



Engaging communities. Empowering individuals.

2017 Annual Report





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COVER: Staff members volunteer with Fayetteville Area Habitat for Humanity to build a home for Ms. McKinnon of Head Start.

Action Pathways, Inc.
2017 Annual Report
published August 2018
Agency Advancement



STAY CONNECTED
@actionpathways



CONTENTS

Agency Leadership	1
Advisory Boards	2
Agency History	3
Service Area	4
Focus Areas	4
Programs in Review	7
Financial Reporting	19
Community Needs Assessment	23
Our Partners & Supporters	24



AGENCY LEADERSHIP

Board of Directors

George Jamison, <i>Chairman</i>	April Clark	Bertha Elliott
Lisa Chance, <i>Vice Chairperson</i>	Enrique Coello, M.D.	Laura Hardy
Mary John-Williams, <i>Secretary</i>	Jasmine Coleman	James O'Garra
Eddie Bray, <i>Treasurer</i>	Sheree Davis, Ed.D.	Charles Pelfrey
Thimi Kollar, <i>Parliamentarian</i>	Kirk deViere	Acooyay Shaw
Marji Brown, <i>Chaplain</i>	Lenwood Edwards	Johnny Wilson

Corporate Staff

Chief Executive Officer.....	Cynthia Wilson
Chief Financial Officer.....	Kimberly Stafford
Chief Operations Officer.....	Lonnie Ballard
Agency Advancement Director.....	Jessica Aspiras
Human Resources Director.....	Sadie Carter, Ed.D.
Senior Executive Assistant.....	Nicki Maynor

Program Directors

ASPIRE Self-Sufficiency.....	Ar-nita Davis
Consumer Credit Counseling Services.....	Amy Kemp
Head Start.....	Christiana Adeyemi
Second Harvest Food Bank of Southeast North Carolina.....	Ron Pringle
Weatherization Assistance Program.....	Syreeta Morrissey

ADVISORY BOARDS

Second Harvest Food Bank of Southeast North Carolina

Michelle Bedsole	Tammy Lindsay	James O'Garra
Penny Bell	Kenjuanna McCray	Kimberly Olivera
Wendy Carroll	Karen McDonald	Lisa Oxendine
Chris Hawk	Ocie-Stroud Melvin	Charles Pelfrey
Tammy Hopkins	Michael Mills	Crystal Sacks
Lauren Garner	Sharon Moyer	Jennifer Wright
Meleaha Kimrey	Cris Nunez	

Consumer Credit Counseling Services

April Clark Kristle McLaurin Jimmy Teal

Head Start Policy Council

Alysia Haddox	Cassiopeia Turner
Sha'mek Harmon	Jermaine Walker
BenShuna Quon	

ASPIRE - Sampson County

ASPIRE's Sampson County Advisory Board is made up of community partners and governing board members, April Clark and Dr. Enrique Coello.

Sampson County Department of Social Services	Indian Affairs
Telemon	Harrells Community Center
NC Works	Sampson County Health Department
Eastpointe	Partnership for Children
Sampson County Department of Aging	Chamber of Commerce
County of Sampson	Vocational Rehab
	Progress Media Company

AGENCY HISTORY

Action Pathways tackles poverty through in-depth action for community development. A private, non-profit human services agency, we offer a comprehensive and supportive approach to help families and individuals achieve and sustain economic security—effectively providing them a path forward in life. Formerly known as Cumberland Community Action Program, Inc. (CCAP), Action Pathways has developed and operated successful community-based programs in southeastern North Carolina for 50 years. The agency is part of a national network of community action programs whose promise is to change people's lives, embody the spirit of hope, improve communities, and make America a better place to live.

Community Action Overview

Shortly before President Kennedy's assassination, he had begun to engage economic advisors to address the problem of American poverty. Continuing this work, Johnson called for an unconditional war to defeat poverty during his initial State of the Union Address during 1964. Thus began the War on Poverty movement to improve the lives of all Americans, regardless of their economic circumstances. President Johnson promised to encourage equal opportunity for all by enacting several comprehensive changes within the federal government. The Economic Opportunity Act was signed into law in the fall of that year, thereby establishing the Community Action Network across the nation.

According to the Community Action Partnership, the service areas of Community Action Agencies (CAAs) cover some 96 percent of counties in all US states. More than 34 million residents in the United States rely on CAAs as the primary direct support agency to keep them on their feet. The Community Action Partnership asserts that "the majority of CAA program participants are extremely poor, with incomes below 75 percent of the federal poverty threshold, or \$9,735 for a family of three (the average family size for the client population)."

Our Mission

As an anti-poverty organization, we advocate for individuals and communities, through developing pathways into economic stability and by providing alerts and challenges to actions and policies that foster disadvantaged, poor, at-risk communities and individuals.

Our Vision

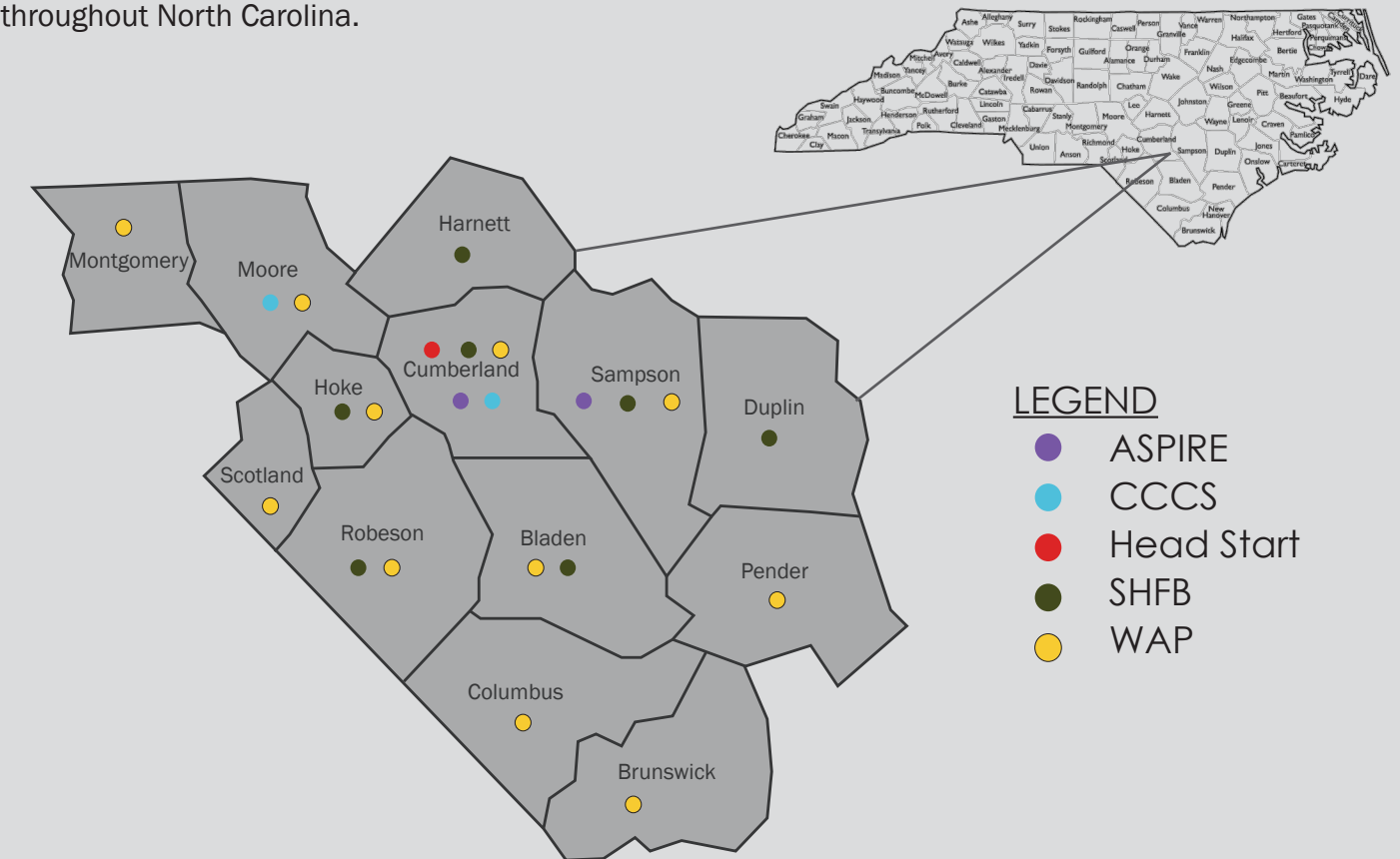
We see a stronger, healthier, and more viable community in the future. By investing in the individuals and families we serve, Action Pathways can create a meaningful and sustainable difference in our community.



CCAP employees gather supplies for Head Start children.

SERVICE AREA

Upon its incorporation, CCAP served mainly Cumberland County residents. Over the years, the agency has expanded to a vast area of southeastern North Carolina, inspiring the rebranding of the organization in 2016. With over a dozen counties in its service area, Action Pathways has a direct link to thousands of people in need. The map below illustrates Action Pathways' operational presence throughout North Carolina.



FOCUS AREAS

In 2017, Action Pathways fully initiated new branding measures to represent the agency's direction for the community. Since our incorporation in the 1960s, our community has evolved, facing different challenges along the way. With continued commitment to understanding the factors of society that impact everyday life for our clients and a shift in thinking about our plans for the community, we developed a new process for addressing poverty. Action Pathways works to help clients by creating projects that comprehensively tackle four focus areas common to families impacted by poverty.

Hunger

According to **Feeding America**, North Carolina has the tenth-highest food insecurity rate in the nation. Providing access to nutritious meals is critical to helping our community grow. SHFB distributes food throughout seven counties. Head Start provides healthy meals, snacks and baby formula during the school day.



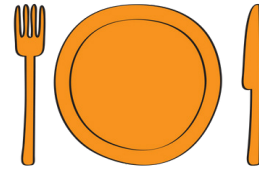
343,140

Meals provided to Head Start children



47

Schools in the Backpack Program



4

"Golden A" Head Start kitchens

Education

Low-income individuals have limited access to education in comparison to their wealthier peers. Free early childhood education ensures our youngest are off to the right start, while educational support for youth and adults encourages new skills.

143



WAP clients given home hazard info

115



ASPIRE participants found educational support

\$1.2M



Awarded for Head Start facility updates

Housing

Action Pathways understands that healthy, safe and affordable housing is necessary for the success of our community. By cutting down utility costs for current homeowners and helping prepare potential homeowners with critical information, we ensure better lives for our clients.



449

Smoke detectors from the **Red Cross** installed in homes



143

Homes weatherized by WAP



72

First-time homebuyers assisted by CCCS workshops

Empowerment

Action Pathways helps individuals and families achieve and maintain self-sufficiency. We provide the information and resources to get clients on the path to reaching their goals.

Action Pathways Empowerment Conference

Community partnerships

Recipe books to use at home

Budget preparation

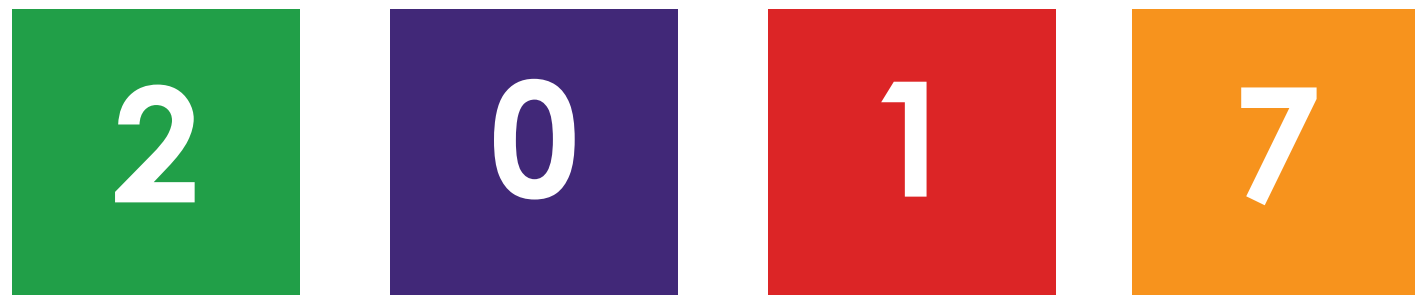
Managing employment goals





ACTION Pathways

PROGRAMS IN REVIEW



Program Summary
Achievements
Client Successes
Initiatives





Self-Sufficiency

ASPIRE Self-Sufficiency, funded by the federal Community Service Block grant, is a comprehensive program that truly touches all aspects of the client's life. Because program participants' income falls at or below the federal poverty line, we've created multiple initiatives and partnerships to identify the best means of moving clients forward.

ASPIRE assists with resume building, employment matching, financial budgeting, and even locating housing or transportation services. Participants attend workshops and counseling sessions that help them identify their goals and create the best plan of action for themselves and their families. Empowered with information and encouragement, they can rise out of poverty.



New Initiatives

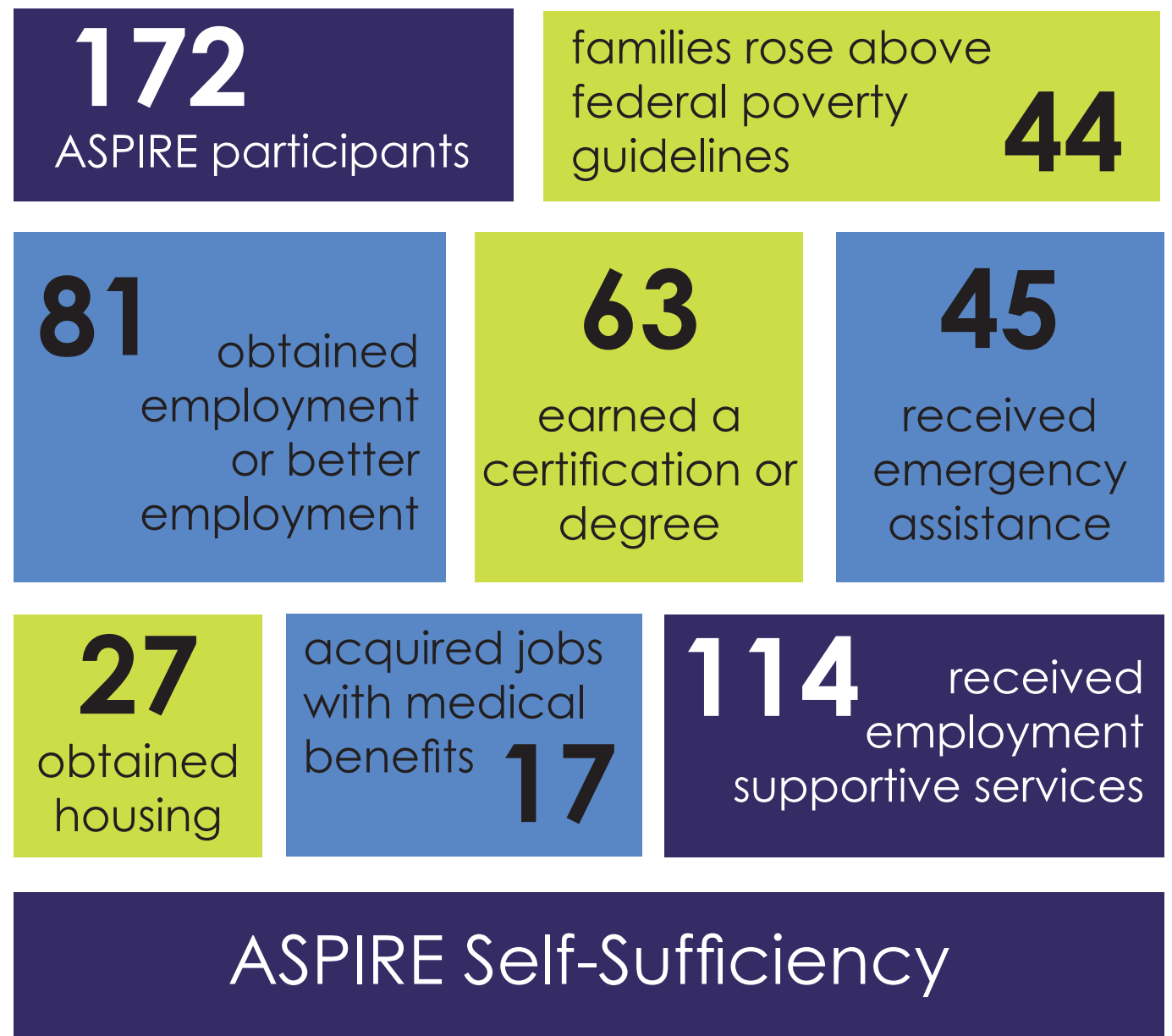
ASPIRE officially launched a Summer Youth Employment Program (SYEP) in 2017 mirroring our Employment Program. This initiative is to provide youth with job readiness training, individual coaching, financial education, and exposure to careers all while matching their talents and interest. With the education provided they will get to implement a paid internship during the summer. Twenty-one eligible youths (ages 15 to 17) in Cumberland and Sampson counties were placed in positions to develop work skills, professionalism, teamwork, and appropriate workplace behavior. SYEP began on July 11, 2017.

Youths earned \$7.25 per hour for 20 hours per week throughout the five-week program. They were employed with Head Start, Second Harvest Food Bank, **Cumberland County Public Library, Fayetteville Parks & Recreation, Boys & Girls Club of Cumberland County, Enlighten Ministries, Clinton Parks & Recreation, and Garland Senior Center** in Sampson County.

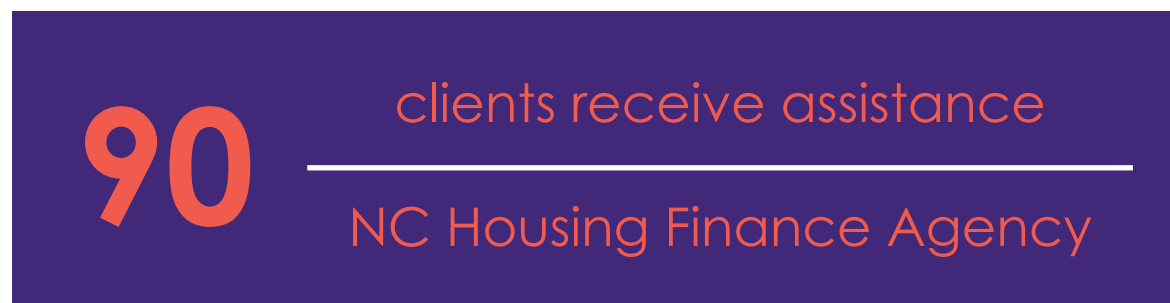
Participants Achieve

ASPIRE Self-Sufficiency Program provided comprehensive case management services to 172 Cumberland and Sampson County families whose income is 100% or less of federal poverty guidelines during 2017. Clients were provided one-on-one coaching and mentoring, job readiness services, community resources, advocacy, and monetary supportive services that enable them to reach their individual self-sufficiency goals.

With help from ASPIRE, program participant Count Reddon was able to get back on his feet following his release from prison. He attended workshops that helped him rewrite a resume and learn interviewing skills, later earning full-time employment. Budget counseling helped him obtain affordable housing after sheltering at the **Salvation Army**. Determined to become self-sufficient, Mr. Reddon also saved money to purchase reliable transportation and has established his own part-time plumbing business to supplement his income.



ASPIRE Self-Sufficiency



Homeowners Welcome!

Partnerships that Empower

Consumer Credit Counseling Services (CCCS) is certified by the **U.S. Department of Housing and Urban Devopment** to provide comprehensive housing counseling services. One of the program's many initiatives, the First-time Home-buyers Workshop helps citizens of Fayetteville and surrounding areas in Cumberland County, and Goldsboro, located in Wayne County. Workshops are held one Saturday a month, providing useful information to those pursuing the major milestone of homeownership. Potential homeowners learn about budgeting, mortgaging, and closing on a home.



CCCS and **Fayetteville Area Habitat for Humanity** partners together to help serve each organization's clients even better! All new homeowners through Habitat for Humanity are required to attend a home-buyer's workshop and pursue one-on-one counseling, ensuring they are well-equipped for managing their new home. By working together, we build stronger community relationships and empower clients to do the same, all while helping individuals achieve their goals.

In addition to housing services, CCCS provides financial literacy sessions and individualized credit counseling by qualified professionals. Whether struggling or just in need of a little guidance, every client can feel empowered to set and meet their financial goals once armed with proper information and planning tools.

Families Building Forward



The McIntyre Family in their new kitchen

The McIntyre Family attended their First-time Home-buyers Workshop in August 2017. They also received pre-purchase one-on-one financial counseling with counselor Tiffany Johnson. The appointment provided education on how to improve their credit report and create and sustain a household budget. The McIntyre family became proud homeowners with Fayetteville Area Habitat for Humanity in December 2017.

Our Program

Building a foundation for lifelong learning begins at an early age. Action Pathways Head Start is focused on providing the right start in a safe, age-appropriate learning environment for children ages birth to five. Federally funded through the **U.S. Department of Health and Human Services' Office of Head Start**, the program provides free social and educational opportunities for income-eligible children, including children with special needs and pregnant women.



All children enrolled in one of our 19 Head Start centers receive breakfast, lunch and an afternoon snack. We recognize that good nutrition is an important part of helping children to be successful learners.

Learning through Play

Head Start prepares our community's youngest with the essential skills needed to enter the public school system. Daily activities are planned to help children reach five school readiness goals: approaches to learning; social and emotional development; language and literacy; cognition; and perceptual, motor and physical development. To ensure programs help children in the best ways possible, Head Start has rigorous evaluation and reporting standards, like the Early Childhood Environment Rating Scale (ECERS), which rates the program structure, locations, classroom activities and staff/family interactions.

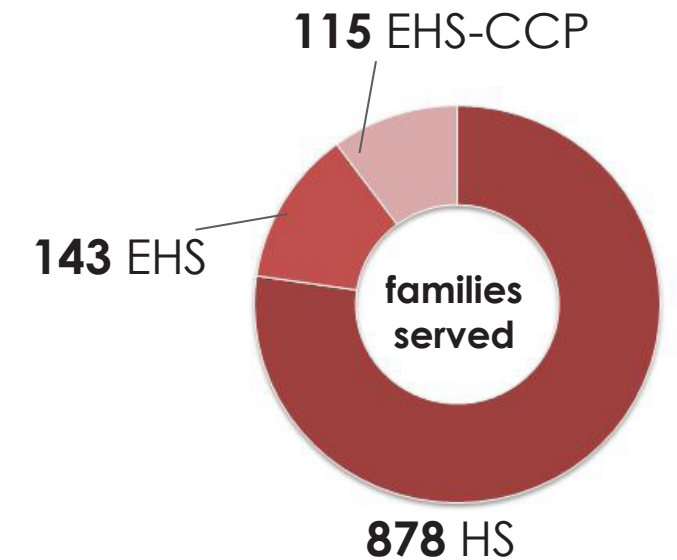
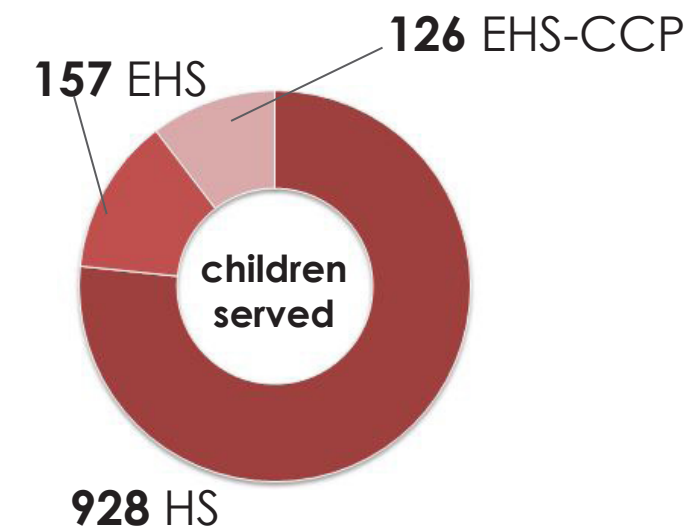
Staff also assist the family in preparing for the transition to public school by hosting meetings and workshops, and attending Cumberland County Schools' Beginners's Day kindergarten registration event.

Head Start teachers get involved in their center's Sounds of Music activities, funded by **The Arts Council of Fayetteville**.



Head Start maintained **100 percent** of funded enrollment for the year.

Serving Our Community



Legend

HS: Head Start
EHS: Early Head Start
EHS-CCP: Child Care Partnership

Eligibility

HS: 93%
EHS: 95%
EHS-CCP: 95%

Medical Exams

HS: 98%
EHS: 98%
EHS-CCP: 98%

Dental Exams

HS: 98%
EHS: 94%
EHS-CCP: 100%

Family Engagement

Family engagement is a collaborative and strengths-based process that helps build positive, goal-oriented relationships. With grantees serving a million children and pregnant women across the country, **The Office of Head Start** understands the importance of keeping key family members responsibly involved in a child's life. Across our program, staff create opportunities for parent participation in activities that stimulate the development of the child; for the sharing of cultures and languages; and for collaboration with program facilitators and educators. With greater engagement in the classroom, families can take additional strides at home and create a safe and caring environment where the child can thrive – now and in the future.

Parent Committees *for each center*

Policy Council *elections*

Family Enrichment *workshops*

healthy meal planning
income tax credit training
job readiness
money-saving
community resource fair

Fathers & Friends *activities each month*

Our Initiatives

The nation's largest, domestic hunger-relief organization, **Feeding America** works with food banks across the country to serve those in need. Second Harvest Food Bank of Southeast North Carolina (SHFB), a member of Feeding America, fights hunger every day by distributing food to pantries throughout its seven-county service area. Several programs help us touch the lives of people in our community struggling to find their next meal.

SECOND HARVEST FOOD BANK

Southeast North Carolina



Throughout the Region

Following the destruction of Hurricane Matthew in October 2016, the community came together to support families in need. The cooperation of food banks across the Carolinas proved key to helping our community get back on its feet. Drawing inspiration from crisis, **Feeding the Carolinas**, a partnership among the nine food banks serving the 147 counties of NC and SC, officially launched in 2017. Previously known as the North Carolina Association of Feeding America Food Banks, the group was first established in 2011 to exchange surplus food and quickly manage supply and demand of NC's Feeding America members. The addition of South Carolina food banks allows us to harness the knowledge, expertise and resources of our region, becoming the first multi-state alliance of food banks within the Feeding America network.



Weekends at the Food Bank

SHFB received financial awards from generous organizations, helping to expand the food bank's capacity to assist its seven-county service area.

In 2017, SHFB received a total of \$42,625.31 from **Walmart** following its annual "Spark Hunger. Fight Change." program, which collects money for Feeding America via in-store donations and social media matching. Funding from Walmart was used to promote the Food Bank's "Second Saturday" schedule, which is a free produce market hosted every second Saturday of the month from 9:00 to 11:00 a.m. The event is held at the food bank's distribution center, located at 406 Deep Creek Road in Fayetteville. "Perfectly imperfect" food that may otherwise be discarded by retailers seeking to make room for fresh inventory is available for community members' selection.

This year, **Cumberland Community Foundation** (CCF) awarded SHFB funding from two endowments:

- *The Cornelia "Neill" Bullock Wilkins Charitable Endowment Fund* - \$13,500
- *The Elizabeth A. Hudspeth Endowment Fund* - \$10,000

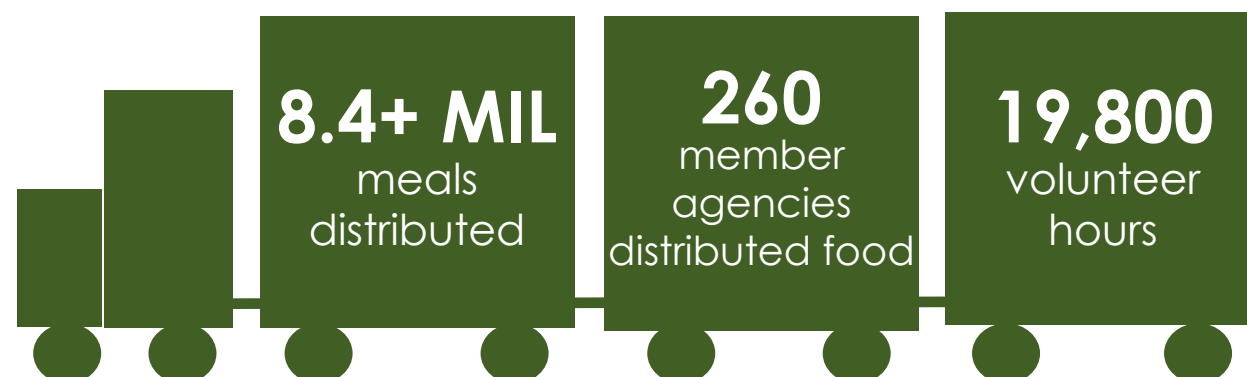
Cumberland County Cooperative Extension Master Gardener Volunteer Amy Stidham prepares for workshops at the Community Education Garden on "Second Saturday."

Both CCF endowments have helped SHFB with "Second Saturday" funding as well as the Mobile Food Pantry, which travels to locations throughout multiple counties to directly service our community. The Mobile Food Pantry is especially beneficial to rural towns throughout our service area that may not have access to a food pantry or one of our 260 member agencies.

A generous \$50,000 from **Publix Charities** enabled SHFB to continue the Child Backpack Program, which provided food for over 2,400 elementary school students from food-insecure families to take home each weekend.



PROGRAM	DESCRIPTION	FOCUS
Senior Feeding Program	Qualified seniors receive a box of nonperishables each month, as part of the Commodity Supplemental Food Program developed by the USDA .	Hunger
Child Backpack Program	SHFB provides food for elementary school students identified by school social workers as food insecure to take home each weekend.	Hunger
Community Education Garden	Participants learn how to grow and harvest their own backyard garden through sessions that emphasize nutrition and health.	Empowerment, Education
Produce Saturday	To increase the distribution of nutritious foods, SHFB distribution center hosts a monthly produce market open to the community.	Hunger, Education
Mobile Food Pantry	A refrigerated truck transports fresh and frozen grocery items to food deserts - communities that lack access to our member agencies.	Hunger
The Emergency Food Assistance Program (TEFAP)	Member agencies in Cumberland, Hoke, Robeson and Sampson counties administer surplus food from the NC Department of Agriculture to low-income persons.	Hunger
Volunteer Program	Partnerships with local and state agencies provide opportunities for individuals and families to give back and learn new skills.	Empowerment, Education



Energy Efficiency

In 2012, President Barack Obama declared October “Energy Action Month” as a way to encourage Americans to not only practice the efficient use of energy and energy conservation but to promote our nation’s goal of reaching energy independence in the hopes of creating a more sustainable American economy. Action Pathways Weatherization Assistance Program (WAP) celebrated “Energy Action Month” alongside the American energy sector to promote how weatherization helps individuals and families become more energy efficient, saving money on their utility bills, as well as, how WAP ensures families and their children are safer after their homes have been weatherized.


WAP’s first objective is to help homeowners reduce their household’s energy consumption and subsequently, their energy home costs. This enables low-income families to budget their money for other necessities such as food, medicine and/or clothing. An energy-efficient home gives the working class families in our communities a fighting chance in the struggle to “make ends meet.” According to the United States Department of Labor’s 2015 Consumer Expenditure Survey, those people at the lowest income levels spend over 21% of their yearly income on utilities compared to just a little over 3% for those living at the highest income levels. The domestic energy poverty gap between those of little means and those who are wealthy within this country has steadily increased over the years, with the rising costs of energy consistently making it more difficult for hard-working families to rise above poverty and become self-sufficient. WAP is one solution towards decreasing a household’s energy costs, putting money back into the pockets of those who really need it.


In addition, WAP staff often come across health and safety hazards during inspection or while performing weatherization services. When confronting issues of carbon monoxide, mold and lead, staff are able to not only alert the families of the potential threats but can assist with energy-related health and safety issues thanks in part to funding from the **U.S. Department of Energy**.




Weatherization Works

Top Motivators

 **90** wished to reduce energy bills

 **78** wished to improve home health

 **34** noted desire to conserve energy

WAP surveyed clients following completion of their weatherization process. 109 respondents gave staff insight into their motivation for seeking weatherization services. The most common reasons for contacting WAP were to reduce home utility bills, improve the home’s comfort and health, and conserve energy.

*People at the lowest income levels spend over **21 percent** of their yearly income on utilities, according to the U.S. Department of Labor.*

LEFT: Contractors huddle for an in-house training session. RIGHT: Vendors prepare for the Energy Fair.

Projects Completed

Before a client is approved to be weatherized, WAP staff perform an initial inspection to determine the cost-effective means of weatherization for that particular household. **Heating Appliance Repair and Replacement Program (HAARP)** enables eligible households to have HVAC systems inspected, repaired or replaced. After weatherization, if the client meets state eligibility guidelines, WAP staff may update the client’s HVAC systems if necessary.

Duke Energy’s Helping Home Fund provides qualified low-income clients with up to \$10,000 in energy-efficient upgrades at no cost to the client. Measures may include weatherization upgrades, HVAC or appliance replacements, and health/safety upgrades.

 **96** HAARP units

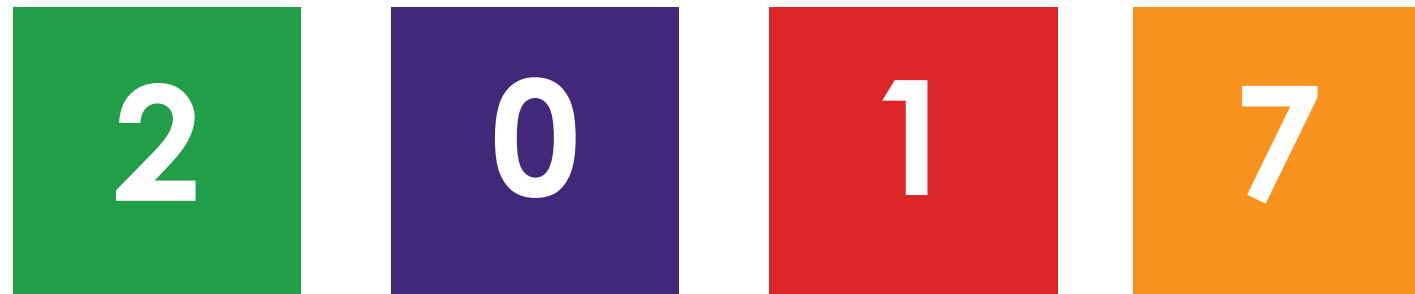
 **138** Duke HHF projects

 **143** units weatherized





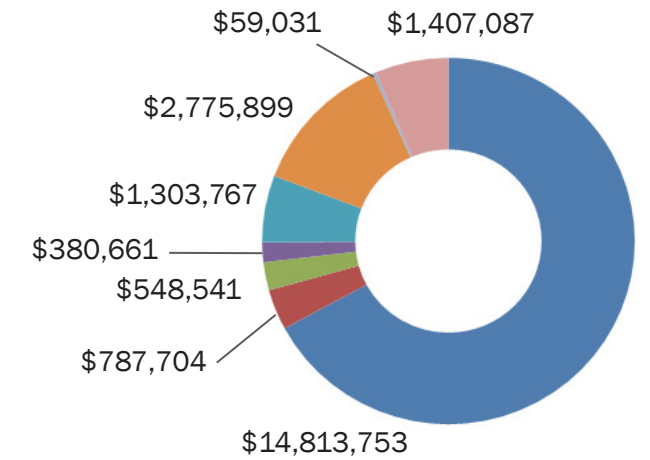
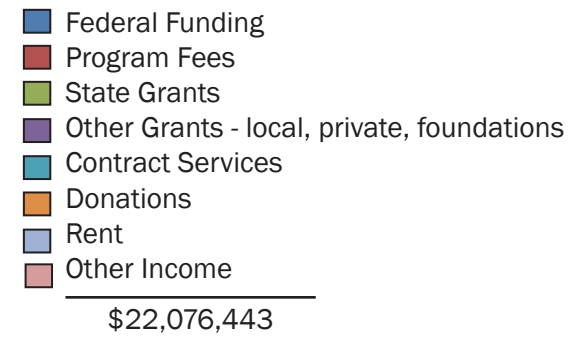
FINANCIAL REPORTING



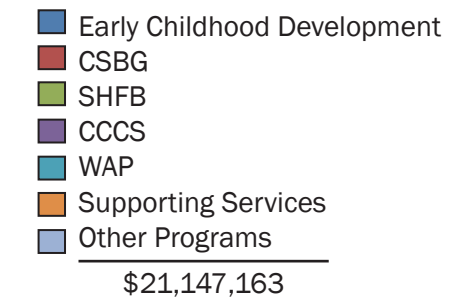
Action Pathways, Inc.
Head Start
Second Harvest Food Bank
of Southeast North Carolina

ACTION PATHWAYS, INC.

Revenue Sources



Uses of Funds



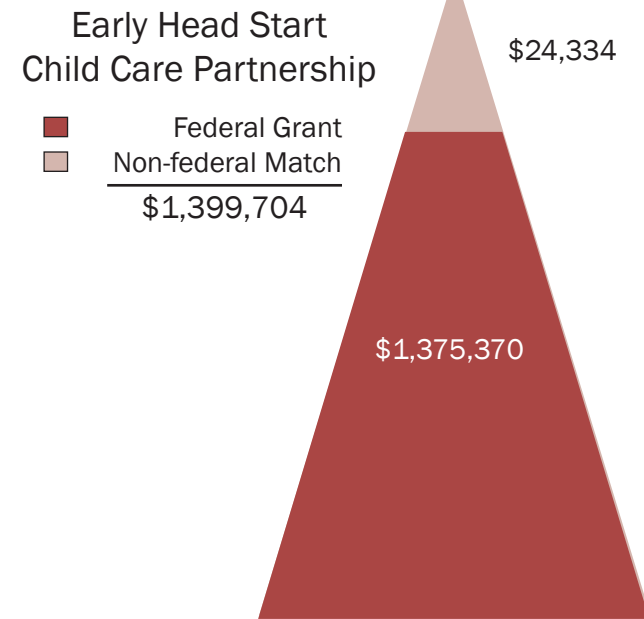
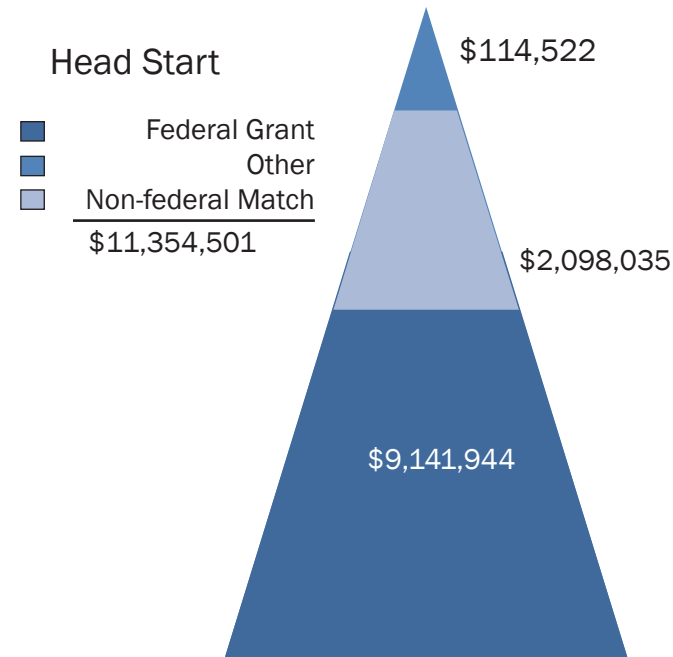
Total Agency Salaries excluding benefits: \$7,486,117
 Total Expenses less salaries and in-kind: \$11,473,702
 Total In-kind without food donations: \$2,187,344
 Total in-kind with food donations: \$19,794,521

Net Assets

Unrestricted Assets	\$7,106,571
Temporary Restricted	291,336
Total Net Assets	\$7,297,907

HEAD START

Revenue Sources



Uses of Funds

Head Start

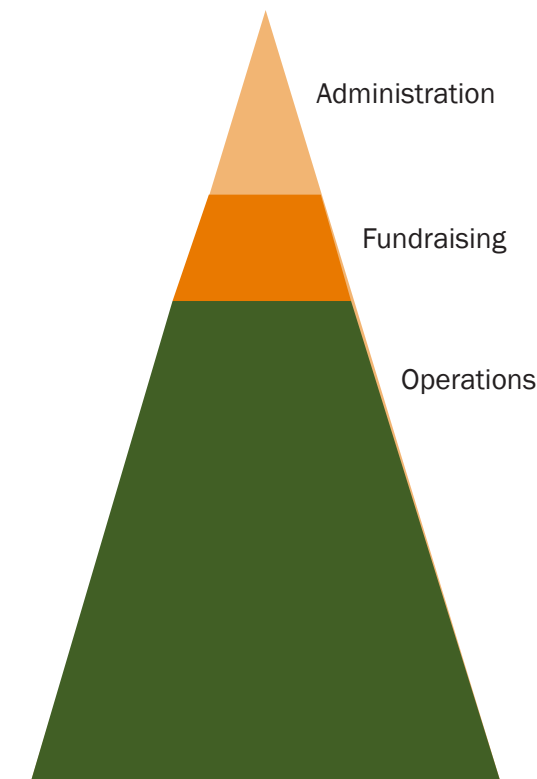
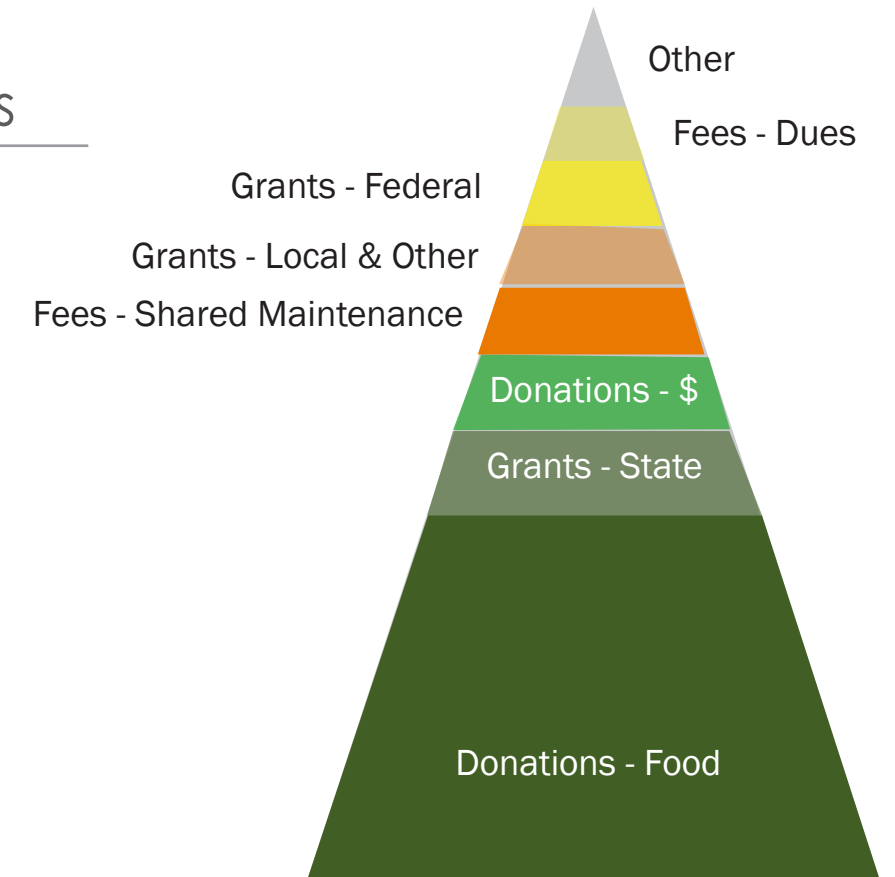
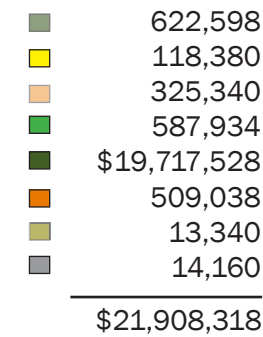
	Budget	Actual
Personnel	\$4,541,637	\$4,413,340
Fringe Benefits	1,738,261	1,688,219
Travel	63,488	60,959
Equipment	387,176	176,535
Supplies	180,375	320,591
Contractual	129,510	135,603
Other	1,252,270	1,594,104
Direct Costs	\$8,292,717	\$8,389,351
Indirect Costs	967,103	867,115
Subtotal	\$9,259,820	\$9,256,466
Non-Federal Share		2,098,035
TOTAL		\$11,354,501

Early Head Start Child Care Partnership

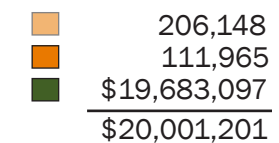
	Budget	Actual
Personnel	\$427,033	280,216
Fringe Benefits	140,640	69,061
Travel		34,295
Equipment	22,856	
Supplies	49,348	97,836
Contractual	788,291	797,675
Other	64,180	67,222
Direct Costs	\$1,492,348	\$1,346,305
Indirect Costs	87,422	29,065
Subtotal	\$1,579,770	\$1,375,370
Non-Federal Share		24,334
TOTAL		\$1,399,704

SECOND HARVEST FOOD BANK of SOUTHEAST NORTH CAROLINA

Revenue Sources



Uses of Funds



Net Assets

Unrestricted Assets	\$205,096
Total Net Assets	\$205,096

COMMUNITY NEEDS ASSESSMENT

To adequately service the residents of our community, the needs of children and families must be reevaluated continuously. The U.S. Census Bureau estimated Cumberland County's population to be 332,546 people in 2017, a 4.1% growth since the 2010 national census. Of that population, 7.6 percent are children under the age of five, a slight decrease from the previous year's 8.2 percent. Nearly 12 percent of the population is aged 65 and over. Feeding America estimates 62,060 people face hunger.

Race	Population Percentage
White	51.8
Black or African American	38.6
American Indian & Alaska Native	1.8
Asian	2.8
Native Hawaiian & Pacific Islander	0.4
Two or more races	4.6
Hispanic or Latino	11.6
White alone, not Hispanic or Latino	43.5

U.S. Census Bureau

Education

At 90.3 percent, the majority of people in Cumberland County aged 25 and older has a high school diploma or higher. Adults holding a bachelor's degree or higher make up 24.1 percent of the county's population. Eight universities and one community college operate programs in the area, with Fayetteville State University and Methodist University having full-time on-campus enrollment in Fayetteville while others have online programs or Fort Bragg campus locations. Cumberland County Schools consists of 89 schools, where over 49,000 students have applied for free or reduced school lunch programs.

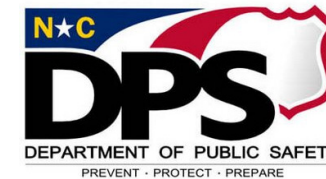
Economy

Home to Fort Bragg, the nation's largest military base and the county's top employer, Cumberland County is a uniquely transient community. Unemployment, underemployment, work hour reduction and military deployment are all factors that contribute to potentially vulnerable populations. The civilian labor force makes up 54.4 percent of the county's residents. The median household income is \$44,812, while the per capita income is \$23,148. An estimated 18.8 percent of the population lives in poverty.

Of the businesses in Cumberland County, 3,095 are veteran-owned; 8,774 are minority-owned; and 8,867 are female-owned.

OUR PARTNERS & SUPPORTERS

Support from the following grantors made our work possible this year. Thank you for your commitment to Action Pathways and your shared vision for our community.





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Fayetteville, NC 28302

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*Engaging communities.
Empowering individuals.*