

THE POWER OF PEOPLE



2020 ANNUAL REPORT



OUR MISSION

To provide opportunities for economically disadvantaged people to reach their goals in order to enhance their lives, their families and their communities.

OUR VISION

Building Futures, Realizing Dreams: Our communities are safe and healthy places where people live with dignity, build futures, have a true sense of belonging, and realize their hopes and dreams for themselves, their families and their communities.

OUR PHILOSOPHY

Every person needs support from others. People Incorporated promotes the dignity of individuals and families, moves people into the economic mainstream and works to develop existing strengths and resources within communities. All of our efforts are directed by the concerns, hopes, needs and dreams of the people we serve.

THE COMMUNITY ACTION PROMISE

Community Action changes people's lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.



Northern Shenandoah

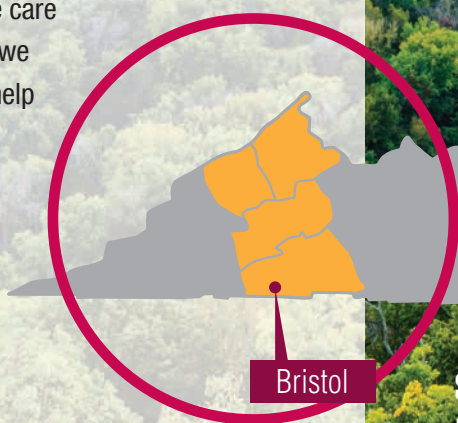
Clarke County
Frederick County
Page County
Shenandoah County
Warren County

Greater Prince William

Manassas
Manassas Park
Prince William County

Northern Piedmont

Culpeper County
Fauquier County
Rappahannock County



DESIGNATED COMMUNITY ACTION SERVICE AREAS

Southwest Virginia

Bristol
Buchanan County
Dickenson County
Russell County
Washington County

THE POWER OF PEOPLE

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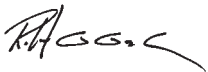
This year has been unlike any other. People Incorporated has adapted to the impact of the COVID-19 pandemic in our communities, creating new ways to continue to provide critical services. Whether transitioning to working from home, moving programs online or providing extra safety measures to staff, we have strived to provide services efficiently and effectively during the ongoing health crisis.

People Incorporated expanded emergency services to help families overcome the specific challenges posed by the pandemic. We've helped over 1,000 families avoid eviction from their homes, provided more than \$1.5 million in loans to small businesses to mitigate the financial impact of the pandemic and provided 2,200 with food through a volunteer food distribution program.

We have leaned on community partners and stakeholders during this difficult time. Despite the personal hardships faced during the pandemic, volunteers still donated nearly 87,000 hours serving their communities. We have been inspired by the resilience of the families that we serve. The stories featured in this year's report highlight the power of people to overcome challenges ranging from addiction to abuse to persistent poverty and the impact of the pandemic.

This year has demonstrated the power that people have to build a brighter future for themselves, despite the obstacles. We are grateful for the ability to continue to provide opportunities for people to reach their goals in order to enhance their lives, families and communities.

Sincerely,



Robert G. Goldsmith
President and C.E.O.



Chris Shortridge
Chairman, Board of Directors



Robert G. Goldsmith
President and C.E.O.



Chris Shortridge
Chairman, Board of Directors

“This year has demonstrated the power that people have to build a brighter future for themselves, despite the obstacles.”

FROM CRISIS TO CHANGE

Sabrina Archie

Sabrina Archie grew up in the Northern Piedmont area of Virginia as the member of a big, strong, loving family that was active in their church. At the age of 15, however, Sabrina's perfect life was shaken to its core. She was involved in a tragic car accident that resulted in several very serious injuries.



One of Sabrina's injuries required that pins and rods be placed in her left ankle. She spent more than a month in the hospital and was in a wheelchair for a year afterwards. Her injuries and medical procedures prompted her physicians to prescribe pain medication. Her doctors eventually stopped prescribing the pain medication, but addiction had taken hold and Sabrina began to experience serious withdrawal symptoms. She then made a decision that would impact her life going forward—she turned to heroin.

Over the next year, Sabrina lost her grandmother, her mother had a stroke, her cousin—who was like a sibling to her—passed away, and her parents separated. Her life was completely out of control, but she didn't realize it until it was too late. She was associating with the wrong people, using drugs, and getting into trouble that caused her to rotate in and out of jail. Sabrina soon found herself in prison. She was angry with the world, completely lost and frustrated with life in general.

After spending three years in prison, Sabrina found herself with nothing when she was released in September 2019. She was living in a homeless shelter and had to start her life over from zero. She contacted her probation officer, expecting to be frustrated by that process and to jump through hoops, but she was surprised to find that her probation officer was a very positive influence. She encouraged Sabrina and pushed her to improve her life. She referred Sabrina to People Incorporated, where she met her returning citizen coach, who encouraged and motivated her. Sabrina's story began to change. The positive influences in her life made her feel as though anything was possible.



Sabrina's probation officer (right) referred her to People Incorporated where she met her returning citizen coach (left). The positive influences in her life made her feel as though anything was possible.

“Don't let your present situation

be your final destination.” — Sabrina Archie

Sabrina knew this was her opportunity to change her life, but she had to want it and she had to fight for it. She worked with her probation officer and her People Incorporated coach to meet several goals that she had established for herself. She was determined to turn it all around.

Nearly eighteen months later, Sabrina had a job, a safe place of her own to live, a car and plan to go back to school to get her degree. Sabrina is four years sober and has her life back—a life that's better than she could have imagined.

RIDING THE COVID ROLLER COASTER

Tareena Johnson

Tareena Johnson lives in the Northern Shenandoah Valley region with her three young daughters, ages 12, 10 and 4 years old. In late 2019, Tareena began a new job as a team supervisor at a local call center. As the sole earner for her family of four, Tareena kept busy providing for her family.



Tareena had heard of coronavirus over social media, but still felt blindsided when she was laid off from her job at the beginning of the pandemic. Two days after losing her job, her children's schools also closed.

Tareena moved from Washington state to Virginia fourteen years ago, where she married her husband and fell in love with the region. Tareena became both the primary breadwinner and caregiver two years ago, when she and her husband separated. After being laid off in March 2020, she applied for unemployment benefits but soon became stuck in the bogged down system. She began juggling schooling her children at home with applications for hundreds of jobs, hoping to find one that allowed her to afford childcare and return to work full-time.

Soon, Tareena could no longer pay her rent. Although she lived paycheck to paycheck with her previous job, she had always been able to afford childcare, rent and to pay her bills on time. Now, with “zero income coming in, there was nothing to put towards rent,” she said. She feared eviction and the threat of homelessness for her young family—she hated the thought of moving her daughters around, changing schools and disrupting their lives. Tareena felt herself sliding into depression, unsure how to provide for her family.

“I am just immensely grateful and feel extremely blessed. It's been tough, but it could have been a lot worse.” — Tareena Johnson

That's when Tareena's landlord told her about the rent and mortgage relief program through People Incorporated. As soon as she heard about the program, she called People Incorporated and applied for relief. She learned that she was eligible, and the agency covered two months of her rent. Still struggling to find work, she reached out to People Incorporated a second time and was eligible for two more months of rent relief. Anxiety began to lift from Tareena's chest, and she felt like she could finally breathe again.

Around this time, assistance that she had sought at the beginning of the pandemic began to materialize. She can now afford to pay rent into the new year, allowing her family to remain in their home. Tareena has learned to ask for help, even when it's not easy. “I know for me, accepting the help was tough. It was a hit to my pride,” said Tareena.

She's been surprised by the community support during this time and continues to search for a job and help her kids learn from home until it's safe to return to the classroom. “I am just immensely grateful and feel extremely blessed, it's been tough, it's been hard, but it could have been a lot worse.”



People Incorporated's rent and mortgage relief program helped Tareena stay in her home and avoid disrupting her daughters' lives.

RESTORING HOMES RESTORING LIVES



Ronald Pollard

Ron has lived in the Northern Piedmont region for over 20 years. He has lived in Brandywine Apartments, now known as Culpeper Crossing, for 17 years. Ron is a U.S. Army veteran who was honorably discharged several years ago following a training accident while stationed in Korea.

After serving his country, Ron returned to Culpeper and worked around chemicals for many years, leading to a health condition that requires his current use of oxygen. Although he has lived in the same apartment for many years, Ron first heard of People Incorporated when the agency purchased his apartment complex.

Brandywine Apartments had been considered an eyesore in the downtown Culpeper area for many years. Before People Incorporated purchased the property, the complex consisted of 28 market-rate units with significant deferred maintenance and in dramatic need of upgrades and improvements. While technically market-rate, the units were leased at deflated rents and the property was nearly blighted.

People Incorporated first learned of the property in 2015, when a Culpeper-area board member approached the property owner about potentially purchasing and renovating the development. The agency negotiated the purchase of the property and applied for an allocation of Low-Income Housing Tax Credits (LIHTC) in 2016. When the initial application was unsuccessful, People Incorporated applied again in 2017 and was finally awarded a credit allocation that netted the project over \$1 million in equity. Additional funding was provided through a grant of over \$325,000 from the Federal Home Loan Bank's Affordable Housing Program, \$700,000 in financing through the Virginia Department of Housing and Community Development and \$2.4 million in REACH financing from Virginia Housing. The agency acquired the property later that year and began renovations in January 2019.

Construction on the property is currently underway and includes replacement and upgrade of HVAC in units, cabinetry, appliances, windows, plumbing, electrical, flooring and finishes across all units. When rehabilitation of the property is complete, five of the units will have been retrofitted for full accessibility for persons with disabilities. People Incorporated is also designing and designating 16 units as Universal Design apartments, allowing tenants to age in place with built-in accessibility features. The development will also be certified Gold by Viridiant through the Earthcraft Virginia green building program. After construction is completed in early 2021, the exterior will be significantly improved with covered breezeways, enhanced security features, extensive landscaping and a prominent property monument.

Ron says that he appreciates the changes that have been made under new management and looks forward to the changes to come, especially renovations for disabled tenants.



People Incorporated is also designing and designating 16 units as Universal Design apartments, allowing tenants to age in place with built-in accessibility features.

SEEKING HOPE FINDING HELP

Jessica McMillen

Jessica grew up in Southwest Virginia and struggled with addiction from an early age. There had never really been a high importance placed on education in her family, so it didn't seem like such a big deal when she quit high school to work.



Jessica found her herself moving from job to job and couch to couch, desperately trying to raise her two children. Eventually, her children were taken from her and placed into foster care. Jessica had never felt more alone.

Jessica knew she needed help, but she had never had good experiences asking for it. She knew she had to change her life, and she felt like she had to do it on her own. Jessica struggled through addiction recovery on her own and committed to staying clean and sober. Her determination to have a better life for herself helped her come out on the other side feeling like a different person.

“I want to give back to the community that helped build the person that I am today.” — Jessica McMillen

Jessica began to rebuild her life by pursuing her GED, building healthy relationships and applying for financial assistance. But she still wanted more. Jessica’s world changed when she found out that she was pregnant. Jessica now had an opportunity to provide a better life for her third child, Tiana. She realized that she needed to ask for help.

Jessica began by getting herself and Tiana into safe, affordable housing. They now had a place to call home—no more moving from house to house and sleeping on couches. She built a network of people around her who had her best interest at heart. When Jessica was referred to People Incorporated’s employment services, she was struggling to maintain her job, care for her daughter and secure reliable transportation. She was beginning to feel hopeless again.

Jessica enrolled in People Incorporated’s employment services hoping to obtain a zero-interest vehicle loan for purchasing reliable transportation. When a People Incorporated family coach asked her “what’s next?” Jessica felt inspired. She worked with her coach to set goals that she felt like she could achieve. She acquired transportation to maintain her job. She finally felt proactive instead of reactive.

People Incorporated’s services helped Jessica secure affordable housing, a steady income and reliable transportation. She now has the opportunity to provide a better life for her daughter, Tiana.

Soon, Jessica began seeing changes she never could have imagined for herself. She was meeting her goals and decided to focus on a new goal. She wanted a job that provided more income for her family and felt meaningful. She decided to pursue a degree in substance abuse counseling. Jessica and her family coach worked together to enroll her in classes at the local community college.

Today, Jessica has a stable home for her family, steady income, reliable transportation and is pursuing a college degree. She has strong relationships in her community that will help her to face life’s future challenges.





11,311 clients served

44% male

56% female

**Served
2,842 kids**

(under 18)



931 seniors

(65 and over)

**COVID-19 Rent
and Mortgage
Assistance
Outcomes**



Provided **1,258 households**
with over **\$3.8 million**
in rent or mortgage assistance

Total households served = 1,258

Funding provided by CARES Act and Virginia's Rent and Mortgage Relief Program; data is as of Jan. 2021.

**COVID-19 SBA Loan
Program Outcomes**



Made 53 business loans
in FY20, totaling \$1,073,381

32 of those loans (60%) were made between March and June

Created 26 jobs and retained 138 jobs

Provided 1,695 hours of training and
technical assistance to entrepreneurs

6,349
households served



63%

of families had incomes at or below 100% of the HHS poverty guideline

88%

of families had income at or below 200% of the HHS poverty guideline

Community Services Outcomes

Provided immunizations to
141 people



114 individuals
improved their health status



84 families
have a medical and dental home



Housing Services Outcomes

21 households
obtained safe affordable housing

12 families
purchased homes

Helped 31 households
escape homelessness



Workforce Development Outcomes

110 individuals
obtained employment
76 of those were at a living wage or higher



125 earned a credential or degree



1,531 volunteers
donated 86,858 hours



SMALL BUSINESS SEES BIG IMPACT

Oswaldo Mercado

Oswaldo lives in the Greater Prince William area of Virginia. He spent 19 years of his life there working as an employee of a tax and business consultant. A single parent of a 3-year-old daughter, Oswaldo had long dreamed of owning his own business.



Osvaldo spent many hours planning and preparing to launch the new business that would finally allow him to live out his dream.

Osvaldo tirelessly searched to find the best location for his business and saved all extra money he had to give it a strong start and the best possible chance of success. Finally, it all came together, and Osvaldo was able to open his own small business—OE Mercado—in late 2019.

Osvaldo's business was just getting off the ground when the COVID-19 pandemic struck the country and threw his business into turmoil. Osvaldo really felt the pinch when the stay-at-home order issued in response to the pandemic torpedoed his ability to conduct business from his office. He was forced to close the office he had worked so hard to open just a few months earlier. He knew he would need to quickly devise a plan to stay afloat as the bills kept coming in, and his salary was all but wiped out by the restrictions of the pandemic.

Osvaldo was able to conduct a few home visits with clients, but even those came with vehicle expenses that cut into his revenue. He looked around for extra work with other companies to generate some additional income to keep his business afloat but was unsuccessful as so many other businesses had been affected in much the same way as his own business. Forced lay offs and furloughs were common in the area.



“I am to the point where I can now dust myself off some because of the help from People Incorporated.” — *Osvaldo Mercado*

Unemployment benefits weren't an option despite relaxed requirements as Osvaldo was self-employed and had only generated a small income in the short time his business had been operational. He did receive some relief from the Paycheck Protection Program but only in the amount of \$2,400, again due to the short amount of time his business was operational before the forced closing of his office. He began to question the time he had sacrificed and the financial investment he'd made in opening his business. He began to doubt whether he had made the right move.

Luckily, Osvaldo ran across a social media post by People Incorporated offering help in the form of a CARES Act small business loan. After speaking with a business lending advisor at People Incorporated, Osvaldo was approved for a \$6,000 loan for working capital to help his business weather the storm.

With his dream intact, Osvaldo continues to operate his business from his home and looks forward to being able to provide a bright future for himself and his young daughter.

BIG PROJECTS STRONG PARTNERS

A woman with blonde hair tied back, wearing safety glasses and a red and white plaid shirt, is focused on a task. She is standing in front of a large window that offers a view of a green landscape with rolling hills and a body of water under a blue sky. She appears to be working on a piece of equipment, possibly a machine, as her hands are positioned near a dark, metallic surface.

Polycap, LLC

In 2019, the Chairman of the Russell County Industrial Development Authority (IDA) contacted People Incorporated about the relocation of a Canadian-based plastic manufacturer to Lebanon, Virginia.

In response to growing demand for plastic caps and closures, Polycap, LLC was interested in expanding their operations to the U.S. and had chosen Southwest Virginia as the home for its new headquarters.

Multiple partners, including the Virginia Economic Development Partnership (VEDP) and the Virginia Coalfield Economic Development Authority (VCEDA), had worked to market the Lebanon community to secure the project for Russell County. Polycap, LLC ultimately chose Lebanon due to local tax incentives, quality of the available workforce and the region's lower operating and energy costs.

Despite investments from several regional economic development funders and local legislative support, Polycap, LLC still had a funding gap and needed additional capital to make the project a reality. People Incorporated realized the project's economic development potential for the community and began working in earnest to structure a New Markets Tax Credits investment that would provide the remaining capital needed for the company to become fully operational and meet its growth and production goals.

People Incorporated provided \$9.7 million in financing to support the project, allowing the company to purchase several pieces of specialized equipment to support the injection molding manufacturing process of plastic caps, enclosures and containers and to launch a new product line focused on addressing supply shortages associated with the COVID-19 pandemic.

With the benefit of People Incorporated's investment, additional equipment has allowed the company to expand its manufacturing capacity, fueling the creation of new and accessible jobs for the community.

Amanda Ball and John Carper are two employees who benefited from the company's relocation to Lebanon. Amanda had no prior manufacturing experience but has thrived at the company. She was promoted to Quality Assurance Supervisor only six months after hire.

John Carper worked for an automotive manufacturing company for 28 years before the company closed. He was hired as a Production Manager at Polycap, LLC and is thrilled to have found work that utilizes his experience in plastic molding and allows his family to remain in the region.



With the benefit of People Incorporated's investment, additional equipment has allowed the company to expand its manufacturing capacity, fueling the creation of new and accessible jobs for the community.

A WILL TO WORK RESULTS IN CHANGE

Frankie Skeens

Frankie is the mother of two boys and was born and raised in Southwest Virginia. Frankie grew up in a low-income household where her dad worked hard at his job and as a minister. Her mom worked at a daycare center and took classes toward her degree, studying late into the night to complete it.



When Frankie was young, she was molested by a family member. The incident was swept under the rug and kept in the dark by the family but continued to impact Frankie's life. Later, Frankie attended school in St. Paul, Virginia, where she struggled at first before doing well overall.

Frankie met her husband while attending church. They dated for nearly three years when she became pregnant with their first son. Excited about starting their family, the couple married. Only six months into the marriage life's pressures began to take their toll. One evening, as Frankie and her husband were arguing about money, her husband chose to take his anger out on Asher, the oldest son, in a physical way. The couple soon divorced, but the damage had been done.

Frankie knew it was up to her to build a good life for herself and for her children. She wanted to go back to school but lacked the resources to do so. She needed childcare and a preschool program for her sons so that she could attend classes. Frankie spoke with People Incorporated staff and enrolled her sons in the Head Start program in Russell County, where Asher immediately displayed behavioral issues in the classroom. People Incorporated staff worked with Frankie to make a referral to have these addressed. As a result of the referral, Asher received a diagnosis and the help he needed.

"If you work hard enough, you reach the goals you have made, but you must work for it." — Frankie Skeens

Head Start staff also helped Frankie return to school by providing her with information about the Russell County Career and Technology Center. Frankie applied and was accepted into the LPN program. The Head Start center continued to provide a safe environment for Asher to explore new friendships and increase his socialization skills as Frankie attended school.

Frankie worked hard and obtained her LPN certification, but she wanted to take her education a step further. Frankie is currently working towards completion of the RN program while employed by a local medical provider. The divorce and first year of the nursing program was a difficult time, but Frankie's dedication to providing a good life for her children motivated her to continue to move forward.



After living with her mother until she could afford to rent, Frankie now rents her own home. The family attends counseling as Frankie and her ex-husband work towards reconciliation. The father has completed anger management classes and Frankie says that he is showing improvement. Frankie's determination for a better life for her family helped her reach her goals. "If you work hard enough, you reach the goals you have made, but you must work for it," says Frankie.

EDUCATING OUR FUTURE

FAMILY ENGAGEMENT

Family engagement at People Incorporate establishes goal-oriented relationships with families that focus on shared goals for children's learning, development and overall family well-being. Families are encouraged to engage in their child's education and develop parenting skills through research-based curricula. Families provide valuable support to program classrooms and participate in planning with their parent committees. Through volunteer service, committee involvement and representation on the program policy council, families gain leadership and advocacy skills. Staff utilize a strengths-based approach with families to identify needs, obtain resources and help families reach their goals.



Head Start and Early Head Start Financial Information

| EXPENDITURES AND BUDGET | | | |
|---------------------------------|-----------------|-------------------------|---------------------------|
| FUNDING SOURCES | Budget Category | 2019–2020 Actual (%) | 2020–2021 Proposed (%) |
| FEDERAL FUNDING \$ 4,118,760 | Personnel | 49% | 48% |
| LOCAL FUNDING \$ 21,870 | Fringe Benefits | 23% | 25% |
| | Travel | 1% | 0% |
| | Equipment | 4% | 5% |
| | Supplies | 9% | 3% |
| | Contractual | 0% | 0% |
| | Other | 14% | 19% |
| TOTAL \$ 4,140,630 | Total | 100% | 100% |

HEAD START

Children ages three to five years old are provided high-quality educational services to support their developmental growth and prepare them for school success. Children receive developmental, health and nutrition screenings to promote early detection and address their individual developmental needs. Families are supported as they set and work towards goals for their children and family. Families also receive parenting education that enhances their knowledge and skills. Program includes both center and home-based options.

EARLY HEAD START

Prenatal families and children ages zero to three years old receive individualized services to promote parent understanding of child development and to support children’s developmental growth. Children receive developmental, health and nutrition screenings to identify and address issues early. Families in center and home-based settings work towards goals that they set for their children and for themselves. Expectant families receive education on pre- and post-natal care to promote healthy outcomes.



AFFORDABLE CHILD CARE

Affordable Childcare is available for qualifying families at the Dickenson County Childcare Center in Clintwood, Virginia. Supervised, age-appropriate activities designed to promote learning take place in full-day preschool classrooms, before and after school childcare and full-day summer care for school-aged children.

HEAD START FY2020 DATA



Total number of children and families served

| | |
|------------------|-------------------------------|
| Early Head Start | 194 Children and 152 Families |
| Head Start | 253 Children and 236 Families |



Average monthly enrollment as percent of funded enrollment and percentage of children served who met eligibility guidelines

| | |
|------------------|------|
| Early Head Start | 102% |
| Head Start | 100% |



Percentage of children served who met eligibility guidelines

| | |
|------------------|-----|
| Early Head Start | 92% |
| Head Start | 92% |



Percentage of enrolled children who received medical and dental exams

Medical exams

| | |
|------------------|---|
| Early Head Start | 91% |
| Head Start | 86% -Some exams were unable to be completed this year due to the COVID-19 pandemic. |

Dental

| | |
|------------------|--|
| Early Head Start | 38% |
| Head Start | 66% -Significant reduction in dental exams due to COVID-19 restrictions. |



Family engagement activities

481 parents and former parents of enrolled children volunteered 58,597 hours in their child’s classroom/Home-Based visits, at group socialization and in completion of take-home activities

1 parent served on the People Incorporated Board of Directors

111 fathers participated in a family assessment process

101 fathers participated in the family goal setting process

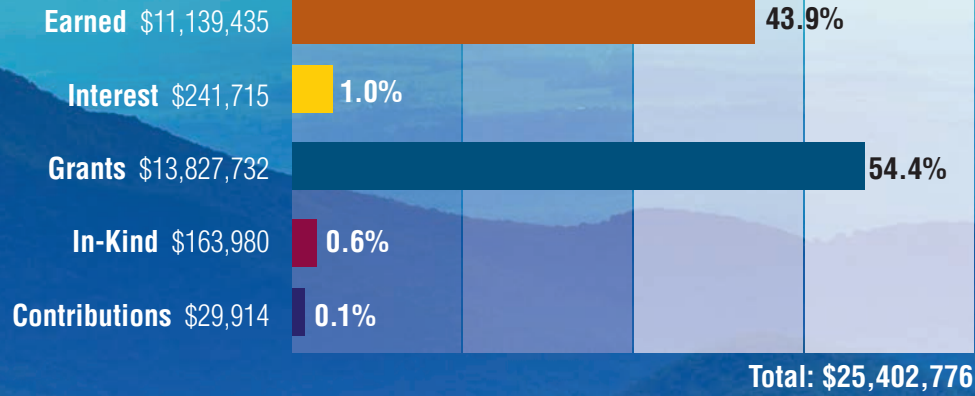
456 community volunteers and businesses donated 7,938 hours of their time and provided services and discounts to benefit children and families totaling approximately \$211,673.00



Disability information

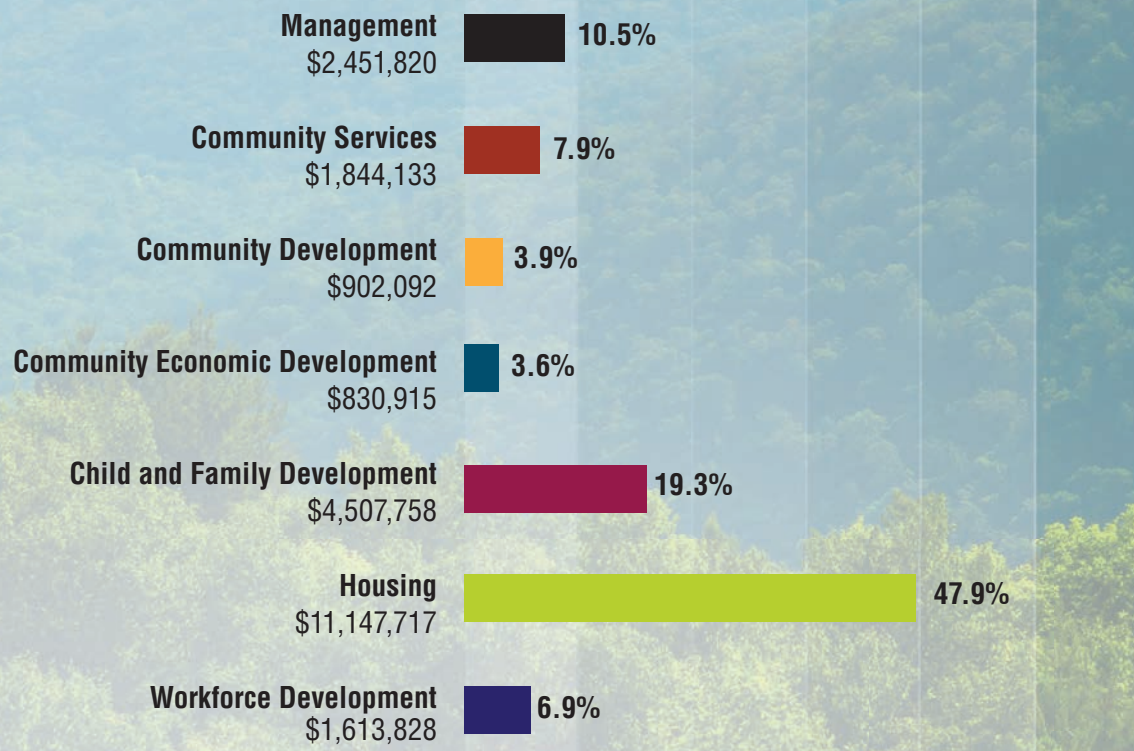
15% of the children in Head Start and 21% in Early Head Start were diagnosed with developmental disabilities

REVENUES BY FUNDING TYPE



FY2020 FINANCIAL REPORT

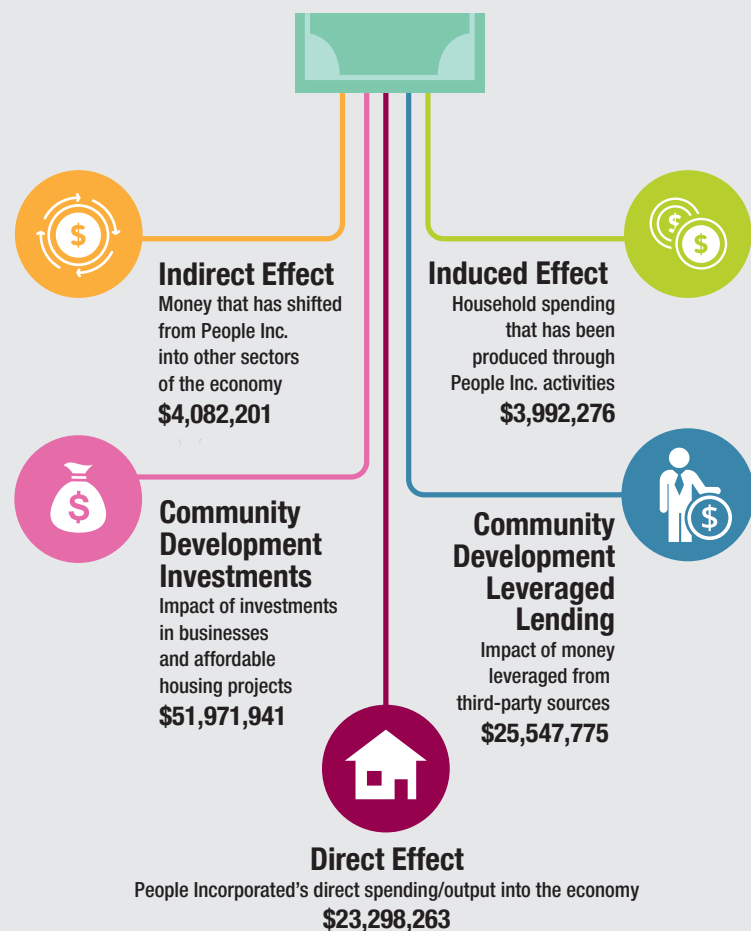
EXPENSES BY TYPE



2020 Economic Impact

For every **\$1** People Incorporated spends in Virginia, we generate **\$1.35** in economic impact.

\$1 Spending = \$1.35 Economic Impact



Total Impact = \$108,892,456



People inc.

Building Futures, Realizing Dreams™

2020 Board of Directors

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 David McCracken, Vice Chair
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 Jean Neal, Assistant Secretary
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| | |
|------------------|---------------------|
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Building Futures, Realizing Dreams™

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