



 **SOAR** ³⁶⁵

Willing & able

2020 ANNUAL REPORT

able
able
able
able
able



Three Ways to Help Us Be Best-in-Class

① SUPPORT

Make an impact with a donation. Your support helps to fill the ever-widening gap between what it costs to provide services and the fees we receive. We are grateful for your generosity.

② VOLUNTEER

Put your passion and commitment to work! When you volunteer with SOAR365, you win, our clients win, the community wins. Volunteers in every part of our organization are critical to our growth and excellence.

③ REFER

Our Landscaping & Grounds Maintenance and Assembly & Logistics teams are eager to follow up on referrals from our supporters. A referral to Business Solutions can be as powerful as a donation.

You were able...and so were we.

“Our program participants’ ability to deal with adversity every day of their lives has always been our main source of inspiration at SOAR365. Little did we know how valuable that inspiration would be in 2020, a year that challenged us both as an organization and as individuals.”

2020 was a year filled with difficult decisions. On March 17, following guidance from the Centers for Disease Control and Prevention (CDC) and the Virginia Department of Health (VDH), we temporarily closed our Day and Respite programs; a few weeks later, we also cancelled our 2020 Summer Camp season to keep everyone safe. We pivoted our ways of doing business, shifting 80 staff members to working from home and introducing telehealth in pediatric therapy. Our Business Solutions team continued to meet the needs of our commercial and government customers day after day.

Throughout it all, we never stop thinking about our sources of inspiration: fulfilling our mission and serving our program participants. In October 2020, we were able to welcome back some of our Day and Respite program participants, using a highly safety-focused, phased re-opening approach that continues in 2021. We hope to have all programs reopened

by early fall, but that is—of course—dependent upon the state of the pandemic, the availability of vaccines, and guidance from the CDC and others.

Looking back, 2020 was a year filled with heartbreak and frustration for many, and it certainly was one of the most challenging years ever for SOAR365, our staff, and our program participants. I am so proud of our enduring strength through this difficult year, and I know that it would not have been possible without the steadfast dedication and hard work of our staff and volunteers, as well as the motivation provided by our program participants. We share their dedication to overcoming the societal and environmental barriers people with disabilities face each day.

John Walker
President and CEO, SOAR365

Before the COVID-19 pandemic hit Virginia in March 2020, we decided to be proactive and put together **a response plan based on three key priorities**, which would enable us to make clear and reliable decisions in the months that followed.

These were:

- To protect the health and well-being of our clients and our staff.
- To do everything possible to help provide financial stability to our staff and their families during this crisis.
- To ensure the long-term financial health and viability of SOAR365 as an organization.

Unstoppable. Safely reopening our programs.

Opening our doors again to our beloved program participants was the breath of fresh air that we all needed during a difficult year.

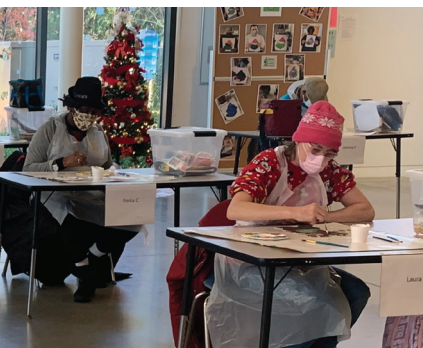
During the early stages of the COVID-19 pandemic in Virginia, SOAR365 put together a comprehensive response plan and began implementing it almost immediately. One of the core elements of this plan was focused on protecting the health and well-being of our program participants and our staff. As our CEO mentioned, we closed our Day and Respite programs on March 17, and cancelled our 2020 Summer Camp season shortly thereafter. Having to close these programs was extremely difficult, as serving the disability community is who we are, but keeping people safe was our top priority during the pandemic.

Our program participants are the ones who inspire us every day to do what we do—and their daily strength is what we channeled during this entire pandemic. We are thrilled to have them back at SOAR365.

In late fall, after reassessing the situation, we decided to cautiously proceed with a phased approach to reopening some of our programs. We did not make this decision lightly—a lot of research and thought went into it, including: guidance from our nursing staff, the Virginia Department of Health (VDH), and the Centers for Disease Control and Prevention (CDC); in-depth conversations with similar organizations around the country; and close monitoring of COVID-19 rates and trends.

Phase 1 began on October 5 when we reopened the Adult Day Support program, located at our Saunders Avenue facility. Two weeks later, we reopened our Adult Day Support program at Camp Baker. The safety of our participants and staff continues to be our number one priority, so we have been operating these programs at less than full capacity and implementing strict safety protocols.

Program participants enjoy socially distant art classes where each person has his or her own box of supplies and personal items. Each day, staff ensure that participants have what they need for a safe and healthy experience. We don't let PPE get in the way of phenomenal programming.



"It feels great to be back at Camp Baker. I enjoy completing puzzles and crossword puzzles. I enjoy coming here because I love Camp Baker. What I like the most is playing basketball."

Jacob Phillips, Camp Baker Adult Day Support



"It feels really good to be back at SOAR365, because I was getting very bored at home. I was so happy to be back and to be able to see all my friends again. I really like being able to use the park at Saunders during the day. I also really enjoy working on my money skills, learning about news and current events, and all of the arts and crafts activities that we do. I am so happy to be here every day."

Mary Gorman, Saunders Adult Day Support



LaTashia McLeod welcoming an Adult Day Support participant at Camp Baker.

WILLING & ABLE

The phased reopening of our SOAR365 programs with new safety protocols in place required an additional level of creativity to keep our program participants engaged in a socially distant manner. Supervisors **Danny Kenyon** and **LaTashia McLeod** and their staff planned fun activities that brought a smile to our program participants' faces—and ours!

Some of the safety protocols in place to ensure a healthy and safe environment:



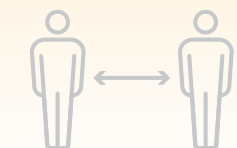
Face Shields and Masks



Temperature Checks



Hand Washing and Hygiene



Social Distancing

Capable of pivoting. We learned it from you.



Prior to the COVID-19 pandemic, SOAR365 pediatric therapists would spend most of their day driving around the Richmond region to provide therapy sessions in families' homes or other "natural environment" settings. In March 2020, that stopped due to the pandemic...but the therapy sessions didn't! SOAR365 quickly transitioned to virtual therapy sessions, in which one or multiple therapists would provide live, online therapy instruction. With this innovative approach, we not only continued to provide therapy, we also completed our second highest number of therapy sessions in the past decade!

"Providing therapy through telehealth has been a whole new world for all of us pediatric therapists, and certainly not without challenges," explains Caitlyn Berry, a pediatric occupational therapist. "But one amazing takeaway has been seeing how capable and empowered parents are when we're virtually coaching them on activities to do with their child."

Therapists are used to being face-to-face to provide hands-on therapy, while parents observe and are coached. But now, parents are the therapist's hands, as parents apply the strategies they learn from the therapist. "And the parents are absolutely rocking it!" says Caitlyn. Involving parents more directly in therapy sessions is something the entire SOAR365 pediatric therapy team plans to continue, even when we all return to in-person treatment.

Pediatric Therapist **Audrey Hart** greets a family in a telehealth session.



8050
telesessions in 2020

671
average telesessions
per month

619
children served



We were **one of the first** early intervention providers in Central Virginia to implement telehealth.



The SOAR365 IT Services department: **Matt Barns, Bill Slate** (top row), and **Michael Moore, Kim Murphy** (bottom row).

WILLING & ABLE

When SOAR365 moved from in-person therapy to telehealth in April 2020, the transition was smooth and efficient. But that doesn't mean it was effortless. SOAR365's IT Services department worked tirelessly to transition the pediatric therapy team to virtual telehealth sessions—from ensuring HIPAA compliance to configuring systems, migrating data, and testing the new systems. For these efforts—and more—our IT team was awarded our 2020 Administrative Team of the Year award.



Melicka & Justice

Melicka tearfully remembers her daughter Justice's first five months: she couldn't keep milk down, had trouble eating, and was constantly vomiting. They rushed to the hospital countless times. The doctors were finally able to diagnose Justice with acid reflux, weak muscle strength, and "failure to thrive." Justice's pediatrician recommended SOAR365 for occupational therapy sessions, and in just a few short months, Justice was making progress! She soon added physical and speech therapy—via telehealth. "Then things started soaring!" Melicka explains. Melicka has been Justice's strongest supporter in this journey, but she gives volumes of credit to the therapists at SOAR365. "They make it look easy, but what they do is phenomenal."

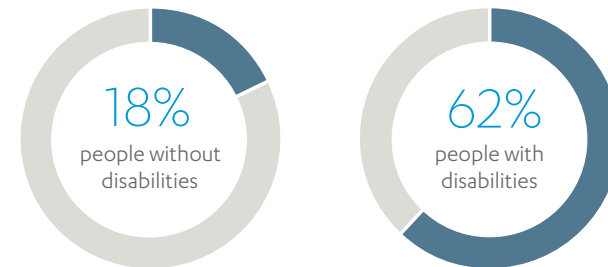
Always **reliable**. We got the job done...safely.

The data surrounding employment and disability is harsh, and people with disabilities face more than their fair share of challenges. As part of our work to help individuals with disabilities and their families, SOAR365 focuses on employment opportunities.

In our Business Solutions department, we employ more than 150 people with disabilities, and we also provide job coaching support to people with disabilities who are employed at local companies.

As COVID-19 unfolded across the country in 2020, everyone faced difficulties, especially people with disabilities. Many workers with disabilities perform “essential duties” in industries that suddenly became high-risk, including janitorial services, grounds maintenance, and emergency call center operation—all of which are jobs that SOAR365 provides. With our workers’ wellbeing in mind, we stepped into high gear. In mid-March, we put in place a long list of COVID-19 protocols for each of our employees in Business Solutions. They were able to keep working safely, and their work helped to keep our communities moving forward.

Unemployment rates for people ages 16 years and older



Source: US Department of Labor findings (2020)

Prior to the pandemic, people in vital service jobs might have been overlooked. Now, they are—rightfully—considered essential personnel: valuable, loyal workers who overcome challenges to get the job done right.



Direct Support Professionals (DSPs) Penny O'Brien, Pat Williams and Sam McCoy.

WILLING & ABLE

As COVID-19 persisted, our Business Solutions teams in Janitorial & Custodial Services and Landscaping & Grounds Maintenance became even busier with the essential work they were performing. Thankfully, staff members who normally work in SOAR365's (temporarily-closed) Day Support programs jumped in to lend a hand...and they started driving! Direct Support Professionals (DSPs), like Assistant Supervisor **Pat Williams**, volunteered to ferry crews of Business Solutions workers to and from their assigned locations. Other staff members, like DSPs **Sam McCoy** and **Penny O'Brien**, first took positions in Landscaping & Grounds Maintenance, followed by positions in Production Operations, to fill needed vacancies. Talk about getting the job done!

Supported Employment

At SOAR365, we employ more than 150 people who work on contracts with local companies and municipalities, as well as the federal government. But we also do more than hire people to work for us...we help them get hired at other companies. Our Supported Employment team identifies individuals who are ready and skilled for the competitive workforce. We teach these candidates both soft skills and practical skills, before introducing them to potential employers. Once they land their job, our job coaches guide them to success by helping them get adjusted and routinely following up with both the employer and the employee. Where are they working now? Food Lion, VCU Health, and Gold's Gym, to name a few.

Walter Chriss works for a contracting company handling janitorial services for Virginia Commonwealth University (VCU). When COVID-19 hit, he was immediately considered an essential employee who continued to work daily. With help from SOAR365's Supported Employment team, Walter adapted well to the new safety protocols and is continuing to work independently in his job.



Walter Chriss



David Floria

Mobile Crew workers **David Floria**, who is hearing impaired, and **Jomo Wortham** worked all day, every day maintaining roadways for one of our customers. After their normal day was done, these SOAR365 employees would “change hats,” go downtown, and work overtime to help our commercial custodial operations teams deep clean Richmond Health Department clinics. That's delivering essential services x2!



Jomo Wortham

You can see our work everywhere.

Our clients:

AmerisourceBergen
Breakthru Beverage Virginia
Chesterfield Alternatives, Inc.
Chesterfield County
Chesterfield County Public Schools
Columbia Gas of Virginia
DCMA Procurement Center
Defense Supply Center Richmond
Diageo
Dominion Energy

Henrico County Public Works
Maggie Walker Community Land Trust
National Distributing Company
NAVY SUP FLC Norfolk - USNA
Plow & Hearth
Project Homes
Richmond Goodwill Industries
Richmond Metropolitan Habitat for Humanity
Richmond Scottish Rite Bodies

Rick Hendrick Chevrolet Buick GMC
River Fox Realty
Software Engineering Center at Fort Lee
Southern Glazer's Wine & Spirits
US Naval Academy
Virginia Department of Health
Virginia Department of Motor Vehicles
Virginia Department of Transportation
Weidmüller, Inc.
99th Regional Support Command

We're **adaptable** and making a huge impact.

When SOAR365's office doors closed and our programs became socially distant and virtual due to COVID-19, so did volunteering. We configured new options so our volunteers could engage in the ways that worked best for them. Their continued contributions reassured and strengthened us in a time of great uncertainty. We're beyond grateful for that, since volunteerism is a critically important component of our organization.

Good news happens every day with volunteers, but some of the best news came in October 2020 when Points of Light, the world's largest organization dedicated to volunteer service, officially certified SOAR365 as a Service Enterprise.

What does this mean? Achieving Service Enterprise certification means SOAR365 is able to strategically leverage volunteers to improve the performance of the entire organization.

Not only do we love our volunteers, but we know how much they contribute to our success! Without them, we couldn't accomplish our Big Hairy Audacious Goal (BHAG) of being the most respected human services agency in Virginia by 2025—recognized for providing the highest-quality services for individuals with disabilities, regardless of their ability to pay.

In 2020, **volunteers contributed more than 5,000 hours of service** to SOAR365 in unique and innovative ways.



Supporting Events
(in masks)



Providing
Administrative Support
(from home)



Facility Upgrades
at Camp Baker
(outside)



Developing Curriculum
for Our Brand-New
SOAR365 University
(online)

392

volunteers



5,241

hours of service

is equivalent to

\$142,562



Volunteers enthusiastically help to distribute 250 "We Miss You" kits to program participants in early November 2020.



Little did **Rebecca Moncayo** realize when she started volunteering at SOAR365 years ago, that she'd balance so many roles. As a pre-med student, she volunteered at Camp Baker for several summers, where her cousin had previously been a camper (and loved it!). Between summers, she volunteered with Adult Day Support and Children & Youth Day Support programs, and she recently joined SOAR365's young professional's group, Next Generation Council.

Vanessa Atra, a senior at VCU, followed a friend's recommendation to volunteer at SOAR365. With her background as a pre-med student and her strong writing skills, she was invited to collaborate on a new project: SOAR365 University. Now, Vanessa is developing lesson plans and skill-building activities for adults in SOAR365's Adult Day Support program.

“These are skills I constantly use in my academic journey, and I will use them throughout my career and life. It's really rewarding.”



WILLING & ABLE

One of the keys to successful and impactful volunteer service—according to Service Enterprise best practices—is connecting the right volunteer with the right opportunity and the right team so that the volunteer and the organization can grow and thrive together.

Emily Lehmann, SOAR365's Assistant VP of Day and Respite Services, is always thinking innovatively about the volunteers who work with her. After **Vanessa Atra** (pictured left) started volunteering, Emily quickly realized that Vanessa would be ideal for a brand-new project focused on curriculum. Vanessa enthusiastically agreed, and she started developing lesson plans and teaching them virtually to our program participants.

Remarkable support during a difficult year.

We have all been coping with a challenging time, and your generosity is inspiring. You are keeping people with disabilities in your hearts and minds as they, too, face the world we live in today. Thank you for helping the individuals we serve—as well as their families—and for sustaining our mission to create life-fulfilling opportunities for people with disabilities.

2020 Donors

\$50,000 and above

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Community Foundation for a greater Richmond
Judith Haskell Brewer Fund of the Community Foundation for a greater Richmond
Chesterfield County
The Reinhart Foundation
United Way of Greater Richmond & Petersburg

\$10,000 to \$49,999

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\$5,000 to \$9,999

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\$2,500 to \$4,999

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\$1,000 to \$2,499

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Mark John Balbach
Barbara Brookman
Constance Cole
Michele Fargis
Edward T. Foley
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Myron "Bud" Reinhart
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In Honor of

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Kim Watson

Every gift is important to us. Because of space limitations, we are only able to list gifts of \$500 or more in our Annual Report. Please see a list of all donations and all tribute gift donors on our website. If we made an error or omitted your name, please accept our apologies and notify us at info@soar365.org or (804) 212-1444.

Keeping SOAR365 financially *stable* for the long run

2020 was a year of adversity that impacted our programs, our staff, and our finances.

One of our main goals set at the beginning of the pandemic was to ensure the financial stability of the organization so that we can continue serving the community for many years to come.

With programs closed, several Business Solutions contracts reduced, and many of our staff working from home, our core revenue

was down 25% from 2019, and our expenses were down by 5%. In total, we generated a net operating loss of \$3.8 million. Fortunately, both the federal and state government offered programs that helped Medicaid providers, such as SOAR365, survive the pandemic. We received the following:

- Paycheck Protection Program (PPP) Loan: \$2,918,800
- Health and Human Services CARES Act Provider Relief Funds: \$940,485

- Medicaid Retainer Payments: \$923,970
- Virginia COVID Day Support Payments: \$704,483
- Virginia Department of Aging and Rehabilitative Services Emergency Relief Funding: \$11,240

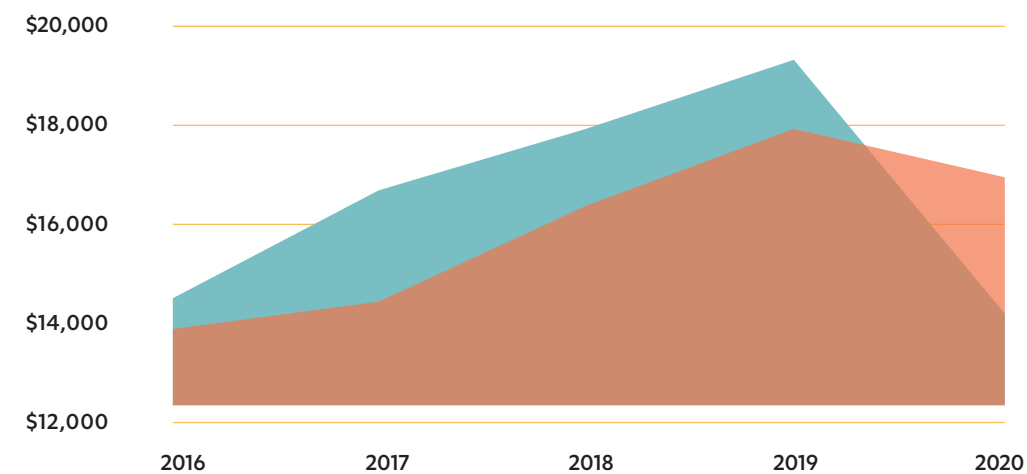
Our unique business model ensured continued revenue for SOAR365 through our Business Solutions unit, which provided services for our commercial and governmental customers throughout the pandemic.

Thanks to government support, we were able to keep all SOAR365 employees on our payroll for over five months during the pandemic, even while most of our Human Services programs were closed. Unfortunately, as the year went on, we had to make the incredibly difficult decision to reduce our workforce by 20% to ensure the long-term financial stability of the organization.

We enter 2021 in very solid financial shape. With programs reopening and demand for our Business Solutions services on the upswing, we look forward to a successful 2021 and a healthy future for the organization.

5-YEAR FINANCIAL TRENDS (\$ in thousands)

● Operating Revenue ● Expense Excluding Depreciation



STATEMENT OF ACTIVITIES (\$ in thousands)

	2020	2019	Better / (Worse)	
			\$	%
REVENUE				
Core Operating Revenue	\$ 14,091	\$ 18,705	\$ (4,614)	-25%
Camp Baker Capital Campaign	\$ —	\$ 651	\$ (651)	-100%
Total Operating Revenue	\$ 14,091	\$ 19,356	\$ (5,265)	-27%
EXPENSES				
Program	\$ 16,162	\$ 17,056	\$ 894	5%
Fundraising	\$ 662	\$ 536	\$ (126)	-24%
Management & General	\$ 1,087	\$ 1,293	\$ 206	16%
Total Expenses	\$ 17,911	\$ 18,885	\$ 974	5%
Operating Revenue Less Expense	\$ (3,820)	\$ 471	\$ (4,291)	-911%
CARES Act & Other Relief Funding	\$ 5,499			

BALANCE SHEET (\$ in thousands)

	2020	2019	Increase / (Decrease)	
			\$	%
Cash & Investments—Unrestricted	\$ 4,317	\$ 2,475	\$ 1,842	74%
Cash & Investments—Restricted	\$ 470	\$ 526	\$ (56)	-11%
Other Current Assets	\$ 2,454	\$ 2,200	\$ 254	12%
Property, Plant, & Equipment, net	\$ 15,970	\$ 16,535	\$ (565)	-3%
Total Assets	\$ 23,211	\$ 21,736	\$ 1,475	7%
Current Liabilities	\$ 4,345	\$ 1,523	\$ 2,822	185%
Total Debt	\$ 4,888	\$ 5,128	\$ (240)	-5%
Other Liabilities	\$ 476	\$ 343	\$ 133	39%
Net Assets	\$ 13,502	\$ 14,742	\$ (1,240)	-8%
Total Liabilities & Net Assets	\$ 23,211	\$ 21,736	\$ 1,475	7%
Current Assets to Current Liabilities	2:1	3:1		
Current Assets to Current Liabilities Ex. PPP	4:1	3:1		
Total Assets to Total Debt	5:1	4:1		

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Community Engagement

This is Our Vision

Mission • Core Values • BHAG

Our Strategic Plan is how we make our Vision come true. This Annual Report shows you how we're succeeding.

Mission

In partnership with families, SOAR365 creates life-fulfilling opportunities for individuals with disabilities.

Core Values

INTEGRITY

Doing the right thing, even when no one is looking.

RESPECT and DIGNITY

Treating others the way we want to be treated.

PASSION

Dedicating ourselves to our mission and always giving our all.

STRIVING for EXCELLENCE through CONTINUED IMPROVEMENT

Never being satisfied with the status quo, because we can always do better.

CAREGIVER and PERSON PERSPECTIVE

Seeking to understand and meet the needs and wants of our families.

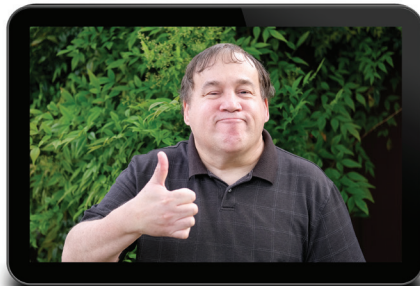
BHAG

(Big Hairy Audacious Goal)

By 2025, SOAR365 will be the most respected human services agency in Virginia, recognized for providing the highest-quality services for individuals with disabilities, regardless of their ability to pay.



An affiliated chapter of



Every age. Every individual.
Every solution possible.

3600 Saunders Avenue
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- ▶ Children & Youth Program
- ▶ Adult Programs
- ▶ Respite
- ▶ Summer Camp
- ▶ PARK 365
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soar365.org

