

# *Lakes & Pines CAC*

PARTNERING TO END POVERTY

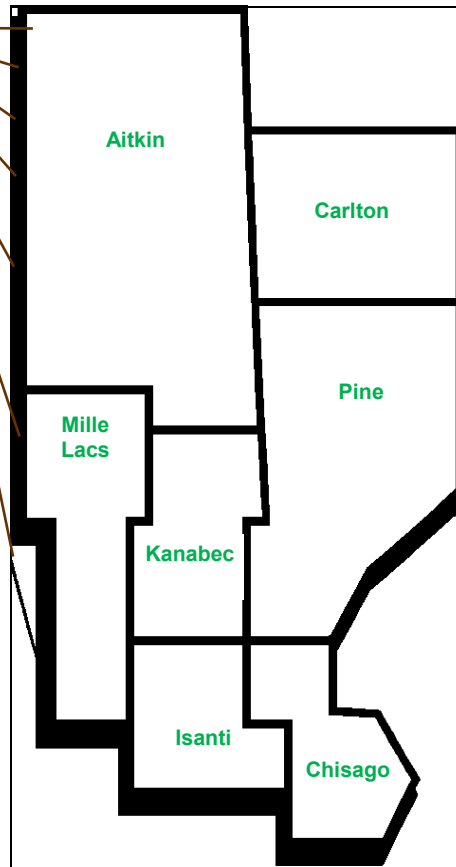
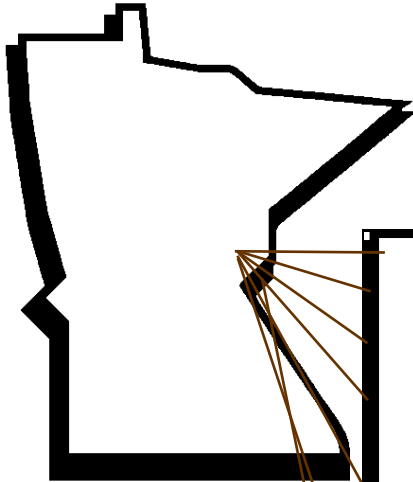
## Annual Report 2010 - 2011

**Agents of Change**

47th Annual Board of Directors' Meeting

46 Years of Service to the Community





1700 Maple Avenue East  
Mora, MN 55051-1227

Office Telephone Number:  
(320)679-1800  
(800)832-6082  
Fax: (320)679-4139  
Energy Assistance Fax only:  
(320)679-6863  
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[www.lakesandpines.org](http://www.lakesandpines.org)

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### **Mission Statement**

**To promote a focusing of all available resources upon the goal of enabling area low-income families and individuals of all ages to attain the skills, knowledge and motivations to secure the opportunities needed for them to become self-sufficient.**

## Message from the Executive Director & Board Chair

There is no doubt that from their inception, Community Action Agencies have been agents of change. Whether it be changing communities or assisting families in changing their economic circumstance, we have embraced change. If there is anything that has become clear over the last year, it is that there is a big difference depending upon whether you are driving the change or being driven by the change.

To a large extent Community Action has always been, by nature, driven by change and reactionary. Be it changes in community needs, changes in current root causes of poverty or even changes in political will, Community Action has been flexible and adaptable, not to mention willing to incorporate these environmental changes into the Agency goals and objectives.

It seems that in the past year, the forces driving these changes are coming from a bit further afield and at a much accelerated pace. This has put Lakes and Pines in the position of maximizing the expertise and potential of the Board of Directors, Administration and Staff. These three groups, working in concert, have enabled this Community Action Agency to manage the ever present and ever growing challenges to the organization, while still and foremost, assisting the community and families we serve to meet the challenges they are facing in gaining and maintaining a higher level of prosperity.

While we can be assured the change will not stop. History tells us that the Lakes and Pines Team will continue embracing our role of being agents of change for ourselves as individuals, for the Agency, for the community and for families.

*Elizabeth Dodge, Board Chair*  
*Robert Benes, Executive Director*

# ***LEGISLATIVE MEMBERSHIP***

## ***Lakes & Pines' Seven County Service Area***

### **CONGRESSIONAL DISTRICT**

District 8: Chip Cravaack (R) US House

### **STATE SENATORS**

District 3: Tom Saxhaug (DFL) - Aitkin

District 6: Tom Bakk (DFL) - Carlton

District 8: Tony Lourey (DFL) - Carlton, Kanabec,  
Isanti, Pine

District 16: David Brown (R) - Mille Lacs

District 17: Sean Nienow (R) - Chisago, Isanti

### **STATE REPRESENTATIVES**

District 3B: Carolyn McElfattrick (R) - Aitkin

District 6B: Mary Murphy (DFL) - Carlton

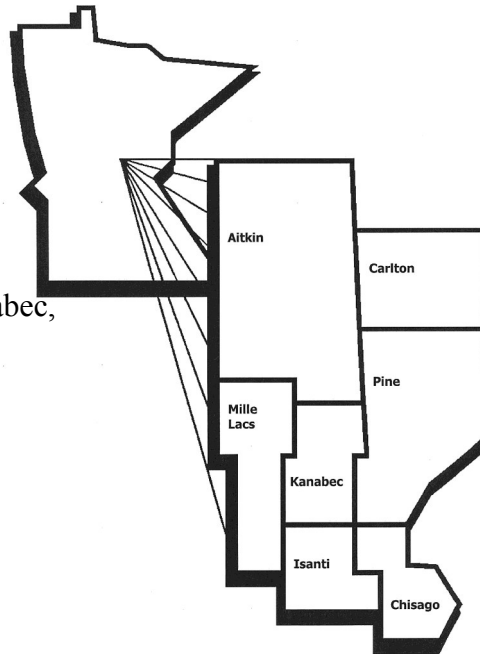
District 8A: Bill Hilty (DFL) - Carlton, Pine

District 8B: Roger Crawford (R) - Kanabec, Isanti, Pine

District 16A: Sondra Erickson (R) - Mille Lacs

District 17A: Kurt Daudt (R) - Isanti, Chisago

District 17B: Bob Barrett (R) - Chisago



### **US SENATE**

Amy Klobuchar (DFL)

Al Franken (DFL)

*Lakes & Pines appreciates the partnership of Legislators in working toward prosperity for all East Central Minnesota residents.*

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## Lakes and Pines' Board of Director's

### **Donald Niemi**

Aitkin County Commissioners Representative

### **Ted Pihlman**

Carlton County Commissioners Representative

### **Mike Robinson**

Chisago County Commissioners Representative

### **Alan Duff**

Isanti County Commissioners Representative

### **Gene Anderson**

Kanabec County Commissioners Representative

### **Dan Whitcomb**

Mille Lacs County Commissioners Representative

### **Mitch Pangerl**

Pine County Commissioners Representative

### **Lilly Turner**

Aitkin County Area Served Representative

### **Pauline Strand**

Carlton County Area Served Representative

### **Robyn Jones-Boyer**

Chisago County Area Served Representative

### **Jeri Hirsch**

Isanti County Area Served Representative

### **Liane Heupel**

Kanabec County Area Served Representative

### **Randy Sahlstrom**

Mille Lacs County Area Served Representative

### **Roberta Folkestad**

Pine County Area Served Representative

### **Mary Oja**

Carlton County Council on Aging Representative

### **Liz Dodge**

Area Social Service Directors Representative

### **Kathy Krenik-Minkler**

Area Public Health Directors Representative

### **Steven Walbridge**

Area Lions Clubs Representative

### **Wayne Boettcher**

Farmers Union Groups Representative

### **Scott TenNapel**

Mental Health Service Directors Representative

### **Wendy Walburg**

Head Start Policy Council Representative

### **Board Officers:**

Chairperson

Liz Dodge

1st Vice Chair

Wayne Boettcher

2nd Vice Chair

Dan Whitcomb

Secretary

Lilly Turner

Treasurer

Scott TenNapel

### **Executive Committee:**

Chairperson

Liz Dodge

Secretary

Lilly Turner

Board Treasurer

Scott TenNapel

Low-Income Sector

Liane Heupel

Low-Income Sector

Jeri Hirsch

Private Sector

Wayne Boettcher

Public Sector

Gene Anderson

### **Personnel Committee:**

The membership of the Committee is that of the Board's Executive Committee.

### **Planning & Evaluation Committee:**

Lilly Turner

Liane Heupel

Kathy Krenik-Minkler

Mike Robinson

Wayne Boettcher

Alan Duff

Liz Dodge (Ex-officio)

### **Labor Negotiation Representative:**

Mike Robinson

Wendy Walburg (Alternate)

## *Head Start Policy Council Membership:*

Jennifer Anderson	Angela Eckerman	Meliza Hernandez	Tiffany Pierce
Eric Blaiser	Cheryl Gilbey-Wallace	Amanda Hill	Cassie Price
Oscar Blairsue	Kelly Goad	Nancy Holm	Jill Pryor
Jackie Bowen	Kara Hagen	Christy Lind	Sara Schwender
Anne Carnes	Laura Hansen	Roxanne Olson	Wendy Walburg
Jessica Clennon	Janine Hargrove		

## *Family Homelessness Prevention and Assistance Program (FHPAP) Committee:*

David Anderson	Cheryl Gray	Michelle Morgan	Erin Schwarzbauer
Melinda Anderson	Sherry Janousek	Terri McRae	Lowell Sedlacek
Jane Arnold	Jennifer Kalis	Hollie Ovsak	Linda Swanson
Patty Beech	Hannah Klimmek	Paul Pedersen	Teresa Swanson
Dawn Besemann	Karrie Kob	Steve Saari	Marilyn Tromm
Ji-Young Choi	Liz Kuoppala	Connie Saaristo	Kay Weber
Greg Davis	Scarlet LaValle	Jen Sathre	Mary Ann Westlund
Pam Douglas	Shirley Lewison	Lezlie Sauter	Roseann Wiltsey
			Monica Zachau

## *Management Staff:*

Robert Benes  
EXECUTIVE DIRECTOR

Amanda Wall, *Fiscal Controller*  
FISCAL DEPARTMENT

Leona Dressel, *Director*  
HUMAN RESOURCES DEPARTMENT

Richard Fuchs, *Director*  
ENERGY – HOUSING DEPARTMENT

Lezlie Sauter, *Director & Agency Planner*  
COMMUNITY SERVICES DEPARTMENT

Rebecca Hanson, *Director*  
EARLY CHILDHOOD & FAMILY  
DEVELOPMENT DEPARTMENT

Kelly Manley, *Director*  
TECHNOLOGY DEPARTMENT

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## In recognition of our staff fiscal year 2010-2011...

<b>40+ Years of Service</b>	<b>10 - 14 Years of Service</b>
<i>Leona Dressel, Human Resources Department Director</i>	<i>Barbara Brandt, ECFD Home Visitor</i>
<b>30 - 39 Years of Service</b>	<i>Sally Ayers, ECFD Childcare Lead</i>
<i>David Engberg, Agency Custodian</i>	<i>Pamala Stafford, ECFD Home Visitor</i>
<i>Sally Jebbett, ECFD Manager, EC Development &amp; Health Services</i>	<i>Rebecca Hanson, ECFD Department Director</i>
<i>Evelyn Lee, ECFD Home Visitor</i>	<i>Kelley Bujak, ECFD Home Visitor</i>
<b>25 - 29 Years of Service</b>	<i>Tracy Morris, ECFD Family Advocate</i>
<i>Jillaine Johnson, EH Department Administrative Assistant</i>	<i>Julie Keocher-Weiner, ECFD Home Visitor</i>
<i>Julie Burk, Computer Systems Operator</i>	<i>Heidi Richardson, ECFD Home Visitor</i>
<i>Fritz Schneider, Weatherization Crew Worker</i>	<i>Allan Cekalla, Weatherization Program Manager</i>
<i>Rita Drabant, Energy Programs Operations Coordinator</i>	<i>Harold Frerich, Wx &amp; Housing Programs Operations Coordinator</i>
<i>Sandra Fredrickson, ECFD Home Visitor</i>	<i>Susan Hugill, Accounting Technician</i>
<i>Robert Benes, Executive Director</i>	<i>Anita Fett, ECFD Family Advocate</i>
<b>20 - 24 Years of Service</b>	<i>Gary Johnson, Weatherization Field Auditor</i>
<i>Pamela Covington, ECFD Education Coordinator</i>	<i>Kathleen Woolett, ECFD Home Visitor</i>
<i>Amy Roe, ECFD Lead Home Visitor</i>	<i>Kelly Kehr, ECFD Lead Home Visitor</i>
<i>Renee Swanson, ECFD Home Visitor</i>	<i>Melanie Nelson, ECFD Home Visitor</i>
<i>Kathleen Jerikovsky, Weatherization Lead Crew Worker</i>	<i>Desiree Alexander, ECFD Classroom Teacher</i>
<i>Gail Von Rueden, ECFD Home Visitor</i>	<i>Dixie Danielson, Accounting Technician</i>
<i>Donna Kuhlmeier, ECFD Childcare Lead</i>	<b>5 - 9 Years of Service</b>
<i>Patricia Seybold, ECFD Lead Home Visitor</i>	<i>Jennifer Quade, ECFD Family Advocate</i>
<i>Luann Gutzkow, Energy Housing Program Receptionist</i>	<i>Michelle Kunz, ECFD Home Visitor</i>
<b>15 - 19 Years of Service</b>	<i>Joseph France, Energy Housing Heating Technician</i>
<i>Madonna Reeves, ECFD Home Visitor</i>	<i>Tammy Arend, ECFD Parent Involvement Coordinator</i>
<i>Elizabeth Shephard, ECFD Home Visitor</i>	<i>Patricia Murray, ECFD Home Visitor</i>
<i>Lori Wolf, ECFD Home Visitor</i>	<i>Terri McRae, Community Services Advocate</i>
<i>Cheryl Peterson, ECFD Home Visitor</i>	<i>Jennifer Erdmann, Energy Programs Operations Assistant</i>
<i>JoAnne Steigerwald, ECFD Home Visitor</i>	<i>Crystal Erickson, Energy Programs Operations Coordinator</i>
<i>Tina Hamilton, Human Resources Department Assistant</i>	<i>Tregg Anderson, Weatherization Lead Crew Worker</i>
<i>Richard Fuchs, Energy Housing Department Director</i>	<i>Chad Barth, Energy Housing Lead Field Manager</i>
<i>Linda Erickson, ECFD Program Secretary</i>	<i>Tess Christensen, ECFD Family Advocate</i>
<i>Tonya Burk, ECFD Program Secretary</i>	<i>Dawn vanHees, ECFD Community &amp; Family Partnerships Manager</i>

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## In recognition of our staff fiscal year 2010-2011...

<i><b>5 - 9 Years of Service Continued</b></i>
<i>Lisa Bremer, ECFD Disabilities/Literacy Coordinator</i>
<i>Dawn Besemann, Community Services Department Manager</i>
<i>Travis Goor, Weatherization Crew Worker</i>
<i>Lezlie Sauter, Community Services Department Director</i>
<i>Carol Ann Toms, ECFD Program Secretary</i>
<i>Amanda Drevecky, ECFD Home Visitor</i>
<i><b>New Hires - 4 Years of Service</b></i>
<i>Laura Williams, ECFD Classroom Teacher</i>
<i>Michael Spilman, Energy Programs Operations Assistant</i>
<i>Timothy Sprandel, Weatherization Crew Worker</i>
<i>Tamara Kelash, ECFD Health Services Coordinator</i>
<i>Stacy Spaight, ECFD Child Care/ 0- 3 Coordinator</i>
<i>Yvonne Clampitt, ECFD Home Visitor</i>
<i>Kelly Manley, Technology Department Director</i>
<i>Kelly Murphy, Weatherization Lead Crew Worker</i>
<i>Douglas Darling, Weatherization Lead Crew Worker</i>
<i>Chassidy Lobdell, ECFD Department Administrative Assistant</i>
<i>Deborah Droogsma, ECFD Home Visitor</i>
<i>Karen Zimmerman, ECFD Home Visitor</i>
<i>Randy Wyttenback, Weatherization Field Auditor</i>
<i>Jodi Strike-Brehm, ECFD Home Visitor</i>
<i>Patricia Williams, ECFD Home Visitor</i>
<i>Kelli Olson, ECFD Classroom Teacher</i>
<i>Ruth Johnson, CS Department Program Secretary</i>
<i>Hollie Ovsak, Community Services Advocate</i>
<i>Madeline Fenice, ECFD Classroom Teacher</i>
<i>Lynn Olson, Energy Housing Department Program Secretary</i>
<i>Kathleen Lindner, ECFD Family Advocate</i>
<i>Matthew Small, Weatherization Field Auditor</i>
<i>Denise Stewart, Executive Secretary</i>
<i>Pamela Douglas, Community Services Advocate</i>

<i><b>New Hires - 4 Years of Service Continued</b></i>
<i>Caleb Christenson, Weatherization Field Manager</i>
<i>Robert Connell, Weatherization Lead Crew Worker</i>
<i>Thomas Jones, Housing Programs Field Auditor</i>
<i>Karl Kordiak, Energy Housing Heating Systems Technician</i>
<i>Brian Heckenlaible, Weatherization Field Auditor</i>
<i>Andrew Swanson, Weatherization Lead Crew Worker</i>
<i>Matthew Berry, Weatherization Field Manager</i>
<i>James Christenson, Weatherization Field Manager</i>
<i>Michael Schaefer, Weatherization Field Auditor</i>
<i>John Timm, Weatherization Lead Crew Worker</i>
<i>Amanda Virkus, ECFD Home Visitor</i>
<i>Scott McKinney, Community Services Department Director</i>
<i>Judy Curtis, ECFD Family Advocate</i>
<i>Heidi Pierson, ECFD Family Advocate</i>
<i>Elizabeth Perreault, Data Entry Clerk</i>
<i>Kimberly Gave, ECFD Home Visitor</i>
<i>Jean Ann Mattson, ECFD Home Visitor</i>
<i>Donna Peterson, Community Services Advocate</i>
<i>Tiffany Ferrebee, ECFD Home Visitor</i>
<i>Craig Hansen, Weatherization Field Manager</i>
<i>Amanda Wall, Fiscal Controller</i>
<i>Nicholas McGraw, Wx &amp; Housing Programs Operations Assistant</i>
<i>Wendy Ringler, Agency Receptionist</i>
<i>Julie Thiry, Agency Receptionist</i>
<i>William Dochniak, Energy Housing Heating Systems Technician</i>
<i>John Schmidt, Weatherization Field Manager</i>
<i>Dale Stromquist II, Weatherization Field Auditor</i>
<i>Chad Barningham, Weatherization Lead Crew Worker</i>
<i>Travis Langhorst, Weatherization Crew Worker</i>
<i>Malachi Maki, Weatherization Crew Worker</i>
<i>Kelly Malzak, Weatherization Crew Worker</i>
<i>William Nicol, Weatherization Lead Crew Worker</i>



# In recognition of our staff fiscal year 2010-2011...

## ***New Hires - 4 Years of Service Continued***

*Robert Okan, Weatherization Lead Crew Worker*

*Steven Roberts, Weatherization Crew Worker*

*Neil Simonson, Weatherization Crew Worker*

*Cathy Anderson, ECFD Classroom Teacher*

*Tamara Hartmann, ECFD Program Secretary*

*Lisa Lundgren, ECFD Family Advocate*

*Sarah Bauer, ECFD Home Visitor*

*Rebecca Johnson, ECFD Home Visitor*

*Leah Ronko, ECFD Family Advocate*

*Sarah Golly, ECFD Classroom Teacher*

*Marcella Cody, ECFD Home Visitor*

*Dana Johnson, Housing Rehab & Public Facilities Manager*

*Tiffany Kafer, ECFD Family Advocate*

*Richard Berry, Weatherization Crew Worker*

*Daniel Lindberg, Weatherization Crew Worker*

*Bradley Milbradt, Weatherization Crew Worker*

*Timothy Nelson, Weatherization Crew Worker*

*Jesse Zortman, Weatherization Crew Worker*

*Lane Johnson, Weatherization Crew Worker*

*Lydia Tilton, ECFD Home Visitor*

*Tami Sibben, ECFD Family Advocate*

*Paulette Matteson, ECFD Classroom Teacher*

## ***Seasonal Employees***

### ***15th Season***

*Sandra Mohr, Energy Housing Certifier*

### ***10th - 14th Season***

*Sally Steiner, Energy Housing Program Receptionist*

*Carolyn Turner, Energy Housing Certifier*

### ***5th - 9th Season***

*Debra Bachman, Energy Housing Certifier*

*April Taylor, Energy Housing Certifier*

### ***1st - 4th Season***

*Karen Miller, Energy Housing Certifier*

*Sue Ericson, Energy Housing Certifier*

*Wendy Johnson, Energy Housing Certifier*

*Valerie Kastenbauer, Energy Housing Certifier*

*Vickie Palmquist, Energy Housing Certifier*

*Rachel Houtsma, Energy Housing Certifier*

## *2011 Annual Award Recognition*

### **Allies in Action Award presented to:**

#### **Paul Anderson**

*Demonstrating excellence in support of the Community Action Mission through partnership.*

Paul Anderson is a performance consultant and the owner of Total Development Concepts. He has over 35 years experience in business, industry and education and has assisted many businesses and organizations to maximize their performance.

Paul has worked with Lakes and Pines CAC since September 11, 2001, as a partner in providing education and training for all levels of staff and has worked with the Agency's Board of Directors on strategic planning. He has helped position Lakes and Pines to be a preferred employer and a strong leader within the region. Paul has always donated a percentage of his consulting time to non-profit organizations such as Lakes and Pines. Paul is active within the communities through volunteerism including Garrison Playdays, church activities, lake association and assisting many individuals with car and home maintenance services.

Mr. Anderson's understanding and empathy with the Agency's Mission statement has allowed him to use his expertise to develop staff putting Lakes and Pines in a strong position using best business practices to be a transparent, effective and efficient organization.

## *2011 Annual Award Recognition*

### **Volunteer of the Year Award presented to:**

#### **Liane and Ken Heupel**

*In recognition of outstanding contributions toward accomplishing the Promise of Community Action.*

Liane has served on the Lakes and Pines Board of Directors (Volunteer Board) for many years and actively participates through ad hoc committees and its Executive and Finance Committees. She has also been a past Head Start Policy Council member. Liane volunteers for the Agency's Tax Clinic, Garden Seed Project, Brat Stand fundraiser, and other special events and activities. She is currently involved within the local communities through East Central Energy's-Operation Round Up Trust as a Board Member, is a literacy teacher for adult learners through Central MN Adult Basic Education and a mentor for Family Pathway's Kids First, Relay for Life/American Cancer Society. Liane has served as past President and member of the Dala Business Women and has volunteered with The Refuge and the DREAM Girls. Liane has also served on other boards including the MN State Council for the Blind and Visually Handicapped. Both Ken and Liane have past leadership in 4-H Clubs and Girl Scouts and many school activities as their children grew up and now grandchildren.

Ken has a passion for gardening and for several years has donated his produce to local food shelves and has assisted with the Lakes and Pines Garden Seed Project, as well as assisting with the special bulk mailings for the Agency. Ken has been involved in the American Legion and has volunteered his skills of carpentry to Family Pathways. His love of sports has him volunteering for "Take a Kid Fishing" program, and youth firearm safety classes. Ken's other passion is his wife, Liane, who he accompanies to the many volunteer activities.

For over 40 years, Ken and Liane have teamed in partnering to help build individuals and communities in their own special way. They have been invaluable in working alongside the Lakes and Pines Board and staff in our Mission.

## *2011 Annual Award Recognition*

### **Spirit of Community Award presented to:**

**Minnesota Dental Association, Children's Health Committee**

*Dedicated to helping communities and families through commitment of service and advocacy.*

During the Lakes and Pines Head Start 2010–2011 Program Year the Program was proud to partner with champion pediatric dentists to provide four Dental Days which included dental exams and education for Head Start children and families.

In the summer of 2010, the Minnesota Head Start Association and the Minnesota Dental Association partnered to assist selected Minnesota Head Start Programs, including Lakes and Pines, to address the lack of dental care and dental access for young children. The initiative that was started has had a positive impact on Head Start children and families throughout the Lakes and Pines seven county service area. The Minnesota Dental Association donated all of the supplies the dentists would need to complete the exams. The Association also donated children's books focusing on dental care which were used by Head Start children.

Three pediatric dentists, all members of the Minnesota Dental Association Children's Health Committee, volunteered their time and expertise throughout the 2010–2011 Head Start Program Year to Head Start children and families who were experiencing the barrier of dental access and who were in need of dental care. Dr. Mark Bruzek from Eversmiles Pediatric Dentistry, Dr. Teresa Fong and Dr. James Nickman from Metropolitan Pediatric Dental Associates provided free dental care and education to a total of 61 children and their families during Head Start Dental Days in Aitkin, Cambridge, Mahtowa, and Mora. Not only did they provide dental care and education, they also agreed to accept children who needed follow up at their clinic as patients so the children could receive complete dental care and have a place to return to for future preventative care and dental needs.

Finding dentists, especially pediatric dentists, in the service area to provide preventative and follow up dental care has proven to be very challenging for Head Start families. Having compassionate and committed partners like Dr. Bruzek, Dr. Fong, and Dr. Nickman helps to eliminate this barrier and makes it possible for children to receive the dental care they need which, in turn, directly aids in children's development and learning for life.

Lakes and Pines and the Head Start Program are grateful for the dentists' commitment and dedication to improving the health of children and families and for helping the Agency meet its' mission through their work. It is great to know there are such passionate Pediatric Dental Champions that are skilled and ready to work with Head Start families across the state!

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## *2011 Annual Award Recognition*

### **Roger E. Corbin Award presented to:**

**Joseph France**

*In recognition of personal commitment, dedication and continued advocacy for the Lakes and Pines Mission.*

Joe France works as a Heating Systems Technician, where he ensures the safety of heating systems in the Weatherization Program. Joe has embraced the Mission of the Agency since his first day on the job on July 21, 2003. Shortly after he started, his Department Director began getting calls from clients who stated, "Joe takes the time to explain how the furnace works and what he will do," and, "He's a keeper!" This, of course, comes as no surprise to co-workers who have witnessed his dedication to his job throughout the 8 years he has been working at Lakes and Pines. He cares about people and will do what he can to help anybody. His enthusiasm is evident when singing Johnny Cash tunes on karaoke.

Joe shares his knowledge with many diverse groups. He is a key presenter in Agency Contractor Training and he has been well-received in trainings at the State Energy Conference. Other Agencies around the state request his expertise for their new staff so they can observe him in his daily work. He was a valuable member of the Morale Booster Committee, still serves enthusiastically on the Safety Committee and actively participated in helping distill the Mission Statement into "Partnering to End Poverty."

Joe states that "Lakes and Pines is a great place to work with great people. It can be quite challenging some days, but there are many success stories to be proud of." Those who work with him are most proud of his personal attention to each and every household he contacts and how he educates them on energy conservation measures.

Joe also fosters community support outside the Agency by volunteering with 4-H activities, food shelf fundraisers, as well as his work raising funds for Haiti children in a "Pennies for Haiti" fundraiser.

These qualities have made Joe a valuable asset to Lakes and Pines, as it fulfills its Mission.

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## *2011 Annual Award Recognition*

### **25-Year Honoree presented to:**

**Robert Benes**

*In recognition of service and dedication.*

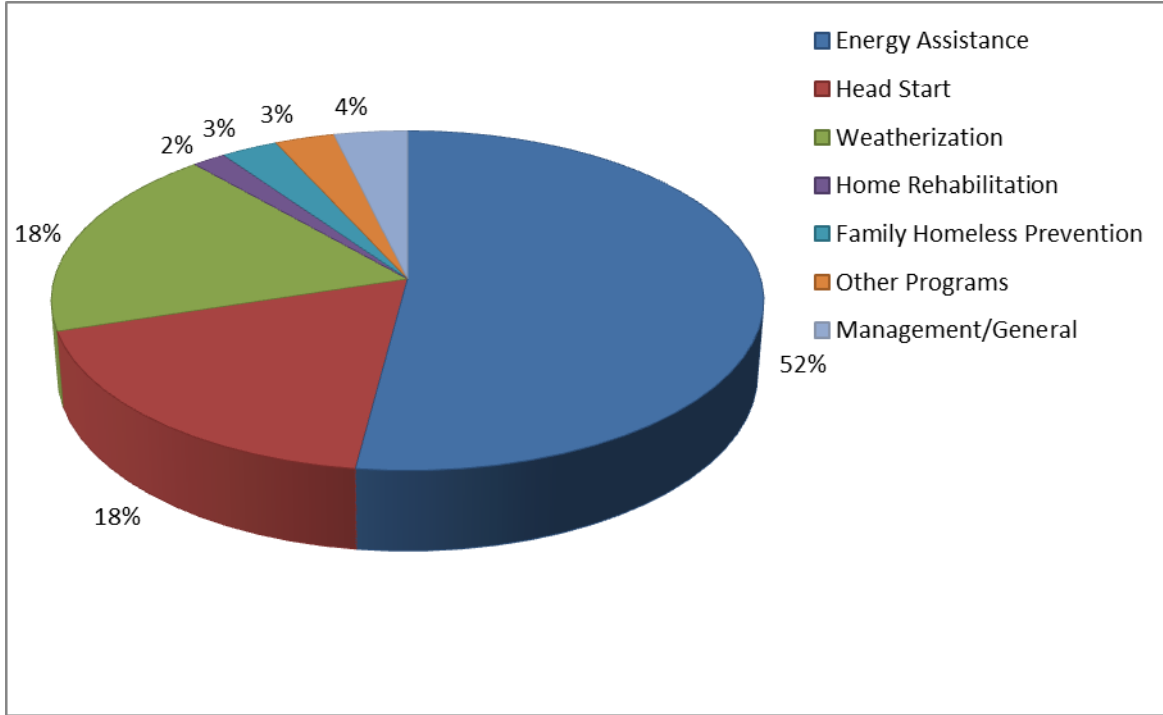
Bob Benes began his quest with Lakes and Pines in November 1981 as a Youth Employment Counselor. When the Summer Youth Program Contract ended in 1983 he took a three year hiatus from Lakes and Pines until he was hired in March of 1986 as the Head Start Director. In 1989 he was promoted to the Early Childhood and Family Development Department (ECFD) Director. In 2006, after 20 years of service within the ECFD Department, he was promoted as the Agency Executive Director. Throughout his 25 years of dedicated service, Bob has made a substantial impact on the lives of families and staff at Lakes and Pines.

As the ECFD Director, Bob was instrumental in seeing a community need and moving forward in the direction of center-based and family child care within partnerships. He began the movement towards a birth to three program, which provides comprehensive and extensive services for families with infants and toddlers. Under his direction, additional grant funds were awarded, which allowed program enrollment to double. He also represented Lakes and Pines on the Minnesota Region V Board for Head Start, a five-state collaborative, where he influenced policy and legislative topics surrounding Head Start.

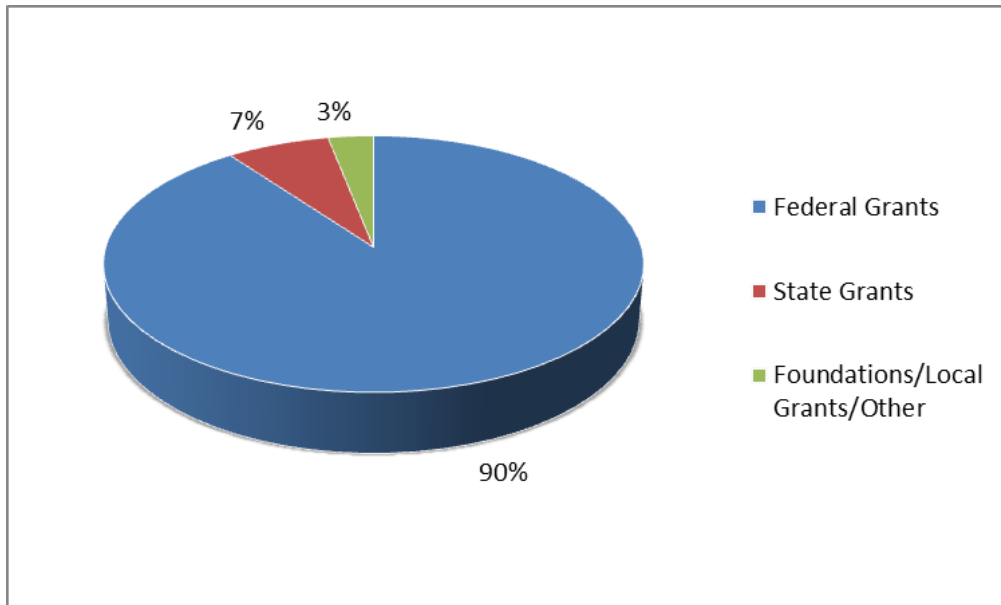
While gathering information from staff members that work closely with Bob an overwhelming number of responses all had a few key points in common. Statements like “He has a heart of gold,” and “He’s positively the best boss I’ve ever had” were universally shared. Each person had their own story of how he “answers” questions posed to him as a supervisor. He guides you to your own conclusion rather than giving you his own opinion. As Executive Director, he supports and stands behind those decisions. As a co-worker, staff spoke of the absolute support Bob offers. His dedication is so evident on a daily basis to Lakes and Pines and the greater community, not only through his work, but also his constant volunteerism. One particular past staff member put it the best when she said: “He always puts the Agency and staff ahead of himself.” Each and everyone of us that works with Bob knows no other words could be more true. Thank you, Bob, for your dedication and support!

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## Fiscal Year 2011 Expenses \$18,028,692



## Fiscal Year 2011 Revenue—Total \$17,973,649



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# *American Recovery and Reinvestment Act (ARRA)*

## *Dollars to Put our Community to Work:*

### **Weatherization.**

The Lakes and Pines Weatherization Program was granted \$5,541,591 in ARRA funds. This grant was used to weatherize 359 homes so far for families throughout Aitkin, Carlton, Chisago, Isanti, Kanabec, Mille Lacs and Pine counties, and employed 34 new weatherization workers.

### **Community Services.**

The Lakes and Pines Community Services Department was granted ARRA funds to be used to address a number of identified local needs. The Emergency Food and Shelter National Board Program used \$10,481 to help 21 households find shelter and food. The Homeless Prevention and Rapid Re-housing program used \$89,063 to help 46 households remain in their current housing or quickly find new housing.



<i>2010-2011 Federal Poverty Guidelines</i>	
<u>Size of Family Unit</u>	<u>100% of Poverty</u>
1	\$10,890
2	\$14,710
3	\$18,530
4	\$22,350
5	\$26,170
6	\$29,990
7	\$33,810
8	\$37,630
<i>For families with more than 8 members, add \$3,820 for each additional person.</i>	

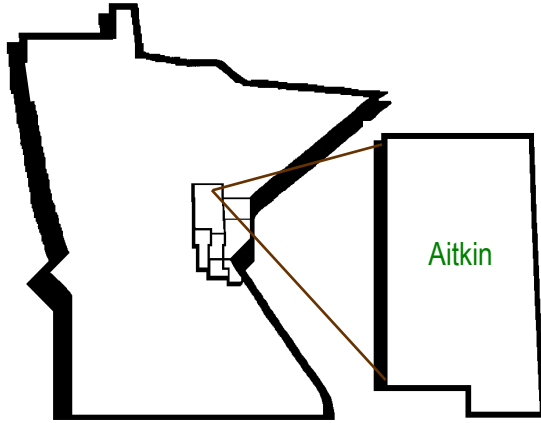
Lakes and Pines secured \$17,973,649 during the program year through federal grants, state grants, local grants, foundations, local donors and other sources.

Agency programs are regularly evaluated and improved to maximize strengths and deliver sound services to the community. Resources are focused on highest impact programs.

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**Lakes & Pines Serves Aitkin County  
For the period of 10/01/10 – 9/30/11**



Households served by Program:

<b>Conservation Improvement Program:</b>	
Northern MN Utilities/Community Action of Mpls.	4
East Central Energy	1
Lake Country Power	11
Mille Lacs Energy Cooperative	8
Weatherization	39
Energy Assistance Program-Primary Heat	1094
Energy Assistance Program-Crisis Assistance Program	350
Energy Related Repair	61
Small Cities Development Program—Mc Gregor	16
Reach Out For Warmth-Local Private Funds	0
- Federal Match Funds	2
Assurance 16	144
MHFA Rehabilitation Loan Program	3
Lead Assessments	3
Head Start-Home Based Model	53
Head Start-Informal Child Care	1
Head Start-Family Child Care	3
Early Head Start-Home Based Model	14
Emergency Shelter Program (CSBG & MCAG)	6
Family Homeless Prevention & Assistance Program	25
Homeless Prevention and Rapid Re-housing Program	0
Emergency Food & Shelter Ntl Board Program (Shelter)	7
Garden Seed Distribution Project	87
Tax Preparation	5
Food Shelves (Financial CAG Support)	6
Homeless-Operation Community Connect	139

**Board of Directors:**

Donald Niemi:  
*County Commissioners Representative*

Lilly Turner:  
*Group to be Served Representative*

**Site Activity Throughout Aitkin County:**

**Head Start Cluster Site:** Aitkin

**Head Start Socialization Sites:**  
Aitkin, Hill City, McGregor, Palisade

**Early Head Start Socialization Site:**  
Palisade

**Family Child Care Center Site:**  
McGregor

**Aitkin County Personnel Statistics:**

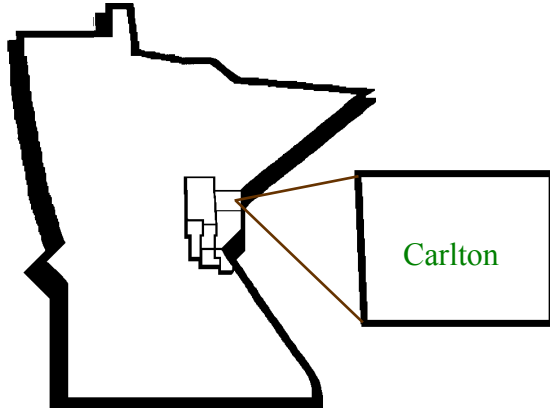
**Number of Lakes & Pines Employees from County:** 13

**Fiscal Year Payroll Dollars Agency Employees:** \$351,861.89

CAG	Community Action Grant
CSBG	Community Services Block Grant
MCAG	Minnesota Community Action Grant
MHFA	Minnesota Housing Finance Agency

**Lakes & Pines Serves Carlton County  
For the period of 10/01/10– 9/30/11**

Households served by Program:



**Board of Directors:**

Ted Pihlman:  
*County Commissioners Representative*

Pauline Strand:  
*Group to be Served Representative*

Mary Oja:  
*Council on Aging Representative*

**Site Activity Throughout Carlton County:**

**Head Start Cluster Site:** Mahtowa

**Head Start Socialization Sites:**  
Barnum, Cloquet, Moose Lake

**Head Start Special Start Sites:**  
Cloquet (2), Barnum

**Weatherization Warehouse Site:**  
Moose Lake

**Carlton County Personnel Statistics:**

**Number of Lakes & Pines Employees from  
County:** 17

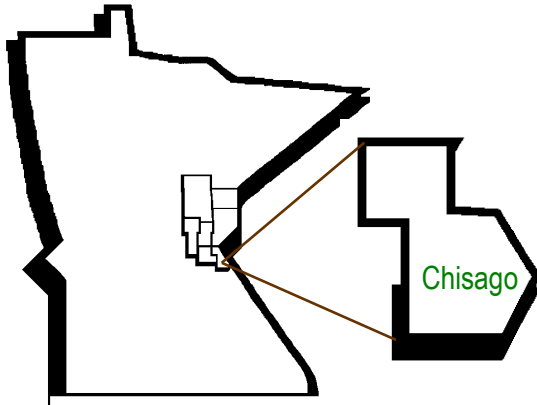
**Fiscal Year Payroll Dollars Agency  
Employees:** \$431,197.02

Conservation Improvement Program:	
Northern MN Utilities /Community Action of Mpls.	10
MN Power	21
East Central Energy	1
Lake Country Power	7
Weatherization	65
Energy Assistance Program-Primary Heat	1281
Energy Assistance Program- Crisis Assistance Program	370
Energy Related Repair	74
Assurance 16	58
MHFA Rehabilitation Loan Program	2
Head Start-Home Based Model	36
Head Start-Special Start	47
Emergency Shelter Program (CSBG & MCAG)	15
Emergency Shelter Grant Program	3
Family Homeless Prevention & Assistance Program	29
Homeless Prevention and Rapid Re-housing Program	4
Educational Assistance	1
Garden Seed Distribution Project	100
Tax Preparation	21
Food Shelves (Financial CAG Support)	3
Homeless-Operation Community Connect	179

CAG	Community Action Grant
CSBG	Community Services Block Grant
MCAG	Minnesota Community Action Grant
MHFA	Minnesota Housing Finance Agency

**Lakes & Pines Serves Chisago County  
For the period of 10/01/10– 9/30/11**

Households served by Program:



**Board of Directors:**

Mike Robinson:  
*County Commissioners Representative*

Robyn Jones-Boyer:  
*Group to be Served Representative*

Liz Dodge:  
*Area Social Service Directors' Rep.*

**Site Activity Throughout Chisago County:**

**Head Start Socialization Sites:**

Chisago City, North Branch, Rush City

**Early Head Start Socialization Site:**

Lindstrom

**Chisago County Personnel Statistics:**

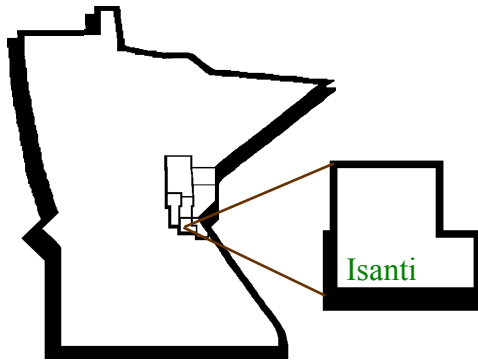
**Number of Lakes & Pines Employees from County: 5**

**Fiscal Year Payroll Dollars Agency**

**Employees: \$125,887.94**

Conservation Improvement Program:		
Peoples Natural Gas/Community Action of Mpls.		6
East Central Energy		5
Southern MN Municipal Agency-North Branch		4
Weatherization		32
Energy Assistance Program-Primary Heat		1071
Energy Assistance Program-Crisis Assistance Program		351
Energy Related Repair		58
Caring Members/East Central Energy		7
Reach Out For Warmth-Local Private Funds		1
-Federal Match Funds		0
Assurance 16		90
Head Start-Home Based Model		30
Head Start-Informal Child Care		1
Head Start-Homeless		2
Early Head Start-Home Based Model		14
Early Head Start-Homeless		3
Emergency Shelter Program (CSBG & MCAG)		8
Family Homeless Prevention & Assistance Program		17
Homeless Prevention and Rapid Re-housing Program		8
Emergency Food & Shelter Ntl Board Program (Shelter)		11
Garden Seed Distribution Project		163
Tax Preparation		16
Food Shelves (Financial CAG Support)		2
Emergency Shelter Grant Program		1

CAG	Community Action Grant
CSBG	Community Services Block Grant
MCAG	Minnesota Community Action Grant
MHFA	Minnesota Housing Finance Agency



**Lakes & Pines Serves Isanti County  
For the period of 10/01/10 – 9/30/11**

Households served by Program:

**Board of Directors:**

Alan Duff:  
*County Commissioners Representative*

Jeri Hirsch:  
*Group to be Served Representative*

Kathy Krenik Minkler:  
*Public Health Directors' Representative*

Wayne Boettcher:  
*Area Farmers Union Groups' Rep.*

Scott TenNapel:  
*Mental Health Service Directors' Rep.*

**Site Activity Throughout Isanti County:**

**Head Start Cluster Site:** Braham

**Head Start Socialization Sites:**  
Braham, Cambridge

**Early Head Start Socialization Site:**  
Cambridge

**Special Start Site:** Cambridge

**Homeless Sites:** Cambridge, Stanchfield

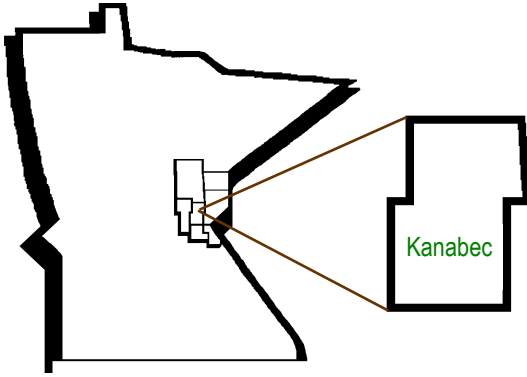
**Isanti County Personnel Statistics:**

**Number of Lakes & Pines Employees from County:** 19

**Fiscal Year Payroll Dollars Agency Employees:** \$553,259.17

Conservation Improvement Program	
East Central Energy	14
Weatherization	42
Energy Assistance Program-Primary Heat	1026
Energy Assistance Program-Crisis Assistance Program	384
Energy Related Repair	60
Caring Members/East Central Energy	23
Reach Out For Warmth-Local Private Funds	
-Federal Match Funds	1
Assurance 16	77
MHFA Rehabilitation Loan Program	1
Head Start-Home Based Model	53
Head Start-Special Start	8
Head Start-Homeless	5
Early Head Start-Home Based Model	14
Early Head Start-Homeless	6
Emergency Shelter Program (CSBG & MCAG)	13
Emergency Shelter Grant Program	2
Family Homeless Prevention & Assistance Program	51
Homeless Prevention and Rapid Re-housing Program	10
Emergency Food & Shelter Ntl Board Program (Shelter)	2
Garden Seed Distribution Project	102
Tax Preparation	60
Food Shelves (Financial CAG Support)	3
Education Grant	1

CAG	Community Action Grant
CSBG	Community Services Block Grant
MCAG	Minnesota Community Action Grant
MHFA	Minnesota Housing Finance Agency



**Lakes & Pines Serves Kanabec County  
For the period of 10/01/10– 9/30/11**

Households served by Program:

**Board of Directors:**

Gene Anderson:  
*County Commissioners Representative*

Liane Heupel:  
*Group to be Served Representative*

Steven Walbridge:  
*Area Lions' Clubs Representative*

**Site Activity Throughout Kanabec County:**

**Central Office Facility:** Mora

**Head Start Socialization Sites:** Mora

**Head Start Cluster Site:** Mora

**Weatherization Warehouse Site:** Mora (2)

**Tax Preparation Site:** Mora

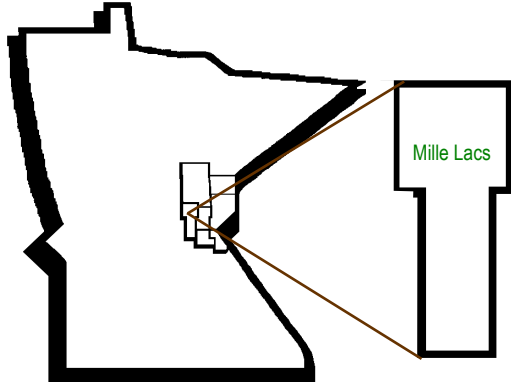
**Kanabec County Personnel Statistics:**

**Number of Lakes & Pines Employees from County:** 53

**Fiscal Year Payroll Dollars Agency Employees:** \$1,493,152.27

Conservation Improvement Program:	
Peoples Natural Gas/Community Action of Mpls.	6
East Central Energy	30
Southern MN Municipal Power-Mora	3
Weatherization	22
Energy Assistance Program-Primary Heat	1083
Energy Assistance Program-Crisis Assistance Program	485
Energy Related Repair	75
Caring Members/East Central Energy	14
Reach Out For Warmth-Local Private Funds	1
-Federal Match Funds	3
Assurance 16	46
MHFA Rehabilitation Loan Program	1
Lead Assessment	1
Head Start-Home Based Model	39
Emergency Shelter Program (CSBG & MCAG)	17
Emergency Shelter Grant Program	7
Family Homeless Prevention & Assistance Program	36
Homeless Prevention and Rapid Re-housing Program	8
Emergency Food & Shelter Ntl Board Program (Shelter)	13
Educational Assistance	1
Garden Seed Distribution Project	101
Tax Preparation	165
Homeless-Operation Community Connect	72

CAG	Community Action Grant
CSBG	Community Services Block Grant
MCAG	Minnesota Community Action Grant
MHFA	Minnesota Housing Finance Agency



**Lakes & Pines Serves Mille Lacs County  
For the period of 10/01/10– 9/30/11**

Households served by Program:

**Board of Directors:**

Dan Whitcomb:  
*County Commissioners Representative*

Randy Sahlstrom:  
*Group to be Served Representative*

**Site Activity Throughout Mille Lacs  
County:**

**Head Start Socialization Sites:**

Milaca, Princeton, Isle

**Head Start Special Start Site:**

Milaca, Princeton

**Head Start Family Child Care Site:**

Princeton

**Mille Lacs County Personnel Statistics:**

**Number of Lakes & Pines Employees  
from County:** 11

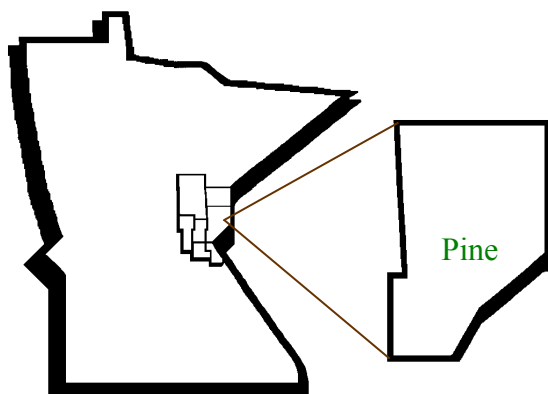
**Fiscal Year Payroll Dollars Agency**

**Employees:** \$264,232.77

<b>Conservation Improvement Program:</b>	
Centerpoint Energy/Community Action of Mpls.	19
East Central Energy	18
Mille Lacs Energy Cooperative	5
Southern MN Municipal Power-Princeton	3
Weatherization	25
Energy Assistance Program-Primary Heat	1102
Energy Assistance Program-Crisis Assistance Program	371
Energy Related Repair	57
Caring Members/East Central Energy	16
Reach Out For Warmth-Local Private Funds	3
-Federal Match Funds	1
Assurance 16	43
MHFA Rehabilitation Loan Program	1
Head Start-Home Based Model	36
Head Start-Family Child Care	2
Head Start-Special Start	34
Head Start-Informal Child Care	1
Emergency Shelter Program (CSBG & MCAG)	11
Emergency Shelter Grant Program	2
Family Homeless Prevention & Assistance Program	48
Homeless Prevention and Rapid Re-housing Program	5
Emergency Food & Shelter Ntl Board Program (Shelter)	12
Garden Seed Distribution Project	121
Tax Preparation	28
Food Shelves (Financial CAG Support)	4
Homeless-Operation Community Connect	155

CAG	Community Action Grant
CSBG	Community Services Block Grant
MCAG	Minnesota Community Action Grant
MHFA	Minnesota Housing Finance Agency

**Lakes & Pines Serves Pine County  
For the period of 10/01/10 – 9/30/11**



Households served by Program:

**Board of Directors:**

Mitch Pangerl:  
*County Commissioners Representative*

Roberta Folkestad:  
*Group to be Served Representative*

Wendy Walburg:  
*Head Start Policy Council Representative*

**Site Activity Throughout Pine County:**

**Head Start Socialization Sites:**

Hinckley, Sandstone, Pine City

**Head Start Special Start Site:** Pine City

**Early Head Start Socialization Site:**

Finlayson, Pine City

**Pine County Personnel Statistics:**

**Number of Lakes & Pines Employees from County:** 27

**Fiscal Year Payroll Dollars Agency**

**Employees:** \$695,117.57

Conservation Improvement Program:	
Lake Country Power	3
Peoples Natural Gas/Community Action of Mpls.	9
MN Power	2
East Central Energy	22
Weatherization	78
Energy Assistance Program-Primary Heat	1617
Energy Assistance Program-Crisis Assistance Program	645
Energy Related Repair	112
Caring Members/East Central Energy	22
Reach Out For Warmth-Local Private Funds	
-Federal Match Funds	1
Assurance 16	138
MHFA Rehabilitation Loan Program	3
Lead Assessments	13
Small Cities Development Programs within County:	
City of Henriette (active)	1
Pine County	11
Head Start-Home Based Model	65
Head Start-Special Start	16
Early Head Start-Home Based Model	27
Emergency Shelter Program (CSBG & MCAG)	11
Emergency Shelter Grant Program	12
Family Homeless Prevention & Assistance Program	35
Homeless Prevention and Rapid Re-housing Program	13
Emergency Food & Shelter Ntl Board Program (Shelter)	8
Garden Seed Distribution Project	108
Tax Preparation	54
Food Shelves (Financial CAG Support)	4
Homeless-Operation Community Connect	69

CAG	Community Action Grant
CSBG	Community Services Block Grant
MCAG	Minnesota Community Action Grant
MHFA	Minnesota Housing Finance Agency





## ***DEPARTMENT ACTIVITIES ~ Administration***

### **Administration:**

Empowered by the Board of Directors, comprised of 21 community members, Administration provides management of Agency business operations, ensuring high quality performance, overall leadership and direction through planning and evaluation to assure that all Agency activities are consistent with the Lakes and Pines Mission. The Administration Department provides legal authority, supervises Agency contracts and enacts policies which assure fiscal controls, integrity and viability, as well as fair, consistent and efficient personnel management.

### **Fiscal Department:**

The Fiscal Department maintains an accurate account of all financial transactions for the Agency. Financial information is processed timely and reports are provided to the Board of Directors, Agency departments, community partners, and program funding sources. A primary objective of this department is to assure management and funding sources that fiscal operations are conducted consistent with laws, regulations and policies; that resources are safeguarded against waste, loss and misuse; and reliable data is fairly disclosed in reports.

### **Human Resources Department:**

This Department serves as a consultant to the senior management and supervisors in staff development and employee relation issues. The HR Department assists with the development, administration and communication of the Agency's policies in the areas of recruitment and selection, insurance and fringe benefits, including the annuity plan, workers compensation, equal employment/affirmative action, personnel records, employee safety and health, leave programs, orientation, trainings, performance evaluations and development and other related employee and labor relations matters. Human Resources strives to encourage positive employee relations, open communication and to enhance the quality of the work environment for all levels of staff to better work toward the Mission of the Agency.

### **Technology Department:**

The Technology Department is responsible for maintaining, updating and directing the Agency's technology and information management systems. Due to fiscal controls, this Department provides data entry and processing of accounts payable, payroll, and personnel information, as well as data collection and specialized report creation. The Technology Department provides Agency-wide training and assistance for all aspects of computer automation, electronic communications and internet services. The Technology Department's goal is to continue to improve the capability and efficiency of the Agency's information systems and technology.

## ***DEPARTMENT ACTIVITIES ~ Community Services***

### **COMMUNITY SERVICES:**

The Community Services Department's primary focus is to provide resources and referrals to people who are struggling to make ends meet. The Department's secondary focus is to provide the financial assistance that can stabilize struggling individuals and families by paying a month's rent/mortgage payment, or a few nights hotel stay.

The Community Services Department is shifting its focus as compared to previous years, because offering financial and life skills education help struggling people become stable more effectively than cutting a check to a landlord or mortgage company. Another reason for the shift is that program funding has been significantly decreased and is now centering itself on the education component and preventing "repeat" clients. The bottom line is, the Community Services Department will appear to be helping less people because less will be receiving financial assistance, but all that are eligible and in need of help will be receiving resources, referrals and the information they need to succeed over a lifetime, not just until the next crisis.

Education is the key for everyone to step out of poverty. Early childhood professionals have time and time again proven the value of early childhood education and how it helps young children step out of poverty as adults. This value can also be extended to adults because financial education is NOT taught in public schools; therefore, a large percentage of the population isn't quite sure on the right steps to take to become financially "fit." Housing is one of the most expensive bills that everyone has, and is often the bill that goes unpaid when an emergency arrives. The Community Services Department teaches people how to make finances work to maintain housing, because everyone needs a place to call home.

### **Housing & Homelessness.**

In the past year, the Community Services Department's most successful cases involved assisting households that were able to afford their housing until an emergency medical issue occurred. Consistently, the CSD is seeing more and more household's housing affected by the lack of jobs, lack of well-paying jobs and increased food and transportation costs. Housing in decent economic weather was barely affordable, but in the current situation, affordable housing is next to impossible to attain at the area's average wages.

Foreclosures are still continuing to be an issue for area household's, again due to the lack of employment or decent wages. Lakes & Pines is assisting fewer households in avoiding foreclosure because more and more households just can no longer afford their housing. Often CSD staff are the first to inform the household that the housing is no longer affordable and foreclosure may be inevitable.

An increase of homeless youth is being seen due to the foreclosure crisis and lack of jobs and decent wages. Some youth leave their families when financial troubles occur to hopefully reduce the strain on their parents and siblings; others are asked to move out on their own because their parents can no longer afford to house them. Some are simply abandoned.

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## ***DEPARTMENT ACTIVITIES ~ Community Services (continued)***

Lack of shelters in the area that serve youth and single adults still proves to be an urgent need.

CSD staff worked with households this past year to create plans to resolve current housing crises, by budgeting, leveraging other resources, advocating and providing supportive services in addition to, or in lieu of, direct financial assistance.

**Emergency Food & Shelter Program.** Funding from the MN Community Action Grant and the Community Service Block Grant was utilized to pay for short-term motel/hotel stays for homeless persons.

**Emergency Food and Shelter National Board Program.** Funding from the Federal Emergency Management Agency was awarded to individual counties to distribute to local non-profits. Lakes & Pines utilized these funds to provide short-term motel/hotel stays for homeless persons.

**Family Homelessness Prevention & Assistance Program.** Funding from the Minnesota Housing Finance Agency was utilized to prevent homelessness through rental deposits, rental assistance, utility deposit assistance, mortgage assistance and transportation repair assistance. Homeless households can also be assisted with short-term motel/hotel stays, as well as the above mentioned services. This program focused heavily on case management to prevent and alleviate homelessness.

**Emergency Shelter Grant Program.** Funding from the Department of Human Services was utilized to provide short-term motel/hotel stays to household experiencing homelessness.

**Homelessness Prevention and Rapid Re-Housing Program.** Funding from the Department of Human Services and part of the American Recovery and Re-investment Act (ARRA) was utilized to help stabilize housing or assist with acquiring new affordable housing. This program focused heavily on case management to prevent and alleviate homelessness.

### **Financial & Life Skills Education.**

In the past year, the Community Services Department, through case management, increased working one-on-one with households on budgeting. The budget counseling involved not only developing budgets, but setting goals and plans to utilize their monthly income to better support their household.

The CSD provided free income tax preparation again this past year, serving 473 households and returning \$619,782 of income taxes to the area. Fourteen volunteers assisted with the delivery of this program, donating over 550 hours of their time.

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## *DEPARTMENT ACTIVITIES ~ Community Services (continued)*

The CSD assisted with the distribution of garden seeds to area food shelves to promote vegetable gardens as a way to stretch household food budgets. Over 780 families throughout the service area utilized these seeds to provide an additional food resource for their household.

**Emergency Food and Shelter Program.** Funding from the MN Community Action Grant and the Community Service Block Grant was utilized to pay for the shipping costs of the donated garden seeds from the America the Beautiful Program to Lakes & Pines.

**Volunteer Tax Assistance Program.** Funding from the MN Department of Revenue was utilized to assist in the delivery of the volunteer income tax preparation program.

### **Transportation.**

This past year, the Community Services Department saw an increase in the need for transportation repair assistance; however, there is a significant lack of resources to help every individual with a transportation crisis. As more individuals have to travel farther to find work, the cost of fuel can eliminate the ability to save for repairs. The CSD can help with limited funding for households needing to make car repairs to get to work.

**Emergency Food & Shelter Program.** Funding from the MN Community Action Grant and the Community Service Block Grant was utilized to pay limited transportation repairs.

**Family Homelessness Prevention & Assistance Program.** Funding from the Minnesota Housing Finance Agency was utilized to prevent homelessness through rental deposits, rental assistance, utility assistance, mortgage assistance and transportation repair assistance. Homeless households can also be assisted with short-term motel/hotel stays, as well as the above mentioned services. This program focused heavily on case management to prevent and alleviate homelessness.

### **Food.**

The Community Services Department does not directly offer food support services, but does partner with area food shelves and county offices to determine what resources may be available for area households. Referrals are often made for households in need of immediate food support. This year, Lakes & Pines supported area food shelves with donations of food and funding to assist with maintaining operations and food resources.

**Emergency Food & Shelter Program.** Funding from the MN Community Action Grant and the Community Service Block Grant was utilized to award funding to area food shelves.

## ***DEPARTMENT ACTIVITIES ~ Early Childhood & Family Development***

### **EARLY CHILDHOOD AND FAMILY DEVELOPMENT DEPARTMENT.**

Promotes family self-sufficiency through providing programs directed solely at strengthening family and youth development.

#### **Head Start.**

Head Start is a comprehensive Family and Child Development Program for eligible families with children, and for families with children who have a special need. The Program is funded with federal and state dollars from the Department of Health and Human Services, Administration of Children and Families and the Minnesota Department of Education. The Program also received local funding. The Program serves over 400 families annually with services in the areas of health, education, nutrition, mental health, social services, community resources, parent involvement, special needs and literacy.

#### **Head Start–Home Based.**

##### ***For Children Ages 0–3 years, Including Pregnant Moms.***

Families receive weekly home visits by trained staff, as well as regular socialization experiences that provide for parent/child, child/child and parent/parent interactions. The program follows an age appropriate, research-based curriculum. Parents receive connections and referrals to community services of interest and/or need. This full-year program is available in the counties of Aitkin, Chisago, Isanti and Pine.

##### **For Children Ages 3–5 years.**

Families receive weekly home visits by trained staff, as well as regular socialization experiences that provide for parent/child, child/child and parent/parent interactions. The program follows an age appropriate, research-based curriculum. Parents receive connections and referrals to community services of interest and/or need. This nine-month program is available throughout the entire Lakes and Pines seven-county service area.

#### **Head Start–Special Start.**

The Head Start/Child Care collaborative model includes comprehensive Head Start services delivered in a licensed child care setting. Families receive three home visits, two parent-teacher conferences and regular socialization experiences that provide for parent/child, child/child and parent/parent interactions. This full-year option is ideal for parents who are working or attending school and in need of a child care/preschool experience for their children. Head Start Special Start locations include Lil' Lumberjacks' Learning Center, Cloquet; Little B's Early Childhood Learning Center, Barnum; Pine Tots Early Learning Center, Pine City; Milaca AllStar Child Care Center, Milaca; Bright Child, Child Development Center, Princeton; Rainbow Child Care, Cambridge and All We Can Bee Child Care, Cloquet.

## ***DEPARTMENT ACTIVITIES ~ Early Childhood & Family Development (continued)***

### **Head Start—Family Child Care.**

A Head Start/Family Child Care collaboration is where local licensed family child care providers are contracted to provide Head Start services while eligible children are in their care. Families receive three home visits, two parent/teacher conferences, and regular socialization experiences that provide for parent/child, child/child and parent/parent interactions. This full-year option is ideal for parents who are working or attending school and in need of a child care/preschool experience for their child. Other Head Start services are provided to eligible families by Lakes and Pines Head Start staff.

### **Head Start State—Informal Care.**

Home-Based Head Start type services for children in informal child care where parents are temporarily unavailable to participate in home visits. Services are carried out with the temporary caregiver, whether family member, friend, neighbor or significant other. Services are offered for a nine-month timeframe.

### **Head Start—Homeless.**

Families in Isanti County are provided Head Start services through a collaboration with New Pathways Homeless Program and the Refuge Network, as well as Public Health. This full-year program is similar to the home-based model and offers the comprehensive Head Start services with a focus on transitions, family health and resource acquisition.

### **Child and Adult Care Food Program.**

A Minnesota Department of Education program designed to support nutritious meals and snacks for children and adults. The program is used to provide balanced breakfasts, snacks and lunches throughout the Agency's Head Start programming.

### **Reading is Fundamental.**

A Federal initiative that is locally supported emphasizing the importance of literacy. The program helps prepare and motivate children to read by delivering free books and literacy resources to those children and families who need them most.

### **Building Blocks for Success.**

A program funded by the Greater Twin Cities United Way focusing on increasing the number of children fully prepared for school by partnering with licensed child care sites in Chisago and Isanti counties. This full-year option is available to children and families who want child care and preschool experience together. This program includes home visits and conferences as well as parent/child, child/child, and parent/parent interactions.

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## ***DEPARTMENT ACTIVITIES ~ Energy Housing***

### **ENERGY-HOUSING DEPARTMENT:**

Assists area households by providing services designed to meet housing rehabilitation, energy conservation and home heating needs.

#### **Minnesota Housing Finance Agency:**

*(MHFA)* Housing Rehabilitation Programs - Provide major housing rehabilitation services to homes of low and moderate-income residents. Services address health and safety problems, accessibility needs, energy conservation measures, lead paint and/or structural and code concerns.

#### **Public Facilities Projects:**

Funding through Rural Development, Department of Employment and Economic Development and the Public Facilities Authority. Grant application and administration services for low and moderate-income communities. Services address community public facility needs such as water and waste collection systems.

#### **Small Cities Development Programs:**

Funds available through Department of Employment and Economic Development in the form of competitive grants. These grants provide funding for local needs including public facilities and housing rehabilitation. The Agency administers rehabilitation contracts with funds available to fix up owner occupied homes of low and moderate-income residents. Local contractors perform services which include installation of septic systems and wells and also general repair of the house and its systems.

#### **Energy Assistance Program:**

Provides funds to help pay costs associated with heating the home. Funds are sent to the client's fuel vendor. Energy Related Repair funds are used to correct "no heat" problems with owner-occupied home heating systems. Crisis services are provided to help clients who are experiencing a heating-related emergency.

#### **Weatherization Assistance Program:**

Agency crews perform energy conservation measures to consumer homes to help reduce energy costs. Funds are provided through the U. S. Department of Energy, the Low-Income Home Energy Assistance Program and the State of Minnesota.



## ***DEPARTMENT ACTIVITIES ~ Energy Housing (continued)***

### **Energy Conservation Program.**

Funds are used to repair and replace malfunctioning oil or propane heating systems and may also be used to weatherize oil or propane heated homes.

### **Conservation Improvement Programs.**

Funded by energy companies, these programs are designed to reduce the energy use of their low-income consumers. Services range from distribution of compact fluorescent light bulbs to weatherization work. Participating companies are Northern MN Utilities, Minnegasco/Centerpoint Energy, Minnesota Power, Peoples Natural Gas, East Central Energy, Lake Country Power, Mille Lacs Electric Cooperative, North Branch Water and Light, Princeton Public Utilities, Mora Municipal Utilities, Aitkin Public Utilities, and Southern Minnesota Municipal Power Agency.

### **Caring Members.**

Funded by contributions from East Central Energy (ECE) customers, this program provides eligible ECE customers with help on past due electric bills.

### **Reach Out For Warmth.**

Funded through private donations that are then matched with Federal funds, this program assists households with energy-related crises.

### **Lead Risk Assessments.**

Licensed staff perform lead risk assessment, primarily in Department of Employment & Economic Development housing rehabilitation projects and Minnesota Housing Finance Agency projects, to lower the risk of lead poisoning in children.



## FINANCIAL STATEMENT

**AGENCY FISCAL YEAR ~ October 1, 2010 through September 30, 2011**

Community Services Block Grant '10/11 HHS/DHS	07/01/09 to 06/30/12	\$ 530,769	F
Community Services Block Grant '12/13 HHS/DHS	07/01/11 to 12/31/13	\$ 278,176	F
Community Services Block Grant Stimulus American Recovery and Reinvestment Act HHS/DHS	07/01/09 to 12/31/10	\$ 422,351	F
Minnesota Community Action Grant '10/11 DHS	07/01/09 to 06/30/11	\$ 141,574	S
Minnesota Community Action Grant '12/13 DHS	07/01/11 to 06/30/13	\$ 290,808	S
Family Homeless Prevention & Rapid Re-housing Program American Recovery and Reinvestment Act	09/30/09 to 09/30/11	\$ 372,500	F/L
Family Homeless Prevention & Assistance Program MHFA	07/01/09 to 06/30/11	\$ 700,000	S
Family Homeless Prevention & Assistance Program MHFA	07/01/11 to 06/30/13	\$ 630,000	S
Emergency Shelter Grant Program HUD/DHS	07/01/09 to 06/30/11	\$ 34,300	F
Emergency Shelter Grant Program HUD/DHS	07/01/11 to 06/30/13	\$ 145,000	F
Tax Assistance '10 Minnesota Department of Revenue	11/01/10 to 09/30/11	\$ 7,500	S/L

## FINANCIAL STATEMENT

### FISCAL YEAR 2011 (continued)

Adult Mental Health Emergency Services Program Region 7E Adult Mental Health Governing Board	01/01/08 to 07/31/11	\$ 163,088	L
Head Start, Program 20S - Training HHS	08/01/10 to 07/31/11	\$ 33,156	F
Head Start, Program 22S - Basic Grant In-Kind HHS	08/01/10 to 07/31/11	\$ 2,448,173 \$ 620,332	F NF
Head Start, Program 20T - Training HHS	08/01/11 to 07/31/12	\$ 33,156	F
Head Start, Program 22T - Basic Grant In-Kind HHS	08/01/11 to 07/31/12	\$ 2,448,173 \$ 620,332	F NF
Head Start State '10/11 MDE	07/01/10 to 06/30/11	\$ 611,686	S
Head Start State '11/12 MDE	07/01/11 to 06/30/12	\$ 602,719	S
Parent Education Initiative Grant United Way	01/01/10 to 12/31/10	\$ 75,000	L
Parent Education Initiative Grant United Way	01/01/11 to 12/31/11	\$ 75,000	L
Building Blocks for Success Grant United Way	07/01/11 to 06/30/14	\$ 300,000	L

## FINANCIAL STATEMENT

### FISCAL YEAR 2011 (continued)

Department of Energy/Weatherization '10/11 DOE/DOC	07/01/09 to 06/30/11	\$ 738,706	F
Department of Energy/Weatherization '12 DOE/DOC	07/01/11 to 06/30/12	\$ 617,493	F
Department of Energy/Weatherization American Recovery and Reinvestment Act DOE/DOC	07/01/09 to 03/31/12	\$ 5,541,591	F
State Weatherization Propane '11 DOC	07/01/10 to 06/30/11	\$ 65,533	S
State Weatherization Propane '12 DOC	07/01/11 to 06/30/12	\$ 25,000	S
Energy Assistance Program / Weatherization '10 Carry-Over HHS/DOC	07/01/10 to 06/30/11	\$ 356,525	F
Energy Assistance Program / Weatherization '11 Carry-Over HHS/DOC	07/01/11 to 06/30/12	\$ 340,740	F
Low Income Home Energy Assistance Program '11 HHS/DOC	10/01/10 to 09/30/11	\$ 8,372,889	F
Low Income Home Energy Assistance Program '11 Reach Out For Warmth	10/01/10 to 09/30/11	\$ 9,159	F/L
Minnesota Housing Finance Agency Rehabilitation Loan Program, Phase XV MHFA	10/01/09 to 09/30/11	\$ 370,528	S

## FINANCIAL STATEMENT

FISCAL YEAR 2011 (continued)

*City of Braham Public Facilities Project DEED	06/01/10 to 12/31/12	\$ 600,000	F
*City of Cloquet Revolving Loan Program HUD/DEED	03/01/09 to 09/30/11	\$ 17,136	F
*City of McGregor Housing Rehabilitation Project HUD/DEED	06/01/09 to 12/31/11	\$ 644,285	F
*Pine County Housing Rehabilitation Project HUD/DEED	06/01/10 to 12/31/12	\$ 531,000	F
*Princeton Neighborhood Stabilization Project HUD/DEED	04/01/09 to 09/30/11	\$ 1,063,106	F
*Cities of Princeton & Milaca Development Program HUD/DEED	07/01/11 to 12/31/13	\$ 547,400	F
“Caring Members” Program East Central Energy Association	10/01/10 to 09/30/11	\$ 15,952	L

\* Lakes & Pines C.A.C., Inc. administers the Small Cities Development Programs for the city or township(s). In some instances Lakes and Pines provides support services such as inspection services and lead testing to the grantee administrator of the Small Cities Development Program.

## FINANCIAL STATEMENT

### FISCAL YEAR 2011 (continued)

#### **Conservation Improvement Programs:**

Centerpoint Energy/Community Action of Minneapolis	01/01/10 to 12/31/10	\$ 14,290	L
Centerpoint Energy/Community Action of Minneapolis	01/01/11 to 12/31/11	\$ 61,467	L
Northern MN Utilities/Community Action of Minneapolis	01/01/10 to 12/31/10	\$ 25,887	L
Northern MN Utilities/Community Action of Minneapolis	01/01/11 to 12/31/11	\$ 43,548	L
Peoples Natural Gas/Community Action of Minneapolis	01/01/10 to 12/31/10	\$ 9,008	L
Peoples Natural Gas/Community Action of Minneapolis	01/01/11 to 12/31/11	\$ 52,300	L
Minnesota Power	01/01/10 to 12/31/10	\$ 11,032	L
Minnesota Power	01/01/11 to 12/31/11	\$ 7,124	L
Southern Minnesota/Municipal Power Agency	01/01/10 to 12/31/10	\$ 8,046	L
Southern Minnesota/Municipal Power Agency	01/01/11 to 12/31/11	\$ 9,061	L
Aitkin Public Utilities	01/01/10 to 12/31/10	\$ 3,373	L
East Central Energy	01/01/10 to 12/31/10	\$ 138,462	L
East Central Energy	01/01/11 to 12/31/11	\$ 98,468	L
Lake Country Power	07/10/10 to 12/31/10	\$ 15,595	L
Lake Country Power	07/10/11 to 12/31/11	\$ 17,611	L
Mille Lacs Electric	01/01/10 to 12/31/10	\$ 34,683	L
Mille Lacs Electric	01/01/11 to 12/31/11	\$ 8,835	L

#### **Emergency Food & Shelter National Board Program:**

Aitkin County—Emergency Food & Shelter	01/01/10 to 12/31/10	\$ 3,400	F
Chisago County—Emergency Food & Shelter	10/01/09 to 12/31/10	\$ 10,162	F
Isanti County—Emergency Food & Shelter	01/01/10 to 12/31/10	\$ 9,687	F
Kanabec County—Emergency Food & Shelter	01/01/10 to 12/31/10	\$ 10,328	F
Kanabec County—Emergency Food & Shelter	01/01/11 to 12/31/11	\$ 4,257	F
Mille Lacs County—Emergency Food & Shelter	10/01/09 to 12/31/10	\$ 7,000	F
Mille Lacs County—Emergency Food & Shelter	01/01/11 to 12/31/11	\$ 2,590	F
Pine County—Emergency Food & Shelter	01/01/10 to 12/31/10	\$ 10,000	F

# FINANCIAL STATEMENT

FISCAL YEAR 2011 (continued)

## Glossary of Abbreviations:

DOC	Department of Commerce		
DOE	Department of Energy		
DEED	Department of Employment & Economic Development		
DHS	Department of Human Services		
HHS	Department of Health & Human Services		
HUD	Department of Housing & Urban Development		
MDE	Minnesota Department of Education		
MHFA	Minnesota Housing Finance Agency		
F:	Federal	L:	Local
NF:	Non-Federal	S:	State



### COMMUNITY ACTION CODE OF ETHICS

*We, as Community Action Professionals, dedicate ourselves to eliminating poverty in the midst of plenty in this nation by opening to everyone the opportunity for education and training; the opportunity for work; and the opportunity to live in decency and dignity; and with respect for cultural diversity, commit ourselves to:*

- \* Recognize that the chief function of the Community Action movement at all times is to serve the best interests of the poor, thereby serving best interests of all people.
- \* Accept as personal duty the responsibility to keep up to date on emerging issues and to conduct ourselves with professional competence, fairness, impartiality, efficiency and effectiveness.
- \* Respect the structure and responsibilities of the Board of Directors, provide them with facts and advice as a basis for their making policy decisions, and uphold and implement policies adopted by the Board of Directors.
- \* Keep the community informed about issues affecting the poor; facilitate communication by the poor with locally elected public officials and the private sector.
- \* Conduct our organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication and compassion.
- \* Exercise whatever discretionary authority we have under the law to promote the interests of the poor.
- \* Lead the Community Action movement with respect, concern, courtesy and responsiveness recognizing that service to the poor is beyond service to oneself.
- \* Demonstrate the highest standards of personal integrity, truthfulness, honesty and fortitude in all our Community Action activities in order to inspire confidence and trust in the Community Action movement.
- \* Serve in such a way that we do not realize undue personal gain from the performance of our professional duties.
- \* Avoid any interest or activity that is in conflict with the conduct of official duties.
- \* Respect and protect privileged information to which we have access in the course of official duties.
- \* Strive for professional excellence and encourage the professional development of our associates, including those seeking to become certified Community Action professionals.

PARTNERING TO END POVERTY

Community Action Agencies are private nonprofit or public organizations that were created by the federal government in 1964 to combat poverty in geographically designated areas. Status as a Community Action Agency is the result of an explicit designation by local or state government. A Community Action Agency has a tripartite board structure that is designated to promote the participation of the entire community in the reduction or elimination of poverty. Community Action Agencies seek to involve the community, including elected public officials, private sector representatives, and especially low-income residents in assessing local needs and attacking the causes and conditions of poverty.

## **PURPOSE AND MISSION**

In order to reduce poverty in its community, a Community Action Agency works to better focus available local, state, private and federal resources to assist low-income individuals and families to acquire useful skills and knowledge, gain access to new opportunities and achieve economic self-sufficiency.

## **STRUCTURE**

A Community Action Agency:

- has received designation as a Community Action Agency either from the local government under the provisions of the Economic Opportunity Act of 1964, or from the state under the Community Services Block Grant Act (CSBG) of 1981, as amended;
- is recognized as an eligible entity as defined in the CSBG Act and can receive funding from the state under the Community Services Block Grant;
- has a governing board consisting of at least one-third democratically selected representatives of low-income people, one-third local public officials or their designees, and the remainder representatives of business, industry, labor, religious, social welfare and other private groups in the community; and
- belongs to a national network of similar agencies, the majority of which received their initial designation, federal recognition and funding under the amended Economic Opportunity Act of 1964.

## **MISSION**

A Community Action Agency carries out its mission through a variety of means including:

- community-wide assessments of needs and strengths
- comprehensive anti-poverty plans and strategies
- provision of a broad range of direct services
- mobilization of financial and non-financial resources
- advocacy on behalf of low-income people
- partnerships with other community-based organizations to eliminate poverty.

A Community Action Agency involves the low-income population it serves in the planning, administering and evaluating of its programs.

## **WHY COMMUNITY ACTION AGENCIES ARE UNIQUE**

Most poverty-related organizations focus on a specific area of need, such as job training, health care, housing or economic development. Community Action Agencies reach out to low-income people in their communities, address their multiple needs through a comprehensive approach, develop partnerships with other community organizations, involve low-income clients in the agency's operations and administer a full range of coordinated programs designed to have a measurable impact on poverty.