

**CAPE III Program Report**  
**Brown County Career Resource Center**  
**Reporting Period: January 1-September 30, 2010**

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Submitted: October 31, 2010

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# Executive Summary

## ***CAPE III Grant Goals***

The Brown County Career Resource Center (CRC) continues to meet the goals set forth in the CAPE III grant:

- Continue CRC services while establishing and executing a sustainability plan.
- Continue career education and exploration for K-12 students, including expansion of the Individual Development Plan (IDP) and dual credit opportunities.
- Maintain or increase the level of participation in college credit courses.
- Provide basic skills training for GED preparation and for entrance to college-level courses.

## ***Plans for Sustaining the CAPE Program***

The major goal for stakeholders of the Brown County Career Resource Center is to provide for sustainability of CRC funds and programs as CAPE III funding comes to an end. With the remaining funds from CAPE III, payouts from the Brown County Community Foundation Endowment, State and Federal adult education allocations, the CRC annual fundraising campaign, grants, and substantial in-kind support from Brown County Schools, the CRC is sustainable through the end of 2011. With the added possibility of public funding, the CRC has an excellent opportunity to become fully sustainable.

## ***Anticipated Outcomes***

The anticipated outcomes for this reporting period were to:

- Reduce CRC costs to align with a reduced budget.
- Develop strategic relationships to expand programming and funding opportunities.
- Engage in capacity-building for sustainability.
- Develop a successful annual fundraising campaign as a component of CRC sustainability efforts.
- Increase community awareness of CRC programs, services, student success stories, and funding needs.

## ***Program Highlights toward Sustainability from the Reporting Period***

The CRC is making important strides toward sustainability:

- The CRC budget has been significantly reduced by reorganizing CRC staff and limiting expenditures.
- Fees have been established for many CRC services.
- The CRC Steering Committee and staff have become proactively engaged with agencies, organizations, and individuals who may be potential donors or partners for funding.
- The CRC has completed its first annual fundraising campaign.
- The CRC has continued to work on a coordinated marketing plan designed to present a consistent message through a variety of media.
- Brown County School is seeking approval of a \$.01 property tax referendum in the fall 2010 election to help sustain the CRC.

# **Narrative Program Report**

## ***Goals of the Original CAPE Grant***

The goals of the original CAPE grant were to improve access to information about postsecondary education and to increase the accessibility of postsecondary education and experiential learning opportunities in Brown County. These goals were to be attained by offering career information and planning services, basic skills development, adult education, workforce development services, postsecondary education, client-centered supportive services, and distance learning.

## ***Ongoing Program Implementation***

### **Career Information and Planning Services**

Career services at the CRC include career assessments, career exploration, and career advising. Clients may participate in career assessments to identify career interests, skills, values, and personality traits. They may also request job-shadowing placement in order to observe and interview working professionals in their chosen career areas.

Each client involved in career planning completes or updates an Individual Development Plan (Career Plan) that serves as a basic planning document for career development. As clients achieve their educational and career goals, they continue to update their Career Plans.

A career interest inventory is administered to all Brown County eighth graders, and a follow-up debriefing session is provided for those students. An annual Career Day, featuring professionals from a variety of career clusters, is held at the junior high school.

Services for high school students include career assessments, educational and career planning, assistance with college applications and help with financial aid applications.

Small business advising is available at the CRC through SCORE, a partner with the U.S. Small Business Administration. SCORE provides free counseling and mentoring for clients who are interested in starting their own businesses. Approximately 36 CRC clients receive SCORE counseling each year.

### **Basic Skills Development**

The CRC offers basic skills assessments, brush-up classes, online tutorials, and tutors to help clients improve their skills in reading, writing, and math.

Ivy Tech Community College has phased out some of its Academic Skills Advancement (ASA) courses. The college anticipates that, with the new Core 40 standards for high school graduation, students graduating from high school will be better prepared for college-level courses. Although recent high school graduates may be better prepared for college than before, many adult students in Brown County are not as well-prepared. The CRC serves these adult students in its basic skills program.

### **Adult Education**

The CRC provides a variety of services for students seeking GED® (General Educational Development) diplomas. GED classes are available two afternoons and two evenings per week. Instruction is individualized based on pre-test results from the Tests of Adult Basic Education (TABE) and/or the GED Official Practice Tests. GED students who cannot attend classes are offered other options to meet their schedules, including tutors, materials to use at home, and enrollment in the Web-based skills tutorial

PLATO®. The CRC is an official GED testing site, allowing Brown County students to take the GED Tests in familiar surroundings. Through September 30, 2010, a total of 349 students had received GED diplomas at the CRC since 2002. (See Appendix A, September 2010 Data Summary, Figures 6-7, Pages 8-9.)

Certification programs for Master and Residential Electricians and Certified Nursing Assistants (CNAs) are available at the CRC. As of September 30, 2010, 18 CRC clients had become licensed electricians, and 115 clients had received CNA certifications (Certified Nursing Assistants). (See Appendix A, September 2010 Data Summary, Table 5, Page 6.)

The CRC offers a variety of non-credit computer classes on topics such as Computer Basics, E-mail, Microsoft Word, Excel, PowerPoint, and QuickBooks. Enrichment courses are available on topics such as American Sign Language, Digital Cameras, and Employability Skills.

### **Workforce Development Services**

The CRC provides assistance with job searches, résumé preparation, access to local job listings and online job banks, and registration for state unemployment benefits. The CRC collaborates with Indiana WorkOne and Indiana Vocational Rehabilitation Services to provide additional employment and training services, including training funds for individuals who meet program qualifications.

In October 2009, the Nashville WorkOne Express office relocated from its former location to the CRC building. This is an important step toward making the CRC a one-stop career and employment center.

The CRC began offering KeyTrain® assessments and training through the Rural Capacity Grant from the Indiana Office of Community and Rural Affairs (OCRA). Although the grant ended in June 2010, the availability of KeyTrain assessments and training continues. Clients complete online tutorials to increase their skills in Reading for Information, Locating Information, and Applied Mathematics. Clients who achieve the highest level of readiness in all three of these areas are eligible to receive a National Certificate of Career Readiness. (See Appendix B, Rural Capacity Grant Final Report.)

### **Postsecondary Education**

The CRC is a satellite location for the Columbus campus of Ivy Tech. During the spring and summer 2010 terms, the CRC offered 21 Ivy Tech courses with a total duplicated enrollment of 232 students. (See Appendix A, September 2010 Data Summary, Figure 4, Page 6.) Since the beginning of the original CAPE grant, 1075 individual students (2,490 duplicated count) have enrolled in college courses at the CRC. In addition to these students, 150 Brown County High School students were enrolled in 13 dual credit courses through Ivy Tech and Indiana University during the spring and fall 2010 semesters. (Dual credit courses offer high school and college credit simultaneously.)

The CRC offers support services for students who enroll in courses from Ivy Tech Community College and other colleges and universities. Services include college placement testing, program and course advising, assistance with college applications, financial aid, scholarships, transcript requests, course registration, and tutoring. The CRC offers a textbook lending library to Brown County residents who take college classes taught on-site at the CRC.

As of September 2010, 187 students who had previously taken one or more courses at the CRC had completed college degrees or technical certificates, most of them through Ivy Tech Community College. Sixty-three percent of those completers were nursing students. (See Appendix A, September 2010 Data Summary, Table 7, Page 7.)

The CRC also provides on-site support for college instructors, such as monitoring and encouraging student attendance, copying course materials, administering proctored tests, and providing equipment and technical support for two-way video, webcast, and online courses.

### **Client-Centered Supportive Services**

The CRC collaborates with the YMCA and Parents' Day Out to provide childcare for Brown County clients who attend classes or receive services at the CRC. Clients must pre-register for these services.

The CRC provides free tutoring for clients enrolled in college classes, GED classes, or CRC basic skills classes. The CRC maintains a list of tutors and the subjects for which they provide tutoring.

Students who enroll in two-way video, webcast, and/or online college courses must arrange to have their course exams sent to an approved proctor site where the testing will be supervised. The CRC is an approved proctor site for several colleges. During the spring and summer 2010 terms, 69 students had college exams proctored at the CRC.

The CRC makes its facilities available to the community, including meeting space, open computer labs with high-speed Internet, wireless Internet access, and video conferencing. In addition, a printer, copier, scanner, and fax machine are available for clients to use for a small fee.

During the current reporting period of January 1 to September 30, 2010, over 8,500 people (duplicated count) visited the CRC. This number does not include students who came to the CRC to attend Ivy Tech or GED classes.

### **Distance Learning**

Many local college students have become comfortable with the technology required for Internet courses, two-way video courses, and webcasts. Using distance technology, college courses no longer require a minimum enrollment of 8-10 students. A course may now be delivered to only one student at a site. During the past year, 11 of the 36 college classes offered at the CRC were delivered by two-way video or webcast. Individual CRC clients completed 66 distance classes from January to August 2010.

Although distance technology creates many opportunities, it also presents a new set of challenges for Ivy Tech students in Brown County. (1) Broadband Internet services are not widely available in Brown County, so many students cannot participate in online courses from their homes. (2) As a cost-cutting measure, Ivy Tech has reduced the number of live classes at satellite sites like the CRC and replaced them with webcasts. (Webcasts are online synchronous classes that may have a student-to-teacher ratio of 30:1. Traditional live classes are likely to have a student-to-teacher ratio of 15:1 or less.) As a result, many students are experiencing a decreased level of communication with their Ivy Tech instructors.

Brown County adults who are new Ivy Tech students usually do not have the necessary technology skills to be comfortable and successful in webcast classes. The CRC has staff available during webcast classes in order to (1) help students use the technology and, as needed, to (2) provide one-on-one assistance to compensate for reduced personal interaction with Ivy Tech webcast instructors.

# **Activities to Sustain Progress of the CAPE Program**

## ***Objectives to Sustain Progress for This Reporting Period***

The major goal for stakeholders of the Brown County Career Resource Center is to provide for sustainability of CRC funds and programs as CAPE III funding comes to an end.

Objectives for this reporting period included the following:

- Reduce CRC costs to align with a reduced budget.
- Develop strategic relationships to expand programming and funding opportunities.
- Engage in capacity-building for sustainability.
- Conduct a successful annual fundraising campaign as a component of CRC sustainability efforts.
- Increase community awareness of CRC programs, services, student success stories, and funding needs.

## ***Activities Underway to Achieve Objectives***

### **Reduce CRC Costs**

The CRC Steering Committee approved further reorganization of the CRC staff. The original CAPE II grant funded six full-time positions. Three full-time positions and one part-time position are now funded by CAPE III:

- Director
- Lifelong Learning Facilitator
- Administrative Assistant
- <sup>3</sup>/<sub>5</sub> Career Facilitator

A full-time Project Coordinator was paid through May 1, 2010, by a Rural Capacity Grant (RCG) funded by the Indiana Office of Community and Rural Affairs. The Project Coordinator, David Bartlett, became the Acting Director of the CRC on May 1 and was partially paid by the RCG from May 1 until the Rural Capacity project ended on June 30, 2010. On July 1, 2010, David Bartlett became the permanent Director of the CRC and was fully funded by the CAPE monies.

Ivy Tech Community College continues to provide a Student Affairs Assistant to work evenings 16 hours per week. McDowell Adult Education Center in Columbus provided a daytime GED instructor five hours each week through March 2010. Evening GED instructors are paid for a total of four hours per week from the CAPE III grant. Beginning this fall, the cost of GED instructors will be reimbursable through State Adult Education funding.

The CRC database, which was formerly housed at the Indiana University Center for Evaluation and Education Policy, has been converted to an Access database that resides on a CRC server. This conversion was made possible by an in-kind contribution from Logos, Ltd., a local computer training provider. Having the database on-site saves the CRC approximately \$3,000 per CAPE report, or \$6,000 annually.

## **Develop Strategic Relationships**

CRC staff members are working to develop strategic relationships that may lead to expanded programming and new funding opportunities for the CRC. Existing collaborative relationships that are continually re-examined for new opportunities include:

- Brown County Chamber of Commerce
- Brown County Community Foundation
- Brown County Community Network
- Brown County Community Partnership
- BC Convention and Visitors Bureau
- BC Economic Development Commission
- Brown County Literacy Coalition
- C4 – Columbus Area Career Connection
- Indiana WorkOne
- Indiana Office of Community & Rural Affairs
- Ivy Tech Community College – Bloomington
- Ivy Tech Community College – Columbus
- Leadership Brown County
- Smithville Charitable Foundation
- South Central Indiana REMC
- Waycross Conference Center
- Economic Growth Region 8 Adult Education

Collaborative relationships that are still being explored include:

- Bloomington Life Sciences Initiative
- Blue Elk Community
- Camp Atterbury Expansion
- CVS Caremark
- EcO15
- Federal or State economic stimulus packages
- Fifth Third Bank
- Franklin Initiative
- Indiana Department of Workforce Development
- Lumina Foundation
- PNC Bank
- Schooner Valley Project

Brown County has been part of Indiana's Region 9 (Columbus region) for Adult Education for many years. In spring 2010, the Indiana Department of Education announced that the State's Adult Education regions were being realigned and that Brown County would become part of Region 8 (Bloomington region) on July 1, 2010. The CRC participated in a Region 8 planning and grant writing process for the implementation of the realignment. (See Appendix D, Region 8 Adult Education Proposal.) Although this realignment provides new revenue sources, it will present a new set of challenges for Brown County as it acquires new partnerships and complies with State and Federal Adult Education regulations required for funding through a new region. Brown County will continue to be aligned with Columbus Ivy Tech and Columbus Area Career Connection (C4).

CRC staff members participate in a variety of local organizations, such as Farm Bureau, 4-H, Leadership Brown County and the local home schooling network. Through these relationships, the CRC seeks new opportunities for programming and potential funding partnerships.

### **Engage in Capacity-Building for Sustainability**

In August 2008, the CRC implemented a \$150,000 Rural Capacity Grant (RCG) from the Indiana Office of Community and Rural Affairs. The grant project focused on the job readiness skills of high school students, GED students, and adults who were unemployed or underemployed. Funds from the Rural Capacity Grant were used to pay one full-time staff person, replace some outdated CRC technology, and supplement CAPE III funds. The grant also allowed the CRC to establish new client services, including services that generate revenue. (See Appendix B, Rural Capacity Grant Final Report.)

The CRC has developed a fee structure for CRC classes and workshops. Any client who cannot pay a required fee may apply for a sponsorship to attend the class or workshop free of charge. The CRC solicits donations targeted to providing sponsorships for these clients.

College textbooks, which in the past were loaned free of charge to Brown County residents taking Ivy Tech classes at the CRC, are now available to rent from the CRC.

On January 1, 2010, the CRC began charging clients for copies, faxes, and scans. Facility fees now apply for groups who schedule meetings at the CRC.

Ivy Tech's decision to phase out some of its Academic Skills Advancement (ASA) classes created an opportunity for the CRC to develop additional basic skills classes. Since CRC classes are non-credit, students may not receive federal financial aid to pay for them. Fortunately the CRC has received donations from three local organizations to pay part-time instructors to teach basic skills classes.

The CRC continues to actively participate in the Brown County Community Partnership, sponsor of the Brown County Needs Assessment and Brown County Vision 2020. The Partnership meets monthly to bring together Brown County leaders who share information and collaborate on projects of community-wide importance. Participation in the Brown County Partnership has been vital for communicating the CRC's commitment to attaining sustainability.

The CRC is on the Steering Committee for the new Leadership Academy project funded by the Brown County Community Foundation. The Leadership Academy is a leadership skill-building program targeting Leadership Brown County graduates and community leaders. The CRC will maintain an essential connection to the leadership structure in Brown County by participating in the project and targeting our students for leadership training.

The CRC Steering Committee continues to meet monthly to provide leadership and oversight for the CRC. The Steering Committee recommends staff, services, an annual budget, and it seeks additional funding sources. (See Appendix C, CRC Steering Committee Minutes.) The CRC Steering Committee is successfully moving the CRC from single source funding (CAPE) to a model integrating multiple funding sources, including an annual campaign, grants, targeted donations, partnerships, the Brown County Community Foundation Endowment, and, hopefully, public funding through a \$.01 property tax referendum.

### **Develop an Annual Fundraising Campaign**

The CRC Steering Committee has assumed responsibility for CRC fundraising. The CRC's first annual campaign began with three events in November 2009. The first event, an Outreach Reception for invited guests, was held November 6. The program featured State Rep. Eric Koch, representatives from the CRC Steering Committee, Brown County Schools, and Brown County Community Foundation, as well as

testimonials from former and present CRC clients. The second event, an Open House, was held a week later and offered a similar program. The third event was a gourmet dinner served at the home of the Steering Committee chairperson. These three fundraising events, plus a holiday mailing to friends of the CRC, raised \$16,322 for the CRC Now Fund, the CRC Forever Fund, and the Student Assistance Fund. Included in this amount was a 2-1 match from the Community Foundation of \$1,674 for donations received for its CRC pass-through fund. The first fundraising campaign ended in spring 2010. The next annual campaign will begin in November 2010. (See Appendix G, CRC Marketing and News Clips.)

## **Increase Community Awareness**

By the end of September 2010, a total of 4,616 individual clients had participated in one or more CRC programs or services since the CRC opened in 2002. Based on population figures available through the Indiana Business Research Center, this represents about 32% of the population of Brown County.

The Career Resource Center continues to work on a coordinated marketing plan, including flyers, brochures, a periodic newsletter, an improved Website with staff and client interviews, a PowerPoint loop that plays continuously at the CRC, press releases, monthly class lists, frequent newspaper articles, and presentations to local organizations. In addition, the CRC has a booth at the week-long Brown County Fair in late July. (See Appendix G, CRC Marketing and News Clips.)

## ***Evidence That Sustainability is Being Achieved***

### **Property Tax Referendum**

In order to achieve sustainability, the CRC is pursuing a \$.01 property tax referendum. The projected revenue generated by a successful referendum would total \$125,000 annually for seven years beginning in 2011. The proposal to pursue the referendum was submitted to the Brown County School Board by the CRC Steering Committee on June 17, 2010. The School Board held the public hearing for the referendum on July 1. The referendum was approved by the School Board for County Council certification on July 15. On July 19, the County Council certified the referendum for the November 2 election ballot. The support documents for planning and implementation of the referendum campaign are contained in Appendix E, Property Tax Referendum.

### **Brown County 2020**

Both the Brown County Needs Assessment and the Brown County 2020 Education Focus Group identified the CRC as a vital link in reaching the vision of a community that would “produce functioning members of our society 1) who contribute to the global community, 2) who are diversified learners, and 3) who adapt to the future to make it better and to succeed.”

This validation of the CRC’s importance to the community is essential to CRC sustainability. The number one priority identified by the Education Focus Group was sustainability for the CRC. The current funding initiatives being explored are successfully moving the CRC toward a sustainable future.

### **Rural Capacity Grant**

The Career Resource Center and Brown County Schools received a Rural Capacity Grant (RCG) in 2008 through the Indiana Office of Community and Rural Affairs (OCRA). The goal of the grant project was to enhance the job readiness skills of high school students, GED students, and unemployed or under-employed adults. Funds from the RCG were used on the CRC’s behalf to offset some CRC expenses and were paid to the CRC for project administration. Important components of the grant program remain in place to serve Brown County residents. The Rural Capacity project ended June 30, 2010.

## **Community Relationships**

The Brown County Community Foundation continues its close relationship with the Brown County Career Resource Center. It has been instrumental in soliciting donations for the CRC. The Foundation also keeps the CRC apprised of scholarship opportunities for students and funding opportunities for the CRC.

Ivy Tech Community College recognizes the CRC as one of its satellite locations. The Columbus campus supports the CRC by funding a part-time Student Affairs Assistant to work at the CRC as a liaison with Ivy Tech students and instructors. This in-kind support reduces the budgetary needs of the CRC and positively affects sustainability.

Brown County Schools (BCS) provides many levels of support. The in-kind contributions for facility, maintenance, and utility expenses have been calculated at \$110,000 annually. In exchange for these generous contributions, the CRC has an excellent working relationship with the principals and counselors at Brown County Junior High and High School. The CRC provides a variety of career-related services for students in grades 6-12. The use of the BCS-owned facility enables the CRC to operate at a much lower cost, and to focus the CRC's expenditures on staffing and programs.

Since October 1, 2009, WorkOne has leased office space from the CRC for \$500 per month. Having WorkOne in the same building with the CRC has been beneficial to both parties as well as to clients. Individuals can discuss unemployment concerns with WorkOne and then come directly to CRC staff to discuss education and training needs.

Several employers from the Brown County community seek help from the CRC in identifying and screening potential employees, including various shop owners, Home Helpers, Christole, and Brown County Health and Living Community.

McDowell Adult Education Center in Columbus partnered with the CRC to provide a part-time instructor to teach daytime GED classes. The relationship with McDowell was replaced with the Region 8 Consortium as of July 1, 2010. The relationship with Economic Growth Region 8 has created new funding opportunities and potential services. Broadview Learning Center in Bloomington and other Region 8 Adult Education providers are now collaborating on how to better deliver services to our communities.

## **Donations**

Community members and organizations have made donations to the CRC ranging from a few dollars to \$5,000. This is viewed as a sign of increasing support from the local area.

Donors may choose from five options when they contribute to the CRC:

1. The CRC Endowment at the Brown County Community Foundation pays a percentage of its assets to the CRC annually. Eventually the proceeds of the Endowment will be allowed to remain in the Endowment, but until CRC sustainability is achieved, the annual proceeds are paid to the CRC and invested in interest-bearing accounts.
2. The Brown County Community Foundation has a pass-through account that, upon donor request, allows donations to go directly to the CRC. The BCCF charges a 2% administrative fee for this service.
3. The CRC Now Fund, held by Brown County Schools in an interest-bearing account for the exclusive use of the CRC, may be used for current CRC expenses that are not included in the CAPE III budget.

4. The CRC Forever Fund is also held by Brown County Schools in an interest-bearing account for the exclusive use of the CRC. This fund is structured as an endowment with a four percent annual payout to the CRC Now Fund.

When donors contribute to the CRC Now Fund or CRC Forever Fund, the donor and the Brown County Schools' treasurer sign a one-page contract committing the money to CRC use "in perpetuity." These funds may not be diverted to any other use, now or in the future, unless the CRC ceases operations.

5. The CRC has a Donations Fund that is used for immediate needs of students. Several individuals and organizations, as well as two private foundations, have contributed to this fund. The Donations Fund is designated for student support, including tuition and fees, textbooks, childcare, and transportation. Donors may request that their contributions be targeted for specific purposes.

### **Quantifiable Means to Evaluate Performance**

The effectiveness of CRC programs and services is reflected in the achievement of its students, clients, and program completers. (See Appendix A, September 2010 Data Summary, Tables 5-7, pp. 6-7.)

Progress toward sustainability may be evaluated by success in achieving CRC objectives for this reporting period:

- Reduce CRC costs to align with a reduced budget.
- Develop strategic relationships to expand programming and funding opportunities.
- Engage in capacity-building for sustainability.
- Conduct a successful annual fundraising campaign as a component of CRC sustainability efforts.
- Increase community awareness of CRC programs, services, student success stories, and funding needs.

### **Qualitative Measures to Evaluate Performance**

A client survey is administered to CRC clients, GED students, students enrolled in certification classes, and students enrolled in Ivy Tech courses at the CRC. The CRC also collects client testimonials and conducts interviews for evaluation purposes, as well as for use in marketing and fundraising. (See Appendix F, Client Testimonials.)

### ***Challenges in Pursuing Sustainability during This Reporting Period***

Many in the Brown County community are aware, through meetings, articles, and letters to the Brown County Democrat, that CAPE III funding for the CRC is coming to an end. Although the community enthusiastically supports the mission of the CRC, gaining local financial support is a challenge. Some local residents who have the means to become donors are approached by the many organizations in Brown County that are currently promoting and funding worthy projects. This increases the challenge during the present economic downturn.

An interesting development during the fundraising drive has been the perception by some members of the community that, if the CRC is asking for donations, it must be about to go out of business. The CRC fundraising approach now includes information about how the CRC Steering Committee is planning well into the future with an ongoing plan to raise funds for 2011 and beyond. The concern about going out of business was addressed in the referendum campaign.

As a result of the CRC Steering Committee and Brown County Schools jointly seeking public funding for the CRC through a referendum for a one percent property tax levy, the local economic and political climate has become very challenging. Even though the request is minimal, public funding invokes intense public scrutiny, particularly when it involves a tax increase. The CRC encountered a small, but very vocal, opposition group even before the initiative was approved for the ballot. The opposition group conducted an extremely negative campaign by writing letters and articles for the Brown County Democrat newspaper and speaking at public forums, including school board meetings. The strategy of the CRC supporters was to avoid negative responses and focus on the value that the CRC brings to the community. This positive message was conveyed through a variety of venues, such as letters to the editor, guest columns, student profiles, and student testimonials in the Brown County Democrat. Supporters also made presentations to community groups, such as the Community Partnership. (See Appendix E, Property Tax Referendum.)

A continuing challenge is allocating time and staff to support the sustainability effort. Serving clients is a full-time job for all staff. With such a small staff, it is difficult to allot a great amount of time to the challenges of pursuing sustainability while providing the level of service required. Fund raising responsibilities are handled primarily by the director; however, the staff's support is also required at times. Fortunately, the CRC has an ever-growing group of volunteers to help with fundraising. A fundraising committee actively supports events.

Moving from a single funding source to multiple funding sources creates an additional challenge. Identifying funding sources and writing grant proposals are time-consuming processes that are not always successful. Even when successful, managing multiple grants and the reporting requirements of those grants is labor intensive.

### ***Current Financial Status***

The CRC has approximately \$75,000 remaining in funds from the CAPE III grant as of September 30, 2010. It is estimated that these funds will last through January 2011.

The 2% annual payout from the Brown County Community Foundation Endowment in 2010 totaled only \$29,600. Unfortunately, due to the poor economic climate, this was \$33,390 less than the payout from the Endowment in 2007. The Endowment proceeds are deposited into the CRC Now Fund for future use of the CRC.

With the remaining CAPE III funds, and with proceeds from the BCCF Endowment, grants, and other fundraising efforts, funding for the CRC appears to be secure through the end of 2011. The results of the fall 2010 property tax referendum will hopefully improve this projection.

### ***Promotional Activities to Enhance Sustainability***

As part of the CRC fundraising campaign, a variety of promotional materials were prepared, including letters, brochures, newspaper articles, and inserts for informational folders to be distributed to potential donors. (See Appendix G, CRC Marketing and News Clips.)

The Career Resource Center is an official satellite site for the Columbus campus of Ivy Tech Community College. Ivy Tech provides occasional articles and advertising in the Brown County Democrat. CRC contact information is featured on the Ivy Tech Web site.

Brown County High School has won many awards for its student-designed Web site, The Eagle's Eye (<http://eagleseye.net>). The CRC collaborates with the high school Web design class to enhance the CRC Web site. The site will soon feature streaming interviews with CRC staff and students.

The Brown County Democrat writes articles about upcoming classes at the CRC. By writing articles instead of charging for display ads, the Brown County Democrat contributes to the sustainability of the CRC.

Flyers describing CRC classes and workshops are available at many Nashville locations. Some of these flyers are designed by CRC clients.

The CRC has a booth at the Brown County 4-H Fair for one week each summer. Hundreds of people representing a broad spectrum of the county's residents attend the fair and stop at the booth to learn more about CRC classes and services.

The CRC makes presentations to many community groups. Several of these organizations, or members of them, have made donations to the CRC:

- Brown County Board of School Trustees
- Brown County Community Foundation
- Brown County Chamber of Commerce
- Brown County Economic Development Commission
- Brown County Convention and Visitors Bureau
- Brown County Leadership
- Brown County Partnership
- Brown County Lions Club
- Rotary Club of Brown County