



# CORTLAND COUNTY COMMUNITY ACTION PROGRAM, INC.

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2021 Annual Report

## A Message from *Greg Richards,* *Executive Director*

As we reflect on 2021, it will be remembered as a year of anticipated transition during a time of great change and uncertainty as we continue to battle the effects of COVID-19 throughout our Agency and broader community. The year began with the announcement that our longstanding and esteemed former Executive Director, Lindy Glennon, would be retiring at year's end. Lindy Glennon had been the fearless leader of our Agency for past 16 years after spending over 30+ years working with children and families in the Community Action Network. With Lindy's transition, it is my privilege to lead CAPCO to our next chapter while honoring the legacy of Lindy and her impact on our Agency and community.

We begin the new year still reeling from an evolving pandemic that continues to have a daily impact on Agency operations and service delivery. While we began the summer of 2021 hopeful that the "end" was near in sight, we, like the rest of the world, were humbled by the onset of the Delta and Omicron variants of COVID-19. With this, we adjusted, then re-adjusted, and of course continue to adjust and course-correct as we find new and innovative ways to serve those in our community. This included changes in our own health and safety protocols and an Agency-wide COVID-19 vaccination mandate.

None of what we have been able to accomplish during this challenging year, or any other year for that matter, would be possible without the hard-work and dedication of our staff, volunteers, and Board of Directors. During a time when mass amounts of people in our nation and community re-evaluated their lives and resigned from their jobs as they weighed what they value most, our people stuck with the program and continued to provide essential and life-changing services to individuals, children, and families who need it most in our community. This was all done as people at all levels of the Agency faced unprecedented challenges and uncertainty in their own personal lives.

This Annual Report is an ode to our people. The people of our Agency and the people of our community. As Cortland's designated Community Action Agency, we are in the business of helping people and changing lives. This is not possible without the great work being done by even greater people.

*Greg Richards*

# Cortland County Community Action Program, Inc. (CAPCO)

Greg Richards, Executive Director  
Kirsten Parker, Deputy Director

Annual Agency budget \$11,197,236

More than 350 individuals on payroll – 120 Agency Employees & 230+ Personal Assistants employed by Consumers in CAPCO's Consumer-Directed Program(s)

Serving more than 4,000+ individuals, 1,700+ families in Cortland County in 2021.

## Major Program Areas

- Consumer Directed Services
- Energy Services
- Family Development
- Head Start/Early Head Start
- Woman, Infants & Children (WIC)

## Community Action Programs

- More than 1000 Community Action Agencies serve every County in the Country
- CAPCO is the designated Community Action Agency serving Cortland County since 1974

## Promise of Community Action

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

## Mission of CAPCO

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

# Helping People, Changing Lives

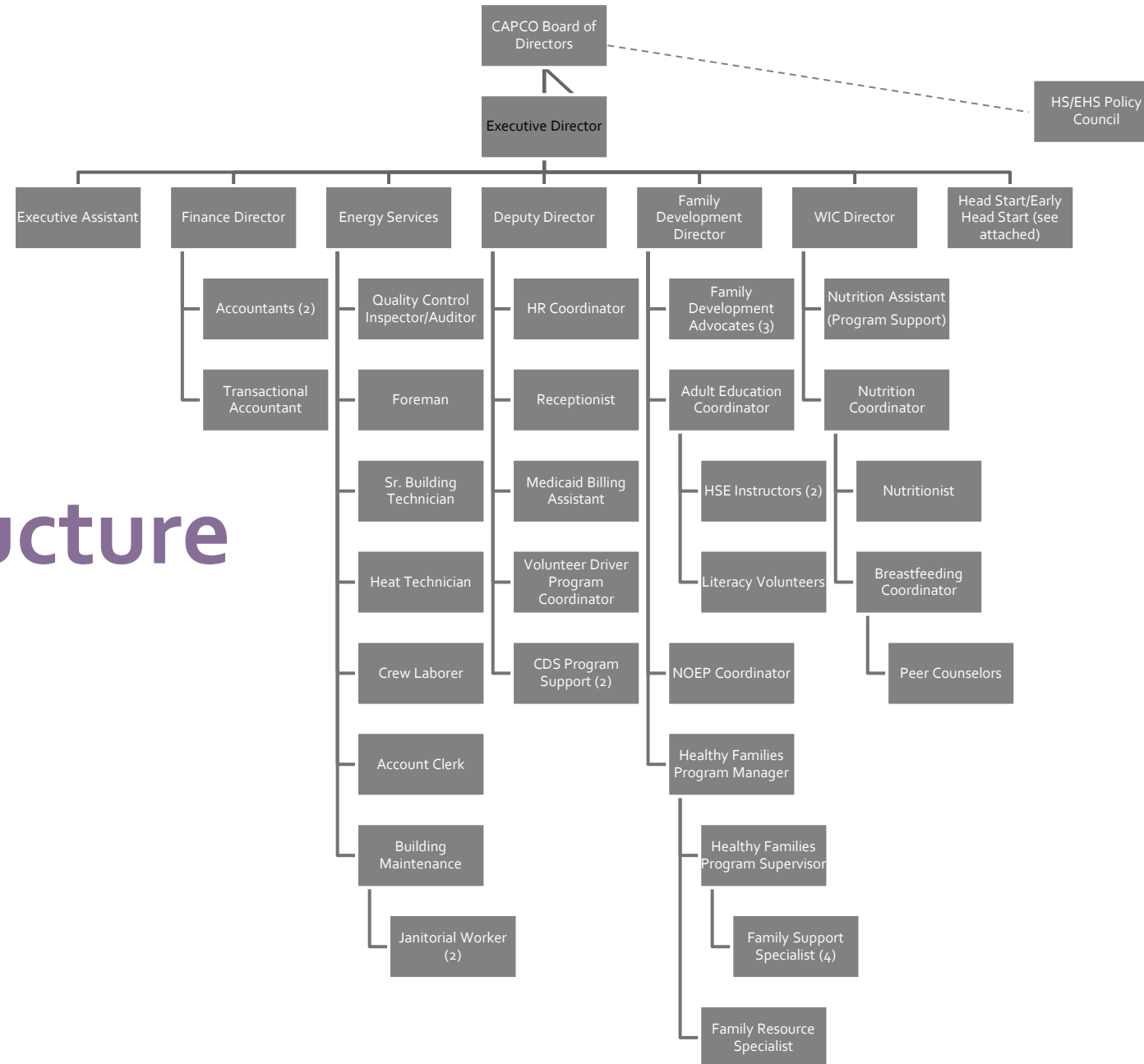
*Since 1974*

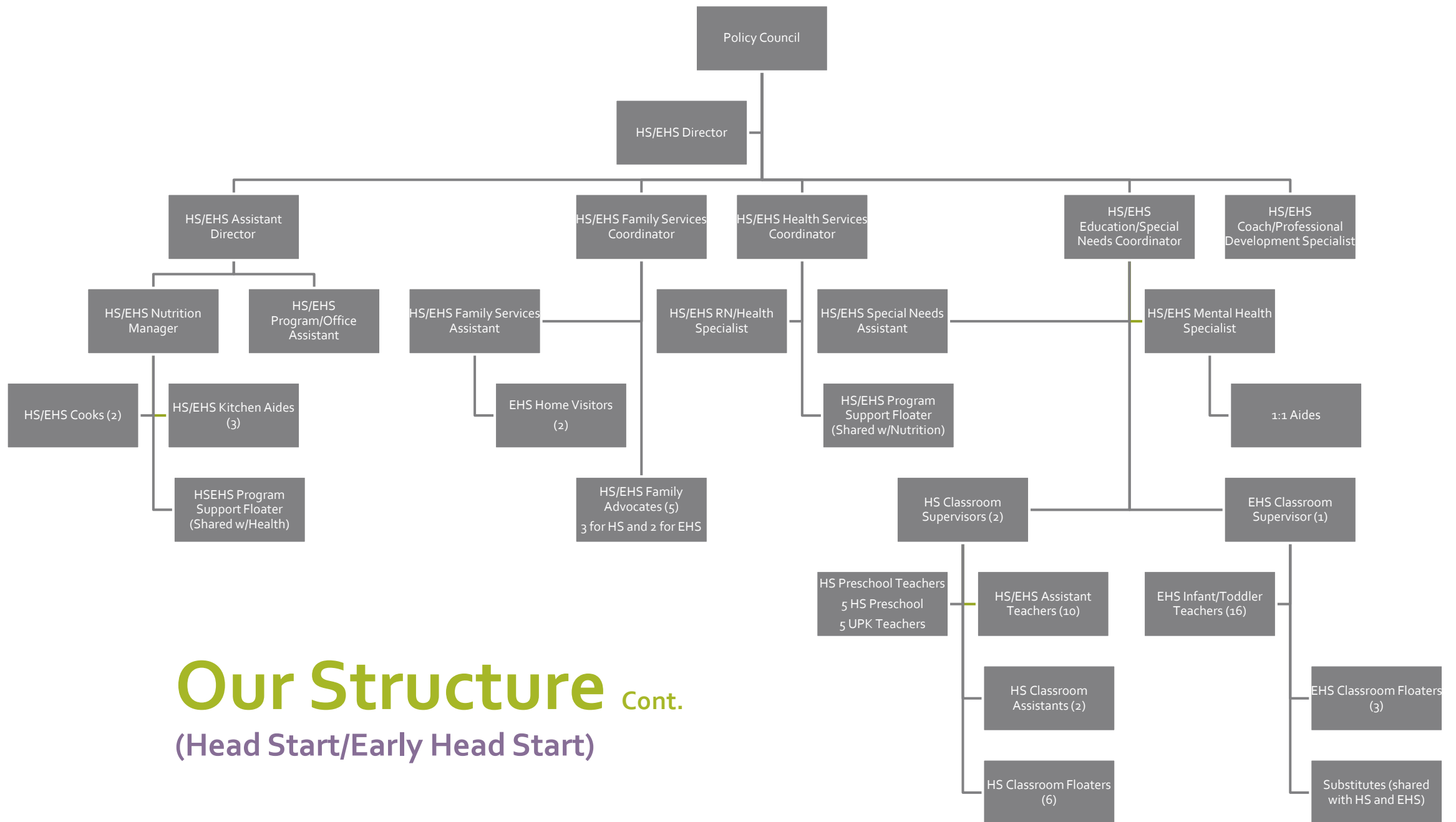
# Board of Directors

*Our governing body*

Shelley Warnow, President  
Billie MacNabb, Vice President  
Lynne Sypher, Secretary  
Helen Spaulding, Treasurer  
Douglas Bentley  
Sarah Beshers  
April Dennison  
Ella Dilorio  
Jeanette Dippo  
Melissa Alvord  
Penny Prignon  
Larry Woolheater  
Mary Beth Mathey  
Mary Bliss  
Patricia Schaap

# Our Structure

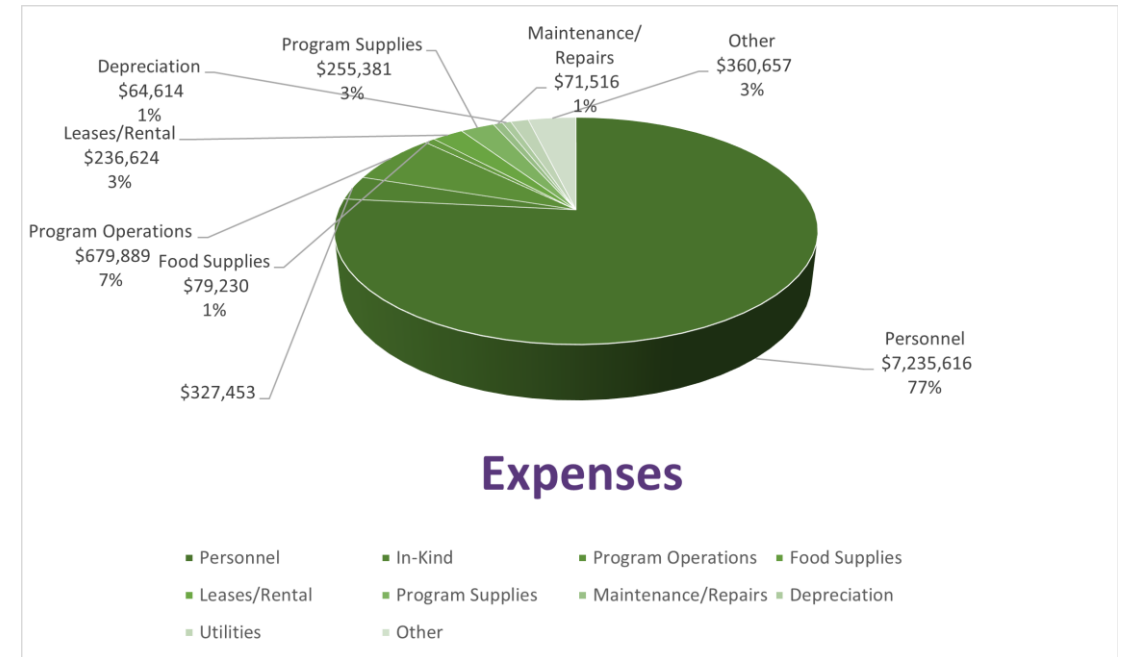
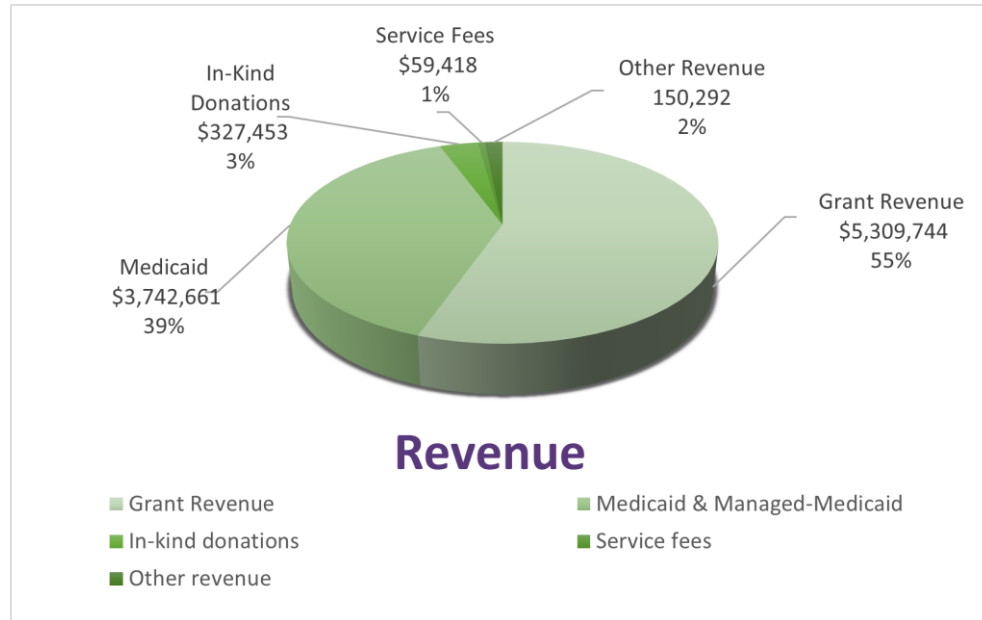




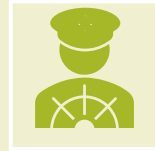
# Our Structure Cont.

## (Head Start/Early Head Start)

# Financial Report – 2020 Fiscal Year



# Executive Director Transition



Lindy Glennon, former Executive Director of CAPCO, retired after 16 years as CAPCO's Executive Director and 30+ years in Community Action.



Lindy's last day in the office was December 22, 2021 with the official transition taking place on January 1, 2022.



Lindy remains one of the Family Development Credential (FDC) class instructors for the current class and will be present at CAPCO for the class one Friday per month through June 2022.

# A *(NOT SO)* NEW EXECUTIVE DIRECTOR

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Greg Richards began as Executive Director on January 1, 2022.

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Originally hired in December 2014 as CAPCO's first Human Resource Director.

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Transition to the Agency's Deputy Director in February 2021 before now moving into the Executive Director role.

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Locally born and raised in Homer, NY.

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Attended Le Moyne College for Management and Leadership with a concentration in Human Resources and a minor in Accounting.

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Professional experience in the not-for-profit and human services industries.

# FAMILIAR FACES IN NEW PLACES

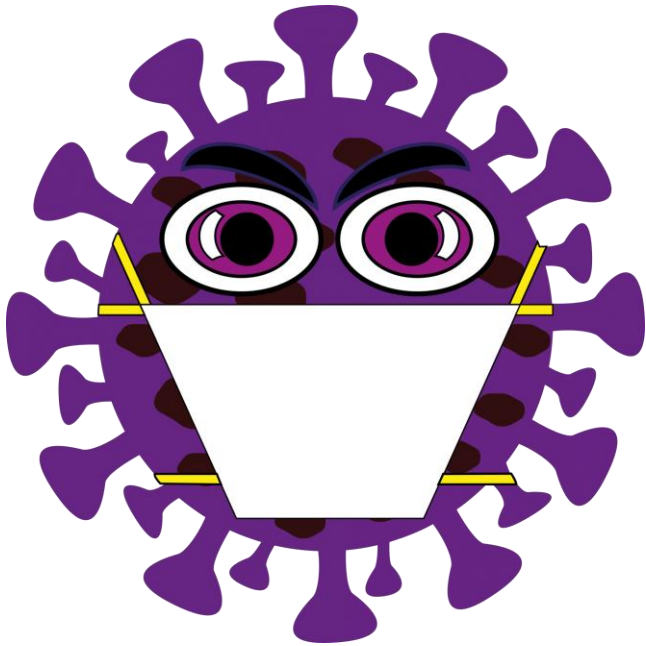


**KIRSTEN PARKER** TRANSITIONS TO THE **DEPUTY DIRECTOR** ROLE AFTER COMPLETING HER 35<sup>TH</sup> YEAR WITH THE AGENCY AND AS THE WIC DIRECTOR ON JANUARY 12, 2022.



**DANIELLE TREACY** MOVES INTO THE **EXECUTIVE ASSISTANT** ROLE SUPPORTING KEY ADMINISTRATIVE AND BOARD OF DIRECTOR FUNCTIONS AS SHE TRANSITIONS OUT OF THE HUMAN RESOURCES FUNCTION INTO A SUPPORT ROLE FOR THE EXECUTIVE DIRECTOR.

# All Things COVID-19



Vaccine mandate for the Agency went into effect on January 1, 2022. All current and newly hired employees must be fully vaccinated.

- 2 doses of Pfizer or Moderna *OR* the 1 dose of Johnson & Johnson

CAPCO is asking employees to provide record booster (3<sup>rd</sup> dose) *if received* to assist in determining isolations/quarantines.

Requirements through the NYS Department of Health are fluid and changing based on the current case numbers and the current impact of Omicron.

# HEAD START / EARLY HEAD START



Bethann Wieder, Director  
Kristi Coye, Assistant Director

A federally-funded comprehensive, income eligible program with no fees to families to support school readiness.

- **Head Start**

- Preschool educational program for children ages 3-4 years old.
- Funded to serve 150 children in 10 classrooms at various locations throughout Cortland County
  - *Smith Elementary School, Randall Elementary School, CAPCO South Main Facility, Cortland YMCA*
- The CAPCO Head Start Program is a partner with Cortland City School District, offering Universal Pre-Kindergarten (UPK) services in conjunction with our Head Start Program.

- **Early Head Start**

- Infant/Toddler educational program for children ages birth-2 years old.
- Funded to serve 88 children in 8 classrooms at various locations throughout Cortland County
  - *Elm Tree, Cosimos', CAPCO South Main Facility*

# HeadStartStrong

#weareheadstart

#headstartforward



# HEAD START / EARLY HEAD START (HS/EHS)

2020-2021

*A year impacted by a persistent pandemic.*

- The Program was fully open for program year Sept. 2020 – June 2021, with virtual option.
- In person services continued for the new Program year beginning September 2021 – present.
- *300 total unduplicated children & families served during the Program Year(s) in 2021.*
- Prior to the release of the vaccination for childcare workers, classrooms were self contained, and staff did not cross over thresholds.
- Delta and Omicron variants at the onset of the Sept. 2021 Program year have caused multiple classroom interruptions & temporary closures, COVID exposures and staffing shortages.
- All staff fully vaccinated as of January 1, 2022.
- Continuing to provide emergency good services to quarantined families.
- Supplemental funding for COVID-19 response to address PPE supplies, extra staff, playground, **4-year-old summer program**, outside event tent, orientation night for families, new classroom furnishings, upgraded technology for classrooms and staff.

# HS/EHS:

## "Irons in the Fire"

### *A Look Ahead*

- **Learning Adventure**—CAPCO continues our long-standing history of collaborations with the YWCA Cortland as we begin our 3-year lease for the Learning Adventure childcare facility located next to our Cosimo's location at 5 Huntington St, Cortland expected to house both Early Head Start and Head Start classrooms.
- **Submission of Grant Cycle 4**—CAPCO's HS/EHS grant runs on a 5-year cycle with continuation grants written by the Program each year.
- **CDA Class**—National credentialing program and 3-year partnership with the YWCA Cortland to certify current staff and community members with a Child Development Associate using on-staff certified CDA trainers. Expected to create a "pipeline" of childcare professionals in our community.
- **2021-2022 Enrollment**—Enrollment begins now for the new Program Year 2022-2023 as we expect full enrollment as we adjust to the enrollment effects of COVID-19
- *The Parker Project*

# The Parker Project



- Cortland City School District closed the Parker Elementary School following the 2018-2019 school year.
- Following the school's closure, exploration of property use for childcare began at the end of 2019, initiated by CAPCO and the YWCA Cortland.
- Parker Project Task-Force formed to assess building use and feasibility as an Early Learning Center and report-out to the City of Cortland Common Council.
- COVID-19 delayed discussions until the Fall of 2021
- October 2021: Common Council votes to purchase the Parker School building from the City of Cortland with intentions to develop the property as an Early Learning Center.
- Former Mayor Tobin closed on the property in December 2021.
- CAPCO and the YWCA Cortland are currently working with the new Mayor, Scott Steve, to plan for next steps, including the assessment of our footprint in the building, funding opportunities, and the identification of building repairs and modifications needed in the project's next steps.

# Energy Services

Denise Peroulakis, Director



**Perform energy conservation measures in the home by conducting an energy audit & then developing a work scope.**

- Insulate and air seal
- Repair and Replace heating systems & hot water tanks
- Replace inefficient refrigerators
- Ventilation- bathroom & kitchen fans, dryer vents.
- Install CO and smoke detectors
- Healthy & Safety- Air conditioners

This year saw Energy Services providing the Weatherization Assistance Program (WAP), NYSERDA - EmPower NY, the Home Energy Assistance Program (HEAP), and the department's fee for service Energy Savers Program to all of Cortland County with a significant expansion of service footprint for the WAP and NYSERDA programs in Tompkins County.



# Energy Services: By the Numbers 2021

- **142** Households served between Cortland & Tompkins Counties
  - **WAP** - 70 Households (HH) served- \$438,799
  - **EmPower NY** – 35 HH - \$77,772.00
  - **HEAP** – 32 HH - \$31,196
    - (Cooling/ Clean & Tune/Repair Replacement)
  - **Energy Savers** – 5 HH – \$950.00
    - (Blower Doors & Clean & Tunes)

# Energy Services

## 2021: *A Year of Expansion*



Acquired Tompkins County in addition to Cortland County – WAP & EmPower Programs.



With the acquisition of the Tompkins County service area, the department relocated out of the Main Office to a designated facility a 191 Main Street, Cortland



New staff – department of 6 expanded to 11 (5 office – 6 Field)



Growth in Client List- Cortland and Tompkins Co.

# Energy Services 2021: Challenges



Availability and supply of materials

*Refrigerators, Windows, Doors, Foam, masks.*



Lack of fully completed jobs- COVID and supply chain disruptions from start to finish.



COVID- clients & staff availability. A daily challenge.



Vehicles- supply chain with chips and ordering of new vehicles needed in the field.

# Family Development

Brandy Strauf, Director



Community Action Angles (Emergency Assistance)

Adult Education

Healthy Families

NOEP (Nutrition Outreach & Education)

Family Success Center



# Family Development in 2021

*Finding ways to best serve families in the most turbulent of times.*

- 112 children received food over the weekends
- 102 Families applied for SNAP benefits to bring more food into their home
- 311 People received clothing and other necessities through Family Essentials
- 107 People received emergency assistance
- 149 People received coats & other winter gear
- 112 Students enrolled in Adult Education
- 14 Students received High School Equivalency Diplomas
- 56 Families received assistance in rural areas through the Family Success Center
- 25 New moms attended Everybody's Baby Shower
- 61 Families enrolled in the Healthy Families Program
- 893 Home visits took place through the Healthy Families Program
- 242 Families received Holiday assistance
- 61 Children participated in the Pajama Party
- 67 People assisted with ERAP applications
- 820 Referrals to appropriate services



# Family Development:

*New Challenges,  
Same Commitment.*



- Continuing to keep Participants and staff safe during a pandemic
- Completing outreach to promote programs with limited in-person opportunities
- Remaining hypervigilant about not duplicating services
- Staff turnover/recruitment
- Offering a variety of options for service delivery to meet the needs of participants and students
- Acquiring funding to maintain and increase services
- Staying aware of the changing needs of the community

# Women, Infants & Children (WIC)

Catherine Brewster, Director



Participants must meet the income guidelines. To be income eligible, participants must receive SNAP benefits, Medicaid, or TANF or they can qualify using household income. Foster children count as a household of one and use their stipend for income which makes them eligible.

Women-pregnant, breastfeeding, and postpartum women

Infants-bottle or breastfeeding up to one year of age.

Children up to the age of 5

Nutrition Education and Counseling

Referrals to other programs and services

Breastfeeding Education and Support using Certified Lactation Counselors and Peer Counselors

Access to Nutritious foods including:

- Milk, egg, cheese, cereal, whole grains, fruits and vegetables, juice, yogurt, peanut butter and beans. For exclusively breastfeeding women, we provide tuna fish and other fish.
- Infant formula, cereal and baby food.

# The Impact of WIC

2021

The CAPCO WIC Program provided nutrition education assistance and issued benefits to **1,417** unduplicated participants in 2021.

The CAPCO WIC Program averaged **970+** appointments per month in 2021.

All staff voluntarily vaccinated early, and we have only had one positive case and no work exposures. **Remote appointments** could continue from home when staff could not come into the office.

Most **appointments have been completed virtually** since the onset of the pandemic with families having the option of in-person appointments throughout 2021.

*In general, virtual appointments have been popular with participants appreciating not having to bring in their children for appointments.*

*Walk-in appointments have increased, and no-shows for appointments have decreased.*

## WIC 2021:

*New challenges  
lead to new  
opportunities.*

- **COVID-19:** The Program has been operating under a waiver from the U.S. Department of Agriculture (USDA), which allows the Program to waive the federal requirement that participants be present for appointments since March 2020. The waiver expires every 30 days before determination if it will be renewed, which makes it hard to plan. Currently, the waiver continues allowing for virtual appointments.
- In general, most participants prefer remote appointments for convenience. However, it is anticipated to be a challenge to get participants to come back into clinics and to bring their children again when the waiver expires.
- Assessing children's growth is very difficult over the phone during virtual appointments. Program Nutritionists must rely on what the parents are telling us and information from doctors when it is available.

## WIC Outlook: *A Change in Program Leadership*

- Agency transitions have provided the opportunity for a leadership transition in WIC.
- Kirsten Parker has served as the WIC Director in Cortland County for the **past 35 years**.
- With Greg Richards moving into the Executive Director role, and Kirsten moving into the Deputy Director role, we will have a new WIC Director for the first time in 35 years.
- We are very excited to announce that effective January 31, 2022, **Catherine “Kay” Brewster** began her first official day as CAPCO’s new WIC Director. Kay is promoted internally from the Program’s lead Nutritionist since 2017. Kay will be an excellent leadership addition to the Program and CAPCO’s Executive Management Team.

# Consumer Directed Services (CDS)



*Kirsten Parker, Deputy Director; Merwin Greene, Coordinator; Nicki VanBenschoten, Coordinator*

## *Consumer Directed Personal Assistance Program (CDPAP)*

- Medicaid
- CAPCO serves as **Fiscal Intermediary** to process payroll and provide Consumer supports with the Consumers receiving in-home services serving as employer.

## *Consumer Directed In-Home Services Program (EISEP)*

- Medicare through the Cortland Area Agency for the Aging
- CAPCO serves as **Fiscal Intermediary** to process payroll and provide Consumer supports with the Consumers receiving in-home services serving as employer.

Currently serving 120+ consumers with 220+ Personal Aides

## *Eligibility for Consumer Directed Personal Assistance Program*

- Be approved for personal assistance services by the Department of Social Services or a managed care company;
- Receive or be eligible to receive Medicaid;
- Maintain Medicaid eligibility (including paying spend downs in a timely manner);
- Expect to need personal assistance for at least 180 days;
- Be medically stable;
- Be self-directing or identify a Designated Representative who is willing to assume the responsibilities of the program on his/her behalf

# Volunteer Driver Program

## Consumer-Directed Services (CDS)

Provides non-emergency transportation to medical appointments for Medicaid recipients. Transportation is available within Cortland County and from Cortland County to surrounding counties, including Onondaga, Broome and Tompkins.

Volunteer Drivers Needed!

Volunteer Drivers are reimbursed per mile at the Federal mileage reimbursement rate – currently \$.58 ½ cents per mile.

- Must be at least 18 years of age.
- Must have a clean and valid NYS driver's license.
- Must have the minimum vehicle insurance requirements: (both bodily injury and property damage) and proof of a minimum policy for liability coverage of \$100,000 per person/\$300,000 per accident. Proof of such insurance is required and must be maintained.
- Must show proof of vehicle registration.
- Must be approved to drive by CAPCO's vehicle insurance carrier (via DMV Check).

# CDS: Success, Challenges & Opportunities

Over **230 Personal Assistants** (Home Health Aides) provided **over 209,000 hours** of in-home care to over **150 Consumers** throughout Cortland County.

**3 volunteer drivers** provided **191 rides** to and from essential medical appointments through Medicaid Answering Service and collaborations with Seven-Valley Health Coalition's Supports for Health Program.

**COVID-19** caused ongoing care interruptions for Consumers with isolations and quarantines of Consumers and Personal Assistants alike.

Changes to **health assessment requirements** for Personal Assistants enhanced the health screening and Consumer safety while providing administrative challenges.

The **build-back of the Volunteer Driver Program** has been slow with COVID-19 limiting the number of drivers willing to have participants in their vehicles. CAPCO had 13 drivers pre-pandemic after the Program gained traction in 2019 prior to the onset of the pandemic.

# More Information on CAPCO Programs/Resources

[www.capco.org](http://www.capco.org)

Facebook/Cortland-County-Community-Action-Program

- **Consumer Directed Services** - Merwin Greene, [merwing@capco.org](mailto:merwing@capco.org), 607-753-6781
- **Energy Services** - Denise Peroulakis, [denisesperoulakis@capco.org](mailto:denisesperoulakis@capco.org), 607-753-6781
- **Family Development** - Brandy Strauf, [brandys@capco.org](mailto:brandys@capco.org), 607-753-6781
- **Head Start/Early Head Start** - Bethann Wieder, [bethannf@capco.org](mailto:bethannf@capco.org), 607-753-6781
- **WIC** - Catherine “Kay” Brewster, [catherineb@capco.org](mailto:catherineb@capco.org), 607-753-6781
- **Administration**
  - Executive Director, Greg Richards, [gregr@capco.org](mailto:gregr@capco.org), 607-753-6781
  - Deputy Director, Kirsten Parker, [kirstenp@capco.org](mailto:kirstenp@capco.org), 607-753-6781
  - Fiscal Director, Martha Allen, [marthaa@capco.org](mailto:marthaa@capco.org), 607-753-6781

[Video on our Agency:](#)

<https://www.youtube.com/watch?v=k0qmGleesiE>



“We must open the doors of opportunity. But we must also equip our people to walk through those doors.”

-Lyndon B. Johnson

