



CAPCIL Annual Report Opportunities in Disguise|2016



COMMUNITY ACTION PARTNERSHIP OF CENTRAL ILLINOIS

Message from CAPCIL Leadership

A vantage is a place or position affording a good view of something. Opportunity is often just a matter of vantage. Lady Bird Johnson as First Lady, chronicled her perspective on poverty and her husband's war on it in the White House Diary.

She stated, "I was keenly aware that I had a unique opportunity, a front row seat, on an unfolding story, and no one was going to see it from quite the vantage point that I saw it." She did not view the poverty fight as a misguided and unwinnable war. She plunged head first into the war with her efforts in the Head Start Program. Her work in Head Start captured her spirited belief that the war should have been waged and could be won. In 2016, CAPCIL was faced with countless obstacles that could have been viewed as overwhelming impediments. Illinois State budget issues continued to pose challenges. New programming and tracking mechanisms were clunky and unfamiliar. Departments evolved, and site locations were added. New Directors were appointed and they began to define themselves and their value in the organization. Through all the challenges, CAPCIL did not lose sight of the mission, or waiver from the belief that it is achievable. Through sound planning, with a focus on what *we can* do (and not what we *cannot control*), CAPCIL finished 2016 stronger and better than ever.



It is the mission of CAPCIL, in partnership with communities in our service area, to empower persons with low income and the aged by creating and implementing poverty-fighting initiatives for those in crisis and those that endeavor a life of lasting independence.



Tough times remind us that our mission statement and our strategic plan toggle us to what is important, but they cannot be the anchor that sinks the ship. In 2016, we often found that our outlook changed daily. CAPCIL responded agilely, learning quickly from the failed endeavors and capitalizing on projects that were succeeding. We were constantly adjusting the sails to take advantage of the wind. The Governing Board made challenging decisions in 2016, sometimes abandoning conventional wisdom and leaping into new endeavors head first. The year tested relationships, challenged our own ways of thinking, and placed greater emphasis than ever on making measurable changes in the lives of our clients and in our communities. While many social service agencies are facing 2017 with fear and worry, CAPCIL is prepared for the new year. Our approach of tackling challenges head-on has served us well. We learned to acknowledge that the future may not hold what we thought it would. But the staff and volunteers who have dedicated time and talent to Community Action are proving every day that success lies in being adaptable amidst constant change and viewing difficulties as something to make us stronger. The Agency learned in 2016 to find the vantage point where obstacles are just opportunities in disguise.

Alison Rumler-Gomez and Steve Lobb

The 2016 Vision

The mission of Community Action has long been to aid the impoverished in their *own* battle against deficiency. CAPCIL was one of the first champions in the “War on Poverty” declared by Lyndon B. Johnson in 1964. Over time, CAPCIL grew its ability and commitment to serve its clients by providing programming that addressed the consequences of poverty. We did, and still do, offer programs like Energy Assistance, Coats for Kids, Food Pantry, and other emergency services. In 2016 the Agency committed to strengthening and growing the projects that were launched in 2015, projects that assist clients in addressing the **roots** of their poverty. We envisioned low income individuals playing an active role in developing and implementing solutions to improve their unique situations. As part of that vision for the customers, we knew that building Agency capacity and financial stability was imperative to be able to continue the work.



Client Management Services and the Hand-Up Project

The Client Management Services Department was created in 2015. CAPCIL adopted the philosophy that we would better understand how to help the customer escape poverty when we better understand the whole person or the whole family. A Centralized Intake System was created. All customers have a single point of contact who is knowledgeable in all programs. From there, referrals are made within the Agency to coordinate services. If clients opt to participate in the Hand-Up Project or enroll their child in the Head Start Program, they are assigned a Family Service Worker who helps the customer assess his/her own poverty scenario and assists in creating a 12-month service plan on which they work together. In 2016, the Agency really began to see the impact of this systematic attack on the poverty problem in a family. By establishing clear goals and expectations for moving families from poverty, we built the structure for real success stories, outcome-based success stories. Of the one-hundred and thirty-nine families that engaged with their Family Service Worker, all of them showed statistical improvement in their family functioning.

The Jobs for Life class is a foundational Self-Sufficiency course offered as part of the Hand-Up Project. The basic premise of the program is that there is inherent and intrinsic value for a low-income person to contribute to society through work. It teaches the values of self-respect and dignity. In 2016, 44% of the Jobs for Life students either gained employment or increased their employment. Seven of those graduates were awarded economic development scholarships to pursue training for jobs in a vocational or technical field where they can earn a living wage job. Nine received scholarships to obtain their GEDs, and three were awarded scholarships to pursue bachelor's degrees.

Financial Peace University is a financial literacy course that helps students understand how to create and keep a budget. As our clients begin the pursuit of self-sufficiency, they lose social service aids. This program teaches participants how to manage that transition successfully.



Fifty-eight percent of the students completed this class. Seven percent (7%) opened and maintained a savings account and three percent (3%) saved an emergency fund.

In 2015, the Hand-Up Pilot Project was launched. The Agency in 2014 had served over 4000 households, none of whom could report that CAPCIL's programs had helped them to escape poverty. The Hand-Up Project set out to change those statistics, and did so in 2016.

[LINK](#) to the Hand-Up Project Page

Head Start, A birth to five program

Twenty-sixteen brought a new Head Start Director to the Program. Jenifer Deweese had been with the Agency for many years, successfully moving from classroom teacher to the management team. She is smart, driven, conscientious, and knows every facet of the Head Start organization. As a new Director, Jenifer was able to identify areas where change and expansion would better serve our customers. In 2016, CAPCIL opened three new Center-Based Early Head Start Sites: Mason County, DeWitt County and Logan County. While the home-based Early programming has been successful (and still has a place in the Agency), it was not meeting the needs of those families seeking to improve their financial picture with full-time employment. Center-based programming not only provides a more comprehensive educational experience, but also encourages and supports working parents. Jenifer also pursued and was awarded the increased duration grant, changing more Head Start classrooms into full-day programs. A new full day classroom will open in the fall of 2017, making it the fifth full-day program for the Agency.

Enrollment was stable throughout the year. The Program was funded for 268 children, and the Program served 325 in 2016. Ninety percent of the Head Start children served met income guidelines and fourteen percent (14%) of the children served were children with disabilities. Early Head Start funded enrollment was for 90 children, and the Program served 128 children and pregnant women in 2016. Ninety-two percent (92%) met income guidelines and eleven percent (11%) of children served were children with disabilities.

The push to improve overall health and wellness of the family remained a 2016 focus. The seven goals for family and community engagement are woven into each family partnership agreement:

- Family well-being (career readiness, financial literacy, housing counseling)
- Positive parent/child relationships
- Families as life-long educators
- Families as learners
- Family engagement in transitions
- Family connection to peers and community (volunteerism)
- Families as advocates

Community Action Head Start also continued its pledge to ready its child participants for school by ensuring that not only are the educational benchmarks reached prior to Kindergarten, but that the children also have required health and wellness checks completed. Ninety-seven percent of Head Start children had their physicals in 2016 and seventy-two percent (72%) of Early Head Start children had their physicals. Seventy-eight percent (78%) of Head Start children had a dental screening, and fifty-eight percent (58%) of the Early Head Start had a dental screen.

[LINK](#) to the Head Start, Birth to Five Page

Transportation Department

CAPCIL serves as the transportation provider for the Logan County Board's Logan Mason Public Transportation (LMPT) Program, and as the Grantee for the Area Agency on Aging for Lincolnland (AAoAL) Senior Transportation Program. The relationship with the Logan County Board was one of those relationships tested and strengthened in 2016. After spending much of 2015 regaining control of the reporting and trying to better understand Logan County's expectations for growth, 2016 proved to be a year where the Transportation Program made real progress. The ridership rebounded from the suspension of services in 2015, and the new Flex Route for Logan County rolled out. LMPT increased visibility and began to embrace its identity as a public transportation provider, not just a senior transportation provider.

Under Dianne Turner's leadership, sound fiscal principles prevailed and new, fresh ideas for revenue generation were born. Not only did the Transportation Program boast better metrics, but the increased visibility of public transportation prompted new riders to gain access to jobs and classes.

County	General Public Trips	Passengers 60 & Over	Passengers Under 60	% Passengers under 60	Cost Per Transport	Cost per Service Mile
Logan	11,013	6,614	4,399	40%	---	---
Mason	986	705	281	28%	---	---
Combined	11,999	7,319	4680	39%	\$48	\$5.45

[LINK](#) to LMPT page

Nutrition Services

Senior Nutrition has been a staple of the CAPCIL service portfolio for many years. In 2015, the budget impasse prompted the Agency to make some substantial changes to the Service Delivery model. We procured a temperature controlled truck that allows us to deliver hot meals throughout the day and over hundreds of miles with each trip. We reduced staffing expenses,

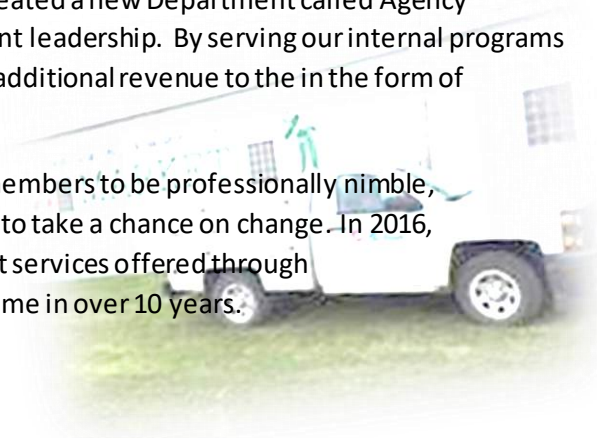
fuel and insurance costs, mileage reimbursements, and did not compromise the quality of the meals in any way.

The improved management practices resulted in a Senior Nutrition Program that now operates on a balanced budget. In Fiscal Year 2016, Senior Nutrition served 25,562 home delivered meals and 7,661 congregate meals.

The kitchen was under the Nutrition Services Department in 2015 as part of our effort to increase operational efficiencies by placing functional activities that were duplicative in one Department. With projected cuts to state and federal budgets and general instability in the political climate, our emphasis on growing our unrestricted pool of funds increased. CAPCIL created a new Department called Agency Development, and moved the kitchen under that Department leadership. By serving our internal programs through the Central Kitchen, this Agency amenity provided additional revenue to the in the form of unrestricted dollars.

The departmental changes adopted in 2015 required staff members to be professionally nimble, committed to doing what is best for the Agency, and willing to take a chance on change. In 2016, this program stabilized, came to be one of the most efficient services offered through Community Action, and ran a balanced budget for the first time in over 10 years.

[LINK](#) to Nutrition Services Page



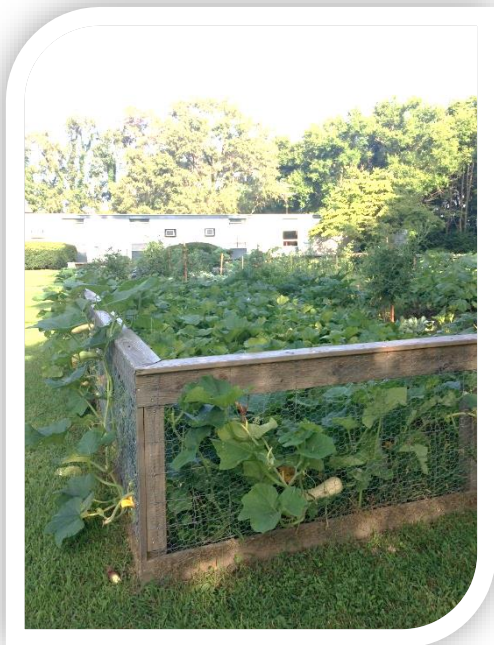
Volunteer Services Department

The Volunteer Services Department was also created in 2015. The Agency has been a long-time partner with Corporation for National and Community Service, the organization that funds Foster Grandparents. Foster Grandparents (FGP) are essential to the mission of Community Action. FGPs assist children in the classroom with their literacy and math skills on a volunteer basis, and are paid a small stipend for the volunteer activities. The program not only provides much-needed educational supports for pre-school and community organizations, but it also supports CAPCIL's mission of ensuring seniors have a sense of value and independence. The in-service training and recognition program ensures an element of socialization that helps to keep seniors in their own homes living healthy and productive lives.

Breann Titus was hired as the new Director for Volunteer Services, and with the new Director came changes. Her fresh set of eyes identified many gaps in the existing programming with the FGP grant, but also brought optimism on how we could make great strides to improve the program. She utilized her skills and experience to reform and improve the Program, making it more functional for the site stations, providing a greater impact on the children who rely on the Foster Grandparents in the classroom, and helped the Foster Grandparents to maintain their independence. The challenges of learning an established program and building the volunteer arm for the Agency could have been a road block. It was not. Breann turned those roadblocks into opportunities.

In 2016, we had sixty-three (63) Foster Grandparents engaged in our Program, placed in twenty (20) sites. One-hundred percent of the sites attributed measurable progress with the children in areas of literacy, math and social-emotional development thanks to these volunteers.

Breann also tackled the challenge of creating volunteer opportunities across the six-county service area. She developed descriptions of duties, worked with each Outreach office to ensure supports and oversight, recruited volunteers, worked with probation offices to serve as Community Service sites, and increased our pool of volunteers exponentially. Last year, over 15,000 hours of donated time was logged by Volunteers at CAPCIL.



This magnificent Community Garden was tilled, planted, maintained and harvested by CAPCIL Volunteers. The harvest supplied fresh veggies for the food pantry and for the Senior Nutrition Home Delivered & Congregate Meals Programs.

Energy Assistance and Weatherization

The Illinois Low Income Home Energy Assistance Program (LIHEAP) is designed to assist eligible low income households pay for winter energy services. LIHEAP provides a one-time benefit to eligible households to be used for energy bills. In 2016, CAPCIL serviced nearly 3000 households across five counties where we provide the services for LIHEAP and Weatherization funded by the Department of Commerce and Economic Opportunity. A little over \$1,038,000 was distributed on behalf of clients through CAPCIL's corporate and outreach offices.

The delivery of these services looked dramatically different in 2016 than in years past. CSBG had always been a supplemental funding source for this Program, but the continuation of the CSBG funded self-sufficiency programs created a funding squeeze for LIHEAP. The program was supported through LIHEAP funds only in 2016 and that forced staff members to travel more and adapt to tracking and reporting systems that were not integrated or easily managed across multiple site locations. It was a tough year.

Fiscal Picture and Administration

The rocky political climate of 2016 in Illinois reminded us all that a rainy day will eventually come. The Agency, while dramatically improving the operational and programmatic efficiencies, determined that an intentional effort must be made to acquire unrestricted revenue that serves as an emergency fund and provides for operational needs. We also recognized that for the long-term health of the Agency, it is wise to have staff and resources dedicated to working on the effort to raise awareness and funds throughout the year for all areas of the Agency.

From these concerns, a new Department was created as part of the Agency's Administrative team in 2016. The Agency Development Department was formed and Katie Alexander took the reins. Katie had successfully Directed the CSBG Program, and was the founder of the Hand Up Project. She brought with her vast knowledge of the programming, a deep passion for the mission, and the skills to launch the Department.

The purpose of the Agency Development Department is to champion and promote Agency capacity by connecting community and Agency. This deliberate collaboration is intended to help make CAPCIL an identifiable community partner and to generate additional financial resources. All fundraising efforts fall under the scope of this Department as well as marketing, public relations, and advertising. In Katie's first year, the Agency Development Department raised over \$100,000 for the Agency. This area was a notable example of how the Agency took an obstacle and turned it into an opportunity.

CAPCIL's long-time HR Director, Ellen Burbage, retired in 2016. Ellen hired her replacement, Martin Ryan, and stayed on graciously to help with his transition. Employee surveys reported in 2016 that 96% of CAPCIL employees surveyed agree that the work they do fulfills them as a person, and 100% felt like they and their co-workers are a team. Despite the challenges, the CAPCIL staff has a great attitude toward the work that they do every day.

Although the shoes are big ones to fill, Ellen left confident that this transition would create an opportunity for the Agency to approach managing our human resources with new eyes. Before Ellen's departure, the HR department boasted the fastest hire to placement rate since the statistics had been collected.

Agency Operations Director, Ryne Komnick, was a star in 2016. As a veteran to the organization, he picked up the pieces as they fell and helped to put them back together. He stepped into a mentoring role for the new Weatherization Coordinator, Tony Culp. He also worked tirelessly with the Agency Development Department to make the fundraising events flow flawlessly. He also assisted in developing plans for client workstations to roll out in each outreach site location in 2017. Those client labs made possible through a generous gift from the Woods Foundation.

While the 2016 audit has not yet been completed, early reports indicate that the Agency will be finding-free again this year thanks to CFO, Kathy Inman. In 2016, Kathy developed new reports to assist the Agency in improved cash-flow management projections. She also revised internal controls and expanded the use of an integrated accounting systems so that payables, grant budget management, invoicing, employee time-keeping and payroll are all housed in one efficient tool.

[LINK](#) to most recent Agency Audit
[LINK](#) to most recent Form 990



Be Community Action...