

# Memorandum

To: CAPCO Board of Directors  
From: Eden C. Harrington-Hall, Assistant Director  
Date: June 19, 2017  
Subject: Board of Directors Meeting

This is to inform you that a CAPCO Board of Directors meeting will be held at 12:00 p.m. ***June 22, 2017 at the Main office.***

If you have any questions, or would like additional information about the Board packet, please call me at CAPCO - 753-6781.

## Board of Directors Meeting Agenda

June 22, 2017

- I. Call to Order
- II. Approval of the May 25 2017 Meeting Minutes
- III. **Standing Committee Reports**
  - ❖ **Executive Committee –**
    - **Resolutions:**
      - **17 – 14 – is seeking your acceptance the 2016 staff turnover report.**
      - **17 – 15 – is seeking your acceptance the Kitchen Floater Job Description**
      - **17 – 16 – is seeking your acceptance the HS/EHS Assistant Director Job Description**
      - **17 – 17 – is seeking your acceptance the Coach/Professional Development Specialist Job Description.**
  - ❖ **Finance and Audit Committee**
    - **Motion to Receive and File Financial Statements.**
    - **Resolutions**
      - **17 – 18 – is seeking your acceptance the WIC Budget**
      - **17 – 19 – is seeking your acceptance the HS/EHS COLA.**
  - ❖ **Board Development Committee**
    - **Resolution:**
    - **17 – 20 – is seeking your acceptance the amended Agency By-Laws.**
  - ❖ **PP& E Committee**
    - **Review of the HS/EHS Reports**
- IV. Executive Director Report
- V. Program Director Reports
  - WIC
  - Family Development
  - Energy Services
  - Head Start
  - CDPAP
  - HR
- VI. Head Start Policy Council Update
- VII. Old Business
- VIII. New Business
- X. Adjournment

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## Board of Directors Meeting Minutes

May 25, 2017

- I Meeting called to order at 12:08 p.m.  
**In attendance:** Douglas Bentley, Penny Prignon, Helen Spaulding, Carole Ann Davies, Shawn Allen, Mary Ann Discenza, Pat Snyder, Billie MacNabb, Jeanette Dippo, Shelley Warnow. **Excused:** Paul Cortez, Rama Haidara, Gary Dallaire, Elizabeth Haskins
- II. Motion for approval of the April 27, 2017 Meeting Minutes made by Helen Spaulding; seconded by Shelley Warnow. There being no additions or corrections, motion carried.
- III. **Standing Committee Reports**
  - **Executive Committee – no meeting**
  - **Finance and Audit Committee**
    - **Motion to Receive and File Financial Statements made by Helen Spaulding;** seconded by Carole Ann Davies.
      - CDPAP – billing has been submitted through the payroll ending 4/17/17
      - ECD – Across all 16.17 contracts, no deficit is anticipated
      - ES – We finally received the executed contract for RESTORE.
      - FD – awarded \$10,000 from Dollar General, \$2000 from SUNY Cortland. There being no further discussion, motion carried.
    - **Resolutions**
      - 17 – 09 – is seeking your acceptance the CDPAP Budget. Motion made by Carole Ann Davies; seconded by Billie MacNabb. There being no discussion, motion carried.
      - 17 – 10 – is seeking your acceptance the Facilities Budget. Motion made by Helen Spaulding; seconded by Shelley Warnow. There being no discussion, motion carried.
      - 17 – 11 – is seeking your acceptance the Administration Budget. Motion made by Douglas Bentley; seconded by Carole Ann Davies. There being no discussion, motion carried.
      - 17- 12 – is seeking your acceptance the Total Agency Budget. Motion made by Helen Spaulding; seconded by Billie MacNabb. There being no discussion, motion carried.
    - **Board Development Committee**
      - **Resolution**
        - **17 – 13** – is seeking your acceptance the re-appointment of Helen Spaulding as a Consumer Sector Representative. Motion for acceptance made by Carole Ann Davies; seconded by Pat Snyder. There being no discussion, motion carried.
    - **PP& E Committee**
      - Review of the HS/EHS Reports. The committee reviewed the March 2017 HS/EHS Reports. Nothing noted which needed to be attended to.
      - Review of the 2<sup>nd</sup> Quarter PPR. The committee reviewed the 2<sup>nd</sup> quarter CSBG PPR. It was noted that a few of the indicators needed to be adjusted to better reflect the progress made. Other than a few indicators, everything is on track as projected.

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- IV. Executive Director Report
- V. Program Director Reports
  - WIC
  - Family Development
  - Energy Services
    - RESTORE is up and running.
  - Head Start
    - Homer School District will be opening their own UPK classroom. Bethann has met with the Principal who is willing to meet again.
  - CDPAP
  - HR
    - Greg and Martha will be attending the CAPLAW HR/Finance Conference in Colorado.
- VI. Head Start Policy Council Update
- VII. Old Business
- VIII. New Business
  - Literacy Program – Brandy Strauf/Joyce Allen.
- IX. Executive Session called at 12:41 by Shawn Allen; seconded by Carole Ann Davies.
- X. Meeting Adjournment

Executive Committee

June 15, 2017

Meeting called to order at 8:35 a.m. Members present: Shawn Allen, Shelley Warnow, Helen Spaulding. Excused: Rama Haidara. Staff: Lindy Glennon

Lindy presented the 2016 staff turnover report as prepared by Greg Richards, HR Director (see attached). Report included total agency separations, a synopsis of the information in two profiles – including and excluding CDPAP employee separations and a comparison of the separation data for the Agency and per program areas for years 2015 and 2016. Discussion noted the number of separations for 2016 was 81 (including CDPAP) and 23 without CDPAP data. The report included discussion of types and reasons for separations and, as indicated, plans and responses for changes needed. These included:

**CDPAP:**

CAPCO serves as the Financial Intermediary for this Program; therefore, decisions on hiring and terminations remain primarily with the employing consumer. The Consumer Directed Personal Assistance Program (CDPAP) increased the number of consumers in the Program from **66** in 2015 to **76** in 2016.

**Layoffs:**

At the end of 2015, CAPCO instituted a 25 hour per week cap on all new Personal Assistants (Aides) hired in response to a reduced Medicaid reimbursement rate. The increase in consumers in the Program coupled with the 25 hour limit caused a significant increase in Personal Assistants hired in 2016. In 2016, consumers in the CDPA Program hired a total of 99 new Personal Assistants. Consumers in the Program have a fluid need for Personal Assistants based on the level of care needed and number of hours for which they are approved. Consumers also leave the CDPA Program for natural reasons such as the consumer needing a higher level of care and entering assisted living or the consumer passing away. Based on fluctuations in consumer need, separations of Personal Assistants are most commonly due to layoff (lack of work). Based on the afore detailed nature of the Program and the increased number of Personal Assistants hired in 2016, the number of layoff separations in the Program are surmised to be typical for the nature and size of the Program.

**Voluntary Resignations :**

The CDPA Program saw a slight increase in the number Personal Assistants resigning from employment with their respective consumers. The increase in the number of consumers in the Program/hours cap and the subsequent number of Personal Assistants hired must be considered when analyzing the number of voluntary resignations year-over-year. However, based on feedback from the consumers in the Program and association meetings/seminars attended for the CDPA Program, voluntary resignations are most commonly indicated to be due to compensation and benefits. CAPCO limited consumers from offering full-time work to newly hired Personal Assistants (25 hour cap), which limited eligibility for health and life insurance benefits that CAPCO offers employees on the consumer's behalf. In addition to this, CAPCO's reimbursement rate eliminated CAPCO's ability to offer accrued leave time for this Program, causing employees needing time-off to take the time unpaid. This, coupled with the pay rate remaining primarily stagnate throughout much of 2016 due to the reimbursement rate while regulations raised minimum pay rate standards for lower skilled jobs (i.e. fastfood), attributed to voluntary resignations in the Program.

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**Response:**

CAPCO applied for and received an enhanced Medicaid reimbursement rate. Working with the consumers, CAPCO was able to move consumers to the enhanced Medicaid rate increasing our reimbursement for consumers with higher level needs in the Program. CAPCO was also able to establish and build upon relationships with managed care providers: Fidelis, iCircle, and VNA HomeCare. With these efforts, the following enhancements were made to the Program in the last quarter of 2016:

1.) Elimination of the 25 hour per week cap. This allowed consumers to hire Personal Assistants for full-time hours if needed and increased benefit eligibility. This is also expected to reduce the number of Personal Assistants needed per consumer.

2.) Existing employees of consumers in the Program were given a 1%, 1.5%, 2% increase based on length of service and tier of care being provided (3 tier system).

3.) Pay ranges for newly hired employees were increased:

Tier 1: \$9.75 (accommodate NYS minimum wage increase)

Tier 2: \$10-\$10.50

Tier 3: \$11-\$12.00

The 2016 cost report was submitted in January 2017, and we are awaiting determination on rate changes (if any) to our Medicaid reimbursement rate. CAPCO became a member of the State Association for CDPAP (CDPANYS) for increased resources to administer the CDPA Program and to advocate for the legislative agenda for the Program, including funding to pay Personal Assistants a competitive living wage so consumers can attract and retain care givers. The FY 2018 NYS budget was released in April and includes a 6.5 percent increase to Direct Care Professionals over the next 2 years. CAPCO is in contact with our Program officials and associations to assess the impact that will have for employees funded through Medicaid's Consumer-Directed Care component.

**HEAD START/EARLY HEAD START:**

Staffing for the Head Start/Early Head Start Program continues to be a primary focus for the Program Year 2016-2017 with increased turnover from the previous Program Year and changes in Program leadership.

**Voluntary Resignations**

The HS/EHS Program saw an increase in the number of staff resigning from employment with the Program. Some employees leaving the Program voluntarily shared separation specifics. Of the 20 resignations in 2016, 8 indicated resigning to take positions offering higher wages. Of this 8, 3 were offered positions in school districts, 2 changed career paths, and 1 went to a neighboring HS/EHS Program offering higher starting rates of pay. Other resignations with provided explanations included family/health situations and school requirements for an alternate career path. The Head Start component of the HS/EHS Program operates on a Program-Year basis (10-months) with a summer lay-off period. During this period, there is a standard attrition of staff who return to the Program from the previous year.

**Response:**

A priority in development of the 2017-2018 HS/EHS Budget and a scheduled priority for the 2018-2019 budget is the increase in salaries to market competitiveness, particularly for the classroom education staff.

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In coordination with this effort, CAPCO will continue to look at our fringe rates and the structure of our benefit offerings to balance ability to increase wages with contributions to health insurance benefits. The HS/EHS Program is also looking at the Program structure and design in terms of services provided to our participants and the most effective staffing models to meet Program and Agency goals/mission.

CAPCO has also heightened our training and professional development efforts with an updated Performance Appraisal Process that puts more emphasis on staff development and feedback. There has also been a New Employee Orientation process put into place to better acclimate new staff to the Agency. In an effort to gain more detailed insights into voluntary separations, CAPCO has enacted an Exit Interview process that will help CAPCO conceptualize trends of why employees are choosing to leave the Agency and aide in setting strategic priority areas.

**WIC:**

While WIC shows a 50% increase in turnover between 2015 and 2016, there was only 1 additional separation year-over-year. Of the 3 employees who separated, 1 was a regularly scheduled employee who had a scheduled retirement, and the position has been filled accordingly. 2 of the separations were in the Enhanced Peer Counseling component with limited hours per week (typically 4 per week). One of the positions has been refilled with the second one under review for Program need.

**ADMIN:**

1 voluntary separation due to enhanced career opportunity. The component has been restructured to better meet Agency need and properly staffed.

**FAMILY DEVELOPMENT:**

1 voluntary resignation due to personal family need. The Program took this opportunity to restructure some of its positions and has since hired a part-time Community Health Worker.

A question was raised as to the detail for the separation reason of misconduct as reported on the CDPAP report. After reviewing the report, only 2 were for misconduct (not 3) and the other was a layoff due to the consumer passing away. In regards to the 2 CDPAP employees termed due to misconduct, both were accused by the consumer of stealing medication. The HR Director and the CDPAP Director reviewed the regulations and our responsibilities in this manner. There were no Medicaid implications, and it is up to the consumer to press further with any legal action as this is consumer-directed with the consumer acting as the employer. In this instance, the consumer did not have enough proof of stealing and decided to not report the allegations to authorities. The entire 2016 Turnover Report has been re-reviewed and no further errors discovered.

A correction was noted on the 2016 Total Agency report, line 44 – HS Kitchen Aide. Dates were corrected for this report.

Lindy also shared the new Exit Interview Questionnaire that was developed and is now being used for all separations. Employees can complete this as a hard copy or there is a surveymonkey version. (See attached).

A motion to accept the 2016 Turnover report as corrected made by Shawn Allen, 2<sup>nd</sup> Shelley Warnow – motion carried.

[Type here]

Lindy presented three new job descriptions (see attached) for the Committee's review, discussion and approval. These included:

HS/EHS Assistant Director

HS/EHS Kitchen Floater

HS/EHS Coach/Professional Development Specialist

Motion to approve as presented made by Helen Spaulding, 2<sup>nd</sup> Shelley Warnow. Motion carried.

Lindy shared a possible resource with the committee for limited use in certain cases where committees need to meet. Freeconferencecall.com is a resource that would allow a meeting via conference call. Materials could be sent to members for review and use during the conference call. It was agreed that this would not be a primary means for meeting, but, a good resource in certain circumstances. And, our BOD bylaws would allow for this.

Being no further business, the meeting was adjourned.

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***Resolution of the Board of Directors***

***of***

***Cortland County Community***

***Action Program, Inc.***

Resolution No.17-14

**W**HEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the 2016 Staff Turnover Report and has recommended accepting as presented, and

**W**HEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the Staff Turnover Report and accepts as presented.

**I**T IS HEREBY RESOLVED that on June 22, 2017 the Board of Directors adopts for acceptance the Staff Turnover Report.

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President

\_\_\_\_\_

Date

***Resolution of the Board of Directors***

***of***

***Cortland County Community***

***Action Program, Inc.***

Resolution No.17-15

**W**HEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the HS/EHS Kitchen Floater Job Description and has recommended accepting as presented, and

**W**HEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the HS/EHS Kitchen Floater Job Description and accepts as presented.

**I**T IS HEREBY RESOLVED that on June 22, 2017 the Board of Directors adopts for acceptance the HS/EHS Kitchen Floater Job Description.

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President

\_\_\_\_\_

Date

**Cortland County Community Action Program, Inc.**  
Job Description

**Job Title:** Kitchen Floater

**Date:** June 1, 2017

**Department:** Early Head Start/Head Start

**Reports To:** Nutrition Supervisor

**Director Approval:** \_\_\_\_\_

**FLSA Status:** Non-Exempt

**Job Function** To facilitate and perform, under the guidance of the Nutrition Services Supervisor, the implementation of food services in the Head Start/Early Head Start Program serving children ages 0-5 by performing the following duties.

**Essential Duties and Responsibilities** include the following. Other duties may be assigned.

Maintain adequate inventory of food and food supplies on a daily basis.

Must fulfill pack list of food and food supplies for center sites and home based services.

Efficiently pack food and food supplies for centers and organize according to delivery schedule for easy delivery accessibility.

Deliver food and food supplies to center sites as necessary.

Assume responsibilities of Cook, Cook Assistant, and Kitchen Aides at kitchen sites as a substitute when necessary.

Assist in the delivery of meals to kitchen sites on a daily basis.

Assist Nutrition Supervisor with the inventory system and various duties as requested.

Help kitchen centers as needed.

Must wash dishes, silverware, serving dishes, glasses, pans, and carriers, etc. on a daily basis

Maintain appropriate cleanliness of kitchen areas when necessary, which includes:

- Must wear clean, neat attire daily and food service gloves
- Keep the kitchen storage area clean and sanitized. Floors will be swept and mopped daily. Counters kept free of unnecessary items and sanitized both before and after meal preparation.
- Stove, refrigerator, and freezers will be kept clean inside and out. Proper functioning of appliances is to be monitored by all kitchen staff daily.
- Maintain proper storage of food and supplies to avoid spoilage and ensuring efficient rotation of food stock.
- Ensure disposal of garbage and recyclables daily

Contact Nutrition Supervisor for any general work concerns. If the Nutrition Supervisor is not available, contact the Health Services Coordinator.

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## **Competencies**

To perform the job successfully, an individual should demonstrate the following competencies:

Maintains confidentiality. Responds well to questions; Participates in meetings. Written Communication -Writes clearly and informatively; Able to read and interpret written information. Treats people with respect; Works with integrity and ethically. Exhibits sound and accurate judgment. Prioritizes and plans work activities; Uses time efficiently. Takes responsibility for own actions; Keeps commitments

Professionalism - Approaches others in a tactful manner; Follows through on commitments. Demonstrates accuracy and thoroughness; Monitors own work to ensure quality. Meets productivity standards; Completes work in timely manner. Observes safety and security procedures; Uses equipment and materials properly.

**Qualifications** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

## **Education and/or Experience**

High school diploma or general education degree (GED); plus or one to three months related experience and/or training in food service; or equivalent combination of education and experience. Must have the ability to interpret and record nutrition data.

## **Language Skills**

Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of customers or employees of organization.

## **Mathematical Skills**

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.

## **Reasoning Ability**

Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

## **Computer Skills**

To perform this job successfully, an individual should have knowledge of Microsoft office software (Word, Excel, etc.), Outlook and Quick Books.

## **Certificates, Licenses, Registrations**

NYS Driver's License

## **Other Qualifications**

Meet Clearance through NYS Child Abuse and Maltreatment Registry. Day Care Physical Exam, fingerprinting and TB Test

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**Physical Demands** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this Job, the employee is regularly required to stand; use hands to handle, or feel and taste or smell. The employee is frequently required to walk; reach with hands and arms; stoop, kneel, crouch, or crawl and talk or hear. The employee is occasionally required to sit. The employee must frequently lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision and depth perception.

**Work Environment** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this Job, the employee is occasionally exposed to moving mechanical parts. The noise level in the work environment is usually moderate.

***Resolution of the Board of Directors***

***of***

***Cortland County Community***

***Action Program, Inc.***

Resolution No.17-16

**W**HEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the HS/EHS Assistant Director Job Description and has recommended accepting as presented, and

**W**HEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the HS/EHS Assistant Director Job Description and accepts as presented.

**I**T IS HEREBY RESOLVED that on June 22, 2017 the Board of Directors adopts for acceptance the HS/EHS Assistant Director Job Description.

\_\_\_\_\_

President

\_\_\_\_\_

Date

**Cortland County Community Action Program, Inc.**  
Job Description

**Job Title:** Assistant HS/EHS Director  
**Department:** Early Head Start/Head Start  
**Director Approval:** \_\_\_\_\_

**Date:** February 28, 2017  
**Reports To:** HS/EHS Director  
**FSLA Status:** Exempt

**Job Function** To plan, supervise, and coordinate, under the guidance of the Director, the administration and implementation of the Administration and Transportation Functional Areas and other mandated requirements through administrative and clerical support.

**Essential Duties and Responsibilities** include the following. Other duties may be assigned.

Assist in the planning and coordination of all aspects of the support services for the Administration and Transportation functional Areas, including assisting the development of job descriptions and the hiring process of support service staff with Human Resources.

Assist the HS/EHS Director in preparing written plans, budgets, grants and applications, and reports in a timely manner.

Complete the annual Self-Assessment, Community Assessment, and PIR reports and submit every program year. This includes training to staff, the development of program improvement plans, and working with the Agency on the Community Assessment piece.

Maintains a listing of state and local resources for collaboration services to the program.

Analyze the effectiveness of the administration and transportation support services on a consistent basis through team meetings when necessary.

Works with Director to ensure program needs are being met by the administration and transportation staff by developing and implementing necessary changes.

Ensure compliance of the regulations and procedures of the personnel policies of the agency and those specific to Head Start/Early Head Start staff regarding time and attendance of hourly staff.

Investigate, secure, and coordinate vendor bids, contracts, purchase orders and related services in compliance with regulatory and approval guidelines.

Assist the HS/EHS Director with Policy Council meetings, including preparing monthly packets, mailings, and any scheduling of events/food needed.

Point of contact for buildings off-site such as CAPCO South Main, Cosimo's and Elm Tree. Ensure they have all necessary supplies, janitorial duties are completed, and maintenance is set-up and completed, when needed.

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Must complete the following for the fiscal department; documentation and collection of all in-kind and create a monthly report, complete all purchase orders on behalf of Head Start/Early Head Start, track and monitor the Head Start/Early Head Start credit card statement and submit on a monthly basis, match all invoices to appropriate purchase orders on behalf of HS/EHS to the fiscal department on a weekly basis, process all monthly county reimbursement reports for 1:1 Aide and play therapy services, bill the YMCA for UPK hours on a monthly basis, as well as process all monthly CACFP reports on the Albany website.

Review personnel packets for all newly hired staff to ensure all required forms and documents are complete. Designs and mails letters to candidates not hired.

Must create and type any correspondence needed or requested by the Director.

Order and maintain all janitorial supplies for HS/EHS sites to ensure janitorial responsibilities are being completed, when applicable.

Edit correspondence on behalf of the Head Start and Early Head Start Programs to ensure professionalism.

Complete, maintain and follow through with the completion of all contracts implemented each program year.

Assist the HS/EHS Director in the yearly orientation schedule to implement all mandated job requirements and trainings.

Complete and maintain all handbooks and program year calendars provided to all Head Start and Early Head Start staff.

Must work with community people in conjunction with collaborative agreements and contracts.

### **Supervisory Responsibilities**

Directly supervises two employees in the EHS/HS Administration. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

### **Competencies**

To perform the job successfully, an individual should demonstrate the following competencies:

Maintains confidentiality; Listens to others without interrupting; Remains open to others' ideas and tries new things. Participates in meetings. Writes clearly and informatively; Presents numerical data effectively; Able to read and interpret written information. Contributes to building a positive team spirit; Delegates work assignments. Inspires and motivates others to perform well. Includes staff in planning, decision-making, facilitating and process improvement.

Shows respect and sensitivity for cultural differences. Works with integrity and ethically. Approaches others in a tactful manner; Treats others with respect and consideration regardless of their status or position.

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Follows policies and procedures; Completes administrative tasks correctly and on time. Exhibits sound and accurate judgment. Prioritizes and plans work activities; Organizes or schedules other people and their tasks. Follows instructions, responds to management direction. Observes safety and security procedures.

**Qualifications** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **Education and/or Experience**

One year certificate from college or technical school; or AAS Degree (preferably in Business Administration); or three to six months related experience and/or training; or equivalent combination of education and experience.

### **Language Skills**

Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of customers or employees of organization.

### **Mathematical Skills**

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.

### **Reasoning Ability**

Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

### **Computer Skills**

To perform this job successfully, an individual should have extensive working knowledge of Microsoft Office (Word, Excel, etc) and Outlook.

### **Certificates, Licenses, Registrations**

NYS Driver's License

### **Other Qualifications**

Day Care Physical Exam prior to employment, Clearance with NYS Child Abuse and Maltreatment Registry

**Physical Demands** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to sit; use hands to finger, handle, or feel and talk or hear. The employee is occasionally required to stand; walk and reach with hands and arms. The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 50 pounds.

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Specific vision abilities required by this job include close vision. Must be able to travel to various locations to support the program

**Work Environment** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this Job, the employee is occasionally exposed to outside weather conditions. The noise level in the work environment is usually moderate.

***Resolution of the Board of Directors***

***of***

***Cortland County Community***

***Action Program, Inc.***

Resolution No.17-18

**W**HEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the HS/EHS Coach/Professional Development Specialist Job Description and has recommended accepting as presented, and

**W**HEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the HS/EHS Coach/Professional Development Specialist Job Description and accepts as presented.

**I**T IS HEREBY RESOLVED that on June 22, 2017 the Board of Directors adopts for acceptance the HS/EHS Coach/Professional Development Specialist Job Description.

\_\_\_\_\_

President

\_\_\_\_\_

Date

**Cortland County Community Action Program, Inc.**  
**Job Description**

**Job Title:** Coach / Professional Development Specialist

**Date:** July 1, 2017

**Department:** Head Start/Early Head Start

**Reports To:** HS/EHS

Director

**Director Approval:** \_\_\_\_\_

**FLSA Status:** Non- Exempt

**Job Function** Provides professional expertise in mentoring education staff, policy and procedure development, training current and newly hired staff, site monitoring, program collaboration, data collection and tracking services. Provides direction, leadership, coaching, training and mentoring to education staff to improve skills and professional competencies in accordance with the Head Start Performance Standards and the educational curriculum; assists staff in setting professional / educational goals. Assists the Education / Disability Coordinator with administrative functions and serves as a team member working in the areas of Early Childhood development and disability.

**Essential Duties and Responsibilities** include the following. Other duties may be assigned.

Advise the Director quarterly, through data monitoring, how outcomes of the coaching, training and mentoring model is functioning.

Conduct pre-assessments to identify staff strengths and challenges with relevant research-based instruments such as The Pyramid Model; TPOT and TPITOS observations, and CLASS assessment.

Conduct post – assessments to measure improvements in staff strengths and challenges with relevant research-based instruments such as The Pyramid Model; TPOT and TPITOS observations, and CLASS assessment.

Provide reflections from observation and data, give and receive supportive and constructive feedback, problem solve and identify supports and resources.

Coach and mentor assigned teachers, assistant teachers by utilizing research –based effective teaching strategies, using Creative Curriculum, Pyramid Model Modules and CLASS assessment to create the individualized needs of each staff member.

Establish and maintain consistent and regular coaching schedules for staff.

Analyze and interpret various forms of data. Work with the education team to evaluate and analyze child outcome data. Instruct classroom staff on interpretation of child data and how to use for improved outcomes for child and continuous program improvement.

Maintain professionalism and a team structure; serve as a role model for staff, children and parents. Attend all service training as provided.

Knowledge of different teaching methods and styles, and have the ability to provide specialized and individualized instruction of Professional Development Plans. Ability to work effectively with a variety of adult learning styles.

[Type here]

Perform all program responsibilities within the parameters of the Head Start Performance Standards, Early Learning Framework, and NYS Office of Children and Family Services licensing regulations and possess the ability to train and mentor / coach new and existing staff in all areas.

Travel frequently between classroom settings and for personal professional development opportunities, using your personal car with mileage reimbursement.

Must follow agency procedures for reporting suspected child abuse and neglect.

### **Competencies**

To perform the job successfully, an individual should demonstrate the following competencies:

Identifies and resolves problems in a timely manner; Uses reason even when dealing with emotional topics. Coordinates projects. Manages difficult or emotional situations. Maintains confidentiality and follow Head Start Confidentiality Policy. Listens and gets clarification; Participates in meetings. Contributes to building a positive team spirit; Puts success of team above own interests. Inspires and motivates others to perform well.

Managing People - Takes responsibility for subordinates' activities; Develops subordinates' skills and encourages growth. Shows respect and sensitivity for cultural differences. Works with integrity and ethically. Treats others with respect and consideration regardless of their status or position. Follows policies and procedures; Completes administrative tasks correctly and on time.

**Qualifications** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Achieve and maintain, within 9 months' time of hire CLASS Pre-K / Toddler reliability.

Attend all module trainings for Pre-K and Infant/ Toddler Pyramid Model Implementation.

Working knowledge of TPOT and TPITOS assessments.

### **Education and/or Experience**

Bachelor's degree (B.A.) in Early Childhood Education or Development, or a related field, with 4 or more courses in Early Childhood Education or Development with at least 2 years of related experiences, including classroom and some supervisory experience. Candidates should possess years of experience working with children under five years of age and their families, plus experience working with adult learners.

### **Language Skills**

Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of parents or employees of agency.

### **Mathematical Skills**

[Type here]

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.

### **Reasoning Ability**

Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

### **Technology Skills**

To perform this job successfully, an individual should have knowledge of Internet software and Word Processing software. Should possess the ability to use technology in an instructional format for training and presentation purposes.

### **Certificates, Licenses, Registrations**

NYS Drivers License.

### **Other Qualifications**

Initial Day Care Physical Exam and TB Testing. Fingerprinting for criminal background. Must be able to travel to all Head Start sites, training, visits, etc. as necessary and requested.

**Physical Demands** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk; use hands to finger, handle, or feel and talk or hear. The employee is occasionally required to stand; sit; reach with hands and arms and climb or balance. The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision and distance vision.

Must be able to travel to various program locations 80% of the time

**Work Environment** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate.

Finance Committee  
April 19, 2017

Members present: Helen Spaulding, Penny Prignon. Excused: Carole Ann Davies. Staff:  
Lindy Glennon

Committee reviewed April Financial reports including February monthly financials and current Fiscal Directors reports and filings. (See attached).

Accounts Payable are current. Aged Accounts Receivable are current with the exception of Medicaid. We are working on the 2017 Administration, Facility and Agency Wide Budgets.

CDPAP billing has been submitted through the payroll ending March 17, 2017.  
We have the proposed contract from Area Agency and Aging (AAA) for EISEP. We have met with Liz and Amber from AAA and are ready to sign the contract.

#### EARLY CHILDHOOD DEVELOPMENT

Across all contracts, a deficit is not anticipated. The 2017/2018 Budget approved by the Board on February 23, 2017 was submitted to ACF on February 28, 2017 and is currently in the review process. We were notified by Cortland City Schools of additional funding available for materials for each of the UPK classrooms. Bethann has worked with the teachers to identify materials including curriculum supports.

#### ENERGY SERVICES DEPARTMENT

We submitted the 2017/2018 budget package on March 20th for review, and it was sent to on April 11th in the amount of \$325,000. Still have not received any communication regarding the \$75,000 RESTORE grant. We have reached out to the Program Analyst for updates.

#### FAMILY DEVELOPMENT DEPARTMENT

The Dollar General Grant in the amount of \$10,000 was submitted on April 8th. We are working on the 2017-18 United Way proposal for continued funding for the Literacy/HSE program. We are currently forecasting the 2016/2017 CSBG contract to be underspent by \$19k, which will carry-over into our 2017/2018 contract.

#### WIC

The 2016/2017 WIC and EPC contracts began 10/1/2016. We currently are forecasting the contract to be underspent by \$16k.

Motion to receive and file finance report made by Helen Spaulding, 2<sup>nd</sup> Penny Prignon. Motion carried.

Lindy shared that the field work for the 2016 audit was completed last week by auditors from Bonadio. The auditors will meet with the Finance/Audit Committee June 21 to present the audit and will present to the full Board at the June meeting.

Lindy shared information with the committee re: the Volunteer Driver Program. The PPE Committee is bringing a proposal to the Board this month for the development and implementation of the program. As we are still developing, we do not have a budget to propose. As we get the pieces in place and develop the budget, we will bring this information back to the Finance Committee for approval before the actual start of the program.

No further business. Meeting adjourned at 8:45 a.m.

**FINANCE COMMITTEE REPORT**  
**SUMMARY OF APRIL 2017 FINANCIAL STATEMENTS**

*PRESENTED BY Martha Allen*

*June 21, 2017*

AGENCY

Accounts Payable are current. Aged Accounts Receivable are current with the exception of Medicaid.

The Bonadio Group will be at our July Finance Committee, and Board Meeting to present the 2016 Audit.

CDPAP

CDPAP billing has been submitted for payment through the payroll ending May 26, 2017.

Currently we are forecasting a net surplus of \$131k for CDPAP.

We are working on the appeal for the enhanced rate, it is due on June 30, 2017 for the accelerated administrative review process and August 27, 2017 for an appeal.

The updated application for Transportation Services was sent to the Department of Health (DOH) on June 12, 2017.

EARLY CHILDHOOD DEVELOPMENT

Across all 16.17 contracts, a deficit is not anticipated.

On June 2, 2017 we received notification that COLA funds are available for the 2017/2018 contract year. We are working on the supplemental application to apply for COLA funds in the amount of \$26,939. The application is due June 30, 2017.

ENERGY SERVICES DEPARTMENT

The 2017/2018 WAP Contract began on 4/1/2017, we are currently forecasting the contract to be spent.

The Restore Contract was approved on May 3<sup>rd</sup>, currently there are 20 jobs in progress.

Department of Energy (DOE) has an 8% increase in funds, this will increase our current contract from \$325k to \$375k. Also, additional HEAP funds are forthcoming. The DOE and HEAP funds are anticipated to become available in August 2017.

FAMILY DEVELOPMENT DEPARTMENT

We are currently forecasting the 2016/2017 CSBG contract to be underspent by \$20k, which will carry-over into our 2017/2018 contract.

WIC

The 2016/2017 WIC and EPC contracts began 10/1/2016. We currently are forecasting the contract to be underspent by \$20k. We are working on expending the contract.

The 2017/2018 WIC budget amount is the same as last year, \$345,821 and COLA \$31,963, we are working on completing the contract package that is due on June 30, 2017.

**CORTLAND COUNTY COMMUNITY ACTION PROGRAM, INC.**

**FINANCE DIRECTOR MONTHLY CHECKLIST**

**FOR THE MONTH APRIL 2017**

*Submitted by Martha Allen on June 21, 2017*

ITEM/REPORT	DUE	DATE FILED
Subsidiary ledgers in balance for the month?	N/A	yes
Bank accounts have been reconciled through?	N/A	Apr-17
Accounts receivable over 90 days past due	N/A	yes - Medicaid
Accounts payable over 90 days past due	N/A	none
NYS Sales and Use Tax Filing	3/21/2017	3/16/2017
Coporate Tax Returns - IRS 990 & CHAR 500 (rec'd approval of extension)	8/15/2017	
Coporate Tax Returns - IRS 5500 (Retirement) (extension requested)	8/15/2017	
Quarterly payroll tax returns filed by complete payroll?	qtrly	yes
Form 1099's	1/31/2017	1/30/2017
EO 38 Filing	6/30/2017	
<b>Program Reports</b>		
<b>CSBG 2016-2017 py</b>		
20% Expenditure report		4/27/2017
45% Expenditure report		
70% Expenditure report		
1st Qtr Program/Fiscal Attestation Forms	1/31/2017	1/27/2017
2nd Qtr Program/Fiscal Attestation Forms	4/30/2017	4/27/2017
3rd Qtr Program/Fiscal Attestation Forms	7/31/2017	
4th Qtr Program/Fiscal Attestation Forms	10/31/2017	
1st qtr MWBE Reports	1/10/2017	1/9/2017
2nd qtr MWBE Reports	4/10/2017	4/10/2017
3rd qtr MWBE Reports	7/11/2017	
4th qtr MWBE Reports	10/10/2017	
Unaudited Financial Statements	11/30/2017	
Unaudited Financial Statements - 15.16 Contract extended to 3/31/17	5/30/2017	5/15/2017
<b>Energy Services</b>		
<b>WAP 16-17 py</b>		
Monthly Voucher to Energy Services for presentation to DHCR	15th of month	6/12/2017
1st qtr MWBE Reports	7/11/2016	7/11/2016
2nd qtr MWBE Reports	10/10/2016	10/5/2016
3rd qtr MWBE Reports	1/10/2017	1/9/2017
4th qtr MWBE Reports	4/10/2017	4/7/2017
Unaudited Financial Statements	5/31/2017	5/31/2017
<b>Head Start &amp; Early Head Start 16-17 py</b>		
Quarterly Form 425: Enter in Payment Management System (PMS)		
1ST QTR	4/30/2017	4/8/2017
2ND QTR	7/30/2017	
3RD QTR	10/30/2017	
4TH QTR	1/30/2017	1/13/2017
Form 425 due: Upload to GRANT SOLUTIONS		
semi-annual	1/30/2017	3/13/2017
annual	7/30/2017	
final	10/30/2017	
<b>WIC 16-17py</b>		
Monthly Voucher	45 days after month end	5/17/2017
Final Voucher	11/14/2017	

# CAPCO

## Balance Sheet

	4/30/2017	3/31/2017	2/28/2017	1/31/2017	12/31/2016
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash	\$576,441	\$458,501	\$354,054	\$336,596	\$263,908
Grants Receivable	\$430,690	\$615,297	\$464,034	\$478,078	\$422,965
Accounts Receivable					
ACCOUNTS RECEIVABLE	\$470,896	\$471,969	\$482,177	\$516,571	\$583,824
Less: ALLOWANCE FOR DOUBTFUL ACCOUNTS	\$54,874	\$54,874	\$54,874	\$54,874	\$54,874
MEDICAID VARIANCE RECEIVABLE	-\$196	-\$196	-\$196	-\$196	-\$196
Net Accounts Receivable	\$525,573	\$526,647	\$536,855	\$571,248	\$638,501
Prepaid Expenses	\$100,571	\$114,375	\$142,427	\$182,915	\$98,497
<b>TOTAL CURRENT ASSETS</b>	<b>\$1,532,704</b>	<b>\$1,600,444</b>	<b>\$1,354,943</b>	<b>\$1,385,922</b>	<b>\$1,325,375</b>
<b>PROPERTY AND EQUIPMENT</b>					
Vehicles, furniture and equipment	\$767,838	\$773,564	\$775,100	\$769,451	\$771,248
Building	\$1,176,680	\$1,176,680	\$1,176,680	\$1,176,680	\$1,176,680
<b>NET PROPERTY AND EQUIPMENT AT COST</b>	<b>\$1,944,518</b>	<b>\$1,950,245</b>	<b>\$1,951,780</b>	<b>\$1,946,131</b>	<b>\$1,947,928</b>
Less Accumulated Depreciation	-\$1,045,409	-\$1,045,409	-\$1,045,409	-\$1,045,409	-\$1,045,409
<b>TOTAL PROPERTY AND EQUIPMENT</b>	<b>\$899,109</b>	<b>\$904,835</b>	<b>\$906,371</b>	<b>\$900,722</b>	<b>\$902,519</b>
SOFTWARE DEVOLPMENT COSTS	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ASSETS</b>	<b>\$2,431,813</b>	<b>\$2,505,279</b>	<b>\$2,261,314</b>	<b>\$2,286,644</b>	<b>\$2,227,894</b>
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT LIABILITIES</b>					
Accounts Payable	\$71,791	\$129,725	\$268,947	\$146,466	\$152,244
Payroll taxes and Accruals	\$215,669	\$237,135	-\$98,397	\$45,011	\$122,825
Other Current Liabilities	-\$62,673	-\$62,673	-\$62,673	-\$62,673	-\$142,337
Deferred Income	\$100,392	\$115,934	\$118,770	\$121,606	\$124,442
<b>Total CURRENT LIABILITIES</b>	<b>\$325,179</b>	<b>\$420,121</b>	<b>\$226,648</b>	<b>\$250,410</b>	<b>\$257,174</b>
<b>LONG-TERM DEBT</b>	<b>\$339,922</b>	<b>\$340,648</b>	<b>\$341,455</b>	<b>\$342,176</b>	<b>\$342,895</b>
<b>TOTAL LIABILITIES</b>	<b>\$665,101</b>	<b>\$760,770</b>	<b>\$568,103</b>	<b>\$592,586</b>	<b>\$600,068</b>
<b>NET ASSETS</b>	<b>\$1,766,713</b>	<b>\$1,744,510</b>	<b>\$1,693,211</b>	<b>\$1,694,057</b>	<b>\$1,627,826</b>
<b>Total LIABILITIES AND NET ASSETS</b>	<b>\$2,431,813</b>	<b>\$2,505,279</b>	<b>\$2,261,314</b>	<b>\$2,286,644</b>	<b>\$2,227,894</b>

***Resolution of the Board of Directors***

***of***

***Cortland County Community***

***Action Program, Inc.***

**Resolution No.17-18**

**W**HEREAS, the Cortland County Community Action Program, Inc. Finance Committee has reviewed the Women Infants and Children (WIC) 2017-2018 Budget in the amount of \$345,821 and COLA \$31,963, and has recommended accepting as presented, and

**W**HEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2017-2018 WIC Budget and accepts as presented.

**I**T IS HEREBY RESOLVED that on June 22, 2017 the Board of Directors adopts for acceptance the 2017-2018 WIC Budget.

\_\_\_\_\_  
President

\_\_\_\_\_  
Date

***Resolution of the Board of Directors***

***of***

***Cortland County Community***

***Action Program, Inc.***

Resolution No.17-19

**W**HEREAS, the Cortland County Community Action Program, Inc. Finance Committee has reviewed the Head Start/Early Head Start COLA Budget in the amount of \$26,939 and has recommended accepting as presented, and

**W**HEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed HS/EHS COLA Budget and accepts as presented.

**I**T IS HEREBY RESOLVED that on June 22, 2017 the Board of Directors adopts for acceptance the HS/EHS COLA Budget.

\_\_\_\_\_  
President

\_\_\_\_\_  
Date

## Board Development

June 20, 2017

In attendance: Jeanette Dippo, Patrick Snyder, Paul Cortez. Excused: Rama Haidara. Absent: Mary Anne Discenza. Staff: Eden Harrington-Hall

Meeting to order at 8:45 a.m.

### **Board Vacancy**

We still have one vacancy to fill which is a Public Sector Seat. Lindy did talk to Janet Hansen about rejoining the Board. She was very flattered, but felt that she could not accept right now as she has taken on several new responsibilities with her denomination and other work.

Lindy has an Elected Official who would be happy to have someone represent her. We asked Management staff if they knew anyone who would be interested in joining the Board. We have 4 good suggestions which include:

Vickie Myers, CCSD. Vickie is a nurse at the Cortland Jr. Sr. High School who frequently encounters students who visit the nurse's office because they are hungry. She would be a wonderful addition, however, Jeanette was unsure about her ability to fully participate due to her duties at the school.

Ella Clark, CHA, Section 8. Ella is a past employee of Head Start, so she is very familiar with the work that we do.

Margie Lann – Executive Director, Cortland Housing Authority. We don't have a Board member with housing experience, so Margie would be a good addition.

Joanne Brown from Rural Services – We no longer have representation on the Board for the Cincinnatus area since Luann had to resign, so the group thought that would be a good opportunity to have Cincinnatus representation again.

All present agreed that all recommendations would be excellent additions to the Board, so Eden will share with the Management Team the recommendations and they will reach out to those that they recommended to see if they would be interested in participating.

Eden gave an update on the progress to date with the Volunteer Driver Program. We had our Enrollment Form kicked back because they needed additional information. Mainly, they were looking for Board Members date of birth and SS#'s. Eden initially just put the Executive Committee's information, but when she spoke to Laurie Piccolo, Executive Director of Cayuga Seneca Community Action who just started the Driver program a few months ago indicated that she did the same thing, and it was kicked back wanting all Board members identifying information. Eden explained that more than likely the reasoning for this was because the Board has fiduciary responsibility and because it is a Medicaid funded program that they would be

doing a Medicaid exclusion check – meaning if you are excluded from receiving Medicaid due to fraudulent activities, you would not be able to receive Medicaid funding. Eden does an exclusion check on all the employees hired through CDPAP.

There being no further business, meeting adjourned at 9:30 a.m.

***Resolution of the Board of Directors***

***of***

***Cortland County Community***

***Action Program, Inc.***

Resolution No.17-20

**W**HEREAS, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed amended Corporate By-Laws and has recommended accepting as presented, and

**W**HEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed changes to the Corporate By-Laws and accepts as presented.

**I**T IS HEREBY RESOLVED that on June 22, 2017 the Board of Directors adopts for acceptance the amended Corporate By-Laws.

\_\_\_\_\_  
President

\_\_\_\_\_  
Date

***Cortland County Community  
Action Program, Inc.***

***Bylaws***

***Amended ~~May 28, 2015~~ June 22, 2017***

**ARTICLE I - NAME OF ORGANIZATION**

The name of the Corporation shall be Cortland County Community Action Program, Inc., as indicated in the Certificate of Incorporation.

**ARTICLE II - MEMBERSHIP**

This Corporation shall have no Members.

**ARTICLE III - PURPOSE**

The objectives and purposes of the Corporation are as stated in the Certificate of Incorporation and all amendments thereto. The Board of Directors shall also provide programs and resources:

1. to develop, propose, and conduct community programs designed to eliminate poverty, and to encourage others in like endeavors.
2. to develop research and evaluation procedures in connection with all programs which relate to services in health, education, and economic welfare.
3. to make decent housing available to people of low income and moderate-income levels by improving, rehabilitating, and restoring properties, thereby, improving the living conditions of people of the community who are now living in dilapidated and unsafe dwellings.
4. to contract with existing or new community agencies for the conduct and administration of community programs.
5. to receive and disburse funds necessary to the foregoing.

## **ARTICLE IV -BOARD OF DIRECTORS**

### ***Section 1. General Management.***

- 1.1. The general management of the affairs of this Corporation shall be vested in a Board of Directors. The Board of Directors shall have control of the property of the Corporation and shall determine its policies with the advice of its various committees. It shall have power to employ and to remove an Executive Director, to authorize expenditures and take all necessary and proper steps to carry out the purposes of this Corporation and to promote its best interest. The Board of Directors shall be the governing body of this Corporation.

### ***Section 2. Number.***

- 2.1. The Board of Directors shall consist of 15 Directors. The Board may increase or decrease in size to meet the needs of the tripartite Board requirements, but shall not be less than nine (9) nor more than eighteen (18) Directors. The number of Directors shall be determined from time to time by resolution of the entire Board of Directors provided that no decrease in the number of Directors shall shorten the term of any incumbent Director. To meet the requirements of the tri-partite Board, the number of Directors must be divisible by three.

### ***Section 3. Qualifications.***

- 3.1. Each Director of the Board must be at least eighteen (18) years of age.

### ***Section 4. Terms of Office, Vacancies, Resignation, and Removal.***

- 4.1. Terms of Office: Each Director shall serve a five (5) year term and shall hold office until the expiration of his/her term or until he or she sooner dies, resigns, is removed, or becomes disqualified. The term of office for all Directors shall begin on the day of their election and shall conclude upon the expiration of their term or upon receipt of a written notice of resignation. No person selected to serve on the Board shall serve for more than two (2) consecutive terms without at least a one-year absence from the Board.
- 4.2. Vacancies. A vacancy in office shall arise upon the death, resignation, removal, or disqualification of a Director. The Board shall take steps to ensure that vacant seats are filled in a timely manner. The Board shall fill vacancies in the private sector. When a vacancy occurs in a Public Sector Board seat held by a public

official, the Board of Directors shall select another public official to serve as a replacement Director or to appoint a representative to so serve. When a vacancy occurs in a Public Sector Board seat held by the representative of a public official, the Board shall request that the public official either take the seat him- or herself or name another representative to serve as a replacement Director. If the public official fails to take the seat him- or herself or to name another representative within the period specified by the Board, the Board shall select another public official to serve as a replacement Director him- or herself or to appoint a representative to so serve. Vacancies in the low-income sector shall be filled using the same democratic process originally used to fill the seat. Each successor shall hold office for the unexpired term of the Director whose place is vacant or until he sooner dies, resigns, is removed, or becomes disqualified.

- 4.3. Resignation. A Director may resign at any time by giving written and/or electronic (e-mail, fax) notice to the Board of Directors, the President or the Secretary of the Corporation. This notice must include the intended date the resignation is effective. A notice of 30 days is strongly encouraged. Unless otherwise specified in notice, the resignation shall take effect upon receipt thereof by the Board of Directors, the President or the Secretary, and the acceptance of the resignation shall not be necessary to make it effective. The resignation will be officially recognized by notation in the minutes of the next regularly scheduled Board Meeting. In addition, a Director who has ceased to meet the qualifications for service as a Director, as specified in the Bylaws and by the Board from time to time and/or for the seat to which s/he was elected, is deemed to have resigned as of the date s/he ceased to meet those qualifications.

### ***Section 5. Board Composition and Selection.***

- 5.1. Public Sector Representation. One-third of the Directors of the Board shall be elected public officials, holding office on the date of selection, or their representatives, except that if the number of such elected officials reasonably available and willing to serve on the Board is less than 1/3 of the Board, membership on the Board of appointive public officials or their representatives may be counted in meeting such 1/3 requirement. Public officials must serve one or more geo-political jurisdiction(s) within the Corporation's service area.

The Board shall select public officials to serve on the Board. The direct participation of public officials on the Corporation's Board of Directors is sought and preferred, however, if necessary representatives of public officials may serve. Representatives chosen by public officials must present a letter of appointment to the Board. After receipt of the letter of

appointment, the Board shall vote on whether to seat the representative as a Board member.

A public official or his/her representative shall be deemed to have resigned from the Board when the public official ceases to hold public office.

- 5.2. Consumer Sector Representation. At least one-third (1/3) of the Directors of the Board shall be persons chosen in accordance with democratic selection procedures adequate to assure that they are representatives of low-income individuals and families in the community served by the Corporation. Representatives of low-income individuals and families do not need to be low-income themselves but be chosen in accordance with democratic selection procedures adequate to assure that they are representative of low-income individuals and families in the area served. The Board shall adopt and implement written democratic selection procedures for Consumer Sector Directors, which it may revise from time to time.

One seat on the Board of Directors shall be filled by the Corporation's Head Start Policy Council. This representative must be a current or former Head Start parent.

- 5.3. Private Sector Representation. The remainder of the Board shall be officials or members of business, industry, labor, religious, law enforcement, education, or other major groups and interests in the community served. The Board shall select these Directors in such a manner as to assure that the Board will benefit from broad community involvement.

5.3.a If the Board invites an organization to nominate an individual to serve on the Board, the organization shall provide a written letter of support of a member or officer of the organization for consideration and approval by the Corporation's Board of Directors.

- 5.4. Board composition requirements per the Head Start Act (*see* 42 U.S.C. § 9837(c)(1)(B)):

- At least one Director shall have a background and expertise in fiscal management or accounting.
- At least one Director shall have a background and expertise in early childhood education and development.
- At least one Director shall be a licensed attorney familiar with issues that come before the governing body.

However, if a person described in any one of the three preceding sentences is not available to serve as a Director, the Board shall use a consultant, or another individual with relevant expertise, with the required qualifications, who shall work directly with the Board.

Other Directors shall:

- Reflect the community to be served and include parents of children who are currently, or were formerly, enrolled in Head Start programs; and
- Be selected for their expertise in education, business administration, or community affairs.

#### 5.5. Directors' Qualifications.

- Directors of the Corporation may not: have a financial conflict of interest with the Corporation or its delegate agencies (if any); be employees of the Corporation; be immediate family members of any employees of the Corporation or its delegate agencies (if any).
- Directors may not receive compensation for serving on the Corporation's Board of Directors or for providing services to the Corporation. (This is a new Head Start requirement.) However, they may receive reimbursement (or advances, in the case of low-income sector Directors) from the Corporation for reasonable and documented expenses incurred in the course of performing services as Directors or officers. To the extent the Corporation makes any such reimbursements or advances, it shall do so only in accordance with financial policies established from time to time by the Board.
- Former employees of the Corporation being considered by election to the Board of Directors must have left employment with the Corporation for a minimum of two (2) years before joining the Board. Former employees who have been involuntarily terminated will not be allowed to serve on the Board.
- Directors who are federal employees are prohibited from serving in any capacity that would require them to act as an agent of or attorney for the Corporation in its dealings with any federal government departments or agencies.

#### 5.6. Petition Procedure.

A low-income individual, community organization, or religious organization, or representative of low-income individuals that considers its organization, or low-income individuals, to be inadequately represented on the Board may submit a petition for representation to the Board. The petition must be signed by at least 20 individuals, unless the president determines that it is appropriate to waive

this requirement in a particular case. A written statement of the Board's action on the petition shall be provided to the petitioning individual or group and a copy of the statement shall be sent to the appropriate government funding sources as required by law or procedure in effect from time to time. Should it decide to provide representation to the petitioning organization or interest, the Board shall take any actions necessary to provide that representation while ensuring that the Board's composition meets the requirements of the federal Community Services Block Grant Act, the federal Head Start Act, and any other applicable laws or regulations.

## **ARTICLE V CONFLICT OF INTEREST**

### 1.1. – Purpose

The purpose of the conflicts of interest policy is to protect the Corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer, member of senior management, or Director of the Corporation. This policy is intended to supplement but not replace any applicable state laws governing conflicts of interest applicable to nonprofit organizations.

### 1.2 – Definitions

#### 1. Interested Person

Any Director, officer, key ~~employee~~ person, member of senior management, or other Board designated member of management or member of a committee with Board delegated powers that has a direct or indirect financial interest, as defined below, is an interested person.

#### 2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- (a) an ownership or investment interest in any entity with which the Corporation has a transaction or arrangement, or
- (b) a compensation arrangement with the Corporation other than as an employee or with any entity or individual with which the Corporation has a transaction or arrangement, or
- (c) a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a

transaction or arrangement. Such potential interest would exclude an ownership or investment interest of <1%, provided there are no other employment contractors or financial arrangements with the entity or individual, or

(d) has received, within the last three (3) fiscal years, more than twenty five thousand dollars (\$25,000) in direct compensation from the Corporation, or an “Affiliate” of the Corporation, other than reimbursement for out-of-pocket expenses?

3. Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature.

4. A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the appropriate committee or Board of Directors decides that a conflict of interest exists.

### 1.3. . – Procedures

#### 1. Duty to Disclose

In connection with any actual or possible conflicts of interest, an interested person must disclose the existence of his or her financial interest and must be given the opportunity to disclose all material facts to the directors and members of committees with Board delegated powers considering the proposed transaction or arrangement. An annual statement of disclosure must be submitted prior to the initial election of a Director and by all interested persons each fiscal year and annually thereafter or whenever an actual or possible conflict arises.

#### 2. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the Board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Directors or committee members shall decide if a conflict of interest exists.

#### 3. Procedures or Addressing the Conflict of Interest

- a. An interested person may make a presentation at the Board or committee meeting, but after such presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement that results in the conflict of interest. The interested person is prohibited from attempting to improperly influence the deliberation or voting on the matter giving rise to such conflict. Any interested person may rescue himself or herself at any time from involvement in any decision or discussion in which he or she believes that he or she has or may have a conflict of interest without going through the process of determining whether a conflict of

interest exists.

- b. The chair of the Board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the Board or committee shall determine whether the Corporation can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the Board or committee shall determine by a majority vote of the disinterested Directors whether the transaction or arrangement is in the Corporation's best interest and for its own benefit and whether the transaction is fair and reasonable to the Corporation and shall make its decision as to whether to enter into the transaction or arrangement in conformity with such determination.

#### 4. Violation of the Conflicts of Interest Policy

- a. If the Board or committee has reasonable cause to believe that a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the response of the member and making further investigation as may be warranted in the circumstances, the Board or committee determines that the member has in fact failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

#### 1.4. . – Records of Proceedings

The minutes of the Board and all committees with Board-delegated powers shall contain:

1. the names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's or committee's decision as to whether a conflict of interest in fact existed.
2. the names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives

to the proposed transaction or arrangement, and a record of any votes taken in connection therewith.

#### 1.5. . – Compensation

1. A voting member of the Board of Directors who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.
2. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.

#### 1.6 – Annual Statements

Each officer, member of senior management, other Board designated member of management, Director and member of a committee with Board delegated powers shall annually sign a statement which affirms that such person (i) has received a copy of the conflicts of interest policy; (ii) has received and understands the policy; (iii) has agreed to comply with the policy; and (iv) understands that the Corporation is a non-profit organization and that in order to maintain its federal tax exemption it must engage primarily in activities that accomplish one or more of its tax-exempt purposes. A Conflict of Interest Disclosure Form is provided in Appendix A.

#### 2.1 Whistleblower Protection Policy.

This Corporation shall adopt, and at all times honor the terms of a written Whistleblower Protection Policy in an effort to assure that any "Director, Officer, employee, or volunteer" who provides substantial services to the Corporation shall be free of fear of intimidation, harassment, discrimination, or other forms of retaliation on the part of the Corporation, or any of its Directors, Officers, employees, or volunteers, as a consequence of the good-faith filing of a report relative to possible violations of any statute, regulation, applicable ethical standard, or policy or procedure of the Corporation. The Whistleblower Protection Policy is provided in Appendix B. A copy of the Whistleblower Protection Policy shall be distributed to all Directors, officers, employees, and to volunteers who provide substantial services to the Corporation.

#### 3.1. Related Party Transaction Policy

A Related Party Transaction shall be defined as any transaction, agreement, or other arrangement in which a Related Party (as hereinafter defined) has a financial interest and in which the Corporation or an affiliate is a participant. However, the following are excluded transactions (1) where the transaction itself or the related party's financial interest in the transaction is de minimis, (2) that would not customarily be reviewed by the board or boards of similar organizations and are available to others

on the same or similar terms, or (3) that constitute a benefit provided to a related party only as a member of a class of the beneficiaries that the corporation intends to benefit as a part of its mission, as long as the benefit is available to similarly situated members of the same class on the same terms.

A Related Party shall be defined as: (i) any Director, Officer, or Key Employee Person (as hereinafter defined) of the Corporation or an affiliate; (ii) any Relative of any such individual; or (iii) any entity in which any such individual or Relative has a 35% or greater ownership or beneficial interest or, in the case of a partnership or professional corporation, a direct or indirect ownership interest in excess of 5%.

A Key Employee Person shall be defined as ~~any person who is in a position to exercise substantial influence over the affairs of the Corporation.~~ defined as an individual (other than officers or directors who are otherwise defined as a "related party"), "who (i) has responsibilities, or exercises powers or influence over the corporation as a whole similar to the responsibilities, powers, or influence of directors and officers; (ii) manages the corporation, or a segment of the corporation that represents a substantial portion of the activities, assets, income or expenses of the corporation; or (iii) alone or with others controls or determines a substantial portion of the corporation's capital expenditures or operating budget.

A Relative of an individual means his or her (i) spouse, ancestors, brothers, and sisters (whether whole or half-blood), children (whether natural or adopted), grandchildren, great-grandchildren, and spouses of brothers, sisters, children, grandchildren, and great-grandchildren; and (ii) domestic partners as defined in Section 2904-a of the New York State public health law.

The Corporation shall not enter into a Related Party Transaction unless the Board determines that the transaction is fair, reasonable, and in the Corporation's best interest at the time of determination.

Any Director, Officer, or Key Employee Person who has an interest in a Related Party Transaction must disclose, in good faith, the material facts concerning any such interest to the Board or an authorized Board committee.

No Related Party with an interest in a Related Party Transaction shall participate in deliberations or vote on any such Related Party Transaction, except that the Board, or an authorized committee, may request that such Related Party present information concerning the transaction at a meeting of the Board or such committee prior to commencement of deliberations or voting thereon.

If a Related Party has a substantial financial interest in a Related Party Transaction, the Board or authorized Board committee must: (i) prior to entering into the transaction, consider alternative transactions to the extent available; (ii) approve the transaction by not less than a majority vote of Directors or committee members present at the meeting; and (iii) contemporaneously document, in writing, the basis for its approval of the transaction, including consideration of any alternative transactions.

## **ARTICLE VI - OFFICERS**

### ***Section 1. Officers, Election, Term.***

- 1.1 The Board of Directors shall elect by majority vote at the Annual Meeting a President, Vice-President, Secretary, and Treasurer, and such other Officers as it may determine, who shall be given such duties, powers, and functions as hereinafter provided. Officers shall be elected to hold office for one (1) year from the date of election. Each Officer shall hold office for the term for which he or she is elected and until his or her successor has been elected, subject to Section 2 below.

### ***Section 2. Removal, Resignation.***

- 2.1. Officers serve at the discretion of the Board of Directors. Any Officer may be removed by the Board with or without cause. An Officer may resign at any time upon notice given to the Corporation in writing or by electronic transmission. Resignation is effective upon receipt unless specified to be effective at some other time. In the event of the death, resignation, or removal of an Officer, the Board shall appoint an acting successor to fill the un-expired term. This appointment shall be confirmed or disapproved by the full Board within the next two regular Board meetings.

### ***Section 3. Duties.***

- 3.1. **President** The President shall be the principal executive officer of the Corporation and shall, subject to the direction and control of the Board, supervise and control all of the business and affairs of the Corporation. He/she shall preside at all meetings of the Board of Directors. In general, the President shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time.
- 3.2. **Vice President** In the absence of the President, or in the event of his/her inability or refusal to act, the Vice President shall perform the duties of the President, and when so acting shall have all the powers of, and be subject to, all the restrictions upon the President. The Vice President shall perform such other duties as from time to time may be assigned to him/her by the President and/or the Board of Directors.

- 3.3. **Secretary** The Secretary shall be responsible for keeping the minutes of the meetings of the Board of Directors in one or more books provided for that purpose, see that all notices are duly given in accordance with the provisions of these by-laws or as required by law, and be custodian of the corporate records of the Corporation. The Secretary shall keep a register of all contact information of each Director and, in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to him/her by the President and/or the Board of Directors. In addition, the Secretary shall notify Directors of their election to office or their appointment to committees and keep a record of the transactions of the Board and its committees.
- 3.4. **Treasurer** The Treasurer shall be responsible for the supervision of an account of all monies received or expended by the Corporation. In general, the treasurer shall perform all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned to him/her by the President or by the Board of Directors. He/she shall report to the Board at all meetings, according to a format prescribed by the Board of Directors.

The Treasurer, subject to the direction and control of the Board, shall oversee all funds and assets of the Corporation, as well as insure the keeping of full and accurate accounts and records of the Corporation's financial affairs. The Treasurer shall have charge of all financial papers and records of the Corporation, which shall be kept at the Corporation's principal place of business. The Treasurer shall serve as a member of the Audit & Finance Committee and shall insure the presentation of audited statements showing the financial condition of the Corporation once during every twelve-month period, shall report to the Board periodically throughout the year on the financial condition of the Corporation, and shall ensure that financial statements for each month are available for each meeting of the Board of Directors and are kept on file at the Corporation's principal office. In addition, the Treasurer shall perform such other duties and have such other powers as the Board shall determine from time to time.

### 3.5 Duties and Powers of other Officers

An officer may delegate some or all of his or her duties to another individual or receive assistance from another individual in performing such duties, so long as the officer retains oversight over the duties performed and reviews any records and documents prepared and distributed by the other individual.

### 3.6 Employees and Agents

#### 3.6a Board-Executive Director Relationship

The Board of Directors shall appoint and employ an Executive Director who, subject to the Board's direction and control, shall manage the day-to-day affairs of the Corporation, implement goals and policies established by the Board, and advise the Board and its committees concerning the affairs and activities of the Corporation. The Executive Director shall be empowered to hire, supervise, and terminate the Corporation's other employees in accordance with personnel policies established by the Board. In addition, the Executive Director shall perform such other duties and have such other authority as the Board may designate from time to time. The Board shall evaluate the Executive Director and set his/her compensation on an annual basis. The Board may remove the Executive Director at any time with or without cause. Removal without cause shall be without prejudice to the Executive Director's contract rights, if any, and the appointment of the Executive Director shall not itself create contract rights.

## **ARTICLE VII - MEETINGS**

### ***Section 1. Meetings.***

- 1.1 Annual Meetings. The Board of Directors shall convene an Annual Meeting in each year for the purpose of electing Officers and the transacting of such other and further business of the Corporation as may be required.
- 1.2. Regular Meetings. The Board of Directors shall endeavor to convene Regular Meetings at least eight (8) times per year. Notice of all regular meetings shall be provided either by mail/e-mail, or by facsimile to the Board of Directors not more than thirty (30), nor less than six (6) days, in advance of the meetings.
- 1.3 Special Meetings. Special Meetings of the Board of Directors shall be held whenever called by the President, the Secretary, or any three (3) Directors. Notice of Special Meetings shall be given personally or by telephone, electronic mail, facsimile or first class mail and shall state the purpose, time and place of the meeting. If notice is given personally or by telephone it shall be given not less than three (3) days before the meeting; if it is given by electronic mail, facsimile or first class mail, it shall be given not less than five (5) days before the meeting.

- 1.4 The Board of Directors business and its business meetings will be conducted by the Chair following ***general parliamentary procedures*** as approved by the Board.
- 1.5 Board and committee meetings will generally be made open to the public but that the Board may, at its discretion, go into executive session from which all persons are excluded other than currently serving Board members and other relevant individuals specifically invited by the Board. An executive session shall be called by majority vote of Board members at a meeting at which a quorum is present for the purpose of discussing any matters of business which the Board considers confidential or sensitive.

## ***Section 2. Waivers of Notice.***

- 2.1 Notice of a meeting need not be given to any Director who submits a signed waiver of notice whether before or after the meeting or who attends the meeting without protesting prior thereto or at its commencement the lack of notice.

## ***Section 3. Place of Meetings.***

- 3.1 The Board of Directors may hold its meetings at the principal office of the Corporation, or such other places as deemed appropriate and agreed upon by the Board of Directors.

## ***Section 4. Quorum.***

- A. Fifty (50) percent of the current seated Board membership shall constitute a quorum and no business may be legally transacted unless a quorum is present. Board members may participate in meetings by phone or video conference.
- B. The quorum for meetings of the Executive Committee and other committees shall not be less than fifty (50) percent of the non-vacant seats on the committee. Committee members may participate in meetings by phone or video conference.
- C. No proxies shall be allowed.

## ***Section 5. Adjournment.***

- 5.1. A majority of Directors present at a meeting of the Board of Directors, whether or not a quorum is present, may adjourn any meeting to another time and place. Reasonable notice, given personally or by telephone, electronic mail, facsimile or first class mail, of the adjournment shall be

given to all Directors who were absent at the time of the adjournment, and unless the purposes, time and place of the meeting are announced at the adjourned meeting, to the other Directors.

### ***Section 6. Organization.***

- 6.1. President. At all meetings of the Board of Directors, the President, or, in his/her absence, the Vice-President, or, in his/her absence, another Director chosen by the Board, shall preside.
- 6.2. Secretary. At all meetings of the Board of Directors, the Secretary, or, in his/her absence, another Director chosen by the Board, shall act as secretary of the meeting.

### ***Section 7. Action by the Board of Directors.***

- 7.1 The following acts of the Board require the affirmative vote of at least two thirds (2/3) of the seated Board:
  1. A purchase, sale mortgage, lease, exchange, or other disposition of real property of the Corporation if the property constitutes all or substantially all of the assets of the Corporation;
  2. A sale, lease, exchange or other disposition of all or substantially all of the assets of the Corporation; or
  3. An alteration to these Bylaws or Certificate of Incorporation of the Corporation that would increase the quorum requirement or vote requirement to greater than a majority of the Board present at the time of the vote.

The following acts of the Board require the affirmative vote of a majority of the seated Board:

1. A purchase, sale, mortgage, lease, exchange, or other disposition of real property of the Corporation (unless such property constitutes all or substantially all of the assets of the Corporation, which shall be subject to Section 7.1 sub-section 1. above).

- 7.2. Written Consent. Any action required or permitted to be taken by the Board of Directors or any committee thereof may be taken without a meeting if all Directors of the Board or the committee consent in writing to the adoption of a resolution authorizing the action. The resolution and the written consents thereto by the Directors of the Board or committee shall be filed with the minutes of the proceedings of the Board or committee.

### ***Section 8. Participation by Telephone.***

- 8.1. Any one or more Directors of the Board, or any committee thereof may participate in a meeting of such Board or committee by means of a conference telephone or similar communications equipment allowing all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.

### ***Section 9. Voting.***

- 9.1. Each Director of the Board of Directors shall have one vote on matters on which s/he is entitled to vote. Proxy voting by Directors is prohibited.

### ***Section 10. Minutes.***

- 10.1 The Board shall keep for each meeting written minutes which include a record of votes on all motions. Minutes of the previous meeting shall be distributed to all Directors before the next meeting, and shall be made available to the public upon request.

## **ARTICLE VIII – COMMITTEES**

The Board of Directors has the authority to appoint committees, both standing and ad hoc. Unless the Directors otherwise designate, committees shall conduct their affairs in the same manner as is provided in the Bylaws for the conduct of the affairs of the Board of Directors.

### ***Section 1. Appointments.***

- 1.1. Standing Committees. By a majority vote, the Board of Directors shall appoint Directors of the Board to serve on the following standing committees: Executive; Audit & Finance; Program Planning and Evaluation; and Board Development.

- 1.2. Ad Hoc Committees. Additional committees may be created and committee members appointed by a majority vote of the Board of Directors as may be needed for special purposes.

### ***Section 2. Powers and Responsibilities.***

- 2.1. Each committee and every member thereof shall serve at the pleasure of the Board of Directors. Except as otherwise provided by Section 6 of this Article, no committee shall have the power to represent, bind, or otherwise speak for the Corporation without the express consent of the Board of Directors. Each committee shall keep minutes of proceedings and regularly report to the Board of Directors.

### ***Section 3. Qualifications.***

- 3.1. The Board of Directors may establish qualifications for committee membership.

### ***Section 4. Meetings.***

- 4.1. Unless otherwise provided herein, meetings of committees, of which no notice shall be necessary, shall be held at such time and place as shall be fixed by the President of the Corporation or the Chairperson of the Committee or by a majority vote of all of the members of the Committee.

### ***Section 5. Quorum and Manner of Acting.***

- 5.1. Unless otherwise provided by resolution of the Board of Directors, a majority of all of the members of a committee shall constitute a quorum for the transaction of business and the vote of a majority of all of the members of the committee shall be the act of the committee. The procedures and manner of acting of the committees of the Board shall be subject at all times to the Directions of the Board of Directors.

### ***Section 6. Standing Committees.***

- 6.1. **Executive Committee.** The Executive Committee shall be comprised of the elected Officers of the Corporation. Additional Directors of the Board may be appointed to serve on the Committee at the discretion of the Board. The President shall serve as the Chair of the Executive Committee. The

Executive Committee shall maintain surveillance of the business and affairs of the Corporation and shall be empowered to transact only such business as may be necessary between meetings of the Board of Directors. The Committee shall be responsible for overseeing the personnel affairs of the Corporation, such as developing and reviewing personnel policies. The Committee shall also be responsible for ensuring that the Corporation engages in strategic planning. Meetings of the Committee may be called by the Chair or by any two (2) members of the Committee. The Committee shall submit a report of its actions at all regularly scheduled or special meetings of the Board of Directors.

- 6.2. **Audit & Finance Committee.** The Audit and Finance Committee shall be comprised of appointed Directors of the Board, excepting that in no circumstance shall the Corporation's independent auditor, or a partner, associate, or employee of the auditor's firm or practice, or an immediate family member or household member of the auditor, or a partner, associate, or employee of his/her firm or practice, serve on, or otherwise volunteer his/her services to, the Committee. The Treasurer of the Corporation shall serve as a member of the Committee, but shall be precluded from serving as its Chair. The Committee shall develop a budget for approval by the Board of Directors; propose policies governing the finances of the Corporation for adoption by the Board; review any and all audits of the Corporation or any of its programs or contracts performed at its behest; and, respond in writing, subject to the ultimate approval of the Board of Directors, to such audits, including the management letter, stating any and all remedies to deficiencies or improvements in fiscal policies and procedures cited or recommended.

The finance committee shall: (1) oversee the preparation of the annual budget and financial statements; (2) oversee the administration, collection, and disbursement of the financial resources of the organization; (3) advise the Board with respect to significant financial decisions; and (4) perform such other duties as the Board may specify from time to time.

The audit committee shall: make recommendations on the selection of the auditor and the approval of any non-audit services provided by the auditor; oversee the audit process (however, the auditors should present their report to the full Board); oversee internal controls, conflict of interest and whistleblower policies; and ensure that the auditor's management letter concerns are addressed and resolved.

- 6.3. **Board Development Committee.** The Board Development Committee shall consist of Directors of the Board. The Committee shall be responsible

for ensuring that the composition of the Board of Directors accurately reflects the terms of Board and Committee members; regularly assessing the composition and function of the Board; recruiting and nominating Officers and Directors, provide regular review of the Certificate of Incorporation and Bylaws, including legal review and bringing recommended changes to the full Board; and, coordinating orientation for new Directors and assuring the continued development and training of the Board.

- 6.4. **Program Planning and Evaluation Committee.** The Program Committee shall be comprised of appointed Directors of the Board and may include appointed non-Board members. The Committee shall be responsible for assessing the quality of the Corporation's actions and operations and reviewing programmatic controls and stated objectives. It shall be responsible for overseeing the implementation of strategic and long range plans sanctioned by the Board of Directors. The Committee shall be responsible for establishing annual goals and strategies for the Corporation's fund development efforts; supporting the leadership and involvement of Directors in fundraising; monitoring fundraising efforts to ensure that ethical practices are in place and fundraising efforts are cost effective; overseeing all fundraising events, campaigns, and special projects; and ensuring accurate and secure giving records and appropriate acknowledgment of donations.
- 6.5. The President shall be an ex-officio non-voting member of all committees except for the committee which they are appointed to serve on.
- 6.6. **Committee Composition.** Any committee of the Corporation, including the Executive Committee defined above, shall, where possible, be composed of at least one (1) member from the Public Sector, Consumer Sector, and Private Sector.

## **ARTICLE IX- REMOVAL OF DIRECTORS**

Removal. Any or all of the Directors of the Board of Directors may be removed at any Regular, Annual, or Special Meeting of the Board called for that purpose, provided there is a quorum for the meeting at which the action is taken. At any meeting where a vote is to be taken to remove a Director of the Board, the Director in question may attend and shall be given a reasonable opportunity to argue in his/her defense.

## ***Section 1. Removal Due to Non-Attendance***

- 1.1. Absences: A Director of the Board who has missed a minimum of three (3) consecutive meetings without reasonable cause and giving a valid written, telephoned, or e-mailed excuse for three (3) regularly scheduled consecutive meetings may be removed. After the second meeting missed without reasonable cause, the Secretary shall mail a letter to the subject Director informing her/him that if s/he does not attend the third meeting, a motion to remove the Director will be made at the next meeting. The letter from the Secretary shall serve as notice to the Director in question; notwithstanding any other provision of these Bylaws, no other notice to the Director shall be required.
- 1.2. Committee Meeting Absences: In the event that any Director of this Board of Directors shall be absent without a valid written, telephoned, or e-mailed reason for three (3) regularly scheduled consecutive committee meetings, it shall be deemed that the Director is no longer interested in the work of the Committee and he/she may be replaced. The Committee Chairperson will report the vacancy to the Board Development Committee at the next regularly scheduled committee meeting, requesting that the Board of Development recommend a replacement.

## ***Section 2. Removal Due to Deliberate Violation of the by-laws and/or Breach of Fiduciary Duty***

- 2.1 The Board may remove any Director for cause, including but not limited to: false statements on documents completed in connection with service as a Director; unexcused absences from three (3) consecutive Board meetings; failure to comply with the Corporation's Bylaws, code of conduct, conflict of interest policy, or other policies of the Corporation; or conduct the Board deems contrary to the best interests of the Corporation.

Removal of a Board member shall be made at the next Board meeting by the majority of members present at which a quorum is present. The member being removed will receive 14 days notice that the removal is being considered and that the Director being removed shall have an opportunity to be heard.

# **ARTICLE X – EXECUTIVE OF INSTRUMENTS** **AND BONDING**

## ***Section 1. Executing Documents.***

- 1.1 The President or Secretary may sign any deeds, mortgages, bonds, contracts, or other instruments that the Board of Directors has authorized to be

executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these by-laws or by statute to some other Officer or agent of the Corporation.

## ***Section 2. Bonding Requirements.***

2.1 The Board of Directors shall require all officers of the Corporation charged with handling of funds, and may require any other officer, Director, employee or agent, to be bonded for performance of their duties in such amount and by such bonding company registered in the State of New York as shall be satisfactory to the Board.

## **ARTICLE XI - ANNUAL AUDIT**

The accounts of the Corporation shall be audited each year by an independent Certified Public Accountant who is not an officer, Director on the Board, or employee of the Corporation.

## **ARTICLE XII – CONSTRUCTION**

If there is any conflict between the provisions of the Certificate of Incorporation and the Bylaws, provisions of the Certificate of Incorporation shall govern.

## **ARTICLE XIII – HARASSMENT**

Harassment of any kind is not productive and will not be tolerated by this Corporation. Any individual bound by these Bylaws who is subject to verbally abusive language relating to race, ethnicity, national origin, gender, religion, veteran status, marital status, age, disability or sexual orientation, or who experiences inappropriate physical touching or suggestive language is encouraged to report it immediately to the Executive Committee. Any individual bound by these Bylaws who is aware of such verbally or physically abusive conditions should report such activity immediately.

The general policy will be reflected in the personnel procedures and program procedures promulgated by the Corporation to cover its staff as appropriate. However, nothing in this Article will bind the staff of the Corporation, who will instead be covered by the procedures contained in their personnel policies and program procedures.

## **ARTICLE XIV - INDEMNIFICATION OF DIRECTORS, OFFICERS, AND EMPLOYEES**

1. Definition of Authorized Indemnification. Unless clearly prohibited by law or these By-Laws, this Corporation shall indemnify any person (an "Indemnified Person") made or threatened to be made a party in any action or proceeding, whether civil, criminal, administrative, investigative, or otherwise, including any action by the Corporation, by reason of the fact that s/he (or her/his Testator or Administrator, if then deceased), whether before or after adoption of this Article: (a) is or was a Director or Officer of the Corporation; or, (b) is serving or served, in any capacity, at the request of the Corporation, as a Director or Officer of any other corporation, or any partnership, joint venture, trust, employee benefit plan, or other enterprise. The indemnification shall be against all judgments, fines, penalties, amounts paid in settlement (provided the Corporation shall have consented to such settlement) and reasonable expenses, including attorneys' fees and costs of investigation, incurred by an Indemnified Person with respect to any such threatened or actual action or proceeding.
2. Prohibited Indemnification. The Corporation shall not indemnify any person if a judgment, or other final adjudication, adverse to any Indemnified Person establishes, or the Board of Directors in good faith determines, that such person's acts were committed in bad faith or were the result of active and deliberate dishonesty and were material to the cause of action so adjudicated or that s/he personally garnered any financial profit or other advantage to which s/he was not legally entitled.
3. Advancement of Expenses. The Corporation shall, on request of any Indemnified Person who is or may be entitled to be indemnified by the Corporation, pay or reimburse an Indemnified Person's reasonably incurred expenses in connection with a threatened or actual action or proceeding prior to its final disposition. However, no such advancement of expenses shall be made unless the Indemnified Person makes a binding, written commitment to repay the Corporation, with interest, for any amount advanced for which it is ultimately determined that s/he is not entitled to be indemnified under the law or these By-Laws. An Indemnified Person shall cooperate in good faith with any request by the Corporation that common legal counsel be used by the parties to such action or proceeding who are similarly situated unless it would be inappropriate to do so because of actual or potential conflicts between the interests of the parties.
4. Indemnification of Others. Unless clearly prohibited by law or these By-Laws, the Board of Directors may approve indemnification by the Corporation, as set forth in Section 1 of this Article, or advancement of expenses as set forth in Section 3 of this Article, to a person (or her/his

Testator or Administrator, if then deceased) who is or was employed by the Corporation or who is or was a volunteer for the Corporation, and who is made, or threatened to be made, a party in any action or proceeding, by reason of the fact of such employment or volunteer activity, including actions undertaken in connection with service at the request of the Corporation in any capacity for any other corporation, partnership, joint venture, trust, employee benefit plan, or other enterprise.

5. Determination of Indemnification. Indemnification mandated by an order of a court of competent jurisdiction will be paid. After termination or disposition of any actual or threatened action against an Indemnified Person, if indemnification has not been ordered by a court, the Board of Directors shall, upon written request by an Indemnified Person, determine whether and to what extent indemnification is permitted pursuant to these By-Laws. Before indemnification can occur, the Board of Directors must find that such indemnification will not violate the provisions of Section 2 of this Article. No Director with a personal interest in the outcome, or who is a party to such action concerning which indemnification is sought, shall participate in this determination. If a quorum of disinterested Directors is not obtainable, the Board of Directors shall act only after receiving the opinion in writing of independent legal counsel that indemnification is proper in the circumstances under then applicable law and these By-Laws.
6. Binding Effect. Any person entitled to indemnification under these By-Laws has a legally enforceable right to indemnification, which cannot be abridged by amendment of these By-Laws with respect to any event, action or omission occurring prior to the date of such amendment.
7. Insurance. The Corporation is required to purchase Directors and Officers liability insurance. To the extent permitted by law, such insurance shall insure the Corporation for any obligation it incurs as a result of this Article and it may directly insure the Directors, Officers, employees or volunteers of the Corporation for liabilities against which they are not entitled to indemnification under this Article, as well as for liabilities against which they are entitled to be indemnified.
8. Nonexclusive Rights. The provisions of this Article shall not exclude any other rights to which any person may be entitled under law or contract. The Board of Directors is authorized to enter into agreements on behalf of the Corporation with any Director Officer, employee or volunteer to provide them rights to indemnification or advancement of expenses in connection with potential indemnification in addition to the provisions therefore in this Article, subject in all cases to the limitations of this Article.

## **ARTICLE XV- AMENDMENT OF BYLAWS**

These Bylaws may be amended, altered, or repaired in part by a two-thirds (2/3) vote of the Board of Directors present at the meeting at which a quorum is present, at any meeting called for such purpose upon written notice, which notice shall include the complete text of such proposed amendment(s) and delivered personally or by registered mail or by electronic mail with delivered and/or read receipt to each of the Directors at least 14 days in advance of such meeting.

## PP&E Committee

June 20, 2017

In attendance: Shelley Warnow, Liz Haskins, Doug Bentley, Billie MacNabb. Excused: Shawn Allen, Gary Dallaire. Staff: Eden Harrington-Hall

Meeting to order at 12:-04 p.m.

### HS/EHS Reports:

HS Family Engagement: The participation in PAG meetings have been low and Bethann and her team are looking at different ways to improve participation.

HS Family Services: Daily Attendance is at 96% and there are still low numbers on the waiting list for income eligible children. As discussed previously, they will be working on transitioning HS slots to EHS.

HS Special Needs: 54 children are receiving services, 49 of which are for speech.

HS Mental Health: Kate Shaw has been out on maternity leave, so the County has been serving those children. On a bright note, the Racker Center will have 12 open slots in September and will not be taking children based on a first come first serve basis. They will be looking for those children who are in most need for their services, this will include the children we have currently in HS that a more for suited for the Racker Center.

HS: 88% of the children have received their dental treatments.

EHS Family Engagement: participation has been good in the EHS component and EHS staff will be doing a pilot program over the summer to increase participation.

EHS Special Needs: 4 children are receiving services, of those 4 3 are receiving speech.

EHS Family Services: Daily attendance is 94%. As usual there is a large waiting list of income eligible children.

UPK Funding: Governor Cuomo has released 5 million UPK funding to school districts. This will impact classrooms at Homer and Marathon. Bethanne is working on strategies to address these concerns.

Eden gave an update on the progress to date with the Volunteer Driver Program. We had our Enrollment Form kicked back because they needed additional information. Mainly, they were looking for Board Members date of birth and SS#'s. Eden initially just put the Executive Committee's information, but when she spoke to Laurie Piccolo, Executive Director of Cayuga Seneca Community Action who just started the Driver program a few months ago indicated that she did the same thing, and it was kicked back wanting all Board members identifying information. Eden explained that more than likely the reasoning for this was because the Board has fiduciary responsibility and because it is a Medicaid funded program that they would be doing a Medicaid exclusion check – meaning if you are excluded from receiving Medicaid due to

fraudulent activities, you would not be able to receive Medicaid funding. Eden does an exclusion check on all the employees hired through CDPAP.

HEADSTART / EARLY HEADSTAT PROGRAM OF CORTLAND COUNTY  
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## HS/EHSMonthly Family Engagement report

Month: April 2017

Staff: Trudy Happel

Center	Scheduled Activities	Date of Activity	# of Families	# of People	# of Males	# of Families in Center	% of Families Involved
YMCA 1	PAG	4/10/2017	0	0	0	13	0%
	Fruit tasting	4/28/2017	3	4	0	13	23%
YMCA 2	PAG	4/10/2017	0	0	0	20	0%
YMCA 3	PAG	4/10/2017	2	4	2	14	14%
Barry	PAG	4/25/2017	8	11	2	16	50%
Parker	PAG	4/26/2017	8	11	1	15	53%
	Child abuse pinwheels	4/4/2017	4	5	1	15	27%
	Pedestrian safety	4/28/2017	2	2	1	15	13%
Randall	PAG	4/13/2017	9	9	3	16	56%
Smith	PAG	4/26/2017	4	4	1	15	27%
Homer 1	PAG	4/25/2017	4	6	1	15	27%
Homer 2	PAG	4/25/2017	0	0	0	14	0%
McGraw	PAG	4/25/2017	4	7	2	14	29%
Marathon	PAG	4/11/2017	4	4	0	15	27%
	Spoon dolls	4/26/2017	2	3	1	15	13%
Johnson 1	PAG	4/12/2017	1	2	1	15	7%
Johnson 2	PAG	4/12/2017	5	3	2	14	36%

**HEAD START/EARLY HEAD START PROGRAM OF CORTLAND COUNTY**

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**MONTHLY FAMILY SERVICES REPORT (HEAD START)**

**Employee Name:** Trudy Happel                      **Month:** April

Center	Enrolled	Entered	Withdrew	Accepted (but not enrolled)	% of Daily Attendance	# of Home Visits	# of Over Income	# of Under 130%	# of Goals that have been formalized	# of Goals that have been achieved	# of Homeless Children
YMCA 1	14	14	1	0	91	1	0	2	14	5	0
YMCA 2	20	19	1	0	96	3	2	2	25	6	0
YMCA 3	14	13	0	0	97	1	0	4	8	0	0
Barry	16	16	0	0	96	2	4	2	9	3	0
Parker	16	15	0	0	96	1	5	2	11	0	0
Randall	16	16	0	0	96	0	3	2	1	0	0
Smith	14	14	0	0	97	0	3	2	8	1	0
Homer 1	16	16	0	0	94	1	0	1	7	0	1
Homer 2	14	14	0	0	98	1	1	2	10	2	0
McGraw	16	15	1	0	99	0	1	4	3	0	0
Marathon	15	15	0	0	94	0	3	2	6	2	0
Johnson 1	15	15	0	0	92	1	0	1	2	0	0
Johnson 2	14	14	0	0	98	1	0	1	1	0	0
<b>TOTAL</b>	<b>200</b>	<b>196</b>	<b>3</b>	<b>0</b>	<b>96%</b>	<b>12</b>	<b>22</b>	<b>27</b>	<b>105</b>	<b>19</b>	<b>1</b>

# of Children on the Waiting List:

3 Year Olds

Over Income

Under 130%

Under 100%

30
3
6

4 Year Olds .

Over Income

Under 130%

Under 100%

20
0
0

Comments: \_\_\_\_\_

**HEAD START/ EARLY HEAD START PROGRAM OF CORTLAND COUNTY**

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**MONTHLY POLICY COUNCIL REPORT HS**

**Special Needs**

Employee Name: Bethann Wieder

Month: April 2017

	# of Children Receiving Services	# of Children Receiving more than one service	Speech	OT Fine Motor	PT Gross Motor	SEIT Special Ed Itinerant Teacher	Couns. Play Therapy	1;1 Aide	# of Evals	# of Children CPSE Mtg	# of Children Declassified	Refused Referral
Randall	3	1	3	1	1	0	0	0	0	1	0	0
Smith	3	0	1	0	0	1	1	0	0	0	0	0
Parker	5	0	4	1	0	0	0	0	0	0	0	0
YMCA I	5	5	5	2	1	2	2	1	1	2	0	0
YMCA II	5	3	5	3	0	0	0	0	0	1	0	0
YMCA III	1	1	1	1	0	0	0	0	0	0	0	0
McGraw I	3	0	3	0	0	0	0	0	0	0	0	0
Homer I	4	3	4	3	1	1	1	0	0	0	0	0
Homer II	3	0	2	0	0	1	1	0	0	1	0	0
Marathon	5	2	5	0	0	1	1	0	0	1	0	0
Johnson 1	6	4	6	3	1	1	1	2	2	2	1	0
Johnson 2	5	4	5	0	1	3	3	0	0	2	0	0
Cortlandville	6	5	5	4	2	1	1	0	0	2	1	0
<b>TOTALS</b>	54	28	49	18	7	11	11	3	3	12	2	0

**HEAD START/ EARLY HEAD START PROGRAM OF CORTLAND COUNTY**

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**MONTHLY MENTAL HEALTH REPORT HS**

Employee Name: Katherine E. Shaw

Month: April 2017

	Behavior Concerns observed by Mental Health Consultant	Meeting with Classroom Staff Regarding Behavior Concerns	Referral to Mental Health Agency	Total # of Behavior Plans in Place	Behavior Plans Implemented this Month	# of Meetings with Family or HV		Curriculum
						Face to Face	Telephone	
YMCA I	0	0	0	1	0	0	0	0
YMCA II	0	0	0	0	0	0	0	0
YMCA III	0	0	0	0	0	0	0	0
Smith	0	0	0	0	0	0	0	0
Parker	0	0	0	0	0	0	0	0
Randall	0	0	0	0	0	0	0	0
Homer I	0	0	0	0	0	0	0	0
Homer II	0	0	0	0	0	0	0	0
McGraw I	0	0	0	0	0	0	0	0
Johnson I	0	0	0	0	0	0	0	0
Johnson II	0	0	0	0	0	0	0	0
Marathon	0	0	0	0	0	0	0	0
Cortlandville	0	0	0	0	0	0	0	0
<b>TOTALS</b>	0	0	0	1	0	0	0	0

Health Services HS Policy Council Report

April 2017

Classroom	Received	30 Days	60 Days	90 Days	90+ Days	F/U Needs	F/U Not Started	F/U Started	F/U Compl	Refusals	Incidents
Barry	11	2	0	0	0	2	1	0	1	2	0
Homer 1	15	0	0	0	0	7	4	0	3	4	0
Homer 2	12	0	0	0	0	2	0	0	2	1	0
Johnson 1	14	1	0	0	0	4	2	0	2	0	0
Johnson 2	13	0	0	0	0	1	1	0	0	0	2
Marathon	12	1	1	0	0	5	0	1	4	0	0
McGraw	14	0	0	0	0	2	1	1	0	2	0
Parker	13	0	0	0	0	4	2	1	1	3	1
Randall	12	0	0	0	0	5	1	0	4	3	1
Smith	13	0	0	0	0	5	3	0	2	2	2
YMCA 1	11	0	0	0	0	2	0	0	2	1	1
YMCA 2	15	0	1	0	0	3	2	0	1	3	0
YMCA 3	11	1	0	0	0	1	1	0	0	3	0
Totals	166	5	2	0	0	43	18	3	22	24	7

Total % 88% Reasons for Refusal: Dental not turned in 8, Future Appt.7, Cost/ No Ins. 4.  
 Inury/Incident: 3 Classroom, 2 Playground, 1 Gym, 1 Yoga Room.  
 Comments 88% of dental treatment needed has been started, completed, or refused.  
 83% of dentals have been received for Head Start Program.

**+HEAD START**  
**CLASSROOM HAPPENINGS**  
**APRIL 2017**

**Barry**

- In April our class learned the letters V, M and N.
- PAG meeting was held on the 25<sup>th</sup> at 2PM and we had 8 families attend. The meeting involved menu planning, we had bagels with cream cheese and fruit.
- In our friendship unit we did incredible years.
- Our Common core lesson: We finished light and shadow unit, and have started our classic tales unit.
- In our math class, the children are learning about measurements.
- The school had 2 lockdown drills and 2 fire drills.
- Our students planted grass seeds for our plant unit.

**Homer 1**

- This month our class learned about the constellations.
- The children were excited when they made their own constellations by using paper towel rolls and hole-punches.
- We introduced the lesson on the four seasons. Then the children drew pictures of their favorite season.
- The children have continued practicing being a team player and how to be a good friend with one another.
- Some of the projects for our four seasons were: Summer-Sunshine, Winter-snow ball fight and ice cube hockey, Spring-spring eggs and for Fall we discussed the changing of the leaves and the trees.
- Vacation time came and went.
- When the children came back we discussed what they did during the vacation.
- PAG meeting was held on the 25<sup>th</sup> with McGraw and we went bowling. The families that attended had a great time.

- Our class is now working on “Fairy Tales”.
- The children enjoyed making their own Lion masks and couldn’t wait to share them with their families.

### **Homer 2**

- In April we reviewed all of our Dina units for a refresher course.
- We started our growing unit for Aclero.
- The children planted grass seed and we talked about how seeds need water and sunlight to grow.
- PAG meeting was on the 25<sup>th</sup> and we went bowling at Cort-lanes.

### **Johnson 1**

- Megan from the County Community Outreach came to our class and showed the children how to make pinwheels and we put the pinwheels out front.
- The pinwheels represent the adults that keep us safe.
- Practicum student did her first lesson for the children on puppets and shadows.
- PAG meeting everyone made bird feeders.
- We had pajama day this month as well.
- For our science class the children made slime.
- We met with new speech therapist Diane.
- For our growing unit our children planted grass seed.
- Also for our science class we started our measurement unit.
- Practicum student (Allie) did her second lesson on sorting seeds.
- Student (Nicole) did her second lesson on planting flowers.

### **Johnson 2**

- Our class learned about light and shadows this month.
- Miss Heather let us borrow her light up table.
- We had gems, see through colored cars, colored panels to play with, to see how light went through them.
- Our children learned about shiny and dull.
- We even played with light up balls in the dark.

- We all found our shadows and had fun playing with them outside in the sun.
- Dina and Wally came into class to help teach the children on how to help out at home and at school. Also on how to be a good friend.
- PAG meeting we made bird feeders.
- Some books we read in class are: “Bears Shadows”, “Who’s Shadow is it”, and “The Lonely Firefly”.

### **Marathon**

- Our class planted kidney beans for our growing unit.
- We made rainbow fishes too.
- Letter our class is learning is the letter “G”.
- For our math class the children learned the numbers 0 and 5.
- PAG meeting we made bird feeders.
- In our parent involvement class we learned about spoon doll making.
- Our class created a 3D flower craft.
- Our Student teacher did a lesson on sink and float.
- Our class for family health program made pinwheels.
- Our class also made butterflies out of paper.
- We also made a kite out of paper.

### **McGraw**

- Our children worked very hard on learning about team work.
- We also learned about the different seasons of the year.
- We finished our unit on light and shadows.
- We also learned about constellations.
- Our children have been working very hard on writing and recognizing the letters in their names.
- We have been working hard on how to be friendly.
- PAG meeting we went bowling with our families.

### **Parker**

- Dina came to our class and continued teaching the children about friendly skills, how to be a team player and working on positive conversational skills.

- In our math class, the children are learning about measurements. Exploring the many ways to measure objects. Using several different types of tools and graphing some experiments.
- In our light and shadow unit, our class discussed sun, moon, day, night, stars and the importance of them.
- We also learned about the four seasons.
- PAG meeting was on April 26<sup>th</sup> and involved learning about poison control. We had 8 families (11 adults) attend.
- We Had Pedestrian safety with Liz Geeson and 2 families came.
- We also did a pinwheel lesson on April 4<sup>th</sup> and had four families (5 adults) come for that one.

### **Randall**

- For April we worked on the following letters: "A", "V", and "M".
- We continue working on writing our names. Some of the children are already writing both their first and last names.
- We are playing some cool games to help us with our letter recognition.
- Our class has finished the unit on light and shadow.
- We learned about natural light vs. man made light.
- We have started the unit on block measuring. The children are learning that they can measure things with more than just a tape measure or ruler.
- PAG meeting this month we planted flowers with our parents.

### **Smith**

- PAG meeting: We had a great PAG meeting this month, the children learned about healthy toppings for bagels.
- HWOT: We are progressing through the year and each letter. We have worked on the letters "P", "B", "A", and "V".
- Dina: Molly has taught the children about team work. We have worked together to build and clean the room and create projects.
- CC: The light and shadow unit was exciting this month. The Children learned about lights like flashlights and shadows like shadow puppets. They also learned a new work transparent.
- Other: We have started to plant sunflowers.
- Our students have learned about dirt, roots, seeds, stem, leaf, flower. They have also practiced feeding and giving water to plants.

## YMCA 1

- PAG meeting, we had science night with parents and students.
- We also did a taste test of different colored fruits.
- We also showed pictures of different foods and discussed what foods grow that are healthy and where they grow too.

## YMCA 2

- PAG meeting was science night. We had lots of different experiments available for families to enjoy.
- Letters we learned this month are: “M”, “N”, and “W”.
- Our Class started and completed our light and shadow unit. The children really enjoyed this unit.

## YMCA 3

- This month our class finished the unit on light and shadow.
- Our student teacher did a cool lesson with us using shadow puppets.
- We saw that the shadows were bigger when closer to the light and smaller when they were further away.
- Our class has started the growing unit. We planted grass seeds to grow our own grass.
- We learned about what plants need to grow and drew a picture about it.
- We made our own carrots with a handprint top.
- We also made our own flower garden on paper.
- We welcomed a new student to our class, Daniel and many of the children are becoming close friends with him.

HEADSTART / EARLY HEADSTAT PROGRAM OF CORTLAND COUNTY  
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## EHS Monthly Family Engagement report

Month: April 2017

Staff: Trudy Happel

Center	Scheduled Activities	Date of Activity	# of Families	# of People	# of Males	# of families in center	% of families involved
Elm Tree	PAG	4/28/2017	3	4	2	8	38%
Cosimo 1	PAG	4/26/2017	5	6	3	8	63%
	Pajama day & reading	4/13/2017	7	9	3	8	88%
Cosimo 2	PAG	4/28/2017	4	4	1	8	50%
	Bagel faces	4/27/2017	6	8	3	8	75%
Cosimo 3	PAG	4/28/2017	2	3	1	8	25%
	Planting flowers	4/27/2017	7	11	2	8	88%
South Main 1	PAG	4/26/2017	1	1	1	8	13%
	Planting flowers	4/13/2017	7	10	2	8	88%
South Main 2	PAG	4/26/2017	3	4	2	8	38%
Home Based 1	PAG	4/12/2017	3	3	0	10	30%
Home Based 2	PAG	4/12/2017	2	2	1	11	18%

Health Services EHS Policy Council Report

April 2017

Classroom	Current Phys	Current Imm	12 Mo Lead	24 Mo Lead	Dental Rcvd	F/U Need	F/U Start	F/U Comp	Refusals	Incidents
Cos 1	5	7	1	N/A	N/A	N/A	N/A	N/A	0	1
Cos 2	8	7	8	2	7	0	0	0	0	3
Cos 3	8	8	6	6	6	1	0	0	0	0
Elm Tree	7	8	8	1	2	0	0	0	0	1
HB 1	8	11	8	4	5	1	0	0	0	0
HB 2	4	11	4	2	1	1	0	0	0	0
SM 1	6	8	4	6	5	0	0	0	0	2
SM 2	7	8	5	7	6	0	0	0	0	1
Totals	53	68	44	28	32	3	0	0	0	8

Total % 75%

96%

50%

Comments

Injuy/Incidents: Classroom 6, Sidewalk 1, Gross Motor Room (Elm Tree) 1.  
 Total % of dentals received of children age 1 year and older.

**HEAD START/ EARLY HEAD START PROGRAM OF CORTLAND COUNTY**

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**MONTHLY POLICY COUNCIL REPORT EHS**

**Special Needs**

Employee Name: Bethann Wieder

Month: April 2017

	# of Children Receiving Services	# of Children Receiving more than one service	Speech	OT Fine Motor	PT Gross Motor	SEIT Special Ed Itinerant Teacher	Couns. Play Therapy	1;1 Aide	# of Evals	# of Children Mtg	# of Children Declassified	Refused Referral
Cortlandville	0	0	0	0	0	0	0	0	1	0	0	0
Cosimo I	0	0	0	0	0	0	0	0	0	0	0	0
Cosimo II	1	0	0	0	0	1	0	0	0	0	0	0
Cosimo III	1	1	1	0	1	1	0	0	1	0	0	0
South Main I	0	0	0	0	0	0	0	0	0	0	0	0
South Main II	1	0	1	0	0	0	0	0	0	0	0	0
Home Based I	0	0	0	0	0	0	0	0	0	0	0	0
Home Based II	1	1	1	0	1	1	0	0	0	0	0	0
<b>TOTALS</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>



**HEAD START/EARLY HEAD START PROGRAM OF CORTLAND COUNTY**

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**MONTHLY FAMILY SERVICES REPORT (EARLY HEAD START)**

Employee Name: Trudy Happel Month: April

Center	Enrolled	Entered	Withdrawn	Accepted (but not enrolled)	% of Daily Attendance	# of Home Visits	# of Over Income	# of Under 130%	# of Goals that have been formalized	# of Goals that have been achieved	# of Homeless Children
Elm Tree	8	8	0	0	92	1	0	0	0	0	0
Cosimos 1	8	8	0	0	91	0	0	0	0	0	1
Cosimos 2	8	8	0	0	97	0	0	1	3	2	0
Cosimos 3	8	8	0	0	99	0	0	0	0	0	0
South Main 1	8	7	1	0	89	1	0	0	1	0	1
South Main 2	8	8	0	0	93	0	0	2	0	0	0
Home Based 1	12	11	0	0	35 81	29	0	0	3	0	0
Home Based 2	12	12	0	0	21 56	23	0	2	14	5	0
<b>TOTAL</b>	<b>72</b>	<b>70</b>	<b>1</b>	<b>0</b>	<b>94%</b>	<b>54</b>	<b>0</b>	<b>5</b>	<b>21</b>	<b>7</b>	<b>2</b>

# of Children on the Waiting List:

Expectant  
Over Income  
Under 130%  
Under 100%

1
1
9

Children  
Over Income  
Under 130%  
Under 100%

30
13
74

Comments: \_\_\_\_\_

**EARLY HEAD START**  
**CLASSROOM HAPPENINGS**  
**APRIL 2017**

**Cosimos 2**

- On April 4, we completed our Parent Teacher conference. Conferences with fathers and another with a mom.
- April 11 Speech Evaluation was cancelled, it will be rescheduled.
- We have five children working on potty training.
- In our class we are working on matching similar shapes and colors.
- We are also beginning to do some counting.
- In our class we are beginning to point at pictures and name people, objects and animals.
- The children are enjoying playing on the playground and for going on class walks.
- The children are learning about recognizing their different body parts.
- We have enjoyed a new game called “123 Look At Me” and showing what we can do, like jumping, hopping, clapping, etc.
- We have two friends who are two years old now.
- April 27 was our Parent/child activity: Making Bagel faces with Dunking Donuts. We had 8 parents attend
- Our PAG meeting was on April 28<sup>th</sup> and it was a breakfast and arts & crafts meeting.

**Cosimos 3**

- As this month was a short month with vacation time, we tried to pack lots of things into our days. Such as painting oval shapes, lacing beads with cards, pet rock painting, and writing in their journals.
- We also worked on tracing in their shape books, using Bingo dabbers, painting hands for handprint flowers and practicing gluing.

- The children have enjoyed playing in the sensory table with colored oval shapes, ducks and other assorted frogs and bugs hidden in the colored grass.
- We have played with large balls, the parachute, and the tunnel.
- We have used the hoola-hoops, played bean bag toss, as well as lug-a-jug.
- We used the inside ride on Vehicles.
- We sang lots of songs such as “5 Little Monkeys Teasing Mr. Alligator,” “5 Little Monkeys Jumping on the Bed”, “Humpty Dumpty”, “I’m Glad You Came to School Today”, “Yankee Doodle”, and “My Bonnie Lies Over the Ocean.”
- We danced with musical instruments and scarves, as well as marched around the classroom pretending to be dinosaurs.
- We have read several books: “First Book of Opposites”, “Pooh’s Nighttime Mystery”, “Bendeu Bear and the Farm Animals”, “The Crunching Munching Caterpillar”, “DORA Explores Choo Choo”, “Counting Farm”, and “My New Baby”.
- Our Parent Activity of planting flowers had 7 families attend for 8 children.
- PAG meeting was a pancake dinner with activities afterwards.

### **South Main 1**

- This month we were able to spend more time outside.
- Our class painted pictures outside and even painted a tree branch and some rocks.
- We are learning how to be safe while taking neighborhood walks.
- We are learning about directions, as well as learning about looking to the left and then right before crossing a road.
- Tiny Turtle and Baby Dina have joined us on our walks and outdoor play.
- We are watching our classroom flowers grow.
- The children water the flowers and we talk about what else the flowers need to grow.
- Parent Engagement was on April 13<sup>th</sup> and we planted flowers.
- PAG meeting was April 28<sup>th</sup> and Susan Fedele came in and discussed potty training.

### **South Main 2**

- This month we learned about rain.

- We also learned about the color purple and went on a “purple hunt” around the classroom.
- Our shape for the month was the oval.
- We had an oval hunt in the big field.
- On April 13<sup>th</sup> we had our parent engagement. Parents came to class and read “If You Give a Mouse a Muffin,” then we had blueberry muffins with other jam, jelly or butter on them.
- April 28<sup>th</sup> was our PAG meeting. It was all about potty training, we had three families show up.

### Highlights for June 2017

- CAPCO staff represented the Agency in the Dairy Parade June 6. Many thanks to the staff and their children for being involved. Thank you Brandy and Amanda for coordinating. Our picture was shared by station 101.5. Not the greatest weather, but, we represented.
- We are finalizing plans for the Volunteer Driver Program. The application with additional information has been submitted to the Dept. of Health. The final edits are being done for the volunteer application and the Program Manual. Our insurance broker, Lindsay Richards, is working to get us some final recommendations/details to make sure we have the needed coverage. We are hoping to be able to begin the program in August or September.
- Our all staff day is scheduled for Friday, June 23 at the McGraw Community Center. The day will focus on health and wellness and helping staff deal with stress. Many thanks to the committee led by Greg Richards for all of the planning. It will be a great day. We will be recognizing three long time employees as they retire: Angela Stevens, Helen Seyfried and Mary Corser. They have been valuable assets to CAPCO, Head Start/Early Head Start and our community. They will be missed. But, their work and commitment will continue to serve the program and Agency well. We will also be recognizing other staff for years of service. Among others, Tim Birdsall will be recognized for 30 years of service with CAPCO.
- We are continuing the process of updating our strategic plan. We have gathered considerable input and feedback through our surveys and the 2017 community assessment process and an all staff gathering in March 2017. We will be engaging Meghan Johnston to further facilitate the process with us early Fall. She will be working with supervisory staff and the Board. We plan to have the strategic plan updated by December 2017.
- We have been asked to facilitate three poverty simulations for the Cortland City School District. They would like for all 325 of their staff to participate in a poverty simulation as part of their professional development return to school. We are looking at 3 sessions on September 5-6. This is a good opportunity to educate and provide discussion re: the challenges of poverty facing so many in our community.
- Brandy Strauf and I will be leading a class at LeMoyne College in July in their Physicians Assistants program. The professor wants the students to have a better understanding of the challenges many people living in poverty are dealing with as they seek assistance and health care.
- Many thanks to Greg Richards, Michele Babcock and the members of the Relay for Life Committee for all of their work organizing the CAPCO Crew for this year's event. We

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raised over \$1200 and won the prize for the team with the most money raised online. We are proud to be able to be a part of this with our employees that are proud to walk in the survivors parade each year!

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WIC MONTHLY REPORT  
KIRSTEN PARKER  
JUNE 18, 2017

- FY2018 BUDGET-We have the call letter for next year's budget and have started working on it. Both the amount of the regular WIC Budget and the COLA are the same as last year. As you may remember, WIC handles COLA in an unusual way, it isn't really what most people would consider COLA. We used a portion of it last year to give wage increases, we will need to do that again next year to maintain current salaries, it will not be an additional increase. We will be switching over to the NYWIC system during the next budget and there will be some additional costs we are trying to anticipate.
- FY2017 BUDGET-I plan to use any accruals in this year's budget for computer equipment to get us ready for NYWIC. I believe any of those purchases will be approved so we should spend out this budget.
- CASELOAD-we did more new applicant certifications in May than any other month this fiscal year. We also had less people "no-show" for appointments. We have changed our procedures for appointment reminders which may have helped.
- DIRECT CARE COLA- all NYS WIC staff (and other Direct Care staff in similar programs) were supposed to get 2% of their salary for the period of April 1, 2016-March 31, 2017. We still do not have permission to pay this. I have asked about it several times and have not been able to get any information. When we were on the budget webinar, we were told that they had been instructed not to talk to us about it but if we have questions, we could email them and they would pass it on to the appropriate office. The WIC Association sent a sample email we could use, I sent that last week but have not heard anything yet.

- EBT available for SNAP participants at both Cortland and Homer Farmers Market.
- Three openings in the CSA program.
- We gave away over 80 appliances through the appliance giveaway. Air Conditioners, ceiling fans, dehumidifiers, air purifier and washing machines went to income eligible families. The appliances were acquired through a partnership with Intertek.
- Brandy presented Communication Across Barriers Poverty materials at NYSCAA's annual conference.
- Family Development staff walked in the Dairy Parade representing CAPCO.
- Currently collecting items for our annual Everybody's Baby Shower scheduled for next week.
- 8 Adult Education Students took the High School Equivalency Exam last week; we are waiting on test results.



## Energy Services Directors Report

June 2017

- WAP 17.18 - The contract has been approved and we are awaiting our advance. Current production is on schedule with 7 units completed.
- EmPower NY- 2 HP's completed this month.
- HOME (City of Cortland) - No activity.
- RESTORE- Program is up and running with lots of inquiries and referrals. 2 jobs completed, 4 jobs have been subcontracted out, 12 jobs referred. Outreach efforts have been very effective!! This
- Energy Savers- No activity.
- Training-
- Meetings- PAC Meeting- Albany 6/24
  - There will be an 8% increase in DOE funds for this PY, increasing the minimum funded agencies to \$375,000. Also there will be more HEAP funds available and will be forthcoming this year. An amendment for WAP will be done late summer. We were advised to start planning now.

**Monthly Board Report**  
**From: HS/EHS Management Team**  
**Month: June 2017**

- I. Enrollment
  - A. At this time, we are fully enrolled with 200 in Head Start and 72 in Early Head Start. 2017-2018 Early Head Start is full for all centers, there are 4 openings in Home Based. There are 24 income eligible infant and toddlers on the new wait list for next year. We continue to recruit and enroll Head Start children for next year.
  
- II. Center/Office Updates/Policy Council
  - A. New Education Coach will begin on June 26, 2017. Her name is Jill Dunham she is a previous Early Head Start Teacher at Tompkins Community Action. We are looking forward to her starting and her professional contribution.
  
- III. Old Business
  - A. We continue to close out the fiscal 2016-2017 program year.
  - B. Bethann Wieder attended the New Director's Training Initiative at UCLA. She reports it was very productive and now has a Veteran HS Director with over 20 years' experience to mentor her for the next year.
  
- IV. New Business
  - A. We received our guidance letter for the COLA and are working with fiscal. The narrative and grant needs to be submitted June 30<sup>th</sup>.
  - B. Self-Assessment committee will begin in August, we are looking for volunteers from HS/EHS staff, policy council, families and CAPCO Board.
  - C. We have received the refunding for the 2017-2018 program year.
  
- V. Executive Session
  - A. Executive Session did take place and PC approved the coach position, education coordinator (prior phone approval), and the termination of Break Aid.

## CDPAP June 2017

Current case load is 83:

- 31 - Medicaid
- 35 – Fidelis
- 11 – Icircle
- 6 – VNA

Last month I reported that MW, one of my consumers who was facing eviction and was also reported to Adult Protective has lost her aide. The aide was no longer able to work for MW due to the repeated condition of her apartment. MW's apartment continued to get worse and worse. The aide would be off for a few days and when she went to the apartment it looked as bad as it did the first day she worked. I believe that she will be evicted which in some way might be a good thing so she will be placed. Her hygiene is a real issue and she has been asked not to go the Horizon House as well as go to the Community Room at CHA because she urinates and soils herself all the time. It is sad, but placement will be the best option.

In a happier note, ME was discharged from a nursing home in December just in time for the holidays with CDPAS services. ME is diagnosed with Rheumatoid Arthritis and Systemic Lupus which required her to be placed into a nursing home where she spent 8 years. She has twin 15 year old boys and a 20 year old son. ME's parents have been caring for her children while she has been institutionalized (they have joint custody). One of the twins (JE) is receiving CDPAP services due to his severe disabilities which include: Cerebral Palsy, MR, seizure disorder and dysphagia. This is a wonderful supportive family and the grandparents have done a wonderful job raising the children despite the many challenges they face raising JE – the grandfather (VE) retired early to care for JE while his wife (TE) continued to work.

TE's company is going to close in two years and she was offered a two year contract to continue to work until the closure, however, it would mean relocating to Florida for that period of time. TE and VE looked into the schools in Florida for JE who does not do well at all with change and the schools there are more interested in mainstreaming which will not work at all for JE and the bus ride to and from the school would be very long. After much discussion, the family decided it would be in the best interest for the twins to stay in Cortland and have their mother ME assume the care for the children and move into her parent's house. This presents several challenges, first and foremost ME has her own disabilities and has 24/7 care and without the informal supports of the grandparents, JE will also need 24/7 care. The grandparents will be moving out of the house on July 1<sup>st</sup> and ME will be moving in, but they will be renting an apartment until October when they relocate to Florida. This will give everyone the opportunity to see if this new arrangement will be safe for all involved. ME's father did say that if this does not work, he would move back to Cortland. There is a team of us working together to support ME to be successful as she assumes the role of mother and caretaker for her children. ME has moved into her parent's house over the weekend to start her role as caretaker for her children. I am so excited and hope that everything works out.

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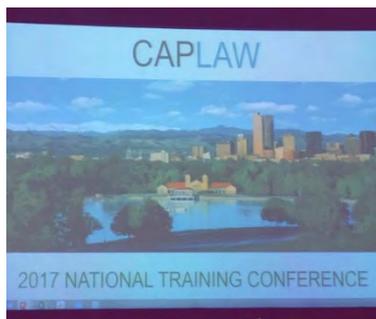


## HUMAN RESOURCES REPORT JUNE 2017

HR Director: Greg Richards

### HR Happenings:

- **2017 CAPLAW National Training Conference:** Martha Allen, Fiscal Director, and I attended the CAPLAW conference in Denver, Colorado from June 6-June 9. CAPLAW provides legal, management, and governance resources to sustain and strengthen the National Community Action Network. Particularly, this conference is an educational opportunity for Human Resources and Finance professionals where lawyers, consultants, lobbyist, and government officials run training sessions to teach best practices in regards to administering a CAP agency as well as introduce new regulations and standards that are expected to impact our agencies. HR Director and the prior Fiscal Director attended this conference in 2015, and the materials are still referenced and utilized today (this conference remains one of the most impactful for our HR/Finance functions at CAPCO). Representing Human Resources for our Agency, I attended the following professional development training sessions:
  - *OSHA: What CAAs Need to Know About Occupational Safety and Health*—Fisher & Phillips, LLP, Adam Brown, Esq. & Kate Raebe, Esq.
  - *Leading Change Through Stories and Generative Questions*—Mozart Guerrier, Executive Director of 21 Progress in Seattle, WA.
  - *That Was Then, This is Now: A Post-Election Labor and Employment Law Update*—Fischer & Phillips, LLP, Darin Mackender, Esq.
  - *Workplace Investigations: Sex, Lies, and Videotapes*—Fisher & Phillips, LLP, Tillman Coffey
  - *Wage and Hour 101*—Stinson Leonard Street, LLP, Richard Pins, Esq.
  - *Staffing Options in Belt-Tightening Times*—Casner & Edwards, Anita Lichtblau, Esq.
  - *Keeping Employees Safe: Minimizing Workplace Violence*—Fisher & Phillips, LLP, Susan Schaecher, Esq.
  - *Tackling Tricky Wage and Hour Topics*—Stinson Leonard Street, LLP, Richard Pins, Esq.
  - *Strategies for Effective Advocacy in Uncertain Times*—panel discussion including 5 Executive Directors/CEOs from CAP Agencies around the country.



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• **Spring 2017**  
The 2017



**All-Staff Day:**  
CAPCO All-

Staff Training Day is scheduled for Friday, June 23, 2017 at the McGraw Community Center. HR has led a committee of 8 members who began planning the training day back in April. We are looking forward to a fun-filled day that will be both educational/professional development and recreational for our staff. This day is also the last day of the Head Start Program Year (45 week education staff) before their return the last week in August. This day also serves to honor our years-of-service honorees for those who have reached 5, 10, 15, 20, 25, and 30 years with the Agency. Below is the schedule of events planned for the day:

- **8:00-8:30am** → Sign-in and breakfast
- **8:30-9:00am** → Agency Updates
- **9:00am-10:00am** → Stress Talk, Dr. Otto Janke of the Janke Family Chiropractic Group
- **10:00am-10:15am** → break
- **10:15am-10:45am** → CAPCO Wellness Committee presentation on the Active Globe Walking Challenge
- **10:45am-11:45am** → “Achieving the Best Version of You”, Alissa Bacahand of the Movement Box Dance Studio-- explore how activity, nutrition, personal goals, and mindset all play a role in your daily life
- **12:00pm-1:00pm** → Lunch
- **1:00pm-2:00pm** → Years of Service recognition, Retirement honorees, and dessert
- **2:00pm-3:30pm** → "A Dance Fitness and De-stress Stretch", Alissa Banchand of the Movement Box Dance Studio—*basic* dance steps into a fun combination to engage not only the body but also the mind! Follow it up with a wonderfully relaxing guided stretch and meditation.
- **3:30pm-4:00pm** → Closing remarks and all-staff gift distribution

This All-Staff Day will be extra special with recognition and events planned to honor the retirements of 3 long-term employees in the Head Start/Early Head Start Program:

Mary Corser: Health Services Coordinator (18 years)

Angela Stevens: Education Assistant (26 years)

Helen Seyfried: HS Health Assistant (23 years)

**2017 CAPCO Crew: Relay for Life:** The Wellness Committee participated in the 2017 Relay for Life under the banner “CAPCO Crew”. We had over 40 staff members join our team and we were honored at the event with raising the most money in Cortland County in support of the American Cancer Society. The CAPCO Crew raised over \$1,400 dollars this year through Bake Sales, a Bottle and Can Drive, Relay Receptacles, and individual donations.

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