

Building a Community for All



Community
Action Agency
CINCINNATI | HAMILTON COUNTY

**Annual Report
2016–2017**

CAA's Executive Leadership

Gwen L. Robinson
President/CEO

Gwendolyn Larkin
Executive Assistant to the President/CEO

Brenda Calhoun
Human Resources Director

Verline Dotson
Early Childhood Education Director

Mason Gray
Community Services Director

Willie Hill, III
GCMI Executive Director

Kevin Osborne
Community Relations Director

Joan Proffitt
Finance Director

Our Mission

To act as advocate, provider and facilitator for a full range of public and private resources, programs and policies which give low- to moderate-income individuals the opportunity to improve the quality of life for themselves, their families and their communities.

We are pleased
to recognize ...

Our Funders

U.S. Department of Health and
Human Services
U.S. Department of Labor
U.S. Department of Agriculture
Ohio Development Services Agency
Ohio Department of Education
City of Cincinnati
United Way of Greater Cincinnati
Hamilton County Department of
Job and Family Services

Our Donors

CAA Board Members
Cincinnati Children's Hospital
Medical Center
Delta Sigma Theta Sorority, Inc.
Dinsmore & Shohl
Fifth Third Bank
Mercy Health
PNC Bank
State Farm Insurance

Our In-House Partners

WinMed Health Center
Bond Hill branch of the Public Library of
Cincinnati and Hamilton County

From the President/CEO

What does success look like?

For many people, success means living in a large home with all the latest features, buying a new vehicle every year or having a stylish wardrobe.

Although those items certainly can make life more comfortable, they are also fleeting and have little lasting value. The true measure of success — for an individual or a community — is how hard it works to ensure that opportunity and prosperity are shared with the less fortunate.

As Nelson Mandela wrote, “A nation should not be judged by how it treats its highest citizens, but its lowest ones.”

This is a lesson the staff and volunteers at the Community Action Agency — Cincinnati | Hamilton County (CAA) strive to fulfill every day. For more than 50 years, our Agency has been a soldier on the frontlines in the War on Poverty.

At CAA, we measure success as helping nearly 11,000 people pay their utility bills last year, assistance that is crucial when temperatures dip below freezing.

At CAA, we measure success as having more than 2,500 children taught in our early education programs last year, so they are ready to enter Kindergarten and aren't at a disadvantage due to their circumstances.

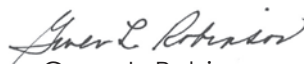
At CAA, we measure success as the 115 small businesses that received technical assistance through our Greater Cincinnati Microenterprise Initiative last year, because we know small businesses are the backbone of the American economy.

These are more than mere statistics: They include the small smiling faces of our future leaders, their little eyes shining with hope and a newfound belief in themselves. They also include the hopeful eyes of adults who are breaking the intergenerational cycle of poverty and are moving to a path of self-sufficiency.

Despite this rewarding work, we realize there is still much more we can do. We know there are forces working to reduce funding for these much-needed programs. We must never let complacency, indifference or racism blind us to each other and those who need our help.

CAA understands collaboration with strategic organizations and institutions is the underpinning of our success. They include the City of Cincinnati, Cincinnati State Technical and Community College, Children's Hospital Medical Center, Mercy Health, Napier Truck Driver Training, Fifth Third Bank, PNC Bank and the Ohio Valley Construction Education Foundation, to name just a few.

I want to thank our Board of Directors for their leadership, as well as our CAA employees, our partners and the many community leaders who help CAA continue its important mission. Let's pledge to work together and accomplish even more in the years to come!



Gwen L. Robinson
President/CEO



From the Board Chair

One of the great joys in my life is seeing the faces of people who have been helped by the Community Action Agency — Cincinnati | Hamilton County (CAA).

As chair of CAA's Board of Directors, I am frequently reminded about the meaningful impact of the work done by the Agency's staff and volunteers. I've seen a single mother filled with pride as she completes training to become a State Tested Nursing Assistant; I've watched the hopeful young man starting a new career in the construction industry after taking classes at CAA.

Our customers come from all walks of life and face different challenges, but they have one trait in common — they've taken the initiative to forge a new path for their lives. CAA provides the resources, but they do the work.

That's why our motto here at CAA is, "inspiring dreams, improving lives."

Although our Agency is beginning its 54th year of service, it hasn't remained stagnant. As the faces of poverty have changed through the decades, CAA has evolved to meet their needs.

CAA still helps people in times of crisis. Our Supportive Services have paid the winter heating bill for the family whose breadwinner has suddenly lost his or her job. We have made repairs to the homes of senior citizens they otherwise couldn't afford, so they avoid costly building code citations.

However, we're not just in the business of stabilizing lives. CAA is focused on helping customers make lasting changes that put them on a path toward self-sufficiency.

Our Community Services Department provides job training in expanding fields that pay a living wage. Our Early Education Department provides high-quality preschool, while also providing medical services to children and engaging parents on nutrition and other methods to make families healthier. CAA's Greater Cincinnati Microenterprise Initiative offers expert advice to would-be entrepreneurs who want to start their own businesses.

My fellow Board members and I are honored and blessed to be working with the proven and strong leadership of our CEO, Gwen L. Robinson, and her committed team of Directors. Whatever challenges the future may hold, I know CAA will remain focused on this mission.


Chandra Mathews-Smith
Board Chair



BOARD OF DIRECTORS

CAA's Board of Directors is comprised of individuals who represent three main sectors of our community: client sector, public officials and the private sector.



Pictured (from left to right): Gwen McFarlin; Scott Taylor; Michael Scruggs; Diana J. Paternoster; Ryan DuPree; Terrence Gaither; Gwen L. Robinson; Mark Lawson; Chandra Mathews-Smith; H.A. Musser

Not pictured: Courthney Calvin; Damon Frost; Sheila Hill-Christian; Benjamin C. Houck; Jasmine Jones; Todd Kinskey; Russell Mack; Stephanie Moes; Wiley Ross; Tyran Stallings; Moira Weir

Officers

Board Chair — Chandra Mathews-Smith
Board Vice Chair — Diana J. Paternoster
Board Treasurer — Benjamin C. Houck
Board Secretary — Stephanie A. Moes, Esq.

Client Sector

Courthney Calvin — Low-income Representative
Jasmine Jones — Policy Council Representative
Mark B. Lawson, Esq. — Legal Aid Society of Greater Cincinnati
Stephanie Moes — Legal Aid Society of Greater Cincinnati
H.A. Musser — Santa Maria Community Services
Pastor Michael Scruggs — Light of the World Ministries
Tyran Stallings — Cincinnati Public Schools

Public Sector

Ryan DuPree — Christ Emmanuel Christian Fellowship
Todd Kinskey — Hamilton Co. Administration
Gwen McFarlin — Springfield Township
Sheila Hill-Christian — City of Cincinnati
Wiley Ross — City of Cincinnati
Moira Weir — Hamilton County Department of Job & Family Services

Private Sector

Damon Frost — Procter & Gamble
Benjamin C. Houck, CPA — PricewaterhouseCoopers
Terrence Gaither — Hickman, Williams & Company
Russell Mack — Matthew United Church of Christ
Chandra Mathews-Smith — Small Business Owner
Diana J. Paternoster — GE Global Operations
Scott Taylor — Fifth Third Bank

Gwendolyn Larkin — CAA Executive Assistant/
Board Administrator

Early Childhood Education/Head Start

Verline Dotson, Director



OUR MISSION

To engage and support children and families by providing the educational foundation that inspires lifelong learning.

OUR VISION

CAA's Head Start/Early Head Start programs are among the premier early education schools in the United States.

CORE VALUES

- Integrity
- Commitment
- Humility
- Effective Communication
- Innovation

For more than 50 years, the Community Action Agency's Head Start program has provided quality early education to thousands of children and their families. Our Head Start was the second federally funded Head Start program, created in 1965. Our Early Head Start program, started in 1995, was among the first 60 programs funded in the nation.

Head Start is a nationally funded program that provides education, health, disability, nutrition, and family support services to engage families and ensure children enter school ready to learn and succeed. Head Start provides quality preschool education to children from birth to age five. CAA's Head Start/Early Head Start

programs serve the City of Cincinnati in more than 100 locations. CAA has strong partnerships with our delegate programs: Cincinnati Public Schools, University of Cincinnati Arlitt Center, Cincinnati Union Bethel, Every Child Succeeds and the YMCA. These programs, funded by the CAA Head Start grant, assist us in delivering quality services to the community. Other partnerships include contracting with the Ohio Department of Education to serve children and families in their Early Expansion Initiative; and participating in the Cincinnati Children's Hospital Medical Center's **Leadership Education in Neurodevelopmental Disabilities** (LEND) program to train staff and parents to recognize early warning signs of children who may have developmental challenges. LEND recognized CAA for being a strong community partner.






STEP UP TO QUALITY

Step Up To Quality is a five-star quality rating and improvement system administered by the Ohio Department of Education and the Ohio Department of Job and Family Services. It promotes learning and development programs that meet quality program standards that exceed licensing health and safety regulations. The program standards are based on national research identifying practices and procedures that lead to improved outcomes for children.

This year, CAA's Head Start Life Learning Center in Bond Hill was awarded a five-star quality rating under this program, the highest ranking possible. Also, CAA's Theodore M. Berry Children & Family Learning Center in the West End received a five-star quality rating.

This year, we are partnering with Cincinnati Children's Hospital Medical Center on the **Head Start Navigator Program**. The goal of this project is to help reduce the disparities in identifying and treating developmental disabilities among African American and Hispanic children, as well as children from low-income families. Patient Navigator programs in hospital settings have proven to be effective interventions for vulnerable populations in improving healthcare access, increasing treatment adherence, enhancing trust in healthcare systems, and reducing overall healthcare costs. Tailoring this intervention model to the preschool setting, a Family Navigator program will address the specific barriers to developmental diagnostic testing for Head Start preschoolers.

Enrollment

	Funded Enrollment	Children Served
 Early Head Start	252	357
 Early Head Start/Child Care Partnership	152	236
 Head Start	1644	1912
TOTAL	2048	2505



Family Profile

% Age	
< 1 year	8.0%
1 year	8.0%
2 years	10.0%
3 years	29.0%
4 years	43.0%
5 years	0.0%
Pregnant Moms	2.0%

% Race/Ethnicity	
Black	77.0%
White	6.0%
Hispanic	10.0%
Bi-racial	4.0%
Other	3.0%

% Income Eligibility	
Public Assistance	16.0%
Foster Child	22.0%
Homeless	1.0%
Over Income	5.0%
101–130	7.0%
100 or Below	69.0%

% Parent's Education	
Less than High School	31.0%
High School	35.0%
Associates/Some College	28.0%
Bachelor's/Advanced Degree	6.0%

% Family Type	
Single Parents	78.0%
Married Parents	22.0%

% Employment	
No Income	40.0%
One Income	56.0%
Two Income	4.0%

Of our Early Head Start Child Care Partnerships Centers, all now have at least a one-star rating. Waverly's Hope, Visions Gateway, Visions City Link, Peaslee and New Horizons all have five-star ratings. Waterlilly has a four-star rating, and Daddy's Daycare Linn Street and Daddy's Day Care Millvale have one-star ratings.

SCHOOL READINESS

Head Start delivers high-quality educational services to enrolled children with both primary and supplemental curricula, which guides classroom instruction. All curricula are research-based and aligned with the **Ohio Early Learning Standards Pre-K guidelines** and the seven domains within the Head Start Childhood Development and Early Learning Framework. CAA's Head Start recognizes that each child is an individual with unique combinations of strengths, interests, learning styles, and needs. Our staff sup-

ports individual developmental rates, learning styles, and each child's cultural background. Individualization begins with a research-based screening tool that staff and parents complete, and continues with ongoing comprehensive assessments that track children's developmental progress over the course of the school year. Each child receives comprehensive health services to identify and address physical health, mental health, and dental problems as early as possible, to ensure children are healthy and ready to learn.

TRANSITIONING CHILDREN TO KINDERGARTEN

As each school year begins, Head Start commences the process of transitioning children to Kindergarten. Parents and families play a pivotal role in serving as their child's primary teacher and lifelong advocate, so a variety of Kindergarten transition activities for fami-



lies are coordinated in conjunction with Local Education Agencies. Families receive transition information packets, classroom lesson plans (which include transition activities), school readiness progress reports and child portfolios to share with the Kindergarten teacher. Parents also participate in Fall and Spring school fairs. In 2017, CAA transitioned 922 children to Kindergarten.

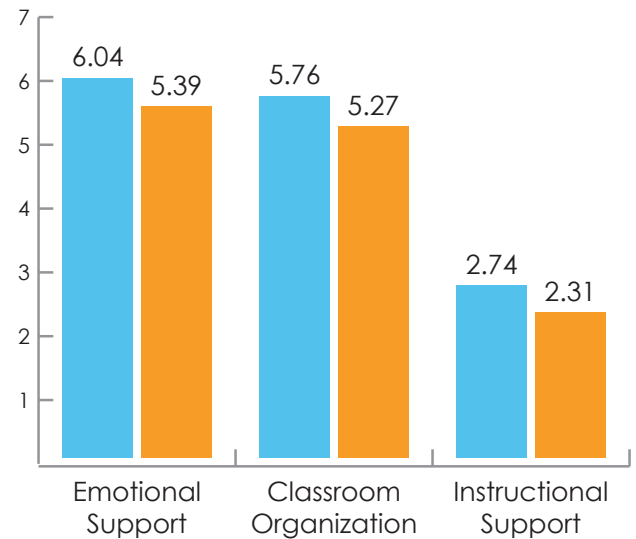
PARENT AND FAMILY SUPPORT SERVICES

Our program uses a family-centered approach to support services with parents serving as primary partners and integrating community engagement efforts. Our support services and activities help parents gain the skills necessary to set and achieve goals, utilize community resources, and become effective advocates for their children. Parents participate on our Parent Policy Council, which meets on a monthly basis year-round, and assist with the oversight of program governance, goals, policies, and evaluation of the Head Start program. Parents serve key roles in:

- Developing strategies for the fatherhood program;
- Providing volunteer hours for the parent-led Head Start soccer program;

Grantee Class Distribution of Domain Scores

■ OHS Median 50%
■ CHCCAA Grantee Overall



- Reviewing and recommending approval of grant applications;
- Helping prepare budget reports and program services;
- Participating in staff selection and other Human Resource functions;
- Attending and graduating from our Child Development Associate credential program;
- Sponsoring a community-wide annual parent conference;
- Attending national and state training sessions and conferences;
- Serving on CAA's Board of Directors;
- Participating in the annual Self-Assessment; and
- Giving speeches to support advocacy efforts

KINDERGARTEN READINESS ASSESSMENT

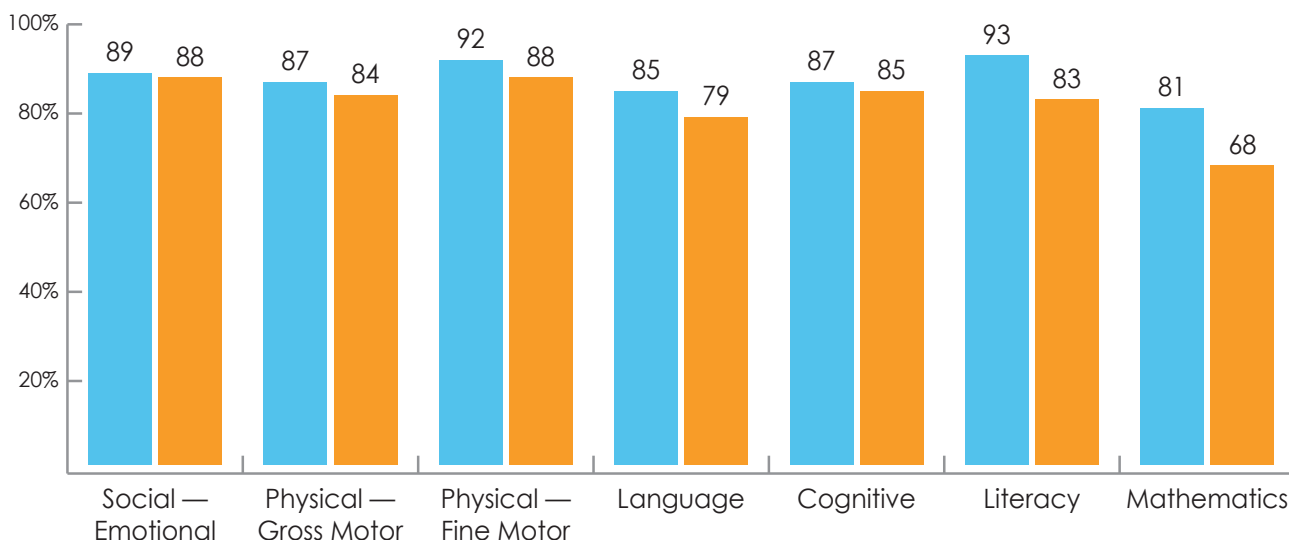
The Kindergarten Readiness Assessment (KRA) in Ohio is a 50-item formative assessment completed by the student through answering questions and demonstrating skills observed by the Kindergarten teacher as part of regular school-day activities and instruction. The

Grantee, 2016/2017

% of children meeting or exceeding expectations by end of program year

■ Head Start

■ Early Head Start



Kindergarten teachers, who receive specialized training in administering the KRA, must record their observations for each child by Nov. 1. After the assessment is complete, each student receives a score of overall readiness in one of the following categories:

Demonstrating Readiness describes students who received an overall score between 270 and 298. These children demonstrate foundational skills and behaviors that prepare them for instruction based on Ohio's Kindergarten standards.

Approaching Readiness describes students who received an overall score between 258 and 269. These children demonstrate some of the foundational skills and behaviors that prepare them for instruction based on Ohio's Kindergarten standards.

Emerging Readiness describes students who received an overall score between 202 and 257. These children demonstrate minimal skills



and behaviors that prepare them for instruction based on Ohio's Kindergarten standards.

CAA's Head Start has partnered with Cincinnati Children's Hospital Medical Center to have

Percentage of Children with a Medical Home at End of Enrollment



Percentage of Children with a Dental Home at End of Enrollment



Percentage of Enrolled Children Who Received Medical Exams



Percentage of Enrolled Children Who Received Dental Exams/Screenings



Percentage of Enrolled Children Who Have Health Insurance at End of Enrollment



Percentage of Enrolled Children Up-to-Date Immunizations, All Possible Immunizations to Date, or Exempt



Percentage of Families Who Received At Least One Family Service



Percentage of Teachers with Recommended Degree/Credentials



the scores of our former students extracted from the larger dataset so we can evaluate the performance of our children to ensure they have retained skills and knowledge over the summer after they have left Head Start. To better understand our students' performance compared with their peers, we compared our scores with the state average for economically disadvantaged children. When compared with this population, we see that we have 10% fewer children in the Emerging category, and 8% more children in the Demonstrating category than state averages. It is clear that our efforts at CAA Head Start are helping prepare our children for school by giving them the skills and behaviors they need in order to perform at grade level. The fact that 75% of our children are in the Demonstrating or Approaching categories gives us confidence that our internal assessments showing more than 76% of children meet or exceed goals is accurately accessing student performance.

Monitoring Reviews

CAA's Head Start had several monitoring events during the previous year, all of which found positive results.

The Administration for Children and Families

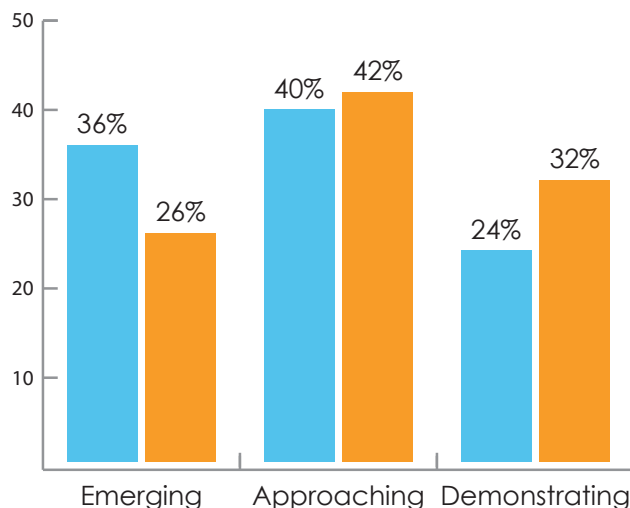
(ACF) conducted a Comprehensive Services/School Readiness review for both the Head Start and Early Head Start programs. They reviewed 35 separate items/processes and found that our program was fully in compliance in all areas.

The ACF conducted an ERSEA (Eligibility, Recruitment, Selection, Enrollment, and Attendance) review for the CAA Head Start and Early Head Start programs. During the review, the team used a sampling methodology that included a random selection of child files, as well as interviews with administrative staff to discuss policies and procedures. After an extensive review, both the Head Start and Early Head Start programs were deemed fully compliant in all areas.

The **Office of Head Start** conducted a CLASS review. The CLASS review monitoring includes the use of a randomly selected sample of center-based preschool classes for observations. For each preschool class selected in the sample, trained and certified CLASS reviewers conduct two 20-minute observations and score using a seven-point scale at the end of each observation cycle. The program receives an average score of all individual classroom scores. Programs that fall into the bottom 10% on any of the three measured domains is considered out of compliance. Our program did not have scores in the bottom 10% and was deemed fully compliant on the CLASS review.

KRA Comparison

■ Ohio Economically Disadvantaged
■ CAA HS Total



Community Services

Mason Gray, Director



Overcoming the disadvantages of poverty requires a comprehensive approach that addresses immediate life-sustaining needs and provides educational opportunities. CAA's Community Services provides both, putting our clients on a pathway to a self-sufficient future.

Blueprint for Success


— A six-month, pre-apprenticeship construction training program, funded by the City of Cincinnati, provides both classroom instruction and hands-on experience. The program assists young adults, ages 18–30, on a new career path by providing intensive supportive services coupled with educational and vocational training, promoting self-sufficiency.

18 
students completed the program.

16
are gainfully employed.

\$10/hr
average wage

 **18**
students received industrial credentials (OSHA10, NCCER, Lead, Ariel Lift).

22 
houses with code violations were completed via the Compliance Assistance Repairs for the Elderly(CARE) Program.

Earned Income Tax Credit

— From January–April, CAA provides tax return preparation services at no cost to individuals who qualify for the Earned Income Tax Credit (EITC). CAA can have any refund money deposited directly into a checking account or help set up an account for clients who do not have one.

962

individuals received tax return preparation assistance




\$1,399,192
in refunds

CDL — The five-week truck driving training program is funded through Mayor John Cranley's Hand Up Initiative, a city partnership addressing issues of unemployment and poverty.



25 students completed the program.

20 students are gainfully employed.

22  students received CDL credential.

\$41,000
average salary


C-10 Commercial Construction Training —

A training program in partnership with the Ohio Valley Construction Education Foundation and funded by the City of Cincinnati uses the National Center for Construction Education & Research's curriculum to teach essentials of the construction industry, with a guarantee of employment or apprentice scholarship.

25 students completed the program.

\$32,000
average salary

21 students are gainfully employed.

 **21** students received industrial credentials (OSHA10, NCCER, Lead, Ariel Lift).

The Summer Youth Employment Program —

Young people, ages 16–24, are given an opportunity to work entry-level jobs at community-based organizations, law firms, and healthcare facilities, among other types of employers. The program introduces youth to the workplace, imparts valuable employment skills, and provides these young adults with a summer income.

182



youth placed in employment.

YouthBuild — An initiative providing employment, education, leadership development and training opportunities to low-income youth, ages 16–24, who want to earn their GED and learn a trade in either construction or as a nursing assistant.

SUCCESS STORY

Loren Harris is currently enrolled in CAA's **YouthBuild initiative**. YouthBuild is a construction training program serving at-risk young men and women from low-income communities. The program's goal is assisting youth to overcome barriers and create a self-sufficient life.

Through hard work and dedication, Loren has earned his National Center for Construction Education and Research certification and has completed 60 percent of his credits to receive his high school diploma. On their own, these achievements would be a source of pride. But Loren's strength of character is what truly deserves recognition.

In early September, a CAA staff member witnessed Loren doing a random act of kindness to a stranger in the Agency's parking lot. When he noticed a woman with disabilities struggling to enter her truck, Loren politely greeted the woman and offered assistance. He showcased his problem solving skills by assessing the situation and quickly repurposing the two-by-four wooden planks in the truck bed into steps. Loren then provided a steady hand to the woman as she got in her vehicle, and humbly accepted her gratitude.

Loren was unaware of the CAA staff member who saw the act of kindness from her third-floor window, so he wasn't putting on a front to impress anyone — he was just being himself.

With his skills and “can do” attitude, Loren is embarking on a path that will lead to more successes in the future.

CAA was thrilled to present Loren with a “Good Samaritan Award,” and the Agency is looking forward to his graduation day from the YouthBuild program and the moment he receives his hard-earned high school diploma.



Supportive Services — CAA offers an array of services to help people with immediate life necessities including rental or mortgage payment assistance, birth certificates and food vouchers, among other items.



83 households received rental or mortgage assistance.

36

households received food vouchers.

135



households received water bill assistance.

93



individuals received transportation assistance

Fresh Start & Job Connections

— These programs provide instruction and experiential learning to help ex-offenders and returning citizens become more competent and competitive in the job-seeking process.

Fresh Start

(ex-offender reentry)

84

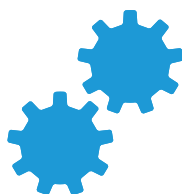
completed program

43

employed

Cincinnati Manufacturing Certificates

— A course that provides training using the 140-hour Manufacturing Skills Standard Council curriculum, preparing participants for employment in modern manufacturing industries.



15

participants who completed the program

15

received manufacturing certificate

11

graduates placed in manufacturing jobs

The Home Energy Assistance Program (HEAP)

— The federally-funded initiative assists eligible Hamilton County residents who have difficulty paying their utility bills.



9,752

households received assistance with arrearages accumulated on their utility bills through **Regular HEAP** (year-round)



2,712

households received assistance with paying their heating bills through **Winter Crisis HEAP** (November–March).



244

households received assistance with air conditioning bills through **Summer Crisis HEAP** (July–August).

11,090

households received assistance through the Percentage of Income Payment Plan Plus (PIPP)

Funding for the Home Energy Assistance Program is provided by the Ohio Department of Development and private resources.

Comprehensive Case Management Employment Program

— Young people, ages 18–24, are assisting with creating a personalized education, skilled training and employment plan to improve their lives. Partners include Talbert House, Easter Seals, and the Urban League of Greater Southwestern Ohio.

89 received support services.

36 obtained employment.

The Roosevelt Transitional Housing Program

provides short-term housing for families who are transitioning from unstable living arrangements to self-sufficiency.

5 families received shelter and services.



SUCCESS STORY

Erin Grisby joined the **Comprehensive Case Management Employment Program (CCMEP)** with the goal of working in the healthcare field, and fulfilling her dream of growing within a career that would put her on the path toward self-sufficiency.

Through CCMEP, CAA and several partner organizations help young people the ages of 18 and 24 create personalized education, skilled training and employment plans to improve their lives.

After learning that CAA sponsored eligible individuals to obtain their State Tested Nursing Assistant (STNA) certification, Erin decided to enroll in the next class session. She quickly completed all the prerequisites — including a drug screening, background check, two-step tuberculosis test, a physical examination and a skills assessment test.

The prerequisites process is cumbersome and time consuming, and often parts are difficult for individuals to pass which results in delayed start dates — but not for Erin. She completed it in record time and CCMEP was able to get her funding approved quickly. Erin attended class for five weeks and passed the STNA test on

her first attempt. One of the perks about passing the test quickly is Great Oaks Health Professions Academy will connect those students with local hospitals for job interviews. Erin had an interview with Christ Hospital, which hired her shortly afterward.

Erin is still working at the hospital, earning \$12.20 an hour and hoping that she will be able to work her way up the ladder through further education — receiving tuition assistance from her current employer so she can fulfill her long-term career goal of becoming a registered nurse.



GCMi

Greater Cincinnati Microenterprise Initiative

Willie Hill, Director



The Greater Cincinnati Microenterprise Initiative (GCMi) manages a proprietary loan pool that provides capital for low-to moderate-income business owners. Also, GCMi provides loan administration for the City of Cincinnati's small business Microcity Loan program.

GCMi is one of the only local Certified Development Financial Institutions (CDFI) in our region, and has loans in more than 10 Cincinnati neighborhoods including Over-the-Rhine, College Hill, Westwood, Bond Hill, Fairmont, Madisonville and Northside.

As a Community Lender, GCMi's financed businesses have helped support small business stability in these communities. Eighty-three percent of GCMi's loans are to start-up businesses that would not be able to secure funding through traditional financing.



115

businesses
received
technical
assistance.

98

participants
completed
entrepreneurial
training

Outstanding GCMC Portfolio \$262,343

90 full-time / 120 part-time employees

•
\$8.0 million revenue•
83% of the portfolio are start-up businesses

15

business
start-ups

12

jobs
created

16

loans in GCMC
loan portfolio

4

jobs
retainedLoan Dollars secured by GCMC clients —
traditional and non-traditional:**3 clients/\$91,000 Microcity**Total Financing
provided to GCMC Clients:**\$2,154,482** (Program to date)

Welcome to GCMC's Ice House Entrepreneurship Program

The Ice House Entrepreneurship Program is a Kaufmann Foundation-sponsored curriculum that uses "Eight Life Lessons from an Unlikely Entrepreneur" in an experiential-problem based learning format that will engage participants in the "entrepreneurial mindset."

Employers are increasingly demanding an innovative and entrepreneurial workforce, seeking individuals with critical thinking, problem solving, collaboration, communication, and other entrepreneurial skills. Ice House equips participants with skills to develop the knowledge and perseverance needed to become more successful. The program engages and empowers them to take ownership of their future, while developing entrepreneurial skills and behaviors to succeed and overcome obstacles related to poverty.

GCMC focuses on the "Four Core" principles of Choice, Opportunity, Action, and Knowledge.

These are at the center of developing the participants "entrepreneurial mindset." These principles help drive the following outcomes:

- Develop skills, attitudes and behaviors
- Drive participant engagement
- Increase program completion rates
- Produce more employable program participants

With additional support from the Greater Cincinnati Foundation, GCMC has been able to work with ex-offenders/returning citizens and Workforce Development programs.

Also, GCMC recently completed work with youth programs in conjunction with Cincinnati Public Schools' Career Based Learning Program and the Cincinnati Youth Collaborative's Jobs for Cincinnati Graduates. GCMC provided three summer interns with the opportunities to interact and work with GCMC small business owners and provide ideas, problem solving, and present solutions to the owners for possible implementation.

“Mi Negocio” Entrepreneurial Training Academy (In Spanish)

GCMI is proud to announce the completion of its fifth annual Entrepreneurial Training Academy, small business training classes taught in entirely in Spanish.

Thanks to PNC Bank as a primary supporter of the program, GCMI has offered a six-week, 10-class course entitled, “Mi Negocio — Introduction to the World of Business.” (Mi negocio means “my business” in Spanish.)

The program was well-received and had 16 graduates.

This series of all-Spanish training classes is the first of its kind in Greater Cincinnati. Class topics include Business Plan Basics, Navigating the Registering of Your Business, Connecting Your Business to Your Market, Funding Options, and Financial Management.

GCMI offers two Mi Negocio sessions per year.

SUCCESS STORY

Nathaniel Livingston used to daydream about one day starting his own business. For most of his life, his friends and family made a decent living in the real estate industry. As a young boy, Nathaniel’s older uncles would bring him along on rehabbing worksites and renovation projects. It was there that he began learning basic carpentry skills, using power tools and understanding the process of buying real estate.

More importantly, Nathaniel found himself enjoying the work.

But Nathaniel was young and impulsive, and he realized the life he wanted to live required cash. As a result, he made some bad decisions that resulted in his incarceration. During his time in prison, Nathaniel became interested in and eventually completed Open Doors, a 12-week Entrepreneurship Program through the Greater Cincinnati Microenterprise Initiative (GCMI).

GCMI’s Open Doors program is a hands-on, entrepreneurship education program designed



to inform and inspire inmates with business information and resources from writing an action plan to how to become self-employed after their release. The Open Doors curriculum covers personal and professional growth skill sets including learning the entrepreneurial mindset, how to set and achieve goals, and writing a detailed business plan.

“I’m proud of this young man and his desire to learn,” said Kenneth Green, an Open Doors instructor. “His thirst for life is what keeps him motivated.”

After his release, Nathaniel sought out GCMI for a second time. Through his hard work and persistence, Nathaniel completed the highly interactive and demanding Business II program entitled, “The Development of the Business Plan & Financial Management.”

“This GCMI program has equipped me with tools I need to be successful,” Nathaniel said. “This program is official!”

Financials

Joan Proffitt, Director



The Cincinnati-Hamilton County Community Action Agency (CAA) receives funding from the City of Cincinnati, the State of Ohio and the federal government, as well as private sources. As a steward of public funds, CAA has developed internal controls to ensure financial systems are strong and all money is spent in an efficient and effective manner. The agency undergoes numerous audits and reviews, and consistently receives the highest rankings.

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Cincinnati—Hamilton County Community Action Agency
Cincinnati, Ohio

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of Cincinnati-Hamilton County Community Action Agency (C-HCCAA) (a nonprofit organization), which comprise the consolidated statements of financial position as of December 31, 2016 and 2015, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Cincinnati-Hamilton County Community Action Agency as of December 31, 2016 and 2015, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

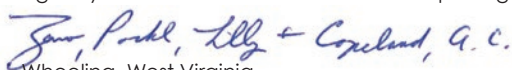
Other Matters

Other Information

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, and the schedule of indirect cost rates are presented for purposes of additional analysis and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the consolidated financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated June 19, 2017, on our consideration of Cincinnati-Hamilton County Community Agency's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Cincinnati-Hamilton County Community Action Agency's internal control over financial reporting and compliance.

James P. Smith, CPA

Wheeling, West Virginia

June 19, 2017

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

December 31, 2016

ASSETS

Cash and cash equivalents	\$ 1,139,534
Investments	693,241
Accounts receivable	187,835
Unconditional promises to give	3,019
Grant receivable	627,412
Prepaid expenses	58,980
Advances	245,544
Property and equipment, net	16,123,299
Property held for resale	290

Total assets \$ 19,079,154**LIABILITIES**

Accounts payable	\$ 821,774
Accrued expenses	318,504
Refundable advances	468,967
Interest rate swap liability	55,305
Bonds payable	6,085,000
Long-term debt	1,586,391

Total liabilities \$ 9,335,941**NET ASSETS**

Unrestricted	\$ 9,488,290
Temporarily restricted	246,215
Permanently restricted	8,708

Total net assets \$ 9,743,213**Total liabilities and net assets** \$ 19,079,154**CONSOLIDATED STATEMENT OF ACTIVITIES**

for the year ended December 31, 2016

UNRESTRICTED NET ASSETS**Support and Revenues:**

Federal grants	\$ 23,374,943
State grants	74,437
Local grants	1,609,960
In-kind contributions	1,193,341
Program income	139,556
Rent income	254,808
Interest income	14,165
Donations	83,515
Net realized gain on investments	51,399
Net unrealized (loss) on investments	(33,822)
Gain on disposal of property and equipment	187,664
Gain on interest rate swap agreement	69,779
Insurance proceeds on property damage	12,064
Other	35,000

Total support and revenues 27,066,809

Net assets released from restrictions:

Restrictions met 11,214

Total unrestricted revenues, other

support and gains 27,078,023**Expenses:**

Child development	20,043,171
Community services	2,711,498
Emergency assistance	1,551,624
Social development and enrichment	523,897
Management and general	1,864,466
Fundraising	7,307

Total expenses 26,701,963**Change in unrestricted net assets** **376,060****TEMPORARILY RESTRICTED NET ASSETS**

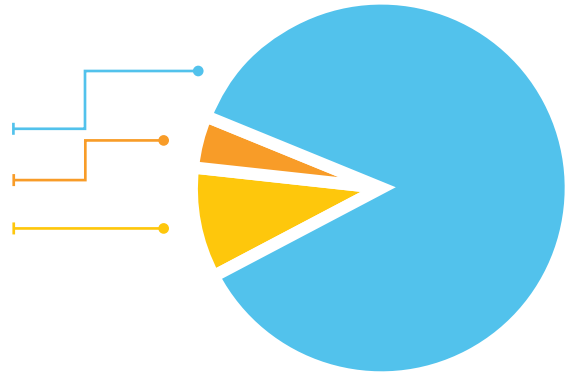
Interest income	3,172
Unconditional promises to give for use in subsequent periods	3,019
Donations	5,515
Realized gain on investments	76
Unrealized gain from investments	1,892
Net assets released from restrictions:	
Depreciation on contributed property	(10,852)
Restrictions met	(11,214)

Change in temporarily restricted net assets **(8,392)****Change in net assets** **367,668****Net assets at beginning of year** **9,375,545****Net assets at end of year** **\$ 9,743,213***The Report on Audit of Consolidated Financial Statement, including the Notes, is available upon request.*

REVENUES

for the year ended December 31, 2016

Federal Awards	\$23,374,943	86.32%
In-Kind Contributions	\$1,193,341	4.41%
Other	\$2,509,739	9.27%



EXPENSES

for the year ended December 31, 2016

Child Development	\$20,043,171	75.06%
Community Services	\$2,711,498	10.16%
Emergency Assistance . .	\$1,551,624	5.81%
Social Development and Enrichment	\$523,897	1.96%
Management and General	\$1,864,466	6.98%
Fundraising	\$7,307	0.03%



Public & Private Revenue for the Fiscal Year Ending 12/31/16

Federal Grants	\$ 23,374,943
In Kind Contributions	1,193,341
Local Grants	1,609,960
State Grants	74,437
Program Income	139,556
Rent Income	254,808
Gain on Disposal of Property and Equipment	187,664
Interest/Investment Income	31,742
Donations	83,515
Other	128,057
Total 2016 Revenue	<u>\$ 27,078,023</u>

Budgetary Expenditures for the Fiscal Year Ending 12/31/16 and Budget for the 2017 Fiscal Year

	Total Agency Budget	Actual Costs Through 12/31/16	Budget Remaining	Actual % Expended	Agency Budget for the 2017 Fiscal Year
Salaries	\$7,456,677	\$7,869,665	\$(412,988)	106%	\$8,300,785
Fringe Benefits	2,589,235	2,379,658	209,577	92%	2,817,285
Youth Labor and Benefits	559,699	388,105	171,594	69%	140,998
Contractual	1,598,641	1,460,055	138,586	91%	1,536,778
Space	998,626	910,299	88,327	91%	739,006
Financing Costs	289,281	301,139	(11,858)	104%	281,948
Travel	214,634	161,590	53,044	75%	216,710
Supplies	1,252,774	1,078,476	174,298	86%	947,070
Delegate Services	7,181,020	5,934,303	1,246,717	83%	7,227,309
Childcare Partnership Services	808,000	850,205	(42,205)	105%	928,416
Utilities	364,086	338,135	25,951	93%	309,812
Telephone	38,930	96,898	(57,968)	249%	99,555
Printing and Reproduction	106,712	76,403	30,309	72%	94,334
Computers	206,283	314,702	(108,419)	153%	125,408
Equipment	262,486	76,007	186,479	29%	220,772
Depreciation	825,082	1,140,566	(315,484)	138%	839,149
Insurance	56,853	46,542	10,311	82%	42,673
Client Support	1,090,750	664,494	426,256	61%	1,276,626
Staff Development	174,264	206,944	(32,680)	119%	220,104
Vehicles	468,623	408,702	59,921	87%	233,339
Other	164,785	225,142	(60,357)	137%	197,540
In-Kind	4,552,500	1,822,374	2,730,126	40%	2,146,865
Total	\$31,259,941	\$26,750,404	\$4,509,537	86%	\$28,942,482



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