

2016 Annual Report

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www.CAPCO.org

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Cortland County Community Action Program, Inc. (CAPCO) is a community based human services not-for-profit located in Cortland, New York and is the second largest human service provider in the county. CAPCO was incorporated in 1974 and designated as a Community Action Agency under the provisions of the Economic Opportunity Act of 1964 signed by President Lyndon Johnson in his declaration of the war on poverty. Since 1974, CAPCO has worked extensively with low income people in the community, providing a broad range of programs and resources.

Our Mission

CAPCO is dedicated to providing and advocating for community-wide actions and programs that increase individuals' dignity and self-reliance and improve community conditions, engaging all sectors of the community in Cortland County's fight against poverty.

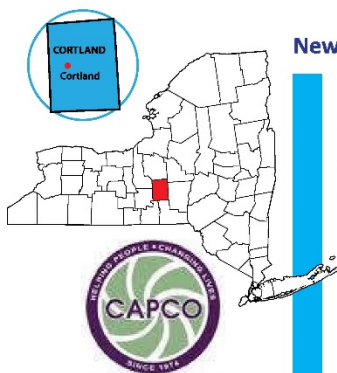
We Value

- The voices and experiences of the people we serve, and their full participation in our community.
- Respect for ourselves and all those we come in contact with in our work.
- Accountability for our resources and results to our participants and our community.
- Cooperation and partnership within CAPCO and with the individuals and organizations that support our mission.
- A commitment to understanding our own and others' strengths, and using these strengths to support our program, management and governance activities.

Strategic Priorities

- **Individuals and Families**
CAPCO will provide access to services and supports for people in Cortland County who want to increase their self-reliance, improve their economic circumstances and strengthen their connections to family and community.
- **Community**
CAPCO's programs, advocacy and leadership role in the community will result in improved conditions and greater influence for individuals and families in community-wide initiatives to change the public's response to poverty in Cortland County.
- **Agency**
CAPCO will increase its capacity to manage its human and financial resources and strategic partnerships, as an effective leader in Cortland County's efforts to break the cycle of poverty.

Cortland County Poverty Information 2016



32 North Main Street
Cortland, NY 13045
607.753.6781

County Population:
49,231

*Population for whom
poverty status is determined:*

Overall

45,571

Population Under 18

9,688

Population 25 & Over

29,880

Population over 65

6,666

13.5%
COUNTY
POVERTY
RATE

Living In Poverty

Individuals

13.5% 6,173

Children (Under 18)

13.9% 1,347

Adults 25+

9.1% 2,719

Senior Citizens 65+

9.7% 648

New York State Community Action Association • www.nyscommunityaction.org

Cortland County

CAPCO Cortland County Community Action Program, Inc.

www.capco.org

Race & Poverty

White	13.4% (5,731)
African American	20.2% (159)
Hispanic/Latino	16.8% (182)



Education & Poverty



Adult Population 25+ - 29,880

Educational Attainment

No Degree	High School	Associate	Bachelors or Higher
■ 9.8% (2,939) Total	■ 36.2% (10,813) Total	■ 31.3% (9,339) Total	■ 22.7% (6,789) Total
■ 24.0% (706) Living in Poverty	■ 10.3% (1,117) Living in Poverty	■ 7.1% (663) Living in Poverty	■ 3.4% (233) Living in Poverty



Employment & Poverty

Living Wage for
1 Adult, 1 Child
Household
\$22.82

Hourly Wage for
FMR, 2BR
Apartment
\$14.44

Median
Income
\$33,560

Median Income
w/High School Diploma
\$29,917

Health & Poverty

No Health Insurance
Employed
9.6%
Unemployed
27.1%

Free/Reduced Lunch Program

46%

Gender & Poverty

High School Diploma



Median
Income
\$35,472



Median
Income
\$23,181

Of Those Families with
Female Heads of Household
and Children Present

31.0%
Live in Poverty

US Poverty Rate: 15.6% • NYS Poverty Rate: 15.6%

CAPCO Board of Directors 2016 – CAPCO is supported by a 15 member, tripartite Board of Directors. This means, per federal legislation, that CAPCO's Board of Directors is one third publicly elected officials (EPO) or individuals appointed to represent them, minimally one third are low-income representatives (LI) or those democratically elected to represent them and up to one third are private sector representatives (P) of groups and interest in the community served. These representatives are chosen from business, industry, labor, religious, law enforcement, education, or other major groups and interests in the community served. In 2016, the Board members included:

Paula Currie, President (EPO)
Shawn Allen, Vice President (P)
Rama Haidara, Secretary (LI)
Helen Spaulding, Treasurer (LI)
Billie Ann MacNabb (LI)
Carole Ann Davies (P)
Doug Bentley (EPO)
Gary Dallaire (LI)
Liz Haskins (P)
Luann King (EPO)
Mary Ann Discenza (EPO)
Pat Snyder (P)
Paul Cortez (LI)
Penny Prignon (P)
Shelley Warnow (EPO)

Cortland County Community Action Program, Inc. (CAPCO) Management Team

Lindy Glennon, Executive Director
Martha Allen, Fiscal Director
Greg Richards, Human Resources Director
Brandy Strauf, Family Development Director
Denise Peroulakis, Energy Services Director
Eden Harrington-Hall, Assistant Director/CDPAP
Kirsten Parker, WIC Director
Kristi Coye, Interim HS/EHS Director

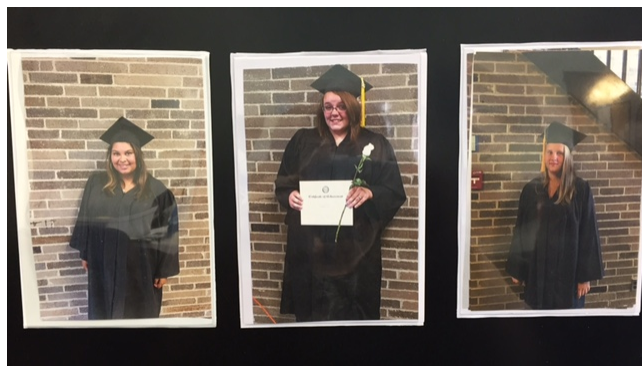


In 2016, CAPCO

- Provided resources and supports to more than **3300 individuals**.
- Met needs of more than **2300 families**.
- **220 children** received Snackpacks which resulted in 7705 food packages being distributed throughout the school year.
- **38** individuals obtained skills for **employment**
- **42** individuals improved their health and physical well-being through exercise classes and healthy eating.
- **842** individuals received emergency clothing through **Family Essentials**.
- More than **300** children participated in **HS/EHS** activities.
- **17** individuals received **fuel or utility assistance**.
- **27** individuals received emergency car or home repairs.
- **448** individuals utilized the **Family Success Center**.
- **21** parents improved their **parenting skills** through participation in parenting classes.
- **600** individuals obtained free tax preparation through the **VITA** Program which resulted in \$317,408 in Federal and State EITC tax credits.
- **76** individuals maintained an independent living situation through participation in **CDPAP**.
- **175 households** showed a reduction in energy consumption through the **Energy Services Department**.
- **8 children** were able to participate in the **Summer Day Camp** program.
- **1907** women, infants and children improved their health and physical development through participation in the **WIC** Program.
- **450 volunteers** donated more than **6300 hours** to the community.
- 100+ young adults and adults participated in the High School Equivalency and literacy program.
- **CAPCO Board of Directors** volunteered more than 450 hours.
- **Fiscal and Human Resources** provided support for more than **15 local, state and federal contracts in five departments** with more than **300 employees**.



Snackpacks provide healthy food for the weekend for elementary school children.



Young adults celebrate earning High School Equivalency diplomas.

CAPCO responds to poverty in Cortland County with these resources:



Head Start/Early Head Start is a comprehensive program designed to foster the healthy development of children birth to age 5 from low-income families. Head Start /Early Head Start (HS/EHS) provides children with daily nutritious meals and many opportunities for social, emotional, and intellectual growth which can prepare them for success in school and life. The program connects children to health care sources such as finding medical and dental homes, as well as provides vital support services to their families. The cornerstone of the program is parent and community engagement which has made it a very successful early childhood

program. Classrooms are strategically located in the City of Cortland, as well as the rural parts of the County. CAPCO HS/EHS is fortunate to have strong collaborations with many of the local school districts with Head Start classrooms in all the Elementary Schools in the City of Cortland, Homer, McGraw and Marathon. These collaborations help foster the children's transition into kindergarten. The CAPCO Head Start/Early Head Start Program provides early, continuous, intensive, and comprehensive child development and family support services. The services are always responsive to each child and family's ethnic, cultural, and linguistic goals.

To insure that children and families in the Head Start/Early Head Start programs get the support and head start which is needed, the program is governed by rigid performance standards at the federal level. The program also incorporates requirements and best practices from the NYS Education Department and the Office of Children and Family Services Day Care Licensing departments. The CAPCO HS/EHS program utilizes evidence based programs including CLASS, the Pyramid Model for supporting social/emotional competence, and Teaching Strategies Gold. The curriculums focus on development in the areas of language, science and math. The requirements for lead teachers include 4 year degrees and NYS teacher certification. CAPCO is committed to employing experienced, qualified teachers. One of the challenges we are working to address is the competition for qualified teachers and the resources available to pay competitive wages.



In 2016, the NYS Education Department began a State Wide initiative to address expulsion and suspension of children with challenging behaviors at the Pre-K level. The model NYS chose to adopt is the Pyramid Model for supporting social emotional competence in infants and young children. It is a conceptual framework of evidence-based practices developed by two national, federally-funded research and training centers. In 2016, CAPCO Head Start / Early Head Start Education Coordinator; Bethann Fischer, was chosen to become a Master Cadre Trainer of the Pyramid Model. CAPCO Head Start / Early Head Start program was 1 of 20 programs, and the only Head Start Program in NYS chosen to be part of the Pyramid Model Program Wide Implementation; Cohort 1. CAPCO Head Start/Early Head Start has adopted this model in every classroom.

The Lion's Club in Cortland County purchased a SPOT vision testing machine and collaborated with CAPCO HS/EHS to test all of the children in the program that were not tested by their primary care provider. The SPOT vision test is an accurate and non-invasive method to screen children of all ages. This screening tool has been a huge asset. As a result, the children we serve are getting a thorough eye examination and appropriate referrals can be made when necessary.

Dental Health Services are a challenge for families with young children in our community. There are few dentists in our area that serve children under 3 years old. If a child needs follow up care many times they are referred to larger surrounding cities (up to a 50 mile radius) in order to have work completed. Furthermore, from initial referral appointment, treatment can take up to 6 to 8 months before scheduled. In light of these circumstances, CAPCO's Health Services component has joined the Cavity Free Cortland initiative, comprised of numerous county agencies and health care providers. The goal of this committee is to increase oral health education, fluoride varnish, and awareness of the benefits of community water fluoridation (which is not implemented in our county). This initiative is currently using social media, local newspaper, and posting educational material throughout the county. The hope is, with continual education and resources, awareness will be raised regarding the need for proper oral health care in our community.

CAPCO HS/EHS made a difference - A Head Start parent shares:

"Hello, I'm writing this letter to let you know how the CAPCO Head Start program helped my family. Both of my beautiful children had the privilege to be in the CAPCO Head Start program. With their help my son received the help he needed in occupational therapy and speech. I personally feel that with early evaluation and help my son was allowed the ability to blossom into the caring intelligent young man he is today. The CAPCO Head Start program helped my daughter with her social skills. She gained friends, and confidence in herself that she still carries with her today. She has become a leader not only in school but on the soccer field or any task that she puts her mind to. I couldn't be prouder of what my children have accomplished in their school years since being a part of the CAPCO Head Start program. I personally feel that my children were prepared for their next step in the public school system by the CAPCO Head Start program. I will always be an advocate for the CAPCO Head Start program I feel that the earlier the children get an opportunity to learn the better off the child and our community will be.

[illegible]

- insulation in floors, walls, and attics
- repair and replace heating systems (clean and tune)
- air sealing to reduce drafts (caulking and weather stripping)
- repair and replace water heater tanks
- inspect and adjust other combustion appliances (i.e. stoves, dryers, and space heaters)

- CAPCO Energy Services is able to offer these resources to the Cortland community with these resources:

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CAPCO Energy Services made a difference:

Single mom working with 3 children under 9 years old. First time home buyer of single family home in Cortlandville. HEAP eligible

Work scope:

- *Installed new high efficiency natural gas furnace*
- *Sealed distribution*
- *Wall and attic insulation*
- *Air sealing (36 hrs.)- door sweeps & seals*
- *2 part foam rim joists and basement walls*
- *Built an insulated cellar door*
- *Hot water tank converted from electric to natural gas power, vented*
- *6 Mil poly on basement floor*
- *Vented dryer to outside*
- *Installed kitchen ventilation*
- *3 hard wired fixtures in upstairs bedrooms & hallway*

<u>Costs:</u>	Materials-	\$5,734
	Labor-	\$6,727
	Total-	\$12,461

Pre Blower Door: 5381 1.25 air changes

Post BD: 1888 .44 air changes



WIC (*Women Infants and Children*) is a short-term intervention program designed to influence lifetime nutrition and health behaviors in a targeted high-risk population. WIC is available for income eligible pregnant and breastfeeding women and children birth to 5 years old and provides:

- Quality, nutrition education and services
- Breastfeeding promotion and education
- Vouchers to purchase a monthly food prescription
- Access to maternal, prenatal and pediatric health services and/or referrals.

Currently WIC serves over 7.5 million pregnant women, breastfeeding mothers and children each month nationwide. In Cortland County, CAPCO serves approximately 1,050 people per month (240 women, 270 infants and 540 children) at three clinics in Cortland, Marathon and Cincinnati.

WIC benefits women and children. Numerous studies have shown that pregnant women who enroll in WIC have longer pregnancies leading to fewer premature births; have fewer low birth-weight and very low birth-weight babies, experience fewer fetal and infant deaths seek prenatal care earlier in pregnancy and consume more of such key nutrients as iron, protein, calcium and Vitamins A and C. Medicaid participants on WIC have on average 29% lower Medicaid costs for infant hospitalization compared with those not participating on WIC.

In Cortland, WIC participants redeem about \$70,000 in vouchers for WIC foods at local grocery stores each month. This is beneficial to the women and children and the local economy. CAPCO WIC has worked diligently to improve the health of participants, as demonstrated by:

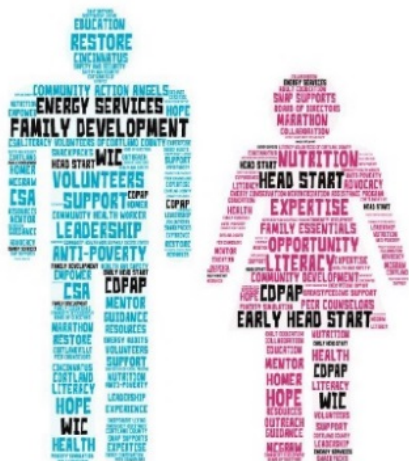
- 9.1% childhood obesity rate (lower than state average and 3rd lowest in our 15 county region)
- 54% of our prenatal participants enroll in the first trimester (6th in the state, 2nd in the region, statewide average is 36.8%)
- 18.8% of infants were exclusively breastfeeding at 6 months (statewide average is 10.5%)
- 87% of our participants report that they eat a fruit and vegetable daily (statewide average is 80.2%)

CAPCO WIC is fortunate to have staff with 20+ years of longevity. As several begin to look towards retirement, we recognize the significant challenge of competing with WIC programs sponsored by Health Departments for Nutrition staff.



CAPCO WIC made a difference: *A current participant had her son when she was almost 17 and a junior in high school. She lives with her parents who are on a fixed income. With WIC's help she has been able to breastfeed her baby and continue school. She is currently a senior in high school and will continue her education next year with plans to become an RN. Other women who were*

participants and went into nursing, are now colleagues and advocates and provide frequent referrals to WIC.



The **Consumer Directed Personal Assistance Program (CDPAP)** allows Medicaid recipients in need of

personal care, home health and nursing services to recruit, hire, train, supervise and terminate their own personal assistants. Under CDPAP, people with long-standing illnesses or disabilities have much greater control and freedom over their own care than under traditional home care services. They are able to hire friends or loved ones to work for them, thus eliminating potential stress from strangers in the home or language/cultural barrier issues. CDPAP consumers allocate weekly hours on a flexible day-to-day basis, rather than following a daily schedule of hours set by a

third party. The program ultimately provides consumers the opportunity for dignity and independence.

In 2016, CAPCO's CDPAP made it possible for over 75 participants to stay in their homes free of the constraints imposed by traditional home care and institutional settings. More than 125 personal care aides were employed to provide these services to consumers.

The major challenge faced in 2016 were the cuts made to the Medicaid reimbursement rate which forced us to make some extremely difficult decisions which effected both the consumers and their employees.

Recently, managed long term care plans have dramatically cut reimbursements to fiscal intermediaries providing CDPAP. As reimbursement rates continue to be cut, providing decent wages and benefits for the aides providing this critical care to consumers is increasingly difficult. These reductions are resulting in a crisis in care, with workers having no choice but to leave consumers for other employment opportunities. This has created a crisis. People with disabilities and seniors who have been thriving in their homes are facing the loss of independence and a nursing home.

CAPCO CDPAP made a difference:

EM's story is but one example of the importance of the CDPA program. EM, a 38 year old was diagnosed with Rheumatoid Arthritis and Systemic Lupus which required her to be placed in a nursing home for seven years. EM was anxious to return back to the community where she had choices to live independently with the assistance of CDPAP. With the coordination from several providers, EM secured an apartment, hired her own Personal Assistants, and set the Assistant's schedules according to her own personal preferences. EM was excited to share that her first night in her new home she stayed up until midnight, not an option when she was a resident of the nursing home. She shared her excitement for things which most of us take for granted such as eating whatever she wants, whenever she wants, getting up when she wants, showering when she wants which she finds very liberating.

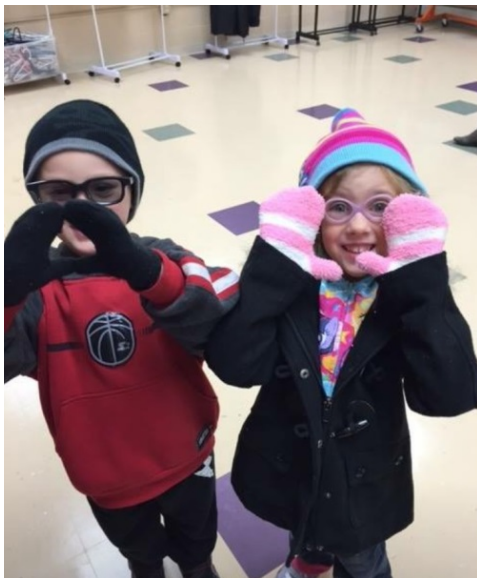


Family Development works with low income people in the community to develop and provide resources and supports to encourage strong, healthy families. Resources include:

- Health/Nutrition Education & Programs – to address the needs of low income families in accessing and affording healthy food, CAPCO provides:
 - SnackPacks – food packages are sent home with elementary school children on Fridays so they have food for the weekends
 - CSA (Community Supported Agriculture)– in collaboration with a local farmer, SNAP recipients are able to purchase CAPCO subsidized CSA shares
 - Exercise & Cooking classes
 - Use of SNAP benefits at Farmers Market - CAPCO provides local farmers markets (Cortland and Homer) with the option to accept EBT (SNAP benefits) for the purchase fresh vegetables.
- Community Health Referral Program - Community Health Worker provides support for low income women to identify and access health care.
- Parent Education
 - Education to improve parenting skills and increase knowledge of child abuse and neglect.
 - Parents with Hope – parent support groups led by NYS Certified Parent Educators
 - Everybody’s Baby Shower - provides education, support and resources for pregnant women.
 - Pajama Party - provides books and pajamas for children
- Heat Share Energy Assistance Program – provides grants toward heating costs in partnership with
 - Project Share (NYSEG)
 - Care & Share (National Grid)
- Family Success Center (Marathon) – provides access to supports and resources in a rural area of the county.
- Community Action Angels
 - Family Essentials – provides clothing, household and personal care items to people in the community (800+ each year)
 - Coat Giveaway
 - Holiday Extravaganza
 - Nickel Store
 - Emergency Assistance – provided resources including diapers, transportation. Food, home repair. prescription
- Adult Education (TASC & Literacy Volunteers)
 - Over 100 adults were able to continue their education.
 - 10 adults received their High School Equivalency Diploma.
 - 18 people received individualized tutoring through the Literacy Volunteers Program.

In 2016, with a grant through CSBG (Community Services Block Grant), CAPCO made a difference for many families as their children went back to school. This included:

- * 169 children received school supplies*
- * 159 children received clothing and shoes*
- * 200 Head Start children received hats and gloves*
- * 66 children received food for the weekend*
- * 20 children received equipment for Extra-Curricular activities including:*
 - * Soccer*
 - * Football*
 - * Field Hockey*
 - * Track*
 - * Cross Country*
 - * Swimming*
 - * Basketball*
 - * Cheerleading*
 - * Band – a Trombone and a Clarinet*



CAPCO Administration including Fiscal and Human Resources

In 2016, Martha Allen joined the CAPCO family as the Fiscal Director. The fiscal office was reorganized and all positions filled. The Fiscal Office provided oversight and administration of more than fifteen local, state and federal contracts in five departments. As Fiscal Director, Martha worked with all Program Directors to learn contracts, set up more user friendly spreadsheets and access to information, timely reports. Fiscal works closely with Human Resources with responsibility for more than 300 employees.

In 2016 some of the accomplishments in Human Resources included:

- Complete Update of Personnel Policies and Procedures Manual
- Recruitment of new Fiscal Director and re-design of the Fiscal Department.
- Employee Focus Groups were held to gain more insight into the findings from the all staff survey. Based on the insights from these focus groups, CAPCO was able to look at changes to increase productivity and staff satisfaction in an effort to continuously accomplish our Agency mission and work towards our vision.
- Based on an annual review with CAPCO's 401(k) provider, Mutual of America, Community Action Network feedback, and staff insights, CAPCO made changes for the 2017 Plan Year.
- The CAPCO Wellness Committee facilitated CAPCO's 2nd Annual Employee Wellness Challenge. The Wellness Challenge not only works to keep our employees healthy, which contributes to increased productivity and decreased insurance costs, but it also serves as a team building opportunity.
- HR officially rolled out the New Hire Orientation process and trained supervisors. All newly hired employees will watch a New Hire Orientation PowerPoint Video that gives information on what Community Action is, the programs that are offered at CAPCO, highlighted Policies, and Workplace Safety Trainings.

In 2017 goals include:

- On-line timesheets
- Re-design Employee Performance Evaluation Tool and Process
- Develop and implement Agency-wide Salary Scale



The Promise of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.