



# ANNUAL REPORT

## 2018-2019



EightCAP, Inc.  
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# GOVERNING BOARD

EightCAP is governed by a 15-member board comprised of individuals from the low-income, public, and private sectors from Gratiot, Ionia, Isabella, and Montcalm counties. These individuals volunteer their time to lead the organization by establishing its mission and overseeing the programmatic, financial, and governance activities that EightCAP engages in. The Agency's programs and services align with its mission statement as adopted by the Governing Board on September 30, 2017.

*EightCAP, Inc. improves our community by partnering with private, government, and community organizations to deliver programs to low-income residents that alleviate the local causes of poverty and its effects.*

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## EightCAP Governing Board Members

(September 30, 2019)

### Gratiot County

Gary Tegge, Consumer Sector (Vice Chair)  
Janie Diels, Private Sector  
Jennifer Cook, Public Sector

### Isabella County

Steven Rivers, Consumer Sector  
Matthew Miller, Private Sector  
James Moreno, Public Sector

### Montcalm County

Rena Caudill, Consumer Sector (Secretary)  
Lori Wilson-Mazzola, Private Sector  
Jeremy Miller, Public Sector (Treasurer)

### Ionia County

Glenna Scofield, Consumer Sector  
David Seppala, Private Sector  
Georgia Sharp, Public Sector

### At Large

Ashley Strasser, Consumer Sector  
Doug McFadden, Private Sector (Chair)  
Yvette Clark, Public Sector

# BOARD CHAIR'S INTRODUCTION

Dear Reader:

This report outlines and describes the important work that EightCAP, Inc. is doing in the many central Michigan communities it serves. It covers the time period October 1, 2018, through September 30, 2019.

This report period was a tumultuous one. A partial federal government shutdown and staff turnover made it an "interesting" year. Dan Petersen, long-time EightCAP president, resigned to pursue other opportunities shortly after the report year ended, hence my preparation of the introductory letter.

The extraordinary efforts of the dedicated women and men who work and volunteer for EightCAP, Inc. made possible the stories and statistics in this report. This year's Annual Report is broken down into the following sections:

## *STRATEGIC HIGHLIGHTS*

The Agency's Strategic Plan, adopted in July 2017, guides the long-range and day-to-day decisions and activities to keep EightCAP, Inc. "on course" as opportunities and challenges change over time. This section provides an overview of the progress that has been made on the Plan.

## *FINANCIAL HIGHLIGHTS*

This section details the sources of EightCAP's revenue and the disbursements charged to each program funded by that source.

## *OPERATING HIGHLIGHTS*

EightCAP accomplishes much through its programs and projects to achieve positive outcomes for its clients. This section highlights and quantifies those outcomes.

## *ORGANIZATIONAL INTEGRITY*

EightCAP is constantly evaluating its programs and operations to ensure that we are being responsible stewards of the resources that are entrusted to us. The Agency continued to improve the quality of its financial management and operations, to protect against waste and fraud, and to achieve the objectives of all of its programs. This section points out several of the actions and outcomes reflecting EightCAP's commitment to organizational integrity.

Thank you for taking the time to learn about EightCAP, your Community Action Agency.

**Doug McFadden**  
Governing Board Chair



## STRATEGIC HIGHLIGHTS

- Board members were elected, approved, seated, and trained on EightCAP policies, procedures, and programs.
- Members of the Governing Board, as well as EightCAP staff, attended several trainings provided by state and national partners, including David Bradley's History of Community Action Workshop (in Dearborn, Michigan, during a blizzard); National Community Action Foundation (NCAF) Legislative Conference; Michigan Community Action (MCA) Legislative Day; CAPLAW National Training Conference; MCA Summer Conference; and Community Action Partnership's 2019 Annual Convention.
- The Agency's *Equal Opportunity and Nondiscrimination Policy Regarding EightCAP's Provision of Services* was revised in response to updated regulations. The *Succession Planning Policies for the Position of President* and the *Energy Programs Deferral Policy and Procedures* were also revised.
- The Board received a report on site security throughout all of the Agency's properties that was conducted by an outside consultant. The report included observations and recommendations to improve security organization wide, including the use of video surveillance. As part of the implementation process, an *EightCAP, Inc. Video Surveillance Policy* was adopted by the Board.
- The Board authorized expansion of the Agency's Foster Grandparent and Senior Companion programs into Osceola County. The expansion will assist the program in its recruitment and enrollment efforts and provide the opportunity to serve a county that has demonstrated a need for these services.
- A Board Training Plan was adopted for the upcoming fiscal year to aid in more accurate grant planning and to provide improved training and development opportunities for Board members.
- Regional Office of Head Start conducted a site visit to the Agency's 0-5 Head Start program in October 2018. These periodic visits allow the funding source the opportunity to better understand the Agency's program, including the rural locations of the families and transportation and meal service issues.
- EightCAP moved its administrative "headquarters" from Turk Lake (904 Oak Drive - Greenville) to Orleans (5827 Orleans Road - Orleans). Negotiations continued to achieve the sale of the vacated Turk Lake property.
- An All-Agency Meeting was held in December 2018. Board members joined staff for lunch and employee recognition as part of the training day.
- The Agency weathered a partial federal government shutdown, but due to preparatory actions by staff, there was no interruption in services to clients.

# STRATEGIC HIGHLIGHTS

- A reduction in utility assistance funding impacted staffing levels at EightCAP's county outreach offices, i.e. clerical staff. The Agency began exploring remote receptionist options for these offices to continue provision of services to clients via a user friendly intake system.
- Winter weather required the Governor to order emergency closure of State government for nearly a week. The inclement weather also impacted Agency programs and offices, with Head Start centers forced to extend their 2018-19 school-year end dates into mid to late June due to unplanned center closures.
- EightCAP's 14<sup>th</sup> Annual Walk for Warmth event, which included a soup and chili cook-off at Mt. Calvary Lutheran Church in Greenville, was a success. Consumers Energy Foundation continued its financial support of Walk for Warmth, the Community Action network's statewide effort to raise funds for individuals and families in need of heat and utility assistance.
- The 1st Annual "Whack for Warmth" golf fundraiser at Brookside Golf Club was a success, netting over \$5,800. These funds will also assist individuals and families with emergency needs.
- The Agency's Weatherization Assistance Program (WAP) experienced a decrease in production due to an increased number of homes being deferred during the inspection process. Deferrals included the presence of asbestos, lack of vapor barriers or the ability to install vapor barriers in crawl spaces, infestations, etc.
- EightCAP received a report from the State of Michigan Department of Health and Human Services - Bureau of Community Action and Economic Opportunity. The results demonstrated the Agency's commitment to compliance with the Community Services Block Grant Organizational Standards in the areas of Consumer Input and Involvement, Community Engagement, Community Assessment, Organizational Leadership, Board Governance, Strategic Planning, Human Resource Management, Financial Operations and Oversight, and Data and Analysis. EightCAP met 58 of the 58 Organizational Standards.
- The Agency applied for and was awarded supplemental Head Start funding to convert 68 part-day slots to full-day slots at its St. Louis and Stanton centers. The conversion would allow the program to provide full-day centers, five days per week, at 1,020 hours per program year for 68 children. If approved, the funding would allow EightCAP's program to increase its number of Head Start slots at 1,020 hours/program year from 220 (33%) to 288 (43%).
- The Agency implemented a 1.77% cost of living adjustment increase to the wage scale for every position within the Agency.

## FINANCIAL HIGHLIGHTS

Commodities (Value of commodities distributed)	\$ 110,575
Community Services Block Grant	738,112
Community Services Emergency Fund	18,019
Court Appointed Special Advocate	65,834
Consumers Energy Programs	17,500
DTE Energy Program	640
Early Head Start	3,100,637
Emergency Food and Shelter National Board Program	2,000
Emergency Shelter Program (Salvation Army)	136,500
Family Re-Housing Program (HUD)	239,548
Foster Grandparents - Corporation for National Service	225,146
Foster Grandparents - Michigan Aging & Adult Services Agency	182,490
Greenville Optimist Camp for People with Disabilities	75,285
Head Start	6,519,326
Head Start - Child Care Food Program	310,718
Head Start - Great Start Readiness	277,427
HUD CofC	61,516
Ionia County Friends of Jesus Fund	66
Isabella County Ministerial Association	248
MCAAA Michigan Energy Assistance Program	96,400
MCAAA Michigan Energy Assistance Program - LIHEAP	40,275
Michigan Balance of State CofC	14,591
Montcalm County Food Drive	9,300
Montcalm County Love in Action	687
MSHDA Coordinated Entry System Services (HUD)	27,050
MSHDA Emergency Solutions Grant	254,870
MSHDA Emergency Solutions Grant (HUD)	12,919
Rapid Re-Housing Program (HUD)	108,496
Senior Companion Program - Corporation for National Service	78,904
Senior Companion Program - MI Aging & Adult Services Agency	85,481
Supportive Services for Veterans Families	167,255
Threshold Academy Scholarship Fund	537
The Emergency Food Assistance Program	46,471
Veterans Support Fund	388
Victims of Crime Assistance	131,536
Walk for Warmth	71,626
Weatherization	442,042
Weatherization - Energy Optimization	22,921
Weatherization - LIHEAP	346,282

**TOTAL**

**\$14,039,618**

# FINANCIAL HIGHLIGHTS

## FUNDING SOURCES

Chemical Bank  
 Consumers Energy  
 Corporation for National & Community Service  
 Donations from Area Businesses & Individuals  
 Greenville Area Community Foundation  
 Greenville Optimist Club  
 Homeworks Tri-County Electric Cooperative  
 Ionia County Intermediate School District  
 Ionia - Montcalm Department of Human Services Board  
 Isabella Bank  
 Isabella County Ministerial Association  
 Knights of Columbus  
 Meijer, Inc  
 Michigan Aging & Adult Services Agency  
 Michigan Balance of State CofC  
 Michigan Community Action Agency Association  
 Michigan Department of Education  
 Michigan Department of Health & Human Services  
 Michigan State Housing Development Authority  
 Mid-Michigan Community Action Agency  
 Montcalm Area Intermediate School District  
 Montcalm County Juvenile Court  
 Smiles for Life Foundation  
 The Salvation Army  
 The Wireless Zone Foundation for Giving  
 Tri-County Electric People Fund  
 U.S. Department of Health & Human Services  
 U.S. Department of Homeland Security  
 U.S. Department of Housing & Urban Development  
 United Way of Montcalm and Ionia Counties

## ACRONYMS

CAA - Community Action Agency  
 CofC - Continuum of Care  
 HUD - Housing & Urban Development  
 LIHEAP - Low Income Home Energy Assistance Program  
 MCAAA - Michigan Community Action Agency Association  
 MSHDA - Michigan State Housing Development Authority

## OPERATING HIGHLIGHTS

- 81 low-income persons age 55 and older served as volunteers in the Foster Grandparent Program.
- Volunteers provided 65,502 hours of service through the Foster Grandparent Program.
- 319 children received supportive, one-on-one mentoring through the Foster Grandparent Program.
- 876 children benefited from intergenerational programming.
- 38 local school classrooms, pre-schools and Head Start programs hosted Foster Grandparents.
- 23 low-income persons age 55 and older served as volunteers in the Senior Companion Program.
- Volunteers served 23,786 hours as Senior Companions.
- 100 older adults with special needs were provided companionship to maintain independence through EightCAP's Senior Companion Program.
- 69 total children received advocacy services from the Court Appointed Special Advocate program during this fiscal year.
- 36 total Court Appointed Special Advocate volunteers collectively reported 2,683 volunteer hours spent advocating for the children they were assigned to with active abuse and neglect cases through the Montcalm County Juvenile Court.
- 129 individuals benefited from energy-efficiency upgrades to their homes in the 6-county Weatherization Program service area, with 24% elderly, 23% disabled, 1.5% of Native American descent, and 33% having children under the age of 18 living within the home.
- \$71,607 in funding was leveraged from Energy Optimization to increase the number of Weatherization measures that were completed.
- 676 households were provided with safe temporary shelter.
- 105 unemployed adults obtained employment (up to a living wage).
- 79 individuals engaged with the Community Action Agency reported having improved financial well-being.
- Over 3,200 supplemental food boxes were distributed to low-income households throughout the four-county service area.
- 1,054 individuals achieved one or more outcomes as identified by the National Performance Indicators in various domains.

# OPERATING HIGHLIGHTS

## Community Services & Housing

### FY2018-2019

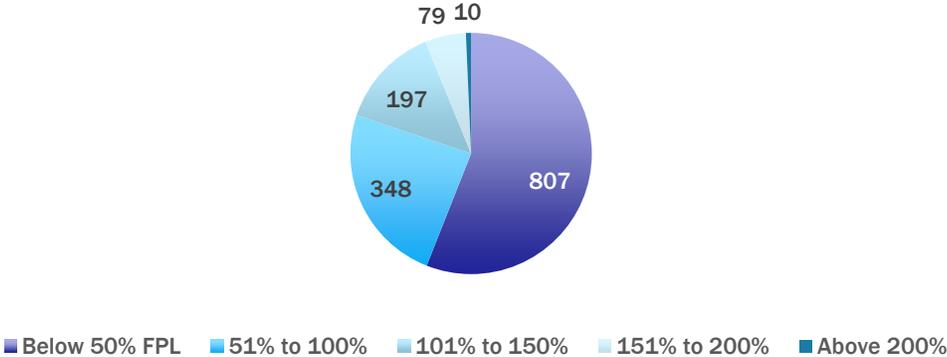
**1,441 total households served**

**81% fell below the 100% Federal Poverty Level**

The EightCAP, Inc. Self-Sufficiency Department provides a multitude of services to increase the ability of low- and no-income households in becoming self-sufficient long-term by teaching advocacy skills, means to secure basic needs resources, and short-term crisis assistance.

Throughout the 2018-2019 Fiscal Year, EightCAP continued to provide programs to low-income households that alleviate the causes and conditions of poverty through basic needs programming. The Agency provided services relating to security deposits and rental assistance payments, utility bill payments and deliverable fuel assistance, along with hotel vouchers for emergency sheltering and commodity food - all services focused on those most “at risk”.

### Household Income based on Federal Poverty Guidelines

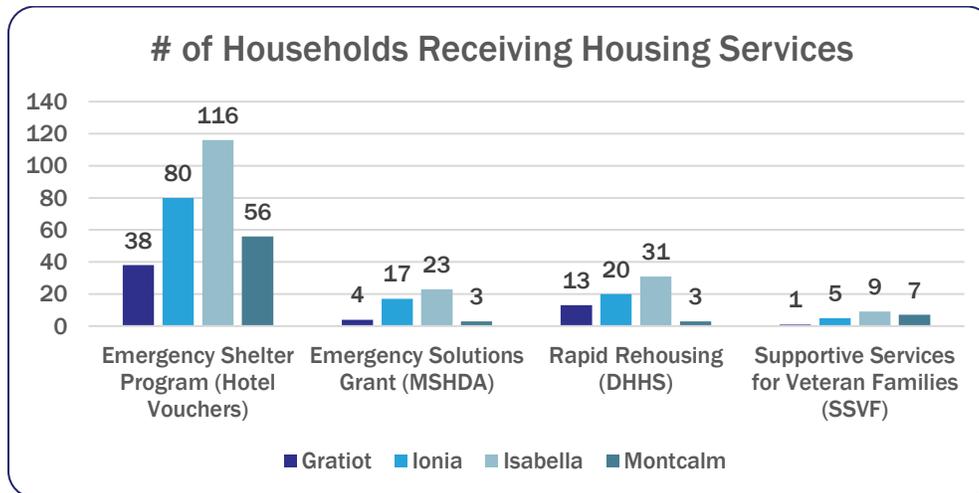


Community Services’ staff met with 181 households to set goals in hopes of reducing the energy burden in households and allocated \$96,400 in payment assistance to alleviate a client’s crisis by paying utility bill arrears, shut off notices or for a “drop” of deliverable fuels.

# OPERATING HIGHLIGHTS

## Community Services & Housing

The Agency received homeless assistance funding from numerous partners such as the Department of Health and Human Services (MDHHS), Michigan State Housing Development Authority (MSHDA), The Salvation Army (TSA), United States Housing and Urban Development (HUD), and the Veteran's Administration (VA).



The ***Emergency Shelter Program*** expended \$123,550 providing emergency shelter through 7-night hotel placements throughout the 4-county service area. These services sheltered a total of 290 households which impacted 182 children (under 18) and 21 seniors (above 60).

The ***Emergency Solutions Grant*** disbursed \$141,247 delivering 6 months of housing assistance through security deposit and rental assistance payments along with paying rental arrears to landlords for eviction forgiveness. These services provided housing for 47 households which impacted 81 children and one (1) senior.

The ***Rapid Re-Housing Program*** spent \$323,451 supplying long-term rental assistance to Categorically 1, Literally Homeless households in the forms of security deposits and rental assistance payments. These services provided 67 households with housing stability and impacted 104 children and 2 seniors.

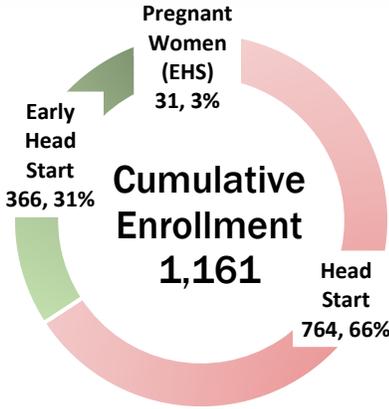
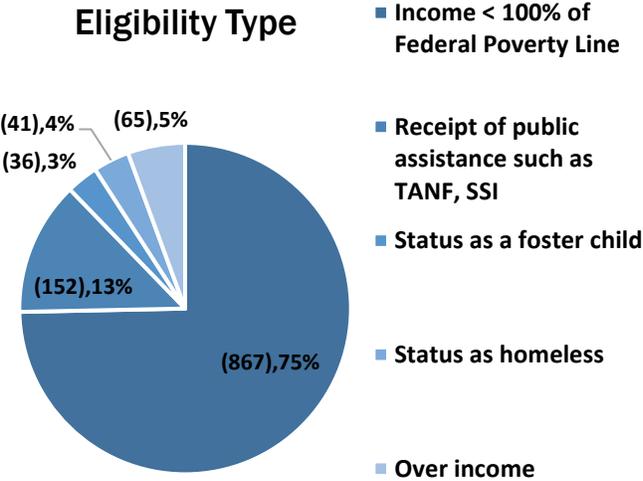
The ***Supportive Services for Veteran Families*** Grant paid out \$60,275 in temporary financial assistance for a myriad of services (car repairs, beds, security deposit/rent payments, vital document fees, vehicle transfer title/registration fees). These services provided support for 22 households which impacted 11 children and 8 seniors.

These programs also include funding that supports staff with the ability to help households achieve self-sufficiency goals through case management services. This is implemented through monthly face-to-face meetings, referrals to mainstream benefits, advocacy skill mentoring, housing stability planning, financial literacy/budgeting and short- and long-term basic needs goal setting.

# OPERATING HIGHLIGHTS: 0-5 Head Start

## Program At-a-Glance

EightCAP operates Head Start and Early Head Start programming within the boundaries of four counties (see below) and the Ionia County Intermediate School District (ICISD), Montcalm Area Intermediate School District (MAISD), and the Gratiot-Isabella Regional Education Service District (GIRESD). Additionally, EightCAP offers Early Head Start center-based programming in Clinton County.



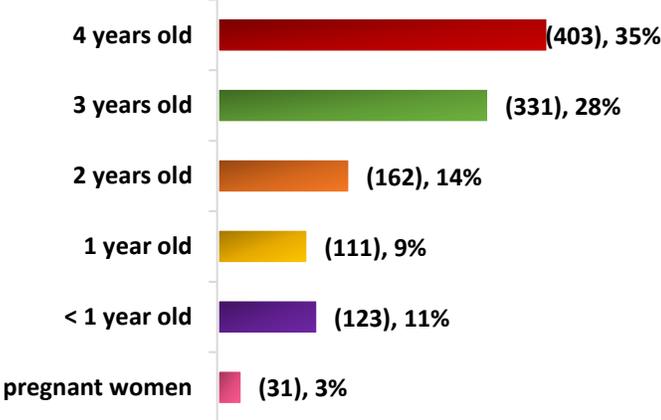
### Head Start

- 4 Counties (Gratiot, Ionia, Isabella, Montcalm)
- 18 Sites
- 28 Classrooms (18 full-day, 10 part-day)
- Funded Enrollment: 667
- Average Monthly Enrollment: 99.63%

### Early Head Start

- 5 Counties (Clinton, Gratiot, Ionia, Isabella, Montcalm)
- 4 Sites
- 4 Full-Day Classrooms
- 22 Home Visitors
- Funded Enrollment: 268
- Average Monthly Enrollment: 99.25%

### Enrollment by Age



# OPERATING HIGHLIGHTS: 0-5 Head Start

## School Readiness

Head Start views school readiness as children possessing the skills, knowledge, and attitudes necessary for success in school and for later learning and life. Positive early learning environments that include relationships based on trust, encouragement, and appropriate expectations throughout the five central domains: Approaches to Learning; Social and Emotional Development; Language and Literacy; Cognition; and Perceptual, Motor, and Physical Development, are critical elements of school readiness.



EightCAP's school readiness goals are aligned with the Head Start Early Learning Outcomes Framework (HSELOF); the Michigan Early Childhood Standards for Quality Prekindergarten; Creative Curriculum for Preschool; and Creative Curriculum for Infants, Toddlers, and Twos. The following chart illustrates the percentage of Head Start and Early Head Start children that met or exceeded the program's school readiness goals in each of the five central domains in 2018-19.

Central Domains	EightCAP, Inc. School Readiness Goals	Early Head Start	Head Start
Approaches to Learning	Children and families will engage in learning to acquire knowledge, learn new skills, and achieve goals.	98%	97%
Social and Emotional Development	Children and families will express, recognize, and manage their own emotions in order to create and sustain positive relationships.	98%	98%
Language and Literacy	Children will expand their receptive and expressive language to establish a foundation for reading and writing.	93%	97% (Language)
			90% (Literacy)
Cognition	Children will experiment with the world around them in order to gain complex cognitive abilities, including mathematic strategies and emerging scientific reasoning skills.	95%	92%
Perceptual, Motor, and Physical Development	Children will enhance their well-being by exploring their environment and investigating objects in the world.	97%	99%

# OPERATING HIGHLIGHTS: 0-5 Head Start

## Parent Involvement

The Positive Solutions for Families parenting curriculum utilizes the Pyramid Model for supporting social emotional competence in infants and young children. The curriculum consists of a series of six modules, developed by the Center on the Social Emotional Foundations for Early Learning (CSEFEL), focused on promoting children’s social and emotional skills, understanding problem behavior, and using positive approaches to help children learn appropriate behavior.



**85%** of families reported that they have used information from the curriculum.



- *“It has reduced my stress because I realize it’s more important to nurture my child versus completing my own agenda, which can wait.”*

- *“We have been trying many of the strategies including logical consequences and redirection.”*

- *“Going to the store is much easier!”*

- *“I am complimenting her more and have become more encouraging.”*

- *“Slowing down, sitting down, and listening. Giving clear expectations.”*

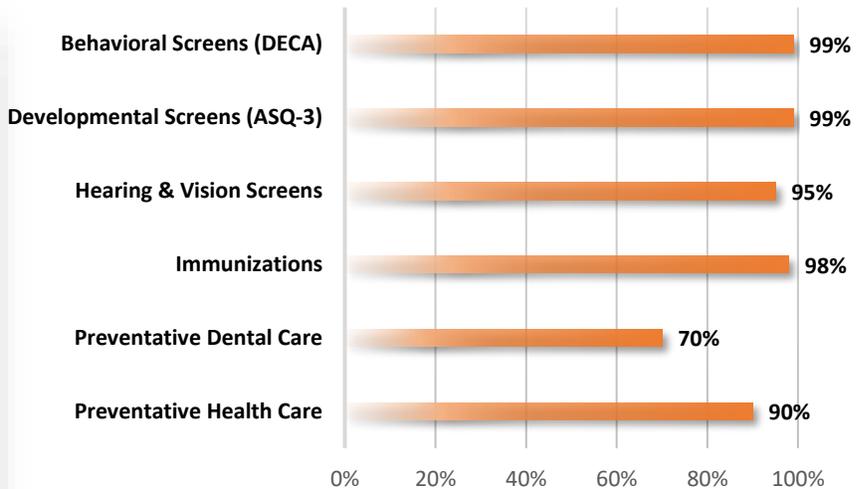
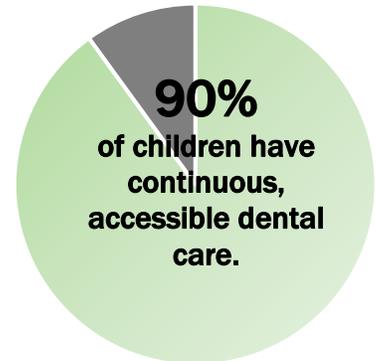
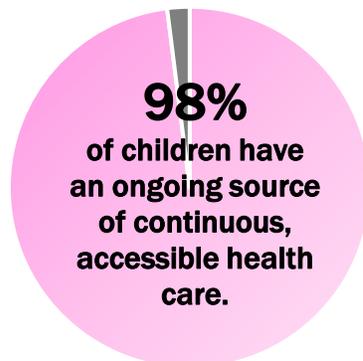
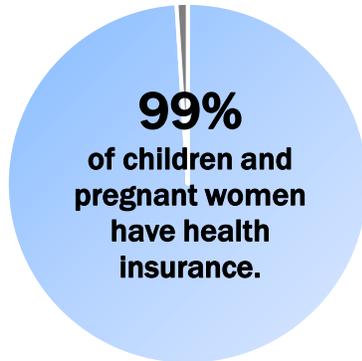
### Additional Highlights

- 1,229 volunteers provided valuable services to the 0-5 Head Start program.
- 21 family events, focused on positive parent-child relationships, were planned and implemented by Parent Committees.
- 517 individuals attended one or more Parent Committee event(s).
- 159 families received parenting education services.
- 179 fathers/father figures engaged in family goal setting.



# OPERATING HIGHLIGHTS: 0-5 Head Start

## Health & Wellness



### Additional Information

- Participation in the Child and Adult Care Food Program (CACFP) allowed for the provision of the following meals:
  - 34,555 Breakfasts;
  - 53,031 Lunches; and
  - 57,608 Snacks.
- 97 children were served by the Mental Health Coordinator (HS) or Mental Health Consultant (EHS).



# OPERATING HIGHLIGHTS: 0-5 Head Start

## Fiscal Information

<b>Funding Received (Fiscal Year 10/1/18 - 9/30/19)</b>		
<b>U.S. Department of Health &amp; Human Services (DHHS)</b>		
- Head Start Program Operations	\$6,446,453	63.2%
- Head Start Training & Technical Assistance	\$72,726	0.7%
- Early Head Start Program Operations	\$3,042,732	29.8%
- Early Head Start Training & Technical Assistance	\$55,305	0.5%
- Head Start/Early Head Start Program Income	\$2,746	0.03%
<b>Total Funds Received: U.S. DHHS</b>	<b>\$9,619,962</b>	<b>94.2%</b>
<b>U.S. Department of Agriculture - CACFP</b>	<b>\$310,718</b>	<b>3.0%</b>
<b>Michigan Department of Education - GSRP</b>	<b>\$277,427</b>	<b>2.7%</b>
<b>TOTAL Funds Received (10/1/18 - 9/30/19)</b>	<b>\$10,208,107</b>	<b>100%</b>
<b>Head Start/Early Head Start Non-Federal Match</b>		
- Donated Services and Materials	\$2,527,422	

<b>2019 Grant Year Budget (Fiscal Year 1/1/19 - 12/31/19)</b>		
<b>Head Start/Early Head Start</b>		
- Personnel: Salaries & Wages	\$5,924,813	61.1%
- Fringe Benefits	\$2,149,205	22.2%
- Contracted Services	\$284,876	2.9%
- Occupancy/Telephone & Internet	\$504,210	5.2%
- Supplies	\$141,790	1.5%
- Travel	\$493,600	5.1%
- Staff Development	\$65,699	0.7%
- Other	\$134,954	1.4%
<b>TOTAL Expenditures</b>	<b>\$9,699,147</b>	<b>100%</b>
<b>Head Start/Early Head Start Non-Federal Match</b>		
- Donated Services and Materials	\$2,424,787	

# ORGANIZATIONAL INTEGRITY

- According to the FY2018-2019 audited financial statements, EightCAP's administrative expense came in at 8%. As a result, 92% of total funding directly benefited the programs administered by the Agency.
- EightCAP's accounting system effectively manages complex accounting processes across the Organization for numerous grants to allow for a quick turnaround of reporting. It took on average 10 business days each month to close the books and complete accurate and timely reports to submit to our funding sources.
- An independent audit, completed by Rehmann Robson, for the year ending September 30, 2019 resulted in an unmodified opinion. This audit provides assurance that the financial statements are free of material misstatement and reviews the internal control over financial reporting for compliance with certain provisions of laws, regulations, contracts, and grant agreements. The annual Agency audit revealed solid administrative and fiscal management practices over financial statements and federal awards. No deficiencies or instances of noncompliance were found.
- Employee Navigator is up and running. This allows new employees to log in to review and select benefits, drastically reducing the amount of paperwork needed for first-time enrollment into our benefits. During open enrollment season, current employees utilized Employee Navigator to select and review their benefits as well.
- The Onboarding PowerPoint has been implemented and is a huge success! New employees are always amazed at the variety of programs EightCAP offers, giving them insight on who to contact if a client has a need or questions.
- Personnel is currently working on an RFP to obtain quotes for a new HR Software System. The HR software being considered will make recruitment, onboarding, performance tracking, and leave tracking more productive and user friendly.
- Personnel and Head Start have collaborated to roll out Agency-wide Spirit Days! The purpose of these Spirit Days is to create an environment where we are all ONE Agency. It is intended to inspire collaboration and education between departments as well as increase employee retention due to feeling a sense of attachment to the "Agency Team" as a whole.
- CASA staff continue to effectively utilize CASA Manager, a case management software program, to track case details, outcomes, volunteer hours, and to generate accurate statistical reports.
- CASA meets all program requirements as set forth by both the National and Michigan CASA Associations, ensuring that our program adheres to the laws, regulations, and standards which ensure a quality program.

# ORGANIZATIONAL INTEGRITY

- The Senior Corps Program partnered with Huntington Bank to provide a comprehensive Financial Empowerment Training including topics on safe banking for seniors and identity theft protection.
- The Senior Corps Program has implemented a comprehensive database to streamline the collection of volunteer program data, allowing for better creation of reports and dashboards to monitor program performance.
- The Weatherization Program saw a change in operations with the hiring of 1 full-time crew leader and 2 full-time crew workers, who received required training and are completing weatherization work on the homes of eligible households. The addition of 1 full-time crew leader is being explored for the upcoming grant cycle.
- The Operations Department responded to over 500 work orders and as many verbal requests in 2019.
- Facilities supplies are being ordered as needed and a minimal inventory is kept at each of the sites.
- Transportation parts inventory continues to be reduced and is monitored and inventoried routinely.
- A Request for Proposal was released in December for an additional six 30-passenger busses. Responses were received from several vendors. These gasoline powered busses will be leased for a 4-year period. This option gives us the opportunity to update our aging fleet quicker, to realize savings in the cost of gas vs diesel, to achieve better miles per gallon, and to reduce the cost involved in maintaining an older fleet.
- The EightCAP, Inc. Information System Department continues to maximize the use of Microsoft Office 365. This continues to provide data security and easy access to vital tools and data for staff who work in multiple offices. Our Mitel cloud-based phone system now encompasses 95% of all agency staff spread over 5 counties. Many improvements in the area of security have been implemented such as video surveillance and key fob door entry system. More installations are planned throughout the upcoming year. Virtual Machines have been implemented with the focus being on our finance department. This allows replication of servers to other county offices which will be beneficial in the case of power outages or structural disaster.



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EightCAP, Inc. is an equal opportunity employer/program.  
Auxiliary aids and services available upon request for individuals with disabilities.