

# Cortland County Community Action Program, Inc.

2022 Annual Report





# A Message from the *Executive Director*

2022 will be marked as the year of great transition as we bid farewell to our longstanding and esteemed former Executive Director and ushered in new leadership and a new administrative structure, creating a domino effect of positive transition and succession at our Agency. We welcomed a (not so) new Deputy Director, Kirsten Parker, who transitioned to her new role after spending the previous 36 years as our Agency's Women, Infants, and Children (WIC) Director. This created further transitions with our executive leadership and the addition of key administrative personnel that have worked to support our Agency's vital Programs. As we came out of the COVID-19 pandemic and returned to full programming, we worked through unique challenges and delivered services in both traditional and new & innovative ways, learning lessons and evolving through the extraordinary work we were able to accomplish through the pandemic.

Looking ahead, we are invigorated with the development of our new 5-year Strategic Plan following a year-long engagement with our Agency and community stakeholders to ensure our outlook meets the needs of our community in our role as Cortland's federally-designated Community Action Agency. We are planning for anticipated growth and heightened service footprints as we strategize for enhanced resources and programming to support the evolving needs of our community and surrounding communities. We are positioned to lead community discussions and initiatives to address our current and future challenges, including 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.

CAPCO is in the business of people, and none of what we've been able to accomplish would be possible without our very own people who dedicate themselves to this extremely hard work every day. Our people make-up who we are and define the immense impact we have on our community. Without our people, we are simply brick and mortar. We like to refer to ourselves as the "CAPCO-family," because at the end of the day, we are a family with the shared goal of working to meet our mission and make our community a better place.

It is my honor and privilege to lead the amazing people at CAPCO. As I complete my first year as Executive Director and 8<sup>th</sup> year with the Agency, I remain truly humbled & inspired every day by the work we do and the dedication at our Agency and throughout our community.

***We are your CAPCO-family, and we are your Community Action Agency!***

*Greg Richards*

Greg Richards, Executive Director

## Our Mission

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



## Our Values

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

# The Promise of Community Action

***Community Action* changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live.**

**We care about the entire community, and we are dedicated to helping people help themselves and each other.**



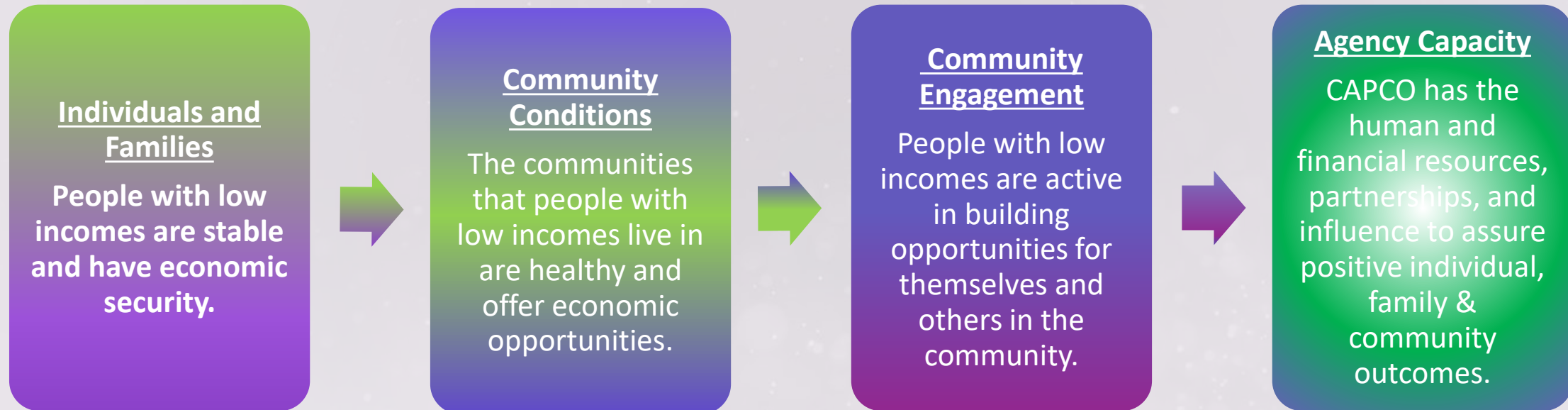
***Helping People, Changing Lives***





# Strategic Priorities

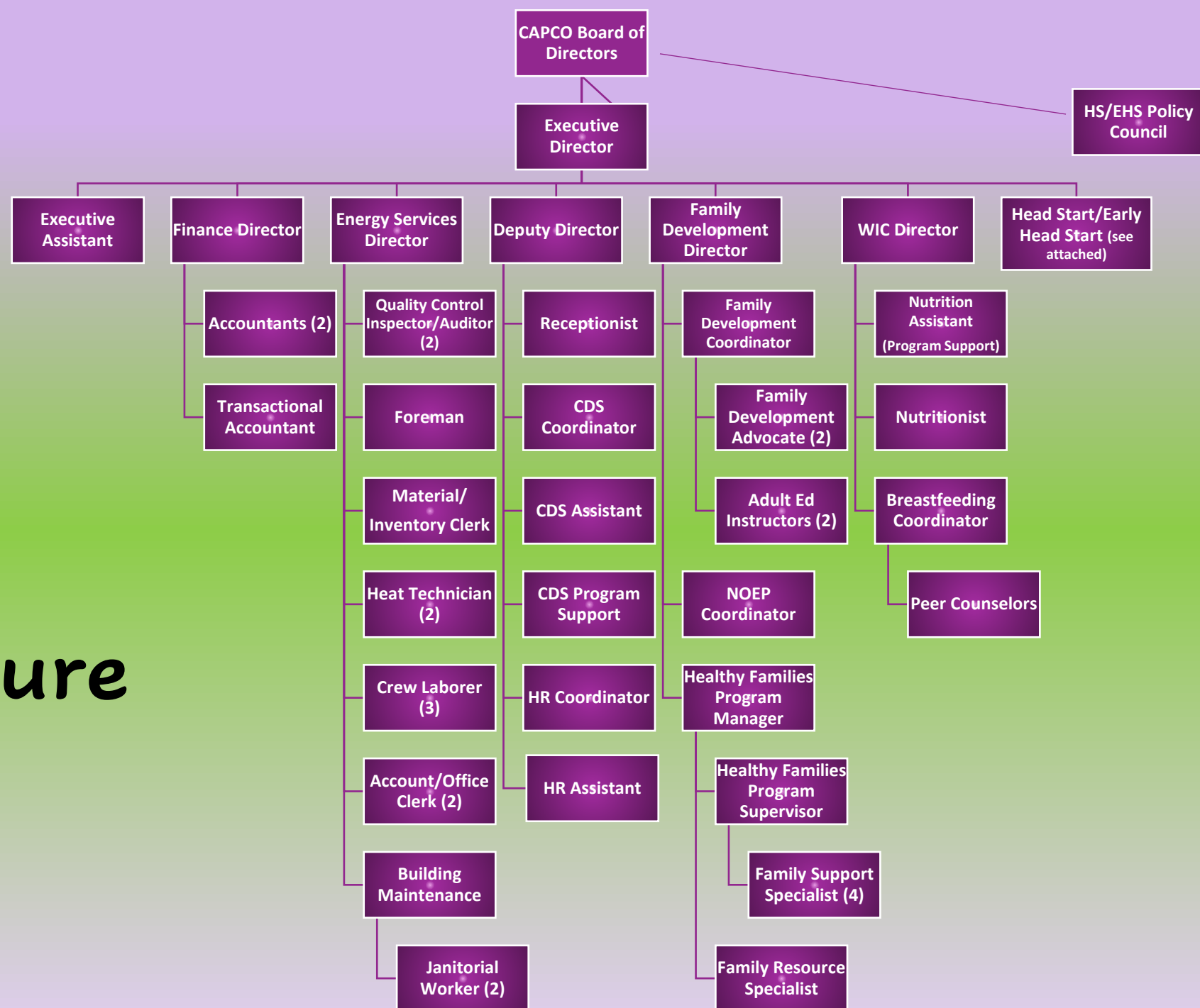
Rooted in the **National Community Action Theory of Change**

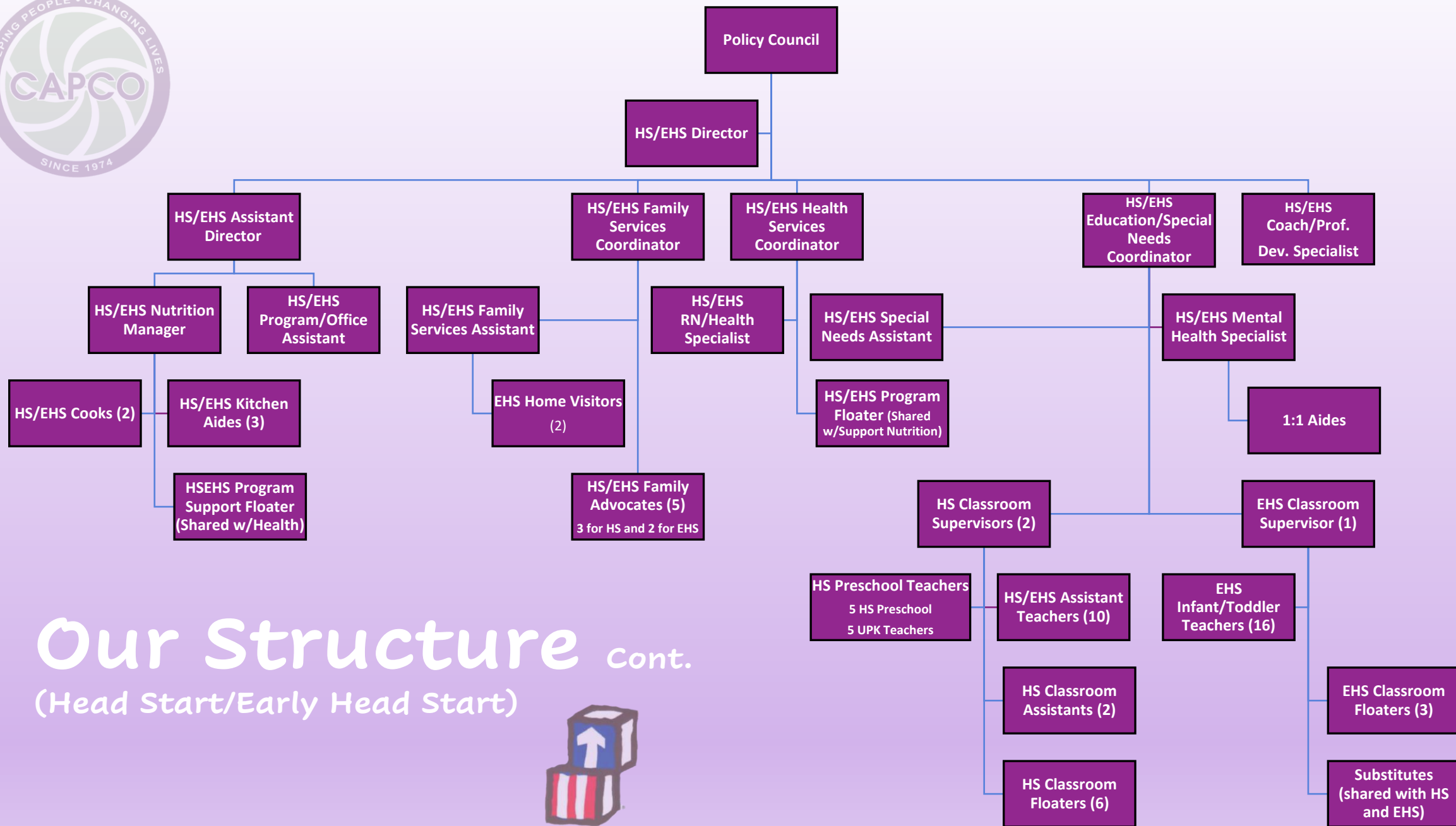


CAPCO's most updated **Strategic Plan 2023-2027** was finalized in 2022 with the facilitation of the *New York State Community Action Association (NYSCAA)*. The new Strategic Plan was developed based on the **2021 Community Needs Assessment** with input from community members, Program participants, Board of Directors, Policy Council, staff, volunteers, and community partners. The newest Strategic Plan 2023-2027 can be found at [www.capco.org](http://www.capco.org).



# Our Structure







**Greg Richards** took over as Executive Director following Lindy Glennon's retirement after 16 years at the helm of CAPCO. Greg has been with the Agency for 8 years, previously serving as Deputy Director and HR Director.

**Kirsten Parker** transitioned to the Agency's Deputy Director following 36 years as the Cortland County WIC Director.

**Catherine "Kay" Brewster** moved into the WIC Director role after previously serving as the Program's Nutritionist/Breastfeeding Coordinator for 5-years prior.

**Danielle Treacy** moved into the newly created Executive Assistant role after being a key member of the HR department.

A new HR Coordinator position was implemented, welcome **Madlyn Schafer!**

We welcomed a new Accountant I in our Fiscal Office, **Dan L'Hommedieu!**

# Board of Directors

## *Our Governing Body*

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

### ❖ Tri-Partite Board Structure

- ✓ 1/3<sup>rd</sup> low-income/consumer-sector representation
- ✓ 1/3<sup>rd</sup> public-sector/elected official representation
- ✓ 1/3<sup>rd</sup> private sector representation

### ❖ 67 Resolutions passed in 2022!

### ❖ 1 new Board Member added.

### ❖ 1 Board Member termed from the Board after 2, 5-year terms.

### ❖ 1 resignation from the Board due to retirement.

### ❖ 4 standing Board Committees:

- ✓ Executive Committee
- ✓ Program, Planning & Evaluation (PP&E) Committee
- ✓ Board Development Committee
- ✓ Finance/Audit Committee



# Head Start/Early Head Start Policy Council

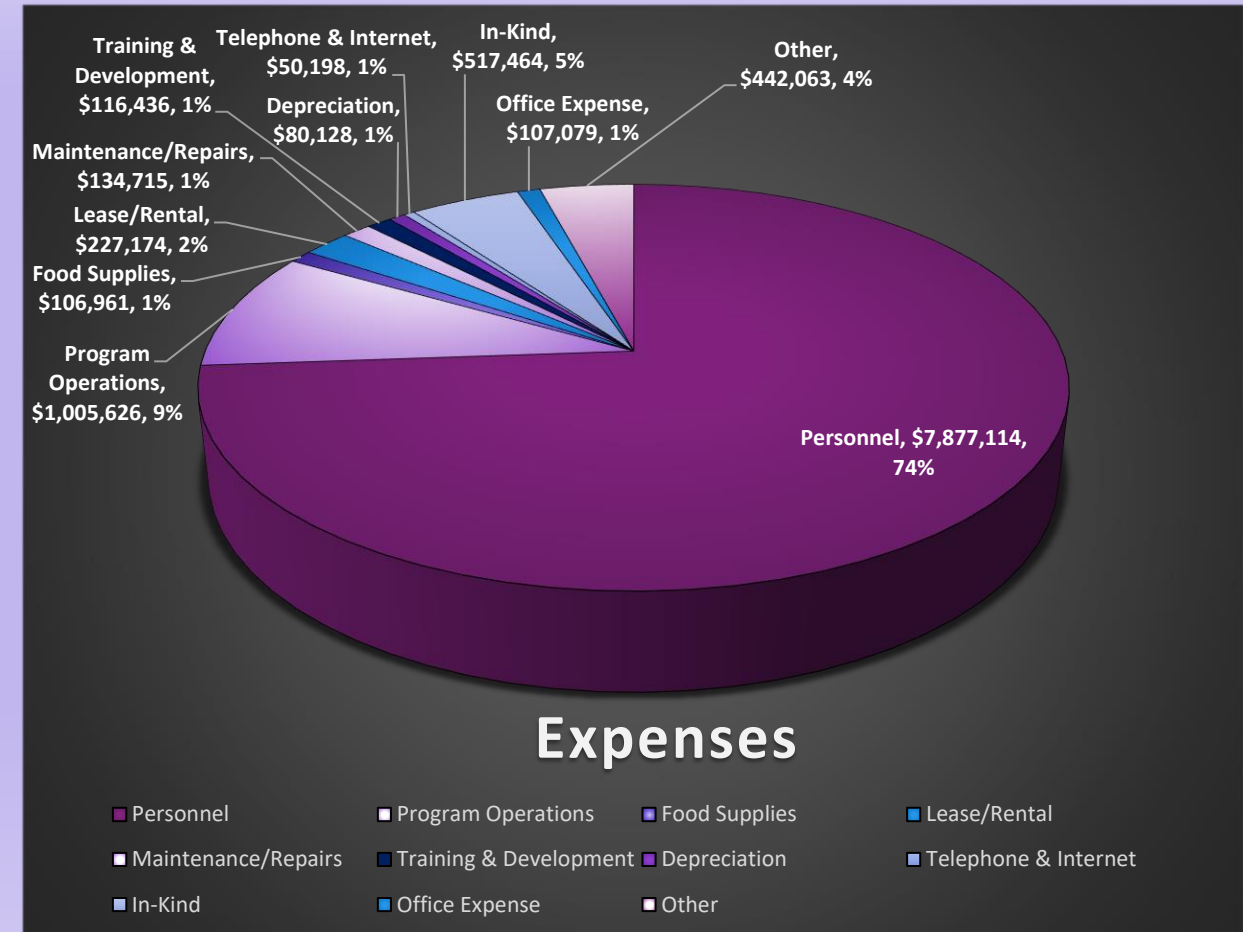
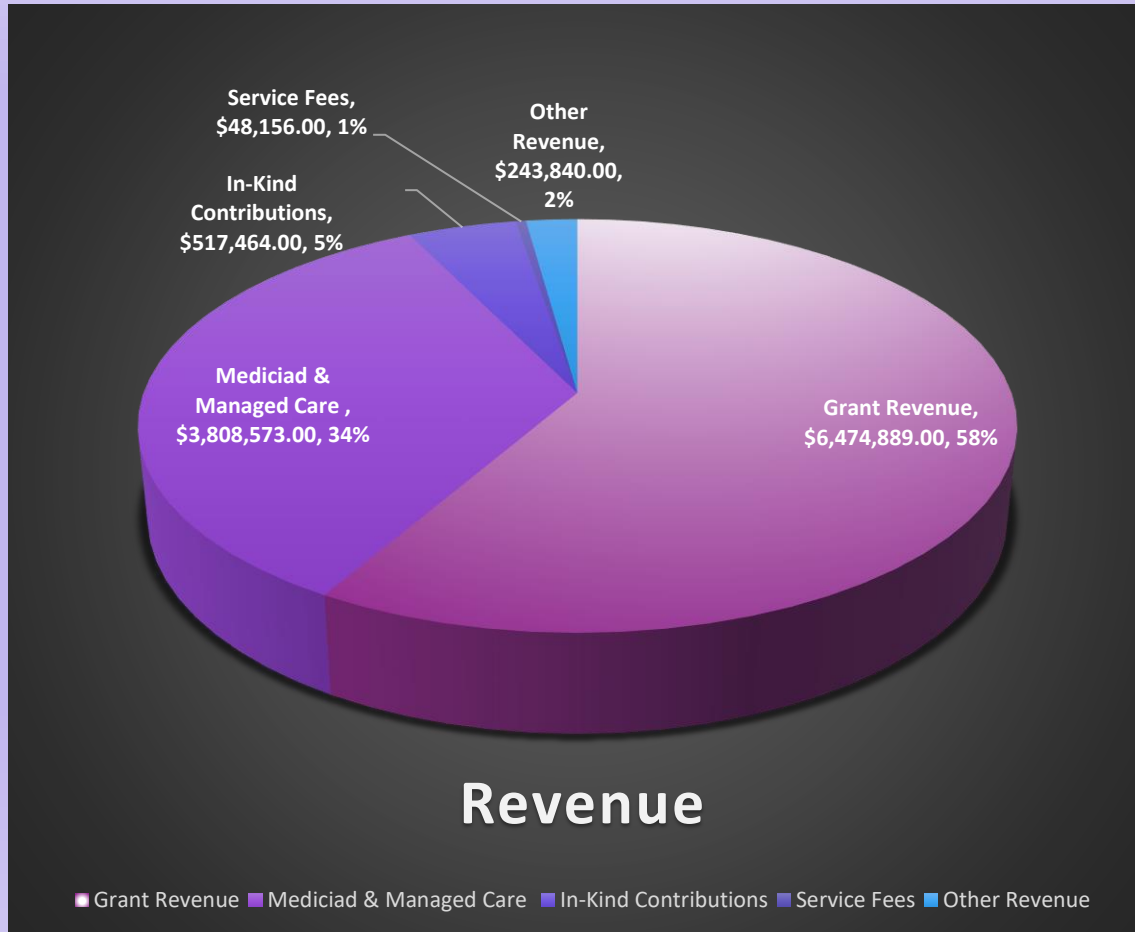
*A group dedicated of Head Start and Early Head Start parents and community members who help lead and make decisions about their program as a sub-governing body of the CAPCO Board of Directors.*

- **April** Dennison
- **Katy** Mowers
- **Jessica** Kenyon
- **Linda** Archange
- **Paul** Cortez
- **Anne** Withers
- **Kristen** Beard
- **Larry** Woolheater
- **Jennifer** Mrozowski
- **Ilanthe** Warner





# Financial Report – 2021 Fiscal Year



**Annual Agency budget \$11,092,922**

**More than 300 individuals on payroll – 120 Agency employees & 180+ Personal Assistants employed by Consumers in our Consumer-Directed Program(s)**

**Serving more than 4,000+ individuals, 1,700+ families in Cortland County in 2022**

**Major Program Areas:**

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



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

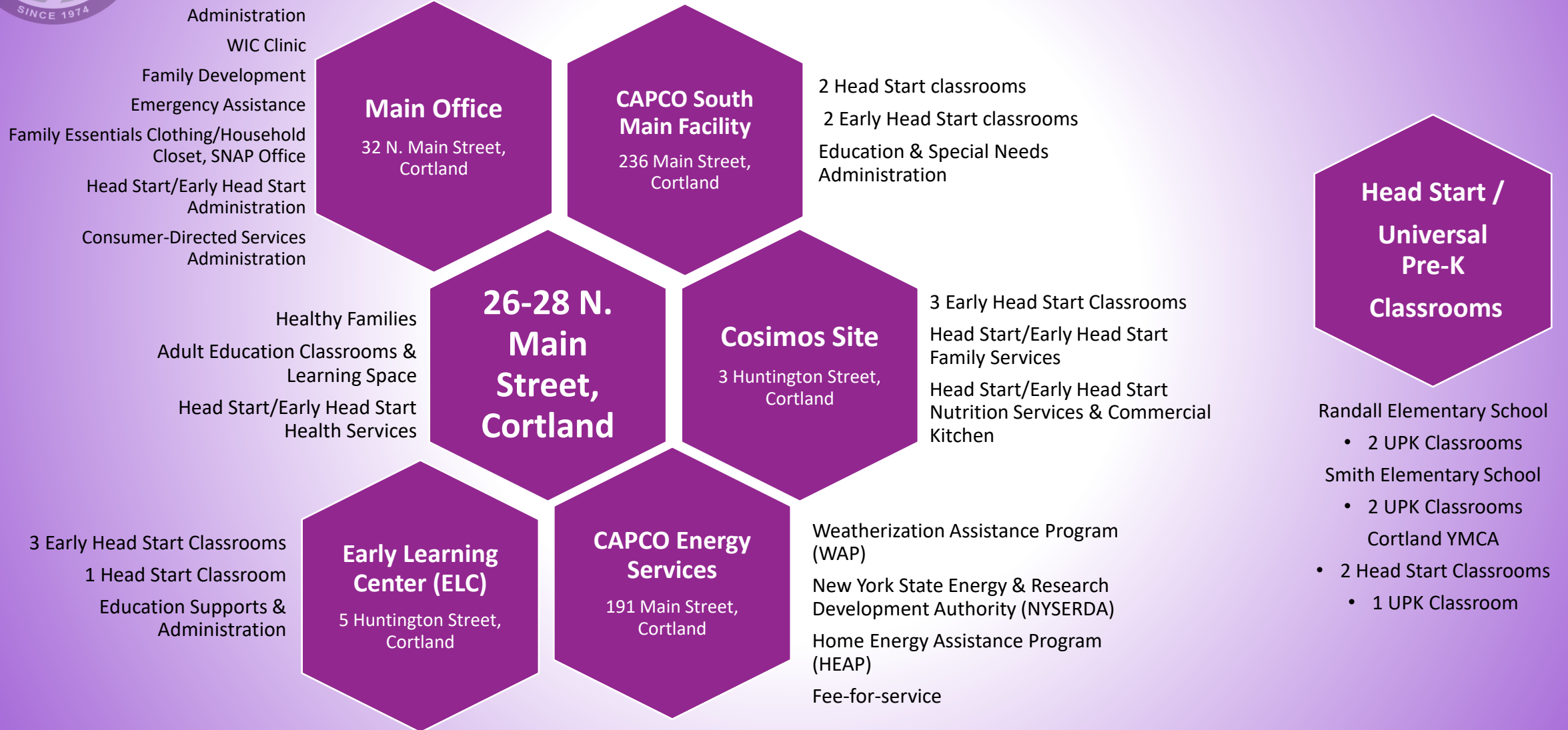
Greg Richards, Executive Director

Kirsten Parker, Deputy Director



# Our Locations

## *A Vast Community Footprint*



# Energy Services



*Weatherization  
Works*

# 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 residents of Cortland and Tompkins Counties.





# Reflecting on Our Wins!

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- Consistent applications for all programs.
- Several referrals from NYSEDA for the EmPower NY and HEAP for Clean and Tune, Repair/Replacement of heating system, and cooling program.
- New contract for (American Rescue Plan Act) ARPA - allowing us to help 4 homes with electrification.
- Received a new 2022 Ford Transit van to support our growth and aging inventory.
- Steady staff retention with returning staff to the Program.
- Staff wellness days at the office!



Weatherization  
Hunger Games





# New Times, New Challenges

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Supply chain delays of certain materials continues to be an issue as well as the quality of materials manufactured (i.e. assembled in correctly).

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The rise in the cost of materials is often too high to achieve an acceptable SIR (Savings to Investment Ratio) required by our funding source(s).

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Staff and clients having to be isolated, quarantined, care for family members, or unavailable due to extenuating circumstances.

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An uptick in clients having mental health and drug abuse challenges.

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Staff turnover- leaving, returning, and working with new team members.

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A new cloud-based database with no previous information transferred into the new system from the old system.

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Auditors learning new database while keeping up with Quality Control Inspections, and ever-changing policies and procedures.

# Energizing the Future

- Weatherization Assist Program (WAP) grant (3-year contract)
- Bipartisan Infrastructure Law (BIL) grant (5-year contract)- **starts 4/1/2023**
- American Rescue Plan Act (ARPA) grant (1-year only)
- NYSERDA program – yearly - non-restricted funds
- HEAP program- yearly - non restricted funds
- A very busy year ahead and into the future!!

# **Women, Infants & Children (WIC)**





# 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.

# #WICStrong

- WIC provides benefits to approximately 1000 participants each month.
- Over 900 Farmer's Market Coupon Booklets were provided this year.
- No-show rates remain low and walk-in appointments are higher due to remote appointments.
- Families have had increased fruits and vegetables cash value benefits.

# Overcoming Obstacles

## Formula Shortage

- Hardship on WIC families because of limitations to their options.
- Temporary flexibilities.

## Staffing

- Still seeking a full-time Nutritionist/Breastfeeding Coordinator.
- Training and turnover.

## Waiver of Physical Presence

- Unknown when waiver will expire and what that will look like for families.
- Many families prefer remote appointments and flexibilities.
- It is very difficult to assess children's growth remotely and provide good nutrition counseling.







# A Healthy Outlook



## Transition

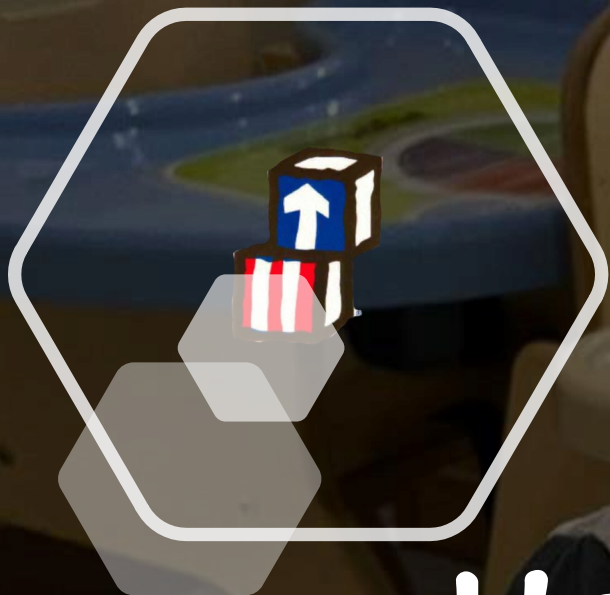
- Opportunity to look at structure and processes of the department.
- Fresh ideas from new staff and people in new positions.
- Waiting to hear on our application to continue sponsoring the WIC program and increase our service area.



## Program Modernization

- Increased fruit and vegetable benefits through September 2023.
- Online Nutrition Education option coming soon.
- USDA is looking at adjusting WIC Food Packages for the first time since 2009.
- USDA is looking at processes for online shopping and grocery delivery.





# Head Start/ Early Head Start



# 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, CAPCO Early Learning Center, 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
  - *Cosimos, CAPCO South Main Facility, CAPCO Early Learning Center*

# HeadStartStrong

#weareheadstart

#headstartforward

# Working Through *Unprecedented* Times



## Successes

Fully opened for program services Sept. 2020

New Lease in ELC (Former Learning Adventure)

Policy Council is back in person / hybrid model

Practicum students are back in the building as are family events

Retention Incentives were given thanks to OCFS grant for childcare stabilization

## Challenges

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Full enrollment/ full staffing

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Staff turnover due to HS vaccine mandate and rising wage competition

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### Participant & Staff Well-Being

Staff Wellness

Child behaviors

Increased mental health and special needs

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**Parker Project Transition**—space/capacity



# Where Are We Now?

**Head Start is operating 7 of 10 classrooms.**

**Early Head Start is operating 4 of 8 classrooms.**

**Home Based is at approx. 66% capacity.**

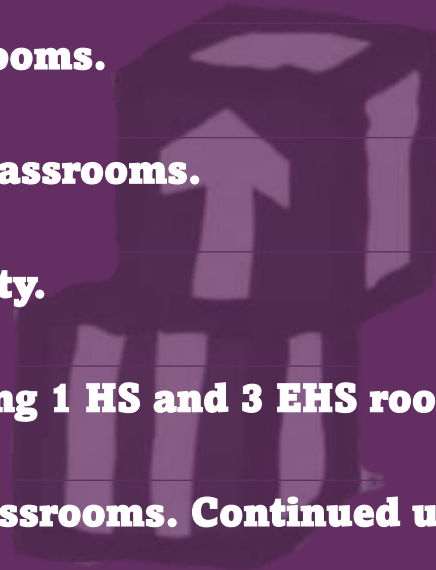
**We are in a new building space housing 1 HS and 3 EHS room plus 2 offices and a break room—CAPCO Early Learning Center (ELC).**

**Elm Tree is no longer housing any classrooms. Continued use for meeting space and storage of larger items.**

**We are working with the Regional Office on a plan to increase wages that should help us recruit and retain staff while addressing enrollment challenges.**

**We continue to recruit staff, working with HR for new and unique ways of reaching potential team members.**

**We had a successful pre-service for Program Year 2022-2023 with many National Trainers held at the spacious venue at Greek Peak Ski lodge!**



# *Shaping Our Future*



## **COVID Money, CARES, ARP**

- PPE supplies, extra staff, playground, 4-year-old summer program, outside tent, orientation night for families, new classroom furnishings, laptops for all!

## **Childhood Stabilization Dollars 1.0 and 2.0**

- Larger projects, pavilion, storage space, staff wellness
- Retention Incentives
- Sign on Bonuses



# *Irons in the Fire*



Learning Adventure



June 2023 we will be  
going into year 5 of  
our grant



CDA class



Plan to increase wages



Staff Wellness



Garden Committee



Plan to become fully  
enrolled





# A Word on the Parker Project

- In 2019, CAPCO was honored to be invited by the City of Cortland to explore a footprint in the former Parker Elementary School building as it was being re-imagined as an Early Learning Community Center.
- While the collective partners arrived at the disappointing decision to no longer pursue the Parker building for early childhood in September 2022, we are committed to continuing to work with our community partners to provide early learning opportunities in our community as Cortland's federally-designated Community Action Agency and provider of Head Start and Early Head Start programming.

*Official Press Release can be found on CAPCO's website: [www.capco.org](http://www.capco.org)*

**[#WeAreCommunityAction](#)**



# Family Development





# Who We Are!

*Brandy Strauf, Director*

Community Action Angels (Emergency Assistance)

Chelsea Peri 607-753-6782 Ext. 1140

Family Essentials

Sara Teeter 607-753-6781 Ext. 1113

Adult Education

Theresa Radley 607-753-6781 Ext. 1111

Healthy Families

Deanna Pace 607-844-7327

NOEP (Nutrition, Outreach, and Education Program)

Jessica Stephens 607-745-7240





# Family Development: By the Numbers 2022

- 64 children received food over the weekends
- 177 Families applied for SNAP benefits to bring more food into their home
- 412 People received clothing and other necessities through Family Essentials
- 75 People received emergency assistance
- 285 People received coats & other winter gear
- 111 Students were enrolled in Adult Education
- 12 Students received High School Equivalency Diplomas
- 46 Families received assistance in rural areas of the county
- 28 New moms attended Everybody's Baby Shower
- 63 Families enrolled in the Healthy Families Program
- 823 Home visits took place through the Healthy Families Program
- 207 Children received a gift through Holiday assistance
- 68 Children participated in the Pajama Party
- 1625 Referrals to appropriate services



# New Challenges, New Opportunities!

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- **Maintain quality services with reduction of funding**
- **Acquiring new funding to maintain and increase services**
- **Increased staff turnover**
- **Offering a variety of options for service delivery to meet the needs of participants and students**
- **Staying aware of the changing needs of the community**
- **Building Healthy Families Program to full capacity**





The logo is a circular emblem. The outer ring contains the text "HELPING PEOPLE • CHANGING LIVES" at the top and "SINCE 1974" at the bottom. The inner circle features a stylized green and white design that resembles a flower or a sunburst. The text "Consumer Directed Services" is centered over the logo.

# **Consumer-Directed Services**



# Consumer Directed Services (CDS)

Kirsten Parker, Deputy Director

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

- Medicaid

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

- Medicare through the Cortland Area Agency for the Aging

Currently serving 100+ consumers with 180+ 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



# ivers eeded!



CAPCO's Volunteer  
Transportation Service is a  
rewarding opportunity  
with a host of benefits

from DOOR to DOOR mileage  
reimbursement while you drive  
not taxed by CAPCO, no 1099 issued  
set your own schedule/route  
Meet new people  
stay connected to the  
community

NEIGHBORS HELPING NEIGHBORS



For more information

contact CAPCO

607.753.6781

info@capco.org

32 N. Main Street, Cortland

www.capco.org

## Volunteer Transportation Program

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 \$.65 ½ cents per mile.

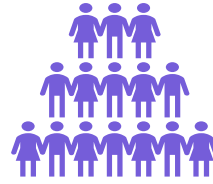
- Must be at least 18 years of age.
- Must have a clean and valid NYS driver's license.
- Must have the minimum vehicle insurance requirements: (both bodily injury and property damage) and proof of a minimum policy for liability coverage of \$100,000 per person/\$300,000 per accident. Proof of such insurance 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).



Continued uncertainty of the CDA Program with New York State's re-designation of Fiscal Intermediaries as part of the RFO process beginning in 2019.



Fidelis changed billing system resulting in us being months behind in billing for CDPAP.



Unprecedented challenges in recruiting and retaining staff.



We lost most of our drivers for the Volunteer Driver Program during COVID and are struggling to recruit new drivers.

# *Navigating Challenges and Uncertainties*

# Updates: *Positioning CDS for the Future!*

- ▶ New York State budget passed in April 2022 - CAPCO completed attestation through NYS Department of Health to continue to be a Fiscal Intermediary for the CDPA Program in Cortland County after RFO uncertainty since 2019.
  - ▶ Questions remain around Fiscal Intermediary and Consumer joint-employer status and what this means for CAPCO's role going forward.
  - ▶ **Reorganization of the CDS Department:**
    - ▶ Deputy Director—Director-level oversight of CDS
    - ▶ CDS Coordinator
    - ▶ CDS Assistant
    - ▶ CDS Support
    - ▶ *\*Adding Billing Specialist in Fiscal Office to support CDS billing in 2023!*
- Despite having some months with *no drivers*, we did over 150 rides for the Volunteer Driver Program in 2022!



# **Buildings & Maintenance**



# Our Team

**Denise Peroulakis**—Energy Services Director with director-level oversight of Buildings & Maintenance

**Benjamin Beams**—Building Superintendent

2 part-time janitorial workers, 1 per diem

Part-time Building Maintenance Worker

# Spotlight: Accomplishments

## Main Office

- ✓ Completion of the office shuffle – wall patching, painting, window and door installation!
- ✓ Contracted with a new HVAC heating system for the back of building!
- ✓ New driveway awning, lighting, and improvements for Family Essentials entrance!







# South Main Facility



New outdoor pavilion erected.

New roof on front building over Johnson 1 classroom.

New landscaping and fencing around 2 playgrounds with a new sidewalk.

Major indoor sewer pipe replacement for all plumbing in the basement bathrooms, new toilets, counter and sinks, tile flooring, and painting.

Hallway flooring in the basement of front building.

Purchased a floor polisher machine to strip, wax, and polish all tile flooring in both classroom and administrative spaces.







# Early Learning Center (ELC)

- Completed maintenance requests required to get our license through NYS Office of Children & Family Services (OCFS) to open our newest Head Start/Early Head Start site on date.





# Overcoming Challenges



Turnover & recruitment of  
maintenance & janitorial positions

*Continual training and technical assistance*



Funding opportunities led to several large and small-scale projects that  
happened simultaneously



Managing several different contractors and various projects

# Looking Ahead: Continuing to Build Our Capacity

## **South Main Facility**

- Windows and shade replacements for Johnson 1 & 2 Head Start Classrooms and the BOCES Early Childhood room
- Repaving the main parking lot, back building driveway, and front half loop.
- Upgrade of heating system in Johnson 1 & 2 classrooms
- Outside parking lot/grounds lighting and cameras

**Early Learning Center (ELC)**—ongoing enhancements, including revitalization of playgrounds, as center is up and running and prepares to open all classrooms at this newest location for Head Start/Early Head Start.

## **Cosimos Site**

- Replacement of exterior doors with crash bar locking mechanisms
- Installation of keypad entry for certain spaces
- Camera & door ring system for 2<sup>nd</sup> floor Family Services offices



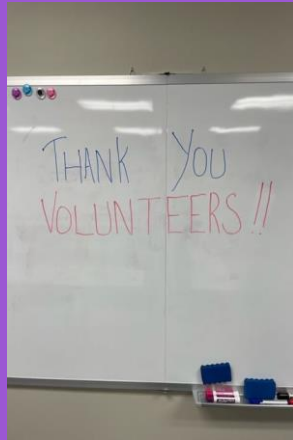
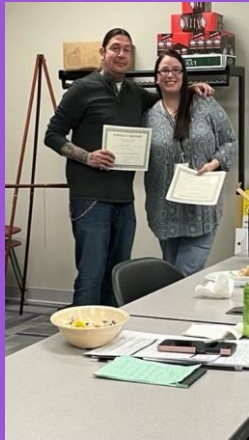


**Pictures Paint a Thousand Words!**









**Our Staff & Volunteers Make Us Who & What We Are!**

**#WeAreCommunityAction**













**Getting Back Into Our Community Following Pandemic Restrictions!**





# 2<sup>nd</sup> Annual CAPCO Golf Tournament



- First tournament held since 2019 due to pandemic restrictions.
- In partnership with Elm Tree Golf Course—held on May 19, 2022!
- 21 team registered
- 4 Title Sponsors
- 14 Associate/Contest Sponsors
- 25 Hole Sponsors





### Title Sponsors:

CORTLAND SELF-STORAGE

GOETZMANN & ASSOCIATES

COMPLETE CONSTRUCTION CONCEPTS

FAMILY HEALTH NETWORK

#### Lunch Sponsor:

**Tompkins Community Bank**

#### Golf Card Sponsor:

**Wright Beard Funeral Home**

#### Registration Table Sponsor:

**Coffee Mania**

**Kiwanis Club**

#### Men's Longest Drive Sponsor:

**Dark Horse Tavern**

#### Men's Closest to Pin Sponsor:

**St. Charles Hotel**

#### Prize Table Sponsors:

**Builder's Best**

**Cortland Floorcraft**

**Meldrims**

#### Putting Contest Sponsor:

**VanParys Associates**

#### Hole-In-One Sponsor:

**Plan First Technologies**

#### Snack and Water Sponsor:

**Beard Electric, LLC**

#### Women's Longest Drive Sponsor:

**CFCU Community Credit**

#### Women's Closest to Pin Sponsor:

**Complete Payroll Processing**

### Hole Sponsors:

Beard Electric

Douglas and Mary Ellen Bloodgood

Bonadio Group-Leah Powell

Brett Timmons Painting

Brittany Station

Brix Pubaria

Bru64

Central Hair Studio

Cowlick Hair Salon

Cortland Diner

CrossFit Cortland

Deli Downtown

Homer Hops

Jax Service Center

John Maloff Insurance

Lago Jewelers

Leach's Custom Trash

Lift Up Hemi, Inc.

Lukim Construction

M&D Deli

Paddy's Pub

Restaurant Office Management, ROM27

Sweeney's Pest Elimination

Tallmadge Tire

Tracey Koenig-Yaman Real Estate



**Save the Date:**

May 20, 2023

*3<sup>rd</sup> Annual CAPCO  
Golf Tournament!*







“Real change,  
enduring change,  
happens one step at  
a time.”

-Justice Ruth Bader Ginsburg

(March 1933-September 2020)

