

2010 ANNUAL REPORT



CAP Services
Transforming People and Communities

Celebrating
45 YEARS



*Transforming People
and Communities*



MESSAGE FROM THE PRESIDENT AND CHAIR

“My parents have always preached the virtues of hard work. But hard work is one thing; economic struggle is another.”

Sargent Shriver

Sargent Shriver, who passed away early in January, may be best known as the driving force behind the Peace Corps. But he was also the primary architect on President Lyndon Johnson’s “War on Poverty.” He developed several anti-poverty programs including community action, Head Start, VISTA, Job Corps, Neighborhood Health Services, and Legal Services. He deeply understood the challenges for those trying to do well for their families. The lack of affordable and decent housing, limited opportunities for education, training and living wage jobs, structural race and gender inequities and some public policies resulted in the marginalization of low-income households. No matter how hard they worked, they just couldn’t get ahead.

This year we recognize **CAP Services’ 45th Anniversary** of “creating permanent increases in the ability of low-income individuals to achieve emotional and economic self-sufficiency.” CAP’s work has evolved over its history. Contrast the early provision of fuel payment assistance with current energy conservation programs like weatherization, designed not only to reduce current energy costs but our longer-term energy needs. Contrast CAP’s early

summer youth employment programs with the current Fresh Start Program. CAP learned a wider and deeper breadth of services is needed to truly create behavior change that allows young people to compete for meaningful employment and more fully engage in their communities.

CAP’s Jobs and Business Development Program has grown to include access to affordable gap financing. Technical assistance services alone, particularly for individuals perceived as risky by conventional lenders, is not enough in itself to generate job creation. Head Start has grown to include services to pregnant women and children from birth to three, child care services and collaborative four-year old kindergarten models with school districts. CAP’s Family Crisis Center has not only provided a safe place to stay for women and children effected by domestic violence but offers specialized services for children and Hmong families, transitional housing options for those choosing to set up a household separate from their abuser and programs to help batterer’s change their behaviors. Community responses to violence are identified by law enforcement agencies, the judicial and corrections systems, schools, health providers and more.

The return on the investments made by CAP’s partners, funders, volunteers and staff in 2010 are featured, in part, in this report. We believe the work honors the spirit of Sargent Shriver and reflects our promise to “transform people and communities.”

THANK YOU.



Missing: Lauren Mai, Tanya Rabec

BOARD OF DIRECTORS

Community Action

When President Lyndon Johnson proposed the War on Poverty in 1964, his goal was to provide the opportunity for every American to enjoy the benefits of the nation's Great Society. Part of his strategy was to designate resources that community organizations would use to address local issues. The Economic Opportunity Act of 1964 established a network of these local organizations, known as Community Action Agencies.

Since that time, Community Action Agencies have pioneered innovative, community-based, effective programs that have lifted millions from the shadow of poverty by "giving a hand, not a handout."

CAP Services was formed in 1966 to serve central Wisconsin and is the designated Community Action Agency for Marquette, Outagamie, Portage, Waupaca, and Waushara Counties.

Marquette County

Jan Banicki
Frank Breitenbach
Neil Johnson
Arlene Stahmer

Outagamie County

Lauren Mai (Chairperson)
Sue Plamann
Tanya Rabec
Cetra Reed

Portage County

Jim Clark
Brett Jarman (Vice-Chairperson)
Lyne Kawleski
Carol Steltenpohl
Heather Waltenberg

Waupaca County

Ann Freeman
David Johnson
Kris Mork
Vacant

Waushara County

William Downie
Linda Freudenthal (Treasurer)
Fred Gellerup
Dennis Wedde (Secretary)

1966

Founded in May 1966, named Central Wisconsin Economic Opportunity Committee, Inc.

1970

CAP assumes responsibility for Head Start program

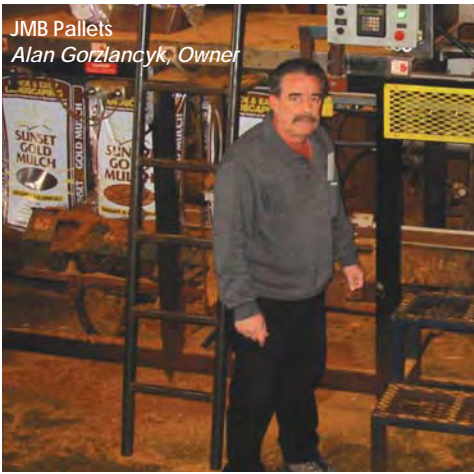
1975

Name changed to CAP Services, Inc.

1975

Weatherization program begins





JMB Pallets
Alan Gorzlancyk, Owner



River West Motorwerks
York & Joliene Heiden, Owners



Divinity Dining LLC & Kitchen 138
Jaysun Cywin, Owner

BUSINESS DEVELOPMENT

CAP Services' business loan fund provided more than \$900,000 in financing to new and expanding businesses in central Wisconsin in 2010. All loans were made through CAP's lending arm, Community Assets for People (CAfP), a U.S. Treasury-certified Community Development Financial Institution.

CAfP's business loan fund is capitalized through a combination of grants and investments from the faith-based, public and private sectors, and currently has a portfolio of more than \$6 million. New investors in 2010 included the Central Wisconsin Community Foundation, the USDA's Office of Rural Development's Intermediary Lending and Rural Micro-Enterprise Assistance Programs, the Calvert Foundation and the Department of Housing and Urban Development's Neighborhood Enterprise Initiative program.

Over the past five years, CAfP loans of \$5.4 million have stimulated 50 business start-ups or expansions, creating 132 jobs. CAfP's business loan fund is designed to provide access to flexible financing to businesses owned by low-income individuals, businesses committing to creating living wage jobs and hiring low income people, or value-added businesses that bring new wealth into the community. While providing access to affordable capital is important, the primary purpose of CAP's Business Development Program is to provide technical assistance to businesses. Staff based in Outagamie, Waushara and Portage Counties provided a mix of services that resulted in 19 business starts in 2010.

Other services available include below-market cost space in CAP's business incubators and a Lease/Purchase program. The Lease/Purchase program involves CAP purchasing or building a facility designed to a business' specifications. CAP then leases it to the business with an option to purchase.

CAP owns and operates 90,900 square feet of business incubator space in Marquette, Portage and Waushara counties. Since 1988, 33 businesses have used these facilities to create more than 100 jobs for low-income individuals in central Wisconsin.

CAP also offers a Virtual Business Incubator (www.vbi.biz) that was developed in 1999 to improve rural residents' access to technical assistance. Entrepreneurs from central Wisconsin and across the world use the VBI as an effective resource for learning about starting a business.

1978
CAP begins services in Waupaca County

1978
Family Crisis Center opens its first shelter at 708 N. Second St.

1981
FCC adds services to runaway youth



BUSINESS DEVELOPMENT

North Wind Renewable Energy

Founded in 2007, North Wind Renewable Energy provides consulting and implementation of three renewable energy systems – solar electric, solar hot water and wind. In early 2009 one of the partners, Josh Stolzenburg, approached CAP for assistance with their business plan and possible financing.

North Wind has worked with CAP's Waupaca Fresh Start program, providing training to participants and the installation of a solar water heating system in the home built in 2010. The latest joint project includes assessing solar system applications at the CAP offices in Stevens Point and Waupaca.

North Wind's staff has grown from three partners and one employee in 2008 to 5 full-time and two part-time employees. All partners are instructors and members of the Midwest Renewable Energy Association. North Wind will host a Wind Turbine construction seminar this summer, where instructors from Colorado will teach participants to design and build their own wind turbines. The company expects it will need a new building and they will be looking into CAP's lease/purchase program to help with that project.

Seascope Technology

Seascope Technology is a new company in central Wisconsin. Rob Cerne of Ogdensburg had been involved in manufacturing fiberglass products for 10 years. On a delivery to the Waupaca Foundry several years ago, staff asked if he ever thought about producing a resin Muller Tank liner. The foundry had been using rubber liners on the tanks that mix foundry sand and they wore out quickly.

A year and a half later, Rob convinced the Foundry to test his alternative prototype that lasts three times longer than the rubber ones, and can be changed out in half the time.

Rob used all his savings to develop the product and to make the initial production run. When the market reacted positively, he identified a need for additional working capital. He contacted CAP for help with writing a business plan and putting together financials. A loan was made in 2010.

Neenah Foundry is now also using Seascope's product. Interest has been expressed by foundries overseas but he wants to develop the domestic market first. He was also recently contacted by Volvo to work on a joint project developing a product for cars.

1988

Jobs & Business Development program begins

1988

Rental Housing program begins

1989

Among Refugee services begin

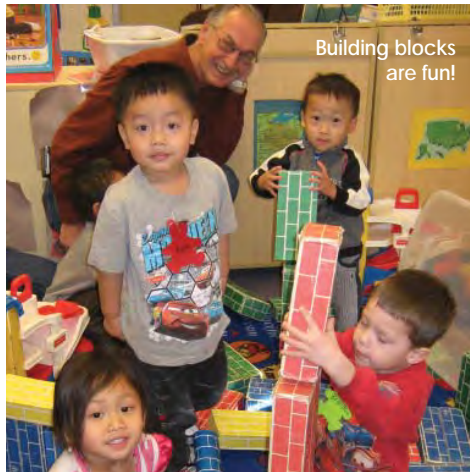
1989

Property purchased for Human Development Park





Head Start children exploring fossils.



Building blocks are fun!



Head Start father gets involved.

EARLY CHILDHOOD DEVELOPMENT

Head Start & Early Head Start

CAP's Head Start and Early Head Start Programs utilize a strength-based and holistic approach for delivering child and family development services. As partners, staff assists each family in identifying and moving toward economic and emotional self-sufficiency goals.

The program provides a variety of services to income-eligible families from birth to five:

- educational (emphasis on parent involvement)
- health and nutrition
- social-emotional
- family development services

The income guidelines are consistent with the federal poverty level – currently at \$22,350 for a family of four. Families with special needs children aged three to five are served, regardless of income. In 2009-2010, 415 families received services in Clintonville, Montello, New London, Stevens Point, Waupaca and Wautoma (363 total slots). 22 of these received home-based services in Portage and Waushara Counties.

Early Head Start (EHS) services became fully operational in March of 2010. EHS enhances children's physical, social, emotional and intellectual development and assists pregnant women to access care both before and after the birth of their baby. The program supports the parents as the first and most important teacher.

- 64 children/parents received home-based services in Portage and Waupaca Counties
- 8 children receive services in the Early Head Start classroom in Stevens Point
- 10% (8) children were assisted in finding a medical home after enrollment (total 100%)
- 76 volunteers provided time and energy

As our communities change so do the responses to their needs. 15% of families in Head Start speak a language other than English at home – predominantly Hmong and Spanish. Interpreters assist with all communication needs. CAP's four-year-old kindergarten collaborative with the Stevens Point School District includes a classroom interpreter. In 2009-2010, 91% of children with a primary language other than English made gains, most notably in fine motor and social emotional development.

1991
Homebuyers Assistance program begins

1992
CAP designated as Community-Based Housing Development Organization (CHDO)



EARLY CHILDHOOD DEVELOPMENT

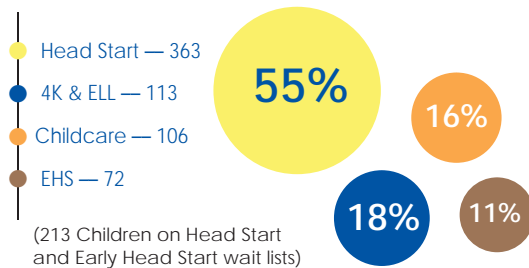
Children's Discovery Center

CAP began providing child care services in 2000. On-site child care provided Head Start children in part-day programs a seamless transition for full-day care without having to be transported to another site. Services were expanded to serve infants and toddlers in 2004. Initially available in both Stevens Point and Waupaca, they are now offered solely in Stevens Point.

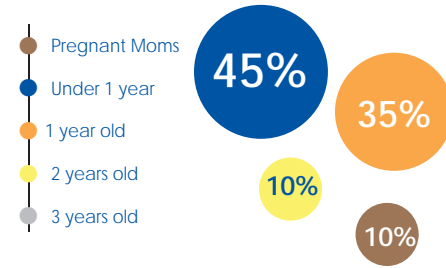
CAP's Children's Discovery Center currently has capacity to serve 106 children, aged 6 weeks to 8 years. The Center is open year round, from 6 AM – 6 PM. A summer program for school aged children, ages 5 – 10 is offered, with ten children served in 2010. It provides a variety of exciting sessions including gardening, science, nature and cooking activities. The Stevens Point School District also works with CAP to provide four-year-old kindergarten services at the Center. Smart boards (interactive white boards), enhance children's learning experience.

CDC's Parent Advisory Committee provides input on program services and design, including organizing special events like "Fun with Literacy," "Itsy the Clown," and "What is Health and Safety?" and field trips. The children are also learning how to give back to their community and twice ran collections to benefit the Salvation Army.

Early Childhood Development Capacity (654 Slots)



Ages of Children and Families Served



1994
CAP designated as Outagamie County CAA

1994
CAP offer family literacy services in Waushara County

1994
Transitional Living program begins





Weatherization crews hard at work

HOUSING DEVELOPMENT

CAP's Housing Department developed 58 units of new affordable housing in 2010. Thirty-nine of the units are designed to meet the needs of seniors who want to remain in their home communities but can no longer live in or maintain their single-family homes.

The senior projects are located in Colby and Weyauwega. The Colby project was completed in May and Weyauwega in July. Project partners included North Central Community Action Program, the Wisconsin Department of Commerce, WHEDA, the Chicago Federal Home Loan Bank, M&I Bank, the City of Weyauwega and Baylake Bank.

CAP also began work on projects in Seymour and Waupaca (each 24 units) and is working in conjunction with Central Wisconsin Community Action Council to develop Mauston Senior Village. To date, CAP has developed 489 units for seniors, people with special needs, families, and victims of domestic abuse with another 72 under construction, moving toward its 2020 goal of 1,000 units.

Senior VP & Director of Housing Development, Mike Olson noted it was a challenging year for securing investors. M&I Bank stepped up to help finance the Colby, Mauston and Seymour units.

Weatherization Program

CAP's Weatherization Program increased production over the last two years as a result American Recovery and Reinvestment Act (ARRA) funding. Energy savings are achieved by: installing attic, wall, crawl space, water heater and hot water pipe insulation; sealing air leaks into the home; and, installing low-flow shower heads and energy-efficient light bulbs. In some cases, furnaces, refrigerators and freezers may also be replaced.

In its 2009-2011 contract, CAP committed to weatherize 959 homes in Marquette, Portage, Waupaca and Waushara counties and completed 643 homes through December 31. Since 1976, CAP has weatherized more than 10,000 homes.

1995
CAP partners with SAVS to provide sexual assault services

1998
Fresh Start program begins in Waushara County

1998
SPASH home building program begins



Housing transformation before, during and after.

HOUSING DEVELOPMENT

HomeBuyers Assistance

CAP's First Time HomeBuyers Assistance Project provided down payment, closing cost and rehabilitation assistance to 19 eligible home buyers in 2010. Despite the ongoing concerns in the single family residential market, CAP was also able to find income-eligible households to buy a home. According to Assistant Director Kris Pethick, CAP's assistance helps families build assets and continues a pattern of increasing assessed valuation in local communities.

Since 1991, CAP has helped more than 590 households purchase a home with deferred loans of more than \$10 million and anticipates helping 20 households purchase their first home in 2011. While the overall number of homebuyers has declined over the last two years because of the recession and a reduction in the amount of home buyer's assistance available, CAP anticipates demand will increase significantly as the economy improves and new buyers enter the market.

CAP also sponsored construction of three single-family houses. Stevens Point Area Senior High (SPASH) technology students built their 12th house and CAP's Fresh Start participants completed their 14th in Wautoma and their first in Waupaca.

Neighborhood Stabilization Program

In March 2009, after statewide competition, CAP was awarded a Neighborhood Stabilization Program grant to acquire eight single family homes that had been foreclosed and unoccupied in Stevens Point and Wisconsin Rapids. CAP could use the funds to either demolish homes and replace them with new ones or renovate existing units and sell them to low-income households.

As of December 31st CAP had acquired all eight units. One unit was demolished and the lot given to Habitat for Humanity to construct a new home. The other seven units are now going through rehabilitation and will be sold in 2011.

1999
Asset Development
program begins

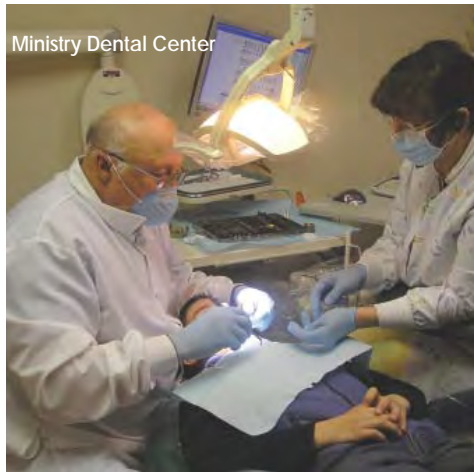
1999
SAVS becomes
a CAP program

2000
Community Assets
for People(CAfp) is
designated as a CDFI





Fresh Start training with Koven dogs.



Ministry Dental Center



Work-n-Wheels happy family.

HUMAN DEVELOPMENT

Skills Enhancement Program

In spite of the economy's continued bumpy road, 46 of CAP's Skills Enhancement Program participants completed short-term training and secured new jobs that increased their annual income by an average of \$11,758 (average hourly increase of \$4.02) in 2010! Almost seventy percent (31 of 46) also now have access to employer-sponsored health insurance benefits. They obtained employment in a variety of occupations including health care, business and banking, manufacturing, criminal justice, education and the service industries.

The Program helps working individuals with incomes at or below 150% of the federal poverty level obtain training needed to compete for living wage jobs. Participants must be working at least 20 hours per week while enrolled. They receive financial assistance with tuition, books and training-related child care and transportation costs. The average level of assistance for completers was \$1,890 and the average length of time in the program was 26 months.

Work-n-Wheels

CAP Services began its transportation assistance program, "Work-n-Wheels," in 2009. It provides 0% interest loans of up to \$4,000 to low-income households in Portage County who need reliable transportation to keep their jobs. Car buyers must have a valid driver's license and proof of insurance and pay a small administrative fee. Loans are paid back over 30 months. In 2010, 59 applications were completed, 34 loans approved and 32 cars purchased. CAP will continue services in 2011 and expects to assist 25 more households.

Free Tax Assistance Services

Earned Income Tax Credits have been identified as the single most effective way to lift a household out of poverty. CAP, with a strong group of volunteers, provided free tax assistance services in Waupaca and Waushara Counties during the 2010 tax season. In total, 179 households were served, with the majority having incomes of under \$20,000. The federal refunds totaled \$151,788 and state totaled \$69,083. The total of state and federal EITC secured was \$104,790. Even using a modest 1.5 multiplier, the economic impact of the program was over \$330,000!

2000
CAP begins providing child care services

2001
Family Crisis Center expansion completed

2002
Ministry Dental Center opens



HUMAN DEVELOPMENT

Fresh Start

Many young people in our communities find themselves labeled – at risk, truant, delinquent. Fresh Start is designed to peel back these labels and offer new opportunities. It helps young people obtain a high school equivalency diploma and develop workplace and life skills. They spend time on academics as well as build a home that's later sold to a low- to moderate-income household. As AmeriCorps members, each can earn financial education awards for post-secondary education. The program is offered in both Waupaca and Waushara Counties. In 2010, 42 participants were served, 15 obtained their diploma or equivalent and all 18 that completed the program reached other development goals. 21 more continued services into 2011.

Domestic Abuse / Sexual Assault Victim Services (SAVS)

Domestic abuse and sexual assault victim services are provided through CAP's Family Crisis Center in Stevens Point and its satellite offices in Waupaca and Wautoma. Culturally-sensitive domestic violence services are also available for Hmong families in Portage County.

Services include 24-hour phone and walk-in assistance, emergency shelter, support groups, court accompaniment and community coordination. Those leaving the shelter may also be eligible for affordable rental housing should they choose to live apart from their abuser. The Center also offers a program to support behavior change in abusers.

In 2010, 123 individuals (52 women and 71 children) came to Crisis Center for a safe place to stay. The average length of stays was 17 days. 38 youth runaways/push outs also stayed at the Center.

Services including advocacy, help with obtaining restraining orders, court accompaniment, and support groups were offered to 346 people through SAVS. Staff made 116 educational presentations on safe dating, sexual assault laws, and more. Over 4,581 people participated.

Other Programs

Other programs include Project TEAM (family mentoring), the Family Resource Center in Wautoma, Hmong and Hispanic Services, and the Mental Health Navigation Program. CAP also is a partner in the delivery of dental services to low-income families through Ministry Dental Center.

2004
Free Tax Assistance Services begin in Waupaca county

2007
Free Tax Assistance Services expands to Waushara county

2008
Project TEAM/Family Mentoring program begins in Outagamie County





Mike Olson
Senior Vice President &
Director of Housing

Sue Beveridge
Vice President &
Director of
Administration

Carla Kluz
Vice President &
Director of Early
Childhood Development

Susan Henry
Chief Financial Officer

Nicole Harrison
Vice President &
Director of
Human Development

Karl Pnazek
Vice President &
Director of Community
Assets for People

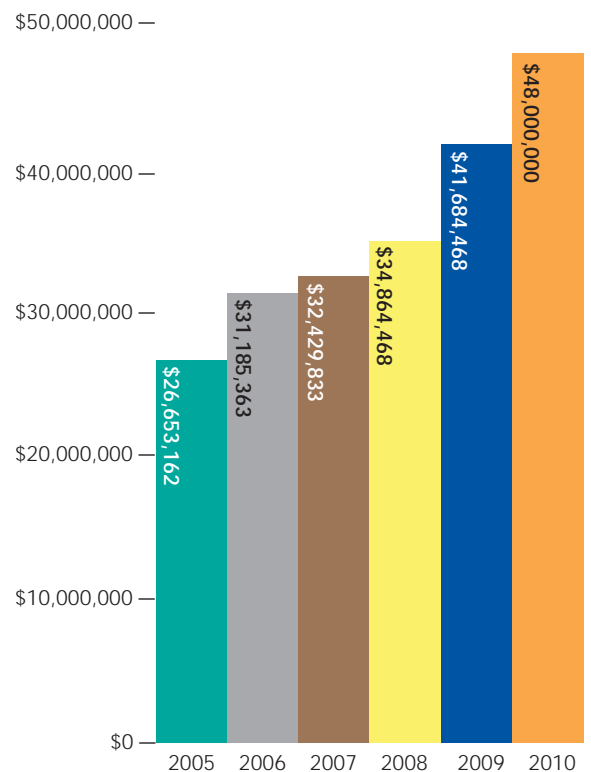
CORPORATE OPERATIONS

CAP Services' again saw growth in services in 2010, and with it came a record number of monitoring visits by funders of programs. These included visits by the Department of Labor, AmeriCorps, WHEDA, the Wisconsin Departments of Commerce and Children and Family Services and Department of Administration-Energy Services, and financial and Davis Bacon Act compliance reviews. CAP's documentation, internal controls and compliance measures were found to be sound, reflecting our commitment for accountability and transparency. Program, finance and human resources staff accommodated the many visits and requests for information, while continuing to provide quality services. Staff is credited with clean audits and efficient human resource and internal communications functions.

In 2010, the Finance Department managed \$22.5 million in operating funds and a balance sheet of \$48 million. CAP's workforce of 240, earned a payroll of \$6,883,000. Assuming a multiplier of 1.5, the economic impact of payroll alone totaled \$10.3 million for central and east central Wisconsin.

CAP enjoys a highly engaged workforce. One employee, who had to leave for health reasons, said this:
"My experience working for CAP has been the most rewarding work in my 25 years of employment. The people here really care about what they do and I was happy to be part of that. Thanks everyone for giving me the opportunity to experience making 'somewhat of a difference'."

CAP Total Assets 2005-2010



2009

CAP adds Work-n-Wheels program

2009

SAVS expands to Waushara County

2009

Fresh Start program starts in Waupaca County

CAP DONORS & INVESTORS

\$100,000+

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

\$75,000+

Thrivent Financial for Lutherans Foundation

\$50,000+

J. J. Keller Foundation, Inc.
Doug & Carla Salmon Foundation, Inc.

\$25,000+

The Victor and Christine Anthony Family Foundation
Delta Dental of Wisconsin

\$10,000+

Oscar J. Boldt Construction
Community Development Authority of the City of Stevens Point
Community Foundation of Greater South Wood County
Menasha Corporation Foundation
Theda Clark Smith Family Foundation
Waupaca Area Community Foundation
Women's Fund for the Fox Valley Region, Inc.

\$5,000+

AZCO Integrated Construction
Bemis Company Foundation
Robert & Susan Brown
The Robert W. & Susan T. Brown Family Foundation
Community First Credit Union
Jernegan's HealthMart Pharmacy, New London
Kimberly-Clark Corporation
Kraft Foods Foundation
Marshall & Isley Foundation
Edward J. Okray Foundation
County of Portage
Prosser Family Fund**
Schmidt Family G4 Fund**
Jon & Rebecca Stellmacher
County of Waushara

\$2,500

Appleton Alliance Church Barnabas Ministry
Appleton Coated LLC
County of Marquette
Hunger & Poverty Prevention Partnership
PCHHS Employee Foundation
John & Jill Koch
Dr. & Mrs. Kevin & Candace Mortara
Annilee Pietsch, The Pietsch Team
Pitney-Bowes Foundation
St. Elizabeth Hospital Community Foundation
US Venture/Schmidt Family Foundation, Inc.

\$1,000+

A. Sturm & Sons Foundation, Inc.
Associated Bank
Badger Heating & Air Conditioning
Bank of Kaukauna
Best Buy of Appleton
Big Todd's Rumble Inn
Peggy Eger
Frank's Hardware
Green Bay Diocesan Council of Catholic Women
Brett & Darcy Jarman
Jerry King
Krause Foundation
Manawa Telephone Company
Ministry Medical Group
Paramount Farms
Sam's Club of Appleton
Seifert Family Fund**
Seno Companies, Inc.
Silton, Seifert, Carlson SC
Thrivent Financial for Lutherans, Inc.
Travel Guard
Unitarian Fellowship for World Peace

Community Foundations

Community Foundation for the Fox Valley Region, Inc.
Community Foundation of Central Wisconsin
Community Foundation of Greater South Wood County
Waupaca Area Community Foundation

United Way Agencies

Heart of Wisconsin United Way
United Way Fox Cities, Inc.
United Way of Inner Wisconsin
United Way of New London
United Way of Portage County
Waupaca Area United Fund

New Loan Fund Investors/Grantors

Calvert Foundation
Community Foundation of Central Wisconsin
USDA Rural Development — IRP
USDA Rural Development — RMAP
US HUD — HOME Funds
US HUD — Neighborhood Initiative
Wisconsin Division of Housing



2009

CAP awarded
Early Head
Start grant

2009

Ministry Dental services
expand to Waupaca County

2009

Children's Discovery
Center opens

2010

Weyauwega and
Colby Senior Villages
completed



FINANCIAL STATEMENTS

Consolidated Statement of Financial Position

December 31, 2010

Current Assets:

Cash	\$	396,520
Grants receivable		1,406,478
Accounts receivable		245,061
Related-party fees receivable, net		62,378
Materials inventory		541,202
Loans receivable-current portion		288,841
Discount on loans pledged-current portion		13,596
Property currently held for sale		2,759,380
Housing rehabilitation in progress		51,320
Investments held by others		270,109
Prepaid expenses		61,457
Total Current Assets	\$	6,096,342

Other Assets:

Restricted cash	\$	997,049
Discount on loans pledged to bank		13,596
Property held for sale		887,869
Investment/Notes rec. from LLC's		4,182,113
Other assets		205,513
Loans receivable, net		13,081,108
Total Other Assets	\$	19,367,248

Property and equipment, net	\$	22,155,772
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Total Assets	\$	47,619,362
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Current Liabilities:

Mortgages payable - current portion	\$	1,015,008
Notes payable - current portion		206,172
Obligation for loans pledged-current portion		62,827
Accounts payable		811,838
Accrued payroll/leave		1,259,833
Grants received in advance		533,405
Other liabilities-current portion		68,126
Total Current Liabilities	\$	3,957,209

Long-Term Liabilities:

Mortgages payable	\$	10,985,818
Notes payable		2,762,959
Obligation for loans pledged to bank		117,187
Deferred mortgages payable		1,669,128
Deferred revenue		247,019
Security deposits and other liabilities		161,693
Total Long-Term Liabilities	\$	15,943,804

Total Liabilities	\$	19,901,013
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Net Assets:

Unrestricted	\$	3,817,228
Temporarily restricted:		
Housing		10,049,000
Grant-funded property and equipment		8,592,044
Housing projects		3,805,167
Job and business development		1,291,818
Other		163,092
Total Temporarily Restricted	\$	23,901,121

Total Net Assets	\$	27,718,349
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Total Liabilities and Net Assets	\$	47,619,362
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Consolidated Statement of Activities Year Ended

December 31, 2010

Revenue:

Grant revenue	\$	16,657,319
Program contributions		2,164,018
Donations		1,061,218
Rental income		1,514,786
Interest income		607,185
Sales		260,363
Gain on sale of property		13,533
Other income		37,363
Change in investments held by others		22,245
In kind contributions		269,119
Total Revenue	\$	22,607,149

Expenses:

Personnel	\$	7,912,793
Contractual/consultant costs		1,628,663
Travel/training		560,142
Supplies		977,606
Operating expenses		389,270
Client/participant costs		2,509,026
Other expenses		698,163
Depreciation and amortization		1,028,601
Bad debt		412,949
Property expenses		1,646,675
In kind expenses		269,119
Total Expenses	\$	18,033,007

Change in net assets	\$	4,574,142
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Net assets - December 31, 2009	\$	23,144,207
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Net Assets - December 31, 2006	\$	27,718,349
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2010 – 2020 STRATEGIC GOALS

I. RESOURCE DEVELOPMENT

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

II. HUMAN DEVELOPMENT

- A. Offer a 300-slot Skills Enhancement Program for working-poor families in all five counties.
- B. 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.
- C. Develop a transitional living program in at least one county for at-risk youth or youth aging out of foster care.
- D. Offer affordable and accessible mental health services to low-income families in a least two counties in the service area
- E. Develop the capacity to provide comprehensive post-shelter services to youth who stay at the Family Crisis Center.
- F. 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.
- G. Provide free tax assistance services to a minimum of 100 low-income families annually.

III. EARLY CHILDHOOD DEVELOPMENT

- A. Expand the Early Head Start enrollment by 30 (from 72 to 102) in order to serve all four counties.
- B. Secure and maintain a five-star state rating under the Wisconsin Quality Rating and Improvement System.
- C. 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.
- D. Retain/secure corporate-guaranteed child care slots for 40% of program capacity.
- E. Target .5% of federal Head Start funding for staff professional development, enhancing workforce skills and increase staff retention.
- F. 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

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

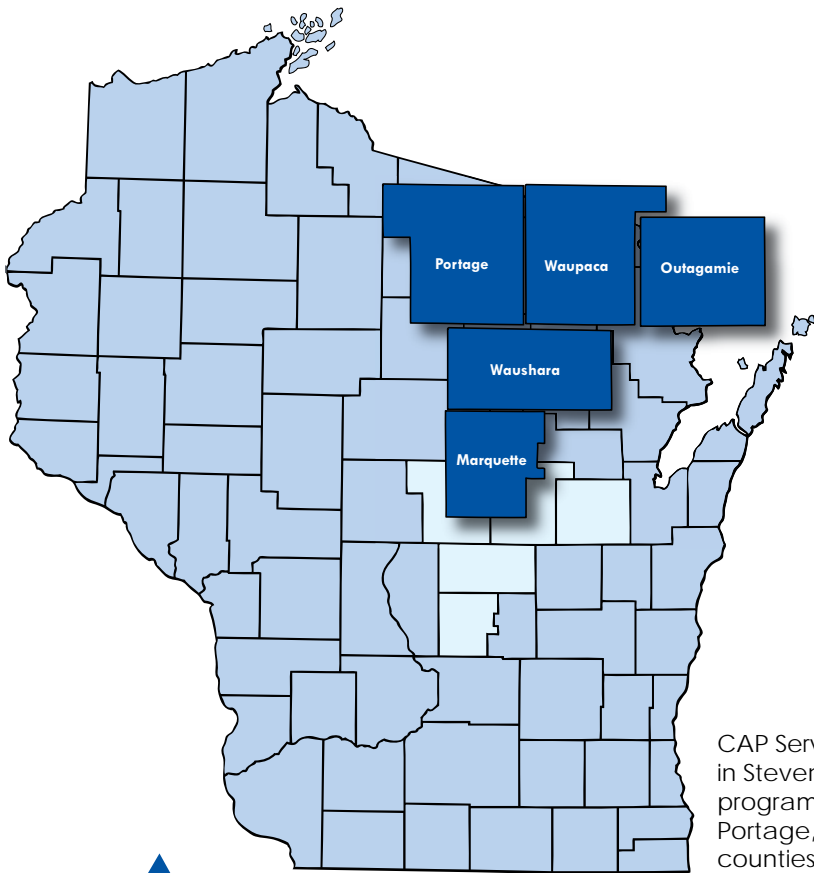
V. BUSINESS DEVELOPMENT

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

VI. CORPORATE

- A. Be the employer of choice for mission-driven persons seeking employment in central Wisconsin.
- B. Maintain the internal capacity to manage corporate-owned real estate in compliance with federal and state requirements.
- C. 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

5499 Highway 10 East, Suite A
Stevens Point, WI 54482
715-343-7500

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