

# CAGI 2011 Annual Report



**Taking ACTION to Empower Families, Foster Self-Sufficiency, and Build Community**

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## 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 46 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: its board must consist of one-third elected officials (or their designated representatives), one-third members of the private sector, and one-third

representatives of its eligible client constituency (or their representatives). 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.

In 2011, one of the agency's major accomplishments was a relocation of its corporate headquarters. Long bursting at the seams in its location at 25<sup>th</sup> & Meridian Streets in Indianapolis, with an aging building that required a great deal of capital improvement, the President and the Board set about finding larger and more modern accommodations. A long-term lease was negotiated to use the first three floors of the Professional Building at 33<sup>rd</sup> & Meridian Streets in Indianapolis, as well as a sale of the then current location.

The move was completed in late October, with CAGI staff moving into newly-renovated lodgings that provide space for additional programmatic growth.

## CAGI Board of Directors

2011 CAGI Board of Directors		
Individual	Position	Sector
<i>Rosalynn Shropshire-West</i>	<i>Chairperson</i>	Community
<i>Julie Griffith</i>	<i>Vice Chairperson</i>	Private
<i>Judith Essex</i>	<i>Treasurer</i>	Public
<i>Anya Smith-Seymour</i>	<i>Secretary</i>	Private
Sara Blackburn-Kimbrough	Member	Private
Jack Brummett	Member	Private
Barbara Coleman	Member	Community
Jill Eder	Member	Private
Judy Ellis	Member	Community
John Gaidoo	Member	Public
Carl Holifield	Member	Community
Stuart Lowry	Member	Public
Rufus Myers	Member	Public
Judy White	Member	Public

Several long-serving Board members ended their service upon the expiration of their terms in January, 2012. *Judith Essex*, who has served as Treasurer; *Sara Blackburn-Kimbrough*, a former Chairperson; *Carl Holifield*, a former Secretary; and *Judy Ellis* stepped down from the Board. CAGI regrets the end of their service and wishes them heartfelt thanks for the leadership and commitment from which the agency has benefitted mightily.

CAGI welcomes the new board members who joined the organization as of January, 2012:

*Sandra Bailey, Kamau Jywanza, Jarvis Jointer, Maggie Lewis, and Cherrish Pryor.*

## Remarks From The Board Chair



**Rosalynn Shropshire-West, CAGI Board Chair**

On behalf of the Board of Directors, I again wish to compliment the entire Community Action of Greater Indianapolis (CAGI) staff for all of their hard work and dedication to service. Their commitment is continually on display in all of our offices. In 2011, we embarked upon several important endeavors that demanded much time, effort, and sacrifice from our employees. We successfully accomplished these goals and met our ongoing commitment to maintaining quality service to our clients.

Significant among those goals was a re-location of our main offices from the space we had occupied for nearly 30 years. Program growth and additional services strained our ability to operate effectively in the former space, and we now occupy quarters that are more spacious and newly renovated, while still

maintaining our central location in Marion County so as to retain accessibility by our clients.

Given the still-struggling economy, CAGI's mission to eliminate poverty and promote self-reliance and self-sufficiency by combating its causes remains relevant and necessary. We continue to contend with the specter of substantial budget cuts now under consideration in Congress for the programs that CAGI administers as well as the potential reduction in spending by those stakeholders and community partners who support our mission. This reality could lead to the curtailment of program development intended to enable the elderly, as well as low-income families and individuals, to become more self-sufficient.

The Board remains committed to a collaborative working process with the staff. We are determined to ensure that CAGI always 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 in their quality of life. To undergird that commitment, we pledge that CAGI's activities will always affirm the mission, code of ethics, and promise of all Community Action Agencies.



## Remarks From The President

The year 2011 is one I would best characterize as a “Year of Change.” Like the butterfly emerging from its chrysalis, CAGI ended the year a much different entity than when it began.

Undoubtedly highest on the list of changes was the relocation of the corporate offices. On October 21, 2011, we moved from the space that we had occupied for 29 years at 25<sup>th</sup> and Meridian Streets in Indianapolis to newly-renovated digs just eight blocks north at 33<sup>rd</sup> & Meridian Streets. CAGI now calls the first three floors of the eight-story Professional Building at 3266 N. Meridian “home.” The agency sold its old property as part of a long-term lease agreement which resulted in much nicer—and more—space.

We spent more time focused on building and enhancing relationships with our community partners and stakeholders.

We have also made several additions and changes to our staff which will improve our capacity to serve our clients. The management staff focused on improving processes and developing people to increase the provision of services to our clients and to produce outcomes that align with the agency’s mission.

As part of our ongoing dedication to providing safe, affordable housing to CAGI clients, we embarked along with co-developer NRP Group, LLC on the construction of 72 new housing units in Westfield called the Commons at Spring Mill. Slated for completion in mid-summer 2012, the project will contain a mixture of studio, one-, two- and three-bedroom units offered at below market rental prices to eligible applicants.

We increased our commitment to helping clients hit by the foreclosure crisis, garnering a grant from the Hardest Hit Fund (HHF) to further support households needing assistance, while continuing to be a leader in foreclosure prevention efforts.

CAGI also made some reductions/reallocations in order to better serve our clients and to improve stewardship of its funds. After many months of review and careful consideration, we decided to cease operations of our Boone County Child Development Academy, effective at the end of May, 2011. The funds that had been allocated to the Academy’s operation were used to enhance our Weatherization, Housing Counseling, and other programs. By so doing, CAGI was able to generate life-improvement outcomes for more clients in need. We also decided to end our Transitional Housing program to better focus our efforts in meeting the agency’s mission.

We look forward to the year 2012, and successfully continuing implementation of our Strategic Plan to increase our efficiency and effectiveness, as well as bring online new initiatives to serve the ongoing needs of our client population.



**Edgar N. Tipton, Jr., CAGI President**

### In Their Own Words: Clients' Praise for CAGI

"On behalf of my children and myself I just wanted to thank you again. I don't know what I would have done without you and the staff at Community Action of Greater Indianapolis, the contractor for putting the new roof on my home. The house looks like a brand new home, the added touch were the gutters they have brighten (sic) up my home a whole lot.

"I am grateful for your help and hope you know what a great job you are doing for the community of Indianapolis."

*--satisfied Home Repair client*

"I just wanted to take a moment to thank you for your assistance provided as part of the Home Repair Program.

"I am especially appreciative of the thorough project overview sessions and the assignment of friendly and professional contractors. We found them to be both diligent and willing to go the extra mile for excellent customer service.

"Thanks again."

*--another satisfied Home Repair client*

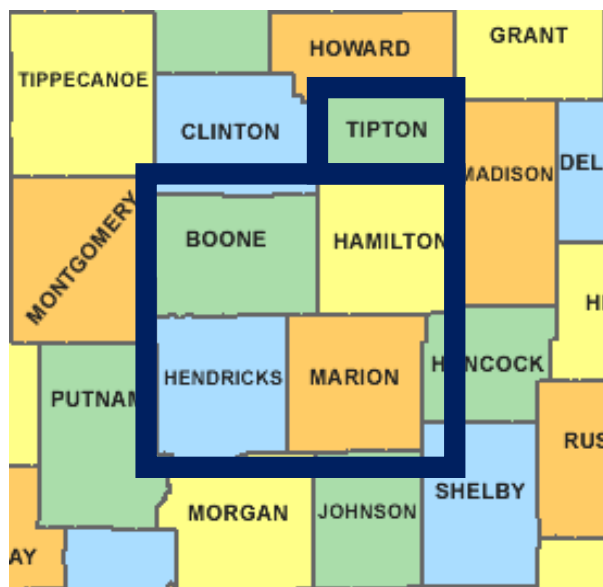
"...Thanks ever so much, you have not only made this process painless, but also swift. More swift than I thought possible. In fact you came to us at a point when both my husband and I had given up all hope. We were looking at apartments that very day actually; and in between speaking with potential landlords, you called.

"I thought at first you were another 'scam agency' that was going to listen to our story and then ask for thousands of dollars just to 'help' us. But as you proceeded to speak, I knew this was different. I sincerely appreciate your time and energy, and be assured that even if we get no help at all we feel blessed and extremely grateful to have had you in our corner fighting for us during this time. And can go forward knowing that you did all you could and that we exhausted every avenue. In the end we know that it was God's will that you be in our lives for this time, no matter what the outcome, you.....were our blessing for Christmas 2011."

*--satisfied Housing Counseling client*

## Service Area

CAGI's basic service area comprises four Indiana counties—***Boone, Hamilton, Hendricks and Marion***. In ***Tipton*** County, the agency provides Housing Choice Voucher Program (HCVP, or Section 8) services only.



## CAGI Offices

### Boone County

1005 S Meridian St.  
Lebanon, IN 46052  
Tel 765.482.7018

### Hamilton/Tipton County

1744 S. 10th St.  
Noblesville, IN 46060  
Tel 317.773.2221

### Hendricks County

45 W. Clinton Street  
Danville, IN 46122  
Tel 317.745.2642

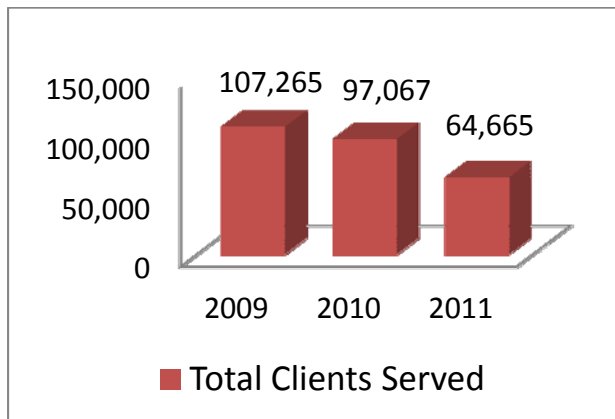
### Marion County

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

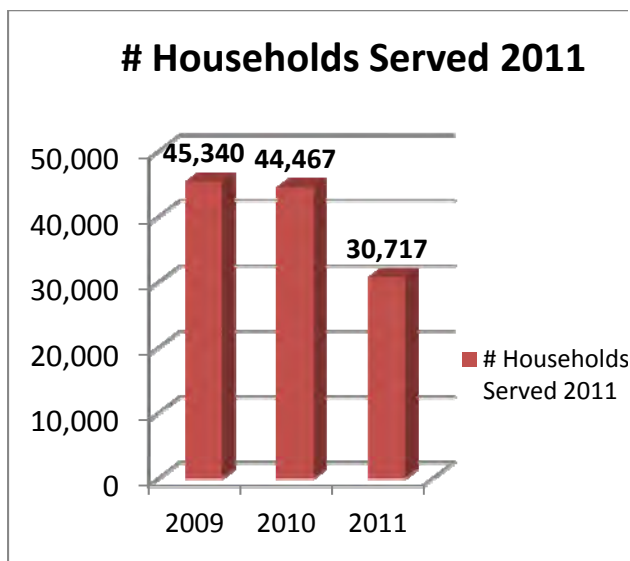
*Indianapolis East:*  
2626 E 46th Street  
Indianapolis, IN 46205  
Tel 317.524.6950



## Basic Data

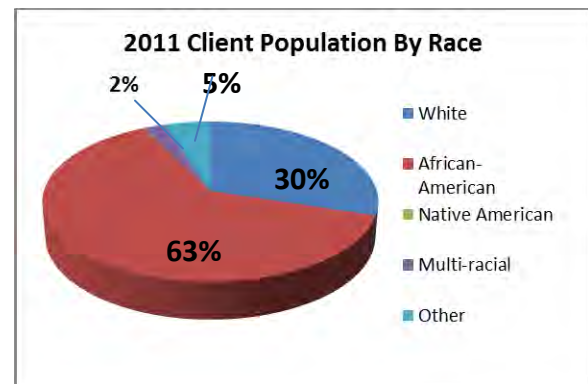


In calendar year 2011 CAGI served some 64,655 clients—a 33.1% decline from the prior year. This decline occurred primarily due to changes in the start date for processing Energy Assistance applications from the beginning of October to the beginning of November. This resulted in 30 fewer days of service to EAP clients in 2011. There were also no clients who were recipients of the American Recovery and Reinvestment Act (ARRA) in 2011, as all ARRA dollars were expended in 2010.

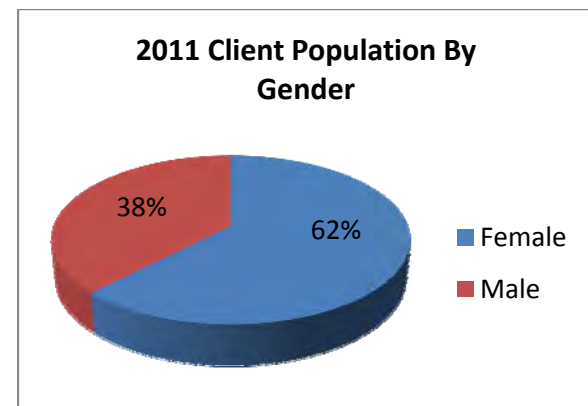


These changes also caused the number of households served to decline from 44,467 in 2010 to 30,717 in 2011.

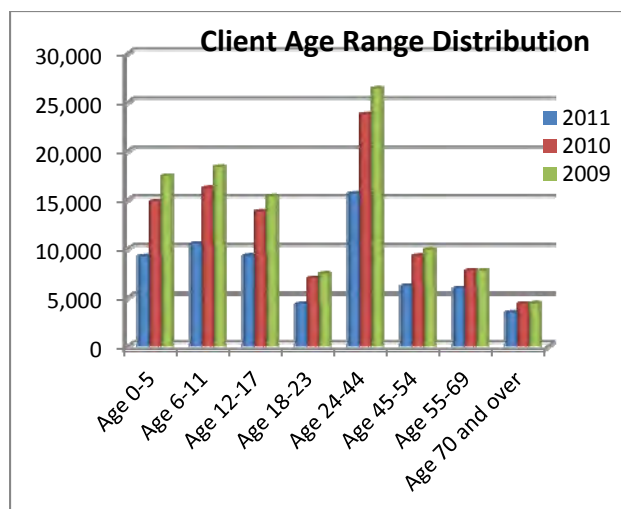
## Client Demographics



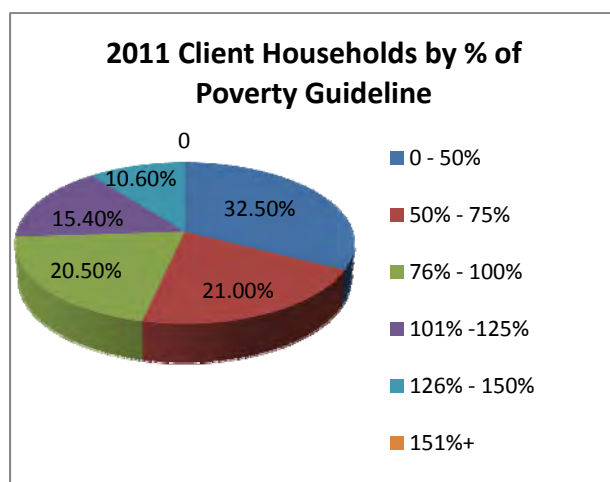
The racial distribution of the agency's clients has remained fairly static during the last three years, with approximately 63% of clients identifying African-American heritage and 30% identifying White or Caucasian heritage.



Another demographic statistic that remains relatively consistent from year to year is the gender breakdown among clients. The split remained 62/38 female-to-male in 2011.



The most significant categories of clients benefitting from CAGI's services in 2011 remained children 0-17 years of age (46.3% of clients served) and seniors 55 and older (12.5%). For the last several years, children and seniors have comprised the preponderance of our clients.



The agency's programming clearly impacts the least economically secure families in our four-county service area. For calendar year 2011, more than one-third of the households served had incomes of 50% or less of the federal poverty guideline. More than half had incomes at or below 75% of the guideline. Almost three-

quarters of CAGI's clients had incomes at or below 100% of the federal poverty guideline.

## Child Development Academy (CDA)

As a part of a major shift in strategic direction, the CAGI Board decided to cease operations at our Child Development Academy in mid-2011. In seeking to leverage the agency's Community Service Block Grant dollars more effectively, the childcare facility was closed in May. The available dollars resulting from the closure helped to fund additional efforts in Weatherization, Housing Counseling, Financial Literacy, and other programs.

## Community Economic Relief Fund (CERF)

Several private community agencies/social service providers came together in 2009 to attempt to address the increase in social needs resulting from the economic recession then underway. Several private foundations contributed to a pool of funds that was administered by the United Way of Central Indiana to offer support to families that were impacted by layoffs, plant closures, and other negative economic consequences of the economic downturn. Social service providers throughout Central Indiana were asked to design plans for administering the distribution of funds allocated to them. CAGI was selected to provide CERF funds in Boone and Hendricks Counties. The funds were completely distributed on behalf of clients in a relatively short time. The United Way of Central Indiana, recognizing the ongoing need, allocated additional funds and also continued the program into 2010 and 2011.

CAGI paid utility bills, rental assistance, and other expenses on behalf of 56 families in 2011 using CERF funds.

## Emergency Food & Shelter Program (EFSP)

CAGI again administered Emergency Food and Shelter Program (EFSP) funds in 2011. Due to ongoing budget conflicts in Congress, there was a substantial delay in the allocation of funds to local agencies. The agency did not receive funding for the program, which served Boone and Hendricks Counties, until mid-December. Consequently, only 12 households were served by year-end. Also, each county received approximately one-third of the dollars that were made available the previous year. However, the counties' local governing boards were given the option to expend the monies by the end of the first quarter 2012 due to the lateness of the funding. Again, applicants were required to demonstrate a rental or mortgage obligation (current or past due) that



they were unable to pay. The parameters established by the local county boards permitted payment of 75% of the amount of one month's rent or mortgage payment, up to a maximum of \$500. As was previously the case,

program limitations allowed only one application per household per year.

## Energy Assistance Program (EAP)

CAGI's largest program as measured both by client volume and dollars administered is EAP, which provides eligible clients with a credit against their heating and cooling utility bills (or for purchases of bulk fuel, if that is how the client's residence is heated).

A component of the program also funds energy education instruction to give clients knowledge



about energy conservation and reducing their energy consumption expenses. EAP served some 27,900 households totaling 64,665 individuals during 2011. The program, administered in all four counties of the agency's service area, collaborates with numerous other service providers and utilities.

The agency saw a significant decline in the number of clients and households served by EAP in 2011. This occurred for several reasons, but primarily as a result of the fact that actual intake of clients for the 2011-2012 program year did not begin until November in 2011. Consequently, the agency processed assistance applications for only two of the last three months of the year. Additionally, with uncertainty regarding program funding, the



**Above: Indianapolis Power & Light and Citizens Gas & Coke representatives are present at EAP client intake to make processing easier and reduce client travel.**

agency staffed at nearly 50% fewer intake personnel. As a result we served fewer applicants than the previous year.

### Family Development

A long-standing goal of CAGI's executive management has been the institution of a true case-management system to provide clients with longer-term assistance and support leading to the self-sustenance of their families. The regular Energy Assistance Program allows for the dedication of a portion of the program budget to such activity. The ARRA Family Development Project allowed the agency to design a "pilot" program and develop the infrastructure to make ongoing client case management an integral part of the constellation of services it provides.

The agency hired a Family Development Director and four case managers, who obtained

their clientele principally from the Energy Assistance Program roster. The process called for case managers to meet with these candidates, assess their current status according to a pre-defined set of criteria, and help them devise goals, objectives, and an action plan to increase the stability and economic self-reliance of their families. The process is completely voluntary.

The project served 450 households during 2010. The positions created in the pilot have been continued using regular EAP and other funding, and families continue to be provided access to a plethora of community resources and receive guidance in implementing their plans to achieve economic self-sufficiency for their families.



## Foster Grandparent Program (FGP)

As sponsoring agency for the Foster Grandparent Program, CAGI coordinates the activities of senior volunteers who provide tutoring and mentoring to disadvantaged elementary and middle-school children, helping to improve their academic success and aiding in their development of social skills. With sites located in public and private schools, shelters, group homes, and day care centers, the program provides stipends to the volunteers who work with the children. The volunteers receive training in monthly sessions to help them make a positive impact on their charges' lives. In 2011, the program sponsored a total of 73 volunteers providing assistance to 850 children in 775 households.



**Roberta Fortes, a foster grandparent, has a session with a group of students**

## Financial Literacy Project

A spin-off from the Financial Literacy pilot conducted in 2009 using CAGI's own unrestricted dollars, this project was geared toward providing money management instruction to youth between 12 and 17 years of age. The project, administered by a Financial Literacy Coordinator and two interns, garnered the attention of 115 student registrants from 80 households for the week-long financial summer

camp, which included interactive classroom instruction, role-playing, and a field trip for

each class. Pre- and post-tests were administered to measure the students' progress in mastering the principles of sound money management (e.g., devising and maintaining a personal budget, how to manage a checking account, the fundamentals of saving and investing). Students had the opportunity to earn "money" through class participation to purchase items of personal interest from the camp "store." Fifty-five of the students fully completed all project requirements. Students also had the opportunity to receive one of a limited number of netbook PC's, while their parents received restaurant gift cards. A post-camp reception was held to celebrate the students' achievements.



**Lynn Kirkland leads the CYC class in a discussion about credit and saving.**

The Center for Leadership Development (CLD), a local non-profit devoted to the academic and social development of minority youth, provided the classroom space and audio-visual equipment for the 2011 Count Your Cash classes. Key Bank and PNC Bank partnered with CAGI by assisting with the project's design and development, provision of volunteer staff to do presentations and provide instruction, and the funding of operating expenses and rewards for participants who completed the program. PNC Bank also provided volunteers who covered curriculum topics.



## Holiday Meal Program



**Holiday Meal Program volunteers pose after packaging meals for distribution to clients. Kneeling in front is program coordinator Cynthia Taylor. Standing immediately behind her is President Ed Tipton.**

Each year CAGI makes a random selection of more than one thousand households from its client database to receive a meal for the holiday season in December. In partnership with Eli Lilly & Company (which provides volunteers), the Lilly Endowment, Inc. (which provides significant funding), Marsh Supermarkets (which provides foodstuffs at a discount and gift cards for perishable items), and IPS School #27 (which provided the space for assembly and distribution of the bags), the agency packages non-perishable food items in holiday shopping bags and distributes a gift card for the purchase of perishable items to each household.

In 2011, in collaboration with Gleaners Food Bank and St. Mark Missionary Baptist Church, the agency distributed boxes of food along with \$30 gift cards to 1,650 households. CAGI Board members and staff (who made individual donations and had contributions automatically deducted from pay in some cases) helped to fund HMP. In addition, well over 100 volunteers participated in the event. Senior managers from banking partner Chase Bank, Inc., along with Starbucks managers, members of St. Luke Missionary Baptist Church, the FGP Advisory Board, CAGI board, staff and clients volunteered over the five day event.



**Above:** Tearing off an old roof.

**Right:** Rebuilding roof structure.

**Below:** Great-looking finished product



## Home Repair Program

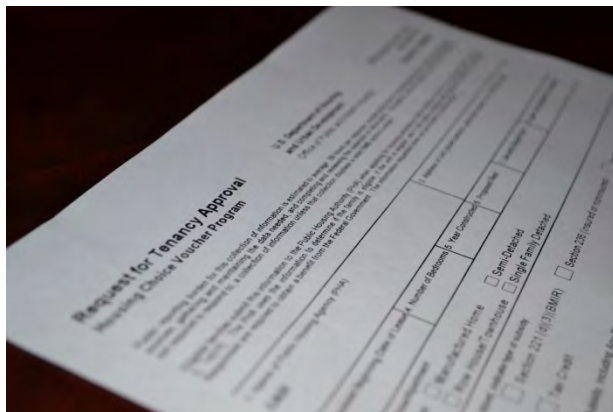
The agency's Home Repair Program helps eligible clients address major structural issues/problems of their homes. Repairs can include problems with foundations, roofing, plumbing, and electrical systems. During 2011, 43 households received



Home Repair assistance. CAGI leverages this program's funding in conjunction with funding from its Weatherization services. If a client's residence is ineligible to receive Weatherization services because of structural issues, the Housing Department's auditors are often able to match Home Repair funds to correct the problem(s) and subsequently weatherize the home.

## Housing Choice Voucher Program (Section 8)

CAGI provides subsidized housing services to four counties in its service area (Boone, Hamilton, Hendricks and Tipton). An administrator for each county maintains the waiting list for HCVP applicants, manages the eligibility determination process, allocates the housing vouchers to qualifying applicants, interfaces with landlord participants in the program, performs inspections of the tenants' housing units, and provides data to the program monitor regarding compliance. Client eligibility is a function of household income and family size.



CAGI is responsible for managing more than 300 housing vouchers, allocated proportionally among the counties served. In 2011, the agency served 329 households and 623 clients

providing housing assistance payments to landlords.

## Housing Counseling/Foreclosure Prevention

Almost 1,400 clients benefitted from CAGI's housing counseling/foreclosure prevention services in 2011 (Foreclosure Prevention 1,300; Hardest Hit Fund 54; Pre-purchase Services, 25). The substantial number of foreclosures resulting from the recession and lax lending practices in the housing industry has brought a steady stream of clients to this program seeking to save their investment in their homes. As part of its foreclosure prevention activity, the department's certified housing counseling staff conducts overview/informational meetings with applicants, acts as an intermediary between homeowners and lenders, and helps clients



**Mark Neyland from IHCD addresses a Housing Counseling class in the agency's new training room facility.**

determine available resources to refinance or modify existing loans. First-time home buying, pre- and post-purchase counseling, and credit management continued to be provided to clients.

Eric and Theresa Fuqua started their long struggle almost 1 ½ years ago, when Eric suffered an injury which led to his loss of



**Above:** The Fuquas enjoying a moment in their living room to savor retention of their home.

**Left:** Outside on their porch, their smiles tell the story of their happiness at averting foreclosure and getting a second chance.



employment. The household got hit with a double whammy: loss of income *and* medical bills. They hustled to pay their mortgage and other bills and expenses. Then Mrs. Fuqua lost her job, too. They fell far behind, and their mortgage lender started foreclosure proceedings. Having tried everything they knew to try, they were at their wits' end when they got a call from CAGI's Housing Counseling department. Their counselor determined that they were eligible for help from the Hardest Hit Fund, and an arrangement that saved their home was created.

“Please do not stop doing what you are doing because you are saving homes, restoring hope, keeping families together, changing lives and impacting the world!” the Fuquas wrote in a thank-you letter to our, President Mr. Tipton.

## Lead Control/Reduction Programs

In partnership with the Marion County Health Department, CAGI administered programs to control/reduce the impact of the presence of lead in the homes of eligible households. This impacts the overall health of the tenants in the remediated units—particularly children, upon whom the consequences of lead poisoning are most severe. The agency assisted in the remediation of lead in 45 residences in 2011.

## Senior Housing Projects

For 15 years, CAGI has constructed and or operated several tax-credit apartment projects dedicated to providing affordable housing to senior citizens and disabled individuals. These projects include Emma O. Johnson Homes (a Section 202 project with 50 units); Franklin School Apartments (a section 42 project with 48 units); and Four Seasons at Hawthorne Phases I and II (both section 42 projects, each with 60 units). Overseen by a third-party property management firm that handles the process of determining applicant eligibility and maintaining and repairing the physical plant, these projects charge below-market rents based on tenants’ income. Phase II of Hawthorne was completed during 2010 and was virtually fully leased at completion. Average occupancy across the four current leasing projects is 90%.



**Above: Units completed at Commons at Spring Mill. Anticipated completion of construction is July 2012.**



## 2011 CAGI ANNUAL REPORT

The agency, in partnership with NRP embarked in 2011 upon a project to co-develop 72 new affordable housing units on Indianapolis' Westside that will be named Commons at Spring Mill. Construction was ahead of schedule at year-end and we expect that all units will be finished and available for occupancy by July, 2012.



*Above:* Exercise equipment in Fitness Room at Commons at Spring Mill

*Below:* Pool table in clubhouse.





## Transitional Housing Services

For more than seven years, the agency has addressed the problem of homelessness in the City of Indianapolis through its Transitional



Housing Program. After accepting from the City the deeds to several abandoned properties, CAGI invested more than \$150,000 of its own funds to renovate the residences, making them habitable to provide intermediate-term affordable housing for homeless or near-homeless families. The households must meet the same eligibility standards as Energy Assistance participants, and they are provided the opportunity to move into the homes at below-market rents for a period of up to 36 months. CAGI sequesters one-third of the monthly rental payments in an escrow account for the participants, which is payable to the participant upon termination from or completion of the program. Participation in the agency's Family Development Program is a requirement for continued residence.

During 2011, two of the five available properties were leased.

The CAGI Board decided at the end of the year to change strategic direction by terminating the

Transitional Housing program.

After assessing the ongoing costs of repairing and maintaining the property and finding and vetting eligible tenants, it was determined that the agency's resources would be better utilized in support of other existing programming. The current tenants will be allowed to remain until their leases expire. All properties will either be sold as-is or returned to the City of Indianapolis.

If they continue to meet the requirements of their participant

contracts, current tenants will receive their accumulated escrowed funds to assist them in procuring other housing or for whatever purpose they elect.



## Weatherization Services

During 2011 CAGI used funding from both Health and Human Services and the Department of Energy to weatherize 318 homes for eligible clients. Weatherization services can

weatherized. The agency's auditors assess a residence to determine what actions need to be taken and oversee the completion of the work, which is done by third-party contractors. Home Repair Program funds are often leveraged with Weatherization funds where possible to allow



include air-sealing, insulation, proper venting of household appliances such as hot water heaters and furnaces, and provision of fluorescent lights, faucet aerators, and water-conserving shower heads. A health and safety inspection of the home's appliances is conducted, as well as an assessment of potential problems such as mold, standing water, or electrical system issues. These health and safety concerns must be resolved before the client's home can be

client homes with structural concerns that would otherwise disqualify them from being weatherized.

# 2011 CAGI ANNUAL REPORT

Below are the agency's consolidated Financial Position, Activities, and Cash Flow Statements for fiscal year 2010 (the most recent year for which a financial audit has been completed). The full contents of the audit, including footnotes, are posted on the agency's website, [www.cagi-in.org/Corporate Responsibility](http://www.cagi-in.org/CorporateResponsibility).

## Consolidated Statement of Financial Position December 31, 2010

### Assets

#### Current assets:

Cash and cash equivalents (\$431,182 related to variable Interest entities)	\$ 1,030,578
Accounts receivable (\$20,035 related to variable interest entities)	887,649
Other assets (\$10,732 related to variable interest entities)	16,087

<b>Total current assets</b>	<b>1,934,314</b>
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#### Property and equipment:

Land and land improvements	3,206,748
Property and equipment	16,684,528

	19,891,276
Less: Accumulated depreciation	(2,843,766)

<b>Net property and equipment</b> (\$15,409,474 related to variable interest entities)	<b>17,047,510</b>
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#### Other assets:

Restricted deposits and funded reserves	543,957
Deferred costs, net of accumulated amortization	168,613

<b>Total other assets</b> (\$712,570 related to variable interest entities)	<b>712,570</b>
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<b>Total assets</b>	<b>\$ 19,694,394</b>
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### Liabilities and Net Assets

#### Current liabilities:

Current portion of long-term debt (\$72,509 related to variable interest entities)	\$ 153,035
Line of credit	150,000
Accounts payable (\$46,032 related to variable interest entities)	530,579
Construction loan payable (\$3,021,358 related to variable interest entities)	3,021,358
Other current liabilities (\$477,924 related to variable interest entities)	879,871

<b>Total current liabilities</b>	<b>4,734,843</b>
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#### Long-term liabilities:

Other long-term liabilities	588,494
Long-term debt, net of current portion (\$2,591,632 related to variable interest entities)	4,329,999

<b>Total long-term liabilities</b>	<b>4,918,493</b>
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#### Net assets:

Unrestricted net assets	2,101,445
Temporarily restricted net assets	19,686
Noncontrolling interests	7,919,927

<b>Total net assets</b>	<b>10,041,058</b>
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<b>Total liabilities and net assets</b>	<b>\$19,694,394</b>
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# 2011 CAGI ANNUAL REPORT

## Consolidated Statement of Activities

Year Ended December 31, 2010

### Changes In unrestricted net assets:

Revenues and other support:

Grant revenue	\$ 28,352,480
Day care center revenue	252,122
Other revenue	727,196
Rental income	1,077,597
Interest income	473
<b>Total unrestricted revenues and other support</b>	<b>30,409,868</b>

### Net assets released from restrictions

<b>Total unrestricted revenues and support and reclassifications</b>	<b>30,409,868</b>
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### Expenses:

Program services:	
Energy and Weatherization	19,125,733
Children and Youth	1,775,513
Housing and Welfare	3,515,480
Other	1,842,567

26,259,293

Supporting services:	
General and administrative	4,411,301

**Total expenses** 30,670,594

**Decrease in unrestricted net assets before noncontrolling interests** (260,726)

Add back: Loss attributable to noncontrolling interests (673,083)

**Increase in unrestricted net assets** 412,357

### Changes in temporarily restricted net assets:

Grant revenue	19,686
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**Increase in temporarily restricted net assets** 19,686

**Increase in net assets** 432,043



# 2011 CAGI ANNUAL REPORT

## Consolidated Statement of Cash Flows

Year Ended December 31, 2010

### Cash flow from operating activities:

Increase in net assets	\$	432,043
Adjustments to reconcile increase in net assets to net cash used in operating activities:		
Depredation and amortization		679,679
Loss attributable to noncontrolling Interest		(673,083)
Changes in assets and liabilities:		
Decrease in accounts receivable		4,046,321
Increase in other assets		(259,726)
Decrease in accounts payable		(7,984,261)
Decrease in other current liabilities		(418,393)
Increase in other long-term liabilities		588,494

<b>Net cash used in operating activities</b>		<b>(3,588,926)</b>
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### Cash flow from investing activities:

Capital expenditures	(1,243,780)
Expenditures for deferred costs	(92,945)

<b>Net cash used in investing activities</b>	<b>(1,336,725)</b>
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### Cash flow from financing activities:

Borrowings on long-term debt	726,913
Repayments on long-term debt	(100,668)
Borrowings on construction loan	1,392,221
Repayments on construction loan	(2,965,200)
Net borrowings on line of credit	150,000
Syndication fees paid	(50,000)
Capital contributions from minority interest	3,459,400

<b>Net cash provided by financing activities</b>	<b>2,612,666</b>
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<b>Net decrease in cash</b>	<b>(2,312,985)</b>
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<b>Cash and cash equivalents, beginning of year</b>	<b>3,343,563</b>
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<b>Cash and cash equivalents, end of year</b>	<b>\$ 1,030,578</b>
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### Supplemental disclosure of cash flow information:

Cash paid during the year for interest	\$	422,853
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## CAGI Senior Affordable Housing Properties



*Left:* **Emma O. Johnson Homes**  
819 Edgemont Ave.  
Indianapolis, IN 46208

*Right:* **Franklin School Apartments**  
2801 N. Capitol Ave (Leasing office  
on Kenwood Ave side)  
Indianapolis, IN 46208



*Left:* **Four Seasons at Hawthorne I and II**  
2110 Outcalt Lane  
Indianapolis, IN 46218



# CAGI 2011 Annual Report



## CAGI's MISSION:

To empower those we serve to become self-reliant and self-sufficient.

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