

#### CAA's EXECUTIVE LEADERSHIP

Gwen L. Robinson-Benning President/CEO

Gwen Larkin

Executive Assistant to the President/CEO

Clinton Johnson

Community Services Director

Verline Dotson

Head Start Director

Joan Proffitt

Finance Director

Willie Hill, III

GCMI Executive Director

Mason Gray

Community Relations Director

Shawn Kerley

Youth Services Director

Brenda Calhoun

Human Resources Director

Edward Jackson

Weatherization Director

William D. Parr

Planning & Economic Development Director

Dianne Dozier

**HEAP Manager** 

## **MISSION**

To act as advocate, provider and facilitator for the 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.

# LETTER FROM THE PRESIDENT/CEO



I am reminded all the time that victories come in a variety of sizes. I look at a Head Start child who, at the end of the school year, is thriving in a way that gives her the necessary confidence to be academically successful for years to come. Conversely, I look at a high school dropout who didn't attend Head Start when he was young. At the age of 21 he enters our Blueprint for Success program and graduates with a G.E.D., a construction job and a new lease on life.

This is why we exist. The Community Action Agency embodies the spirit of achievement and resilience. Everyone deserves the best life possible and we provide the knowledge, skills and support to make that life a reality.

None of this would be possible without strong programs and staff committed to their success. I would like to thank our Community Services Department, who offer a range of services from workforce development to emergency aid for families in need. Our Fatherhood program continues to touch the lives of men and their children, fostering new and improved relationships. I applaud the Head Start staff for preparing our next generation of honor roll students and college graduates; the statistics don't lie. Many thanks to our Home Energy Assistance Program staff who serve thousands of households each year — helping to keep homes at safe temperatures for children and the elderly. To GCMI, thanks for your commitment to help aspiring entrepreneurs realize their dreams are possible. And last, but far from least, our Youth Services Department (Blueprint for Success and Youth Build) continue to be one of our marquee programs that we are proud to hang our hat on as an agency, as they transform the lives of young men and women.

I am proud of our entire staff and their diligent work. Even in the face of budget challenges, they find a way to provide stellar service to the community without missing a beat. I would be remiss if I did not acknowledge the commitment of our Board of Directors who have been steadfast and resolute in their support of our leadership team and the work we do.

With determination, strong Board support, dedicated staff and community partnerships, the Cincinnati-Hamilton County Community Action Agency will continue to prevail and so will the people we serve.

Lower L. Robinson-Benning

President/CEO

## LETTER FROM THE BOARD CHAIR



Poverty continues to rise in the United States. No matter what political party sets the agenda, the number of people living below the federal poverty line continues to increase. As an attorney for the Legal Aid Society of Southwest Ohio, I am personally aware of the need to provide social services to an ever-growing poverty population. Just over the last year, millions across the United States have slipped from the middle class into poverty. This is why I'm proud to be the Board Chair of the Cincinnati-Hamilton County Community Action Agency — the CAA staff of nearly 300 work tirelessly to make a difference in the thousands of lives they touch each year.

I speak for my colleagues when I say that this makes serving on CAA's Board of Directors a rewarding experience. Providing oversight and setting long-term objectives for an agency of this size is not a simple task, but meaningful endeavors rarely are. I thank my colleagues for the generous amount of time and energy they volunteer because they believe in CAA and its mission. They come from varying backgrounds with a broad range of skills and knowledge that help make us an effective body.

The most important work, however, happens at the point of contact. Each year, CAA is involved one way or another in the lives of more than 35,000 Hamilton County residents. We provide a safety net for people who have faltered and a ladder for those who are climbing. Please take the time to read through this year's Annual Report so you can fully appreciate the amazing work that the CAA staff does under the direction of its President, Gwen L. Robinson-Benning.

We hope to have your continued support. We are only as strong as the community that stands behind us.

Mark B. Lawson, Esq.

**Board Chair** 

#### **Board of Directors**

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



Top row left to right: Lamont Taylor, Stephanie Moes, Wendell Young, Gwen L. Robinson-Benning, Diana Paternoster, Moira Weir Seated: Kristi Nelson, Corliss West, Valerie Steinhaus, Mark Lawson, Chandra Mathews-Smith, Beverly Mukes-Gaither, Susan Walsh Not pictured: Shawn Butler, Laure Quinlivan, Benjamin Houck, Emory Livers

#### **Officers**

Board Chair — Mark B. Lawson, Esq.

Board Vice Chair — Chandra Mathews-Smith

Board Treasurer — Diana Paternoster

Board Secretary — Kristi Nelson, Ph.D.

#### **Client Sector**

Mark B. Lawson, Esq., Legal Aid Society of Greater Cincinnati

Stephanie A. Moes, Legal Aid Society of Greater Cincinnati

Valerie Steinhaus, Head Start Policy Council

Corliss West

**Emory Livers** 

#### **Public Sector**

Honorable Laure Quinlivan, City of Cincinnati

Honorable Wendell Young, City of Cincinnati

Kristi Nelson, Ph.D., University of Cincinnati

Shawn Butler, City of Cincinnati

Susan Walsh, Hamilton County Community

Development Department

Moira Weir, Hamilton County Job & Family Services

#### **Private Sector**

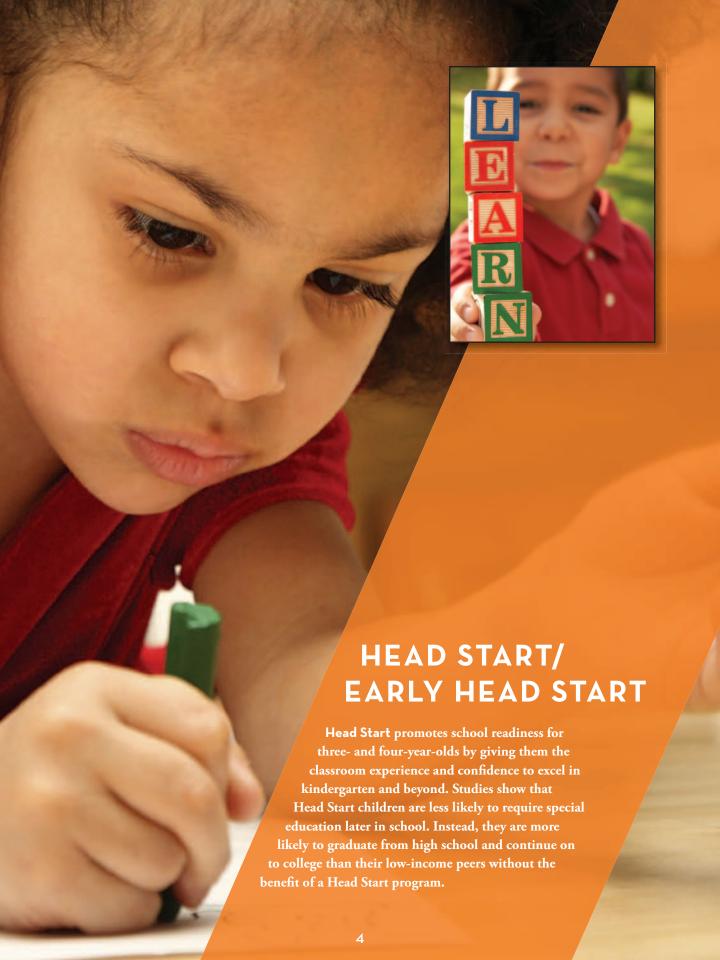
Lamont Taylor, Frisch's

Chandra Mathews-Smith, Self-Employed

Diana J. Paternoster, GE Aviation

Benjamin Houck, Pricewaterhouse Coopers

Beverly Mukes-Gaither, Fifth Third Bank



Head Start is the premiere early education school in Hamilton County. Our mission is carried out through our self-administered program, childcare and home provider partnerships. We also have four delegate agencies under the grantee, which include, Cincinnati Public Schools, University of Cincinnati Arlitt, Cincinnati Union Bethel, and Hamilton County Educational Services Center.

The program is available in 48 neighborhoods, 23 school districts, and in 222 classrooms — enhancing the early learning experiences of 4,369 Head Start children and 343 Early Head Start children during the 2010–2011 school year.

**Early Head Start** serves pregnant women, infants, and toddlers up to age three, working to help the smallest members of our community receive what they need during this crucial time in their development.

#### Parent Engagement

Head Start promotes parents as the child's primary educators. Parents are heavily involved in the governance and policies of the program and spend many hours in the classroom reading to children, assisting teachers, and planning educational events.

As a child's primary educators, parents must themselves be educated, healthy, and able to provide the support and guidance children need to prepare for a life of learning. Therefore, a large part of the Head Start/ Early Head Start program is helping parents find the resources and the encouragement they need to be the best care givers and educators they can be.

#### **Preparing Children for Kindergarten**

Because a life of learning requires intellectual, physical, and emotional preparedness, Head Start aims to help children progress in all major areas of development. To assess children's development gains, Head Start reviews student progress three times per year in eleven learning and behavioral domains. Comparing fall 2010 test scores to spring 2011 scores, Head Start children, on average, made strong developmental gains in all areas.

- Physical health and development improved 11%
- Gross and fine motor coordination improved 11%
- Science development improved 19%
- Approaches to learning improved 19%

- Creative arts improved 14%
- Language and literacy development improved 22%
- Math development improved 24%
- Social and emotional development improved 12%

### Total Number of Children & Families Served and Percentage of Funded Enrollment

Head Start	4,369 (125%)
Early Head Start	343 (186%)

#### **Average Monthly Enrollment**

(as a percentage of funded enrollment)

Head Start	100%
Early Head Start	100%

#### Percentage of Income Eligible Children Served

Head Start	90%
Early Head Start	94%

### Percentage of Over-Income Eligible Children Served

Head Start	10%
Early Head Start	6%

### Percentage of Enrolled Children who Received Medical and Dental Exams

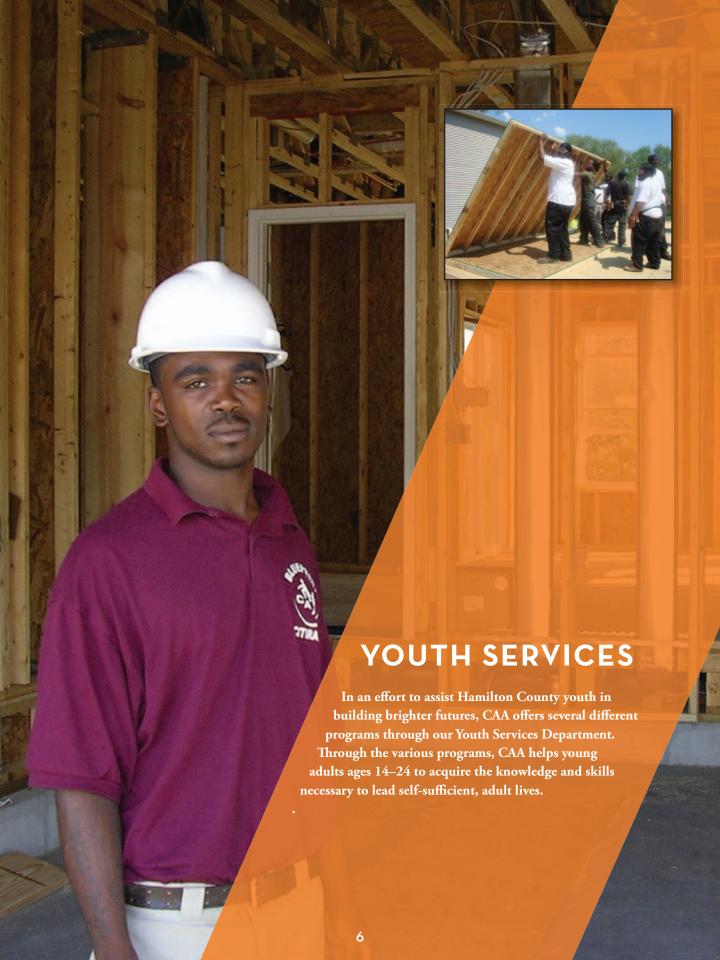
	Dental	Medical
Head Start	93%	96%
Early Head Start	N/A	100%

#### **Federal Review**

Every three years, all Head Start/Early Head Start grantees are reviewed, using over 600 performance

standards, to determine overall program compliance. In the most recent review, in 2009, they were found to be 100% in compliance with all federal performance standards. Their next review is expected to occur by the end of 2011.





Blueprint for Success assists young adults ages 18–30 in obtaining a new, promising livelihood by providing intensive supportive services coupled with educational and vocational training, thus promoting self-sufficiency. It is a nine month pre-apprenticeship construction training program in which students receive classroom instruction and hands-on experience, culminating in their final project — the complete rehab of an abandoned, city property. Participants include: high school dropouts, unemployed, underemployed, and ex-offenders.

#### October 2010-June 2011

- 30 students graduated from the program
- 8 enrolled in post-secondary education programs
- 20 are now employed in the field of construction
- \$6,150 was the average dollar amount expended per student

#### **Bridging the Gap**

Bridging the Gap was a one-day conference that provided a safe, open platform where youth were encouraged to share their concerns and learn from their peers and from experts in various fields. The workshops and discussions explored topics such as healthy relationships, the transition to adulthood, and professionalism.

300 youth ages 16–22 participated in the conference

#### YouthBuild Construction & Training Program

YouthBuild provides Hamilton County's at-risk young men and women with the support and education they need to begin a promising career. The program serves young adults ages 16–24 who have dropped out of high school or are unemployed. Through this ninemonth construction training program, participants can gain hands-on experience working side-by-side with industry professionals while also earning their GED.

In addition, CAA staff provide leadership development, counseling, and life and jobs skills training. CAA's YouthBuild students graduate with national certifications in construction, professional connections

with local contractors, and the confidence needed to carry out their visions for their future.

- 31 students enrolled
- 29 graduated with a national certification in construction
- 21 anticipated to earn their GED
- 10 are pursuing post-secondary education

#### Blueprint for Success Partners with CitiRama

Eleven Blueprint for Success students worked alongside CitiRama builders throughout the construction of five new homes in Bond Hill. In addition to hands-on building experience, the students had the opportunity to negotiate with suppliers and help with the construction management process. CitiRama is a partnership between the City of Cincinnati and the Home Builders Association of Greater Cincinnati.

#### The 2010 Summer Youth Employment Program

(SYEP) provided youth with entry-level jobs at community-based organizations, government agencies, corporations, law firms, and health care facilities. The program introduced youth to the workplace, imparted valuable employment skills, and provided these young adults with a summer income. It also helped each participant create an individualized development plan that outlines personal career ambitions and the steps necessary to achieve them.

- 425 youth ages 14–17, including youth with special needs, participated in the SYEP
- 25 SYEP youth participated in Cincinnati State's Entrepreneurial Training Program where they learned the fundamentals of the free enterprise system

#### The SYEP Career Expo & Youth Conference

helped youth gain the skills they need to accomplish their career goals. To ensure that the SYEP provided far more than a summer income, this conference offered guidance and education on topics such as: interviewing, creating a resume, developing interpersonal skills, managing finances, and exploring career options.

• 375 youth participated in the conference



**Supportive Services** provides people with immediate life necessities, offering assistance with rent, mortgage, transportation, utility bills, vision care, food vouchers, and other basic essentials.

- 3,023 individuals served, of which:
  - 95 received rental, mortgage or emergency shelter assistance
  - 1,928 received other assistance services, including telephone, water, clothing, transportation, or prescription vouchers
  - 2,500 received assistance obtaining prescriptions through a partnership with the Community Assistance Program's USA Drug Plan

#### The Earned Income Tax Credit (EITC) Initiative

provides free tax preparation services for qualifying individuals. This service prevents low-income tax payers from paying high and unnecessary fees to commercial tax preparers.

- 1,253 individuals received assistance preparing their 2009 tax return
- 253 individuals and families were enrolled in other CAA services
- \$2,130,344 in tax refunds were claimed \$800, 813 were EITC refunds

**Directions for Dad** strives to improve the well-being of children, families, and communities by providing support, training, and workshops for fathers. The program is open to all fathers who desire to build a better relationship with their child and to all males in the life of a Head Start child.

• 81 fathers participated in the program

Workforce Development Programs provide job readiness training, job referrals and placement, career counseling, job retention coaching, adult literacy classes, and computer training.

The Ex-Offender Fresh Start Program prepares individuals who have a criminal record to compete in the market of job seekers by identifying their strengths and by coaching them to navigate the job search and job interviewing process.

- 324 individuals completed our ex-offender job readiness training
- 128 individuals obtained full time employment

**Computer Literacy Training** helps individuals enhance their employability skills by attaining competency in basic computer literacy.

• 94 individual completed computer literacy training demonstrating proficiency in one or more components of the Microsoft series.

**Educational Enhancement** provides individuals with academic instruction to increase their numeracy and literacy and/or to attain their GED.

• 25 individuals demonstrated an academic proficiency increase of at least one grade level

#### Cincinnati Manufacturing Certifications (CMC)

CAA created the Cincinnati Manufacturing
Certificates (CMC) program to better equip
production technicians with the high-tech skills and
knowledge needed within the manufacturing industry.
The program targeted individuals who were laid off
or earning low-wages and trained them using the
national certification curriculum developed by the
Manufacturing Skill Standards Council (MSSC).
CMC participants underwent 140 hours of education
and testing, on topics such as hazardous material safety,
blueprint reading, and machine operations. Students
could earn up to four MSSC Production Certifications
in the areas of quality, safety, production processes, and
maintenance awareness.

 11 individuals have completed the 140 hour course of study and attained nationally recognized certificates

The Roosevelt Transitional Housing Program serves as a temporary home for families who are transitioning from homelessness to self-sufficiency. Residents stay an average of two years and participate in a sixteen week training program where they receive counseling on how to eliminate debt, utilize available resources, and develop a more positive outlook on life. Residents also receive assistance through CAA's many other programs.

- 6 individuals/families served, receiving counseling and/or homebuyer training
- 3 families maintained permanent housing for six months after transitioning

The Community Store provides clothing and household items at no cost to individuals and families who cannot afford to purchase these necessities for themselves. The store receives referrals from other CAA programs and from numerous other non-profit agencies.

 220 kids received clothing and 457 individuals received other supplies and household items from the Community Store

#### Home Energy Assistance Program (HEAP)

HEAP provides assistance to families who are having difficulty paying their utility bills. The program helps families avoid disconnection, get reconnected, obtain bulk fuel, transfer services, and start new service. HEAP also provides air conditioners and fans to households with individuals 60 years of age or older and to households with individuals suffering from an illness who would benefit from such assistance. Through HEAP, families are given a fresh start and peace of mind throughout the seasons.

There are three types of HEAP assistance available:

- Regular HEAP (year-round) provides assistance with any arrearage families may have accumulated on their utility bill
- Emergency HEAP (Nov–Mar) helps families keep the heat on during the winter months
- Summer Crisis (Jul–Aug) helps families stay cool and keep the power on to ensure that refrigerated medicines are kept cold and other health-related equipment can continue to operate

Families applying for HEAP services are placed on an affordable payment plan that allows them to stay connected year-round. The program offers various payment plans based on a family's financial situation, including the Percentage of Income Payment Plan (PIPP) which is available year-round.

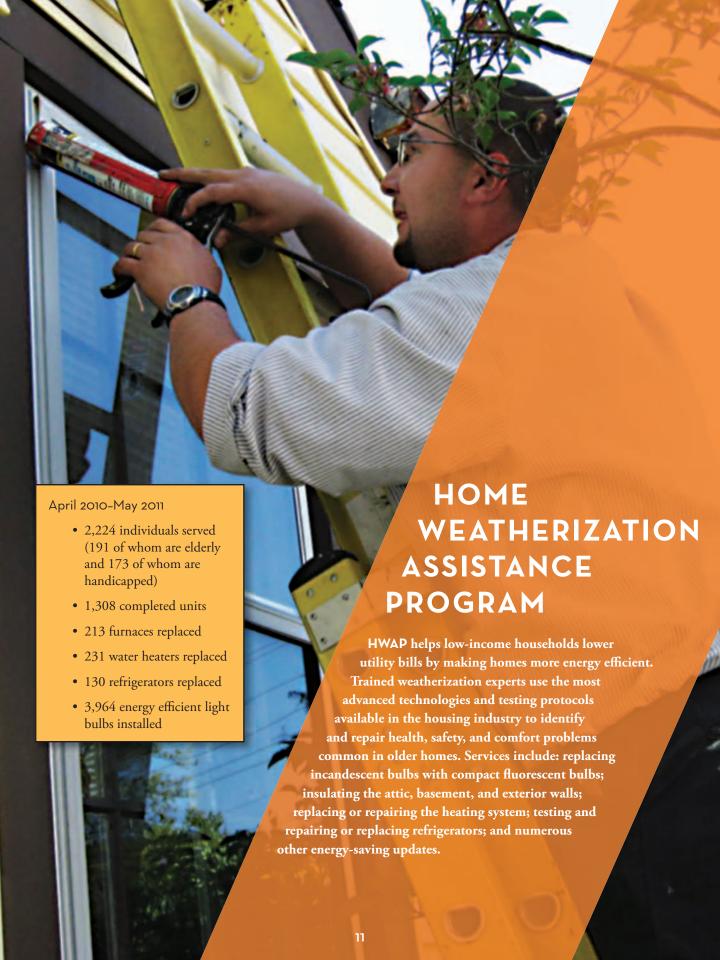
Families applying for HEAP services are also eligible to receive 12 compact fluorescent light bulbs to assist with making their homes energy efficient and to help them save on their energy bills.

September 1, 2010 to August 31, 2011

- 66,489 households received assistance through Regular HEAP, Winter Crisis, and PIPP programs
- 1,781 families received assistance through the Summer Crisis Program
- 547 air conditioners and 208 fans were distributed to households during the Summer Crisis Program
- 412 households received assistance through the Duke Electric and Duke Gas Fuel Funds

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







In addition to its proprietary loan pool, which provides capital to low- to moderate-income business owners, GCMI also provides loan administration for the City of Cincinnati's small business loan programs.

January 1, 2010-December 31, 2010

- 101 businesses received technical assistance
- 94 participants completed entrepreneurial training
- 11 loans in GCMI loan portfolio
- Outstanding GCMI portfolio balance: \$299,968.26
- Number of jobs created from business start-ups: 12
- Number of jobs retained at existing businesses: 6
- Loan dollars secured by GCMI clients, traditional and non-traditional:
   7 clients/\$203,000
- Total financing provided to GCMI clients: \$1,444,482.00 (Program to Date)

#### Individual Development Account (IDA) Program

GCMI's IDA program helps families save and budget to reach their financial goals.

The By Car Program assists individuals with saving and budgeting for the purchase of an automobile. Many low-income families must depend on public transportation, which limits employment opportunities and can be extremely difficult when trying to get children to school and get to work on time. For every \$1 saved into the account, clients' savings are matched with \$2 (up to \$4,000 total). GCMI and its partners also provide financial counseling as well as consumer education classes on creating a budget, understanding credit, and learning how to purchase and maintain a vehicle.

#### By Car Individual Development Account (IDA)

- 7 participants completed financial and consumer education classes
- 4 participants purchased vehicles

#### GCMIElite Entrepreneurship Program

GCMI*Elite* helps small business owners properly implement their vision by providing training, financial education and supportive business services to potential and current business owners. Clients learn to focus their business management needs and to develop and implement business plans. Clients gain a better understanding of branding strategies, appropriate software systems, financial management tools, and more. GCMI*Elite* also partners with industry professionals to offer accounting, marketing, and Information Technology (IT) coaching.

- 3 participants enrolled in the program
- 2 participants started a new business
- 12 participants are currently saving to purchase a vehicle

### GCMI Ex-Offenders Entrepreneurship Training Program

To address the employment difficulties that exoffenders face, GCMI expanded its current Entrepreneurial Training Academy (ETA) to assist incarcerated and recently released individuals with enhancing their business skills. Participants attended weekly class sessions where they gained the knowledge and tools to start their own business, including goal setting, financial marketing, and budgeting. GCMI also partnered with CAA's Fresh Start program to address the obstacles and challenges facing ex-offenders as they re-enter into the workforce.

 9 participants completed the Entrepreneurial Training Academy



### **FINANCIALS**

#### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

December 31, 2010

A	SS	E	rs

ASSETS
Cash and cash equivalents
Investments
Accounts receivable
Grants receivable
Prepaid expenses
Inventory
Advances
Property and equipment, net
Property held for resale
Total assets
LIABILITIES
Accounts payable
Accrued expenses
Refundable advance
Interest rate swap liability
Bonds payable
Long-term debt
Total liabilities
NET ASSETS
Unrestricted\$ 9,594,176
Temporarily restricted
Permanently restricted
Total net assets
Total liabilities and net assets

#### CONSOLIDATED STATEMENT OF ACTIVITIES

for the year ended December 31, 2010

#### UNRESTRICTED NET ASSETS

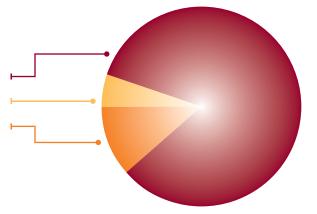
Revenues a	and	other	support:
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Revenues and other support:
Federal grants
Local grants
In-kind contributions
Program income
Rent income
Interest income
Donations
Net realized gain on investments
Net unrealized gain on investments
Gain on interest rate swap agreement
Other
Total unrestricted revenues and gains
Net assets released from restrictions:
Restrictions met
Restrictions satisfied by payments
Restrictions released due to pledges written off11,001
restrictions released due to prediges written our restrictions
Total unrestricted revenues, gains and other support 49,842,578
E
Expenses:
Child development
Community services
Home weatherization
Emergency assistance
Social development and enrichment
Management and general
Fundraising
Total expenses
10tal expenses
Increase in unrestricted net assets
TEMPORARILY RESTRICTED NET ASSETS
Interest income
Unrealized gain on investment
Net assets released from restrictions:
Depreciation on contributed property (10,852)
Restrictions met
Restrictions satisfied by payments
Restrictions released due to pledges written off (11,001)
(Decrease) in temporarily restricted net assets (20,183)
Increase in net assets
Net assets at beginning of year
Net assets at end of year

#### **REVENUES**

for the year ended December 31, 2010

Federal Awards	\$41,642,367	83.55%
In-Kind	\$5,640,957	11.32%
Other	\$2,559,254	5.13%



### **EXPENSES**

for the year ended December 31, 2010

Child Development \$31,449,067	63.17%	
Community Services \$6,118,368	12.29%	
Home Weatherization \$7,032,309	14.13%	
Emergency Assistance \$2,732,721	5.49%	
Social Development and Enrichment \$222,945	0.45%	
Management and General \$2,215,049	4.45%	
Fundraising	0.02%	

#### INDEPENDENT AUDITORS' REPORT ON CONSOLIDATED FINANCIAL STATEMENTS AND SUPPLEMENTARY SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

The Board of Trustees Cincinnati-Hamilton County Community Action Agency Cincinnati Ohio

We have audited the accompanying consolidated statements of financial position of the Cincinnati-Hamilton County Community Action Agency (C-HCCAA) as of December 31, 2010 and 2009, and the related statements of activities, functional expenses and cash flows for the years then ended. These financial statements are the responsibility of the C-HCCAA's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit 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 financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of C-HCCAA as of December 31, 2010 and 2009 and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with Government Auditing Standards, we have also issued our report dated June 3, 2011, on our consideration of C-HCCAA's internal control over financial reporting and 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 the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be considered in assessing the results of our audit.

Our audits were conducted for the purpose of forming an opinion on the basic consolidated financial statements of C-HCCAA taken as a whole. The accompanying schedule of expenditures of federal awards and schedule of indirect cost rates are presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations, and are not a required part of the basic consolidated financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic consolidated financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic consolidated financial statements taken as a whole.

Clark, Telenger, Hacht of L. Cincinnati, Ohio

June 3, 2011

### FINANCIALS (continued)

#### Public & Private Revenue for the Fiscal Year Ending 12/31/10

Federal Grants	.\$ 41,642,367
In Kind	5,640,957
Local Grants	1,806,620
Program Income	158,010
Rent Income	212,894
Interest/Investment Income	57,976
Donations	152,566
Other	171,188
Total 2010 Revenue	.\$ 49,842,578

Budgetary Expenditures for the Fiscal Year Ending 12/31/10 and Budget for the 2011 Fiscal Year

budget for the 2011 Fi	Total Agency Budget	Actual Costs Through 12/31/10	Budget Remaining	Actual % Expended	Agency Budget for the 2011 Fiscal Year
Salaries	\$10,678,679	\$11 396 861	(\$718 182)	107%	\$10.681.543
Fringe Benefits			, , ,		
Youth Labor and Benefits					
Contractual					
Space					
Financing Costs					
Travel					
Supplies		** *			
Delegate Services					
Utilities					
Telephone					
Printing and Reproduction	152,522	99,109	53,413	65%	69,408
Computers	136,937	193,663	(56,726)	141%	475,692
Equipment					
Depreciation	803,284	1,051,804	(248,520)	131%	847,205
Insurance	167,301	189,202	(21,901)	113%	160,171
Client Support	2,912,851	2,727,983	184,868	94%	2,752,028
Staff Development	415,846	465,261	(49,415)	112%	327,831
Vehicles	269,808	265,751	4,057	98%	377,758
Other	1,759,048	2,047,872	(288,824)	116%	2,064,125
In-Kind	6,668,714	4,969,755	1,698,959	75%	5,984,099
Total	. \$49,889,639	\$47,361,474	\$2,528,165	95%	. \$46,533,545

## ACTION

today > stronger

COMMUNITY

tomorrow

