



CAP Services

Transforming People and Communities

ANNUAL REPORT



Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current which can sweep down the mightiest walls of oppression and resistance.

Robert F. Kennedy





PRESIDENT'S MESSAGE

Mary Patoka,
President & CEO

Imagine a safe and decent place to live. Imagine a job that is satisfying and provides a wage that can support a family, along with reliable transportation to get to work. Imagine dropping your child off at day care with the confidence he or she is in good hands and will grow and thrive while there. Imagine being able to see a doctor or dentist when needed. And imagine opportunities for lifelong learning and finding joy in leisure.

These mirror the hierarchy of needs developed by Abraham Maslow in 1954. They include having your biological and physiological needs (air, food, drink, shelter, warmth, sleep) met along with your safety needs (protection from elements, security, order, law, stability). But they go beyond the basics to include a need for belonging and love through work group, family, and relationships and esteem needs that include achievement, mastery, independence, status, prestige, or managerial responsibility. And ultimately are the needs that lead to one realizing their personal potential, self-fulfillment and personal growth.

They also mirror CAP Services' Core Values. Self-sufficiency is based on achieving inter-connected goals. CAP's programs and services are designed to create **"ripples"** of success in multiple disciplines and when the **"ripples"** converge, movement toward self-sufficiency becomes **real**.

What follows are examples of CAP's work in 2012 and the positive results that, in total, reached over **2,250** households. I, along with the Board of Directors and staff, want to extend our appreciation to our volunteers, partners, and funders who helped make the achievements possible. We also extend our congratulations to the many individuals and families whose **"ripples"** will contribute to strong and thriving communities.

BOARD OF DIRECTORS



Community action agencies are the best **catalyst** for bringing together the public, private and low-income sectors to design and implement local anti-poverty strategies. Increased awareness of the core issues of poverty leads to community conversations about ways to make things better for those in poverty.

CAP offers Poverty Simulations, a role-playing workshop designed to deepen one's understanding about the realities of living in poverty. It is a simulation, not a game. Participants enter the workshop with a new identity and family profile. The task of the "families" is to provide for basic necessities and shelter during the course of four 15-minute weeks. Participants experience poverty **compressed** into the real time of the simulation (generally three hours total). In a debriefing that follows, participants share insights on what they learned and action steps they and the community can take to address poverty.

Ordinary people from all walks of life can share a very special kind of awakening to the human cost of poverty. The power of this unique learning resource is that it creates, like no other method, **insights** into the state of chronic crisis that consumes so many working poor families.

In 2012, CAP Services' staff had the opportunity to facilitate a working group — stemming from a CHAT (Community Health Action Team) "**plunge**" about understanding Latinos in our community — that began the design of what will be a Latino Simulation. It will be similar to the Poverty Simulation experience, with the mission of fostering community awareness about the challenges Latinos face.



UW-Stevens Point students gather in their "homes" during a February 2012 Poverty Simulation.



THE IMPACT

- **48%** of participants showed a marked increase in understanding poverty issues based on pre/post simulation surveys
- The greatest impact was in the area of understanding the positive and negative impact of the social service system on people with limited resources
- Participants listed at least one action step they will take as a result of experiencing the simulation. Examples include:
 - **Donate** to a local food pantry
 - Tell people about **2-1-1** and other agencies as resources
 - Be more **understanding** of my low-income clients and people in my workplace
 - **Volunteer** more in my community

"I learned to forgive my parents (in real life) because this simulation made me realize that I had no idea how difficult it was for them to raise our family on the little income they had. I used to be really resentful toward them."

Poverty Simulation participant

BUSINESS DEVELOPMENT



Christine Sohns is an example of an entrepreneurial woman with a unique business product. She, like other small business owners, needed financing to implement her business plan. *Simply Incredible Foods, LLC*, a producer of frozen infused cranberries, was in need of financial assistance to complete facility renovations, acquire equipment to expand processing capabilities and provide an area for packaging, storage and bottling. She found help at CAP.

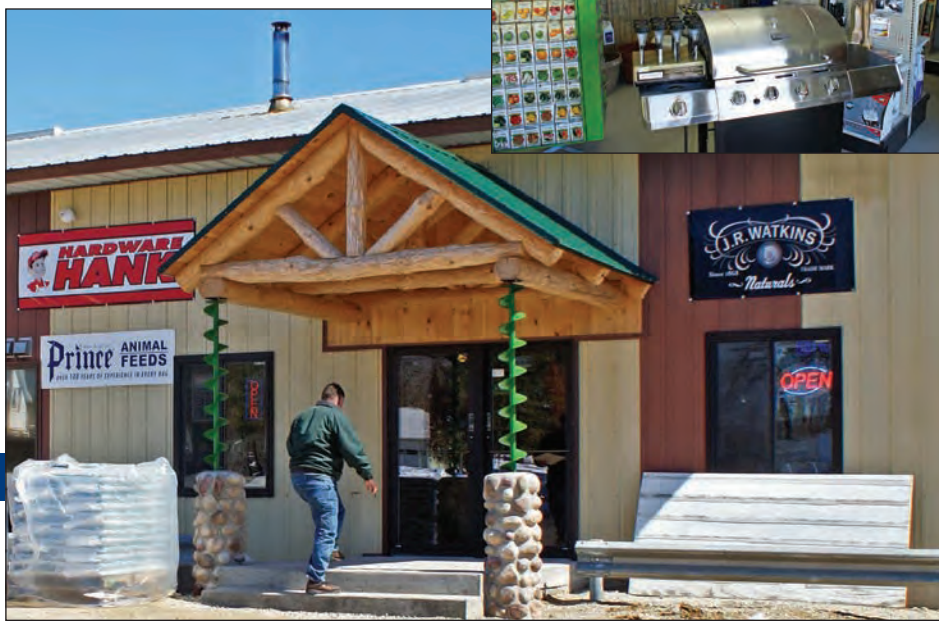
CAP's Business Development Program assisted with 11 business starts in 2012 that created not only owner jobs but jobs for 6 more. Services include group entrepreneurial training and individualized assistance in the areas of:

- business plan development
- feasibility/market information
- developing financial projections
- online assistance at www.vbi.biz
- business incubators and a lease purchase program
- connections to other relevant resources

CAP's lending arm, Community Assets for People (CAfP), is certified by the US Treasury as a Community Development Financial Institution. CAfP deployed **\$1.8 million** in **23 loans** in 2012 to low-income individuals, businesses committing to creating living wage jobs and hiring low income people, and value-added businesses that brought new wealth into the community. *Simply Incredible Foods, LLC* was one of them.



L & L Hardware in Coloma, Wisconsin opened in 2012 with help from a CAP Services' business loan.



2012
BY THE NUMBERS

\$1.8
Million Deployed

23
New Loans

17
Jobs Created

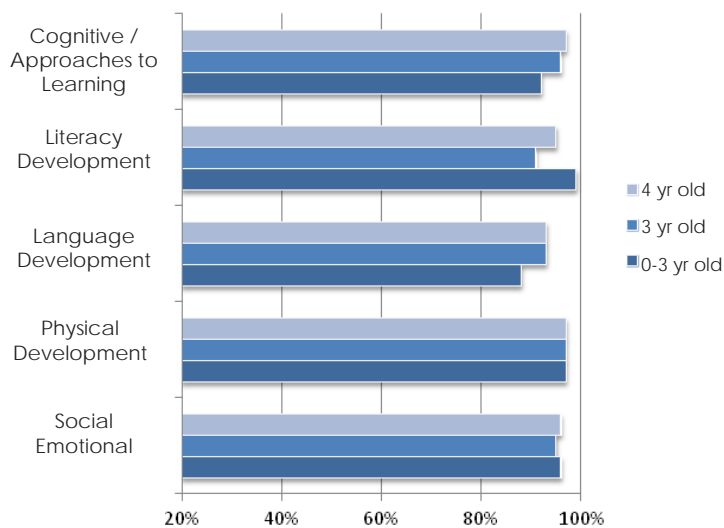
EARLY CHILDHOOD DEVELOPMENT

The Children's Discovery Center, CAP's child care center located in Stevens Point, was among the **first to earn a five-star rating in Wisconsin's YoungStar Program**. This reflects the commitment to building a strong foundation for life-long learning.

CAP's Head Start and Early Head Start programs provide quality early childhood education, health, nutrition, family development and other services to enrolled children and families. The comprehensive approach involves the family and community in the total development of the child. School readiness is a key part of any quality early childhood program. It's defined as children being prepared for school, families who support their children's learning and schools ready to meet the needs of children.

These programs view children's school readiness as **"possessing the skills, knowledge, and attitudes necessary for success in school, in later learning and in life."** Established school readiness goals define the expectations of children's learning and progress.

Percentage of Children That Meet or Exceeded Widely Held Expectations (2011-12)



Children's Discovery Center has been a wonderful learning experience for my daughter. The atmosphere is great for learning with the most up to date tools and resources for the children. The staff are top notch and always willing to help the students become successful. We are very grateful for the care and knowledge our daughter has received at the Children's Discovery Center.

CDC Parent

2012 BY THE NUMBERS
Children Served

423 Head Start
153 Childcare
128 Early Head Start
135 4K



HOUSING DEVELOPMENT



A proud new home owner with her 2 cats.

“ My friends think it's beautiful and I couldn't have had a better experience. Judy Schulist, new homeowner assisted by CAP ”

2012
BY THE NUMBERS

215

Housing Units Weatherized

15

Assisted
Buying
a Home

55

Assisted With
Housing
Rehabilitation

The US Census Bureau and the Department of Housing and Urban Development report that the nation has 115 million occupied homes. The median year they were built was 1974, with owner-occupied homes slightly newer (1976) than renter-occupied (1972); 71% of respondents rate their homes highly, and the rate goes up the newer the home. Affordable, decent, and stable housing remains critical to one's ability to move toward self-sufficiency.

CAP uses various approaches to address housing needs. In 2012, financial assistance to improve a home (roof replacements, doors or windows, etc.) was made available to **55 households**. Its *Weatherization Program* improved the energy efficiency of homes that both increased value and reduced energy costs for **215 families**. And, CAP's *Homebuyer Program* provided assistance to **15 households**,

helping them realize the American dream of homeownership.

Renting is sometimes the better way to meet household needs. In 2012, CAP added a **48-unit** rental project in Wausau for seniors (*City Walk*), and broke ground on a **24-unit** senior project in Berlin in partnership with ADVOCAP, another community action agency serving Green Lake County. CAP also completed Waupaca Townhomes, a **24-unit** family project.



CAP crew members weatherizing homes in the area.



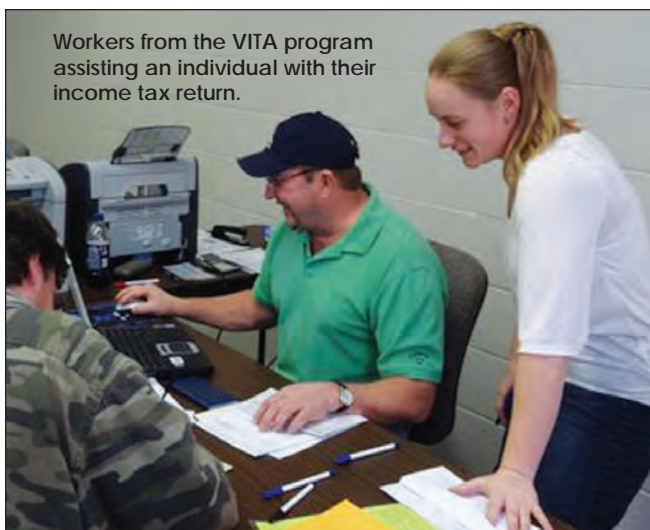
Like converging ripples, the ability to move toward self-sufficiency requires acknowledging how one area of self-sufficiency can impact another.

CAP's longer-term services are provided through a family development model. This recognizes the inter-relationships of a variety of needs (education, academic skills, housing, child care, income, transportation, access to health care, physical and mental health, legal issues, and family unity). CAP's Human Development programs use this model with the goal of creating a change in a person's knowledge, skills or condition. Services offered address the full hierarchy of human needs, from basics like emergency housing to workforce skills development, building assets and more. Results include:

- **143** domestic violence victims, their children and youth-in-crisis found a safe place to stay at the Family Crisis Center
- **496** callers and **196** clients accessed Sexual Assault Victim Services
- CAP's 2012 free tax assistance programs served **429 households** that brought over **\$566,000** in refunds for families in Waupaca, Waushara and Portage Counties
- **39** participants in the Skills Enhancement Program completed training and obtained new jobs that increased their average annual earnings by **\$11,242!** And **46%** of these now have employer-sponsored health insurance benefits
- **30** individuals accessed 0% interest loans to purchase reliable transportation to get to work through the Work-n-Wheels Program
- **54** youth achieved academic and employment goals through the Fresh Start Program



CAP Services' staff displays the traveling denim pants.



Workers from the VITA program assisting an individual with their income tax return.

Other services include:

- **Project TEAM Family Mentoring**
- **Parenting Education**
- **Mental Health Navigation**
- **Hmong Interpretation**
- **Culturally-Appropriate Family Development Services**
- **Ministry Dental Center** offered dental care services to **4,281** Badger Care patients last year (**13,557** since 2002)!



Skills Participant Stacy welds at her new job.

CORPORATE OPERATIONS

I am a huge fan of CAP Services. The organization is well run with the resources available to it. One of the best teams I have worked with.

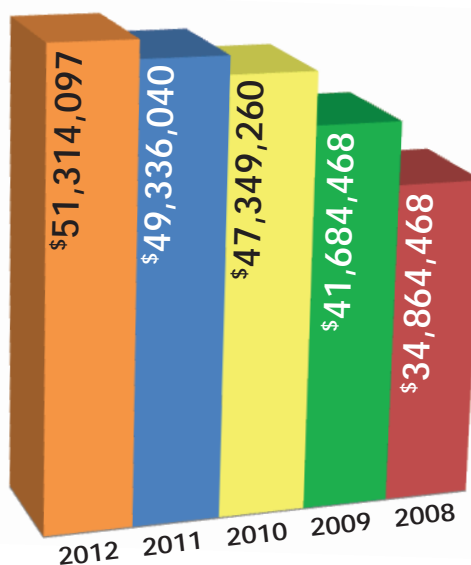
Trina Kloehn,
former CAP employee

CAP Services saw growth in its assets in 2012, but some retraction in program services due to reductions in funding. In 2012, the Finance Department and Administration managed **\$15.8** million in operating funds with a balance sheet of **\$51.3** million. Staff is credited with clean audits and efficient human resources and internal communications functions.

CAP's workforce of **231** earned a payroll of **\$6.1** million in 2012. Assuming a multiplier of 1.5, the economic impact of payroll alone totaled just under \$10 million for central and east central Wisconsin.

CAP strives to be an employer of choice for mission-oriented individuals. We look for individuals who identify with CAP's mission and want to be identified as belonging with the organization. Our staff puts out extra effort to assure increased success for both themselves and CAP.

**CAP
Total
Assets
2008-
2012**



Mike Somers
Vice President &
Director of Business
Development



Nicole Harrison
Vice President &
Director of
Human Development



Susan Henry
Chief Financial
Officer



Mike Olson
Senior Vice President &
Director of Housing



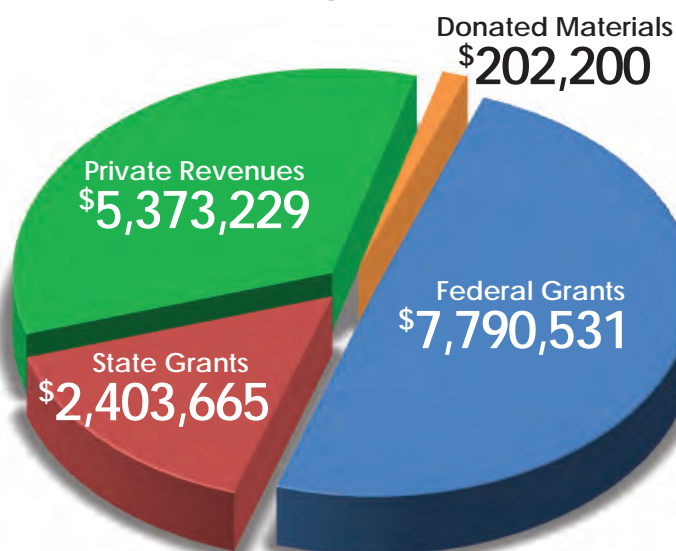
Sue Beveridge
Vice President &
Director of Administration



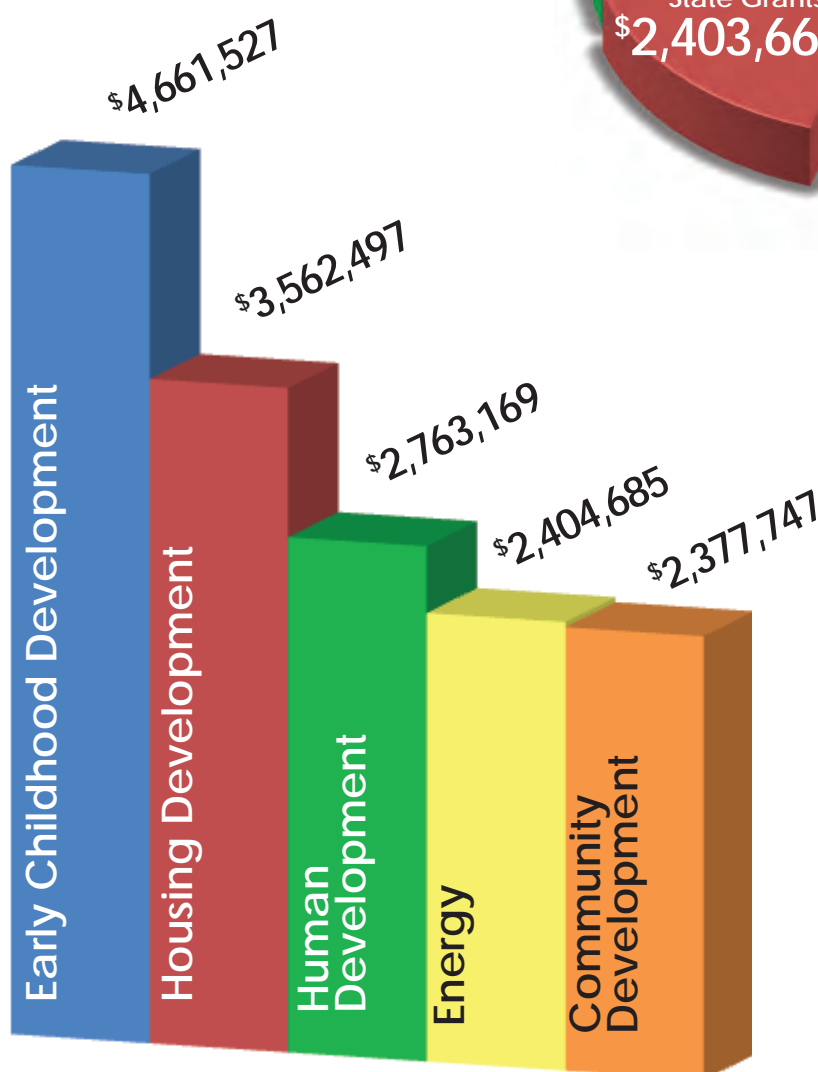
Carla Kluz
Vice President &
Director of Early
Childhood Development



Funding Sources



Expenses



“CAP Services was the cornerstone investment in the Wisconsin Council of Churches Community Investment Program. Through the Community Investment Program, we hope to strengthen businesses which in turn are strengthening the communities in which they operate. CAP Services does exactly that in many counties. We are proud to have increased our investment in their effort over the years.”

Robert Bock, Treasurer
Wisconsin Council of Churches

CAP DONORS AND INVESTORS

\$350,000+

United Way of Portage County

\$75,000+

Thrivent Financial for Lutherans Foundation
United Way Fox Cities, Inc.

\$50,000+

J. J. Keller Foundation, Inc.
The Victor & Christine Anthony Family
Foundation, Inc.

\$25,000+

Oscar J. Boldt Construction
Doug & Carla Salmon Foundation
Theda and Tamblin Clark Smith Family
Foundation, Inc.

*Basic Needs Giving Partnership supported
by the US Venture Open Fund for Basic
Needs within the Oshkosh Area Community
Foundation, and the J.J. Keller Foundation,
Inc., and other community partners*

\$10,000+

*Basic Needs Giving Partnership Fund, supported
by the US Venture Open Fund for Basic Needs
within the Community Foundation for
the Fox Valley Region, and the J.J. Keller
Foundation, Inc., and other community
partners*

Delta Dental of Wisconsin
Waupaca Area Community Foundation
Women's Fund for the Fox Valley Region,
Inc., a collaborative grant between the
FVTC Foundation; Wo/Men's Educational
Bureau (WEB) and CAP Service's Skills
Enhancement Program

\$5,000+

BMO Harris Bank
The Robert W. and Susan T. Brown
Family Foundation
Kimberly-Clark Corporation
Community First Credit Union
Community Foundation of Central Wisconsin
John & Carolyn Gusmer
Edward J Okray Foundation, Inc.
Jernegan's HealthMart Pharmacy, New London
St. Michael's Hospital Ministry Health Care
United Way New London

\$2,500+

A. Sturm & Sons Foundation, Inc.
AZCO Integrated Construction
John & Jill Koch
Menasha Corporation Foundation
Pitney-Bowes Foundation
Slumberland of Stevens Point
Women's Fund for the Fox Valley Region, Inc.

\$1,000+

Robert W. Baird & Co., Inc.
Best Buy Co., Inc.
Citizen's Bank of Appleton
Stanley J. Cottrill Charitable Endowment Fund**
First State Bank of New London
Frank's Hardware
Brett & Darcy Jarman
Krause Foundation
Lamers Bus Lines, Inc.
Manawa Telephone Company
Midwest Hardware Association, Inc.
Ministry Medical Group
Joe & Patricia Okray
Orville Hesch
Paramount Farms
Rent-A-Center
Amy Riggs
Sara Lee Foods
Seifert Family Fund**
Smokey Express Gospel Show
William & Karen Seno
Slumberland of Marshfield
Slumberland of Minocqua
Slumberland of Rice Lake
US Bank
UWSP Women's Resource Center

Loan Fund Investors/Grantors

Community Foundation of Central Wisconsin
School Sisters of Notre Dame
The Sisters of St. Dominic — Racine
USDA Rural Development — RMAP
USDA Rural Development — IRP
US Treasury CDFI Fund
Wisconsin Council on Churches
Wisconsin Division of Housing

** Indicates a fund within the Community Foundation for the Fox Valley Region, Inc.



CAP SERVICES' VOLUNTEERS

CAP's volunteers donated **57,221 hours** of time in 2012 — the equivalent of nearly **30** full-time positions. For the *Free Tax Assistance*, *Project TEAM*, *Family Mentoring*, and *Sexual Assault Victim Services (SAVS)*, CAP simply could not provide the scope or breadth of services without volunteer help.

All of our volunteers, including our Board, Policy Council, Advisory Boards, and Development Council are **critical** and **truly valued!**



2010 - 2020 GOALS & OUTCOMES



OVERALL: Move at least 100 families a year out of poverty.

I. Resource Development

- Obtain at least 50% of CAP's annual operating budget from non-governmental sources
- Acquire assets of at least \$50 million (market value) generating an annual positive cash flow of at least \$1 million
- Capitalize endowment funds totaling \$1.5 million to generate at least \$75,000 annually for operating expenses
- Recruit at least 2,000 annual investors to donate either \$25 in cash or volunteer eight hours time

II. Human Development

- Offer a 300-slot Skills Enhancement Program for working-poor families in all five counties
- Sustain a Fresh Start-comparable program for at-risk youth in at least two counties that generates at least 40% of its budget from local sources
- Develop a transitional living program in at least one county for at-risk youth or youth aging out of foster care
- Offer affordable and accessible mental health services to low-income families in at least two counties in the service area
- Develop the capacity to provide comprehensive post-shelter services to youth who stay at the Family Crisis Center
- Obtain at least one new transitional-housing duplex (2 units) in Portage County for use by victims of domestic violence who have chosen to live apart from their abuser
- Provide free tax assistance services to a minimum of 100 low-income families annually

III. Early Childhood Development

- Expand the Early Head Start enrollment by 30 (from 72 to 102) in order to serve all four counties
- Secure and maintain a five-star state rating under the Wisconsin Quality Rating and Improvement System
- Expand child care slots by 60 (from 106 to 166) and generate at least 1.5% of gross revenues as profit to support mission-related activities annually
- Retain/secure corporate-guaranteed child care slots for 40% of program capacity
- Target .5% of federal Head Start funding for staff professional development, enhancing workforce skills and increase staff retention
- Create classroom environments to meet the needs of children with extreme social/emotional behavior including: staff ratios of 1:4; eight children per classroom; specialized teacher training and increased access to mental health resources

IV. Housing Development

- Build a \$13 million affordable housing loan fund (total)
- Increase CAP's inventory of affordable rental housing units to at least 1,000 (total)
- Develop at least 100 units of affordable housing annually (owner and renter occupied)
- Develop the internal capacity to manage all of CAP's rental housing (with the exception of USDA 515 projects)

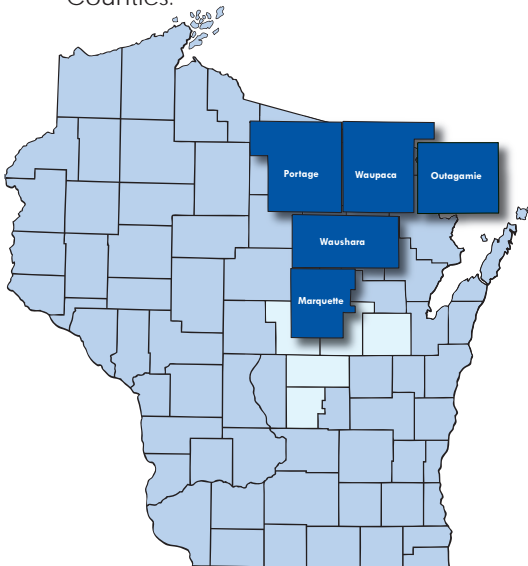
V. Business Development

- Build an \$18 million business loan fund (total)
- Develop at least 50 new living wage jobs for low-and moderate-income individuals each year
- Ensure a three year success rate for businesses assisted of at least 60%

VI. Corporate

- Be the employer of choice for mission-driven persons seeking employment in central Wisconsin
- Maintain the internal capacity to manage corporate-owned real estate in compliance with federal and state requirements
- Maintain financial systems that provide valuable management information, meet financial reporting standards, and comply with federal and state requirements, resulting in audits without questioned costs

CAP Services Inc., headquartered in Stevens Point, Wisconsin offers programs in Marquette, Outagamie, Portage, Waupaca, and Waushara Counties.



CAP Services
Transforming People and Communities

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