

# ANNUAL REPORT

2014

COMMUNITY ACTION OF GREATER INDIANAPOLIS



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# CAGI BOARD OF DIRECTORS

Individual	Position	Sector
Julie Griffith	Chairperson	Private
Jack Brummett	Vice Chairperson	Private
Jill Eder	Treasurer	Private
Kamau Jywanza	Secretary	Community
Sandra Bailey	Member	Community
Barbara Coleman	Member	Community
Judith Essex	Member	Private
Jarvis Jointer	Member	Private
Matthew Kent	Member	Public
Vop Osili	Member	Community
Rev. Barbara Owens	Member	Community
Rosalynn Shropshire-West	Member	Community
Judy White	Member	Public

# About CAGI

The precursor to today's Community Action of Greater Indianapolis (CAGI) was established in 1965 as Community Action Against Poverty (CAAP). With the assistance of leaders such as Senator (then Mayor) Richard G. Lugar, CAAP was formed as part of President Johnson's "War on Poverty" to provide programs and services to low-income residents of the city of Indianapolis. "Low-income" is generally defined as a household income at or below 150% of the federally determined poverty level.

Long after the federal government's War on Poverty ceased, the community action agencies it spawned continue to fight poverty and seek to eradicate its causes. In 1982, CAAP significantly expanded its coverage area from one to four counties, (thereby subsuming community action activities in Boone, Hamilton and Hendricks Counties as well as Marion County). At that time, the agency's name became Community Action of Greater Indianapolis (CAGI) to reflect its responsibility for and engagement in a much larger geographic area.

Since its inception more than 49 years ago, CAGI has provided services including energy assistance, childcare, family support, education and training programs, and

emergency rental and food assistance to eligible participants (principally low-income, disabled, or senior residents of the agency service area). The agency also has supported programs that provide legal services, programs through neighborhood centers, Head Start, and summer jobs programs.

A hallmark of the agency since its inception has been its governance model: It's board shall consist of members from the private sector (1/3), members from the public sector or their designees (1/3), and members representing the clients/constituents (1/3). This model helps insure balance and fairness as it relates to matters of policy. This has ensured a diverse stakeholder partnership throughout the agency's existence. CAGI's board provides guidance and oversight in the administration of its programming.

As the needs and expectations of its clients have grown and evolved, CAGI's portfolio has expanded to include such areas as subsidized housing assistance, home repair, lead remediation, transitional housing, and the development of tax-credit based senior housing apartments.

# Remarks by the CAGI Chair

2014 marks the 49th anniversary of Community Action of Greater Indianapolis. With each year come new challenges and new opportunities, as well as ways in which we think about how best - and better - to serve our clients and stakeholders.

Trust, commitment, tenacity and partnership are all words that come to mind when anniversaries are celebrated. These are on our minds each day as we think about service to our clients. In our 49-year history, we estimate serving more than 5 million clients – many of whom we call a friend or family member – all of whom are part of the community and counties we serve. All of whom need our help.

Our mission, to eliminate poverty and promote self-reliance and self-sufficiency by combating its causes, remains as relevant today as it did when Community Action of Greater Indianapolis began its journey of service a half-century ago. While each year of service provides a “golden” opportunity to reflect on successes and challenges, this year gave us even more to contemplate.

A changing landscape, funding challenges and evolving changes in social services and among social service providers, require an even greater focus on our core objectives.

The board of Community Action of Greater Indianapolis remains committed to CAGI’s mission, its clients, communities and stakeholders. While challenges remain and a new, bright future is being crafted, we are determined to ensure that CAGI delivers a continuum of high-quality programming and services. The agency’s mission compels us to work with our clients to produce constructive and quantifiable outcomes to improve their quality of life. To underscore that commitment, we pledge that CAGI activities will positively affirm the mission, code of ethics and promise of all Community Action Agencies.

We are looking forward to celebrating our 50th year of serving our clients with the same diligence, excellence and commitment to service.





# Remarks by the CAGI President

During 2014, CAGI experienced a significant change in servicing its clients in Marion County. The Energy Assistance Program (EAP) for Marion County was placed for competition by the Indiana Housing and Community Development Authority (IHCDA). It was the first time this happened in the agency's 49 year history. Although CAGI believed it made a good case for maintaining the program, IHCDA awarded it to another entity.

As a result, CAGI had to make a major transition over a three-month period to accommodate the loss of a substantial portion of its EAP funding. The new entity began its operation in the fall of 2014.

We downsized staff by 40%, trimmed the agency budget by one million dollars, and renegotiated our lease at the main office at 3266 N. Meridian Street. We now use 30% less office space. The CAGI staff and its Board of Directors handled this reduction efficiently and humanely

CAGI's EAP program continues to serve clients in the remainder of its service area in Boone, Hamilton, and Hendricks counties. CAGI has made positive strides in other operational areas which include good collaborations with community partners to enhance efforts to meet its mission:

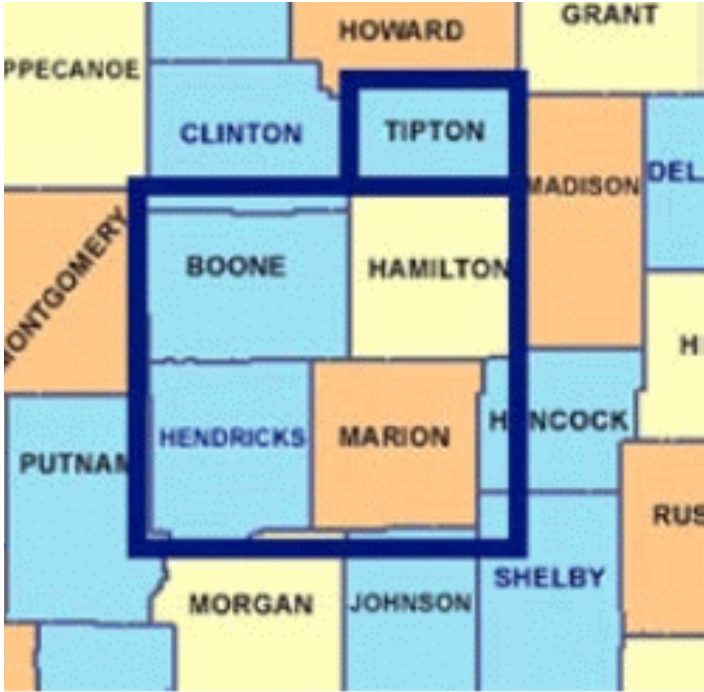
In housing, CAGI was awarded Low Income Housing Tax Credits to develop 60 units of senior housing in Beech Grove, Indiana. The project is Beech Grove Station, which is a joint development with a long-term partner, NRP Group. Construction will begin in early 2015 with anticipated completion by year end.

Our commitment to youth continues to be successful in working with IPS Center For Inquiry, School 27 at 545 E. 19th Street in Indianapolis. The Y.E.S. program started in 2010 serving youth ages 7-14 in the 46205 and 46208 zip codes of Indianapolis. CAGI enhanced the program in 2013 to become Y.E.S./Leaders of Tomorrow which expanded to encompass a collaboration of Tabernacle Presbyterian Church, The Indianapolis Children's Museum, Indianapolis Metropolitan Police Department, and CAGI. The program goals are academic achievement, behavioral modification, family involvement and STEM skill enhancement. STEM is an acronym for Science, Technology, Engineering and Mathematics.

In 2015 we look forward to broadening and enhancing community collaborations and implementing our strategic plan to better serve our community.



# CAGI Service Area



## CAGI OFFICE LOCATIONS

### BOONE/HENDRICKS COUNTIES

510 West Camp Street  
Lebanon, In 46052  
Tel 765.482.7018

### HAMILTON/TIPTON COUNTIES

1109 S. 10th St.  
Noblesville, IN 46060  
Tel 317.773.2221

### MARION COUNTY

Corporate Headquarters  
3266 N. Meridian St.  
Indianapolis, IN 46208  
Tel 317.396.1800



# Basic Client Data

CAGI served an unduplicated count of 21,781 persons in calendar year 2014. This substantial reduction from 2013 was due to the fact that, as mentioned earlier in this report, another nonprofit administered Energy Assistance for all of Marion County, Indiana. This service area was historically the source of the vast majority of the agency's EAP households, and therefore of the agency's total clients served.

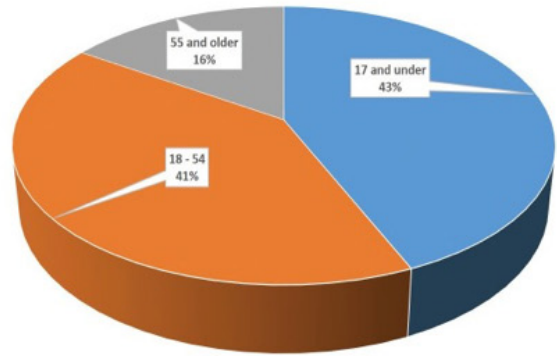
The total number of families served in 2014 was 9,318. Of the total clients reporting that information, 4.6% indicated Hispanic ethnicity. More than 90% of the households served consisted of four or fewer members.

Just above 50% of the families served reported income from employment, with just more than one-third reporting income from employment as well as another income source. Almost 47% of families reported income from Social Security or SSI benefits.

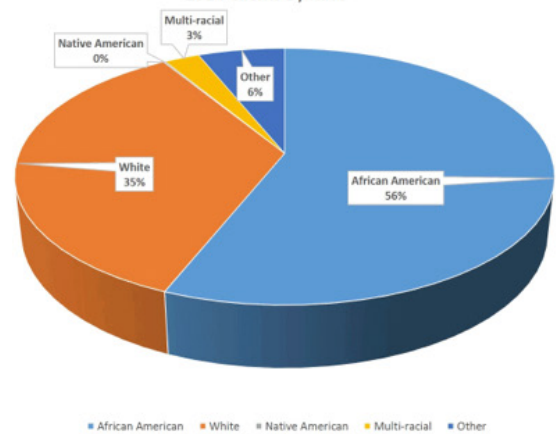
One-quarter of families served by CAGI in 2014 owned their home, while the remaining three-quarters rented the dwelling in which they resided.

Below is additional data concerning the makeup of the recipients of CAGI-administered programming:

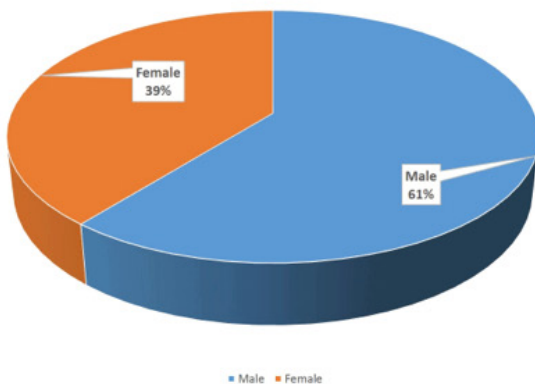
2014 Client Age Range Data



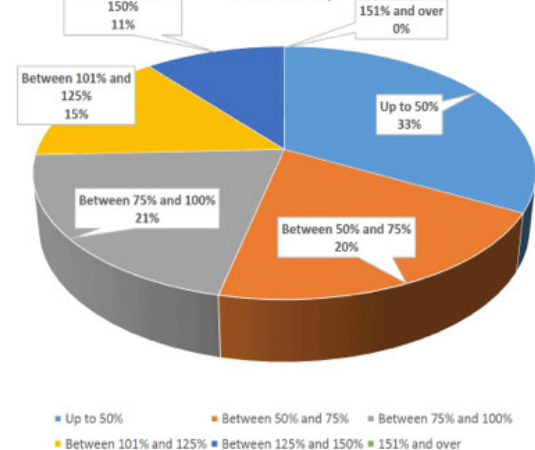
2014 Clients By Race



2014 Clients By Gender



2014 Client Households By Income Level (% of Federal Poverty Guidelines)



# Energy Assistance Program (EAP)

The year 2014 saw marked changes in CAGI's Energy Assistance services. While it continued to be the agency's largest program both in number of clients served and in program dollars expended, the client totals declined as a different service provider administered the program for Marion County. Clients served in the final quarter of the year were residents of Boone, Hamilton and Hendricks Counties only. EAP continued to provide eligible clients with a credit against their heating and cooling bills (or for the provision of bulk fuels).

CAGI's EAP served some 9,318 households and 21,737 individuals during calendar year 2014.



# Family Development

The agency provided Family Development services to close to 500 families in 2014. A case management approach designed to assist client families in devising goals and strategies to improve their socio-economic conditions. Family Development clients were drawn principally from interested Energy Assistance recipient households. The funding for this longer-term programmatic component was provided by EAP dollars.

CAGI case management staff worked with the families to identify issues, establish goals, gain access to community resources, and follow action plans to help them move toward stability and economic self-reliance.

# Foster Grandparent Program (FGP)

CAGI continued as sponsor of the Foster Grandparents Program in 2014. CAGI staff coordinates the activities of senior volunteers who provide tutoring and mentoring services to disadvantaged elementary and middle school children. The program seeks to improve the students' academic performance and social skills. The program provides stipends to the volunteers, who interact with the students in public and private schools, shelters, group homes and day care centers. To assist the volunteers in performing their services, the program also provides for ongoing training. In 2014, FGP sponsored a total of 72 volunteers who assisted a total of 1,100 students at 32 sites. The volunteers contributed 31,356 hours of service over the year, at minimum wage, this amounts to a \$227,331 contribution!

# Home Repair

Households and homes which meet eligibility requirements and are selected in the program's first-come, first served process may have major structural issues addressed by the efforts of this program. Repairs can include fixing foundation problems, roof, plumbing and electrical repairs, and other concerns. Often this program's activity is matched with the Weatherization program (see below), and insulation and energy conservation services are provided to the same home.

The Home Repair program served 7 households in 2014.





# Housing Counseling/ Foreclosure Prevention

CAGI's housing counseling/foreclosure prevention programs served 910 clients in calendar year 2014. Clients in the agency's service area benefitted from activities directed at forestalling foreclosures. The agency's certified housing counseling staff interviews applicants, serves as an intermediary between homeowners and lenders, identifies available resources to refinance or modify existing loans, and helps shepherd the clients through the process.

Some 336 clients completed the agency's Foreclosure Prevention Workshop, while 272 households were assisted via the Hardest Hit Fund (HHF).

The agency also provided clients with pre- and post-purchase counseling and credit management assistance.

# Housing Choice Voucher Program

Subsidized housing services are provided to eligible clients in Boone, Hamilton, Hendricks and Tipton Counties by trained and certified CAGI staff. Waiting lists are administered for each county's applicants and clients are drawn from these lists. The HCVP Specialists manage eligibility determination, allocation of housing vouchers, inspection of housing units, interaction with approved landlords. CAGI also oversees accurate and timely payment of the subsidies to landlords on behalf of the clients enrolled in the program. Approximately 300 vouchers are administered by CAGI in the four county service area for the program. The agency served 295 households in 2014.

# Senior Housing Projects

CAGI has engaged in the development/construction of tax-credit based apartment projects for a number of years. The objective of the projects is to create, maintain and increase opportunities for decent, affordable housing to senior and disabled citizens. Emma Johnson Homes, Franklin School Apartments, Four Seasons at Hawthorne Phases I and II, and Commons at Springmill, and are the projects currently under operation. Beech Grove Seniors is currently under construction.

A third-party property management firm oversees eligibility determination of applicants and is responsible for maintaining and repairing the premises. Based on the federal program funding the project, clients are charged below- market rents determined by the household's income. Average occupancy for completed and leased projects exceeds 90%.



# Weatherization Services

CAGI used funding from Health and Human Services and the Department of Energy to weatherize eligible clients' homes. In 2014, the agency weatherized 145 homes, serving 333 clients.

Agency staff provided services which included air-sealing, insulation, appropriate venting of household appliances such as water heaters and furnaces, and provision of fluorescent lights, faucet aerators, and water conserving shower heads.

Included in the process is a health and safety inspection of the home's appliances as well as an assessment of potential problems such as mold, standing water, or electrical system issues. Program regulations require that any health/safety issues be resolved before weatherization activity can occur.



Once a residence is deemed eligible for weatherization service, the auditor assesses the home's needs and oversees completion of the work, which is performed by third-party contractors. Sometimes the agency can leverage Home Repair funds to address health and safety issues to make sure the home qualifies for weatherization service.

**COMMUNITY ACTION OF GREATER INDIANAPOLIS, INC.  
AND SUBSIDIARY, ET AL.**

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

**DECEMBER 31, 2014**

**ASSETS**

**Current assets:**

Cash and cash equivalents	\$ 813,832
Accounts receivable	555,148
Other assets	51,710

<b>Total current assets</b>	<u>1,420,690</u>
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**Property and equipment:**

Land and land improvements	6,084,539
Property and equipment	22,117,424

28,201,963

Accumulated depreciation	<u>(5,879,771)</u>
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<b>Net property and equipment</b>	<u>22,322,192</u>
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**Other assets:**

Other receivable, related party	348
Construction in progress	1,094,900
Restricted deposits and funded reserves	926,915
Deferred costs, net of accumulated amortization	266,557

<b>Total other assets</b>	<u>2,288,720</u>
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<b>Total assets</b>	<u><u>\$ 26,031,602</u></u>
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**LIABILITIES AND NET ASSETS**

**Current liabilities:**

Current portion of long-term debt	\$ 1,304,138
Line of credit	200,000
Accounts payable	489,575
Other current liabilities	407,850

<b>Total current liabilities</b>	<u>2,401,563</u>
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**Long-term liabilities:**

Other long-term liabilities	521,866
Long-term debt, net of current portion	6,571,517

<b>Total long-term liabilities</b>	<u>7,093,383</u>
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<b>Total liabilities</b>	<u>9,494,946</u>
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**Net assets:**

Unrestricted net assets	855,510
Temporarily restricted net assets	725,000
Noncontrolling interests	14,956,146

<b>Total net assets</b>	<u>16,536,656</u>
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<b>Total liabilities and net assets</b>	<u><u>\$ 26,031,602</u></u>
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**COMMUNITY ACTION OF GREATER INDIANAPOLIS, INC.  
AND SUBSIDIARY, ET AL.**

**CONSOLIDATED STATEMENT OF ACTIVITIES**

**YEAR ENDED DECEMBER 31, 2014**

	Unrestricted	Temporarily Restricted	Total
<b>Revenues and other support:</b>			
Grant revenues	\$ -0-	\$ 9,424,504	\$ 9,424,504
Other revenues	119,705	-0-	119,705
Gain on disposal of assets	7,052	-0-	7,052
Rental income	1,706,605	-0-	1,706,605
Interest income	435	-0-	435
<b>Total revenues and other support</b>	1,833,797	9,424,504	11,258,301
<b>Net assets released from restrictions</b>	9,424,504	(9,424,504)	-0-
<b>Total revenues and other support</b>	11,258,301	-0-	11,258,301
<b>Expenses:</b>			
Program services:			
Energy and Weatherization	5,742,805	-0-	5,742,805
Children and Youth	292,583	-0-	292,583
Housing and Welfare	1,701,451	-0-	1,701,451
Other	984,161	-0-	984,161
	8,721,000	-0-	8,721,000
Supporting services:			
General and administrative	1,004,730	-0-	1,004,730
Other multifamily housing expenses	2,463,586	-0-	2,463,586
<b>Total expenses</b>	12,189,316	-0-	12,189,316
<b>Decrease in net assets before noncontrolling interests</b>	(931,015)	-0-	(931,015)
Add back: Loss attributable to noncontrolling interests	954,856	-0-	954,856
<b>Increase in net assets</b>	\$ 23,841	\$ -0-	\$ 23,841

# COMMUNITY ACTION OF GREATER INDIANAPOLIS, INC. AND SUBSIDIARY, ET AL.

## CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED DECEMBER 31, 2014

	Energy and Weatherization	Children and Youth	Housing and Welfare	Other	Program Services Totals	General and Administrative	Total
Advertising	\$ 3,862	\$ -0-	\$ 14,210	\$ 3,849	\$ 21,921	\$ 977	\$ 22,898
Benefit payments	4,506,156	5,760	1,344,419	7,417	5,863,752	3,330	5,867,082
Community relations	2,907	2,800	14	1,946	7,667	2,587	10,254
Temporary help	17,627	149,220	-0-	3,420	170,267	-0-	170,267
Depreciation	-0-	-0-	-0-	-0-	-0-	44,134	44,134
Employee benefits	93,728	5,585	51,600	101,003	251,916	98,024	349,940
In-kind	-0-	29,298	-0-	-0-	29,298	-0-	29,298
Insurance	35,584	-0-	3,360	36,252	75,196	23,326	98,522
Interest	-0-	-0-	-0-	-0-	-0-	61,364	61,364
Lease	106,778	-0-	20,417	21,016	148,211	48,091	196,302
Maintenance	13,521	-0-	553	1,294	15,368	74,288	89,656
Occupancy	108,393	-0-	29,810	46,760	184,963	118,327	303,290
Other expense	3,239	-0-	165	10,163	13,567	44,595	58,162
Payroll taxes	37,582	2,336	15,786	40,377	96,081	20,905	116,986
Postage	11,826	-0-	214	1,373	13,413	2,247	15,660
Professional fees	146,169	28,590	17,457	113,251	305,467	94,940	400,407
Salaries and wages	507,778	33,515	193,223	566,663	1,301,179	293,070	1,594,249
Security	19,112	-0-	-0-	-0-	19,112	21,835	40,947
Supplies	49,543	48	4,218	9,625	63,434	7,940	71,374
Taxes and licenses	85	-0-	11	-0-	96	2,084	2,180
Travel	7,529	35,431	2,459	13,956	59,375	5,602	64,977
Utilities	68,568	-0-	3,260	5,074	76,902	36,466	113,368
Vehicles	2,818	-0-	275	722	3,815	598	4,413
	<u>\$ 5,742,805</u>	<u>\$ 292,583</u>	<u>\$ 1,701,451</u>	<u>\$ 984,161</u>	<u>\$ 8,721,000</u>	<u>\$ 1,004,730</u>	<u>\$ 9,725,730</u>

**COMMUNITY ACTION OF GREATER INDIANAPOLIS, INC.  
AND SUBSIDIARY, ET AL.**

**CONSOLIDATED STATEMENT OF CASH FLOWS**

**YEAR ENDED DECEMBER 31, 2014**

**Cash flow from operating activities:**

Increase in net assets	\$ 23,841
Adjustments to reconcile increase in net assets to net cash used in operating activities:	
Depreciation and amortization	904,343
Loan forgiveness	(42,262)
Net gain on disposal of assets	(7,052)
Loss attributable to noncontrolling interests	(954,856)
Changes in assets and liabilities:	
Increase in accounts receivable	(79,921)
Decrease in other assets	10,826
Increase in accounts payable	22,248
Decrease in other current liabilities	(82,609)
Decrease in other long-term liabilities	(43,250)

**Net cash used in operating activities** (248,692)

**Cash flow from investing activities:**

Net payments to reserve and escrow accounts	(138,649)
Capital expenditures	(4,131)
Capital expenditures-construction in progress	(1,094,900)
Proceeds from disposal of assets	54,758

**Net cash used in investing activities** (1,182,922)

**Cash flow from financing activities:**

Net borrowings on line of credit	200,000
Net developer fee payments	(10,000)
Repayments on long-term debt	(168,456)
Net payments on bridge loan	(1,501,358)
Capital contributions from noncontrolling interests	3,370,113
Other financing activities	27,039

**Net cash provided by financing activities** 1,917,338

**Net increase in cash and cash equivalents** 485,724

**Cash and cash equivalents, beginning of year** 328,108

**Cash and cash equivalents, end of year** \$ 813,832

**Supplemental disclosure of cash flow information:**

Cash paid during the year for interest	<u><u>\$ 478,824</u></u>
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# To empower those we serve to become self-reliant and self sufficient.



Corporate Headquarters address:  
3266 N. Meridian Street  
Indianapolis, IN 46208

Phone: (317) 396-1800  
Fax: (317) 396-1527

website: [www.cagi-in.org](http://www.cagi-in.org)



**communityaction**  
OF GREATER INDIANAPOLIS