

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction
Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)		
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE:  12-JAN-11	STATE APPLICATION IDENTIFIER:  N/A
2b. APPLICATION ID:  11AC122643	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER:  09ACHWI0010009
<b>5. APPLICATION INFORMATION</b>		
LEGAL NAME: CAP Services  DUNS NUMBER: 083304105	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):  NAME: Mary Patoka  TELEPHONE NUMBER: (715) 343-7512  FAX NUMBER: (715) 343-7520  INTERNET E-MAIL ADDRESS: mpatoka@capmail.org	
ADDRESS (give street address, city, state, zip code and county): 5499 Hy 10 East Stevens Point WI 54482 - 9113 County:		
6. EMPLOYER IDENTIFICATION NUMBER (EIN):  391080897	7. TYPE OF APPLICANT: 7a. Non-Profit  7b. Community Action Agency/Community Action Program	
8. TYPE OF APPLICATION (Check appropriate box).  <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/>  A. AUGMENTATION        B. BUDGET REVISION  C. NO COST EXTENSION    D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: CAP Services' Waupaca Fresh Start	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Waupaca County, WI	11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 08/15/11      END DATE: 08/14/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text"/> b.Program <input type="text"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?  <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON:  DATE:  <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372	
a. FEDERAL                      \$ 123,691.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
b. APPLICANT                      \$ 239,258.00		
c. STATE                              \$ 0.00		
d. LOCAL                              \$ 0.00		
e. OTHER                              \$ 0.00		
f. PROGRAM INCOME              \$ 0.00		
g. TOTAL                              \$ 362,949.00		
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.		
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Nicole Harrison	b. TITLE: VP & Director of HD	c. TELEPHONE NUMBER: (920) 968-6208 6208
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/12/11

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### Executive Summary

CAP Services, Inc.'s Waupaca Fresh Start program will serve disadvantaged youth from Waupaca County, a rural Wisconsin county. The program provides opportunities for education, employment, civic engagement and leadership to assist members to acquire the skills and behaviors needed to become fully engaged in their community. Services include: GED instruction, crew-based housing construction, public facility improvement, volunteer engagement and mental health counseling.

### Rationale and Approach

#### A. RATIONALE AND APPROACH

##### A1. COMPELLING COMMUNITY NEED

The project will be located in the City of Waupaca, the county seat, population 5,709, but may draw members from throughout the county.

The major need addressed is the need of economically disadvantaged youth to acquire the skills and education necessary to compete for living wage jobs while becoming connected to the community as active, engaged and responsible citizens. Members will acquire employment-related skills and on-the-job as well as educational activities to complete a GED if the member does not yet have one. It will also provide the opportunity to address housing, elderly/disabled human need and environmental needs by: 1) building two new Energy Star-rated homes to create more affordable housing; 2) completing the River Ridge Trail, an ongoing project for the City of Waupaca; and, 3) establishing a rapid response network to serve housing modification needs of the elderly/disabled.

The need for employment and housing opportunities were initially identified through CAP's strategic planning process. CAP utilizes survey data from the low-income community as well as data from the

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Census, Department of Labor, Department of Workforce Development and other private and public sources to identify needs. CAP's most recent needs assessment survey of 623 low-income households identified heating costs, inability to pay bills and better paying jobs among the top ten priorities (of a list of 45). CAP's Board of Directors analyzed the results of the survey and used public and private data sources to define the scope and nature of the problems. The Board identified seven priority focus areas for CAP activities for 2008-2010 including better paying jobs, full-time jobs, jobs with health insurance and addressing high home energy costs.

Additional local community input was gathered when CAP assessed the need for a Fresh Start program in Waupaca County. Staff discussed local need, opportunities for the program, service possibilities, recruitment and referral with school administrators and guidance counselors, Corrections/Probation and Parole, the Department of Vocational Rehabilitation, Department of Health and Human Services, Department on Aging, officials from the City of Waupaca, staff from the Job Center and instructors from Fox Valley Technical College. Support for the development of services was broad and strong.

### ECONOMICALLY DISADVANTAGED YOUTH

High school drop outs, such as those served by Waupaca Fresh Start, are almost always among the economically disadvantaged. The County had 41 dropouts and 346 habitually truant students in 2007-2008 (Wisconsin Department of Public Instruction, School Performance Report, Waupaca County Districts). All Waupaca Fresh Start members were unemployed drop-outs upon enrollment in the program.

Waupaca County youth also demonstrate at-risk behaviors that impair their opportunities for success. A 2002 Search Institute Study of Developmental Assets for the Waupaca School District of all 1,200

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students in Grades 6-12 indicates students have an average of 16 out of 40 developmental assets with the lowest level in Grade 10 (14.9 assets). Students in Grades 11 and 12 averaged 16.4 assets. (Source: Developmental Assets: A Profile of Your Youth. Waupaca Public Schools, August 2002, Prepared by the Search Institute, Minneapolis, MN).

The survey also identified high risk-taking behaviors among high school students: 56% of those in Grades 10 and 12 reported using alcohol once or more in the last 30 days and 46% of Grade 12 students report they got drunk once or more in the last two weeks. Other risk-taking behaviors among 12th graders included: sexual intercourse (59%); truancy (44%); illicit drug use (40%); and gambling (54%). Only 10% reported they avoid doing things that are dangerous.

Finally, the youth served by Fresh Start constitute a particular sub-set of the economically disadvantaged; most have had contact with the criminal justice system and many face emotional/behavioral issues and/or have a diagnosed mental health condition.

### LIVING WAGE EMPLOYMENT OPPORTUNITIES

Disadvantaged youth, particularly drop-outs, need more skills to compete for living wage jobs, as Waupaca County's has a depressed economy with fewer better-paying jobs. The county, located in central Wisconsin, is rural (6 on the Beale scale). Its population of 51,731 relies on a weak economic base that generates low-paying jobs and is facing increasing unemployment and poverty. The county's economy depends on agricultural production and a service sector that caters to tourism centering on the area's chain of lakes. Income levels are below state and national averages. According to the 2000 Census, Waupaca County's median household income was \$40,910 compared to \$43,791 for the state and \$41,994 for the nation. Per capita income was \$18,664 compared to \$21,271 for the state and

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\$21,587 for the nation. The City of Waupaca is even poorer, with a median household income of \$30,095.

The reasons for this lie in county's economic structure. According to the Waupaca County Workforce Profile or WCP (Wisconsin Department of Workforce Development, Waupaca County Workforce Profile 2008), wages in almost all sectors are significantly lower than state averages. For example, public administration's average wage in Waupaca is \$18,600 compared to \$36,340 in the state. The best opportunities for higher wages are in construction, (\$34,045 average annual wage) and manufacturing (\$42,857). Food services and taverns make up to 75% of the leisure and hospitality industry sector. This sector has an average annual wage of \$9,141 and work is often seasonal or part time.

The ability for residents to seek better paying jobs is limited by low educational attainment. Only 15% of residents 25 years and over have a bachelor's degree or higher, compared to a state average of 22.4% (2000 Census). Waupaca County has also had a major increase in unemployment from an annual average of 5.2% in 2008 to 9.5% in August, 2009. This is higher than Wisconsin's unemployment rate in August 2009 of 8.4% (Wisconsin Labor Force Estimates, Wisconsin Department of Workforce Development, Office of Economic Advisors).

Poverty and low educational attainment present particularly significant constraints for the county's Hispanic population. They represent Waupaca's largest minority group (1% of the county and 3% of the City of Waupaca's population). Many work in agro-processing industries. Nationally Hispanics have a high drop-out rate; only 64% of Hispanics ages 18-24 years old have completed high school, compared to 92% of white non-Hispanics (National Center for Education Statistics, Status/Trends in the Education of Hispanics, 2003 @[www.nces.ed.gov/pubs2003/hispanics](http://www.nces.ed.gov/pubs2003/hispanics)). 2000 Census also indicates Hispanics are more likely than white non-Hispanics to be unemployed (7% vs. 5.9%) and live in families

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in poverty (41% vs. 6%).

### NEED FOR AFFORDABLE HOUSING

The housing in the City is marked by its age and poor quality. The median year a housing unit was built in Waupaca County is 1959 compared to 1965 for Wisconsin and 1971 for the nation (2000 Census). Census data also indicates Waupaca has a higher percentage of sub-standard housing than the nation as a whole, and the median value of \$85,000 is also lower than the state (\$112,600) and the national averages (\$119,600), reflecting its poor quality. Low-income residents are also concerned with housing quality. In CAP's triennial needs assessment, low-income homeowners identified the cost of repairs as a major concern, while renters ranked the need for housing repairs among their top concerns.

### OTHER HUMAN NEEDS: ASSISTANCE FOR ACCESSIBILITY/SAFETY RENOVATIONS

The Waupaca County elderly are poorer than the county's general population. The 2000 Census reports the average household income for persons age 65-74 is \$25,978 and for those age 75 and over, the average is \$17,134, well below the county average household income of \$40,910. The Census reports 31% of the elderly are disabled. Housing renovation costs hit elderly women living alone, with a median household income of \$12,514 particularly hard (2000 Census).

The elderly population is growing. According to the 2008 Waupaca County Workforce Profile cited earlier, 17.8 percent of the total population will be over 65 in 2010 and by 2030, will reach 28.0%. The County Department on Aging will identify households with the most urgent needs and refer them to Fresh Start for assistance.

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### ENVIRONMENTAL NEEDS

Environmental needs for park and trail development/maintenance are identified by the City's Department of Parks and Recreation. Needs identified include development of the trail development and park maintenance.

### A2. DESCRIPTION OF ACTIVITIES AND MEMBER ROLES

Activities will focus on the Priority Area of Opportunity.

Members will acquire the skills needed to obtain living wage jobs through a combination of activities including: classroom instruction on job-related and other skills, including work on the achievement of a GED (where appropriate), mental health wellness counseling and activities, one-on-one counseling in setting career and other life goals, resume writing, job search and placement assistance; service activities including the completion of a two-mile segment of the River Ridge Trail in collaboration with the City of Waupaca, and the provision of minor renovations to increase safety and/or accessibility of 10 low-income households identified by the Department on Aging.

### CURRENT EFFORTS TO ADDRESS NEEDS

CAP's Waupaca Fresh Start addresses the unmet need to assist economically disadvantaged youth obtain all skills necessary to achieve employment and an engaged, responsible life. Fresh Start is the area's only program targeting economically disadvantaged youth that offers an intensive array of member and support activities designed for those who have burned most of their bridges in the system. The Alternative High School provides instruction to at-risk youth who have been identified with a need

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for additional supervision, however Fresh Start members have dropped out of school. Fresh Start offers and alternative model that constantly challenges and provides opportunities for youth in the classroom plus hands-on construction training, other life skill development such as nutrition and finance, and assistance in career development such as job search, resume writing, job placement and mental health/behavioral issues. The County offers no such services to drop-outs or those who have no GED/HSED except those eligible for the 509 Program, a self-paced program with homework replacing the testing system. This program is offered to individuals with documented learning disabilities only.

There are also no structured service opportunities for disadvantaged youth. Service offers a unique area to build members' sense of achievement through service. Members will assist the area's elderly and/or disabled through making minor renovations to their homes to enhance safety or accessibility. No other providers are addressing this need. The program will work with the Waupaca Department on Aging to identify families with the highest need.

Service activities in trail creation and maintenance and parks have been identified as current unmet needs by the City of Waupaca's Parks and Recreation Department.

### MEMBER ROLES AND ACTIVITIES

Between 8/15/2010 -- 8/14/2011, 20 Waupaca Fresh Start Youth Corps members will be enrolled in half-time slots and serve 30 hours per week Monday-Thursday, 8:30 am-4:00 pm. A member day will include 1 ½ hours of classroom instruction and 6 hours of service. Activities focus on member development through job training and other skill development including education for a /GED/HSED diploma, assistance in career development and job placement, and service. All activities will take place in Waupaca County. Headquarters for the project are CAP's facility in the City of Waupaca.



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ON-THE-JOB TRAINING: Members will be placed on one of two crews charged with the construction of a new home. On-site work will be supervised by highly trained and skilled staff who promote a mastery of basic construction skills while using the construction as a life metaphor emphasizing organization, safety, teamwork, sound judgment and responsible behavior. Members will undertake almost all phases of construction including: blueprint reading, proper use of tools and equipment, rough framing interior walls, roofing, drywall installation, painting, finish work, laying tile and landscaping. Subcontractors are used for concrete/foundation, electrical, plumbing and HVAC. As part of their contract, subcontractors provide training to members in their area of expertise. Members will also be able to participate in the installation of energy-efficient "green" technology in partnership with the North Wind Renewable Energy Company. This experience will allow them to pursue certifications in solar site assessment through the Midwest Renewable Energy Association. Home construction will take place at Eastgate Estates, a new 63-lot subdivision located in the City of Waupaca and owned by CAP Services.

OTHER SKILL DEVELOPMENT: Members will complete, with the assistance of staff, an Individual Development Plan that specifies development goals, incremental steps and strategies and a timeline. Goals typically include education (GED), employment and other skill development goals (behavior, attendance, service hours, job search and placement skills). Members who do not have a GED will enroll in the GED program offered by the local technical college. Soft skills related to career development such as appropriate behavior, job search, resume writing, job search are imparted through group meetings, one-on-one monitoring and counseling guided by the member's Individual Development Plan. Weekly mental health sessions focus on behavioral and mental health issues and strategies to address them. Other skills taught through the University of Wisconsin Extension include financial literacy, life skills and leadership.

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SERVICE: Members and staff, in collaboration with the City of Waupaca, will complete construction of a two-mile segment of the River Ridge Trail, culminating a multi-year project for the creation of a trail system through the City and surrounding area. Activities will include clearing land, preparing the trail, building boardwalks and constructing and installing signage. The Construction Site Manager has a geology degree and will educate members about environmental issues as an asset for future generations. Park staff will also assist in training. Members will assume responsibility for trail maintenance and the recruitment of volunteers to share in this ongoing activity.

Members will also provide services to 10 households with an elderly or disabled member who have been identified by the Department on Aging as a high priority need. Members, with supervision by Fresh Start staff, will complete modification/renovation projects to increase accessibility, reduce falls, increase safety and enhance the quality of life for recipient households. Staff will encourage and facilitate interaction between members and families to bridge generational gaps and increase empathy and compassion for residents of their community with whom they have typically had little contact. Modifications/ renovations will take place within Waupaca County, primarily within the City of Waupaca.

It is CAP's experience that 20 half time members is an appropriate size to complete these activities within the program time frame.

### NON-VIOLATION OF NON-DUPLICATIVE, NON-PLACEMENT AND NON-SUPPLEMENTAL REQUIREMENTS

CAP Services is in close communication with all partners who offer similar services or who receive services from members, including the school system, county social services, Division of Vocational

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Rehabilitation, Corrections, the Department on Aging, the Job Center and CAP's Weatherization program. This relationship ensures the Fresh Start Program addresses unmet needs and does not duplicate any activity of the State or local government and does not displace any employee, and does not supplant any hiring or impact employment opportunities.

### PLAN FOR MEMBER DEVELOPMENT TO ACHIEVE OUTCOMES

In order to achieve the desired outcomes, members are trained and closely supervised in all activities to ensure they acquire the skills needed. Members' Individual Development Plans are completed with the assistance of the Assistant Director and monitored weekly for progress towards goals, including progress towards the GED, adherence to the Plan's timeline, progress on career development activities. Training in career development activities such as job-search and placement are provided by the Assistant Director in addition to mental health wellness sessions to address behavioral, AODA or other issues.

Construction and most service activities are supervised by the Construction Site Manager, who is responsible for ensuring members acquire adequate skills to safely construct a home. Home construction training occurs in a hands-on context through all of the phases of construction and is supplemented by classroom learning experiences and the ability to work side by side with subcontractors.

The trail and park development maintenance activities are supervised by the Construction Site Manager with the assistance of Park and Recreation staff, who provide all training necessary to complete the assigned tasks. The Construction Site Manager also supervises the housing modifications/renovation made to homes of the elderly and/or disabled poor and provides instruction through hands-on

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activities.

### PROHIBITED SERVICE ACTIVITIES

Members are continuously supervised during all service activities. CAP Services' Board policies and member service contracts clearly identify prohibited activities, such as lobbying, promoting a political party/candidate and engaging in religious instruction. At member orientation, prohibited activities as outlined in the AmeriCorps grant provisions are thoroughly discussed and regular staff trainings reiterate this information.

### AMERICORPS ADDS VALUE TO THE PROGRAM

The AmeriCorps grant funds will allow the Fresh Start program to continue its operations and ensure member development, housing and service activities take place in a meaningful and cost-effective manner.

### A3. MEASURABLE OUTPUTS AND OUTCOMES

Waupaca Fresh Start will participate in the National Performance Measures Pilot, Opportunity Priority Area to measure achievement of outcomes focusing on member development performance measures in employment and education. The employment example is below.

Employment: Output: 100% of members who complete their term-of-service will participate in a career development curriculum that will result in an Individual Development Plan. Target 19

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Intermediate Outcome: 80% of members who complete their term-of-service will attain proficiency in "Work Maturity Skills" and "Pre-Employment Skills." Target 15

Intermediate Outcome: 100% of members who complete their term-of-service will complete an End-of-Term Evaluation and Productivity Plan to set post-term goals. Target 19

End Outcome: All members seeking employment will secure employment during service or within one year after finishing AmeriCorps: Target 15

Waupaca Fresh Start is required to submit a monthly report to the CEO/Board of Directors that includes progress toward program outputs and outcomes. Reports on member development activities include monitoring progress toward GED, the achievement of Individual Development Plan goals, skills training and on-the job training attendance, member employment and wage level, and construction stage completion.

#### A4. PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

CAP has developed effective procedures for self-assessment and monitoring to identify programmatic strengths and weaknesses and ensure continuous program improvement. The Assistant Director documents data on program indicators and targets in participant files and internal information system records. He prepares a monthly report on progress toward outcomes which is submitted to the President/CEO for Board reporting. The Assistant Director and the President/CEO monitor progress, gaps and needs, comparing actual achievement and performance targets, on a monthly basis. With input from staff and members when appropriate, they recommend modifications in work plans to increase progress toward goals.

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Members also provide input for new directions, modifications or improvements in weekly sessions with the Assistant Director to discuss program performance, strengths and weaknesses and suggestions for improvement.

Feedback to and from partners is facilitated by the Assistant Director. As the project is still relatively new, most communication is through individual contact with partner staff or individuals. For example, the Assistant Director meets regularly with high school, county human services and Parks and Recreation staff to keep them current on the progress of the project and of their referrals, as well to discuss future partner opportunities.

Monthly reports include:

Member/volunteer information at recruitment: age, race, sex, parental status, employment and education level.

Individual member progress: attendance, GED/HSED test scores, career development plans, monthly service hours, monthly training hours, retention, bonus(es) paid.

Volunteer service: number of volunteers and their service hours.

Member post-program placement: job placement verification; wage verification and updates; and/or member enrollment in post-secondary education.

Construction information: progress on scheduled work, construction expenditures as compared to

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budget, occupancy permit, warrant deed, and buyer's demographic information.

Volunteer feedback: all volunteers complete a survey rating their satisfaction with their volunteer experience, their accomplishments and any future commitment to volunteering.

Homeowner satisfaction: after one year of ownership, homeowners are asked to complete a satisfaction survey on the quality of workmanship, suggestions for improvement and the impact of home ownership on their lives.

Additional monitoring of member progress is done monthly by the Construction Site Manager, Fox Valley Technical College staff providing education services, and the program Teacher. They monitor progress of individual members toward the goals in their Individual Development Plan, which is the basis for tracking member performance. This continual monitoring allows staff and members to build on areas of strength and quickly address areas of weakness.

In addition, CAP's Board of Directors' Evaluation Committee conducts internal evaluations of CAP programs. The Committee reviews work plans, outputs and outcomes and compares them to actual achievements. It interviews members, partners and volunteers to identify program strengths and weaknesses. CAP's Wautoma Fresh Start Program was evaluated by the Board in 2009 and was found to be a sound and effective program.

This feedback is complemented by informal on-going consultations between the Assistant Director, partners and volunteers. For example, if the review of monthly performances indicates joint problem-solving is needed, appropriate contact is made to address it.

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### A5. COMMUNITY INVOLVEMENT

#### COMMUNITY INVOLVEMENT IN PLANNING

CAP Services has been serving Waupaca County since 1977 and has built a network of partner agencies through its programs in Housing, Weatherization, Human Development, Head Start, and Jobs and Business Development. CAP's 21-member Board of Directors includes five members from Waupaca County who are charged with representing the interests of the community. One is a County Board member appointed by the County Board, two are elected representatives of the low-income community and the remaining two bring particular expertise to the Board, with one from the legal profession and the other from human services for the elderly and disabled.

Fresh Start has built on and continues to expand CAP's network. In the planning stage, partners identified a common vision and opportunities to address needs in a "win win" fashion. Partner roles and responsibilities in the Fresh Start planning process include: Waupaca High School: identifies referrals, financial support for referrals, joint consultations as needed; Fox Valley Technical College: provides classroom instruction leading to a GED/HSED as well as Civics, reports on progress to Assistant Director and takes part in problem-solving/consultations as necessary, Waupaca County Health and Human Services: provides referrals, physical health exams, joint consultations and monitoring for referrals and potential referrals; Waupaca City officials: identify opportunities for appropriate service projects and assists members in the acquisition of needed equipment and materials to complete the River Ridge Trail project; Division of Vocational Rehabilitation: identifies and provides referrals; ongoing joint consultation and case management of referrals as needed; Sub-contractors: provide hands-on training to members in their area of expertise; Department on Aging: identifies and provides referrals for home modification/handicapped accessibility and assists identified families to secure



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funding for materials needed; Department of Corrections: identifies and provides referrals, continues case management of referrals, participates in joint consultations for referrals; United Migrant Opportunity Services: provides referrals and participates in joint consultations for referrals; University of Wisconsin Cooperative Extension: identifies and presents appropriate instruction to members in the areas of life skills, financial literacy, and leadership development; the county Job Center: assists in employment-related activities such as job search, resume writing; Midwest Renewable Energy Association: provides workshops to members on renewable energy topics, leading to potential certifications; local employers: create various job shadowing opportunities, train members in real life, on-the-job demands and open up the possibility of post-graduation employment; CAP's Housing Department: takes the lead in the marketing and sale of the newly constructed home.

### PLAN FOR FUTURE COMMUNITY INVOLVEMENT

CAP anticipates partners will continue in their current roles and responsibilities and new partnerships will be forged and/or new roles and responsibilities for partners will be identified.

### A6. RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS

Waupaca Fresh Start does not currently receive direct funding from other Corporation sources but is a sub-grantee of the Wausau Area Hmong Mutual Association since July, 2009. The program receives regular monthly technical assistance from Operation Fresh Start in Madison, a long standing Youth Corps program. WISCAP, Wisconsin's trade association of community action agencies, provides quarterly member meetings for training and best practice exchanges. Waupaca Fresh Start staff attend all trainings and technical assistance sessions of the Wisconsin National and Community Service Board as well as the National Conference on Volunteering and Service.

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### POTENTIAL FOR REPLICATION

The Waupaca Fresh Start Program is an expansion of CAP's Fresh Start Program in Wautoma, Wisconsin. Both are rural and work closely with the local technical college, local high schools and corrections systems, parks and recreation departments, county agencies and a variety of local businesses and individuals with special skills who work with the members.

One of CAP's strategic goals for 2015 is to replicate Fresh Start or a comparable program for at-risk youth in at least two counties. The Waupaca County Fresh Start is the first of those two planned replications.

### B. MEMBER OUTPUTS AND OUTCOMES

#### B1. MEMBER RECRUITMENT AND SUPPORT

Waupaca Fresh Start has built relationships with a variety of community agencies to maximize resources and effectiveness. These partnerships include: Waupaca County Health and Human Services, area school districts, the Job Center, United Migrant Opportunity Services, Department of Corrections, the Department of Vocational Rehabilitation, University of Wisconsin Cooperative Extension and Fox Valley Technical College. This network forms the basis of extensive outreach and referral and enables Fresh Start to fill slots as soon as they become available. CAP does not anticipate any difficulty in the recruitment and enrollment of 20 members for the program year.

Fresh Start is committed to a diverse membership. Three of the nine current Waupaca Fresh Start

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members belong to minority ethnic/racial groups (two Hispanic; one part American Indian). It has been harder to recruit women and more effort will be made in this area. In Wautoma, Fresh Start has a cumulative history of 15% of membership being female and 12% Hispanic. All members are residents of the community. Formal interviews of potential members are conducted with all staff and enrollment decisions made following merit criteria: an applicant's commitment to service, ability to engage in physical labor, commitment to improve their lives within the context of the program's commitment to diversity.

CAP's Waupaca Fresh Start Program also accommodates persons with physical/emotional/ mental health disabilities and ensures they are fully included in home construction and other activities. Six of the nine current members have significant histories of behavioral/emotional problems and were previously on psychotropic medication. All six had "Behavioral Disorder and Emotional Disorder" diagnoses as high school students. The Assistant Director of Waupaca Fresh Start, who is also a Wisconsin licensed Clinical Social Worker and Professional Counselor, provides mental health and AODA counseling.

The current attendance rate of 92% is partially due to continuous member recognition. Upon completion of their GED/HSED, members earn \$150 in gift cards along with formal acknowledgement. Staff regularly schedule "events" such as movies, museums visits, overnight campouts and other recreational activities that many members have never experienced. After completing a home, members host an Open House well attended by local and state leaders, parents, friends and the media. It is a memorable achievement for members. These rewards provide opportunities to thank members for their achievements and service in unique and creative ways.

A number of supports are built into the program to meet the needs of the members and increase

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retention. These include the living allowance, financial assistance to pay for GED/HSED testing; assistance with transportation (short-term) to the program; child care assistance if no other resources are available; hand tools for use when working on home construction; and mid-day nutritious meals (paid for from matching funds); assistance with career planning, resume writing and job search; and mental health wellness sessions.

Fresh Start also uses an "opportunity for success" strategy to retain members and promote completion. Staff and members cultivate team spirit and camaraderie and provide a myriad of opportunities to thrive with skill building and professional development for the future. These opportunities include activities of the Individual Development Plan, housing construction training and GED/HSED course completion. Members also participate in pre-employment and work maturity classes, health and nutrition programs, independent living skills development, career explorations, job shadowing and educational/recreational field trips. Service and training are intimately linked in ways that lead to securing employment or pursuing post-secondary education. Staff reinforces the longer-term goals of self-sufficiency and active citizenship with each activity and learning experience. Intensive case management starts with enrollment and continues after members complete their service. The culture is demanding and includes the challenging of faulty thinking patterns that have often led to member difficulties prior to coming to Fresh Start.

Member satisfaction is assessed through weekly sessions with all attending. Each member has an extensive Start of Term interview and questionnaire, participates in a mid-term assessment and in exit interviews. A satisfaction survey and an End of Term Evaluation and Productivity Plan that dovetails into post graduation job placement or enrollment in post-secondary education is completed for everyone.

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### CURRENT GRANTEES ONLY: ENROLLMENT

The Waupaca Fresh Start program started in July, 2009. In the first quarter of program operations, 100% enrollment (9 members) was met.

### CURRENT GRANTEES ONLY: RETENTION

The retention rate is 100%.

Tutoring programs only: N/A

## B2. MEMBER DEVELOPMENT, TRAINING AND SUPERVISION

### ORIENTATION

From the first contact with a prospective member, staff build a comprehensive understanding of the program, its goals and member responsibilities and opportunities. At the initial interview, staff explain program activities and time frames and discuss the expectation that members will demonstrate a commitment to all components -- education, service and construction- along with consistent attendance. Once a member is accepted into the program, s/he is given a period to experience the program before making a final commitment to enroll. This "hands-on" orientation has proven to be a successful strategy to ensure members understand and are committed to the program, and has led to a high retention rate.

When members begin their service, they undertake a self-assessment utilizing CAP's Family Development Partnership Planning Tool, a national award-winning tool for individualized planning, goal setting and measurement of progress towards goals. Placement on a ten-point self- sufficiency continuum is completed in eleven areas of family/individual development, including: education, employment, income, physical and mental health, family relations and legal issues. Members prioritize

## Narratives

areas to focus on as well as their strengths and community resources to be accessed. Using this information, members and staff identify an Individual Development (IDP) that outlines specific goals, strategies, incremental steps and a timeline for successful achievement. Progress is evaluated monthly or more often if needed with one-on-one meetings.

Members are oriented to AmeriCorps and service learning experiences using the AmeriCorps video, member service contracts and tours of project service sites.

Members are residents of the community, most of them long-time, who need no further orientation to the community as a whole.

### TRAINING

Information and instruction on career development, job search, resume-writing and placement are provided by the Assistant Director, who also holds a Masters in Business Administration and managed an outplacement business for four years. He has developed a Strategic Career Development curriculum that is woven in to weekly sessions as part of mental health wellness. Career exploration may also involve activities at the Job Center including testing, Interest Inventory, resume preparation, video-taped practice interviews and job search techniques.

Mental health issues are addressed through on-site conflict resolution training is provided by the Assistant Director/Therapist using group process material from William Glasser's Reality Therapy. Weekly sessions address conflict resolution issues and seek to build skills. There are endless day-to-day real life situations that provide learning opportunities which can promote positive behavior change.

## Narratives

Training in home construction takes place on-site and in the classroom and is performed by the Construction Site Manager with assistance from more skilled members. Each day begins with a discussion of housing, environment and human service activities along with any related safety issues. Tasks are assigned in ways that allow skilled members to team up with those who are new or less skilled. Training of members by sub-contractors in their area of expertise has been discussed in Section A2, subsection Plan for Member Development to Achieve Outcomes. This section also discusses the ongoing training by partners and the Construction Site Manager at service sites for trail and parks development. Each project demands some similar skill sets but also offers unique learning opportunities. The Construction Site Manager, subcontractors and volunteers with specific expertise all play major roles in these trainings, which are primarily on-the-job with some appropriate sessions for classroom teaching and group process.

Members participate in Leadership Development, Life Skills and Financial Literacy classes taught in collaboration with the University of Wisconsin-Extension. Leadership topics include: group process, public speaking, understanding government, values clarification and conflict resolution.

### SUPERVISION

Members are supervised and supported in all activities. The Construction Site Manager and Assistant Site Manager are responsible for supervision of all home construction and service construction activities. Member support is delivered on-site as needed. Staff of Fox Valley Technical College supervise classroom education activities in conjunction with the Fresh Start Teacher, who provides additional one-to-one support to help members reach their educational goals. The Assistant Director is responsible for coordinating all activities and ensuring members receive any needed support such as additional counseling, instruction, or financial help with child care or transportation. He also supervises career

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development and employment-related training and activities.

TUTORING PROGRAMS ONLY: N/A

### ETHIC OF SERVICE AND CIVIC RESPONSIBILITY

The overall goal of the program is for members to become self-sufficient, active, and contributing citizens who believe they can make a difference. The program develops the skills and confidence members will need as they pursue a lifelong ethic of service and civic responsibility. Members complete an autobiography paper where they are asked to reflect on AmeriCorps and the purpose of service. They also fill out Ethic of Service forms after each service project is completed and discuss their role and what the project meant to them. Such structured service learning activities constantly challenge members to use critical thinking skills to solve project problems. The Construction Site Manager assists members in planning and preparation, reflection on progress and anticipated difficulties. Members are offered field leadership opportunities and rotate those responsibilities. All accomplishments are recognized with praise and tangible recognition.

The construction of a home offers a unique opportunity for positive reflection on the meaning of service. Members have started a folio in which they use photos to document the construction process from groundbreaking to completion. The folio is presented to the buyer. Members are well aware construction is part of their AmeriCorps service and, on completion of the home, they are confident they have made a permanent difference to a family that could be much like their own. This confidence is underlined at the Open House that marks the purchase of each home. Attended by family members, politicians, the media, partners and family, the occasion celebrates member success. Pride in achievement, confidence and inspiration is observable when the members give guided tours of the new



## Narratives

home. Such experiences act as a springboard for member transformation from "at-risk" youth to engaged citizens confident in their ability to change and to make changes happen.

### C. COMMUNITY OUTPUTS AND OUTCOMES

#### C1. SUSTAINABILITY

CAP Services' Waupaca Fresh Start projects funding from the Wisconsin Department of Commerce Bureau of Housing to assist with construction costs. CAP has combined these HOME funds with funds anticipated from the Department of Corrections, school contracts, home sale proceeds, and other fund development activities with private foundation/funders/civic groups and partners. CAP's Fresh Start Program in Wautoma has generated an average of \$50,000 - \$60,000 annually in non-state revenue. Waupaca Fresh Start will replicate this funding mix and will continue to diversify funding, particularly from private sources.

Housing sales generate approximately \$5,000 on each of the homes built, which is then rolled back into the program. CAP Services will continue to finance the purchase of lots and construction materials and recoup those costs through the home sale.

Continuation of the program will be contingent on securing adequate funding. It is not expected that volunteers could solely operate the program due to the continuous and intensive work demands with a group of young individuals who face challenges. The homes constructed do create, however, a permanent impact on community and household.

#### C2. VOLUNTEER RECRUITMENT AND SUPPORT

## Narratives

During the grant period, Fresh Start will recruit 40 volunteers who will invest 800 hours in service activities. Half of the volunteers will participate on an ongoing basis and half will participate occasionally as outlined below.

Housing construction: members, with staff assistance, will recruit 10 ongoing volunteers from the professional community, partner organizations, local businesses and civic organizations. These volunteers (typically baby boomers) will spend 20 hours each working side-by-side with members in the new home construction. CAP anticipates these new homes will spur additional new home construction and promote economic activity in a county that has suffered significantly from the current recession.

Park/trail development: each member (total 20) will be assisted by staff in recruiting one occasional volunteer, each of whom will spend 20 hours working on the River Ridge Trail or park projects and sharing in opportunities for training. The recruitment will concentrate on at-risk youth who could benefit from civic engagement and who may become AmeriCorps members in the future. Ongoing trail maintenance will also be a responsibility of members and volunteer groups they help recruit.

Home modification/accessibility: staff and members will recruit 10 ongoing volunteers from local schools who will spend 20 hours each assisting members to complete 10 construction and cleanup projects for households with an elderly or disabled member. This service activity is designed to create a "rapid-response" network where identified problems can be quickly addressed by a pool of volunteers in collaboration with the Department on Aging.

As noted above, members play an important role in recruitment. Every effort will be made to ensure a diverse pool of volunteers, including recruitment through the United Migrant Opportunity Services,

## Narratives

Spanish-speaker based churches, the local veterans service organization and the local Department of Vocational Rehabilitation.

Volunteers undergo safety training and will be provided with all necessary equipment. They will be formally recognized and celebrated at CAP Services' Annual Awards Reception, Fresh Start Open Houses and media events upon trail completion.

Other volunteers may be recruited to instruct members in areas such as auto repair, graphic design and financial literacy.

WAIVER OF VOLUNTEER REQUIREMENT: N/A

### C3. CAPACITY BUILDING

Building community capacity is critical for programs like Fresh Start whose existence is built on collaboration with other community organizations and individuals. This interdependence is very pronounced in small rural communities where there are few resources, often shared, and a culture of close proximity. Partner organizations have received services from members that enhance their capacity to serve their community. Schools can take advantage of increased opportunities for at-risk youth. The elderly are served through home accessibility/modification. The City is able to complete a long-term trail project and secure a pool of volunteers to maintain the trail system. These service projects are also models for other volunteers who can expand and build on the service opportunities initiated by Fresh Start.

Other service opportunities that would enhance community capacity include Habitat for Humanity, food

## Narratives

pantries and highway cleanup. In Wautoma, CAP's Fresh Start Program opened a welding and machining training facility. Partners include the high school, Fox Valley Technical College, Workforce Development Board, United Migrant Opportunity Service, County Health and Human Services and Department of Vocational Rehabilitation. This training is available to the public. As such, it provides local access for residents to train for high-demand, skilled jobs. CAP's Waupaca Fresh Start plans to replicate this project or develop one in another high-demand area. This would be a significant opportunity resource for the area's unemployed or those in low-paying jobs.

### Organizational Capability

#### D. ORGANIZATIONAL CAPABILITY

##### D1. SOUND ORGANIZATIONAL STRUCTURE

##### SOUND PROGRAMMATIC AND FISCAL OVERSIGHT

CAP Services, Inc. was established in 1966 with the mission to "bring about a permanent increase in the ability of low-income persons to achieve emotional and economic self-sufficiency." CAP operates multiple programs aligned with this mission, including housing, jobs and business development, workforce development, human development and early childhood education. Some target the Hmong and Hispanic community. CAP's service area includes Portage, Waupaca, Waushara, Marquette and, Outagamie Counties in Central Wisconsin.

CAP has a successful track record related to youth services and low-income housing. CAP initiated its Fresh Start Program in the City of Wautoma, Waushara County in 1999 and the program has a track record of success. It has provided leadership development, employment and training, housing construction and service experience to 180 young people and constructed 13 homes for low-to-moderate

## Narratives

income buyers. It has consistently met all program goals and objectives. In July, 2009 CAP replicated this program in Waupaca with AmeriCorps funding in a sub-contract with the Wausau Area Hmong Mutual Association. Through its first quarter of operations, all activities are at or above target: recruitment was completed as scheduled (target 9 members); the home is 40% completed; five members have completed their GED (four in process); eleven volunteers contributed 394 hours of service and attendance is at 92%.

In 2008, CAP served almost 8,000 people. In housing, CAP helped more than 800 households purchase their first home, developed 491 units of affordable rental housing, and weatherized over 9,000 housing units.

In the last decade, CAP has more than doubled its annual operating budget from \$7.1 in 1995 to an operating budget of \$15.8 million in 2008. In 2008, CAP held 102 contracts with federal, state and local governments and private funders. One of CAP's 2015 strategic goals is to obtain at least 50% of its annual operating budget from non-governmental sources. In 2008, CAP raised over \$11 million in grant funding: \$4,698,198 from private sources, \$1,752,252 from state sources, \$386,524 from local sources and \$4,678,256 from federal sources.

CAP has a tested and sound fiscal management system that uses a double-entry, full-accrual accounting system and MAS 90 software. Monthly financial reports are prepared and reviewed monthly by program directors. CAP's Fiscal and Administrative Procedures Manual describes adequate separation of duties and good internal controls. An independent, certified public accounting firm conducts an annual audit in accordance with GAAP. There has been no questioned cost since 1981. CAP uses a computerized Human Resources Information System and has established a job-rating system to ensure internal equity in position descriptions and paybands. All employees receive an Employee Handbook outlining policies

## Narratives

and procedures. New employees receive a comprehensive orientation to administrative and program procedures soon after hire.

This is not a multi-site project.

### BOARD OF DIRECTORS, ADMINISTRATORS AND STAFF

CAP is governed by a volunteer Board of Directors consisting of 21 members representing five county governments, the private sector, low-income persons from each county in its service area and a representative from CAP's Head Start Policy Council. The Board holds responsibility for all policy decisions and approves all bids for services and sales of housing.

CAP's President and CEO, Mary Patoka, reports directly to the Board and is responsible for overall management of the agency. Patoka holds a BS in Psychology and has over 31 years of successful non-profit management experience. She provides overall supervision of the Waupaca Fresh Start program, including fiscal and programmatic oversight, monitoring of progress toward goals and fiscal activity, communication with funders and evaluation. She has ten years of experience supervising CAP's Fresh Start programs. Patoka also supervises the directors of CAP's six departments, Administration, Finance, Human Development, Housing, Jobs and Business Development, and Early Childhood Development. These departments provide appropriate support as needed. Administration and Finance provide human resources, payroll and fiscal services. Housing staff take the lead in marketing and selling the Fresh Start houses. Members with eligible children are encouraged to enroll them in CAP's Head Start programs. Members may enroll in CAP's Skills Enhancement Program to receive financial support and case management while undertaking post-secondary education or access the Family Resource Center for parenting support.

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Key program and fiscal positions are:

Susan Henry, CFO, provides fiscal oversight and reporting duties for the program. Henry has a Masters Degree in Public Administration and is a Certified Management Accountant. She joined CAP Services in October, 2004 and brought 15 years of financial management experience. She reports to the President/CEO.

Don MacRae, Assistant Director Fresh Start, is responsible for daily management of the project. He holds Masters Degrees in Business Administration and Psychology, has 27 years of experience in human services and 6 years experience in CAP's Fresh Start projects. Specific duties include responsibility for overall coordination of all activities, staff supervision, monitoring and reporting, recruitment and screening, referrals, and relationships with partners, and the business community (for apprenticeships, job placements) and career development activities. MacRae is an experienced therapist, clinical supervisor and multi-disciplinary team leader and is a Wisconsin licensed Clinical Social Worker, Professional Counselor and Medical Assistance Provider. MacRae reports to the President and CEO.

Clayton Pietsch, Construction Site Manager, holds a BS in Natural Science and Geology and has over 11 years of experience in the construction trades and 7 years of experience in Fresh Start. He has attended training sessions on the Energy Star program and is responsible for working with Energy Star consultants to achieve certification. Duties include the supervision of housing construction, including safety, support of members, working with subcontractors, supervision of the Assistant Construction Site Manager, and assistance with job placement and follow-up. He reports to MacRae.

Angela Jandourek holds a BA in Biology and Secondary Education and, has held a Wisconsin Teaching License since 1977. She has taught eighth grade science in Wisconsin public schools and has worked as a

## Narratives

substitute teacher. She joined the Wautoma Fresh Start Program as a Teacher in 2009. She provides part-time weekly instruction to members to meet their educational goals. She reports to MacRae.

The Waupaca Fresh Start project will hire an Assistant Construction Site Manager. The job description specifies s/he will work with other staff in the coordination of activities including vocational training and construction work experience. S/he will supervise a crew of 10 members in residential construction and assist in scheduling members in a variety of job shadowing and/or training experiences (housing inspections, weatherization, lead abatement, blueprinting) and recommend personnel actions (hiring, termination, pay changes). The Assistant must have one year of construction experience with supervisory responsibilities and working knowledge of residential and light commercial construction.

### PLAN FOR SELF-ASSESSMENT OR IMPROVEMENT

CAP has four program departments, Housing, Jobs and Business Development, Human Development and Early Childhood Development supported by the Administration and Finance departments. Each department is headed by a Director who reports directly to the President/CEO, who reports to the Board of Directors. Assistant Directors and/or Coordinators undertake daily supervision of department staff. This structure ensures a smooth distribution of responsibilities and channels of communication at all levels.

CAP has both agency-wide and department specific means of internal continuous assessment and improvement. All departments set annual targets and submit reports on monthly progress. Reports are reviewed by Program Coordinators and/or Assistant Directors and forwarded to department directors and then the President/CEO who prepares a condensed monthly report for the Board.



## Narratives

CAP has an agency-wide system for measuring performance and setting targets that "stretch" regular contract or performance expectations in order to monitor progress and reward high performance. All staff have individual performance goals that measure output and productivity over the year. In addition, individual or team goals are set recognize performance above threshold levels. Achievement or non-achievement of all these goals is discussed annually or more often if problems arise, and modifications are made as necessary.

The Finance Department prepares monthly financial reports, comparing expenses to budget for each project in the agency. This procedure facilitates timely and thorough monitoring of budgets. CAP's Fiscal and Administrative Procedures Manual describes all pertinent regulations and procedures and is updated semi-annually. Financial internal controls include a system in which more than one person is responsible for completing transactions. An automated accounting system, MAS 90, was introduced in 1996 to increase efficiencies.

Human Resources distributes an employee satisfaction survey every two years. Questions asked assess services provided by fiscal staff, human resources, the work of the President/CEO, departmental heads and supervisors, communications, and technology. Staff are also asked to rate their benefits and wage packages. Reasons why one works at CAP (working environment,, importance of CAP's mission, work flexibility) are prioritized. The results from this survey are used to structure CAP's wage and fringe benefits programs and address any problems in the working environment.

Monthly senior management meetings are used for ongoing self-assessment and are attended by all department directors and resource development staff. The agenda includes highlights of items of interest to the group and issues that could have an agency-wide impact such an insurance costs, grievance procedures, the effectiveness of performance measures etc. Monthly or quarterly

## Narratives

departmental meetings provide an opportunity for information sharing and the discussion of department issues.

### PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE

Fresh Start staff receive technical assistance from internal and external sources. Internal sources are CAP's Administration Department, which provides initial orientation then ongoing technical assistance in personnel and financial procedures. Mary Patoka, CEO, provides ongoing technical assistance in all program, personnel and financial issues. Supervisory staff use CAP's Fiscal and Administrative Procedures Manual to obtain information on all policies and procedures. All employees receive an Employee Handbook that is updated annually and describes policies and procedures affecting all employees (recruitment and non-discrimination, job qualification and compensation, Code of Conduct, career development, benefits, discipline, layoff and termination, personnel records). Other CAP Departments provide technical assistance as appropriate.

External sources of technical assistance include the Wisconsin National and Community Service Board's training/orientation and ongoing technical assistance from the Madison-based Operation Fresh Start program. Additional technical assistance is provided by sub-contractors who train members in their area of expertise and officials from the City of Waupaca who provide members with technical assistance relating to trail development and other specific tasks members will need to undertake to complete the service projects.

Ongoing training needs are identified annually during employee evaluations and recorded. The Department Director and supervisor develop a training schedule for individual employees. Other training needs may be identified during the course of the year and appropriate trainings to meet needs

## Narratives

identified by staff. With few exceptions, work-related training costs, including registration, travel, meals and lodging, are paid for from CAP's program training budget or CAP's Career Development funds.

### D2. SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION

#### VOLUNTEER GENERATION AND SUPPORT

CAP Services benefits from the work of a host of volunteers. In 2008, 1,722 individuals volunteered a total of 36,745 hours to CAP programs.

Volunteers make up CAP's policy-making body, the Board of Directors. The 21 volunteer members bring specific areas of expertise to CAP's decision and policy-making process. CAP intentionally recruits members from the low-income community, lawyers, realtors, bankers and the faith-based community. Low-income representatives make up one-third of the Board who, along with a Head Start parent, bring the experience and expertise of the low-income community. The Board includes both minority and disabled members.

Project Advisory boards are also established to enhance project functioning. For example, CAP brought together a wide range of volunteers to plan and design an Hispanic Health Patient Navigator program. The group met nine times in the course of a year to develop the program. Members included care providers, public health officials and the Hispanic community.

In its first quarter of operations, Waupaca Fresh Start's eleven volunteers provided 394 hours of service. Volunteers include construction contractors who teach members about their specialty and the role it plays in the overall home construction. These have included construction specialists in

## Narratives

concrete/masonry, renewable energy, solar, plumbing, heating and cooling and electrical fields. In addition, a solar expert has invested a number of hours as a consultant for the project, acted as a bridge for the relationship with Midwest Renewable Energy Association and allowed members to tour her home which has advanced solar applications.

### ORGANIZATIONAL AND COMMUNITY LEADERSHIP

CAP's leadership is evident in the state and national awards it has received, including but not limited to:

Annie E. Casey Foundation/ National Congress for Community Economic Development,  
National Award for Family Strengthening for CAP's Skills Enhancement Program-2004.

Wisconsin Governor's Award for Excellence in Community Action for four programs  
in four different years, 2001-2004: Virtual Business Incubator; Special Needs Housing; Skills  
Enhancement Program; and Ministry Dental Center.

National Institute for Literacy -- Exemplary Program - 1998

Social Compact National Award, Large Family Housing (1994)

Federal Home Loan Bank System National Award, Large Family Housing (1994)

CAP staff have served the state, nation and community through active participation and/or leadership positions on Boards and other task forces/committees, for example:

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Federal Home Loan Bank of Chicago Advisory Board and Board of Directors

Department of Energy National Working Committee on Weatherization Evaluation

National, State and Fox Cities Self-Help Hard of Hearing Association Boards (now  
Hearing Loss Association of America)

Wisconsin Community Action Program Association

Wisconsin State Refugee Advisory Board

Prevent Child Abuse Wisconsin Board

Wisconsin Intergenerational Council

Wisconsin Coalition Against Domestic Violence

Wisconsin Rural Health Association Board of Directors

Portage County Multi-Cultural Advocacy Committee

Portage County United Way Compass Committee (Needs Assessment)

Community Health Action Team (Fox Valley, Wisconsin)

Fox Valley Housing Coalition

Safe and Stable Families (Portage and Waushara Counties)

Saint Michael's Hospital Board of Directors

Coordinated Community Response Teams in Portage, Waupaca and Waushara Counties (coalition for  
domestic violence that CAP staff facilitate and coordinate).

### CURRENT GRANTEES ONLY: SUCCESS IN SECURING MATCH RESOURCES

CAP Services has reported \$65,818 of match towards the Waupaca Fresh Start program from July-  
October 2009. It is committed to a total of \$200,995 in match for the program year.

## Narratives

### D3. SUCCESS IN SECURING COMMUNITY SUPPORT

#### COLLABORATION

In its most recent report, CAP had 256 working partnerships with a wide variety of groups including state-wide agencies, local governments, city and county, public, private and faith-based social/human service agencies, school systems, realtors, bankers and associations. Eighteen of the collaborations are with faith-based organizations. Minority associations such as the Wausau and Portage County Hmong Associations, Casa Hispana of the Fox Valley area, and the Hmong Community Church of Stevens Point Are also partners. The majority of these partnerships are generated by program staff. The forms of collaboration may range from information sharing and facilitating referrals to joint activities in providing services to clients, such as the collaboration CAP's Head Start centers and four school districts in the provision of four-year old kindergarten.

In most cases, the partnerships result in increased service delivery capacity and quality of service. One example is Ministry Dental Center, which was established in 2002 as a result of collaboration between CAP Services, a local hospital and a dental insurance provider. It serves low-income Medicaid enrollees in central Wisconsin. CAP is responsible for securing funding for the Center, which has doubled its capacity since its inception. The hospital operates the Center and the dental insurance provider contributes expertise and financing. Other examples include CAP's Hispanic Health project that worked with a local church to obtain space in their food pantry for weekly meetings. CAP has collaborated with a number of city and county governments to raise funds for specific projects, such as the construction of a new fire station in Wautoma. CAP's domestic violence program staff work with Coordinated Community Response Teams in three counties to coordinate and improve protocols and procedures in the delivery of services to victims of domestic violence. Teams typically include major stakeholders,

## Narratives

including the criminal justice system, law enforcement, medical providers and human service agencies. Protocols put in place by these teams have changed the way the justice system, law enforcement and medical providers respond to victims of domestic violence. CAP collaborates with county human service agencies to plan and develop housing for special needs population and, more recently, the elderly in all five counties of its service area.

### LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS

CAP's local contributions have increased significantly over the years. For example, in Outagamie County, CAP initially focused its development activities on its Skills Enhancement Program. In 2000, the director of development raised \$100,365 from 64 donors, all local private funders in Outagamie County. The geographic area has since expanded to include Waupaca and Waushara Counties. CAP also added three programs to those requesting contributions: transitional living for victims of domestic violence, income tax preparation and Ministry Dental Center. This year to date, the director has raised \$465,026 for those programs with 89 local private funding sources contributing.

CAP's total local public funding has increased in total amount over time: from \$105,779 in 2004 to \$251,246 in 2007. Private funding, much of which is local, has grown from \$4,769,370 to \$6,444,962 over the same period.

CAP counts only in-kind donations which it would otherwise need to purchase. CAP's domestic violence shelter and domestic violence transitional living programs are major recipients of local in-kind and cash funding. In 2009 to date, it has received \$38,295 in cash, \$37,951 in in-kind and in addition 16,373 volunteer hours, all from local sources. Recent years have similar trends: 2007: \$41,384 cash and \$68,985 in kind donations plus 17,309 hours and in 2008 \$45,227 cash and \$63,261 in kind donations

## Narratives

and 23,021 volunteer hours. The number of donors has generally been about 580.

### WIDE RANGE OF COMMUNITY STAKEHOLDERS

Community stakeholders include human service agencies, local and county governments, educational institutions, medical providers, realtors and banks, faith-based organizations as well as community leaders. Non-financial support comes most via collaborations in which CAP and each partner agency commits time, expertise or resources in service to the low-income community. An additional example of an expanding partnership is CAP's relationship with the local health care provider, Ministry Medical Group (MMG). CAP began its collaboration with Ministry when it began providing medical interpretation services for the Hmong in the 1980s. In the 1990s, Hispanic interpretation was added. In 2003, MMG's Saint Michael's Hospital joined with CAP to establish a Hispanic Health project in two counties. In 2002, this collaboration expanded to the formation of Ministry Dental Center. CAP also partners with the hospital in the areas of domestic violence, sexual assault and workforce training.

### SPECIAL CIRCUMSTANCES

It has been noted earlier in this application that Waupaca County is a resource-poor rural area. The average program allocation of its United Way, for example, is \$5,000 per annum. This bears reiteration now because of the serious economic downturn in the county which makes it even harder to raise local funds for this program.

### **Cost Effectiveness and Budget Adequacy**

#### E. COST EFFECTIVENESS AND BUDGET ADEQUACY

##### E1. COST EFFECTIVENESS



## Narratives

### CORPORATION COST PER MEMBER PER SERVICE YEAR

CAP Services' Waupaca Fresh Start Program cost per member per service year is \$12,400 (\$124,000 request for 20 half-time slots).

### DIVERSE NON-FEDERAL SUPPORT

CAP Services' Waupaca Fresh Start Program is developing a diverse combination of financial support despite its location in a very rural and distressed community. Projected funding sources include the Wisconsin Department of Commerce-Bureau of Housing HOME Project funds (for home construction). Fresh Start also projects receiving funding from the Wisconsin Department of Corrections for services to young persons in the criminal justice system.

CAP Services' Board of Directors has earmarked any proceeds from the sale of homes to low-to-moderate income households back into program services. CAP projects \$5,000 will be rolled back into Fresh Start.

A source of local funds has been contracts for member academic services from school districts. Schools share school aids via contract and CAP projects a minimum of \$20,000 for 4 students from this source.

Fresh Start has secured various in-kind contributions including Fox Valley Technical College specialized services for members eligible for the 509 Program. Access to the Technical Colleges' GED/HSED curriculum and on-line instruction is provided at no cost.

## Narratives

CAP contributes financing construction for the purchase of lots and construction materials not paid for by grant funds. This ensures the Program does not need to secure loans during the construction period.

One strategy Fresh Start will pursue is to identify local businesses willing to invest in the program. Fresh Start provides a stepping stone for members seeking employment after their term. CAP is currently holding discussions with Boldt Construction on future partnerships. Staff will also seek out private funding from United Way and foundations such as the Community Foundation of the Fox Valley Region.

### DECREASED RELIANCE ON FEDERAL SUPPORT

A hallmark of the program is the mobilization of a variety of volunteers who provide expertise in areas such as construction and life skills to reduce the amount of federal dollars needed. For example, the Program has decreased the cost/staff time needed for academic services by utilizing Fox Valley Technical College resources.

### E2. BUDGET ADEQUACY

The Waupaca Fresh Start budget is designed to support the program model and reflects CAP's past experience in operating a Fresh Start program in Wautoma since 1999. Staffing includes: the Assistant Director who is responsible for overall implementation and coordination of volunteers; a teacher who supports students in obtaining their GED/HSED; a Construction Site Manager responsible for construction and environmental trail/park projects and renovation and handicapped accessibility service projects; and Assistant Site Manager assisting in construction and environmental projects.

## Narratives

Funds are adequate to generate the desired outputs and outcomes. The inclusion of the Assistant Site Manager accommodates a second crew and service projects allowing the Program to complete two homes and environmental and elderly service projects. Funds are included to equip members to complete their tasks (tools, travel, academic and other supplies) as well as the means to enhance retention (living allowance, incentives, meals, special academic services) and meet members' short-term emergency needs (transportation, child care). Partner agencies will supply materials for trail/park and elderly/disabled service projects.

Funds are included to support home construction (crew time). CAP's Housing Department staff will assist with the marketing and home sale. They may also provide down-payment and closing cost assistance to the home-buyer.

Finally, Fresh Start members are typically those who have not succeeded in a traditional educational or employment setting, have been involved in the criminal justice system and often mental health barriers to self-sufficiency. The program is designed to address these needs to ensure success. This does however, increase program costs.

### Evaluation Summary or Plan

N/A

### Amendment Justification

N/A

### Clarification Summary

FY 2009

1. Question: Please clarify the "bonuses" for members upon completion of GED/HSED, members receive \$150 gift cards. Is the bonus paid from grant money?

In the narrative this item should be entitled "incentive" rather than bonus and placed at a rate of \$125

## Narratives

rather than \$150 per incentive to align with the budget. The incentives are given to members who complete their GED/HSED as an acknowledgement of a major achievement or milestone. Incentives are paid by the Grantee CAP Services.

2. Question: Clarify that housing construction is not benefitting for-profit entities.

Homes constructed by Fresh Start/AmeriCorps members are sold to low-to-moderate income households. CAP's Housing Department sells the homes and any profit from the sale is used by the Fresh Start/AmeriCorps program as match for program operating costs. Proceeds from the sale are included in the budget for this program as match.

CAP contracts by bid with for-profit business for foundation/concrete, electric, plumbing and HVAC construction activities that require expertise beyond that of members. However, as part of their contract, contractors must agree to provide on-site training to members while they are undertaking contracted activities.

3. Question: Clarify the discrepancy between the cost per MSY in the narrative and budget.

The cost per MSY is \$12,400. An error in the budget (the addition of non-stipend members) resulted in the erroneous figure of \$6,200 per MSY rather than \$12,400. The error has been corrected.

4. Question: Criminal History Requirement

Criminal background checks completed and the date of hire of program staff paid for by the grant are:

Fresh Start Assistant Director, Clayton Pietsch hired 1/9/2003

WI DOJ State Criminal Registry check (state criminal registry)

National Sex Offender Public Registry Check (NSOPR)

WI DHFS Background check

## Narratives

WCCA/CCAP: Portage County does not enter data for this check and therefore has not been used

Fresh Start Teacher Amanda Daniels hired 4/30/2010

Hired 3/30/2010 - all necessary background checks will be completed including state criminal background check, NSOPR and WCCA/CCAP checks.

Fresh Start Site Manager Glenn Riley hired 4/12/2010

WI DOJ state criminal registry check

NSOPR

WI DHS/DFS/WI Dept Licensing Background check

WCCA/CCAP as for Clayton Pietsch

Fresh Start Job Coach Will Fisher hired 1/2/2008

WI DOJ state criminal background check

NSOPR

WI DHFS background check

WCCA/CCAP as for Clayton Pietsch

Fresh Start Assistant Site Manager to be hired. Criminal background checks to be made will include:

State Criminal Registry Check, NSOPR and the Wisconsin Circuit Court Access/CCAP Check (WCCA/CCAP check) in addition to the DHS/DFS/Dept Licensing check.

CAP will undertake additional staff background checks required, including the WCCA/CCAP check on current and future staff members.

## Narratives

CAP Services will undertake the state criminal registry, NSOPR and WCCA/CCAP on all members.

### Clarification Responses FY10-5/18

The Performance Measurement Clarifications section of FY10 - 5/18 included a statement and directive that we did not apparently select and appropriate Service Category and should select and resubmit. CAP Services originally chose the Service Categories Job Preparedness/School to Work and GED/Dropouts as the two areas most closely aligned with its AmeriCorps program, which serves youth who have dropped out of school and are unemployed. In trying to change these two Service Categories, we found that we could not choose the same Performance Measures (obtaining employment and a GED) if we changed the Service Category, we would have to choose different PMs. We also noted the Service Categories we originally chose have specific Measures under the Opportunity priority area as outlined in the 2010 National Performance Measures: Background Information. We chose aligned with our program, OS12 and OS15 relating to obtaining employment and OS13 and OS16 relating to obtaining a GED/diploma. If we changed the Service Categories, we would have to change our Performance Measures, which are specified as eligible under the National Performance Measures background. For these reasons we maintained the original Service Categories of Job Preparedness/School to Work and GED/Dropouts under the Opportunity Priority Area and its aligned Performance Measures.

### FY10 Budget Clarification Response - 5/18

The line item regarding member incentives has been deleted from the budget and does not appear as match.

### FY 11 Clarifications Summary 4/28/2011

Narrative

## Narratives

1. Question: Confirm your desired grant award start date and member enrollment period start date.

The grant award start date and member enrollment start date is 8/15/2011.

2. Question: Please verify that criminal history checks will be conducted on all members, employees and other individuals as described above. You may revise the budget to include these costs, if necessary, but may not exceed the level of funding for which you are under consideration. Please verify that the criminal history checks conducted for members and staff will include an FBI fingerprint check in addition to the state registry check and the NSOPR for anyone with recurring access to vulnerable populations.

Criminal history checks will be conducted on all members, employees or other individuals who receive a salary, education award, living allowance, stipend or similar payment from the grant, regardless of whether the costs are coming from federal or non-federal share. The checks include a Wisconsin Department of Justice criminal background check, a Wisconsin Department of Children and Family Services background check, a check at the National Sex Offender Public Website and an FBI fingerprint check for all who have recurring access to vulnerable populations.

3. The Performance Measures have been aligned in the Performance Measures Screens with two measures as requested.

### Budget

Budget changes/clarifications have been made as requested. The following would not fit into the limited space available for detailed explanations.

1. I.B Please provide calculation for Health, Life, Dental and Retirement that shows allocation of cost in

## Narratives

proportion to allocation of staff time.

FS Asst Dir -- Family Health, Dental, Life:  $\$946.68/\text{mo} * 12 \text{ months} @ .47 = \$5,339$

FS Teacher -- Family Health, Dental, Life:  $\$946.68/\text{mo} * 12 \text{ months} @ .2 = \$2,272$

Therapist -- Single Health, Dental, Life:  $\$289.72/\text{mo} * 12 \text{ months} = \$3,477$

Program Assistant -- Family Dental, Life only:  $\$70.57/\text{mo} * 12 \text{ months} = 846$

Site Supervisor -- Life only:  $\$3.80/\text{mo} * 12 \text{ months} = \$46$

Assistant Site Supervisor -- Life only:  $\$3.80/\text{mo} * 12 \text{ months} = \$46$

2. I.B. Please explain calculation for unemployment compensation. It is unclear if allocated correctly to the grant.

This was answered in the Budget Narrative.

3. I.E. Please clarify if hand tools are purchased annually or if this expense request is unique to this year. If purchased annually please provide justification for purchase of non-disposable supplies every year.

This was answered in the budget narrative.

4. I.F Ensure that audit expense at \$337,500 is allocated across all organization programs. If this amount represents the total audit expense for the organization, the applicant should revise the expense line to allocate only the appropriate portion to this grant. If this is the appropriate allocation please provide the total audit expense and how the allocation was determined.

This was answered in the Budget Narrative.

5. I.G Please clarify if staff development expense listed in Section I.G is different from career development expense listed in Section I.B Personnel Fringe Benefits.



## Narratives

Staff development and career development are two separate funds charged to programs. Career Development is a loan fund from which employees may request a limited loan to pay for education which furthers their career interests, such as an M.A. in child development. It is charged based on the total salary without fringe at .005. Staff Development funds are used to pay for training specific to skills needed for the program, such as instruction in Excel. Programs are charged a flat rate of \$350 per staff member.

6. I.G. Please explain Midwest Renewable Energy Association expense. Also please explain who are the members listed as joining and being certified as well as discrepancy between memberships (8) and testing (6). If this expense is for trainers move to contractual. If it includes all training expenses itemize them and move the trainer fees to contractual.

Members who join the Midwest Renewable Energy Association are those with the skill level to undertake the training the Association offers. Not all members have that skill level. The discrepancy between the number of members joining and those undertaking the testing is also due to varying skill levels. Not all members are ready for the testing.

7. I.I Please explain why the program does not access the CNCS Child Care program and provides benefits directly to members instead.

The program does not access the CNCS Child Care program as CAP's Board of Directors has established a cost-sharing policy for all programs that provide child care or transportation assistance to participants when needed to participate in the program. Note also the members are not automatically eligible for child care as they are in half-time slots. Payments will be made directly to providers.

8. I.I Please provide further information on the purchase of a lot for home construction and

## Narratives

construction materials to include the justification for this expense and how the value was assessed. If the expense is determined to be reasonable and necessary it will create program income and further instructions and guidance will need to be given from the Office of Grants Management.

The lots in the subdivision where Fresh Start is building homes are priced based on the costs of land, infrastructure improvements (water, sewer, streets, utilities, etc) and debt service on the mortgages to develop the lots. 21 of the 63 lots are earmarked for affordable housing and are priced at \$27,000. Fresh Start homes have been built on the lots priced at this level.

In regard to the proceeds of the sale, CAP follows the guidelines set forth by federal HOME funding; any proceeds roll directly back into the program.

Construction costs include materials (cement) necessary for the construction of a new home, including cement for foundation walls and flooring, approach/sidewalk. This is a necessary cost for the construction of a new home.

9. I.I. Please provide calculations that demonstrate appropriate allocation to grant on the following expenses: Rent, Telephone, and Office Supplies.

### Rent

1 Fresh Start Assistant Director office @ \$150 x 12 months = \$1,800; 1 Program Assistant/Therapist office @ \$125 x 12 months = \$1,500; meeting room for member group meetings @ \$134 x 12 months = \$4,908 x 1.04 cost increase = 5,104 Rent includes heat, sewage, water and maintenance.

### Telephone

Phone & internet average \$90/mo \* 12 months = \$1,080

Office Supplies average \$100/mo = \$1,200

## Narratives

10. I.I. Please provide justification for reasonableness of member recognition in form of \$125 gift certificates per member. This exceeds reasonable and allowable costs for a recognition item.

This item has been deleted from the budget. Funds have been reallocated to increase the Program Assistant time from 53.33% to 56% and to meet the increased administration costs charged to CNCS which were miscalculated in the original applicaiton.

11. III.A. While total amount of Administrative/Indirect Costs is under allowable maximum the calculation is incorrect. Corporation fixed amount of 0.0526 can only be applied to CNCS share of Section I + II. Please fix calculation and line item.

The error has been corrected in the Budget Narrative.

FY 11 Additional Clarifications Summary 5/12/11

1. Removed career development (loan fund) from budget and budget narrative per CNCS request.
2. Removed purchase of lot from budget and budget narrative per CNCS request.

### Continuation Changes

A. RATIONALE AND APPROACH

A2. DESCRIPTION OF ACTIVITIES AND MEMBER ROLES

MEMBER ROLES AND ACTIVITIES

The period of this grant proposal is 8/15/2011-8/14/2012.

## Narratives

### A3. MEASURABLE OUTPUTS AND OUTCOMES

The following indicate the Performance Measures, which were not entered into egrants Performance Measure Section in the initial application due to technical difficulties. They have since been entered into the Performance Measures section in egrants.

Focus Area: Opportunity

Title: Members unemployed prior to service

Measure 012: The number of economically disadvantaged AmeriCorps members who are unemployed prior to their term of service.

Target: 20 members will be unemployed prior to their term of service.

Instruments: Self-report by members at the beginning of their term of service regarding employment and income status.

Title: Members will obtain employment

Measure 015: Number of economically disadvantaged AmeriCorps members that secure employment during their term of service or within one year after finishing AmeriCorps.

Target: 75% (15) of members who complete their term of service and opt for employment will secure it within a year of finishing AmeriCorps.

Instruments: Documentation in individual member files provided as verification by the member's employer.

## Narratives

Title: Members without a GED/HSED

Measure: 013: Number of economically disadvantaged AmeriCorps members who have not obtained their high school diploma or equivalent prior to the start of their term of service.

Target: 15 members (75%) will not have a GED/HSED.

Instruments: Program staff will collect information from members at the start of their term of service to identify their GED/HSED/diploma status through the question "Do you have a GED/HSED/diploma?" with the responses Yes/No/Not Sure (Explain).

Title: Members will obtain a GED/diploma

Measure 016: Number of members that obtain a GED/diploma while serving in AmeriCorps or within one after finishing AmeriCorps.

Target: 85% (or 13 members) of members enrolled in GED/HSED instruction will obtain a diploma before the end of their term of service.

Instrumentation: Documentation of GED/HSED award.

### A6. RELATIONSHIP TO OTHER NATIONAL AND COMMUNITYU SERVICE PROGRAMS

The Fresh Start program was a sub-grantee of the AmeriCorps program of the Wausau Area from 7/1/2009- 5/31/2010. Since 8/15/2010 CAP Services' Waupaca Fresh Start program is a direct grantee through the State of Wisconsin/s AmeriCorps program.

SECTIONS B AND C (MEMBER OUTPUTS AND OUTCOMES AND COMMUNITY OUTPUTS AND

## Narratives

OUTCOMES) HAVE BEEN PLACED WITHIN THE APPROACH AND RATIONALE SECTION OF THE NARRATIVE.

### B. MEMBER OUTPUTS AND OUTCOMES

#### B1. MEMBER RECRUITMENT AND SUPPORT

As a sub-grantee of the Wausau Hmong Association CAP's Waupaca Fresh Start program 22% of members were Hispanic and 22% Native American.

In its current grant year, 50% (3 of 6 members) belong to minority ethnic/racial groups (two Hispanic, one part Native American).

Mid-day meals are no longer provided to members as meals are an unallowable cost.

#### CURRENT GRANTEES ONLY: ENROLLMENT

As a sub-grantee of the Wausau Area Hmong Association, enrollment rate was 100%.

Under the current grant, which started 8/15/2010, enrollment rate is 30% (6 participants). Staff anticipate the program will be fully enrolled by the end of December 2010.

#### CURRENT GRANTEES ONLY: RETENTION

As a sub-grantee of the Wausau Area Hmong Association, the retention rate was 89%.

## Narratives

Under the current grant the retention rate of the 6 enrollees is 100%.

### B2. MEMBER TRAINING, DEVELOPMENT AND SUPERVISION

#### TRAINING

Mental health activities are now undertaken by the Fresh Start Therapist, Sara Lichterman rather than Don MacRae, who is no longer with the program.

Amanda Daniels is the Youth Development Coordinator, whose responsibilities include youth development activities, monitoring of educational progress, education follow-up and limited teaching to complement the GED instruction by Fox Valley Technical College.

### C. COMMUNITY OUTPUTS AND OUTCOMES

No change

### D. ORGANIZATIONAL CAPABILITY

#### D1. SOUND ORGANIZATIONAL STRUCTURE

##### SOUND PROGRAMMATIC AND FISCAL OVERSIGHT

As a sub-grantee of the Wausau Hmong Association (2009-2010) the Waupaca Fresh Start program met all targets: 9 members were recruited; one home constructed and sold; all members entering without

## Narratives

their GED (4) completed their GED. Twenty four volunteers served for 1009 hours.

Current enrollment is continuing on an ongoing basis. The program should have full enrollment by December 31, 2010. Retention is 100%. Two homes are currently being built.

### BOARD OF DIRECTORS, ADMINISTRATORS AND STAFF

Due to the loss of Don MacRae, the former Assistant Director, there have been changes in staffing and the mix of responsibilities. Most of these changes took place in April 2010. Another member of the Fresh Start staff has taken up the position of Assistant Director Fresh Start. As a result, the position's hours have been reduced from .8 FTE to .47 FTE (17.5 hours per week) and some of the responsibilities of that position (youth development, mental health) have been reassigned to other staff, namely to the Youth Development Coordinator and the Therapist. A new position, program assistant, has also been added to assist with paper work and clerical duties. The staff changes and their roles are outlined below. The Vice President and Director of Human Services, who is responsible for overall supervision and management of the project, has been added to the staffing replacing Mary Patoka, CAP's CEO, as direct supervisor of the Assistant Director.

Clayton Pietsch has replaced Don Macrae as Assistant Director, Fresh Start. He holds a BS in Natural Science and Geology and has over 12 years of experience in the construction trades and 8 years of experience in Fresh Start. Specific duties include responsibility for overall coordination of all activities, staff supervision, monitoring and reporting, recruitment and screening, referrals, and relationships with partners, and the business community (for apprenticeships, job placements). Pietsch is also responsible for job coaching/career development activities including assisting members to identify suitable career opportunities, job search, resume writing, interviewing skills and outreach and follow up with



## Narratives

employers. Pietsch reports to the President and CEO. He is a full-time employee who will devote .47 FTE of his time to this project.

Glen Riley has replaced Clayton Pietsch as Site Manager. He has attended training sessions on the Energy Star program and is responsible for working with Energy Star consultants to achieve certification. Duties include the supervision of housing construction, including safety, support of members, working with subcontractors, supervision of the Assistant Construction Site Manager, and assistance with job placement and follow-up. He has held this position since April, 2010 and reports to Pietsch. He will devote .8 FTE to this project.

Amanda Daniels has replaced Angela Jandourek as Teacher in the new position of Youth Development Coordinator, which now combines limited teaching activities that complement the instruction in GED by the Fox Valley Technical College on an as needed by members, and youth development responsibilities. She holds a teaching license from the Wisconsin Department of Public Instruction and a BS in Outdoor Education and Alternative Education. She came to Fresh Start with four years of classroom experience and four years of summer employment as a director in youth development programs, including work with behaviorally challenged youth. She has held this position since April, 2010 and reports to Pietsch. She will devote .20 FTE to this project.

Sara Lichterman will be responsible for all mental health activities formerly undertaken by The Assistant Director. She holds a M.A. in Counseling and is a Licensed Professional Counselor by the State of Wisconsin and has over ten years of employment experience in family and youth counseling. She is responsible for providing mental health, behavior change and intervention services to members and their parents/guardians, including assessment, holding mental health sessions, the development of individual plans and referrals as appropriate. She has been in this position for 1.5 years. She reports to

## Narratives

Pietsch and will devote .32 FTE time to the Waupaca Fresh Start project.

A Program Assistant was added in July, 2010 (.5353 FTE) to undertake receptionist and clerk activities including responding to calls/walk-in, maintaining databases, distributing project supplies, assisting with special events, maintain a database of existing community resources for referrals.

Nicole Harrison, the Vice President and Director of Human Development, is responsible for supervision of the Assistant Director, monitoring program activities, budget and reporting, and assists in building community relations and relations with partners and funders. Harrison has over ten years of supervisory, program management and operations experience at CAP.

### D2. SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION

As a sub-grantee of the Wausau Hmong Association, CAP's Waupaca Fresh Start program obtained 1,009 hours of service from 24 volunteers.

#### CURRENT GRANTEEES ONLY: SUCCESS IN SECURING MATCH

CAP reported \$198,049 in match for the Wausau Hmong Association award (7/1/09-5/31/10). Note this was a small program with 9 participants.

In the current cycle CAP has reported \$14,127 in match since it started on 8/15/10.

### E. COST EFFECTIVENESS AND BUDGET ADEQUACY

## Narratives

The MSY cost remains at \$12,400.

Noffke Lumber has committed to providing 150 hours of job shadowing/job training to members valued at \$20 per hour. Additional funding sources being pursued include Boldt Construction and the Community Foundation of the Fox Valley Region. Boldt Construction has in the past donated 1,000 tools as well as scaffolding to the program and has brought members to tour a large facility they are building.

### BUDGET CHANGES

There are very few significant changes in the current Budget submitted compared to the Budget Modification made in the 2010-2011 Budget.

The budget has decreased by 3.2% from the Budget Modification for the 2010-2011 grant cycle.

These decreases are due to:

- 1) a decrease of \$5,000 in the in-kind contribution from the Fox Valley Technical College. The current budget reflects testing fees only and no other in-kind activities of the Fox Valley Technical College.
- 2) The removal of \$5,000 in computer/printers purchases from the supplies budget as other computers/printers are available.

There is an increase of 3.8% in Personnel Wages due to Cost of Living Allowances and some increased staff hours.

## **Narratives**

There is an increase of 4.9% in fringe benefits due to increased wages and fringe benefit costs.

## Performance Measures

### SAA Characteristics

- AmeriCorps Member Population - None  
 Geographic Focus - Urban  
 Geographic Focus - Rural  
 Encore Program

### Priority Areas

- |  |  |
|--|--|
| <input type="checkbox"/> Education<br><i>Selected for National Measure</i> <input type="checkbox"/>                                  | <input type="checkbox"/> Healthy Futures<br><i>Selected for National Measure</i> <input type="checkbox"/>                |
| <input type="checkbox"/> Environmental Stewardship<br><i>Selected for National Measure</i> <input type="checkbox"/>                  | <input type="checkbox"/> Veterans and Military Families<br><i>Selected for National Measure</i> <input type="checkbox"/> |
| <input checked="" type="checkbox"/> Economic Opportunity<br><i>Selected for National Measure</i> <input checked="" type="checkbox"/> | <input type="checkbox"/> Other<br><i>Selected for National Measure</i> <input type="checkbox"/>                          |
| <input type="checkbox"/> Disaster Services<br><i>Selected for National Measure</i> <input type="checkbox"/>                          |  |

Grand Total of all MSYs entered for all Priority Areas 10

### Service Categories

GED/Dropouts

Job Preparedness/School to Work/Vocational Education/Youth ESL

## Performance Measures

Service Categories  
and GED

## National Performance Measures

Priority Area: Economic Opportunity

### Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

Fresh Start uses multiple strategies to ensure the maximum number of members without a diploma earn one during their term of service. Members without a diploma are enrolled in the Fox Valley Technical College's GED program and are expected to complete their GED before their end-of-term. Specialized services for those with disabilities are provided by the Technical College. Additional educational assistance is provided weekly by the Fresh Start Teacher as needed. As part of their development, members are assisted by staff to develop an Individual Development Plan that specifies goals, strategies and incremental steps to achieve those goals, including educational goals. Progress is monitored monthly through one-on-one sessions with staff. In addition, as many of the members face mental health issues that may impede their progress, mental health sessions are held on a weekly basis as well as one-on-one counseling as needed by the Fresh Start Therapist. Civic engagement is developed in members to promote life-long commitment to service to the community. Members participate in volunteer recruitment and community related activities such as the development/maintenance of parks and trails. Members reflect on these activities as they make their entries into their autobiographical journal, which includes reflections on all civic activities.

### Result: Intermediate Outcome

Result.

Members enrolled in GED/HSED instruction will obtain a GED/HSED diploma during their term-of-service.

Indicator: O16: Members that obtain a GED/diploma.

Target : 85% of members enrolled in GED/HSED instruction will obtain a diploma before the end of their term-of-service.

Target Value: 13

Instruments: Documentation of GED/HSED award.

PM Statement: 85% of members who participate in GED/HSED instruction (or 13 members) will obtain a GED/HSED diploma before ending their term-of-service.

### Result: Output

Result.

Members who do not have a GED/HSED upon entry into the program will participate in GED/HSED instruction.

Indicator: O13: Members without a high school diploma prior to service.

Target : 15 members (75% of members) will not have a GED/HSED and will actively participate in instruction.

Target Value: 15

Instruments: Program staff will collect information from members at the start of their term-of-service to identify their GED/diploma status through the question, "Do you have a GED/Diploma?" with the responses Yes/No/Not Sure (Explain).

## National Performance Measures

Result.

PM Statement: 75% of members or 15 members do not have a GED/HSED and will participate in GED/HSED instruction.

### Priority Area: Economic Opportunity

#### Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

The program will use the strategies of on-the-job training and career development training to ensure members who complete service and opt for employment will secure employment within one year of completion. On-the-job training consists of working in one of two crews to construct a new home. Members undertake all construction activities within their skill level, including blueprint reading, rough framing of interior walls, drywalling, roofing, laying tiles, painting, finish work and landscaping under the supervision of the Site Manager or his Assistant. Members are also assisted to job-shadow in various construction activities such as weatherization, housing inspections, lead abatement and blueprinting. They also receive instruction on-the-job from sub-contractors completing the concrete/foundation, electric, plumbing and HVAC activities in housing construction. Members who have a sufficient skill level are trained in green housing technologies by the Midwest Renewable Energy Association (MREA) and may receive a Certificate if they pass the examination.

The program's Career Development training includes components in "Work Maturity Skills", "Pre-Employment Skills" and other skills needed to successfully compete for employment. Members are assisted to develop appropriate workplace behaviors, resumes and a job search plan. Career exploration may also involve activities at the local Job Center including testing, interest inventory, resume preparation, video-taped practice interviews and job search techniques. As part of their development, members are assisted by staff to develop an Individual Development Plan that specifies goals, strategies and incremental steps to achieve those goals, including employment goals. Progress is monitored monthly through one-on-one sessions with staff. Members also participate in Leadership Development, Life Skills and Financial Literacy classes taught in collaboration with the University of Wisconsin Extension as well as sessions on health and nutrition.

In addition to these two major strategies, the program provides other activities to help develop the job-readiness of members. As many members have mental health issues, the program provides weekly mental health group sessions as well as one-on-one counseling provided by the Fresh Start Therapist as needed. In addition, civic



## National Performance Measures

Briefly describe how you will achieve this result (Max 4,000 chars.)

engagement is developed in members through their participation in volunteer recruitment and community service activities such as the development or maintenance of parks and trails. Members reflect on these activities as they make entries into their autobiographical journal, which includes reflections on all service activities.

### Result: Intermediate Outcome

Result.

Members who complete their term of service and opt for employment will secure it within a year of completing their term of service.

Indicator: O15: Members that secure employment.

Target : 15 members who complete their term of service and opt for employment will secure it within a year of completion of service.

Target Value: 15

Instruments: Documentation in individual member files provided as verification by the member's employer.

PM Statement: Fifteen members will complete their term of service, opt for for employment and secure employment within one year of completion of their term of service.

### Result: Output

Result.

20 members will be unemployed prior to service.

Indicator: O12: Members unemployed prior to service.

Target : 20 members will be unemployed prior to service.

Target Value: 20

Instruments: Self-report by members at the beginning of their term of service regarding employment and income status.

PM Statement: Twenty members will be unemployed prior to their term of service.

## Required Documents

**Document Name**

**Status**

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable