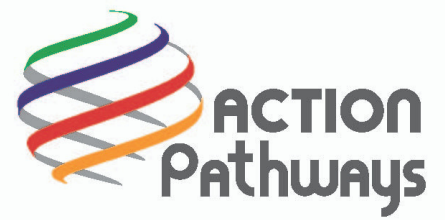


2016

Annual Report



Engaging communities. Empowering individuals.

ACTION PATHWAYS, INC.



Head Start
The Right Start

SECOND HARVEST
FOOD BANK
Southeast North Carolina

FEEDING
AMERICA
A member of



A service of Cumberland Community Action Program, Inc.

Vision Statement

Everyone Thrives. Every Community Thrives.



Corporate Office
316 Green Street
Fayetteville, NC 28301

(910) 485 - 6131
advancement@actionpathways.ngo
www.actionpathways.ngo



Dear Friends and Partners,

For more than 50 years, Action Pathways (API) has worked to empower and bolster the self-sufficiency of our low-income neighbors in Cumberland and the surrounding counties across North Carolina. Through our efforts to change the lives of those in need, we have advocated for – and on behalf of – disadvantaged individuals and families, helping to propel them onto pathways of financial stability and economic sustainability.

Founded in 1965, Action Pathways has successfully served thousands of local residents with its community-based programs and initiatives, and this year has been no different. We have worked tirelessly in 2016 to be a catalyst for change in our community by serving those in poverty situations as we strive to live out our mission statement and vision every day.

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.

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. We invest in families through projects and programs in four distinct areas: Hunger, Housing, Education and Empowerment.

In 2016, Action Pathways more clearly defined and outlined its primary focus areas into four separate, yet, interconnected segments. These segments now include Hunger, Housing, Education and Empowerment. As such, the agency has had the opportunity to better serve individuals and families from a truly holistic approach. While the programs and services we offer have not changed, the scope of our work has been refined to showcase the depth and breadth of our programming and design, which has always been to offer a comprehensive and supportive approach in helping the neediest and most vulnerable in our community.

Our stories of successful outcomes and the positive highlights of each program have continued to expand in number this past year with further room for growth and development to be made.

From the elderly gentleman who is now saving hundreds of dollars on his electric bill thanks to the work of the Weatherization Assistance Program to the woman who is no longer worried about losing her home to foreclosure because of the help of Consumer Credit Counseling Services – these stories are numerous and indicate the profound impact we have on the lives of those we touch every day.

I would be remiss, however, if I did not mention the catastrophic events of October 2016, when Hurricane Matthew slammed into North Carolina, affecting our community still to this day. Through strong community partnerships and support, Action Pathways was able to assist thousands of individuals and families as they endured hardships as a result of Hurricane Matthew. In fact, Action Pathways and its Second Harvest Food Bank received more than 2 million pounds in donations in one month alone with 1.5 million pounds distributed throughout the area along with 850,000 in relief products. Furthermore, Second Harvest Food Bank deployed our Mobile Food Pantry, serving approximately 5,000 individuals during those first few weeks after the disaster. All in all, it was a positive effort and a steadfast commitment by Action Pathways to help those in need.

This year also brought the loss of one of Action Pathways' biggest champions. Edwin S. Deaver, former Hope Mills Mayor and Action Pathways Board Chairman, passed away in December of 2016. He was 83 years old. Mr. Deaver had long been a proponent of the work of Action Pathways and its mission to help those less fortunate. His commitment and dedication to the organization will not long be forgotten as he leaves behind a legacy of enduring hope for our low-income, disadvantaged neighbors. He was a staunch advocate and resolute voice for those in poverty situations. Action Pathways is forever grateful for his service and devotion to our organization.

Action Pathways' successes of this past year are credited to the hard work and faithfulness of its employees to the mission at hand, but it is also thanks to the overwhelming support of our Board of Directors, community partners and the area's citizens as a whole. To you I say, "Thank you." Thank you to everyone who has contributed to the accomplishments and achievements of Action Pathways in 2016 and in the last 50+ years.

Together, we can make a difference in our community. Together, we can affect change. And, together, we can help positively improve the lives of those who need it the most.

Sincerely,

Cynthia L. Wilson
Chief Executive Officer



Edwin S. Deaver, a former Mayor of Hope Mills, North Carolina and an ardent advocate of Action Pathways, served as the agency's Board Chairman in 2016 until his death in December of that year. As mayor of Hope Mills, he served seven terms and was also the current commissioner until his passing at the age of 83 years old.

Mr. Deaver graduated from Hope Mills High School in 1951 and later went on to serve in the U.S. Army for 39 years before his retirement. He was actively involved in the community and was a lifetime member of Cumberland United Methodist Church. For nearly a quarter of a century, the late Edwin Deaver volunteered his time to serve as a board member for Action Pathways, formerly known as Cumberland Community Action Program (CCAP).

At the annual conference of the N.C. Community Action Association (NCCAA) May 2017, the former mayor and commissioner was posthumously honored for his long commitment to the organization with an induction into the NCCAA's Hall of Fame.

"He was a champion of bringing Sampson County onto our board, thereby expanding the API footprint" Cynthia Wilson, Executive Director/CEO of Action Pathways said of Deaver. "He was instrumental in helping the board think through the process."

Deaver was also involved in the name change when the organization realized that CCAP wasn't an adequate description of its scope. The new name, Action Pathways is instrumental as it better reflects what the organization is about.

The Action Pathways (AP) Board of Directors held a reception January 2017 in honor of Edwin Deaver, attended by Deaver family members, board members, employees and friends. Edwin Deaver's legacy with AP is deep and enduring. His contributions will forever be appreciated.

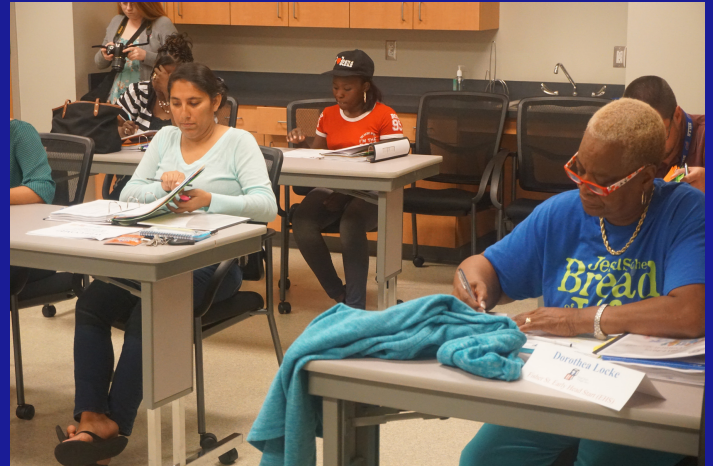
Head Start

The Right Start



Engaging communities. Empowering individuals.

During the 2016-2017 Policy Council term, committee members comprised of the parents of currently enrolled children and individuals from community agencies, worked diligently to provide input and guidance for the Head Start program which includes preschool (ages three to four), Early Head Start (birth to three) and agency's partnership with childcare providers, the Early Head Start ChildCare Partnership.

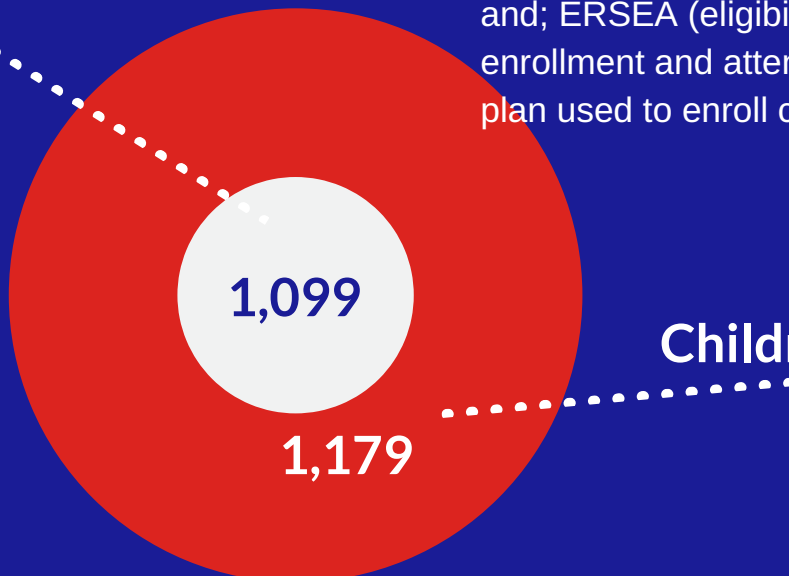


The year began with an orientation for new members and the election of council officers. Throughout the year, the council approved the hiring of all Head Start staff members, such as: Teachers, Assistant Teachers, Bus Drivers, Family Advocates and Nutrition Staff.

Policy Council members received information, monthly, on topics such as the budget as well as program updates. The Council also provided approvals for policy and standard operating procedure updates; refunding, supplemental, and COLA grant submissions, and; ERSEA (eligibility, recruitment, selection, enrollment and attendance), the recruitment plan used to enroll children in Head Start.

Families Served

Children Served



Head Start and One Parent's Journey

April Roberts, Yadkin Road Head Start parent, has accomplished so much over the past year with the assistance of her Family Advocate, Haley Boahn. In 2016, she was able to obtain employment, secure housing and purchase a vehicle.

Ms. Roberts has been an active member on the Head Start Policy Council and the Parent Committee, both of which she attended by walking to each location before getting her own personal vehicle. A committed parent and volunteer, she also ensured that her son was well prepared for school by working on school readiness activities with him at home.



April Roberts is pictured here with Congressman Price and her son Michael

Implementing techniques she learned volunteering at Head Start, Ms. Roberts takes the time to explore teachable moments with her children, such as, talking to them about agriculture (how foods are grown), math (encouraging them to count items as she shops) and nutrition (talking to them about why eating healthy is good and which foods are healthy choices).

Ms. Roberts works tirelessly to achieve self-sufficiency and ensure her children receive a quality education while she goes to work to provide a secure living for them. Her Head Start Family Advocate has been instrumental in providing her with support, helping her to identify resources within the community for her and her children.



Ms. Roberts takes the time to volunteer and give back to Head Start by reading, helping teachers with classroom projects and ensuring all the children at Yadkin Road Head Start have the Right Start.



New Partnerships



This year was filled with new and exciting things! Head Start began a new partnership with Newk's Eatery in Fayetteville thanks to Kathy Hall, Executive Assistant to the Head Start Director. The restaurant has been amazing in its support of Head Start events and other occasions by donating coupons, meals and other in-kind contributions.

In 2016, the restaurant collected toys at their place for local children during the holiday season. Action Pathways Head Start staff were able to collect the donated items from Newk's and its Family Advocates delivered the toys to families of children enrolled in the program.

Kohl's Department Store graciously donated hundreds of stuffed animals, stuffed cars (from the Disney's Car movie) and books for all of Head Start's preschoolers. The local department store's donation, as well as the generosity of others, is a great help in creating the kind of lasting impacts in early child development that last a child's entire life.

Community partners like Kohl's and Newk's Eatery help in supporting, and at times, enhancing Head Start's mission of providing for low-income children and their families health, educational, nutritional, social and other services. In 2016, Action Pathways serviced over 1100 children and their families. That's a lot of books. With support from parents reading to children in Head Start centers, Kohl's contribution will go a long way for early child development.



Interested in partnering with Head Start or hosting a fundraiser to support our efforts in early childhood development, contact Kathy Hall at (910) 487 - 9800 ext.2124.

Community Needs Assessment 2016 - 2017

The needs of the children and families in Cumberland County are continuously reevaluated. For 2016 - 2017, census data shows that 8.2 percent (26,759) of Cumberland County children are under the age of five. Of the 327,127 residents of Cumberland County, some 52.7 percent are white, 37.9 percent are African American, and 11.3 percent are Hispanic. Some 11 percent of the population is non-native English speakers.

Cumberland County has issues that create significant risk conditions for vulnerable children and families. These risk conditions include high unemployment rate, low economic status, high instances of teen pregnancies and a number of reported instances of abuse and neglect.

98.8% of those children served received an ongoing source of continuous, accessible dental and healthcare





The average monthly enrollment met 100% of required enrollment funded by the Administration of Children and Families

96 percent of children that received early development education met the federal low-income guidelines

Cumberland County has a higher than average teen pregnancy rate at 63.6 per 1000 girls age 15-19 versus the state average of 30.2 per 1000. Cumberland County also has one of the highest rates of child abuse and neglect in the state. This past fiscal year, some 17,189 children under the age of 18 passed through the foster care system locally. According to the Child Advocacy Center, 773 child victims of abuse and their families were assisted in the prior year. In addition, 15.4 percent of low-income children in Cumberland County between the ages of two and five are obese and 16.2 percent are estimated to be overweight.

Home to Fort Bragg, the largest military installation in the country, Cumberland County is uniquely a transient community. Unemployment, underemployment, reduction in work hours, and deployment of family members are all factors that contribute to a potentially vulnerable population. The median household income in Cumberland County is \$45,437 with an average of 2.56 individuals per household. Census data also reports that more than 18 percent of the county is living at or below the federal poverty level.



Cumberland County has an estimated 17,287 who are eligible for child care subsidy services, with only roughly 23% actually receiving services.

Head Start Revenue

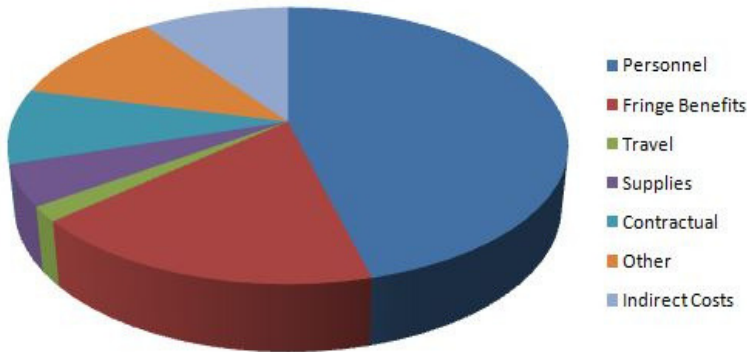


Expenses



Engaging communities. Empowering individuals.

Budgetary Expenditures



| | |
|-----------------|-------------|
| Personnel | \$5,120,439 |
| Fringe Benefits | \$1,965,598 |
| Travel | \$193,939 |
| Supplies | \$536,730 |
| Contractual | \$969,709 |
| Other | \$1,246,932 |
| Indirect Costs | \$1,113,818 |

Total Budgeted Expenditures

\$11,147,165

Non-federal Share

\$1,769,503

| | |
|-----------------|-------------|
| Personnel | \$4,565,129 |
| Fringe Benefits | \$1,720,350 |
| Travel | \$183,221 |
| Supplies | \$265,857 |
| Contractual | \$987,521 |
| Other | \$1,492,927 |
| Indirect Costs | \$939,557 |

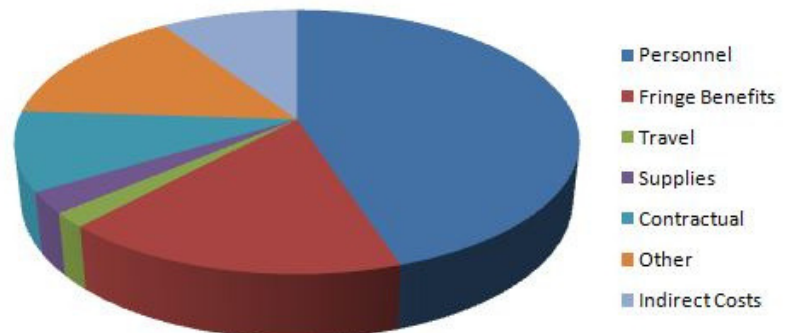
Total Actual Expenditures

\$10,154,562

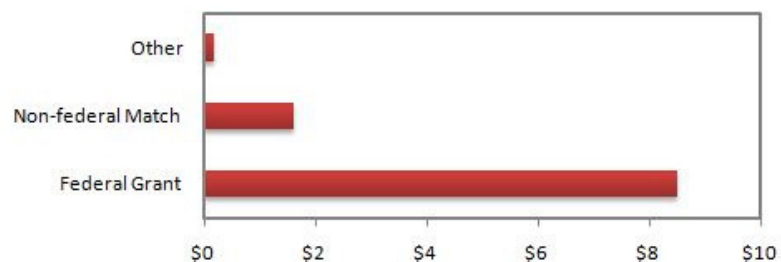
Non-federal Share

\$1,769,503

Actual Expenditures



Revenue Sources



| | Federal Grant | Non-federal Match | Other |
|---------|---------------|-------------------|-----------|
| Revenue | \$8,505,840 | \$1,621,460 | \$168,344 |

Amount in Millions



Weatherization Assistance Program



In a 2014 study sanctioned by the United States Department of Energy (DOE), 94% of survey respondents indicated that they were either “satisfied or very satisfied” with the weatherization program while also reporting that their homes were less drafty post-weatherization; their general health along with other family members in the home, improved; they experienced fewer asthmatic symptoms; reduced insect infestation in the home; fewer instances of thermal stress, as well as; having fewer missed days of work.



Dorothy Best (pictured top left) from Cumberland County just recently had her home weatherized.

Weatherization Team (Left to Right): Juma Lawson, Delores Holloway, Takisha Adams, Syreeta Morrissy, Clifton Cleveland and Chanda Mitchell.

Many things happened in 2016 for Action Pathways **Weatherization Assistance Program (WAP)** including successfully being awarded \$220,000 from the Duke Energy 'Helping Home Fund' as well as \$22,500 from the Cumberland Community Foundation (CCF). These CCF funds were sought to assist older, low-income homeowners whose homes had structural deficiencies in their homes, obtain the necessary repairs to be eligible for Weatherization assistance. Duke Energy Foundation funding was used for weatherization services, refrigerator and washer & dryer replacement as well as other health and safety issues.

As Weatherization focuses on sealing air leaks, homes in need of structural, plumbing and/or electrical repairs are ineligible for the service. In some cases, partners like the Cumberland Community Foundation and Duke Energy's Helping Homes Fund can provide funding for the small repairs that would make the home ineligible for weatherization services. Thanks to community partners like Duke Energy and CCF, Action Pathways (AP) Weatherization Assistance Program was able to assist folks like Charlie Murphy, a 75-year-old retired floor installer, with getting the necessary home repairs so that AP's Weatherization Team could make critical energy-efficient updates to his home. The funds permitted critical renovations to Mr. Murphy's bathroom floor, thus qualifying his home for further weatherization services.

"I got a \$106 light bill! I've never had a bill that low before!"

Charlie Murphy, Weatherization Assistance Program participant



Partnerships



American Red Cross

Another important collaboration with the American Red Cross helped the Action Pathways' (AP) Weatherization Team install smoke detectors in 100% of the homes they weatherized. A \$10,000 project, AP's partnership with the American Red Cross will save lives while helping them reduce their monthly utility bills.

193
Units were completed under the Weatherization Program

PNC Bank partnered with Action Pathways Weatherization



Assistance Program to perform beautification improvement for low-income North Carolina residents that received services through the Duke Energy Helping Home Fund. Funds were used for painting, siding, roof repairs, porch improvements, doors and/or landscaping.



Cumberland Community Foundation generously provided \$22,500 in funding

through the "Cornelia 'Neill' Bullock Wilkins Charitable Endowment Fund that enabled the Weatherization Assistance Program and Mr. Murphy to continue the recommended home improvements needed to make his home more energy efficient. After critical renovations afforded by this funding, Mr. Murphy's home was completely weatherized and was able to begin saving money on his utility bills.



The Cumberland Community Foundation presents a check to assist in Mr. Murphy's home repairs

76
Units were completed under the Heating Appliance Repair and Replacement Program

ASPIRE began providing literature in both English and Spanish to reach out to the Spanish speakers within our communities.

ASPIRE reaches roughly 170 potential participants during four information Sessions.



ASPIRE meets the goal of serving 160 low-income families in Cumberland and Sampson counties.

ASPIRE sees almost 20 individuals participate in its Youth and Adult Community Leadership Development.



ASPIRE sees nearly 15 of its program participants obtain employment, launching the foundation towards their self-sufficiency.



Success In ASPIRE



Kamekia Hart had aspirations of starting a career in the medical field, but couldn't afford the required vaccinations and physical exams educational institutions usually require before entering into vocational training for this particular field. Working part-time at a fast-food restaurant, Ms. Hart did not have health insurance and

made too much money to qualify for Medicaid. She was struggling to stay afloat and living paycheck to paycheck and only wanted the opportunity to do more with her life. Discouraged and without direction, Ms. Hart did not know where or how to start her journey of empowerment until she found Action Pathways ASPIRE.

Action Pathways ASPIRE assisted Ms. Hart with employment and education related barriers, helping her to knock those same obstacles right out of her way. ASPIRE Self-Sufficiency empowered her with legal resources, helped her obtain a new Driver's License and get into vocational training -- all so she could start her career in the medical profession.

ASPIRE helped Ms. Hart research the course requirements to enter into the medical field as a phlebotomist, referred her to agencies that assisted with vaccinations, made sure she had the tuition, uniforms, and the CPR course required for entry into vocational training all so that she could finally become a start her career in medical services.

Financial Literacy & Housing



Juanita Thomas was behind on her mortgage payments because she no longer had a job. Amy Kemp, a CCCS Counselor, assisted her with applying for the NC Foreclosure Prevention Fund. Her monthly payment went from \$392.71 to \$76.78 per month.



- 435 clients received counseling via Consumer Credit Counseling Services (CCCS).
- CCCS received total of two grants from Wells Fargo and Oak Foundation, totaling \$26,000.
- CCCS closed 15 loans as a part of the Mortgage Payment Plan Program while counseling nearly 235 individuals.
- Our First-time Home Buyers Workshop had over 137 attendees.
- Our ongoing partnerships with Habitat for Humanity continues. Every potential Habitat for Humanity homeowner is required to complete AP's First-time Home Buyers Workshop.



Amy Kemp hosting a First-time Home Buyers Workshop, that typically lasts from 8:30-4:30.

SECOND HARVEST FOOD BANK

Southeast North Carolina



Mission: Food Security

With food insecurity remaining high throughout the country, the ability to distribute more food is critical for food banks. According to the USDA, more than 42 million people nationwide are food insecure, which means that they may not know where they will find their next meal. In our seven-county service area, which include Cumberland, Robeson, Bladen, Duplin, Hoke, Harnett, and Sampson County, more than 151,000 residents are food insecure. More than 27% of children in our area are critically food insecure, thereby impacting their ability to grow and learn appropriately.



In the aftermath of Hurricane Matthew, a brother and sister in Robeson County happy to be receiving water.



Our Mobile Food Pantry in full swing at a parking lot of Walker Spivey Elementary School.

- Second Harvest Food Bank (SHFB) passes AIB Food Safety with a score of 885 out of 1000. AIB provides food safety audits and inspection to the food manufacturing and distribution industry.
- SHFB partners with 260+ agencies and provides a total 2.42 million meal throughout the seven counties we serve.
- SHFB averages 1 million pounds of food donations monthly.
- SHFB received more than 2 million pounds of donations in the month of October, a response to Hurricane Matthew.
- SHFB's Mobile Food Pantry serves approximately 5,000 individuals, reaching rural residents with limited transportation.



SECOND HARVEST FOOD BANK

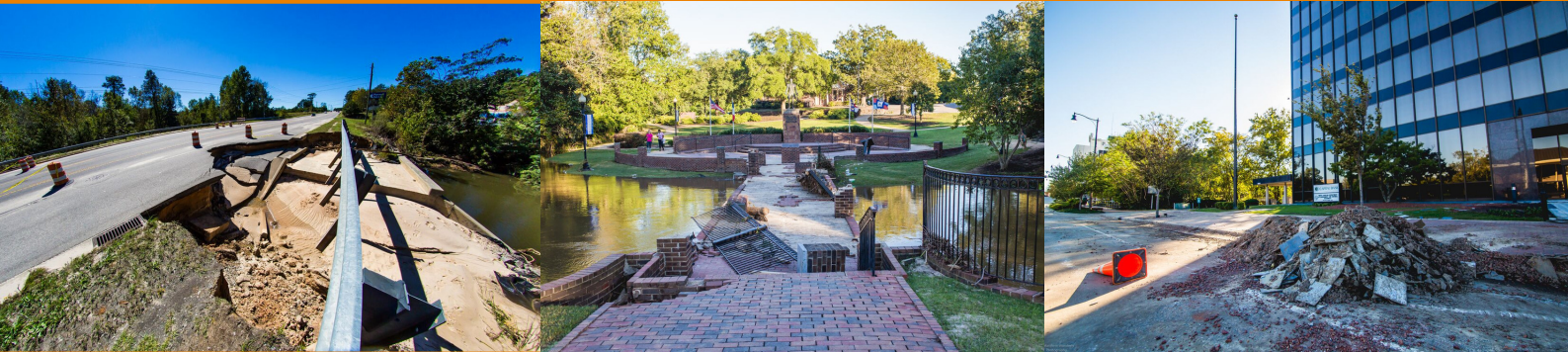
Southeast North Carolina



Hurricane

Matthew's Impact

Hurricane Matthew displaced millions from their homes. 775,000 estimated number of people lost power. Second Harvest Food Bank collected close to \$215,000 in disaster relief aid and was able to distribute 1.5 million pounds in food donations along with 850,000 in relief products



“Thank you for helping my family. We lost all the food in our refrigerator and had no idea how we would eat,” shared a young mother of three.

Ron Pringle, SHFB Director, and Cynthia Wilson, CEO, talking and shaking hands with a fellow member of the community who came out to help after Hurricane Matthew.



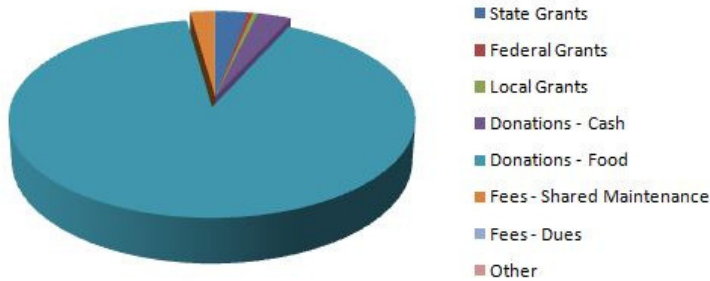
SECOND HARVEST FOOD BANK

Southeast North Carolina



Revenue & Expenses

Revenue Sources



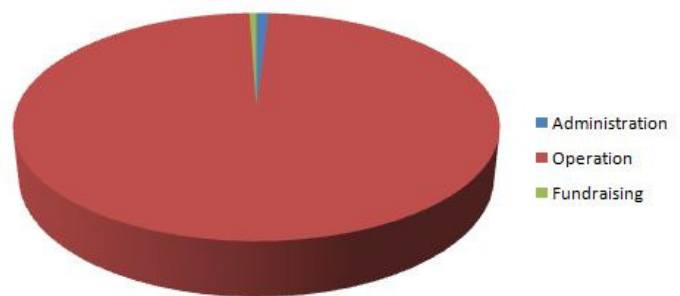
Revenue

| | |
|---------------------------|---------------------|
| State Grants | \$631,822 |
| Federal Grants | \$88,749 |
| Local Grants | \$88,658 |
| Donations - Cash | \$655,708 |
| Donations - Food | \$19,407,880 |
| Fees - Shared Maintenance | \$461,849 |
| Fees - Dues | \$14,520 |
| Other | \$4,880 |
| Total Revenue | \$21,354,066 |

Expenditures

| | |
|---------------------------|---------------------|
| Administration | \$188,112 |
| Operation | \$19,322,922 |
| Fundraising | \$106,217 |
| Total Expenditures | \$19,617,251 |

Expenditures



Unrestricted Net Assets

\$99,382

Total Net Assets

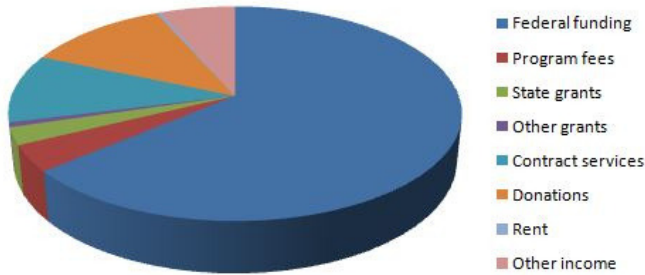
\$99,382

Please note donated food – The Organization receives and distributes food commodities; no value has been placed on these commodities, or recorded on the agency's financial statements, since the Organization is not the controlling Organization. However, for the purposes of this report, value has been given to the commodities and recorded into the Second Harvest Food Bank's financial statements. The donated food was valued at \$1.67 per pound.

Action Pathways

Revenue, Expenses & Assets

Sources of Funds



Sources of Funds

| | |
|-------------------|-----------------|
| Federal funding | \$13,841,030.00 |
| Program fees | \$855,649.00 |
| State grants | \$566,568.00 |
| Other grants | \$149,292.00 |
| Contract services | \$2,247,001.00 |
| Donations | \$2,585,435.00 |
| Rent | \$72,549.00 |
| Other income | \$1,367,298.00 |

Total

\$21,681,912

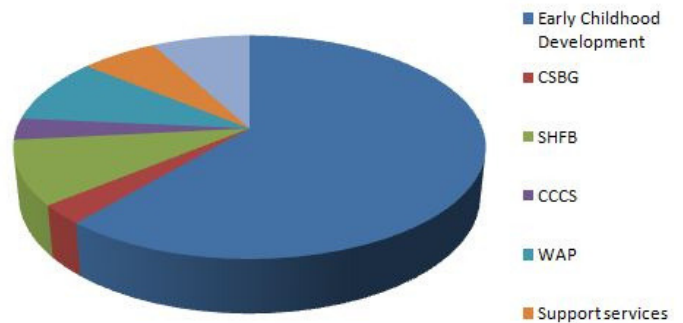
Uses of Funds

| | |
|-----------------------------|-----------------|
| Early Childhood Development | \$13,262,938.00 |
| CSBG | \$611,898.00 |
| SHFB | \$2,008,300.00 |
| CCCS | \$677,351.00 |
| WAP | \$2,043,079.00 |
| Support services | \$1,343,969.00 |
| Other programs | \$1,704,492.00 |

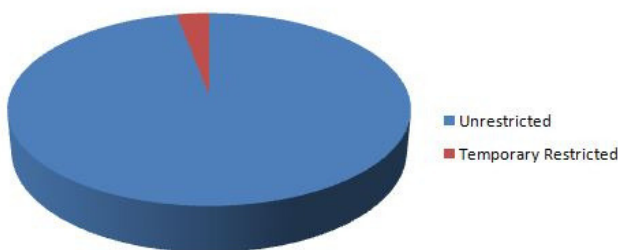
Total

\$21,652,027

Uses of Funds



Net Assets



Net Assets

| | |
|----------------------|-------------|
| Unrestricted | \$6,281,608 |
| Temporary Restricted | \$187,019 |

Total

\$6,468,627

Please note donated food – The Organization is an affiliate of Feeding America operating as Second Harvest Food Bank of Southeast North Carolina. The Organization receives and distributes food commodities; no value has been placed on these commodities, or recorded on the financial statements, since the Organization is not the controlling Organization. During the year ended December 31, 2016, the Second Harvest Food Bank of Southeast North Carolina received approximately 11,621,485 pounds of donated food and distributed approximately 9,999,145 of the donated food to member agencies. The donated food was valued at \$1.67 per pound and therefore amounts to \$19,407,880 received and \$16,698,572 distributed during the year.

2016

GOVERNING BOARD

Edwin S. Deaver, Chairman
 George Jamison, Vice Chairman
 Marji Brown, Secretary
 Lisa Chance, Treasurer
 Eddie Bray, Parliamentarian
 Dr. James McLaughlin, Chaplain

April Clark
 Dr. Enrique Coello
 Jasmine Coleman
 Dr. Sherree Davis
 Lenwood Edwards
 Bertha Elliott
 James O'Garra
 Laura Hardy
 Mary John-Williams

Thimi Kollar
 Brian Manning
 Teresa McNeill
 Chuck Pelfrey
 Bettye Sanford
 Acooyay Shaw
 Rochelle Small-Toney
 Johnny Wilson
 Clark Wooten

ADVISORY BOARDS

Head Start Policy Council

BenShuna Quon, Chairperson
 Sha'mek Harmon, Vice Chairperson
 Cassiopeia Turner, Secretary
 Alysia Haddox, Parliamentarian
 Jermaine Walker, Board Representative

Second Harvest Food Bank

Chuck Pelfrey, Chairman
 J.R. Williams, Vice Chairman
 Rosemary Buerger, Treasurer
 Tammy Lindsay, Secretary
 Kenjauana McCray, NCAFB Representative

Consumer Counseling Services

April Clark, Chairman
 Jimmy Teal, Vice Chairman
 Kristle McLaurin, Secretary

ACTION PATHWAYS SENIOR MANAGEMENT

Corporate Team

Cynthia Wilson, Chief Executive Officer
 Lonnie Ballard, Chief Operating Officer
 Dr. Sadie Carter, Human Resources Director
 Jackie Godbold, Agency Advancement Director
 Kim Stafford, Chief Financial Officer
 Nicki Maynor, Senior Executive Assistant

Program Directors

Christiana Adeyemi, Head Start
 Meena Ahuja, Consumer Credit Counseling Services
 Stephanie Ashley, Weatherization Assistance Program
 Ar-Nita Davis, ASPIRE Self-Sufficiency Program
 L. Ron Pringle, Second Harvest Food Bank