TOTAL ACTION FOR PROGRESS
2019–2020 ANNUAL REPORT
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<td>DONORS</td>
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<td>25</td>
<td>BOARD OF DIRECTORS</td>
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</tbody>
</table>
OUR MISSION

TAP helps individuals and families achieve sustainable, equitable economic and personal independence through education, employment, affordable housing, and safe and healthy environments.
This is not the letter we thought we’d be writing to commemorate TAP’s 55th anniversary.

Who among us ever imagined our nation challenged in quite the way it is now—our lives constrained by a global pandemic, so many of our fellow citizens’ livelihoods and our economy devastated by the pandemic’s effects, and our streets overflowing with protestors standing in solidarity with, and demanding justice for, marginalized people and communities of color. So much anger and sadness and fear and grief can be overwhelming. Our national wounds run deep.

Yet hope is not impossible to find, even in times as trying as these, and it is not nearly as fragile a thing as many of us think. It is, as author and poet James Baldwin noted, a thing that “is invented every day”—a tougher and more elemental force born from our raw emotion and struggle and given life by our ability to imagine something different than where we find ourselves today. We’ve seen it give a young woman the strength to get her GED after recovering from a gunshot wound to the head; spur a community to help a neighbor renovate his childhood home, bringing running water and electricity to it for the first time; and drive Ashley, the young woman profiled in this report, to pursue her dreams after multiple, heartbreaking setbacks. We’ve heard it in John Lewis’ voice exhorting all of us to “get into good trouble, necessary trouble,” in order to insist we live up to our founding ideals.

That is our calling and our challenge: to create spaces that foster hope’s invention and allow equal participation in our society. On the occasion of our 55th anniversary, we recommit ourselves to that work and ask you to join us in our endeavor, knowing its importance will only grow as we face our future as a community, a people, and a nation.
the story of
ASHLEY WADE
A SINGLE MOTHER; A SURVIVOR; A WOMAN ACHIEVING HER DREAMS—
HOW YOUR DONATIONS HELPED MAKE IT HAPPEN.
"I thought. You know: I am at the bottom. I might as well go for my dreams."

That’s how Ashley Wade describes the moment that she decided to follow her dream to be a doctor. It was an ambitious goal, especially considering how she had just uprooted her life. A single mother of four, Ashley was technically homeless, having returned to Roanoke to stay with family after a tornado had forced her to relocate from Greensboro. Ashley is an admittedly driven person, and she wasn’t motivated to simply restore her status quo—she wanted to use the setback as a chance to build an even better life for herself and her family. Our SwiftStart program gave her exactly the tools she needed to completely recalibrate the course of her life in just two years.

In Greensboro, seven years ago, Ashley had felt like the chaos of her previous life was finally settling. She had gone to Greensboro with her four children after domestic violence left her in the intensive care unit at Roanoke Memorial Hospital, relearning how to walk. In Greensboro, she found a job in human resources at the post office. While she dreamed of one day becoming a heart surgeon or anesthesiologist, the post office job provided for her kids and, importantly, was stable.

In April 2018, a tornado tore through the city and uprooted Ashley’s family once more. Unsure of what else to do, Ashley came back to Roanoke. She and her kids spent the next 12 months without a permanent home, relying on the care of family. “We had nothing of our own. I’ve never not been able to provide for my children. Depend on others was hard for me to do,” Ashley says.

As Ashley struggled to find another stable job, a thought struck her: Why find just another job? With literally nothing to lose, she knew that this was the moment to pursue the dream of becoming a doctor. She couldn’t put it off again.

To be a doctor, Ashley would need at least three things: a medical degree, job experience in healthcare, and the support to pursue both while raising four kids. A friend directed her to the Roanoke Higher Education Center to find help. It’s there that she recognized TAP on the directory.

“TAP has a lot of resources,” she remembers thinking, “and they offer a certified medical assistant program.” For Ashley, this was perfect. In need of a job, she knew that Carilion is a big employer in Roanoke, and in need of experience, the CCMA program could get her foot in the door of the healthcare field. She went into the office to see how TAP might help. Quickly, Ashley enrolled in SwiftStart.

As part of our focus on providing the whole family with services, we created SwiftStart in 2015 as a pilot program with the support of the Department of Labor. Designed to address the needs and barriers faced by both parents and children, its goal is to assist working parents to secure higher-wage jobs. The program helps participants find childcare and can pay for it while parents train for careers in healthcare, information technology, or advanced manufacturing.

It was the perfect opportunity for a single mom, new to the area, seeking to start a new career in healthcare. Ashley recalls her time in SwiftStart as frenetic. She was training for her medical assistant certification and taking classes at Mary Baldwin College (also in the Higher Ed Center). She credits the always-friendly SwiftStart staff in helping her adjust to the life of a mom/student/healthcare professional. “They were amazing. They always met me with a smile, and they always came through no matter what I needed,” Ashley says.

For Ashley, TAP’s two-generation approach meant enrolling her two-year-old in our Early Head Start program, which provides critical early education for young children up to two
through the late nights. One of her top priorities is to be a role model to them. “Success is having a goal. I wanted better for us. I wanted to show my kids that Mommy’s never going to give up. No matter how hard it is, just never give up,” she says. While juggling all the responsibilities, she continued to work hard, and the hard work paid off.

Ashley was offered a job before graduating from the program, pending her passing the final certification test. “My proudest moment was when I finished the test and saw that I passed. After all the long days and all the homework and studying, proving that I had the skills and knowledge was the best part,” she says.

Ashley started her new job as a certified medical assistant at Carilion in September 2019. She and her kids live in a house and the family has a new car. While she is proud of these achievements and loves her work, this is only the beginning for Ashley’s new life. “Before coming to TAP, I had less confidence about the future. It was fuzzy, but now it is a clear, bright picture. I feel like there are endless opportunities,” Ashley says.

Looking back on how far she’s come, Ashley has a clear message to those in her position: “Don’t be embarrassed to ask for help. Come to TAP. It will be the best thing you do for you and your family.” She’s already encouraged three friends to sign up for SwiftStart. Convincing them was easy after they saw her success.
Some names and likenesses have been changed to protect privacy.
TAP was born out of the Economic Opportunity Act of 1964, which itself was a product of the Civil Rights era. As a result, we will not accept, support, or fund organizations that perpetuate or support racism, homophobia, or transphobia.

FOR 55 YEARS, we have pried open poverty’s door to address its root causes, from poverty to income inequality. Since the beginning, we have recognized that poverty has a deeply disheartening effect, and that our nation becomes stronger and better when more of us participate meaningfully in our economy and our democracy.

Combating poverty and creating progress in our community are not easy, but they are vital today more than ever.

BRINGING HOPE HOME is an annual campaign for philanthropic support of TAP. Through this campaign, you can partner with us as we create opportunities for education, careers, safety, and health.

Your support of Bringing Hope Home can take the form of a financial contribution to any of the following areas of TAP’s work:

- Education and Employment
- Housing
- Domestic Violence and Family Services
- Financial Services
- The area of greatest need or opportunity

TAP welcomes one-time gifts as well as monthly contributions.

To make your impact today, visit TAPINTOHOPE.ORG/DONATE
### REVENUES

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>$18,431,716</td>
</tr>
<tr>
<td>USDA</td>
<td>$638,350</td>
</tr>
<tr>
<td>Program income</td>
<td>$177,200</td>
</tr>
<tr>
<td>Rental income</td>
<td>$7,696</td>
</tr>
<tr>
<td>Other earned income</td>
<td>$317,700</td>
</tr>
<tr>
<td>Local cash</td>
<td>$222,305</td>
</tr>
<tr>
<td>Contributions</td>
<td>$222,318</td>
</tr>
<tr>
<td>Interest</td>
<td>$10,375</td>
</tr>
<tr>
<td>In-kind</td>
<td>$213,062</td>
</tr>
<tr>
<td>TOTAL SUPPORT &amp; REVENUE</td>
<td>$23,244,612</td>
</tr>
</tbody>
</table>

### EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$21,071,483</td>
</tr>
<tr>
<td>Supporting services:</td>
<td></td>
</tr>
<tr>
<td>Management &amp; general</td>
<td>$1,802,008</td>
</tr>
<tr>
<td>Program development</td>
<td>$558,639</td>
</tr>
<tr>
<td>Total supporting services</td>
<td>$2,360,647</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>$23,432,130</td>
</tr>
</tbody>
</table>

### CHANGE IN NET ASSETS

<table>
<thead>
<tr>
<th>Change in Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$-187,518</td>
</tr>
</tbody>
</table>

### REVENUE SOURCES

- 75% Federal
- 14% In-kind
- 6% State
- 2% Other
- 1% Localities
- 1% Donations
- 1% United Way

### ECONOMIC INVESTMENT

- 27.2% Space (payment to local property owner)
- 23.0% Travel (for client services and training)
- 19.1% Contractual (local contractors, partnerships, legal and financial services)
- 14.0% In-kind (donated space, time, etc.)
- 5.4% Supplies (office and program materials)
- 4.9% Interest
- 3.95% Other (training, client and employee recruitment, liability insurance, utilities)
- 3.85% Operating expenses (for rental properties)
- 3.79% Emergency assistance for clients
- 3.76% Salaries of 300+ people
- 1% United Way
- 1% Donations
- 1% Localities
- 1% In-kind
- 6% State
- 2% Other

### ASSETS

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets:</td>
<td></td>
</tr>
<tr>
<td>Cash &amp; cash equivalents</td>
<td>$28,415</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>$1,447,320</td>
</tr>
<tr>
<td>Other receivables</td>
<td>$977,315</td>
</tr>
<tr>
<td>Other assets</td>
<td>$28,529</td>
</tr>
<tr>
<td>TOTAL CURRENT ASSETS</td>
<td>$2,101,779</td>
</tr>
<tr>
<td>Property &amp; equipment – net</td>
<td>$4,716,850</td>
</tr>
<tr>
<td>Note receivable – related party</td>
<td>$968,000</td>
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<tr>
<td>TOTAL ASSETS</td>
<td>$7,786,629</td>
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</table>

### LIABILITIES

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable &amp; accrued expenses</td>
<td>$1,080,293</td>
</tr>
<tr>
<td>Lines of credit</td>
<td>$449,621</td>
</tr>
<tr>
<td>Current portion of notes payable</td>
<td>$777,948</td>
</tr>
<tr>
<td>Annual leave</td>
<td>$23,450</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>$648,609</td>
</tr>
<tr>
<td>TOTAL CURRENT LIABILITIES</td>
<td>$2,379,921</td>
</tr>
<tr>
<td>Long-term portion of notes payable</td>
<td>$603,927</td>
</tr>
<tr>
<td>Net Assets without donor restrictions</td>
<td>$4,202,781</td>
</tr>
<tr>
<td>TOTAL LIABILITIES &amp; NET ASSETS</td>
<td>$7,786,629</td>
</tr>
</tbody>
</table>

### REVENUE SOURCES

- 75% Federal
- 14% In-kind
- 6% State
- 2% Other
- 1% Localities
- 1% Donations
- 1% United Way

### TAP RECAPTURES FEDERAL AND STATE FUNDS

For our local clients, the impact of each dollar is multiplied many times over. The grants and funding that TAP receives help to create a critical role by acting as match dollars for grant applications. For every dollar contributed locally, TAP is able to leverage $52 toward life-changing programming.

### TAP’S FINANCES: facts figures

#### GRANTS

- $18,431,716
- USDA: $638,350
- Program Income: $177,200
- Rental Income: $7,696
- Other Earned Income: $317,700
- Local Cash: $222,305
- Contributions: $222,318
- Interest: $10,375
- In-Kind: $213,062

#### TOTAL SUPPORT & REVENUE

- $23,244,612

#### EXPENSES

- Program Services: $21,071,483
- Supporting Services:
  - Management & General: $1,802,008
  - Program Development: $558,639
- Total Supporting Services: $2,360,647

#### TOTAL EXPENSES

- $23,432,130

#### CHANGE IN NET ASSETS

- $-187,518

#### ASSETS

- Current Assets:
  - Cash & Cash Equivalents: $28,415
  - Grants Receivable: $1,447,320
  - Other Receivables: $977,315
  - Other Assets: $28,529
- Total Current Assets: $2,101,779
- Property & Equipment: $4,716,850
- Note Receivable – Related Party: $968,000
- Total Assets: $7,786,629

#### LIABILITIES

- Current Liabilities:
  - Accounts Payable & Accrued Expenses: $1,080,293
  - Lines of Credit: $449,621
  - Current Portion of Notes Payable: $777,948
  - Annual Leave: $23,450
  - Deferred Revenue: $648,609
- Total Current Liabilities: $2,379,921
- Long-Term Portion of Notes Payable: $603,927
- Net Assets without Donor Restrictions: $4,202,781
- Total Liabilities & Net Assets: $7,786,629

#### PROGRAMS

- Program Services: $21,071,483
- Supporting Services:
  - Management & General: $1,802,008
  - Program Development: $558,639
- Total Supporting Services: $2,360,647

#### NET ASSETS WITHOUT DONOR RESTRICTIONS

- $4,802,781

#### TOTAL LIABILITIES & NET ASSETS

- $7,786,629
Total number of children served....................................................1,221
Total number of families served .....................................................1,126
Average monthly enrollment ..........................................................98%

ENROLLMENT
Funded enrollment.................................................................997
Total number of children served.................................1,221
Total number of families served.................................1,126
Total number of pregnant women served.................81
Eligible infants & toddlers served........................................330
Eligible preschoolers served...............................................300

PROGRAM DATA
Percentage of infants & toddlers who are up-to-date on their physicals.................................................79%
Percentage of preschoolers who are up-to-date on their physicals.....................................................72%
Percentage of infants & toddlers who received a dental exam.................................................................31%
Percentage of preschoolers who received a dental exam...............................................................46%
Percentage of infants & toddlers who are up-to-date with immunizations........................................63%
Percentage of preschoolers who are up-to-date with immunizations..............................................74%

FUNDING SOURCES & AMOUNTS
Child Care Block Grant..................................................12,000
Co-pays for Before and After Care (HS & EHS).................21,000
USDA: Head Start & Early Head Start................................630,000
TOTAL ..............................................................................................$9,768,357

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

PREPARING CHILDREN FOR KINDERGARTEN
Infants/Toddlers Curricula............................................ Creative Curriculum for Infants, Toddlers, and Twoes and Teaching Strategies GOLD online assessments
Preschool Curricula............................................ Creative Curriculum for Preschoolers, Tools of the Mind, and Teaching Strategies GOLD online assessments

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...........................................1,084

Note: some of our normal program activities and outcome percentages were affected due to the COVID-19 pandemic.

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

<table>
<thead>
<tr>
<th>School Readiness Skill</th>
<th>Fall 2019</th>
<th>Spring 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social-Emotional</td>
<td>79.94%</td>
<td>89.77%</td>
</tr>
<tr>
<td>Physical</td>
<td>80.23%</td>
<td>93.65%</td>
</tr>
<tr>
<td>Language</td>
<td>77.85%</td>
<td>86.16%</td>
</tr>
<tr>
<td>Cognitive</td>
<td>71.57%</td>
<td>86.64%</td>
</tr>
<tr>
<td>Literacy</td>
<td>68.13%</td>
<td>88.75%</td>
</tr>
<tr>
<td>Mathematics</td>
<td>68.52%</td>
<td>86.77%</td>
</tr>
</tbody>
</table>

* According to Teaching Strategies GOLD assessments

Note: spring assessments were done through virtual learning during the COVID-19 pandemic.

2018-19 PROPOSED BUDGET
Personnel...............................................................$6,080,362
Administrative.................................................$425,625
Facilities.............................................................109,569
Other.................................................................1,188,725
Contracts.............................................................450,337
General Insurance.............................................56,000
Nutrition..............................................................499,469
Training & Technical Assistance......................145,091
Transportation...................................................110,000
Staff Travel.......................................................79,705
Supplies...............................................................197,369
TOTAL ............................................................................$10,284,253

2018-19 ACTUAL
Personnel...............................................................$6,310,627
Administrative.................................................$441,743
Facilities.............................................................130,847
Other.................................................................1,220,824
Contracts.............................................................728,758
General Insurance.............................................62,044
Nutrition..............................................................469,483
Training & Technical Assistance......................154,553
Transportation...................................................154,097
Staff Travel.......................................................110,330
Supplies...............................................................772,864
TOTAL ............................................................................$10,256,373
**Child Outcomes Related to School Readiness:**

Percentage of children meeting highest assessed level*

<table>
<thead>
<tr>
<th>School Readiness Skill</th>
<th>Fall 2019</th>
<th>Spring 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social-Emotional</td>
<td>84.89%</td>
<td>93.71%</td>
</tr>
<tr>
<td>Physical</td>
<td>85%</td>
<td>92.13%</td>
</tr>
<tr>
<td>Language</td>
<td>78.42%</td>
<td>83.33%</td>
</tr>
<tr>
<td>Cognitive</td>
<td>87.77%</td>
<td>95.28%</td>
</tr>
<tr>
<td>Literacy</td>
<td>82.48%</td>
<td>91.34%</td>
</tr>
<tr>
<td>Mathematics</td>
<td>70.80%</td>
<td>85.83%</td>
</tr>
</tbody>
</table>

* According to Teaching Strategies GOLD assessments

Note: Spring assessments were done through virtual learning during the COVID-19 pandemic.

### FUNDING SOURCES & AMOUNTS

<table>
<thead>
<tr>
<th>HHS: Early Head Start</th>
<th>$2,725,876</th>
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</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>$2,725,876</td>
</tr>
</tbody>
</table>

### 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: 210

Note: some of our normal program activities and outcome percentages were affected due to the COVID-19 pandemic, as well as by the start date of some of our partnerships.
CORPORATE DONORS
Allstate Foundation
Appalachian Power Company
Balchem Corporation
Bethel A.M.E Church
Blue Ridge Behavioral Healthcare
Bud Weaver Heating & Air Conditioning
Building Specialists, Inc.
Carilton Clinic
Cary Village
Carter Bank & Trust
Coca-Cola Bottling Company
Consolidated Community Foundation Serving Western Virginia
CyberGrants
Dabney S. Lancaster Community College
Deltan Omega Foundation
Doschutes Brewery, Inc.
Faith & Hope Church of God in Christ
First Citizens Bank
Foti, Pyllin, Lowen & Co.
Freedom First Credit Union
FrontStream
General Electric Foundation
General Sales of Virginia
Hill Street Baptist Church
Humana
Image Express - Covington
JM Ford & Associates
Kroger
Local Office on Aging, Inc.
Mariner’s Landing
Morgan Stanley
Morning Star Baptist Church
National Network to End Domestic Violence
Network Computing Group, Inc.
Network for Good
Omni Homestead Resorts
Optical Cable Corporation
Parrish Court United Methodist Church
Pinnacle Financial Partners
Presbytery of the Peaks
R.M. Johnson & Sons Jewelers
Rebundung Roanoke, Inc.
Rescue Mission of Roanoke
Roanoke Branch NAACP
Roanoke Gas Company
Roanoke Higher Education Center
Roanoke Natural Foods Co-Op
Roanoke Valley Orthodontics
Roanoke Valley Violence Prevention Council
Rutherford, a March & McLennan Agency
SafeHome Systems, Inc.
Schwab Charitable
Second Presbyterian Church
Sherwin Williams - Covington
Shriners Enterprises, LLC
Southeast Rural Community Assistance Project, Inc.
St. James Episcopal Church
Starr Hill Brewery
The Banexity Community Impact Fund
The Radford Counseling Group
Truist, Inc.
United Way of Roanoke Valley
Valley Baptist Association
Walmart Super Center #2332
Wells Fargo Foundation
Wendy’s - Covington
Women of the Moose - Franconia Chapter #1642
Women of the Moose - Portsmouth Chapter #1966
Women of the Moose - South Norfolk Chapter #1947
Women of the Moose - Williamsburg Chapter #1755
Women United for Community Action
Woods Rogers PLC
YourCause, LLC

INDIVIDUAL DONORS
Anonymous
Anne Adams
David and Nicole Aldridge
Randy Alston
Kelly Anderson
Sheila M. Anderson
Teresa Anderson
Ann Andrews
Billy T. and Ellen Arnold
R. Craig and Rebecca Balzer
Tammy Barry
Josh Beasley
Melva Balcher
Sophia Barkel
Dr. Nathaniel L. Bishop
Dr. Itta D. and Lew Bishop
Evelyn Board
Angela Bolden
Mark Bowles
Christine C. Boyd
Ron D. Boyd
Mary B. Boyes
Shannon Brabham
Margaret K. Bright
Chad Brown
Claudette Brown
Joseph Brown
Roy Brown
Helen Burnette
John M. Butler
Kimberly M. Butler
Angie Campbell
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Thomas Carr
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Sonya Charsley
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Scott Clarke
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Suzanne Clyburn
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Sallye Coleman
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Tabitha Cooper
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Bob S. Cowell
H. Lawrence Davidson
Larry Davidson
Michelle Davis
Alyen and Debra Davoll
Ariquia Day
Dawn Dehart
Sherrick Dev "Dev"
Frederick Dey
Martha Deyere
Jim Dillon
Patrick Dixon
Shelby Dodd
John S. D’Orazio
Carol Dotson
Daniel Drummond
Charles Dunn
Sharon Dungee

Thomas Dunkenberger
Kay Dunkley
Ron Dwyer
Joyce Earl
Ted and Liz Edlich
Ashdown Fallen
Marianne Fallen
Thomas and Jean Fallon
Terri Faw
Crystal Ferrante
Mary Ferrell
Robert H. Fetzner
Lukyn Fitzpatrick
Jeffrey M. Ford
W. Haywood Fralin
Cynthia Freeman
Melissa Friedman
Stephanie Frost
Sheri A. Fullen
Jean Galloway
Jason Garland
John and Maria Garland
Anna Goltz
Maryellen F. Goodlette
Scott Graeff
Anne-Marie Green
Brad Greenberg
Jessica Griffith
Abigail Hamilton
Richard and Gloria Hamlen
Philip Hand
Virginia Harden
Patricia Hardy
Letia Harris
Geraline Hash
Jo Ann Hayden
Tracy Haynes
Michael Heller
Marilyn Henderson
Linda Hentschel
Stepheny Hernandez
Michael J. Hertz
Christopher Hedin
Latrice Hilton
Leigh Holland
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