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.
Letter from the Board Chair

Dear Friends,

The last three years have presented a mixed bag to Community Action Agencies. We have experienced tremendous opportunities through the American Recovery and Reinvestment Act (ARRA) where we played a critical role in helping rebuild this nation’s economy. Now, we face precarious issues that challenge the fundamental existence of Community Action amidst millions of Americans living in poverty. We need to ask ourselves and policy makers what our future role is going to be in fighting poverty. How do we ensure our relevance when there are external calls for change and reform? How do we ensure that we are not only mission driven organizations, but that we are organizations of excellence? Finally, how do we raise the bar of performance while achieving excellence?

Since the inception of our movement, we have dealt with various objectives, standards, regulations and policies aimed at increasing performance, accountability and transparency in what we do as Community Action. These approaches are always welcome and are the means to ensure that our clients not only receive high quality services but that we change and improve their living conditions. However, many of these approaches have focused primarily on program accountability, program performance and not organizational excellence. Organizational excellence has an impact on program excellence. We have to view our organizations from a whole systems approach to ensure that there is organizational consistency in how we plan, implement and evaluate our programs.

I would like to commend the Association staff for introducing various tools and processes to the membership that are designed to assist us with attaining organizational excellence. We have worked with Appreciative Inquiry and scenario planning in visioning and planning and the Interaction engagement tool for whole systems thinking and planning through visual aids. It is this type of innovative thinking from our Association that prepares us to continue raising the bar and striving for organizational excellence.

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. Ralph Marston said “excellence is not a skill. It is an attitude.”

Sincerely,

Kris White
Chair
Dear Members,

The environment in which organizations such as Community Action Agencies operate is changing rapidly on a daily basis. This swift change in the environment has been characterized by changing funding priorities, the down turn of the economy, a shift in poverty demographics; increased transparency and accountability, and shrinking resources while the demand for Community Action’s services has been on the rise. A rapidly changing environment can result in opportunities for growth or increases in organizational risk leading to failure and vulnerability due to the inflexibility of the organization to withstand change emanating from the environment.

The implementation of the American Recovery and Reinvestment Act (ARRA) or economic stimulus has served as the ‘punctuated equilibrium’ (shock to the system) for the Community Action network of agencies which has served America’s communities with anti-poverty programs for the last 46 years. This punctuated equilibrium created by the stimulus programs administered by Community Action Agencies (CAAs) has brought to the surface multidimensional issues within the internal framework, systems and structure of these organizations. Organizations have to plan change, respond to unplanned changes and mitigate risk and crises in an environment that is very dynamic and often filled with unpredictability.

Community Action Agencies, like most not for profit and public organizations, must respond to the demands of a dynamic environment through internal capacity building for organizational effectiveness. Community Action Agencies are predominantly funded through both governmental and private grant structures, which means that many of their environmental challenges involve interfacing with funding organizations and changing priorities. In order to maintain compliance with their various funding sources, Community Action Agencies have to ensure that they have effective management systems, strong internal controls, mission effectiveness, strong leadership, structures aligned with their systems and mission, informed governing bodies and clear organizational strategies. Juxtaposed with compliance issues is the need for Community Action Agencies to build their capacity beyond compliance with funding sources.

There is the need for the network to develop into learning organizations that minimize risk, provide high quality services while effectively responding to community needs at a time when the demand for social and community services is on the rise. There is a need for Community Action to strive for excellence and become innovative in fighting poverty. Funders and donors are demanding more accountability. The President of the United States in his 2013 budget proposal has challenged the network to be innovative and shift from the status quo of organizational operation and service delivery. In the face of this new reality, leaders in Community Action need to reinvent themselves as social entrepreneurs, combining the passion of a social mission with an image of business-like discipline, efficiency, innovation, and determination to transform the lives of people in their communities.

The history of capacity building and technical assistance in the Community Action system has been characterized by responses to organizational crises characterized by a failure in any of the major components of an organization such as fiscal operations, human resources, governance, program operations etc. The problem with many of the capacity building approaches and risk mitigation in Community Action is that they have mainly focused on the symptoms of the problems and not dealt with the whole system. If capacity building focuses only on symptoms of organizational instability and risk, then interventions enacted through that framework cannot be sustainable. The resulting factor is recurrence of the risk or new risk and capacity issues emerging in other areas of the organization. What has not been present in the training and technical assistance approach within the Community Action system has been a

Letter from the President/CEO

Congressman Robert J. Dold
and President Dr. D. Samson Sulamoyo
The following were the goals for our initiative:

What has also been absent in the capacity building framework within the Community Action system has been an approach such as the one defined through OD with values that are aligned with the values of Community Action. OD espouses the values of being democratic, optimistic and humanistic which align with Community Action’s values and promise. The optimism in OD aligns with the spirit of hope found in the promise, Community Action’s dedication to helping people help themselves aligns with both the humanistic and democratic values of OD. Some of the work in risk mitigation has led to the unnecessary closing of Community Action Agencies because the approach has not been aligned with the values of Community Action. Risk mitigation and capacity building should be approached from the philosophy of doing no harm to the organization while utilizing a participatory approach that involves all levels of the organization in need.

As an association we have engaged the network in the development of Organization Development tools with the intent of making the process of change and change management fun and demystified. Over the last year, we have delved in scenario planning and visual products that will enable the Community Action network to be better prepared to respond to the environment and to be proactive toward changes emanating from the environment. The following were the goals for our initiative:

1. Introduce strategic planning frameworks that will assist Community Action Agencies in being better prepared to respond to a dynamic environment.
2. Develop, test, and implement experiential training that will be initially rolled out to Illinois Community Action Agencies to increase capacity building by addressing organization issues such as: Leadership, systems, processes, structure and culture.
3. Create an engaging training that connects people with learning and results.
4. Develop experiential training through an interactive simulation process that helps to diagnose current challenges of CAA systems, structure, culture, and leadership and provides an opportunity for future design to achieve operational excellence.
5. Provide organizational learning through facilitated reflections & debriefing.
6. Develop technical assistance tools that provide a flexible framework for discovery of both universal issues and local situations.
7. Provide Community Action Agencies with the framework to proactively respond to both planned and unplanned changes.

We plan on introducing a new certification program in the field of Organization Development in partnership with an Illinois educational institution. This will further our vision of raising the bar and achieving organizational excellence.

We continue to advocate on behalf of Illinois' poor both in Illinois and Washington DC. Our advocacy has been carried out in collaboration with other entities that have a shared mission. This has resulted in the restoration of the critical funding that is appropriated by Congress and our General Assembly to address poverty throughout our communities. We have to continue to tell our story not just to policy makers but to the public as well. They have to understand that it is unconscionable for the debate and dialogue on reducing this nation’s deficit to be done on the backs of poor people. They need to understand that many of us are one paycheck away or one major illness away from falling into poverty. They have to understand that poverty sees no color, gender, nationality or creed. It does not discriminate when it surfaces on one’s door step. It can affect anyone at any time. Who will be there for us when we find ourselves in the predicament of poverty?

We have to engage each other on addressing the root causes of poverty. We have to address both personal poverty and institutional poverty. We cannot proudly say that we have addressed our economic woes when millions of Americans are still living in poverty. Progress and economic improvement should not only be measured based on how many jobs have been created. It should also be measured based on how much poverty has been reduced.

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, and 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 Dr. King:

“All labor that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence.”

Sincerely,

Dr. D. Samson Sulamoyo, CCAP
President/CEO
Advocacy
Community Action Bus Tour – April 18-20, 2011

Helping people and changing lives took on real meaning in April 2011 as members of the Illinois Community Action network “jumped on the bus” to share awareness of the reality of economic challenges facing the most vulnerable of individuals and families in Illinois. Hundreds of people gathered at rallies throughout the state to urge federal, state and local lawmakers to save community action funding. The tour included stops at six agencies geographically spread throughout the state in which the powerful message of “Protect Our Families and Communities, Save Community Action!” was conveyed through press conferences and rallies in support of vital community action funding. IACAA would like to thank the entire membership for participation in tour activities, as well as the host agencies: Sangamon County Department of Community Resources, Peoria Citizens Committee for Economic Opportunity, City of Rockford Department of Human Services, Community Action Partnership of Lake County, Community and Economic Development Association of Cook County, and Will County Center for Community Concerns.

IACAA Advocacy in Housing and Homelessness Arena

Housing costs, availability, and homelessness continue to be a major problem for low income Illinois citizens due to the current recession. Throughout 2011, IACAA worked closely with traditional allies, including Housing Action Illinois to address housing issues at the federal and state level including:

- Reversal of steep state funding cuts to the long-standing Emergency and Transitional Housing program,
- Helping to coordinate a cooperative effort to respond to Illinois Housing Development Authority (IHDA) administrative changes to the Rental Housing Support Program (RHSP),
- Forestalling further cuts to or elimination of the Illinois Homeless Prevention Program, and
- Unfreezing of the Illinois Affordable Housing Trust Fund, and RHSP, and repayment by the state of funds borrowed from those programs.

In 2012, IACAA will join with other homeless advocates to support several issues, some of which are:

- Restoration of funding for the Emergency and Transitional Housing program to $9.1 million,
- Monitor and promote regulatory changes in Rental Housing Support Program related to determination of tenant contributions to rent, certification of existing tenants, and the fairness and adequacy of allowed administrative costs, and
- Work with state and national partners to address federal housing issues including the implementation of the HEARTH homeless legislation, Emergency Solutions Grants, and HUD’s HOME program.
Professional Development
Professional Development Outreach

Jackie Robinson once opined, “A life is not important except in the impact it has on other lives.” This quote is relevant for the work of the Professional Development Institute (PDI); we spend our time and talents focused on the examination and application of impact. We see that impact each day in the work and outreach of the Illinois Community Action Network and constantly challenge ourselves to deepen that impact to move individuals and families towards self-sufficiency.

As we look forward to the future, it is always a pleasure to reflect on the past and in 2011, the past is represented by 997. This number represents the sum of all training participants in IACAA sponsored trainings, 24 in total, both in and out of the network. A broad range of topics included: Family and Community Development (FCD) Specialist certification, FCD Specialist recertification, CCAP (Certified Community Action Professional), OMB Circulars, ROMA, Art of Hosting, Quality Practice Partnership, PIPP, Poverty Simulation, Understanding Poverty, Grant Writing Basics, and Community Engagement, Scenario Planning and Appreciative Inquiry.

One of the year’s highlights was the exciting opportunity to present, with Team IACAA, at the National DOE Weatherization Conference in New Orleans in December. This opportunity bodes well for the future of the IACAA PDI and 2012 is shaping up to be a busy, rewarding year.

Finally, Chicago is again the host city of the Community Action Partnership’s Annual Conference in 2013 and it is our hope to have a large contingent as the Illinois Community Action Network receives their CCAP designation at that time. Consider this your invitation to join the 2013 CCAP cohort.
Training and Technical Assistance Programs
IACAA prides itself in the training and technical assistance it provides to the Illinois Community Action network. IACAA will be publishing a Second Edition of the board of Directors handbooks for both not-for-profit community action agencies and public CAPs. The first edition was produced in 2007. The layout of the manual remains the same with sections outlining the federal and state laws governing community action agencies, board member responsibilities, financial management oversight and checklist, hiring and evaluating the agency’s chief executive, strategic planning, Head Start and ROMA. The second edition includes information regarding the IRS 990 Tax Filing rules, board membership requirements for Head Start and several references to the Standards of Excellence established by the Community Action Partnership.

The Standards of Excellence is part of a self-study and feedback process that includes seven categories in which community action agencies can evaluate their capacity as organizations and seek to strive toward excellence. As the future of community action is being debated nationally, the Standards of Excellence have been an intricate part of the discussion. Policymakers want to be assured that the designated funding for community action, the Community Services Block Grant, is given to agencies that meet high quality standards. The Board of Directors should be aware of the Standards of Excellence and the boards’ essential role in achieving the different levels of organizational excellence.

IACAA is also developing an interactive tool, modeled after its organization development tool, InterACTION! that will supplement the manual and facilitate board training.
Energy Policy and Programs
Illinois Home Weatherization Assistance Program, American Recovery and Reinvestment Act

As a result of the American Recovery and Reinvestment Act (ARRA), the Weatherization Assistance Program received an unprecedented funding level of $5.1 billion over a three year period. Illinois received roughly $240 million ARRA dollars, in addition to its regular allocation. As a result of these additional funds, Illinois Community Action Agencies weatherized a total of 23,490 homes during the 2011 program year. The total number of ARRA homes completed from the beginning of the program reached just over 39,500 homes.

IACAA continued to assist local agencies in meeting these goals. In 2011, IACAA negotiated a contract to purchase Davis Bacon compliance software to be used by weatherization agencies to meet Davis Bacon wage requirements. IACAA also organized and held two roundtables to discuss program changes and concerns. As a result of one roundtable, a Weatherization Working Group was formed to allow ongoing discussions among DCEO, agency staff, and IACAA regarding program issues. IACAA persisted in working with national partners to maintain funding at levels that will not diminish of the program.

ComEd Residential Special Hardship Program

During 2011, IACAA continued its partnership with Commonwealth Edison to deliver the Residential Special Hardship Program. This program, which began in 2007, involves 13 local agencies and provides grants to qualified customers who can demonstrate a personal hardship. Customers who have suffered from medical conditions, loss of income, personal disabilities, or other hardships are eligible to receive up to $500 to reduce their utility arrearages. Agencies that participate in the program have found that the hardship program is often the only funds available to assist customers, once LIHEAP funds have been utilized.

2011 Program Numbers
Total Customers Served: 7,142
Total Dollars Distributed: $2,754,959.01

Percentage of Income Payment Plan: Progress in the Shift in the Delivery of Low Income Energy Assistance

September 2011 marked the beginning of the state-wide Percentage of Income Payment Plan (PIPP). Legislation was signed in 2009 creating a PIPP in Illinois as an alternative to the traditional energy assistance program, funded by the Low Income Home Energy Assistance Program. Under the PIPP, customers will pay a flat monthly amount to their utility that is equal to 6% of their income. Benefits will be paid to the utility on a monthly basis as long as the customer continues to make regular payments and, therefore, stays on the program. This approach will provide low income customers with more affordable gas and electric bills.

The process for developing the PIPP has been a collaborative effort between the Illinois Department of Commerce and Economic Opportunity (DCEO), Community Action, utilities and other consumer advocates. IACAA has been involved in the design of the PIPP from the beginning by being an active participant in the Steering Committee and the Policy Advisory Council, as well as organizing two training sessions. IACAA also worked for and obtained additional administrative dollars for its members from DCEO for operating the PIPP. IACAA has represented Illinois nationally at the National Community Action Foundation (NCAF) Energy and Community Economic Development Conference in presenting Illinois’ version of a PIPP. Illinois is one of a small number of states utilizing this framework for energy assistance for low income households.
Housing
Facilitating Independent Living: Bridge Subsidy Program

Living independently is a freedom many of us take for granted. For individuals with a serious mental illness there can be numerous challenges in having such a freedom. The Bridge Subsidy Program funded by the State of Illinois, Department of Mental Health reintroduces individuals with a serious mental illness into an independent living setting from residing in a nursing home setting or homelessness.

To date, this program has assisted 1,266 individuals with transitional funding. These funds are used to pay move-in costs, which would include a security deposit, utility deposits, and necessary household items. Each individual is given a debit card in the amount of $2,000 which IACAA issues and monitors.

IACAA also works with the mental health agencies outside of Cook and Lake counties in locating suitable units, inspecting the units, completing the lease and landlord contracts, monthly rent payments, income determination, and the recertification process performed annually. Currently, there are 99 active files.

Recently, a class action suit was filed against the state of Illinois, Williams vs Quinn. As a result of this lawsuit, the Bridge Subsidy Program will see increased activity in awarding and monitoring transitional funding to approximately 4,500 individuals as they are evaluated and transitioned into community settings. The majority of this population is within Cook and Lake counties, with a few in downstate Illinois. For those outside of Cook and Lake counties, IACAA will serve as the Subsidy Administrator.

Through the Bridge Subsidy Program, IACAA directly impacts the quality of life of hundreds of individuals with a serious mental illness.

Keystone: A New Face to Homeless Headlines

IACAA has been a leader in providing support to housing and homelessness service providers for decades, and is moving toward adding direct support to families and individuals experiencing homelessness throughout the state. In fiscal year 2011, IACAA transitioned the Homeless Headlines newsletter to a new publication, Keystone, whose target audience consists of families and individuals experiencing homelessness. The Department of Human Services requested the shift in focus to meet their program goals of providing case management resources to homeless individuals and families.

Keystone will provide a range of online services to that population, including:

- A monthly electronic publication featuring practical information to help people assess their situation, develop a plan for regaining their independence, and take action to reach the goals they have chosen.
- The new Keystone web site (https://sites.google.com/site/kswebhome). The site will host Keystone Magazine, and a variety of other information to homeless persons. Those experiencing homelessness will be able to access Keystone Magazine by e-mail subscription, online through the web site, or through hard copies distributed by homeless service providers.
- Homeless service providers will continue to be served as a secondary focus.
- Information provided through Keystone will also be helpful to caseworkers at provider agencies.
- IACAA will establish a free, subscription-based Illinois Homelessness Group, an online/e-mail service for homeless service providers.
Rental Housing Support Program:
Affordable Housing in Rural Communities

Availability of affordable rental housing in rural communities is a challenge. IACAA’s participation in the Rental Housing Support Program funded by the Illinois Housing Development Authority (IHDA) provides an opportunity for member agencies serving rural communities to assist low income families. IACAA is the umbrella administrating agency for the grants. Each round has a three year contract period. The following member agencies serve as sub grantees:

<table>
<thead>
<tr>
<th>Round I</th>
<th>Round II</th>
<th>Round III</th>
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<tbody>
<tr>
<td>City of Rockford</td>
<td>CEFS Economic Opportunity Corporation</td>
<td>BCMW Community Services</td>
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<tr>
<td>Project Now</td>
<td>Shawnee Development Council</td>
<td>CEFS Economic Opportunity Corporation</td>
</tr>
<tr>
<td>Two Rivers Regional Council of Public Officials</td>
<td>Tri County Opportunities Council</td>
<td>Crosswalk Community Action Agency</td>
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<td>Wabash Area Development</td>
<td>Two Rivers Regional Council</td>
<td>Embarras River Basin Agency</td>
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<td></td>
<td>of Public Officials</td>
<td>Tri County Opportunities Council</td>
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Program Accomplishments

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<thead>
<tr>
<th>Rounds</th>
<th>Landlords</th>
<th>Units Under Contract</th>
<th>Units Filled</th>
<th>Percentage Filled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Round I</td>
<td>12</td>
<td>65</td>
<td>54</td>
<td>83%</td>
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<tr>
<td>Round II</td>
<td>9</td>
<td>32</td>
<td>23</td>
<td>72%</td>
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<tr>
<td>Round III</td>
<td>24</td>
<td>56</td>
<td>20</td>
<td>36%</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>153</td>
<td>97</td>
<td>63%</td>
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The RHSP Program subsidizes rents in rural communities for those at or below 30% of Area Median Income (AMI). A standardized Tenant Contribution Schedule is used to calculate the family portion of rent based on household income with the minimum amount being $53.

The success of the program hinges on the concerted efforts of the local community action agencies and their partnerships with local landlords.
Rural Community Assistance Program
Rural Community Assistance Program: IACAA Making a Difference in Illinois Rural Development

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 2011, RCAP worked on 53 projects serving over 35,000 households that had an impoverished population of 7,200.

COMMUNITY HIGHLIGHTS

RCAP is working with the villages of DeLand and Weldon in East Central Illinois on a regional water supply system. Currently both communities operate their own system; however, with RCAP’s help they have been able to come together to start the project plan for a system that over the course of its life will result in cost savings for the residents of those two communities.

The Village of Cisco requested the services of RCAP in 2008 in an effort to access grant funds to pay for a new elevated storage tank. Currently, the new tower is under construction and should be brought on-line by the fall of 2012. During that time, Cisco has continued to work with RCAP in order to resolve a number of operational, financial and managerial issues.

THE ADVOCACY

Illinois RCAP state coordinator and rural development specialist are recognized experts in the small water and wastewater field. They serve on a number of boards and committees to provide expertise in rural community public works. These boards and committees include: Chicago Metropolitan Agency for Planning (CMAP): Full Cost Pricing Advisory Committee, Mahomet Aquifer Consortium, and Illinois Section of the American Water Works Association: Small Systems and ILWARN committees.

AWARDS

RCAP staff Pat Gleason was awarded the Technical Assistance Provider of the Year Award for 2011 from the Great Lakes RCAP Region.
List of Community Action Agencies
BCMW Community Services, Inc.
Keith Brown, Executive Director
909 E. Rexford, P. O. Box 729
Centralia, IL 62801-0729
618-532-7388
www.bcmwcommunityservices.org

C.E.F.S. Economic Opportunity Corporation
Paul White, Chief Executive Officer
1805 S. Banker, P. O. Box 928
Effingham, IL 62401-0928
217-342-2193
www.cefseoc.org

Carver Community Action Agency
Jeannie Shelton, Chief Executive Officer
P. O. Box 28, 235 E. Main St.
Galesburg, IL 61402
309-342-0158

Champaign County Regional Planning Committee
Cameron Moore, Executive Director
1776 E. Washington
Urbana, IL 61803
217-328-3313
www.ccrpc.org

Chicago Department of Family and Support Services
Evelyn Diaz, Commissioner
1615 W. Chicago Ave., 3rd Fl.
Chicago, IL 60622
312-743-0300

City of Rockford Human Services Department
George Davis, Executive Director
612 N. Church St.
Rockford, IL 61103
815-987-5795
www.rockfordil.gov/human-services.aspx

Coalition of Citizens with Disabilities in Illinois
Ruth Burgess Thompson, Executive Director
300 E. Monroe, Suite 100
Springfield, IL 62701
217-522-7016
www.ccdionline.org

Community Action Partnership of Central Illinois
Angela Stoltzenburg, Executive Director
1800 5th St.
Lincoln, IL 62656
217-732-2159
www.capcil.org

Community Action Partnership of Lake County
Mary Lockhart-White, Executive Director
1200 Glen Flora Ave., P. O. Box 9059
Waukegan, IL 60085
847-872-5526
www.caplakecounty.org

Community & Economic Development Association of Cook County, Inc.
Pat Doherty-Wildner, Interim President/CEO
208 S. LaSalle St., Suite 1900
Chicago, IL 60604
312-795-8844
www.cedaorg.net

Community Contacts, Inc.
Lowell Tosch, Executive Director
100 S. Hawthorne
Elgin, IL 60123
847/697-8800
www.cci-hci.org

Crosswalk Community Action Agency
Debra Jackanicz, Executive Director
410 W. Main
West Frankfort, IL 62896
618-937-3581
crosswalkcaa.com

Decatur-Macon County Opportunities Corporation
Gail Evans, Executive Director
1122 E. Marietta St.
Decatur, IL 62521
217-428-0155
www.dmcoc.org

DeKalb County Community Services Department
Donna Moulton, Executive Director
2550 N. Annie Glidden Rd.
DeKalb, IL 60115
815-758-3910
www.dekalbcounty.org/ComSvs/ComSvs.html
DuPage County Community Services
Mary Keating, Executive Director
421 N. County Farm Rd.
Wheaton, IL 60187
630-682-7000
www.co.dupage.il.us/humanservices/

East Central Illinois Community Action Agency
Dwight A. Lucas, Chief Executive Officer
56 N. Vermilion
Danville, IL 61834-1335
217-443-2705
www.comaction.org

Embarras River Basin Agency, Inc.
Marsha Roll, Executive Director
400 W. Pleasant, P. O. Box 307
Greenup, IL 62428
217-923-3113
www.erbainc.org

Illinois Migrant Council
Eloy Salazar, Executive Director
28 E. Jackson Blvd., Suite 1600
Chicago, IL 60604
312-663-1522
www.illinoismigrant.org

Illinois Valley Economic Development Corporation
Frank Schwab, Executive Director
223 S. Macoupin St.
Gillispe, IL 62033
217-839-4431

Vincent Clark, Executive Director
657 E. Court St., Suite 207
Kankakee, IL 60901
815-933-7883
www.kccsi-cap.org

Kendall-Grundy Community Action
Amaal Tokars, Executive Director
811 W. John St.
Yorkville, IL 60560
630-553-9100
health.co.kendall.il.us/CommunityAction/index.html

Madison County Community Development
Walter Hunter, Interim Executive Director
130 Hillsboro Ave.
Edwardsville, IL 62025
618-629-6200
www.co.madison.il.us/communitydevelopment/CommunityDevelopment.shtml

McHenry County Housing Authority
Julie Biel-Claussen, Executive Director
1108 N. Seminary Ave.
Woodstock, IL 60098
815-338-7752
www.mchenrycountyhousing.org

MCS Community Services
Dusty Douglas, Executive Director
345 W. State St.
Jacksonville, IL 62650
217-243-9404
www.morgancounty-il.com/MCS-Community-Services.html

Mid Central Community Action, Inc.
Rockie Zeigler, Executive Director
1301 W. Washington St.
Bloomington, IL 61701
309-829-0691
www.mccainc.org

Northwestern Illinois Community Action Agency
Marcia Derrer, Executive Director
103-109 N. Chicago Ave.
Freeport, IL 61032
815-232-3141

Peoria Citizens Committee for Economic Opportunity
McFarland A. Bragg II, President/CEO
711 W. McBean
Peoria, IL 61605
309-671-3900
www.pcceo.org

Project NOW Inc., Community Action Agency
Maureen Hart, Executive Director
418 19th St.
Rock Island, IL 61201
309-793-6391
www.projectnow.org
Sangamon County Department of Community Resources
Sharmin Doering, Executive Director
2833 S. Grand Ave. East Suite C100
Springfield, IL 62703
217-535-3120
www.co.sangamon.il.us/CR/resource.asp

Shawnee Development Council, Inc.
Cheryl Vanderford, Executive Director
530 W. Washington St., P.O. Box 298
Karnak, IL 62956
618-634-2201
www.shawneedevelopment.org

St. Clair County Intergovernmental Grants Dept./CAA
Debra Moore, Executive Director
19 Public Square, Suite 200
Belleville, IL 62220
618-277-6790
http://www.co.st-clair.il.us/Departments/Intergovernmental+Grants/

Tazwood Community Services, Inc.
Cindy Bergstrand, Executive Director
2005 S. Main St.
Morton, IL 61550
309-266-9941

Tri-County Opportunities Council
Sandra Julifs, President/CEO
405 Emmons Ave., Box 610
Rock Falls, IL 61071-0610
815-625-7830
www.tcochelps.com

Two Rivers Head Start Agency
Diane Lacey, Executive Director
1661 Landmark Road
Aurora, IL 60506
630-406-1444
www.trhsa.org

Two Rivers Regional Council of Public Officials
Cheryl Esselman, Executive Director
1125 Hampshire 62301
Quincy, IL 62306
217-224-8171 ex. 105
www.trrcopo.org

Springfield Urban League, Inc.
Nina Harris, President/CEO
100 N. 11th Street
Springfield, IL 62703
217-789-0830
www.springfieldul.org

Wabash Area Development, Inc.
Ken Pettijohn, Executive Director
110 Latham St.
Enfield, IL 62835
618-963-2387
www.wadi-inc.com

Western Egyptian Economic Opportunity Council
Paulette Hamlin, Executive Director
1 Industrial Park, P.O. Box 7
Steeleville, IL 62288
618-965-3458
www.weeoc.org

Western Illinois Regional Council – Community Action Agency
Suzan Nash, Executive Director
223 S. Randolph
Macomb, IL 61455
309-837-2997
www.wirpc.org/communityaction/

Will County Center for Community Concerns
Kris White, Executive Director
304 N. Scott St.
Joliet, IL 60432
815-722-0722
www.wcccc.net
Dalitso Sulamoyo, CCAP, Ph.D.
President/CEO

Nicolette Clements
Director of Community & Economic Development

Patrick Gleason
Rural Development Specialist

Anita Holmgren
Vice President of Finance Operation

Sarah Lemmon
Director of Administration

Dan Manfredo
Director of Policy & Programs

Charles (Bud) Mason
State Rural Development Coordinator

Sheila Powell
Secretary/Receptionist

Michelle Pulce, CCAP
Vice President of Programs

Sara Ratcliffe
Director of Membership Services

Tami Rechner
Housing Coordinator

Karen Redenbaugh
Finance Assistant

Al Timke
Housing & Homeless Specialist

Christine Westerlund, CCAP
Director of Professional Development
Board of Directors

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Kris White
Will County Center for Community Concerns
Joliet

Board Vice-Chair
Dwight A. 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

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Keith Brown
BCMW Community Services, Inc.
Centralia

Vincent Clark
Kankakee County Community Services, Inc.
Kankakee

Sharmin Doering
Sangamon County Community Resources
Springfield

Debra Jackanicz
Crosswalk Community Action Agency
West Frankfort

Mary Lockhart-White, CCAP
Community Action Partnership of Lake County
Waukegan

Suzan Nash
Western Illinois Regional Council - CAA
Macomb

Ken Pettijohn
Wabash Area Development, Inc.
Enfield

Marsha Roll
Embarras River Basin Agency for Economic Opportunities Inc., Greenup

Angela Stoltzenburg, CCAP
Community Action Partnership of Central Illinois
Lincoln

Robert Wharton
Community & Economic Development Association of Cook County, Chicago
Statement of Activities

Twelve Months ended December 31, 2011 (Unaudited)

Revenue and Other Support

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Revenue</td>
<td>$3,508,001</td>
</tr>
<tr>
<td>Contributions</td>
<td>10,000</td>
</tr>
<tr>
<td>Meeting Income</td>
<td>89,979</td>
</tr>
<tr>
<td>Training Income</td>
<td>65,957</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>84,750</td>
</tr>
<tr>
<td>Rental &amp; Services Income</td>
<td>196,671</td>
</tr>
<tr>
<td>Investment Income</td>
<td>24,774</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>86,288</td>
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<tr>
<td><strong>Total Revenue and Other Support</strong></td>
<td><strong>$4,066,419</strong></td>
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</tbody>
</table>

Program Service Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Services Block Grant</td>
<td>642,196</td>
</tr>
<tr>
<td>ARRA (OCS/HHS)</td>
<td>95,707</td>
</tr>
<tr>
<td>Utilities Rate Relief</td>
<td>484,185</td>
</tr>
<tr>
<td>Low Income Home Energy Assistance Program</td>
<td>218,416</td>
</tr>
<tr>
<td>Illinois Department of Human Services (DHS)</td>
<td>63,604</td>
</tr>
<tr>
<td>Illinois Department of Human Services (MHS)</td>
<td>817,582</td>
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<tr>
<td>Rental Housing Support Program</td>
<td>432,633</td>
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<tr>
<td>Illinois Housing Development Authority</td>
<td>215,662</td>
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<tr>
<td>Rural Community Assistance Program</td>
<td>323,673</td>
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<tr>
<td>ARRA (Weatherization)</td>
<td>214,344</td>
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<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>3,508,001</strong></td>
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Support Services

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Membership Services</td>
<td>254,597</td>
</tr>
<tr>
<td>Building</td>
<td>136,964</td>
</tr>
<tr>
<td><strong>Total Support Services</strong></td>
<td><strong>391,561</strong></td>
</tr>
</tbody>
</table>

Total Expenses                      | 3,899,562 |

Change in Net Assets                 | 166,858   |

Net Assets, Beginning of Year        | 1,486,041 |

Net Assets, Year to Date             | **$1,652,899** |