



# 2015 ANNUAL REPORT

COMMUNITY ACTION PARTNERSHIP  
of NORTH ALABAMA

# A Message From the CEO

## Good to Great, Becoming an Agency of Excellence

As we compile this first digital annual report I could not help but reflect back on the 50 year history of our company. Since August 1965 the Community Action Partnership of North Alabama has sought to reduce or eliminate the causes and consequences of poverty in north Alabama. What a great legacy we have inherited from those who built a strong foundation of service in our area. We owe those who have come before us a debt of gratitude for carving out the great company that we have the privilege of working with today. As a comprehensive, non-profit, results driven business our agency has grown to become one of the largest companies of our type in Alabama.



Michael Tubbs  
Chief Executive Officer

Our Board and Staff are entrusted with federal, state and local funds that allow us to make an impact on vulnerable children, seniors, families and communities. Providing results in 28 Alabama counties with over 500 full time employees and a \$34 million operating budget, our company has experienced rapid growth in staffing, results, geographic reach and responsibility. In the past 2 years, the company has expanded by nearly 50% in terms of capacity and funding. This growth has allowed our programs to achieve results in many new communities and create partnerships that have been beneficial to the most vulnerable people of our service area. Through rigorous monitoring, our funding partners have recently validated that we are a highly accountable agency. Our Board is a model for non-profits; our processes and policies are current and considered best practice; our use of information systems and technology is on the leading edge of business; we are growing our media presence and finding new ways to spread the word about our value to the communities we serve.

In many ways it would seem our company has reached an all new level of success, and we could consider ourselves 'great' as a major non-profit service provider in north Alabama. But, as our leadership team and Board look toward the future, several questions should be considered:

- How can we define a future path for the agency that builds on our success and maximizes our strengths, without compromising our existing operations?
- How can we be wise concerning future partnerships so that we minimize risk while seeking new opportunities?
- How can we continue to grow as an agency and be big, but act small?
- How can we use community assessments and our operational experience to refresh our efforts, address unmet needs and ensure our programs are making the greatest impact?
- How can we continue to recruit, hire and train employees who can contribute so that we are continually performing at a high level in every area?
- How can we look at our past, examine our current state and have a vision for the future that sustains excellence in every area?
- How can we be bold enough to consider challenges and potential crises that could come to our doorstep and be prepared to ensure we continue to perform at a high level?
- How can we greatly exceed the expectations of our funders?
- How can we incorporate the highest level of critical performance into the DNA of the entire agency?
- How can we continue to grow the Board in its knowledge and participation while balancing their volunteer status?
- How can we resist the allure of current growth and success to understand the future will be better if we shape it by purposeful, planned disruption?

How can we move from 'Good to Great'? In the near term we will continue to hold to our core values that helped us achieve the success we have, while we continue to look for new opportunities and partnerships that will grow our impact and move us to the next level of excellence. I look forward to the bright and robust future of the Community Action Partnership of North Alabama.

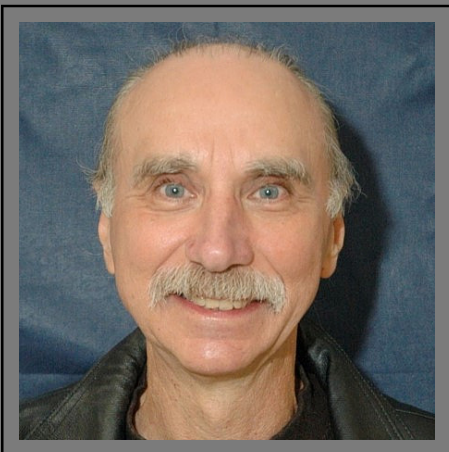




# A Message From the Board Chair

I frequently scan news headlines pertaining to the non-profit world to identify trends and best practices that could be implemented to improve our Agency. I also analyze things that have gone wrong at other non-profits to ensure our Agency has sufficient controls in place to avoid such pitfalls. This research identifies many innovative processes that have been successful at other non-profits, as well as some actions that have harmed agencies or even lead to their dissolution and prosecutions of key employees and board members.

Recently, I noted a headline concerning a non-profit organization that was dissolving because it had achieved its mission. That was such an unusual event that I read the full article and conducted additional research to ensure I understood the full scope of that dissolution.



Paul Lott  
Chair, Board of Directors

With the Supreme Court's recent ruling in *Obergefell v. Hodges*, the board of directors for Freedom to Marry, Inc. and its lobbying affiliate felt they had sufficiently accomplished their mission and decided to dissolve their organizations. These had been well run, successful businesses with over 60 employees and \$13 million in annual revenue.

Although a few organizations may accomplish their missions and dissolve, many more will close their doors because of their inability to evolve. Agencies that are dedicated to "reducing or eliminating the causes and consequences of poverty" have many long-term challenges and opportunities as we are assured that "You will always have the poor among you".

However, there will be many changes in the structure and business activities of the poverty fighting network as we must continually refine our business models to remain relevant and competitive.

When introducing the War on Poverty in 1964, President Johnson declared that it would "strike at the causes, not just the consequences of poverty." He added, "Our aim is not only to relieve the symptom of poverty, but to cure it and, above all, to prevent it."



Our country has spent \$22 trillion fighting the War on Poverty during the past 50 years. Despite progress in this war, there is much more work to be done as the poverty rate has remained at about 15% for the past 45 years, while the poverty rates for vulnerable populations such as children and seniors are much higher.

Two main strategies have been employed in fighting the War on Poverty. One strategy is to address the consequences through programs such as Food Stamps, Earned Income Tax Credit, Child Tax Credit, Unemployment Insurance, etc. where payments are made directly to individuals living in poverty. The other strategy is to empower and fund local organizations, which can best identify the causes of and develop plans to correct conditions that lead to poverty in their communities. This second strategy led to the formation of Community Action Agencies which administer a wide variety of programs designed to address both the causes and consequences of poverty.

Proponents of these two strategies compete for available anti-poverty funds. During the past 50 years, the allocation of taxpayer funds between these two strategies has varied according to the prevailing political philosophy at the time.

Currently, the effectiveness of these two strategies is being debated again as Congress compiles the budget. Various studies have been conducted to examine the pros and cons of each strategy.

In addition, Congress is requiring governmental agencies to evaluate the effectiveness of their poverty fighting programs in order to justify continued funding. Consequently, governmental agencies that fund programs administered by our Agency and other non-profits are requiring that we implement more rigorous standards and measure our outcomes to determine whether we are utilizing taxpayer dollars in the most effective and efficient manner.

Successfully implementing these standards while effectively delivering, measuring and reporting outcomes of our programs are major factors that will determine the continued success of our Agency. I feel that our Agency is well positioned to continue thriving and growing thanks to its enthusiastic employees and excellent leadership which is dedicated to conducting business in an ethical and responsible way while engaging openly with our funders, partners and communities.

Sincerely,

A handwritten signature in dark ink that reads "Paul L Lott". The signature is written in a cursive, slightly slanted style.

# Board of Directors

current as of 10.01.15

## COMMUNITY SECTOR

Leigh Frances

Bruce Jones (Secretary)

Cassandra Lee

Dawn Owens

Jackie Peek

Gail Phillips

Tim Thrasher

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## PUBLIC SECTOR

Bruce Gordon      Sheryl Marsh

Earlene Johnson      Allen Stover

Paul Lott (Chair)      Jennifer Taylor

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## PRIVATE SECTOR

Kyle Buchanan

Darris Frost

Pat Gilbert

David Mathews (Vice Chair)

Heath Meherg

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## ADVISORS

Pat Busing      Matt Holmes

Tricia Culpepper      June Palmer

Marcie Hill      Stephanie Pitts

Joe Holmes      Barbara Sittason

Heather Smith

## A Unique 21st Century Hybrid

The Community Action Partnership of North Alabama, or the "Partnership", operates completely different from what one might view as a typical non-profit organization or charity.

By intentional and strategic design, our organization merges elements of a successful business (such as solid management principles, financial accountability, measurable outcomes, and fearless innovation) with elements of a successful non-profit organization (such as compassion, strong collaborative partners, well-designed programs, and a well-trained staff). These factors converge to produce a unique hybrid...the non-profit business...that serves as a catalyst for impacting lives and achieving visible and sustainable change.

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## A Results-Driven, Non-Profit Business

Our bottom line is measured by changed lives and improved communities. We are results-oriented. When we perform well children gain the educational foundation they need to succeed in school, individuals have a chance to live in decent housing that is safe and affordable, elderly citizens receive nutritious meals, and families have an opportunity to purchase their first home and own a piece of the American dream, which ultimately results in the long-term transformation of whole communities.

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## A Leadership-Guided Agency

Our Board of Directors, Leadership Team and Staff are constantly striving for Financial Excellence, Exceptional Customer Service, Accountability and Compassion. Members of the Partnership's Board of Directors truly reflect a cross-section of the community. Board representation in accordance with the Community Services Block Grant consists of representatives from the following areas: community leaders (demographically elected), private sector business leaders and public sector elected or designated public officials.



## Our Mission

The Community Action Partnership of North Alabama, a results-driven non-profit business, is committed to reducing or eliminating the causes and consequences of poverty for families and communities.

## Our Vision

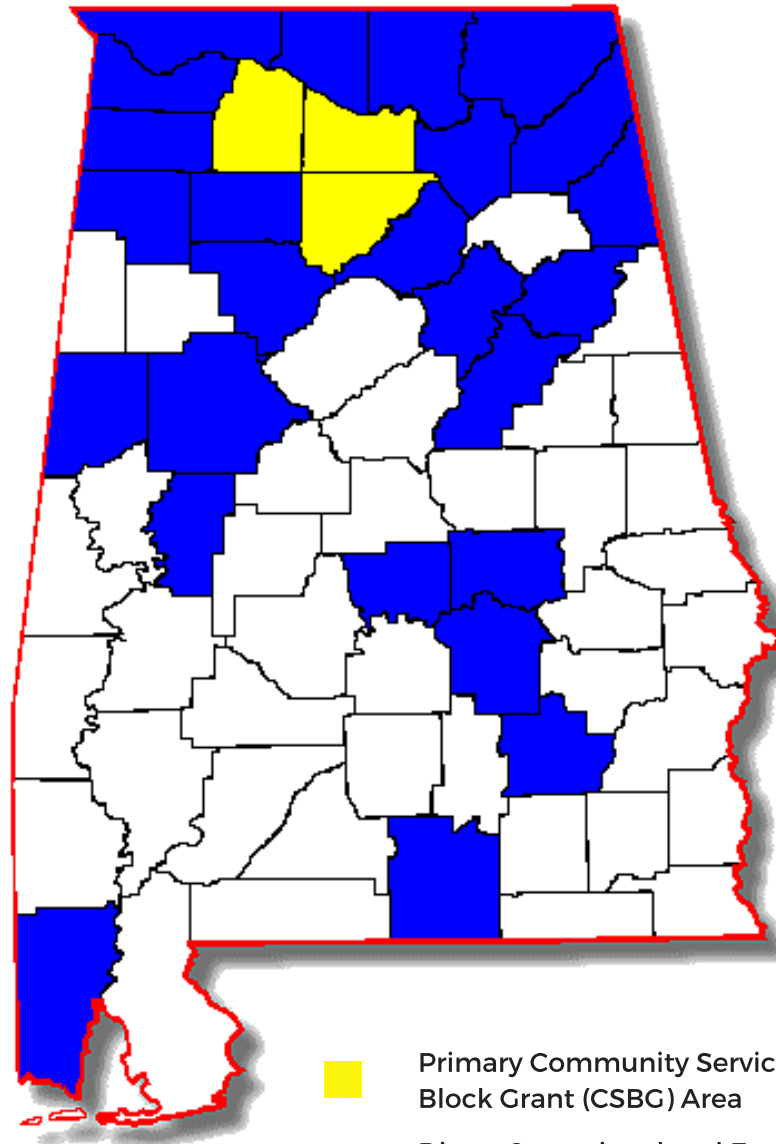
As a comprehensive business, the Vision of Community Action Partnership of North Alabama is to be a premier and preferred service partner creating a better community.

## Our Corporate Values

Financial Excellence  
Exceptional Customer Service  
Accountability  
Compassion

## Our People's Values

Innovative  
Leaders of Change  
Effective Communicators  
Engaged in the Community



- Primary Community Services Block Grant (CSBG) Area
- Direct Operational and Extended Service Areas, plus Primary CSBG Area

Providing Results in

28

Alabama Counties



# Then and Now

From the point of being formally incorporated in 1965 the Community Action Partnership of North Alabama (The Partnership) continues to be dedicated to impacting families and communities in a positive and measurable way. For the past 50 years, and into the next 50 years, the Partnership responds to local needs and challenges related to poverty and provides results-driven solutions that empower families and encourage long-term self-sufficiency.

## 1965

On **August 25, 1965**, the Marshall Morgan Community Action Committee was incorporated to serve the counties' poor families by identifying needs and developing strategies for meeting those needs.

Early Services included Information and Referral, Emergency Food and Medical, Community Organization, Self-help Program Development, and Summer Head Start.

65

Head Start expanded from a summer program to becoming a full-day/full-year (FD/FY) program in Morgan and Lawrence counties

In **1975** Meals On Wheels service began in Morgan, Lawrence, and Cullman counties

In **1976** The agency became Morgan Lawrence Community Action Committee.

## 1976

## 1977

In **1977** Weatherization Services were added.

In **1982** the Morgan Lawrence Community Action Committee added Comprehensive Housing Counseling and Section 9 & 18 Transportation Services to assist low-income individuals.

77

In **1981** the Senior Companion Program was added to Foster Grandparents as part of the National Older American Volunteer Programs.

In **1984** Low Income Home Energy Assistance Program (LIHEAP) was added to services provided.

In **1991** Winston and Blount County Head Start was added to be followed by Marion, Franklin, and Colbert Counties after a competitive rebidding process.

## 1991

## 1996

From **1996-2003** The East Coast Migrant Head Start contracted with the Partnership to provide services to migrant families in Blount and St. Clair Counties.

In **1999** the Partnership produced its first affordable housing complex in Morgan County, Alabama. Harbor Square was developed as an affordable alternative for elderly residents in Decatur.

99

In **2001** Early Head Start Services expanded to Morgan and Blount counties to serve children ages birth to 3 years.

Alabama Pre-K services were added in Blount, Morgan, and Cullman Counties in **2002** to serve four-year-olds.

## 2002

## 2004

In **April 2004** the name Community Action Partnership of North Alabama was adopted to better align with the agency's identity with the national brand of Community Action and the mission of the organization.

In **April 2005** long-time Executive Director Tom Wood retired. Michael Tubbs was selected to be the agency's fourth Executive Director and Chief Executive Officer.

05

In **2008** DeKalb, Jackson, Marshall, and Cherokee counties were added to the Children's Services area following a competitive bidding process to serve an additional 757 children in Head Start classrooms.

In **2010** The Partnership became 1 of 3 Chartered Members of NeighborWorks® America in the state of Alabama.

## 2010

## 2011

In **June 2013** Head Start Services were added in Madison and Limestone Counties following a competitive bidding process to serve 432 children in 24 classrooms.

In **October 2013** Handy Head Start was added in Lauderdale County to provide Early Head Start, Head Start, and Pre-K services.

In **2014** Early Head Start partnerships were created in Madison and Limestone Counties to serve children birth to 3 years.

13

In **2011** the Partnership implemented Housing Resource Centers as a result of disaster relief funding to support recovery efforts following the April 27, 2011, tornadoes.

In **2015** the East Decatur Community Improvement Association was established as an organization committed to improving quality of life in the East Decatur area.

## 2015

# Financial Accountability

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

January 1, 2014 - December 31, 2014

As the Partnership continues on its path from “Good to Great”, financial accountability continues to be a priority. While “good” financial accountability may be acceptable, the Partnership wants “great” financial accountability. We believe this accountability allows our many funding sources to have a



Fred Harvey  
Chief Financial Officer

greater trust in us, and our ability to manage our resources.

2014 proved to be another growth year with revenues increasing over 31% from the prior year, and net assets increasing over 7%.

The Partnership’s Fiscal Year 2014 audit was clean with unqualified opinions in both compliance and the financial statements.

Click [HERE](#) to view complete audit.

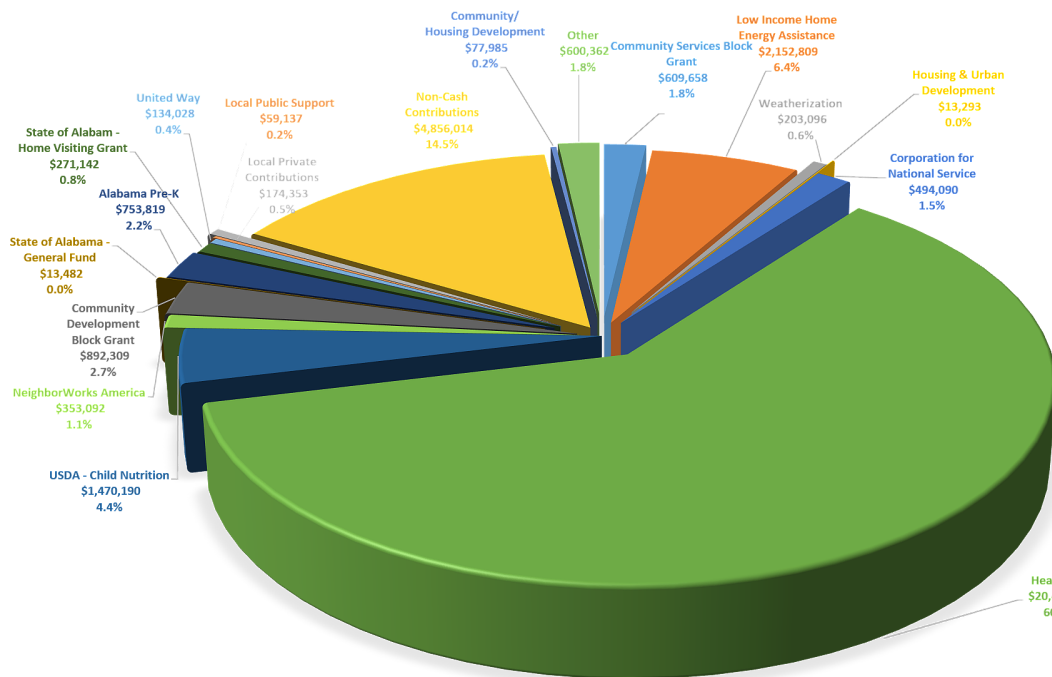
### ASSETS

CURRENT ASSETS	
Cash	1,583,974
Grants Receivable	540,444
Other Accounts Receivable	57,697
Prepaid Expenses	39,046
<b>TOTAL CURRENT ASSETS</b>	<b>2,221,161</b>
RESTRICTED ASSETS	
Restricted Deposits & Reserves	1,815,625
<b>TOTAL RESTRICTED ASSETS</b>	<b>1,815,625</b>
NONCURRENT ASSETS	
Notes Receivable - related parties	3,323,043
Property & Equipment - net	32,535,782
Other Assets	443,112
<b>TOTAL NONCURRENT ASSETS</b>	<b>36,301,937</b>
<b>TOTAL ASSETS</b>	<b>40,338,723</b>

### LIABILITIES AND NET ASSETS

CURRENT LIABILITIES	
Accounts Payable	61,992
Accrued Interest	576,888
Other Accrued Expenses	1,118,924
Deferred Revenue	258,966
Current Portion of Long-term Debt	198,061
<b>TOTAL CURRENT LIABILITIES</b>	<b>2,214,831</b>
NONCURRENT LIABILITIES	
Tenant Security Deposits	139,300
Accumulated Deficit Investment in Partnerships	28,844
Developer Fees Payable	507,053
Long-term Debt - net	13,139,829
<b>TOTAL NONCURRENT LIABILITIES</b>	<b>13,815,026</b>
NET ASSETS	
Unrestricted	21,532,854
Temporarily Restricted	2,446,012
Permanently Restricted	330,000
<b>TOTAL NET ASSETS</b>	<b>24,308,866</b>
<b>TOTAL NET ASSETS &amp; LIABILITIES</b>	<b>40,338,723</b>

# By the Numbers

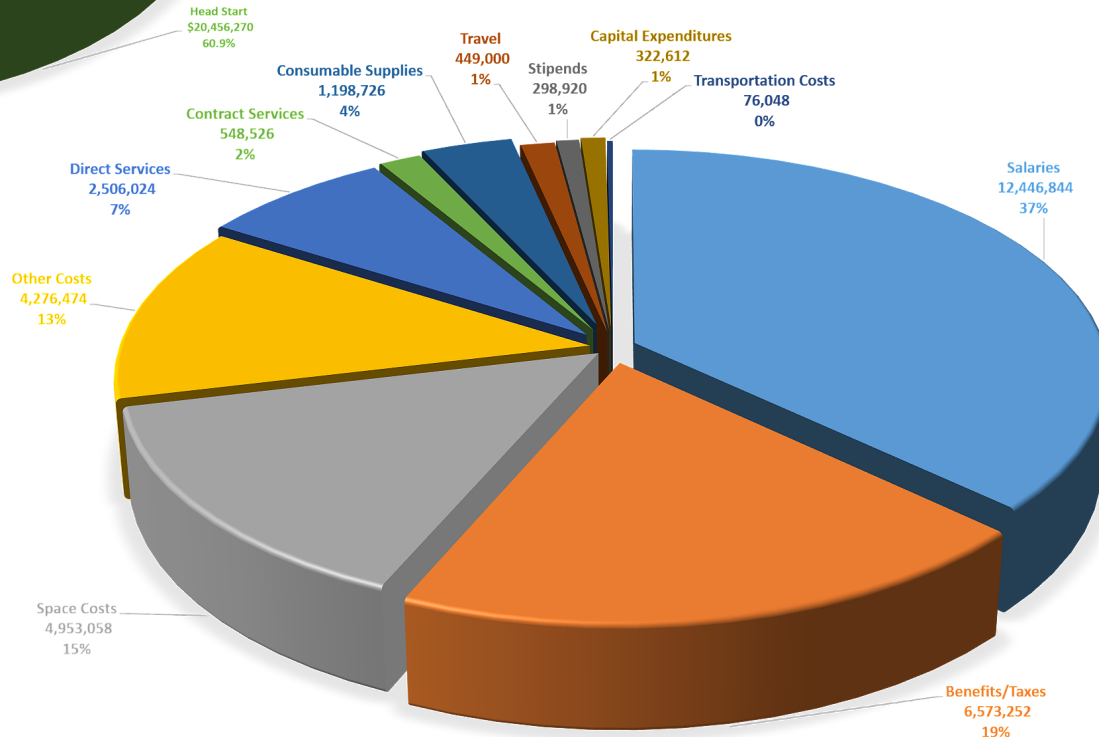


click chart for more detail

**REVENUE SOURCES**  
**\$ 33,585,129**

**EXPENDITURES**  
**\$ 33,649,484**

Click [HERE](#) for Head Start Financial Report



click chart for more detail





# Good to Great

## PART ONE: COMMUNITY

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The oft used axiom, “A rising tide lifts all boats” truly does describe our philosophy of community impact and change.

The **PUBLIC** sector has a role...but is limited in many ways. The **PRIVATE** sector plays a major part in addressing the needs of people, but can only do so much. Volunteers from the

local **COMMUNITY** alongside members of faith organizations play a huge part in delivering results with compassion.

The model of greatest **COMMUNITY** impact is realized when these sectors – with the addition of a non-profit business like our agency – can make the greater impact.

None of these groups can create long lasting, *sustainable* change on their own. But, when they work in tandem, change that benefits many, and reaches across the whole **COMMUNITY** can occur.

**GOOD** work has been done, but we want to see **GREAT**

work done for the vulnerable people and struggling communities of the Tennessee Valley.

# EARLY CHILDHOOD EDUCATION

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## We nurture development.

### 2014-2015: AN OVERVIEW

Children's Services at Community Action Partnership of North Alabama has continued to grow and expand across the 15-county service area. As a recipient of multiple grants including state Pre-K, Head Start, Early Head Start, Parents as Teachers, and Child Care Partnerships, The Partnership is now funded to serve nearly 3000 children ages birth to 5 years.

### REVIEW FINDINGS

The Partnership's most recent Office of Head Start (OHS) review was conducted in March 2015 and focused on Environmental Health and Safety. The results of the review identified one minor non-compliance issue: safe and clean facilities. Of the 225 settings observed only 7 were found with concerns that included emergency lighting, smoke detectors, uncovered electrical outlets, and repair and safety concerns. A plan was developed and implemented to clear all non-compliances.

During April 2015, OHS conducted a Fiscal/ERSEA (Eligibility, Recruitment, Selection, Enrollment, and Attendance) review. All areas were found to be in compliance.

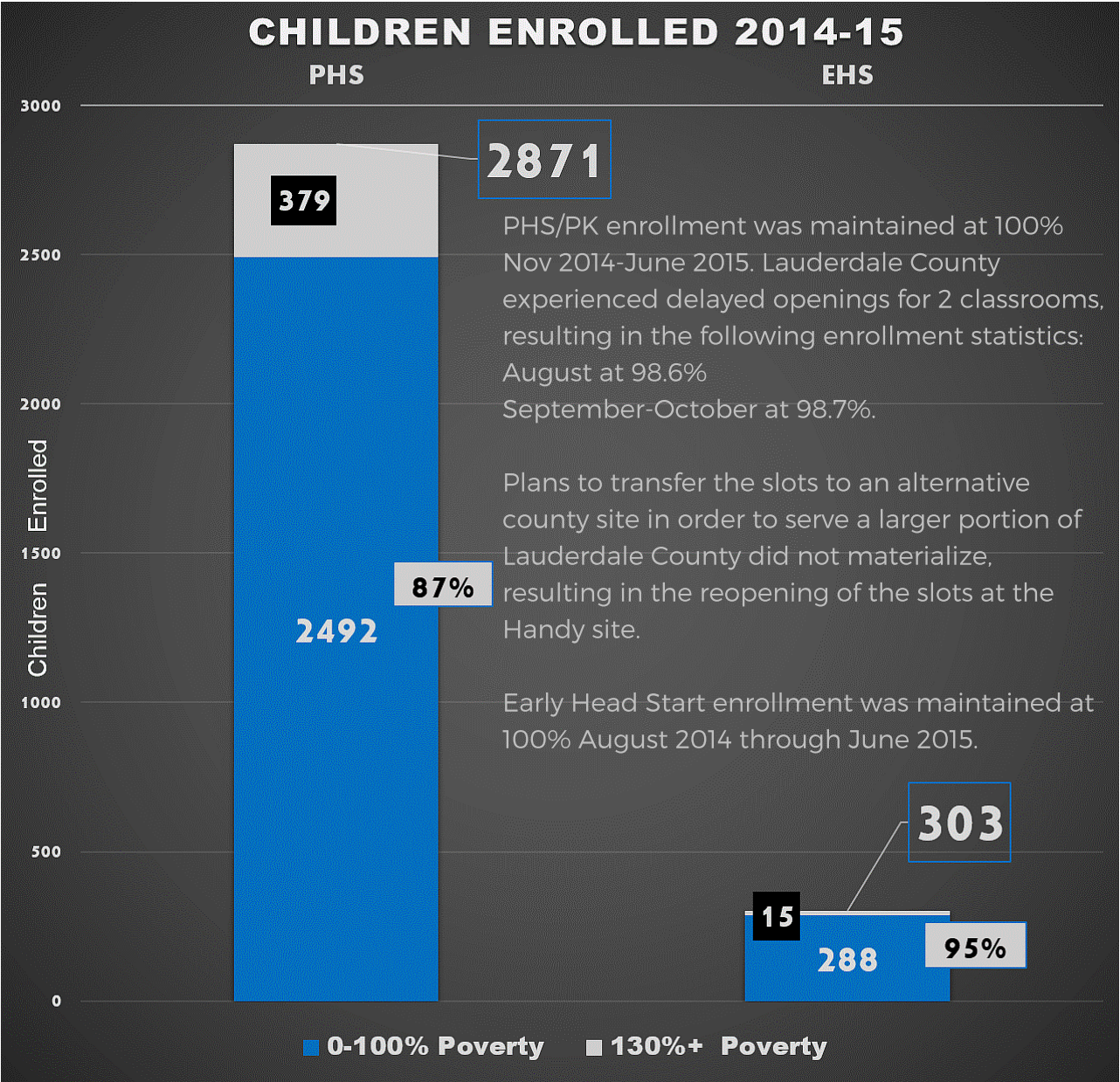
### SCHOOL READINESS

Head Start staff at the Partnership are committed to making the transition into kindergarten as easy as possible. Teachers use Creative Curriculum in their lesson planning, which aligns with the Head Start Framework, our program's school readiness goals, and our child assessment program Teaching Strategies GOLD. These programs work in conjunction to provide teachers the tools they need to individualize lesson plans to ensure each child is appropriately challenged to meet his or her full potential.

Ongoing communication among agency staff, parents, and the local school districts facilitates the decision-making processes that result in the best interest of each enrolled child and family in all aspects of the program.



# Enrollment and Services



## PRESCHOOL HEAD START



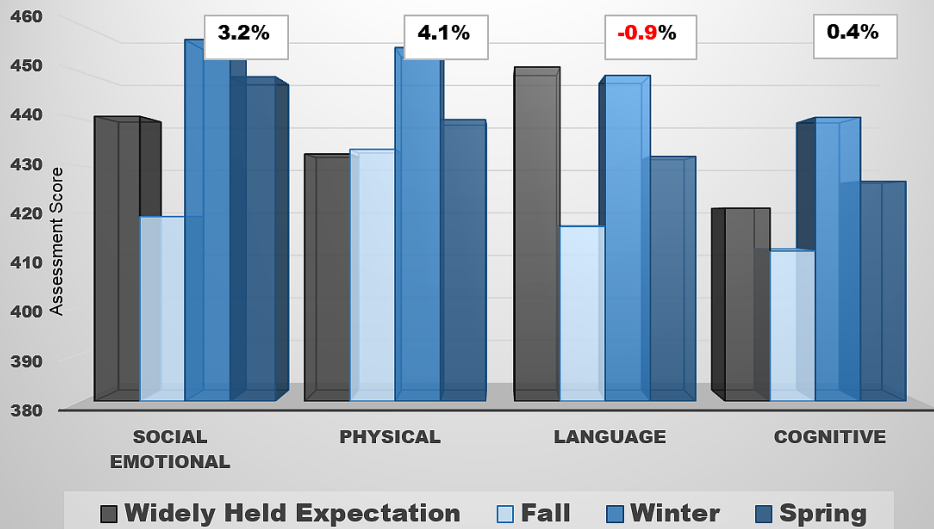
## EARLY HEAD START



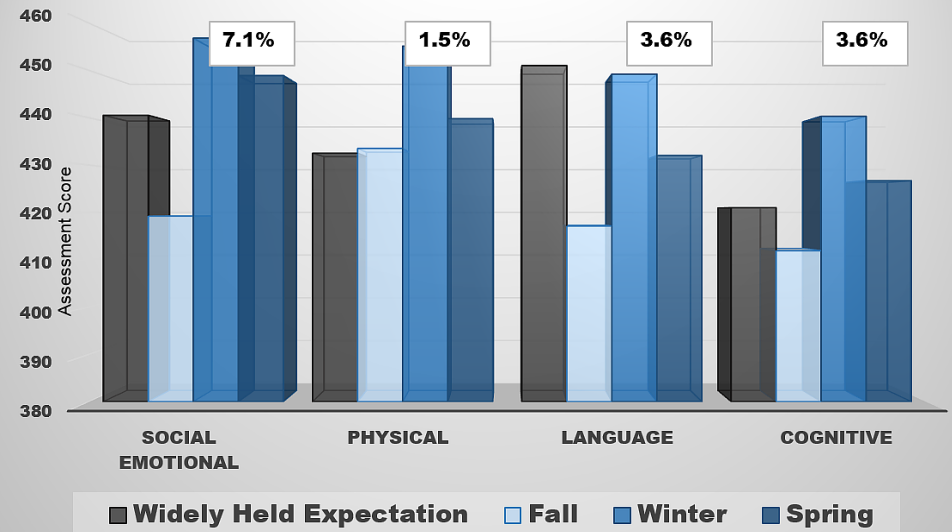


# Child Outcomes

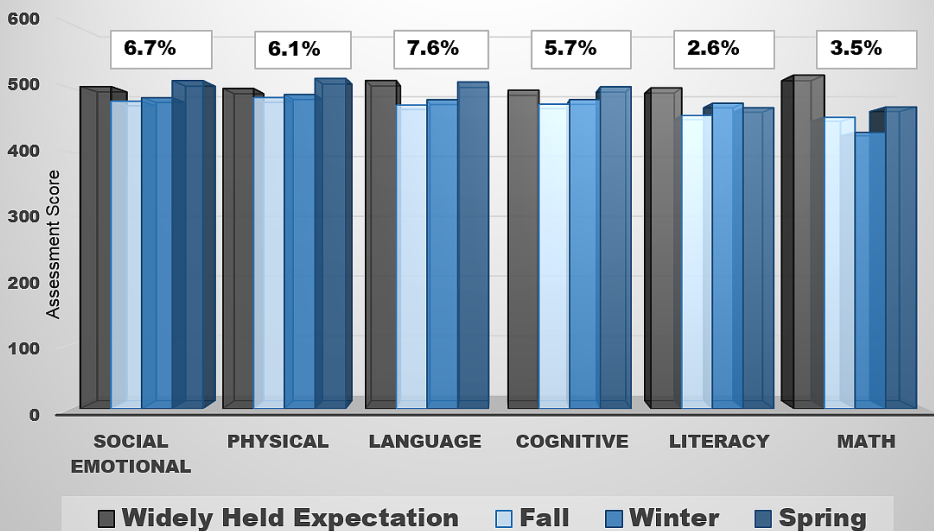
**Development and Learning Gains: Birth-1 Yr Olds**



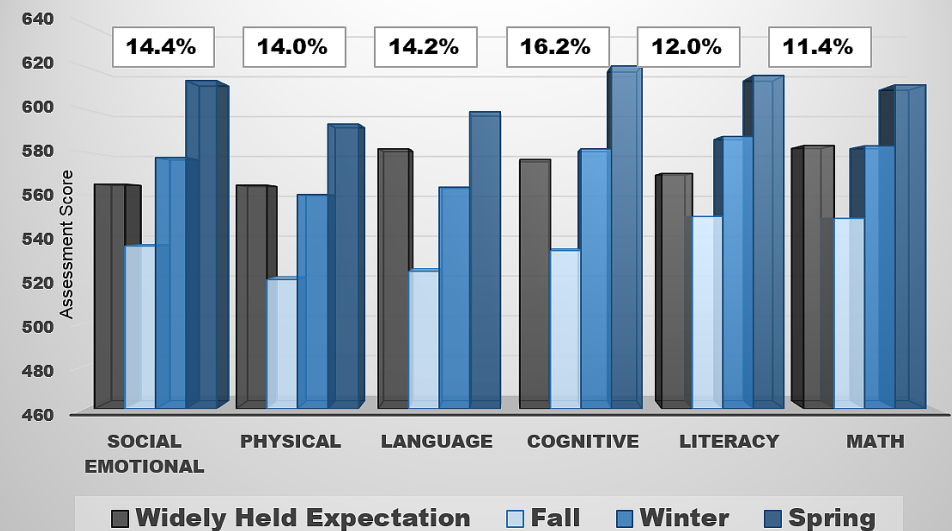
**Development and Learning Gains: 1-2 Yr Olds**



**Development and Learning Gains: 2-3 Yr Olds**

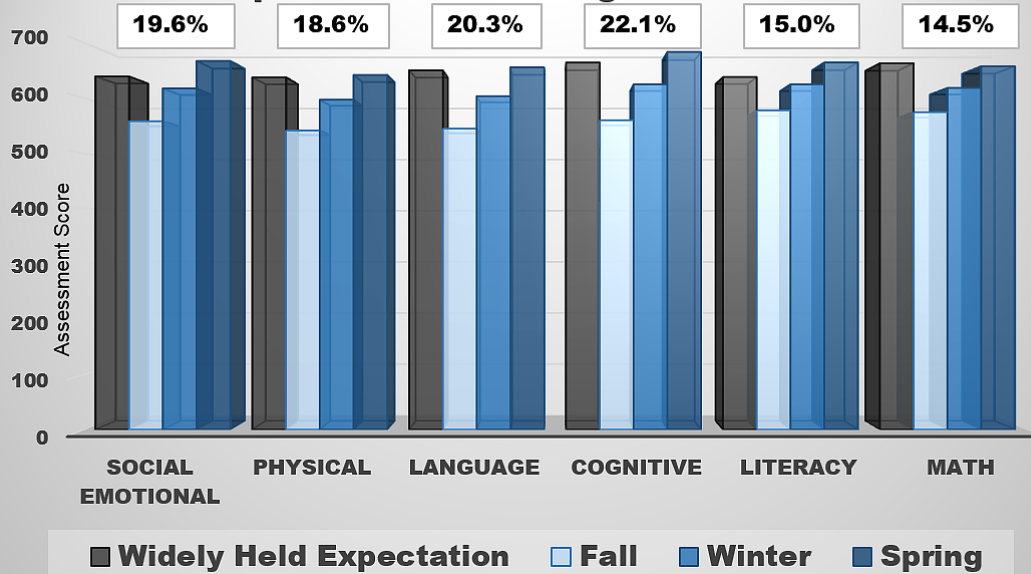


**Development and Learning Gains: 3 Yr Olds**



# Kindergarten Readiness and CLASS®

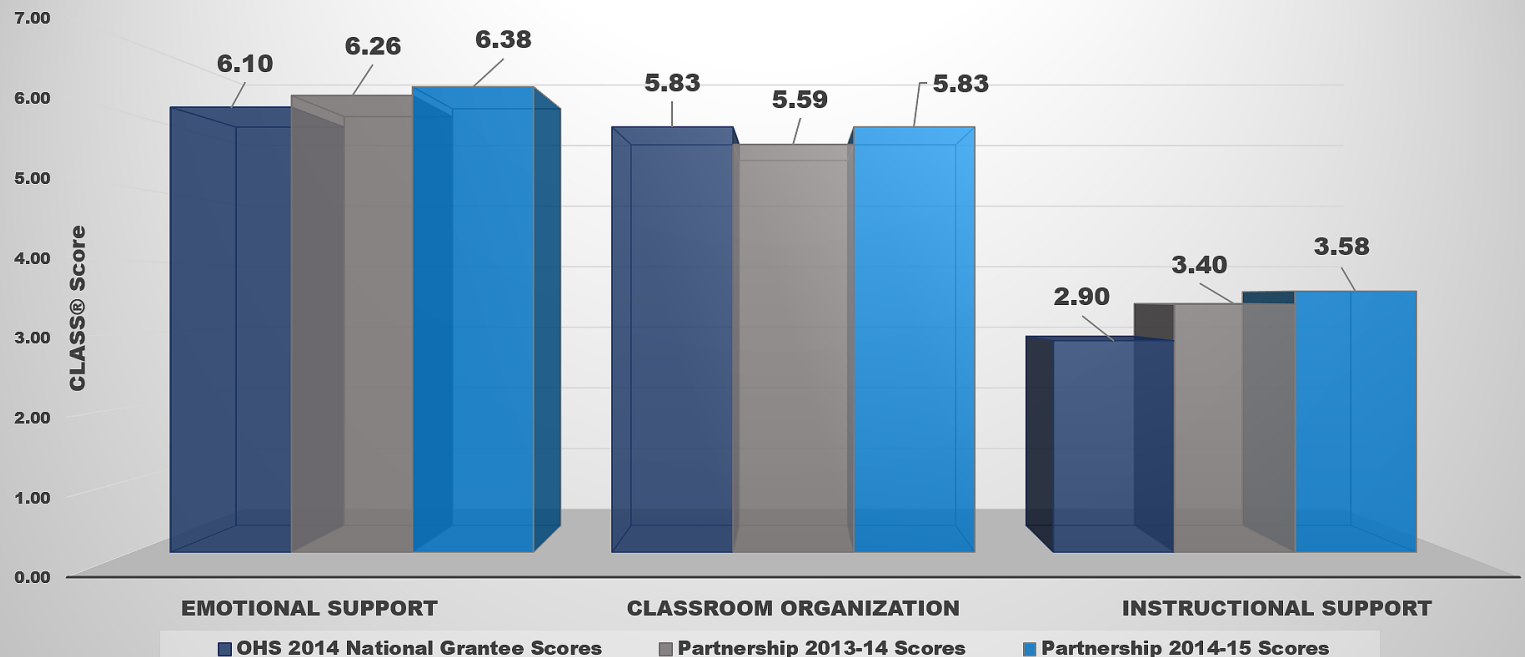
## Development and Learning Gains: 4 Yr Olds



Parents are encouraged to be fully involved in the transition process between Head Start and kindergarten. Teachers conduct 2 home visits a year, where a parent's educational goals for their child may be made and assessed. Teachers also share information on an individual child's progress throughout the year with parents with a minimum of 2 parent-teacher conferences.

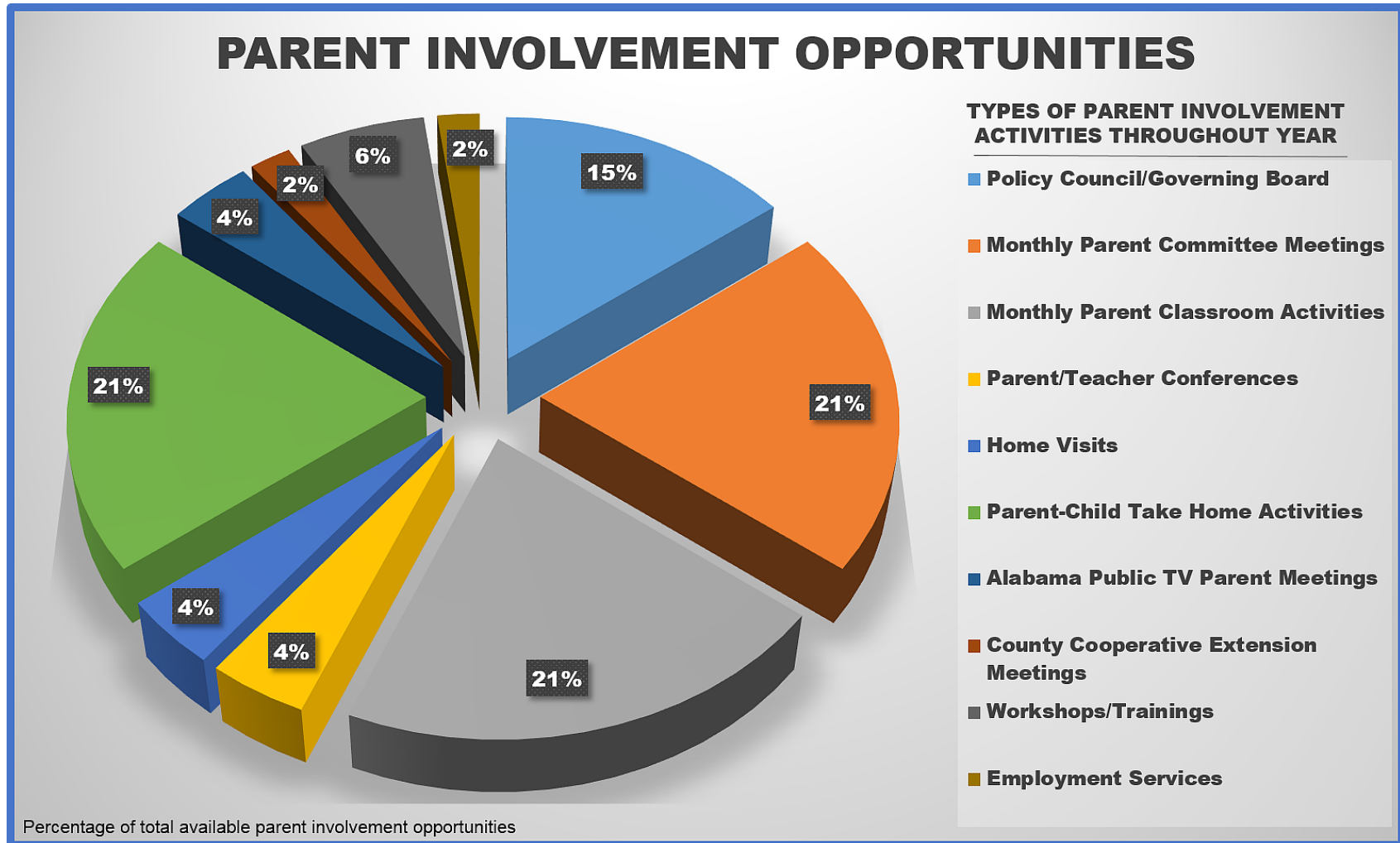
Parents are encouraged to attend kindergarten transition meetings led by agency Family Engagement Specialists and local school faculty where they are provided information pertaining to kindergarten registration, orientation, and district-specific expectations.

## CLASS SUMMARY REPORT 2014-15



# Parent Involvement

Our program utilizes and implements indicators outlined in the Parent, Family and Community Engagement Framework. We focus on building relationships with families that support their well-being through activities that engage parents and families in their children's education.



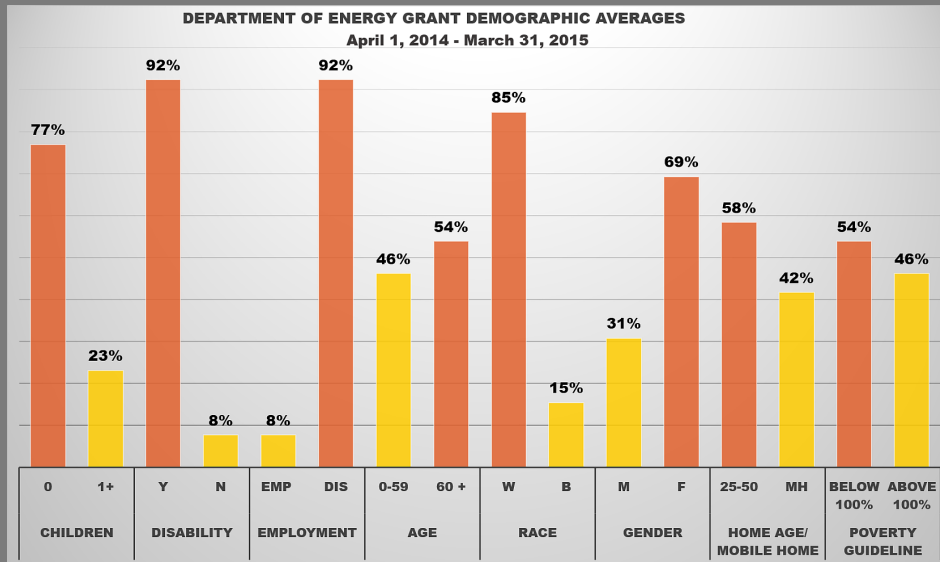


# WEATHERIZATION

## We secure comfort.

Weatherization services are provided for the residents in Cullman, Lawrence, Marion, Morgan, Walker, and Winston Counties.

Energy conservation measures are performed on the homes of income-eligible applicants. Reducing air infiltration, insulating the home and performing other energy conservation measures are conducted on homes at no cost to the homeowner.



Department of Energy (DOE) grant funds provide assistance to homeowners who are at or below 200% of poverty guidelines.

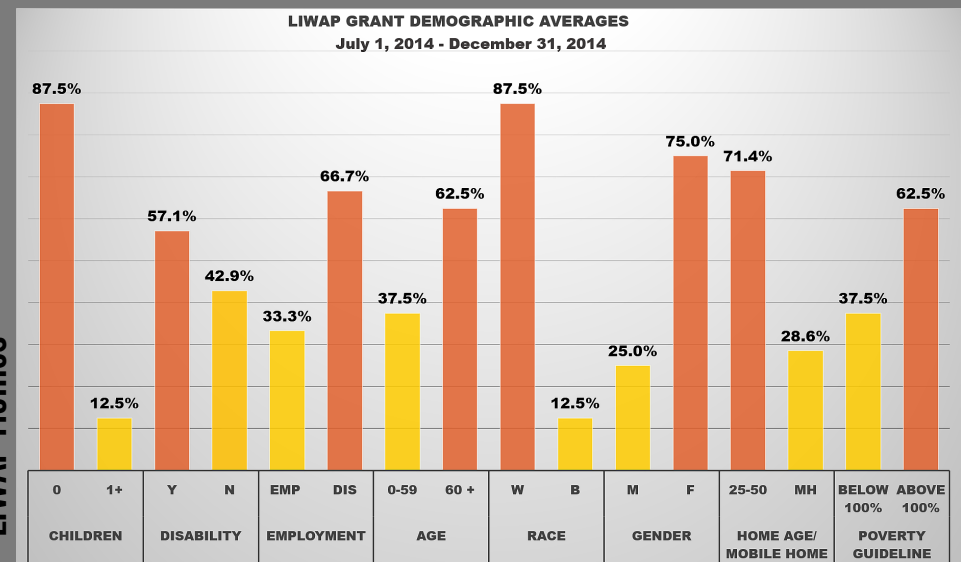
**\$8,142**  
Average grant amount per home

DOE Homes



Low Income Weatherization Assistance Program (LIWAP) grant funds are based on 150% of poverty guidelines..

**\$7,746**  
Average grant amount per home



LIWAP Homes

The Weatherization program is made possible through a grant from the Alabama Department of Economic and Community Affairs (ADECA) that originates from the U.S. Department of Health and Human Services.



# Mike's Story

## A SINGLE DAD BRAVING THE COLD

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Being a dad of 2 teenage daughters is hard enough. Doing it on your own is even harder. Michael Kirby is a single father who works nights in an assisted living facility and weekends for the post office to make sure his girls have a safe, comfortable place to come home to.

Working 2 jobs Mike still found himself struggling to meet the financial demands of his rising utility bills. His home was simply showing its age and the signs were evident each month when the bills arrived in the mail.

As a resident of East Decatur, Mike was eligible to apply for weatherization assistance through the funding provided to the Partnership by the U.S. Department of Health and Human Services. Even after a 3-year wait Mike says of his decision to fill out the application, "It has been a tremendous help to us. I recommend to anyone who qualifies to apply."

In order to make Mike's home energy efficient the Partnership replaced the ventilation and duct work, installed an exhaust fan with a new cabinet over his stove and, most importantly, updated his heating system. Once the major upgrades were complete, the final touches were put on the weatherization project by sealing doors and windows.

The work at Mike's home began in November and lasted until the end of December. And on Christmas Eve the contractor who had been working on Mike's home, usually in a team of four, showed up at Mike's front door...alone. He wanted to make sure the new heating system was in the home and working before Christmas.. So, instead of waiting until after the holiday, that contractor single-handedly installed the unit and stayed until the job was finished. It was the best Christmas gift Mike could have asked for.

Click [HERE](#) to hear Mike's story.

# ENERGY ASSISTANCE

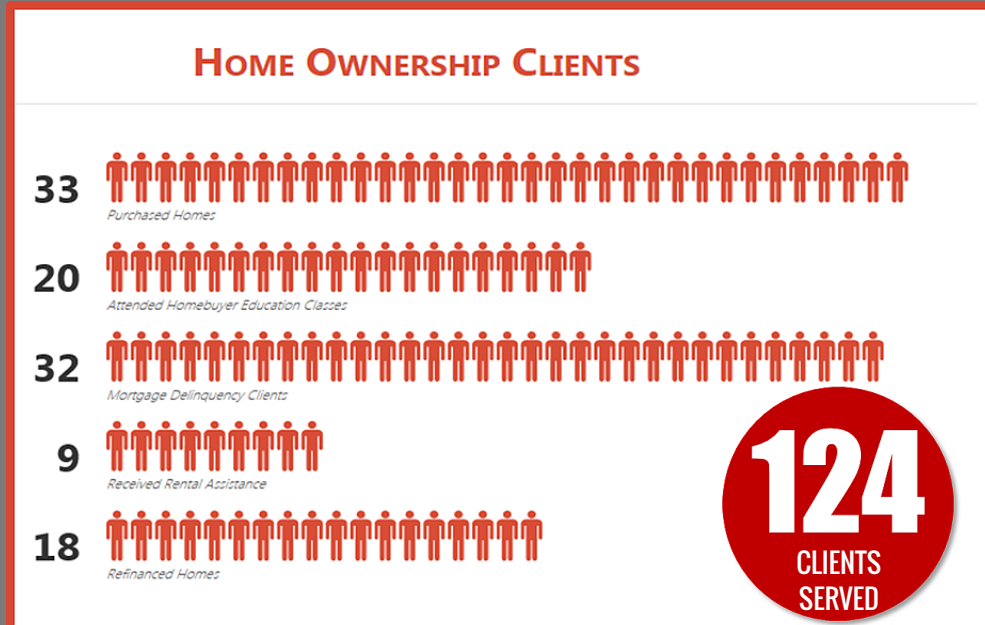
We protect the  
vulnerable.



The Low Income Home Energy Assistance (LIHEAP) program is made possible through a grant from the Department of Health and Human Services. Additional funding is received from the Alabama Business Charitable Trust Fund, Operation Warm, Operation Share and faith-based organizations.

# HOME OWNERSHIP

We shelter  
hope.



As a HUD-approved housing counseling agency, certified Homeownership Specialists are on staff who are trained to deliver First Time Homebuyer Education classes and Financial Capabilities workshops, intervene and address Foreclosure issues, provide Rental, Pre-Purchase and Credit Counseling, as well as Mortgage Ready One-On-One counseling.





# Ambra's Story

## HOME IS WHERE THE HEART IS

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Ambra Johnson and her husband Wade have four children: 2 boys and 2 girls. What they did not have was a home they could call their own. Through no fault of their own, the Johnsons found themselves on the short side of a lease-purchase agreement that resulted in an owner who took advantage of their position and a family of 6 looking for an affordable place to live.

At \$700 a month for a small 3 bedroom apartment, the Johnsons needed some relief. And their growing children needed some space to just be kids.

As part of the Housing Rehabilitation Program, a home was available for purchase in the area. And as members of the Decatur community, the Johnsons knew of the Homeownership Specialist program at the Partnership. Ambra immediately picked up the phone, made a few calls, and the ball started rolling.

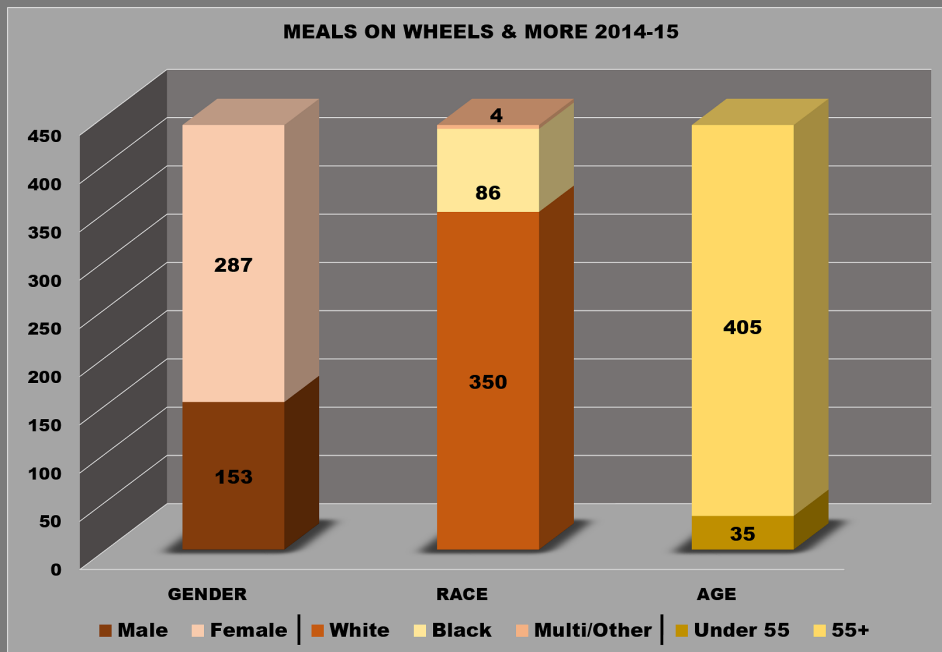
Ambra and Wade committed themselves to the completion of the Partnership's free Homeownership program. They made the right contacts, met the right people, and in the spring of 2015 they became the proud owners of a single story ranch home on a quiet cul-de-sac in the area where they had already been raising their 4 children.

With a patio for weekend barbecues and a backyard that could accommodate a youth football game, the Johnsons found themselves finally living their dream of homeownership. They invested themselves and their hearts. Now, they can say they are home.

Check out the Johnson's story on YouTube.

# MEALS ON WHEELS & MORE

We feed the  
spirit.



Meals on Wheels & More (MOWM) delivers hot meals each weekday to the doors of vulnerable and shut-in adults. MOWM meals are prepared by MOWM kitchen staff and distributed by 50 local volunteers each month.

MOWM visits offer personal contact for wellness checks and support recipients' independence.

# SENIOR PROGRAMS

We embrace  
experience.



**110 Local  
volunteers**



**118 Thousand  
Hours Served**



**122 Elderly/  
disabled served**



**138 At-risk  
students served**

The Senior Companion & Foster Grandparent Programs engage volunteers age 55 and over in service to provide supportive companionship to adults in need of extra assistance due to age or declining health, and to provide one-on-one mentoring and tutoring to at-risk students in an educational setting.



# Good to Great

## PART TWO: ACTION

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As a grant funded agency, we could take the easy road...manage the grant funds we receive, **deliver** services and satisfy our funders.

**GOOD** agencies can do that. But **GREAT** agencies should never be satisfied with that philosophy. As we consider

community **needs** and our capacity to **ACHIEVE**, we are looking for the opportunity to go beyond what is good...and to move toward great.

**Community Revitalization**, creating jobs, dealing with the **whole family** and moving people toward **Economic independence** is our new frontier.

We choose to define where and how we can make a greater **impact** and not be satisfied with the status quo. In essence, we choose to take the **Road Less Traveled**.

**GREAT** agencies do that.



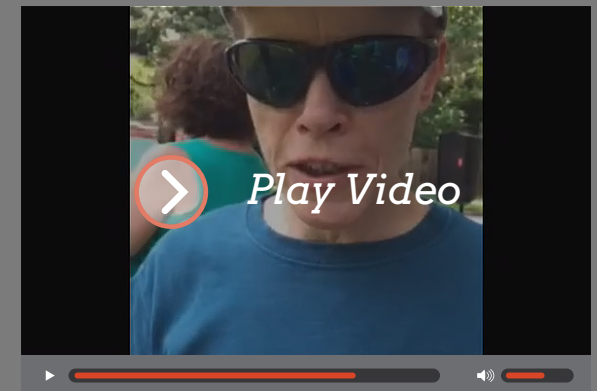
# COMMUNITY BUILDING

For 5 days, community members, partners, and local volunteers came together to create change in the East Decatur community. Homes were painted and yards were landscaped, some for the first time in many years.

What we found was a deep desire for a sense of community and a need to contribute to the overall well-being of the neighborhood.

After the saws were silenced and our trucks were out of sight, the revitalization became a part of the people. The sense of community was rekindled with the stroke of a paintbrush and the heart of a group of dedicated volunteers.

## We connect neighbors.



Hear what local residents think of the makeover.



# Lisa's Story

## A LOCAL HERO PAYING IT FORWARD

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From a computer screen more than 2,000 miles away Lisa Caton searched for a place she could call home in Decatur, Alabama. With both of her parents deceased, Lisa decided to move from California back to Decatur and put down some roots. That decision landed her in the middle of the Partnership's revitalization efforts for her new neighborhood in East Decatur.

Having been in the area for just a few months, Lisa had been working on home improvement projects on her own. She began replacing her windows, siding, and porch railings, dabbled in some landscaping, and then mapped out where her back fence would be constructed by erecting the support posts. What is so amazing about the work Lisa performed is that Lisa is legally blind.

One late spring afternoon Lisa ran across a newsletter in her mailbox. At first thinking it was junk mail she started to toss it in the trash. But her instincts drove her to open it and read it. She learned of a block makeover right there in her back yard. So she dialed the number on the flyer to answer the call for volunteers. And volunteer she did. Lisa spent 5 straight days scraping porches, painting foundations, pulling weeds, and spreading gravel. And her efforts got the attention of those around her.

Because of Lisa's involvement in the 2015 neighborhood project, more homeowners in her area have adopted her commitment to the revitalization of the area, proving that one person can make a difference. The local Lowe's home improvement store asked for nominations for their Local Heroes project. Lisa was an easy choice. Lowe's then sent a team to her home and installed the fence Lisa had started on her own, helping her to realize her dream.

Click [HERE](#) to hear Lisa's story.

# Good to Great

## PART THREE: PARTNERSHIP

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None of us can accomplish the **mission** of changed lives and improved communities alone. By **PARTNERING** with other entities our Company leverages local, state and federal funds to make the greater impact.

From **United Way** to **NeighborWorks® America** we are able to bring together **resources** that are multiplied in order to create a higher level of results.

As a non-profit **leader**, our agency has the capacity to be **ACCOUNTABLE** and **MEASURE** results. We do not choose to be all things to all people.

Other non-profits in our area may be better at ***solving a problem*** and we do not want to duplicate what is already working well.

Our ability to **support** the ongoing work of others creates a better result through intentional partnerships at the **LOCAL** level. Partnerships may mean the ability to convene volunteers, write for and **achieve** grant funding or re-grant funds that only our agency has access to.

The **greater good** of the community is our **GOAL**.

Creating **Better Results** for families, agency and community is our chosen method.





# NEIGHBORWORKS® AMERICA

## We stabilize communities.

The Community Action Partnership  
of North Alabama is a

**CHARTERED MEMBER**

of NeighborWorks® America in  
a network of

**240**  
**ORGANIZATIONS**

NeighborWorks® America creates  
opportunities for people to  
improve their lives and  
strengthen their communities by  
providing access to  
homeownership and to safe and  
affordable rental housing.

Click pics to visit NeighborWorks®



As a partner agency, we  
receive funding to support  
our Housing Development,  
Re-housing, Housing  
Counseling and  
Community Stabilization.

**323,400**  
U.S. households  
assisted with  
housing

**2014 NATIONAL INVESTMENT**

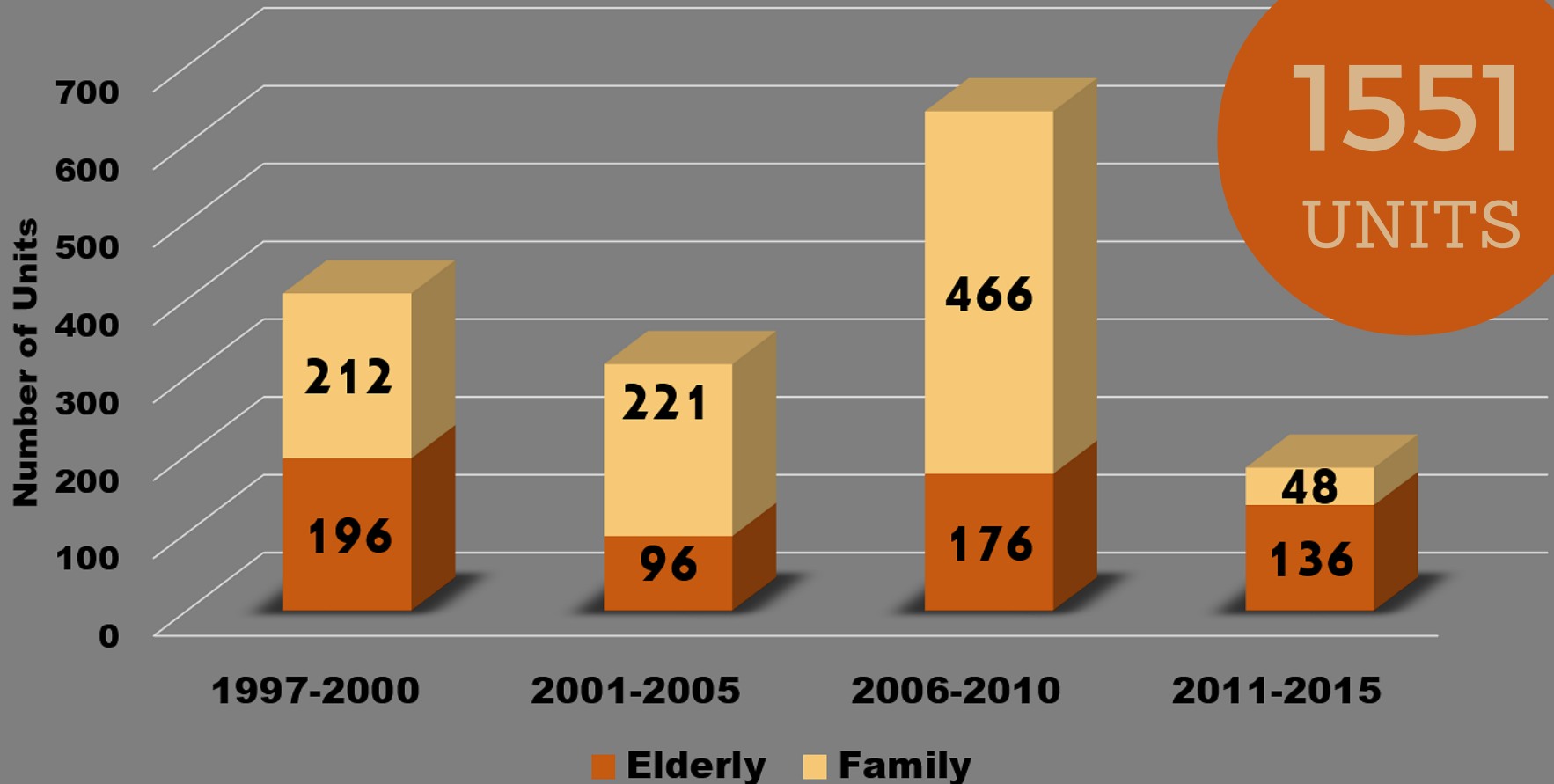
**\$5.9 BILLION**

in deserving communities across the country

# AFFORDABLE HOUSING

We believe home matters.

**AFFORDABLE HOUSING UNITS IN ALABAMA  
BY 5-YR SPAN**





# Good to Great

## OLIVER PLACE

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April 27, 2011, was the day that Phil Campbell residents learned a new normal after their town was all but erased from the Alabama landscape. Death and destruction amassed along the roadside, summoning despair in their wake.

Returning to life as they knew it would require more than hope. They said they needed homes. We heard them. And out of such devastation the idea for Oliver Place was born.



# 24

unit  
townhome complex

Oliver Place is a 24-unit town home complex located in Phil Campbell, Alabama.

Eligibility is based on income guidelines with limits based on 60% of local annual median family income levels based on family size.

12 2-BEDROOM

12 3-BEDROOM

2 ADA ACCESSIBLE



Office on site  
Handicap accessibility  
Fully equipped kitchen  
Washer/dryer connection  
Available laundry facilities  
Porch and patio  
Fitness center  
Playground



**The Village at Oliver Place**  
**1361 Pike Avenue**  
**Phil Campbell AL 35581**



For information on applying contact  
David Scoggin at 256.476.0746

# GOOD TO GREAT

Moving from good to great is a choice that we as an agency have made to help guide our actions into the future. We know that the transition from good to great takes the effort of many, leadership at many levels, devotion to our vision and being **in** the community. No matter the challenges, we will always strive to reduce or eliminate the causes and consequences of poverty for families and communities.

For more on how we are moving from good to great, click on these stories of success:

**69-year old Alfred Cordle is tops in elementary school**

Being a Foster Grandparent means going to school is a treat. ....

**Delivering more than a meal**

Meals on Wheels and More client from Hartselle gets a daily dose of personal care...

**Head Start works!**

Children are not the only ones who are benefiting from Head Start programs...

Generational support for Head Start lets others know that Head Start works...

**Oliver Place shines like a new diamond**

Devastation followed by despair. Now Oliver Place is the phoenix of Phil Campbell...



Scan the QR Code to access these stories plus all other online content

Statistical data is reflective of the July 1, 2014-June 30, 2015 service time frame except where noted.

