outside of Vernon’s home.

Vernon shares one of his many family photo albums with Liz, a TAP employee.

Vernon Gilbert
It was getting late on an August Friday in 2011, in Covington, Virginia. All John LaFlamme had in the world were the clothes on his back and a copy of his high school diploma. He had no car, no home, no family in the area, and no ID. He had just been released from prison. Time was not on John’s side. Within a few short months he would either successfully become a stable member of the community or he would fail to meet his parole requirements and end up back in prison.

Leslie Matney, who was at the time the district’s chief of probation and parole, recalled that the first afternoon, the scope of the tasks that John needed to accomplish in a short amount of time was daunting. The challenges extended as far into John’s future as she could see. “He owed thousands of dollars in court costs,” Leslie pointed out. “He was stuck in the Catch-22 of not being able to afford a permanent address without a job and not being able to get a job without being able to list a full-time address,” she said.

The Great Recession made getting a job extremely difficult. When John got out, it seemed no one was hiring. However, despite the employment opportunities in Covington being more limited than perhaps might have been the case in a larger city, there were also opportunities in Covington that would prove crucial to John’s success story.

Many returning citizens like John exit prison without a support network. For them, the sink-or-swim nature of release makes the challenge to find the right tools critical. To connect returning citizens to the services and resources that already exist, Virginia created local Reentry and Community Collaboration Councils. The councils brought together state, local, private, and community-based organizations to make better use of existing resources and, ultimately, to help returning citizens build their skills, practice good habits, and keep their positive momentum to improve their chances of gaining good jobs and remaining out of prison permanently.

Upon his release at 4:00 p.m. on a Friday, within an hour, John had obtained a temporary place to stay at a motel and met up with TAP Virginia CARES’ Lawrence St. Clair. The two talked about the obstacles facing John and began to connect. John began to work with our Virginia CARES staff regularly and attended the computer classes and the Thinking for a Change program there. He volunteered. He used all the tools that CARES offered to turn his hard work into tangible results.

Slowly, John gained momentum. Through his volunteering in the community, he made a connection with Debbie Barber of Motor-Vation Lawn Care, who hired him part-time and taught him landscaping. With a work history and references on his applications, John eventually found full-time employment with benefits. He went from staying in a motel to renting a small garage apartment, which he renovated, to owning the house in front of the garage apartment. Today, he is active in the faith community and serves as a board member for Virginia CARES, Inc.—where he continues to work alongside former Chief of Probation and Parole Leslie Matney.

Reflecting on John’s progress and his role on the CARES board of directors, Leslie summarized the value of John’s progress as a source of experience and encouragement for the whole organization: “To have John’s perspective, to have that voice on our board is so valuable.”

When asked about the key to his success, John’s answer is almost a perfect mirror image of Leslie’s. Her career in probation and parole and its lessons of building a community of support for returning citizens have led her to conclude that “it takes a village” to help formerly institutionalized people.

John, meanwhile, reflected on his story and what he most often shares with those he mentors now: “Nobody can do it by themselves.”

"Nobody can do it by themselves.”
- John, Virginia CARES client

James Wall, TAP Virginia CARES staff member, speaks highly of John and what he’s been able to accomplish despite his challenges.

Leslie Matney, John’s parole officer at the time of his release, believes “it takes a village” to help formerly institutionalized people.

Anne St.Clair and her husband Lawrence helped John get on his feet by renting him a small garage apartment.
With your support, we can continue supporting those in need. Here are a few ways you can get involved.

HELP US SPREAD THE WORD ABOUT TAP AND OUR SERVICES BY SHARING THIS DOCUMENT WHEN YOU’VE FINISHED READING IT.

LEARN MORE ABOUT US BY TAKING A TOUR. CALL 540.283.4866.

INDIVIDUALS AND BUSINESSES CAN SIGN UP TO VOLUNTEER BY CALLING 540.283.4486. VOLUNTEER HOURS HELP US MEET GRANT REQUIREMENTS AND WE HAVE MANY POSITIONS AVAILABLE.

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.
**SHOW ME THE MONEY**

**REVENUES**
Grants ........................................ $18,688,551
USDA ........................................... 671,381
Program income .......................... 137,096
Rental income ............................... 99,320
Other earned income ..................... 888,936
Local cash ...................................... 274,091
Contributions ............................... 2,454,489
Interest .......................................... 5,776
In-kind .......................................... 994,760
**TOTAL SUPPORT & REVENUE ... $21,995,410**

**EXPENSES**
Program services ............... $19,340,656
Supporting Services:
Management & general .............. 1,880,069
Fundraising ................................. 555,093
Total supporting services .......... 2,435,162
**TOTAL EXPENSES ............. $21,775,818**

**CHANGE IN NET ASSETS ........$219,592**

---

**ASSETS**
Current Assets:
Cash & cash equivalents .......... $153,468
Grants receivable ..................... 1,361,309
Other receivables ..................... 646,512
Other assets .............................. 32,990
**TOTAL CURRENT ASSETS .. $2,194,279**
Property & Equipment-Net .......... 4,998,611
Organization Costs-Net ............. 968,000
**TOTAL ASSETS ............. $8,160,890**

**LIABILITIES**
Current liabilities:
Accounts payable & accrued expenses .......... $1,106,789
Lines of credit ............................. 633,730
Current portion of notes payable ...... 69,879
Annual leave .................................. 40,579
Deferred revenue ..................... 563,609
**TOTAL CURRENT LIABILITIES ...$2,414,586**
Long-Term Portion of Notes Payable .......... $872,053
**TOTAL LIABILITIES .............$3,286,639**

**NET ASSETS ...........$4,874,251**

---

**REVENUE SOURCES**
- 81% Federal
- 6% State
- 5% Localities
- 5% In-kind
- 4% Other
- 1% Income
- 1% United Way
- 1% Donations

---

**ECONOMIC INVESTMENT**
- 55% Salaries of 300+ people
- 20% Contractual (local contractors, partnerships, legal, and financial services)
- 8% Supplies (office and program materials)
- 5% In-kind (donated space, time, etc)
- 5% Other (training, client and employee recruitment, liability insurance, utilities)
- 3% Travel (for client services and training)
- 2% Space (payment to local property owners)
- 1% Emergency assistance for clients
- 1% Operating expenses on rental properties
- 0% Interest
- 1% United Way
- 1% Donations

---

**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**
- Education & Career Development
- Business & Economic Development
- Housing & Community Solutions

Federal, state, local, & private foundation grants, individual & business donations

---

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.
ENROLLMENT
Funded enrollment ................................................. 997
Average monthly enrollment ............................. 97%
Total number of children served .......................... 1,371
Total number of families served ......................... 1,242
Total number of pregnant women served ...... 81
Eligible preschoolers served ................................. 433
Eligible infants & toddlers served ....................... 239

PROGRAM DATA
Percentage of infants & toddlers who are up-to-date on their physicals ........................................ 84%
Percentage of preschoolers who are up-to-date on their physicals ........................................ 100%
Percentage of infants & toddlers who received a dental exam ........................................ 23%
Percentage of preschoolers who received a dental exam ........................................ 36%
Percentage of preschoolers who are up-to-date with immunizations ................................ 100%
Percentage of infants & toddlers who are up-to-date with immunizations .......................... 100%

PREPARING CHILDREN FOR KINDERGARTEN
Infant/Toddler Curriculum ................................. The Creative Curriculum for Infants, Toddlers, and Twos
Preschool Curriculum ................................. 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 kindergartens 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 .......... 82

PROGRAM REVIEWS
- TAP Head Start’s last federal monitoring review was completed in April 2018 and had no deficiencies.

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 2017</th>
<th>Spring 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Emotional</td>
<td>56.28%</td>
<td>90.3%</td>
</tr>
<tr>
<td>Physical</td>
<td>63.83%</td>
<td>92.77%</td>
</tr>
<tr>
<td>Language</td>
<td>54.39%</td>
<td>90.23%</td>
</tr>
<tr>
<td>Cognitive</td>
<td>49.07%</td>
<td>89.55%</td>
</tr>
<tr>
<td>Literacy</td>
<td>51.91%</td>
<td>89.28%</td>
</tr>
<tr>
<td>Mathematics</td>
<td>45.54%</td>
<td>82.45%</td>
</tr>
</tbody>
</table>

* According to Teaching Strategies Gold assessments

FUNDING SOURCES & AMOUNTS
HHS: Head Start & Early Head Start .................. 9,348,650
USDA: Head Start & Early Head Start ............... 640,395
Co-pays for Before and After Care (HS & EHS) ...... 4,041
Child Care Block Grant .................. 32,826
City of Salem .............................................. 21,000
Other Income (including private donations) ........ 7,500
TOTAL ............................................... $10,061,372

2017-18 PROPOSED BUDGET
Personnel ........................................ 4,774,043
Administrative ................................ 1,098,337
Facilities ........................................ 957,831
Other ........................................... 64,489
Contracts .......................................... 892,084
General Insurance .................. 54,285
Nutrition ........................................ 791,041
Training & Technical Assistance .......... 122,376
Transportation ...................... 360,000
Staff Travel ...................... 46,058
Supplies .................................. 113,750
Parent Activities .................. 16,400
TOTAL ........................................ $9,988,724

2017-18 ACTUAL
Personnel ........................................ 6,009,037
Administrative ................................ 952,858
Facilities ........................................ 1,179,413
Other ........................................... 94,856
Contracts .......................................... 634,626
General Insurance .................. 48,901
Nutrition ........................................ 500,663
Training & Technical Assistance .......... 99,349
Transportation ...................... 107,931
Staff Travel ...................... 48,528
Supplies .................................. 345,220
Parent Activities .................. 10,000
TOTAL ........................................ $10,059,660
EARLY HEAD START-CHILD CARE PARTNERSHIPS ANNUAL REPORT

ENROLLMENT
- Funded enrollment .................................................. 148
- Average monthly enrollment .................................. 98%
- Total number of children served ............................... 239
- Total number of families served ............................... 220

PROGRAM DATA
- Percentage of infants & toddlers who are up-to-date on their physicals .............................................. 60%
- Percentage of infants & toddlers who received a dental exam ............................................................ 14%
- Percentage of infants & toddlers who are up-to-date with immunizations ........................................ 96%

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

FUNDING SOURCES & AMOUNTS
- HHS: Early Head Start ............................................ $2,792,155
- TOTAL ........................................................................ $2,792,155

PROGRAM REVIEW
- The last federal monitoring review was completed in April 2018 and had no deficiencies.

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 .......................... 15

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 2017</th>
<th>Spring 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Emotional</td>
<td>87.67%</td>
<td>93.53%</td>
</tr>
<tr>
<td>Physical</td>
<td>87.58%</td>
<td>94.92%</td>
</tr>
<tr>
<td>Language</td>
<td>80.68%</td>
<td>84.17%</td>
</tr>
<tr>
<td>Cognitive</td>
<td>90.34%</td>
<td>94.24%</td>
</tr>
<tr>
<td>Literacy</td>
<td>89.58%</td>
<td>94.24%</td>
</tr>
<tr>
<td>Mathematics</td>
<td>85.42%</td>
<td>89.93%</td>
</tr>
</tbody>
</table>

* According to Teaching Strategies GOLD assessments

2017-18 PROPOSED BUDGET
- Personnel .............................................................. $469,881
- Administrative ................................................... 1,200,667
- Facilities .............................................................. 19,397
- Other ...................................................................... 8,000
- Contracts .............................................................. 1,764,877
- General Insurance .................................................. 11,268
- Training & Technical Assistance ......................... 59,125
- Staff Travel ............................................................ 18,440
- Supplies ................................................................. 120,500
- TOTAL .................................................................... $2,792,155

2017-18 ACTUAL
- Personnel .............................................................. $396,257
- Administrative ................................................... 1,171,527
- Facilities .............................................................. 100,987
- Other ...................................................................... 24,147
- Contracts .............................................................. 1,797,045
- General Insurance .................................................. 4,776
- Training & Technical Assistance ......................... 66,288
- Staff Travel ............................................................ 13,445
- Supplies ................................................................. 122,900
- TOTAL .................................................................... $2,843,372
INDIVIDUAL DONORS

Sean Adkins
Vicky G. Agron
David M. Aldridge
David K. Allen
Debbie Anderson
Sheila M. Anderson
Andrew Anguiano
Anonymous Donors
Billy T. Arnold
Valentina Arriaga-Rangel
Christy Arthur
Craig Balzer
Rebecca Balzer
Muriel D. Bannister
Vytte M. Barnes
Steve Barnett
Susan R. Barnett
James W. Belcher
Melva Belcher
Candace Bell
Herbert L. Belton, III
Frances A. Berry
William D. Bestpitch
Donald C. Bibby
Lew Bishop
Rita D. Bishop
Evelyn F. Board
Stephen J. Bowery
Mark Bowles
Christine C. Boyd
Mary Catherine Boyd
Mary B. Boyes
Nilto Brabo
Family of Cabell Brand
Margaret Bright
Tracy Brooks
Christine Broughton
James R. Brown
Jessica L. Brown
Patricia S. Brown
John M. Butler
Kimberly M. Butler
Lisa Caldwell
Karen M. Callaway
Bonnie J. Callaway
Sonja Calloway
Patrick Carroll
Mark Cathey
James C. Charlton
Alfred O. Chevalier, Jr.
Curtis Clark
Lee Clark
Wallace H. Clark
Monique Clement
Kim Clymer
Carla Cody
John R. Coleman
Justin Collette
Kirsten Conti
Libba Cooper
James G. Cosby
Noel B. Cosby
Kjersten Croke
Steve Cronenmeyer
Erica Cundiff
Linda J. Danielle
Anne-Paige Darby
Doreen E. Davis
Mark Dempsey
Afra DeVries
Diane D’Orazio
John S. D’Orazio
Sharol Y. Dungee
Thomas M. Dunkenberger
Adrianna M. Duran
Michelle L. Dykstra
William D. Edgell
Ted Edlich
Carla M. Edmonds
Aldith A. Ellis
Waleck Ellis
Doris Ennis
Hugh Ennis
Barbara Evans
Deneen Evans
Evette Evans
Jennifer Eversole
Anne Fairbanks
Rosalind Farrera
Crystal Ferratt
Robert H. Fetzer
Mariana Fortier
Cynthia Franlin
W. H. Fralin
Christopher Frost
Stephanie Frost
Jean Galloway
Sarah Gabrell
Brian S. Gentry
Andy Goldstein
Bob Goodlette
Maryellen F. Goodlette
Kim Gregory
Sylvia A. Gunn
Brenda Hale
Ruth E. Hale
Andrea Haley
Gloria Hamlen
Richard Hamlen
Shirley L. Hammonds
Geneva M. Hanna
Patricia L. Hardy
Kenneth Harper
Melissa Harper
Amy Hatheway
Stepheny M. Hernandez
Michael J. Hertz
Debbie Holdren
Dana Horan
Judy L. Hough
Samatha J. Hough
Ricky Howell
Edward Hirnaya
Mae Huff
Brenda S. Hunt
Sam Hunt
Lowell F. Inhorn
John S. Jackson
Kathleen M. Jackson
Shalik Jafar
Ashok Jain
Carla L. James
William H. Jennings, Jr.
Warren T. Johns
Bonnie Johnson
Calvin H. Johnson
Dana Johnson
David L. Jones
Delphina L. Jones
Justine Jones
Charlotte A. Jordan
Tiffany H. Jordan
Rita Joyce
Baraka Kasona
Debra L. Kavanaugh
Eloise Keats
John F. Keeney
Nancy Kelderhouse
Emily P. Kincer
Bill King
Carol King
LeeAnn M. King
Sonia N. King
Lauren Kitts
Brad Knopf
LaVerne Lark
Mariana Laughlin-Fortier
Stephen S. Laughlin
Anna L. Lawson
Thomas T. Lawson
Aaron Layman
Sherman Lea
David Lee
Dennis Leftwich
Frank Leftwich
Heather D. Leftwich
Annette M. Lewis
John F. Lewis
Lee Lewis
Sandy Light
Carlos Lima
Janet M. Lineberry
Kevin Lockhart
Eric Long
Debra Lovelace
Daniel E. Lyons
Karen A. Lyons
Cliff Mack
William Marmion
William Marmion
Donors

Corporate Donors

Alleghany County
Allstate
Amazon
Appalachian Power Co.
Bath County
BB&T
Bethel AME Church
Botetourt County
Brown Edwards
Building Specialists, Inc
Carilion Clinic
Chipotle Mexican Grill
City of Buena Vista
City of Covington
City of Lexington
City of Roanoke
City of Salem
Community School
Craig County
Delta Omega Foundation
Deschutes Brewery
First Evangelical Presbyterian Church
Fleet Feet Sports
Fork in the Alley Foundation for Roanoke Valley
Gabriel Brothers, Inc.
General Electric
Healthcare Corporation of America (HCA)
Hughes and Associates
Kimball High School National AA
Kingdom Counseling Services, LLC
Leisure Media 360, Inc.
Local Governments
Norfolk Southern Corporation
Rappahannock
Roanoke Branch NAACP
Roanoke County
Roanoke Gas Company
Roanoke Higher Education Center
Roanoke Natural Foods Co-Op
Roanoke Valley Orthodontics
Rutherfoord, A Marsh & McLennan Co.
Southern Christian Leadership Conference
Southern Government
Starr Hill Brewery
SunTrust Foundation
Transitions Consulting, Inc.
Truist, Inc.
United Healthcare
United Way of Roanoke Valley
United Way of South Hampton Roads
Verizon
Virginia Capital Strategies
Virginia Community Action Partnership
Volatia Language Network
Woods Rodgers PLC

We ask forgiveness of any donor we may have left off this list. Please call 540.283.4866 for corrections.
BOARD OF DIRECTORS

Civic/Community Representatives
David K. Allen, Pinnacle Financial Partners
John S. D’Orazio, Salvation Army Roanoke Valley
Deneen Evans, Radford University School of Social Work
Jennifer Eversole, Management Stack
Brenda L. Hale, Local Colors
Michael J. Hertz, Roanoke Bar Association
Rita Joyce, Susan G. Komen Virginia Blue Ridge Affiliate
Kevin Lockhart, Carter Bank and Trust
Sandra Pratt, CCS Nonprofit Resource Center
Keith A. Rickoff, Freedom First Credit Union
Dr. David Trinkle, Fork Restaurants

Public Officials
Richard Byrd, County of Bath
Joe Cobb, City of Roanoke
Dan Collins, County of Craig
Arne Glaeser, City of Lexington
Billy W. Martin, Sr., County of Botetourt
Charlotte Moore, County of Roanoke
Melinda Payne, City of Salem
Thomas H. Sibold, City of Covington
Andrea Stogdale, County of Rockbridge
Harriet Woodward, County of Alleghany

Low Income Representatives
Andrea Ames, Head Start Policy Council
Craig Balzer, This Valley Works Board of Commissioners
Ron D. Boyd, Local Office on Aging, Inc.
Monique Clement, Homeless Advisory Council
Kim Gregory, Head Start Advisory Committee
Baraka Kasongo, Family Service of Roanoke Valley
Charles Price, Harrison Museum of African American Culture
Cleo Sims, Southern Christian Leadership Conference
Clarice Walker, Loudon-Melrose Neighborhood Organization
Lorena Taylor-Rollins Wilson, Roanoke Branch NAACP

Officers
Charlotte Moore, Chair of the Board
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
This year we hosted the first Roanoke’s Voice fundraiser at the Jefferson Center, where local talent took to the microphone to compete for the top prize. Guests enjoyed samplings from local restaurants and the musical talents of 12 performers, all while raising over $10,000 for Sabrina’s Place and Domestic Violence Services!

First place went to gospel singer Bernadette Brown, with Melissa Oretade and Lady LOE taking home second and third. Our very own Libba Cooper took home the Audience Choice award. Congratulations to all, and we look forward to hosting this great event again next year!

BIG THANKS TO OUR SUPPORTERS WHO RAISED $10,000 TO HELP KEEP FAMILIES SAFE!