Community action changes people’s lives, embodies the spirit of hope, improves communities, and makes America a better place to live.
MISSION STATEMENT

The Illinois Association of Community Action Agencies (IACAA) is the membership organization that provides a unified voice and support to the poverty fighting network of community action agencies.
Dear Fellow Members,

Let me begin by paying homage to the visionaries and founders of the Illinois Association of Community Action Agencies (IACAA) who in their wisdom saw the need for an organization that would become the glue that has held Community Action in Illinois together these last 40 years. Vince Demuzio, Harry Ring, Maurice Harris and Theresa Faith Cummings were the incorporators of IACAA with Frank Schwab as its first Executive Director. These luminaries knew then that if the Community Action movement in Illinois was to endure and survive the challenges of the time, it needed an organization that would not only provide the vehicle for a unified voice, but an organization that would become the buffer and bulwark against any policies and decisions that were not conducive to the War on Poverty. They created an organization that has been the champion for Community Action and Illinois’ poor for the last 40 years.

As we continue to stand on their shoulders, we have collectively built an organization that has the respect of its peers in Illinois and throughout the country. We have built an organization that is always on the cusp of innovation. We have built an organization that is strategically managed with expertise that is aligned with the needs of the movement.

Even though IACAA is a separate entity, Community Action in Illinois equals IACAA. Without the Community Action Agencies, IACAA cannot exist. Something we have learned over the years is that our survivability as a network is in part based on our unity. We have approached both challenges and opportunities as a united network. We have been there for each other and have truly exemplified being each other’s keepers in times of need.

The delivery of our services has been successful due to the partnership we have with the state of Illinois. Our partnership goes beyond their role as a funding source and ours as the local administering agencies, our partnership has been about working collaboratively to build solutions that impact the families and individuals we serve.

Our sense of optimism conveys the message that better days are ahead of us. Whether its dealing with our troubled economy, funding cuts, responding to natural disasters or fighting for institutional change for the betterment of the lives of those whom we serve, Community Action carries the beacon of hope for the anti-poverty movement in America. We continue to wage the “War on Poverty” because we believe the future can be better and brighter for all Americans.

IACAA continues to lead the network just as our founders envisioned. IACAA has advocated on our behalf with the state of Illinois, the General Assembly and Congress to ensure that there are policies in place that are conducive for transformational change in people’s lives. IACAA has ensured that the network is well equipped to deal with the challenges and opportunities of today and tomorrow. IACAA continues to be a resource we can count on as we deal with a very dynamic and at times volatile environment. I would like to thank my colleagues on the board for their hard and dedicated work, the IACAA staff for their commitment, our partners for their support and the membership for who you are. Let us continue to build an organization that is not only a legacy, but an organization that is relevant for today’s needs and challenges.

Sincerely,
Kris White
Chair
Dear Members,

First, thank you for the hard work that you do on behalf of individuals and families living in poverty in the great state of Illinois. As we celebrate the 40th anniversary of the Illinois Association of Community Action Agencies (IACAA), we have to spend some time reflecting from whence we have come to understand where we are today and where we are going tomorrow.

This history of IACAA is the history of Community Action. Our experience over the years has helped to mold us into the organization we have become today. When this organization was founded 40 years ago, it was critical then as it is today that we are an organization that is responsive to the needs of its membership as they effectively fight poverty in their respective communities. It is critical today that we are an organization that is responsive to the needs of its membership as they effectively fight poverty in their respective communities. It is critical because the Community Action movement in Illinois cannot and does not exist in a vacuum. We are not just a legacy of the War on Poverty; we are leaders in the War on Poverty. Our legacy has been filled with fighting for social justice on behalf of those who find themselves in the predicament of poverty. Our legacy has been to protect families and children, communities and jobs so that as a society we not only thrive today, but that our children’s future is secure and protected for a better tomorrow.

We are part of a movement that may have been created by an act of Congress, but we are today a movement that has been led and sustained by acts of compassion and activism in the vineyards of despair. When families have had nowhere else to go, they have had Community Action as their sanctuary. When the country has faced its worst economic times in decades, Community Action has been there to help with its recovery and rebuilding efforts. This organization has ensured that with an ever changing environment, Community Action has the tools and strategies to look out for the interests of our most vulnerable population.

What is our legacy? We want to be remembered as a movement and organization that when times were tough we stood by our clients. When it was not politically correct to be engaged in the War on Poverty, we led the charge to eradicate and ameliorate poverty in America. We want to be remembered as an organization that has exemplified resiliency in the face of insurmountable obstacles. Our legacy has and will continue to be that of improving the human condition whenever and wherever we see social injustice. We recently exemplified that through our efforts in bringing relief to the Haitian people after a very tragic earthquake. Dr. King said “Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly”. Our story cannot be extricated from the books of history because our story is the story of America. A story that brought optimism and hope to those who have suffered at the clutches of poverty. It should be our legacy to proudly be a voice for those whose passion for life has been sucked out of them through circumstances and tragedies; for a nation is not ultimately judged by how it caters to the desires of the powerful, but by how it responds to the needs of the powerless.

What are we facing today? It seems that at every corner we turn, there is a new challenge being thrust toward us. As the country continues to grapple with a still weakened economy, the demands for our services continue to rise. As we deal with a tough budgetary environment characterized by cuts to our core programs, the most vulnerable of our population will find themselves dealing with a safety net that has big holes. They will have a safety net that may protect a few but expose many to the harsh conditions of our time. This is our time to rise up against the forces that are determined to keep the poor in poverty.
and rich to continue amassing wealth. We need to continue being the voice of reason even when our words may be falling on deaf ears. We are part of this movement not for an easy ride. We are part of this movement because what we do for people living in poverty is probably one of the toughest jobs in our economy. Ours is not a career but a calling to serve and improve the human condition.

How can influence our own future? The challenges that we now face in the Community Action movement prompts us to re-examine how and why we became a movement charged with the insurmountable task of eliminating poverty. How do we continue to effectively build a case for relevancy when more people are falling into poverty in record numbers? What types of skill sets, tools and resources do we need as organizations to take these challenges head on and into the next generation of our movement? How have partnerships at different levels provided us with the effectiveness of carrying out our missions? How do we engage policy makers so that their policies are conducive to the war on poverty? How do we strategically position ourselves so that we have access to funding without compromising our mission? These are the questions we need to critically examine so that we continue to lead the way in this war on poverty.

It is imperative that we explore different avenues that would enable our organizations to be self-sufficient and independent. The long-term impact we should seek from this is the long-term sustainability of Community Action at the local level. As you know today any significant cut in CSBG or any one of our other programs would put some CAAs at great financial risk and possibly out of business. The time is ripe for us to eliminate that type of threat. I would encourage you to engage the Association and its sister organizations on how social entrepreneurship and economic development can benefit your respective organizations in the long run.

I urge you as members to continue to support the Association and its initiatives. A strong association has meant a strong Community Action network. If we maintain solidarity we continue to be effective in this War on Poverty. I would like to thank the IACAA Board of Directors for their hard work in the past year. Secondly, I would like to thank the membership for its support of the Association, the staff for their dedication and hard work. Finally, I would like to thank all of our partners for their continued support. I leave you with a quote from one of my heroes, Captain Thomas Sankara. This is a quote I have used often. It is a quote I find to be relevant today as it was many years ago. Thomas Sankara was a revolutionary from Burkina Faso and was President for a very short time in that country. His term of office ended tragically with an assassination. He had made enemies because he had embarked on a mission to fight poverty by empowering the very poor and women who had historically and culturally been oppressed. This is what he said:

“I would like to leave behind me the conviction that if we maintain a certain amount of caution and organization we deserve victory … You cannot carry out fundamental change without a certain amount of madness. In this case, it comes from nonconformity, the courage to turn your back on the old formulas, the courage to invent the future. It took madmen of yesterday for us to be able to act with extreme clarity today. I want to be one of those madmen. We must dare to invent the future.”

Sincerely,
Dr. D. Samson Sulamoyo, CCAP President/CEO
ADVOCACY

Protecting our Families and Communities while saving Community Action
Budget Environment
The environment that we live in as Community Action has been described as volatile, dynamic, fast paced and ever changing. Our environment is influenced by political, economic, budgetary, policy and demographic spheres. This season can only be described as one of the toughest budget environments we have experienced in the history of our movement. The state of Illinois has been carrying a growing deficit while the federal government has also carried a mounting deficit. What this has meant for us and our programs is that we have been facing significant cuts to programs that have been the safety net for most of our vulnerable populations. There are fundamental issues related to funding which affect the core and essence of what we do and why we do it. Our ultimate goal in this environment is to survive the tough decisions that have to be made about budgets and our funding.

Political Environment
Politically, we have seen a major shift in Washington DC which promises to impact our nation’s focus on the War on Poverty. This is however an opportunity for Community Action to educate new members of Congress about how effective we are at fighting poverty in our communities. IACAA continues to work with member agencies on how to successfully communicate with members of Congress on issues that affect the poor. As we build stronger partnerships and relationships with our Congressional delegation, we continue to engage the public on the importance of our work in helping people and changing their lives and communities. Our advocacy is paramount to the survival of our movement. This year more agencies joined IACAA in meeting with the Illinois Congregational delegation—Community Economic Development Association of Cook County, City of Rockford Human Services Department, Community Action Partnership of Central Illinois, Community Action Partnership of Lake County, Dekalb County Community Services Department, Department of Human Services, East Central Illinois Community Action Agency, Kankakee County Community Services, Peoria Citizens Committee for Economic Opportunity, Inc and Will County Center for Community Concerns. Executive directors, senior management staff and an agency board member were able to provide the local perspective and demonstrate their concerns with their presence in Washington DC. Combined with IACAA’s analysis by district of key community action programs, Illinois was able to provide an effective image of community action.

Raising Awareness
In spite of the challenges we face, this has also been a time to share our successes with the public and our elected officials. In 2010, IACAA invested resources in a public relations firm, to help with maximizing messaging strategies and effective use of the media. The firm worked with IACAA in planning its
statewide bus tours to ensure that IACAA targeted major media outlets along the way and the press releases and press conferences held were succinct in conveying a positive image of community action.

IACAA sponsored a media tour in the summer of 2010 to highlight the successes of the network’s response to the economic recovery effort. The tour stopped in Chicago, Springfield and East St. Louis. As part of the tour, a report on Illinois’ success in Weatherization was released and shared with the public. CAAs in Illinois weatherized twice the number of homes than in previous years.

In the fall of 2010, we sponsored another media tour that focused on our successes in delivering and exceeding expectations of our American Recovery and Reinvestment Act (ARRA) funded programs. We published a report that highlighted weatherization, Community Services Block Grant (CSBG) funding and Head Start. These tours have proven to be educational to the public in terms of explaining how programs funded by tax payers have yielded returns. The tours have also been effective in educating our members through a peer to peer format on best practices and fostering the strategic alignment of our network on Community Action issues.

As we celebrate our 40 year legacy, we continue to deal with challenges that make us stronger as a network. Our unity, innovation and dedication to eliminating poverty are the essential tools that make us relevant in a world that is often filled with despair. Our challenge is to not only renew our commitment to the War on Poverty, but to seriously engage the public in this effort.
The devastation in Haiti from the 7.0 magnitude earthquakes on January 12, 2010 caused an initial outpouring of support from around the world. Yet the rebuilding of a country already underdeveloped requires a long term commitment by other nations and individual organizations willing to adopt a neighborhood or project. Five members from the Illinois community action network demonstrated what can be done in a short time frame to help a neighborhood in the slum known as Cite Soleil in the city of Port au Prince. The Illinois group traveled to Haiti November 13-20, 2010 on a mission to rebuild a school. Though seemingly a small dent in reconstructing Haiti, it touched the lives of the 50 students whose school consisted of one small classroom. The team consisted of Dr. Dalitso Sulamoyo, CCAP, President and CEO of IACAA, Dwight A. Lucas, CCAP, President and CEO of East Central Illinois CAA, McFarland A. Bragg II, CCAP, President and CEO of Peoria Citizens Committee for Economic Opportunity, Ricky Hoskins of East Central Illinois CAA and Edward Butler of East Central Illinois CAA. The team worked side by side with local labor they hired to rebuild the World Vision primary school. The end results were two newly constructed classrooms, repaired roof, yard cleared of rubble, new desks and blackboards. All the children were given book bags and school supplies. Funding for construction and supplies was supported by the Community Action Agencies of Illinois and individual donations. The school is adjacent to the Sarthe neighborhood clinic. Both the school and the clinic have been supported for many years by the Haitian Development Fund (HDF) which was founded by Dr. H. Brent DeLand, former CEO of the Illinois Association of Community Action Agencies. The HDF has been active since 2002 and was constructed around the ideals of Community Action.
Focus on Professional Development

Taken from a FCD Specialist Evaluation, responding to “How will you apply this information?”
“By being more mindful of words that I use with customers and focus more on their stories and their success.”

2010 was an exciting year for the Professional Development Institute (PDI). Not only did we offer training to the Illinois Community Action membership, we also gained customers from like-mind organizations and affiliated interests. This was accomplished through several paths: the availability of the PDI catalog online heightened awareness, building partnerships throughout the State through collaborative work and a willingness to be responsive to customer needs have all combined to highlight and broaden the work of the PDI.

Among the training highlights include conducting three full sessions of Family and Community Development Specialist certification, two classes in East Saint Louis in conjunction with Southern Illinois University — Edwardsville and one class in Rock Falls at Tri-County Opportunities Council. Another partial session was hosted by Two Rivers Head Start in Aurora. These trainings were well-received and notable for high enrollment from agencies outside of the membership. Head Start agencies, outside of the Illinois Community Action Network, are requesting training, which fulfills a PDI goal of reaching beyond to our partners and collaborators to provide learning opportunities. Much of this outreach can be credited to the Association’s participation and collaboration in the Art of Hosting calling team.

“The Art of Hosting and Harvesting Conversations that Matter” is a collaboration of statewide leaders to gather together and find ways to work effectively together toward a common goal of engaging families and communities. Representatives from
- Strengthening Families,
- Illinois Early Childhood Systems,
- Midwest Learning Center,
- DePaul University,
- Illinois Balanced and Restorative Justice,
- Berkana Institute,
- Illinois Department of Human Services,
- Illinois Project Launch,
- Illinois Education Association,
- Illinois African American Coalition for Prevention,
- ACCESS Initiative,
- Circuit Court of Cook County,
- and IACAA
are all a part of this partnership to host conversations about system change that can lead to transformation and capacity building through the practices of world café, open space technology, appreciative inquiry, storytelling and harvesting to action. Each year, a retreat is held for stakeholders to meet in conversation and to create change. In 2010, IACAA sponsored four Community Action staff members to participate in the Annual retreat and hopes to expand the practices and collaboration throughout the network in 2011.

The Certified Public Manager (CPM) program, presented in collaboration with the University of Illinois — Springfield, is another learning opportunity that is growing. In 2010, the first IACAA cohort graduated in a ceremony held on August 25, complete with capstone presentations, speeches and cake. The second cohort is working diligently towards certification and will complete their work by this summer.

Added to the training menu in 2010/2011 are pull-out/on-demand trainings focused on Prisoner Re-entry, Working with Families and Individuals with Mental Illness, and Customer Engagement. These new trainings were created for the Network and are available! The PDI is focused on family, agency and community — together we create change through learning.
Rate Relief Programs Provide Much Needed Assistance

Following significant rate increases, which resulted from the end of the utility rate freeze in January 2010, Ameren and Common Wealth Edison (ComEd) agreed to provide targeted Rate Relief programs for low income customers to ease the burden. IACAA was approached by both utilities to serve as the liaison to the 27 Ameren agencies and 13 ComEd agencies that agreed to operate the programs through the year 2010.

The Rate Relief programs target customers with incomes up to 400% of poverty who, in most cases, had experienced a personal or family hardship. Customers who had lost their job, experienced difficulty paying medical bills, suffered from a disability, or other hardships were able to receive up to $1,000 from ComEd and $600 from Ameren. Both utilities offered various other programs throughout the four years. Both programs were enormously successful providing local agencies with another option to help families who were having difficulty paying their bills and reaching out to customers who aren’t eligible for the traditional LIHEAP program.

For ComEd, however, the Hardship program will continue for at least another year. IACAA was again asked to continue the popular Special Hardship program, as well as their Helping Hand program, throughout 2011.

### ComEd

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<tr>
<th>Payments by Year</th>
<th>Customers Served</th>
<th>Amount Provided</th>
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<tbody>
<tr>
<td>2007</td>
<td>6,328</td>
<td>$2,285,991.84</td>
</tr>
<tr>
<td>2008</td>
<td>4,822</td>
<td>$1,929,075.98</td>
</tr>
<tr>
<td>2009</td>
<td>14,802</td>
<td>$5,853,086.84</td>
</tr>
<tr>
<td>2010</td>
<td>10,583</td>
<td>$5,095,582</td>
</tr>
<tr>
<td>Total</td>
<td>36,535</td>
<td>$15,163,736.66</td>
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### Percentage of Income Payment Plan Poised To Change Energy Assistance In Illinois

Legislation providing for the creation of a Percentage of Income Payment Plan (PIPP) was signed into law in 2009. The creation of a PIPP aims to bring gas and electric bills into the range of affordability for thousands of low income customers. The typical

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<th>Results</th>
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<tr>
<td>Ameren</td>
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<td>Payments by Year</td>
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<tr>
<td>2007</td>
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<td>2008</td>
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<tr>
<td>2009</td>
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<tr>
<td>2010</td>
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<tr>
<td>Total - $15,391,912 - received by IACAA from Ameren</td>
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<tr>
<td>$13,852,720.80 - Rate Relief provided to customers</td>
</tr>
<tr>
<td>$ 1,539,191.20 - Admin paid to agencies/IACAA</td>
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Illinois household pays between 4 and 6 percent of their income for home energy, while the average LIHEAP household pays between 21 and 30 percent of their income for home energy. The PIPP legislation (SB 1918) will allow many low income households to pay 6 percent of their income toward their utility bills. It will also provide incentives for customers to reduce arrearages by making regular on-time payments.

While the PIPP was mandated to begin September 2011, 2010 was a busy year of planning and technology development. In addition to providing a progressive approach to energy assistance, the new program provided the Illinois Department of Commerce and Economic Opportunity (DCEO) strong justification to revamp their IT regarding at least three of their low income programs. Currently, LIHEAP, Weatherization, and the Community Services Block Grant, operate with separate intake and reporting systems. DCEO has decided to take on the ambitious task of developing a single entry system for all three programs. The PIPP will benefit from using this redesigned system.

The process for developing the PIPP has been a collaborative effort between DCEO, IACAA, Community Action Agencies, utilities, the Illinois Commerce Commission, and various consumer advocacy groups. 2010 marked the implementation of the first two phases of the PIPP program in preparation for the third phase being a state-wide PIPP. Phases I and II involved limited numbers of customers being signed up for “PIPP-like” programs. These phases have served as a way to ease customers and agencies into the program on a smaller scale.

2011 will involve implementation of the new IT system, training agency staff on the system and the program, and creation of educational and program materials for use in September. There is much anticipation as September 1, 2011 approaches.

Weatherization Proves Itself Up to the Challenge

2010 was an exciting and challenging time for the Weatherization Assistance Program. For perhaps the first time since the program’s beginning in the mid 1970’s, the President of the United States publicly recognized weatherization as a critical program in reducing the nation’s energy, lowering energy bills, and providing jobs. As a result of this confidence, the program was rewarded with funding of $5.1 billion as a part of the American Recovery and Reinvestment Act. For Illinois, this meant an allocation of $240 million over three years.

Despite skepticism from some, Community Action was more than up to the challenge with its production goals. Prior to ARRA funding, Community Action Agencies (CAAs) in Illinois weatherized approximately 8,000 homes each year. During 2010 CAAs completed over 18,000 homes overall and DCEO predicts that by the end of ARRA production Illinois will complete over 30,000 ARRA homes. All of this success has been accomplished under enormous scrutiny. In addition to increased monitoring required by DCEO, Community Action and the state of Illinois has faced monitoring by the U.S. Department of Energy, including its Office of Inspector General, the U.S. Government Accountability Office, and the Department of Health and Human Services.

Along with helping low income families reduce their home energy burden, weatherization has expanded its ability to train new and existing contractors, build its infrastructure through equipment and facilities, and hire talented new workers eager to apply their abilities to the program. DCEO entered into new agreements with local community colleges around the state to provide training in various aspects of the weatherization program. Community Action Agencies hired over 500 new employees to meet the demands of production. And agencies had the means to replace old equipment and vehicles with new products to better perform on the job.

While there is a great deal of work yet to be done, Illinois weatherization agencies responded to the challenges of ARRA with great success in 2010.
The mission of IACAA’s Rural Community Assistance Program (RCAP) is to assist communities in developing and maintaining community infrastructure and improve the quality of life through partnerships with public and private organizations. IACAA’s RCAP program provides technical assistance to address drinking water, wastewater and community development needs. In 2010 IACAA served over 45,000 households that had a low income population of over 12,000 individuals.

IACAA was afforded the opportunity to work with an additional 10 communities through the American Recovery and Reinvestment Act (ARRA) funding received from the United States Department of Agriculture Rural Development. The objective of the ARRA programming was for IACAA to provide technical assistance to communities that were awarded ARRA funds to ensure that they maximized the utilization of the funds for their communities.

Advocacy
The mainstay of IACAA’s RCAP work continues with rural populations; however, IACAA staff has been invited to serve on a number of boards and committees to provide its expertise in rural community public works within this past year.

These boards and committees include: Chicago Metropolitan Agency for Planning (CMAP): Full Cost Pricing Advisory Committee, Mahomet Aquifer Consortium, and the Illinois Section of the American Water Works Association: Small Systems and ILWARN Committees. RCAP was named to these boards to provide their expertise regarding small rural systems and provide outreach to them.

Partnerships
IACAA/KCCSI/ICADC/RCAP may look like alphabet soup but it is a partnership that is making a major contribution to the state’s most impoverished area. IACAA and the Illinois Community Action Development Corporation (ICADC) partnered to work in the Village of Hopkins Park and Pembroke Township in Kankakee County. ICADC requested RCAP’s assistance in a predevelopment project for the two communities. The Development Corporation and IACAA’s RCAP program have been working with the communities’ to strengthen their financial, managerial and technical capacity. This partnership will ensure the sustainability of their utilities and enhance their ability to develop vital housing and commercial business in the future.
The Department of Mental Health (DMH) Bridge Subsidy Program provides high-priority consumers with the monthly rental assistance they need to quickly establish decent, safe, affordable rental housing of their choice in the community.

In 2010, the DMH Bridge Subsidy Program provided tenant-based rental assistance opportunities to 402 high priority DMH consumers who could and should be living in their own housing units in the community. The DMH Bridge Subsidy Program provides the rental subsidy to act as a “bridge” from the time that the consumer is ready to move into his or her own unit until the time he or she can secure permanent rental subsidy, such as a Section 8 Housing Choice Voucher or comparable rental subsidy.

The DMH Bridge Subsidy Program was deliberately designed as a Housing Choice Voucher “look-a-like” program to help ensure that the transition from the Bridge Subsidy to a permanent voucher is as close to seamless as possible. In 2010, the program subsidized over $200,000 of the fair market rents paid by the participants of the program. The consumer’s portion towards the monthly contractual rent amount is 30% of the household income.

Along with the rental subsidy, DMH also provides comprehensive community support services to those participating in the DMH Bridge Subsidy Program. These services and supports ensure that DMH consumers have access to the individualized and flexible services.

The DMH Bridge Subsidy Program also includes Transition Funds to provide for one-time move-in costs such as security deposits, utility deposits, and items needed to set up their households for daily living, etc. In 2010, IACAA disbursed $228,000 in the form of debit cards for this purpose. IACAA also oversees the purchase process, the closure of each card, and the reconciliation of items approved.

The administration of this important initiative requires close coordination among four Components of the DMH system including: (1) the five DMH Regional Offices; (2) DMH selected Bridge Subsidy Administrators; (3) DMH contracted service providers; and (4) the Illinois Mental Health Collaborative. IACAA participates as one of the Subsidy Administrators for the program with a coverage area of the majority of the state outside of Chicago.
Homeless Headlines: Support for Homeless Providers in Illinois

For twenty-years IACAA has partnered with the Illinois Department of Human Services to provide technical assistance to homeless service providers, food assistance agencies, and housing developers. IACAA provides more than 600 readers of the Homeless Headlines newsletter with vital and timely monthly news on local programs serving low-income people, housing and homelessness-related legislation, trainings, and a range of other resources. The newsletter is available online at the IACAA web site, and by email.

Lead stories in 2010 have included:
Creating Community Integration Solutions
YMCA Network: Independence Place
FRIENDS of People with AIDS
Housing + Transportation Affordability
The Plight of the Homeless Veteran

Rental Housing Support Program (RHSP)
The Association is making a difference by helping to secure permanent affordable rental housing for as many as 200 low income households in 55 rural Illinois counties. The Illinois Housing Development Authority’s Rental Housing Support Program (RHSP), provides rent subsidies for “rent burdened” households. However, IHDA funds only cover a fraction of the costs to operate the program.

CSBG funds make the program work in much of the state. IACAA and its partner Community Action Agencies have been demonstrating a high level of accountability in making the program effective. Those agencies include Project NOW Community Action Agency, Rockford Human Services, Two Rivers Regional Council of Public Officials, Wabash Area Development Inc., Shawnee Development Council, Tri-County Opportunities Council, BCMW Community Services, CEFS Economic Opportunity Corporation, Crosswalk Community Action Agency, and Embarras River Basin Agency.

Tapping our Wisdom II: Forum on homelessness and mental illness

The Tapping our Wisdom II forums were follow-up events to a forum IACAA coordinated in Chicago in November of 2009. The forums were unique and innovative functions organized under contract with the U.S. Department of Housing and Urban Development (HUD) Regional Office in Chicago. The forums brought together service providers from around the state in separate events in Collinsville and Springfield. The central theme of the forums was innovation, and establishing best practices for serving chronically homeless persons with serious mental illness. The lively exchanges gave HUD insight into the high-priority issues for these service providers.

RHSP is a prime example of how the Community Services Block Grant can leverage vital resources of the low income community in Illinois.
OTHER INITIATIVES
IACAA Strategic Plan: 2011-2014

As the Illinois Association of Community Action Agencies moves forward on its path of continuous improvement, an enhanced strategic planning approach was conducted to develop a plan for the period FY 2011 to FY 2014. The new process was two-tiered and involved a more participatory and strengths-focused approach. To this end, a strategic focusing session was conducted in September 2010 with IACAA staff in efforts to gain deeper insights into the internal initiatives of IACAA. This session provided input to the strategic visioning session held with the IACAA Board of Directors in October 2010 that would focus on both internal and external initiatives.

IACAA’s staff and Board of Directors utilized a strategic formulation and implementation approach referred to as SOAR (Strengths, Opportunities, Aspirations, and Results). The SOAR methodology builds upon the more traditional SWOT strategic analysis to increase commitment and participation for a faster and more effective implementation.

The culmination of creating the strategic plan occurred on October 13-14, 2010 when members of the IACAA Board of Directors met in Rend Lake, IL. Board members provided the focus and alignment that will allow the IACAA staff and the network we support to be aligned and responsive to the many challenges in a dynamic environment. During the session, the executive leadership reviewed and revised IACAA’s Mission Statement. In addition, the group identified strengths and compelling opportunities for both the short and long term.

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The outcomes of the executive leadership session will be used as the foundation for the next step in the strategic planning process which includes transforming the following Strategies and Initiatives into operation.

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<th>INITIATIVES</th>
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<td>Sustainability</td>
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<td>Identifying New Resources</td>
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<td>Brand Recognition</td>
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<td>Attracting and Retaining New Employees</td>
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</table>
Statewide Wage Study: Are We Competitive?

Having competitive salaries and benefits is an important element in recruiting and retaining high performing employees. Without competitive compensation employers limit themselves in the type of individuals they recruit into the organization. Bill Werst, author of *Common Sense Managing* describes the type of employees that are attracted to non competitive organizations as bottom feeders. These employees are low performing workers with limited skill and motivation. While community action may not be a high paying employer, locally their salaries and benefits are comparable to other not for profit service organizations. In rural communities especially community action may be one of the top employers. It is important for community action to stay competitive. The increased demand for services and level of accountability require a workforce that is highly skilled, professional, and able to adapt to changes quickly. Wage Studies provide an objective basis for determining salary ranges and benefits. Having a system in place in determining salaries and increases protects both the employer and the employee from arbitrariness and questions on process.

Besides being a good business practice, Head Start grantees are required to do regular wage studies to ensure that their Head Start staff are being paid comparable regional salaries and benefits. IACAA contracted with WIPFLI LLP to conduct a statewide study to assist the network in reviewing their salary and benefit structure. There was a 75% participation rate, 31 out of the 40 member agencies. The job positions ranged from the top executive and positions in the following program areas—CSBG, Head Start, LIHEAP, Weatherization, Housing, and some miscellaneous titles. The survey also reflects the differences in how positions are categorized in community action. For example, some agencies, the CSBG coordinator may be a Director level position or it may be a program staff.

Feedback from the membership was positive. The study was comprehensive in terms of titles and measures. Agencies want IACAA to offer this service every two years. They made suggestions on titles to include in future surveys and there were requests to offer a separate survey just for Head Start. It is certainly more cost effective for IACAA to conduct the survey instead of each agency conducting its own wage study.

Below is a sample of the results shown in the survey.

<table>
<thead>
<tr>
<th>Administrative Assistant</th>
<th>Agencies</th>
<th># Agency</th>
<th>Average</th>
<th>Percentile</th>
<th>Degree of Match</th>
<th>Average Pay Range</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>25th</td>
<td>50th</td>
<td>75th</td>
<td>Less</td>
</tr>
<tr>
<td>Admin Assistant</td>
<td>23</td>
<td></td>
<td>$18.58</td>
<td>$16.05</td>
<td>$17.55</td>
<td>12%</td>
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</table>
IACAA’s Peer Model Agency Assessment Tool:
An Application of Organization Development

In the last five years IACAA has sought to bring new concepts and management tools to the community action membership to expose the network to innovative approaches to problem solving, strategic planning and staff development. In this vein, IACAA examined its own processes, the peer to peer process to add principles from the field of Organization Development. Organization Development (OD) is a system wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at improving the alignment of systems and give an organization tools to build its own capacity (Michael Beer). IACAA modified the Burke-Litwin model to address the unique structure of community action. This model evaluates the interdependence of the following components within an organization:

- External Environment
- Mission and Strategy
- Leadership
- Culture
- Structure
- Systems (Fiscal, Human Resources, Information Technology, Communication and Recordkeeping)
- Performance
- Programs

IACAA developed questions for each of these areas addressed to board of directors, senior management, program and front line staff. This OD approach was integrated into IACAA’s peer model in which peers from other community action agencies build agency capacity by reviewing programs and systems and providing recommendations based on best practices and program standards. IACAA also incorporated organization surveys from Human Synergistics International Inc. to engage agency staff on their perceptions of their current environment and what their ideal work environment would be. This company is renowned for its assessment tools of organizations, human behaviors and performance.

The Assessment tool was used successfully at a community action agency in transition with a retiring executive director. The feedback from the agency and the board of directors was positive. They stated that the final report was comprehensive, solidified their own observations and provided feasible steps to improvement.

MEMBERSHIP
The membership of IACAA consists of 36 Community Action Agencies (CAA) and one statewide migrant council which serve all 102 counties of the state. Community Action Agencies are designated organizations created and given a federal mandate to coordinate local anti-poverty efforts through the Economic Opportunity Act of 1964, a predecessor of the Community Services Block Grant (CSBG). CSBG funds are utilized by CAAs to totally or partially support programs including all or some of the following:

**Securing and Maintaining Employment**
- Job placement partnering with local businesses to create jobs for low income individuals
- Transportation programs including drive to success (rehab vehicles for customers), bus vouchers
- Micro enterprise development provides T/TA for business expansions and startups
- Workforce Investment
- CSBG Loan Program

**Providing Education Opportunities**
- GED and ESL classes
- Head Start
- Computer literacy
- Scholarships to pursue education
- Tutoring for at risk High School Hispanic Students

**Teaching Income Management**
- Individual Development Account is a savings incentive program with matching funds
- Income management counseling that includes personal budgeting, credit reports, taxes and consumer education
- Counseling assistance for senior citizens and disabled individuals on tax relief applications

**Securing Safe and Affordable Housing**
- Housing counseling including mediating tenant-landlord disputes and credit counseling
- Homebuyer program
- Weatherization
- Rental/mortgage assistance
- Transitional housing
- Development of affordable housing including single family, and multi-family units,
  - Continuum of Care

**Providing Emergency Services**
- Food pantries
- Domestic Violence
- Elder Abuse

**Promoting Nutrition**
- Senior meals
- Food vouchers
- Summer Food

**Ensuring Health**
- Medical and Dental assistance
- Prescription Drugs

**American Reinvestment and Recovery Act**
Our agencies played an important role in President Obama’s plan to stimulate the economy and help families adversely impacted by the economic recession. American Reinvestment
and Recovery Act (ARRA) funding was infused in key community action operated programs—Community Services Block Grant, Head Start, Homelessness Prevention Rapid Re-Housing (HPRP) and Illinois Home Weatherization Assistance. Community Action was able to make a difference in the communities they serve by providing scholarships, job training, small business loans, green technology, mortgage foreclosure counseling and assistance, youth employment, early childhood education to more children and other initiatives designed to stimulate the economy and support hurting families.

<table>
<thead>
<tr>
<th>Jobs Created</th>
<th>People Served:</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE*</td>
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</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>CSBG</td>
<td>2,235</td>
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<tr>
<td></td>
<td>129,137</td>
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<tr>
<td>Head Start</td>
<td>156</td>
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<tr>
<td></td>
<td>2,580</td>
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<tr>
<td>Homeless Prevention Rapid Re-Housing</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>9,491</td>
</tr>
<tr>
<td>Weatherization</td>
<td>1,983</td>
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<tr>
<td></td>
<td>16,178</td>
</tr>
</tbody>
</table>

*Full Time Equivalents
# List of Community Action Agencies

<table>
<thead>
<tr>
<th>Agency</th>
<th>Address</th>
<th>Contact Person</th>
<th>Phone</th>
<th>Fax</th>
<th>Email</th>
<th>Website</th>
<th>Service Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCMW Community Services, Inc.</td>
<td>909 East Rexford, P.O.Box 729, Centralia, Illinois 62801</td>
<td>Keith Brown, Executive Director</td>
<td>618/532-7388 Fax: 618/532-0204</td>
<td>Web: <a href="http://www.bcmw.info">www.bcmw.info</a></td>
<td></td>
<td>Service Area: Bond, Clinton, Marion, Washington Counties</td>
<td></td>
</tr>
<tr>
<td>Carver Community Action Agency</td>
<td>235 E. Main Street, P.O. Box 28, Galesburg, Illinois 61402-0028</td>
<td>Jeannie Shelton, Chief Executive Officer</td>
<td>309/342-0158 Fax: 309/342-8179</td>
<td>E-mail: <a href="mailto:carvercaaa@galesburg.net">carvercaaa@galesburg.net</a></td>
<td></td>
<td>Service Area: Knox County</td>
<td></td>
</tr>
<tr>
<td>C.E.F.S. Economic Opportunity Corporation</td>
<td>1805 S. Banker, P.O. Box 928, Effingham, Illinois 62401</td>
<td>Paul White, Chief Executive Officer</td>
<td>217/342-2193 Fax: 217/342-4701</td>
<td>Web: <a href="http://www.cefseoc.org">www.cefseoc.org</a></td>
<td></td>
<td>Service Area: Christian, Clay, Effingham, Fayette, Montgomery, Moultrie and Shelby Counties</td>
<td></td>
</tr>
<tr>
<td>Champaign County Regional Planning Commission</td>
<td>1776 East Washington Street, Urbana, Illinois 61803-7760</td>
<td>Cameron Moore, Executive Director</td>
<td>217/328-3313 Fax: 217/328-2426</td>
<td>Web: <a href="http://www.ccrcp.org">www.ccrcp.org</a></td>
<td></td>
<td>Service Areas: Champaign County</td>
<td></td>
</tr>
<tr>
<td>Chicago Department of Family and Support Services</td>
<td>1615 W. Chicago Ave, 3rd Floor, Chicago, Illinois 60622</td>
<td>Mary Ellen Caron, PhD, Commissioner</td>
<td>312/746-8545 Fax: 312/746-8973</td>
<td>Web: <a href="http://www.cityofchicago.org/HumanServices">www.cityofchicago.org/HumanServices</a></td>
<td></td>
<td>Service Area: City of Chicago</td>
<td></td>
</tr>
<tr>
<td>Community Action Partnership of Lake County</td>
<td>P.O. Box 9059, Waukegan, Illinois 60079</td>
<td>Mary Lockhart-White, CCAP, Executive Director</td>
<td>847/249-4330 Fax: 847/625-6328</td>
<td></td>
<td></td>
<td>Service Area: Lake County</td>
<td></td>
</tr>
<tr>
<td>Community &amp; Economic Development Association of Cook County, Inc.</td>
<td>208 S. LaSalle, Suite 1900, Chicago, Illinois 60604-1001</td>
<td>Robert Wharton, President/CEO</td>
<td>312/795-8844 Fax: 312/795-1034</td>
<td></td>
<td></td>
<td>Service Area: Suburban Cook County, City of Chicago</td>
<td></td>
</tr>
<tr>
<td>Crosswalk Community Action Agency</td>
<td>410 West Main, West Frankfort, Illinois 62896</td>
<td>Debra Jackanicz, Executive Director</td>
<td>618/937-3581 Fax: 618/937-3583</td>
<td></td>
<td></td>
<td>Service Area: Franklin, Jackson, Jefferson and Williamson Counties</td>
<td></td>
</tr>
<tr>
<td>Decatur-Macon County Opportunities Corporation</td>
<td>1122 East Marietta Street, Decatur, Illinois 62521</td>
<td>Gail Evans, Executive Director</td>
<td>217/428-0155 Fax: 217/428-0169</td>
<td></td>
<td></td>
<td>Service Area: Macon County</td>
<td></td>
</tr>
<tr>
<td>DeKalb County Community Services Department</td>
<td>2550 North Annie Glidden Road, DeKalb, Illinois 60115</td>
<td>Donna Moulton, Executive Director</td>
<td>815/758-3910 Fax: 815/758-3407</td>
<td>Web: <a href="http://www.dekalbcounty.org">www.dekalbcounty.org</a></td>
<td></td>
<td>Service Area: DeKalb County</td>
<td></td>
</tr>
<tr>
<td>DuPage County Division of Human Services</td>
<td>421 North County Farm Road, Wheaton, Illinois 60187</td>
<td>Mary Keating, Director</td>
<td>630/407-6500 Fax: 630/407-6501</td>
<td>Web: <a href="http://www.dupageco.org">www.dupageco.org</a>; <a href="http://www.dupagecris.org">www.dupagecris.org</a></td>
<td></td>
<td>Service Area: DuPage County</td>
<td></td>
</tr>
<tr>
<td>Organization Name</td>
<td>Address</td>
<td>City/State</td>
<td>Executive Director</td>
<td>Phone</td>
<td>Fax</td>
<td>Email</td>
<td>Service Area</td>
</tr>
<tr>
<td>-------------------</td>
<td>---------</td>
<td>------------</td>
<td>---------------------</td>
<td>-------</td>
<td>-----</td>
<td>-------</td>
<td>--------------</td>
</tr>
<tr>
<td>Illinois Valley Economic Development Corporation</td>
<td>223 South Macoupin Street</td>
<td>Gillespie, Illinois 62033</td>
<td>Frank Schwab, Executive Director</td>
<td>217/839-4431</td>
<td>217/839-3647</td>
<td></td>
<td>Service Area: Calhoun, Greene, Jersey and Macoupin Counties</td>
</tr>
<tr>
<td>Kankakee County Community Services, Inc.</td>
<td>657 E. Court St., Suite 207</td>
<td>Kankakee, Illinois 60901</td>
<td>Vincent Clark, Executive Director</td>
<td>815/933-7883</td>
<td>815/933-0635</td>
<td>Web: <a href="http://www.kccsi-cap.org">www.kccsi-cap.org</a></td>
<td>Service Area: Kankakee County</td>
</tr>
<tr>
<td>Kendall-Grundy Community Service (Unit of Kendall County Health and Human Services)</td>
<td>811 W. John St.</td>
<td>Yorkville, Illinois 60560</td>
<td>Cheryl Johnson, Executive Director</td>
<td>630/553-9100</td>
<td>630/553-0167</td>
<td>E-mail: <a href="mailto:cjohnson@co.kendall.il.us">cjohnson@co.kendall.il.us</a></td>
<td>Service Area: Grundy and Kendall Counties</td>
</tr>
<tr>
<td>Madison County Community Development</td>
<td>130 Hillsboro Avenue</td>
<td>Edwardsville, Illinois 62025</td>
<td>Cheryl Jouett, Executive Director</td>
<td>618/692-8940</td>
<td>618/692-7022</td>
<td></td>
<td>Service Area: Madison County</td>
</tr>
<tr>
<td>McHenry County Housing Authority</td>
<td>1108 North Seminary Avenue</td>
<td>Woodstock, Illinois 60098-1109</td>
<td>Julie Biel-Claussen, Executive Director</td>
<td>815/338-7752</td>
<td>815/338-1217</td>
<td></td>
<td>Service Area: McHenry County</td>
</tr>
<tr>
<td>MCS Community Services</td>
<td>345 West State Street</td>
<td>Jacksonville, Illinois 62650</td>
<td>Dan Little, Executive Director</td>
<td>217/243-9404</td>
<td>217/245-4159</td>
<td>Web: <a href="http://www.morgancounty-il.com/mccs.htm">www.morgancounty-il.com/mccs.htm</a></td>
<td>Service Area: Morgan, Cass and Scott Counties</td>
</tr>
<tr>
<td>Northwestern Illinois Community Action Agency</td>
<td>103-109 North Chicago</td>
<td>Freeport, Illinois 61032</td>
<td>Marcia Derrer, Executive Director</td>
<td>815/232-3141</td>
<td>815/232-3143</td>
<td>Email address: <a href="mailto:nicaa3@nicaa.org">nicaa3@nicaa.org</a></td>
<td>Service Area: Jo Daviess and Stephenson Counties</td>
</tr>
</tbody>
</table>
Rockford Human Services Department  
612 North Church  
Rockford, Illinois  61103  
George Davis, Executive Director  
815/987-5782 Fax: 815/987-5762  
Web: http://ci.rockford.il.us/human/human.htm  
Service Area: Boone and Winnebago Counties

Sangamon County Department of Community Resources  
200 South 9th Street, Room 311  
Springfield, Illinois  62702  
Sharmin Doering, Executive Director  
217/535-3120 Fax: 217/535-3119  
Web: www.co.sangamon.il.us  
Service Area: Sangamon County

Shawnee Development Council, Inc.  
P.O. Box 298  
Karnak, Illinois  62956  
Cheryl Vanderford, Executive Director  
618/634-2201 Fax: 618/634-9551  
Service Area: Alexander, Hardin, Johnson, Massac, Pope, Pulaski and Union Counties

Springfield Urban League and Community Contacts  
100 North 11th Street  
Springfield, IL  62703  
Nina Harris, President/CEO  
21-789-0830, 217-789-9838  
Service Area: Sangamon

St. Clair County Intergovernmental Grants Department/Community Action Agency  
19 Public Square, Suite 200  
Belleville, Illinois  62220-1624  
Debra Moore PhD, Executive Director  
618/277-6790 Fax: 618/236-1190  
Service Area: St. Clair County

Tazwood Community Services, Inc.  
2005 S. Main St.  
Morton, IL  61550  
Cindy Bergstrand, Executive Director  
309/266-9941 Fax: 309/266-9174  
Service Area: Tazewell and Woodford Counties

Tri-County Opportunities Council  
405 Emmons Avenue, Box 610  
Rock Falls, Illinois  61071-0610  
Sandra Julifs, President/CEO  
815/625-7830 Fax: 815/625-7302  
Web: www.tcochelps.com  
Service Area: Bureau, Carroll, LaSalle, Lee, Marshall, Ogle, Putnam, Stark and Whiteside Counties

Two Rivers Head Start Agency  
1661 Landmark Rd.  
Aurora, Illinois  60506  
Diane Lacey, Executive Director  
(630) 264-1444 Fax: (630) 264-1151  
Web: www.trhsa.org  
Service Area: Kane County (CSBG and Head Start programs), Kendall, DeKalb, Grundy and Boone Counties (Head Start program only)

Two Rivers Regional Council of Public Officials  
936 Broadway  
Quincy, IL  62301  
Cheryl Esselman, Executive Director  
217/224-8171 Fax: 217/224-9145  
Service Area: Adams, Brown, Pike and Schuyler Counties

Western Egyptian Economic Opportunity Council  
1 Industrial Park, P.O. Box 7  
Steeleville, Illinois  62288-0007  
Paulette Hamlin, Executive Director  
618/965-3458 Fax: 618/965-9421  
Web: www.weeoc.org  
Service Area: Jackson, Monroe, Perry and Randolph Counties

Western Illinois Regional Council-Community Action Agency  
223 South Randolph  
Macomb, Illinois  61455  
Suzan Nash, Executive Director  
309/837-2997 Fax: 309/836-3640  
Web: www.wirpc.org  
Service Area: Hancock, Henderson, McDonough and Warren Counties

Will County Center for Community Concerns  
304 North Scott Street  
Joliet, Illinois  60432  
Kris White, Executive Director  
815/722-0722 Fax: 815/722-6344  
Web: www.wcccc.net  
Service area: Will County
Staff List

Dr. D. Samson Sulamoyo, CCAP
President/CEO

Anita Holmgren
Vice President of Fiscal Operations

Michelle Pulce, CCAP
Vice President of Programs

Niccole Clements
Director of Community and Economic Development

Dan Manfredo
Director of Energy Policy and Programs

Sara Ratcliffe
Director of Membership Services

Christine Westerlund
Director of Professional Development

Bud Mason
Rural Community Assistance Partnership State Coordinator

Sarah Lemmon
Executive Assistant

Brian Day
Rural Community Assistance Partnership, Rural Development Specialist

Patrick Gleason
Rural Community Assistance Partnership, Rural Development Specialist

Sheila Powell
Secretary/Receptionist

Tami Rechner
Housing Support Coordinator

Karen Redenbaugh
Fiscal Assistant

Scott Thompson
Rural Community Assistance Partnership, Rural Development Specialist

Allan Timke
Housing and Homeless Specialist
2010-2011 Board

**Officers**

Board Chair
Kris White  
*Will County Center for Community Concerns, Joliet*

Board Vice Chair
Dwight Lucas, CCAP  
*East Central Illinois Community Action Agency, Danville*

Board Treasurer
Mcfarland A. Bragg II, CCAP  
*Peoria Citizens Committee for Economic Opportunity, Peoria*

Board Secretary
Frank Schwab  
*Illinois Valley Economic Development Corporation, Gillespie, IL*

**Directors**

Keith Brown  
*BCMW Community Services, Centralia*

Marsha Roll  
*Embarras River Basin Agency, Greenup*

Vincent Clark  
*Kankakee County Community Services Inc., Kankakee*

Dan Little  
*MCS Community Services, Jacksonville*

Suzan Nash  
*Western Illinois Regional Council, Macomb*

Ken Pettijohn  
*Wabash Area Development, Enfield*

Eloy Salazar  
*Illinois Migrant Council, Chicago*

Angela Stoltzenburg, CCAP  
*Community Action Partnership of Central Illinois, Lincoln*

Robert Wharton  
*Community and Economic Development Association of Cook County, Chicago*

Mary Lockhart White, CCAP  
*Community Action Partnership of Lake County, Waukegan*
Illinois Association of Community Action Agency
Statement of Activities

Twelve Months ended December 31, 2010 (Unaudited)

<table>
<thead>
<tr>
<th>Revenue and Other Support</th>
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<tbody>
<tr>
<td>Grant Revenue</td>
<td>$ 6,432,688</td>
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<tr>
<td>Contributions</td>
<td>2,230</td>
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<tr>
<td>Meeting Income</td>
<td>100,105</td>
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<td>Membership Dues 67,925</td>
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<tr>
<td>Rental &amp; Services Income</td>
<td>317,708</td>
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<tr>
<td>Investment Income</td>
<td>31,693</td>
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<td>Predevelopment Cost Reimbursement</td>
<td>56,624</td>
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<td>Miscellaneous Income</td>
<td>99,702</td>
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<td>Total Revenue and Other Support</td>
<td>$ 7,108,675</td>
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<table>
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<tr>
<td>Community Services Block Grant</td>
<td>654,504</td>
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<tr>
<td>ARRA (OCS/HHS)</td>
<td>98,161</td>
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<tr>
<td>Utilities Rate Relief</td>
<td>3,487,541</td>
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<td>Low Income Home Energy Assistance Program</td>
<td>245,885</td>
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<tr>
<td>Illinois Department of Human Services (DHS)</td>
<td>72,208</td>
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<tr>
<td>Illinois Department of Human Services (MHS)</td>
<td>1,073,148</td>
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<tr>
<td>Rental Housing Support Program</td>
<td>333,491</td>
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<tr>
<td>Rural Community Assistance Program</td>
<td>355,997</td>
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<tr>
<td>ARRA (RCAP)</td>
<td>47,552</td>
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<tr>
<td>Department of Housing and Urban Development</td>
<td>10,609</td>
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<tr>
<td>ARRA (Weatherization)</td>
<td>57,257</td>
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<tr>
<td>Total Program Services</td>
<td>6,437,353</td>
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</tbody>
</table>

Total Support Services                                   | 445,618|
Total Expenses                                           | 6,882,971|
Change in Net Assets                                     | 225,704|
Net Assets, Beginning of Year                            | 1,260,335|
Net Assets, Year to Date                                 | $ 1,486,039|