



Cortland County Community Action Program, Inc.
(CAPCO)

Board of Directors Meeting
January 25, 2024
Meeting Agenda

- I. Call to Order
- II. Reciting of the Community Action Promise
- III. Motion for Approval of December 2023 minutes
- IV. Standing Committee Reports
 - 1) PP&E Committee—met on Thursday, January 11, 2024.
 - a) **Resolution 24.01**—HS/EHS Program Year 2023-2024 Fall School Readiness Goals
 - b) **Resolution 24.02**—2024 Medicaid Compliance Work Plan
 - c) **Resolution 24.03**—2023 Agency Annual Report
 - d) **Resolution 24.04**—Strategic Plan 2023-2027 Annual Review
 - 2) Executive Committee—met on Friday, January 12, 2024
 - a) **Resolution 24.05**—Update to Conflict-of-Interest Disclosure Statement
 - 3) Board Development—met on Tuesday, January 16, 2024.
 - a) **Resolution 24.06**—Seating of Sandra Aloï as public-sector representative
 - b) **Resolution 24.07**—2024 Slate of Officers
 - c) **Resolution 24.08**—Resignation of Mary Bliss from Board of Directors
 - d) **Resolution 24.09**—Selection of Jeanette Dippon as Board representative to the HS/EHS Policy Council
 - 4) Finance/Audit Committee—met on Thursday, January 18, 2024.
 - a) **Resolution 24.10**—Approval of 2024 Administration Budget
 - b) **Resolution 24.11**—Approval of updates to Fiscal Policies & Procedures
- V. Executive Director Report
- VI. Program Director Reports
 - a) Deputy Director Report
 - b) Energy Services
 - c) Family Development
 - d) Head Start/Early Head Start
 - e) WIC
- VII. Head Start Policy Council Update
- VIII. Old Business
- IX. New Business
- X. Executive Session, if needed.
- XI. Adjournment



CAPCO 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.



Community Action Promise

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.



**Cortland County Community Action Program, Inc.
(CAPCO)
Board of Directors Meeting
December 7, 2023
Meeting Minutes**

I. Call to Order-meeting called to order at 12:05 pm.

Members Present: Doug Bentley, Terry Coon, April Dennison, Ella Dilorio, Jeanette Dippo, Billie MacNabb, Penny Prignon, Patty Schaap, Lynne Sypher, Shelley Warnow, Larry Woolheater. Excused: Mary Bliss. Absent: Melissa Alvord, Mary Beth Mathey.

Guest: Sandra Aloï

Staff: Greg Richards, Kirsten Parker, Catherine (Kay) Brewster, Jennifer (Jenn) Geibel, Brandy Strauf, Denise Peroulakis

II. Motion for Approval of October 26, 2023, Minutes made by Doug Bentley, 2nd Ella Dilorio. Motion carried.

Motion for Approval of November 8, 2023, Minutes made by Ella Dilorio, 2nd Larry Woolheater. Motion carried.

III. Standing Committee Reports

1. **PP&E Committee**- met November 9, 2023. Greg updated the committee on the HS/EHS DRS application. The Agency purchased a template which comes with consulting services for the application. Jenn and Kristi reviewed the 2023 Annual Report for Head Start/Early Head Start. We had planned to review the Customer Satisfaction Survey at this meeting, but it will be reviewed as new business at the Board Meeting in December. Brandy reviewed the 4th Quarter PPR. Healthy Families will be fully staffed on Monday with the return of a former employee.

Resolution 23.44 – Approval of HS/EHS Program Year 2022-2023 Annual Report. ***Motion to approve made by Doug Bentley, Second by April Dennison. Motion carried.***

Resolution 23.45 – Approval of CSBG 4th Quarter PPR. ***Motion to approve made by Jeanette Dippo, Second by Patty Schaap. Motion carried.***

2. **Board Development** –did not meet. Sandi Aloï is attending the Board meeting as a guest/potential new board member.
3. **Finance/Audit Committee** –Met on November 16, 2023. Discussed issues with timeliness in submitting the audit. We will be requesting a post-audit conference and for the audit to be done on site next year. Discussed Martha’s retirement and interim plans for the Fiscal office. We will be using a combination of former Finance Director, Colleen Kania, Port Kashdin & McSherry (PKM), and Martha to keep fiscal operations running while we search for a new director. Dan L’Hommedieu has also offered to postpone his departure for one month until January 5, 2024. All accounts receivable and payable are current except for Medicaid receivables that are billed per the billing schedule. We have no updates of the attestation/contracting for CDPAP. Greg will be doing Fidelis billing and will train additional staff. HS/EHS has closed out PY 2022-23. The committee reviewed the UPK contracts

for this year. Energy Services is working steadily on WAP, BIL and NYSERDA. Family development is closing out the FY 2023 contract. WIC is anticipating being fully staffed in both counties.

Motion to accept Financial Reports made by Ella Dilorio, Second by Larry Woolheater. Motion carried.

Resolution 23.46 – Approval of HS/EHS Program Year 2023.2024 UPK contracts. ***Motion to approve made by April Dennison, Second by Jeanette Dippo. Motion carried.***

4. **Executive Committee** –Met on November 2, 2023. Greg updated the committee on the challenges with getting the audit approved and submitted in a timely manner and some other concerns in the Fiscal office. Discussed the need for a transition and what that might look like. Greg reviewed the updated Dress Code policy. The policy has been updated to be more specific and address some ambiguity. Greg also reviewed the new job description for Energy Services Senior Auditor. The Program is doing some restructuring, and this more clearly defines some roles in the department. Kirsten met with the committee privately to discuss Greg’s evaluation and to present the updated Executive Director Compensation Comparison. The committee decided on a salary increase for Greg and asked Kirsten to relay the information to Martha.

Resolution 23.47 – Approval of updates to the Dress Code Personnel Policy and Procedure. ***Motion to approve made by Ella Dilorio, Second by Terry Coon. Motion carried.***

Resolution 23.48 – Approval of Senior Auditor Job Description for Energy Services. ***Motion to approve made by Doug Bentley, Second by Lynne Sypher. Motion carried.***

Resolution 23.49 – Approval of Executive Director Wage Comparability Study. ***Motion to approve made by Ella Dilorio, Second by Terry Coon. Motion carried.***

Executive Committee -- met November 29, 2023. Greg reviewed the proposed changes to the Head Start/Early Head Start program for the DRS application. The changes were made on the recommendation of the consultant hired to help with the application. Change would result in full-year programming for 11 Early Head Start classrooms and 2 three-year-old Head Start classrooms. Greg also reviewed our insurance renewals from VanParys. With no significant change in coverage, our insurance is decreasing about \$20,000 for the year. The decrease in workers' compensation insurance is due to a large discount VanParys was able to negotiate for us. This does not include unemployment insurance. We will get that renewal around the first of the year.

Resolution 23.50 – Approval of HS/EHS DRS competitive grant application. ***Motion to approve made by Jeanette Dippo, Second by April Dennison. Motion carried.***

Resolution 23.51 – Approval of the 2024 Liability and Workers’ Compensation Insurance renewals. ***Motion to approve made by Doug Bentley, Second by Lynne Sypher. Motion carried.***

- IV. **Executive Director Report** – Greg reviewed his report. He will send out a link so Board members can watch the WBNG story on Chenango County WIC.

V. **Program Director Reports** – Program Directors summarized their reports and were available for questions.

VI. **Head Start Policy Council Updates** – April provided updates from Policy Council.

VII. **Old Business**- none

VIII. **New Business** –

- Larry Woolheater has completed his term as the CAPCO Board representative to the HS/EHS Policy Council. We will discuss a replacement at Board Development.
- We will be changing the Annual Meeting of the Board from January to December and include a holiday meal. The January meeting will be a regular meeting.
- Greg reviewed the annual Customer Satisfaction Survey for 2023.

Resolution 23.52 – Acceptance of the 2023 Customer Satisfaction Survey. ***Motion to approve made by April Dennison, Second by Terry Coon. Motion carried.***

IX. **Executive Session** – ***Motion to enter Executive session for the purpose of discussing Executive Director Evaluation and Compensation made by Jeanette Dippo, second by Patty Schaap.*** The Board entered Executive Session at 1:10 pm.

Motion to leave Executive Session made by Larry Woolheater, Second by Terry Coon. Motion Carried. The Board left Executive Session at 1:23.

Resolution 23.53 – Acceptance of Executive Director evaluation and approval of 4.5% salary increase effective January 1, 2024. ***Motion to approve made by Jeanette Dippo, Second by Patty Schaap. Motion carried.***

X. **Adjournment** – Meeting adjourned at 1:25 pm.

Members present: Lynne Sypher, Terry Coon, Patty Schaap, Billie MacNabb, Melissa Alvord.
Staff: Greg Richards, Kirsten Parker, Jennifer (Jenn) Geibel.

Meeting called to order at 12:05 pm.

Head Start/Early Head Start November 2023 Management Reports

Jenn reviewed the Management reports for November 2023. Everything is to be expected with the data points, but we are seeing an increase in homeless families.

Head Start and Early Head Start PY 23-24 School Readiness Goals

Jenn reviewed the School Readiness Goal reports for the Fall 2023. There was nothing surprising for the program staff. The scores for four-year olds were the lowest, they have the highest expectations and should increase as the year progresses.

Motion to accept the reports made by Patty Schaap, 2nd by Lynne Sypher. Motion carried.

Jenn updated the committee on the DRS grant application. They are doing a final review of the draft and hope to send it to the consultants tomorrow for their review and submit by week ending 1/19/2024. The official due date has been pushed back twice to 1/29/2024.

2024 Medicaid Compliance Work Plan

Kirsten reviewed the 2024 Compliance Work Plan, pointing out required Board training and reporting as well as the audit plan for the upcoming year and policy reviews.

Motion to approve the 2024 Compliance Work Plan made by Terri Coon, 2nd by Patty Schaap. Motion carried.

2023 Annual Report

Greg reviewed the 2023 Annual Report for the overall CAPCO Agency. This year we will approve the 2023 report now and will do the 2024 report in December with the realigning of the Annual Meeting. The report is used to reflect the impact and happenings of the year and to promote the agency as well as for funders as needed.

Motion to accept the 2023 Annual Report made by Lynne Sypher, 2nd by Terry Coon. Motion carried.

Strategic Plan 2023-2027 Annual Review

Greg reviewed the Strategic Plan updates as reviewed and analyzed by the Agency's Director and Leadership teams. Goals and objectives are color coded with our progress (red, yellow, green) and comments for progress updates.

Motion to accept the strategic plan review & updates made by Melissa Alvord, 2nd by Terry Coon. Motion carried.

No further business to discuss. Meeting adjourned at 1:15 pm.

HEADSTART / EARLY HEADSTART PROGRAM OF CORTLAND COUNTY
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HS/EHSMonthly Family Engagement Report

Month: November 2023

Staff: Trudy Happel

Center	Scheduled Activities	Date of Activity	# of Families	# of People	# of Males	# of Families in Center	% of Families Involved
ELC 4	PCM/MyPlate/Nutrition	11/14/23	2	3	1	14	14%
Johnson 1	PCM/MyPlate/Nutrition	11/15/23	10	14	1	14	71%
Johnson 2	PCM/MyPlate/Nutrition	11/16/23	7	8	1	13	54%
Johnson 3	PCM/MyPlate/Nutrition	11/17/23	6	8	3	13	46%
Randall 1	FE- Stone Soup	11/20/23	3	3	0	13	23%
	PCM	11/30/23	0	0	0	13	0%
Randall 2	PCM/Germs/Health policies	11/16/23	4	4	0	15	27%
Smith 1	PCM/Germs/Health policies	11/17/23	8	10	5	14	57%

HEAD START/EARLY HEAD START PROGRAM OF CORTLAND COUNTY

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MONTHLY FAMILY SERVICES REPORT (HEAD START)

Employee Name: Trudy Happel **Month/Year:** November 2023

Center	Enrolled	Accepted (but not enrolled)	Withdrawn	% of Daily Attendance	# of Over Income	# of Under 130%	# of Home Visits Scheduled	# of Home Visits Completed	# of Goals that have been formalized	# of Goals that have been achieved	# of Homeless Children
ELC 4	14	0	0	83	2	1	5	1	5	3	1
Johnson 1	14	0	0	86	0	2	12	1	8	1	2
Johnson 2	14	1	1	73	1	0	1	3	13	0	0
Johnson 3	14	1	1	84	0	0	1	2	10	1	0
Randall 1	16	0	0	88	1	1	1	1	1	0	0
Randall 2	16	0	0	82	1	1	1	1	2	0	1
Smith 1	16	1	0	80	1	1	3	2	0	0	0
TOTAL	98	3	2	82%	6	6	24	11	39	5	4

of Children on the Waiting List:

3 Year Olds

Over Income

Under 130%

Under 100%

19
1
10

4 Year Olds

Over Income

Under 130%

Under 100%

0
2
1

Comments: _____

HEAD START/ EARLY HEAD START PROGRAM OF CORTLAND COUNTY
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MONTHLY POLICY COUNCIL REPORT HS

Special Needs

Employee Name: Jill Dunham

Month: November 2023

	# of Children Receiving Services	# of Children Receiving more than one service	Speech	OT Fine Motor	PT Gross Motor	SEIS Special Ed Itinerant Services	Couns. Play Therapy	1;1 Aide	# of Evals	# of Children CPSE Mtg	# of Children Declassified	Refused Referral
Smith	2	1	1	1	0	0	1	0	2	0	0	0
Randall 1	3	2	3	2	1	1	1	0	3	1	0	0
Randall 2	6	4	5	3	4	2	3	0	0	0	0	0
Johnson 1	3	0	2	0	0	0	1	0	1	2	0	0
Johnson 2	2	1	2	0	0	1	0	0	1	2	0	0
Johnson 3	2	1	2	1	0	1	0	0	1	1	0	0
ELC 4	5	4	5	4	1	3	0	1	1	0	0	1
TOTALS	23	13	20	11	6	8	6	1	9	6	0	1

23% of enrolled HS children receiving services

MONTHLY POLICY COUNCIL REPORT HS
Health Services- Incident/Accident Report

Employee Name: Mmselle Sonnacchio

Month: November 2023

Center	# of Children Enrolled	# of Incident/Accidents in the BATHROOM	# of Incident/Accidents in the CLASSROOM	# of Incident/Accidents in the GROSS MOTOR	# of Incident/Accidents in the HALLWAY	# of Incident/Accidents in the PLAYGROUND	# of Incident/Accidents in the OTHER	# of TOTAL Incident/Accidents
ELC 4	14							0
Johnson 1	14							0
Johnson 2	12		5			1		6
Johnson 3	13							0
Randall 1	16		1			1	1	3
Randall 2	15		2					2
Smith 1	14		3					3
TOTALS	98	0	11	0	0	2	1	14

Comments: No incidents/accidents were reported to OCFS.

Incidents in all classrooms Included:

4-fall/run/trip, 3-Bitten/Scratched by Another Child, Collided w/ Another Child- 2, Injured by Object- 2, Injured Self- 2.

There was 1 staff accident reported due to being hit with a toy by child in Johnson classroom.

**HEAD START/ EARLY HEAD START PROGRAM OF CORTLAND COUNTY
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**MONTHLY POLICY COUNCIL REPORT HS
Health Services- Dental**

Employee Name: Mmselle Sonnacchio

Month: November 2023

Center	# of Children Enrolled	# of 30 Day Dental Letters Sent	# of 60 Day Dental Letters Sent	# of 90 Day Dental Letters Sent	# of 90+ Day Dental Letters Sent	# of Dental Exams Received	# of Children Dental Treatment Needed	# of Children Dental Treatment NOT Started	# of Children Dental Treatment Started	# of Children Dental Treatment Completed	# of Dental Waivers/ Refusals Sent	# of Dental Waivers/ Refusals Received
ELC 4	14	0	7	0	0	7	0	0	0	0	0	0
Johnson 1	14	0	5	0	0	9	0	0	0	0	0	0
Johnson 2	12	0	10	0	0	2	0	0	0	0	0	0
Johnson 3	13	0	6	0	0	7	2	1	0	1	0	0
Randall 1	16	0	9	0	0	4	1	0	0	1	0	0
Randall 2	15	1	9	0	0	5	0	0	0	0	0	0
Smith 1	14	0	8	0	0	6	3	1	1	1	0	0
TOTALS	98	1	54	0	0	40	6	2	1	3	0	0
						41%	15%	33%	17%	50%		

Comments:

HEAD START

CLASSROOM HAPPENINGS

November 2023

Johnson 1

- Our monthly color was brown and the shape was rectangle.
- For our Family Activity we did a turkey craft.
- Nutrition: discussed healthy eating, going over healthy vs. fun foods.
- Our class created family pictures and discussed who was in our families.
- Art: we mixed blue and yellow colors to create green.
- Science: “Beginning Botanists”- we learned about plants and how they grow.
- We created sun catchers, went on a nature walk, collected items, and then stuck them on sticky paper to create our catchers.
- Our students created friendship pictures and things they do with their friends.
- Planted lima beans in a bag and watched their growth progress each week.

Johnson 2

- We turned our dramatic play area into a pumpkin patch and apple picking orchard.
- We did an open-ended turkey craft in class.
- Our family engagement was on November 16th at 2:00 pm, where we made an art’s and craft wreath.
- Learned sharing skills by sharing crayons to decorate petals for friendship flowers.
- Our class made a shape scarecrow.
- We practiced our listening and waiting skills with Dina, took turns adding a block to build a tower as tall as Dina.
- Science: we learned about seeds and germinated their own and hung them in the window to watch the process.
- Health: learned about germs and why washing your hands is important.
- We made shape pizza’s this month.

- Did a friendships tree and discussed different ways to be a good friend and what you like to do with your friend.’
- We learned about happy and sad emotions with Mr. Potato head.

Johnson 3

- Science lesson: we began the unit “Beginning Botanist”. The children gained knowledge in identifying the parts of plants and what plants need to grow.
- We planted lima beans in plastic bags and hung them on the windows to sprout roots.
- We are still studying the “Friends and Family” unit. The focus is on the children making friends in the classroom and how to be a good friend.
- The children drew a picture of their best friend.
- Our literacy this month has been based on friendship.
- We also have read books identifying feelings and how to control our feelings.
- We are using the problem-solving cards to help the children solve problems by using their words.
- Wally has been in class helping the children with the classroom rules.
- We had our fire drill this month.
- One of our SUNY students put on a magic show and the children really enjoyed it.
- Parent engagement was based around thanksgiving. We had eight families show up.
- Lending Library: The parents enjoy getting new books to read to their children.

ELC 4

- Science Unit: This month our unit was “Beginning Botanists”, learning about plants, the different parts and how they grow.
- Family Engagement: Ruth gave recipes for leftovers and we made turkeys.
- Our colors for the month were orange and brown and our shapes were square and rectangle.
- Acelero: Friends and family: We discussed their families and the different things with our family and friends. We also drew pictures of our families.
- Number concepts: did button drop.

- Social-Emotional: We discussed emotions and what each one looks like. We gave examples of what would make you feel those different emotions.
- Active Play: We played “Red Light Green Light”, “May I Cross your Bridge” and “Where’s the Fox”?
- ECMOES: Beginning Botanists, we discussed different parts of a plant and what they need to grow.
- We sprouted lima beans. We also sorted leaves.

Randall 1

- We worked on problem solving with the children this month.
- Social-Emotional: We learned about some of our emotions example happy and sad.
- Science: “Magnets”- Our class learned how magnets can attract, repel, push, pull and other ways magnets work.
- We finished “All about Me” unit and have begun “Families and Communities” unit.
- Nutrition: Our class learned about healthy eating and about washing our hands to get rid of germs.
- Math: We worked on number sense and operations, counting to 10, some pattern work and matching colors.

Randall 2

- PAG: Staying healthy – by washing our hands to get rid of germs.
- Worked on our “Families and Communities” unit.
- Echos Science: “Magnets” – learned how magnets worked.
- We had a fire drill this month.
- Number Sense and Operations: worked on counting with some adding and subtracting, using bears. Plus did some sorting and patterns.
- Letters for this month were “T”, “I”, “U”, and “C”.
- Nutrition: Healthy eating, unhealthy food vs. healthy foods.
- Health: worked on handwashing to get rid of germs.
- Heggerty: Building phonemic awareness rhyming.
- Social Emotional: Reinforcing emotions and how to calm down from big emotions. Recognize problems and find solutions to solve problems.
- We had both gym class and music class this month.

- November In-Kind activity sheets were sent to parents.

Smith:

- We had Parent/Teacher conferences in the classroom this month.
- We finished “All About Me” unit and have begun the “Families and Communities” unit.
- Science: “Magnificent magnets” – we learned how magnets worked.
- We turned our dramatic play area into a Vets office.
- In our sensory table we put water for some water play- fishing and floating blocks.
- Family Engagement: We had a germ activity, where we discussed washing our hands so we don’t spread germs.
- For Work time we did a puppet show.
- Went on Thanksgiving break.

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

Month: November 2023

Staff: Trudy H

Center	Scheduled Activities	Date of Activity	# of Families	# of People	# of Males	# of families in center
Cosimo 1	PCM/Handprint turkey	11/20/23	1	2	1	8
Cosimo 2	PCM/Handprint turkey	11/30/23	4	5	2	8
	FE- Yogurt painting	11/17/23	4	5	1	8
Cosimo 3	PCM/Handprint turkey	11/16/23	4	6	1	7
ELC 1	PCM/Turkey activity	11/08/23	4	5	1	6
ELC 2	PCM/Turkey activity	11/17/23	4	6	2	8
ELC 3	PCM/Turkey activity	11/03/23	3	4	1	7
South Main 1	PCM/Turkey activity	11/09/23	4	4	1	6
	FE- Itsy Bitsy Spiders	11/20/23	3	3	1	6
South Main 2	PCM/Apple painting	11/29/23	7	9	3	8
	FE-Glueing turkeys	11/15/23	3	4	0	8

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/Year: **November 2023**

Center	Enrolled	Accepted (but not enrolled)	Withdrawn	% of Daily Attendance	# of Over Income	# of Under 130%	# of Home Visits Scheduled	# of Home Visits Completed	# of Goals that have been formalized	# of Goals that have been achieved	# of Homeless Children
Cosimo 1	8	0	0	80	0	0	1	1	2	1	1
Cosimo 2	8	1	1	89	0	0	2	2	5	1	0
Cosimo 3	8	0	0	79	0	0	6	4	6	1	0
ELC 1	8	1	0	67	0	0	1	1	1	1	0
ELC 2	8	0	0	80	0	0	1	1	0	0	0
ELC 3	8	1	1	89	0	0	0	0	1	0	0
South Main 1	8	2	1	74	0	0	0	0	0	0	0
South Main 2	8	0	0	87	0	0	2	3	3	1	0
TOTAL	58	5	3	87%	0	0	13	12	18	5	1

of Children on the Waiting List:

Children	
Over Income	20
Under 130%	4
Under 100%	30

Comments: _____

MONTHLY POLICY COUNCIL REPORT EHS
Health Services- Physical/Immunization Report

Employee Name: Mmselle Sonnacchio

Month: November 2023

Center	# of Children Enrolled	# of Current Physicals Received	# of Current Immunizations Received	# of 12 Month Lead Results Received	# of 12 Month Lead Results ELEVATED	# of 24 Month Lead Results Received	# of 24 Month Lead Results ELEVATED
Cosimo 1	8	4	4	3	0	N/A	N/A
Cosimo 2	7	4	7	6	0	N/A	N/A
Cosimo 3	8	5	8	5	0	1	0
ELC 1	7	4	6	N/A	N/A	N/A	N/A
ELC 2	8	7	7	6	1	1	0
ELC 3	7	7	7	6	0	5	0
South Main 1	5	5	5	4	0	4	0
South Main 2	8	8	8	4	0	7	0
TOTALS	58	44	52	34	1	18	0
		76%	90%				

Comments: One child in ELC 2 had elevated lead at their 1 yr screening and is currently being followed by doctor/CCHD.

All children behind on immunizations are due to illness and will receive them at next scheduled well child visit.

**MONTHLY POLICY COUNCIL REPORT EHS
Health Services- Incident/Accident Report**

Employee Name: Mmselle Sonnacchio

Month: November 2023

Center	# of Children Enrolled	# of Incident/Accidents in the BATHROOM	# of Incident/Accidents in the CLASSROOM	# of Incident/Accidents in the GROSS MOTOR	# of Incident/Accidents in the HALLWAY	# of Incident/Accidents in the PLAYGROUND	# of Incident/Accidents in the OTHER	# of TOTAL Incident/Accidents
Cosimo 1	8		2					2
Cosimo 2	7		4					4
Cosimo 3	8		3					3
ELC 1	7		2					2
ELC 2	8		4					4
ELC 3	7		5					5
South Main 1	5		3					3
South Main 2	8		2					2
TOTALS	58	0	25	0	0	0	0	25

Comments: There were no incidents/accidents reported to OCFS this month.

Incidents in all classrooms included :

Fall/Trip/Run-9, Bitten/Scratch by Another Child- 7, Injured by Object- 7, Self Harm- 2

There were no staff accidents reported this month.

**MONTHLY POLICY COUNCIL REPORT EHS
Health Services- Dental Report**

Employee Name: Mmselle Sonnacchio

Month: November 2023

Center	# of Children Enrolled	# of Children Enrolled Age 1 Year and Older	# of Dental Screenings Received	# of Children w/ Dental Concerns Noted	# of Dental Exams Received	# of Children w/ Dental Treatment Needed	# of Children w/ Dental Treatment NOT Started	# of Children w/ Dental Treatment Started	# of Children w/ Dental Treatment Completed	# of Dental Waivers/ Refusals Received
Cosimo 1	8	8	1	0	1	1	0	0	1	0
Cosimos 2	7	7	2	0	0	0	0	0	0	0
Cosimo 3	8	8	5	0	2	0	0	0	0	0
ELC 1	7	0	0	0	0	0	0	0	0	0
ELC 2	8	8	1	0	3	0	0	0	0	0
ELC 3	7	7	2	0	3	0	0	0	0	0
SM 1	5	5	2	1	2	0	0	0	0	0
SM 2	8	8	0	0	3	0	0	0	0	0
TOTALS	58	51	13	1	14	1	0	0	1	0
			22%	8%	27%	7%	0%	0%	100%	

Comments: Dental Screenings are completed by a Doctor during child's Physical Exam. Dental Exams are completed by a Dentist. Due to a lack of Pediatric Dental Care in Cortland County, we track children's screenings to assess Dental Treatment Needs.

EARLY HEAD START CLASSROOM HAPPENINGS November 2023

Cosimos 1

- We have 7 children walking steady and independently and taking steps independently.
- We love looking in the mirror and pointing to ourselves and waving at others.
- We are beginning to really enjoy looking at books and bringing them to the teachers.
- We are successfully using plates.
- We only have one on a bottle, the other 7 are using sipping cups.
- November 20th we had our Family Engagement, where we made handprint turkey. We had one family in attendance.

Cosimos 2

- This month we were able to go on some walks around town.
- Also got to play on our playground.
- Our students are playing more with their friends and getting to know each other better.
- We have colored with crayons and painted some pictures as well.
- We had our first Parent/Teachers conferences this month.
- The children are starting to say more words and words like sounds.
- Family Engagement was held on November 30th: We made handprint turkeys and sent home fall cook books.
- Another Family Engagement was on November 17th, where we mixed jello powder with vanilla yogurt, the children painted with it as well as ate some of it.

Cosimos 3

- This month in Cosimos 3 there has been some big changes to the classroom. We changed our room around to see if we could limit the amount of running in there.
- Gabby also had her baby, so Bonnie took her place and we also have all turned 2!
- We started to use cups with some of the children and stepping away from sippy cups. 5 of the 8 are using cups at the moment.
- Our family engagement this month was a success with about half the parents in attendance and they got some thanksgiving recipes to take home from Michelle.
- We have started to learn how to glue and have made several projects to send home.
- We have been learning about germs and continue to teach about handwashing covering our mouths when we cough or sneeze.
- We have been singing a new nursery rhyme every day and even made a booklet of nursery rhymes with pictures.

ELC 2

- We have spent this past month talking about our families and how thankful we are for them.
- We read many nursery rhymes, with our favorite being “baa baa black sheep” and “where is Thumpkin”
- We explored with water colors, played with play-doh and practiced taking turns.
- Family engagement: invited our families to come and join us in the classroom making thankful turkeys. We discussed cooking safety and gave out recipe books for our families.

ELC 3

- “The leaves are falling down”- used glitter glue to paint paper squares onto whit construction paper to work on fine motor skills.
- “Humpty Dumpty” nursery rhyme photo story time.
- Thankful turkey feathers- The children colored turkey feathers.
- Made play-doh snakes (fine motor skills).

- Glued Humpty Dumpty together again.
- Paint-dot -Humpty Dumpty (fine motor skills).
- “Twinkle little Star”- We traced star shapes on black construction paper with chalk- fine motor skills.
- Glued the letters their names in star shapes on black “night sky” paper.
- Sang “Twinkle Little star”, colored stars on paper.
- We made yellow glitter playdough.
- Sang “Twinkle Little star”, then found star shapes around the classroom
- Put farm animal stickers on farm construction paper for Old McDonald.
- We used plastic farm animals to paint with brown paint on construction paper.
- Cleaned the muddy farm animals in the sensory table.
- We glued cotton balls on black construction paper to make sheep.

South Main 1

- This month we have been doing a lot of indoor activities, like obstacle courses, dancing, throwing and catching.
- We painted snowmen and trees.
- Family Engagement, our families came in to help make “Itsy Bitsy Spiders” for our nursery rhyme theme.
- We’ve been learning about snow and how to dress for the cold weather.

South Main 2

- This month we talked about what we are thankful for.
- We discussed nursery rhymes like “Humpty Dumpty:, and “Hickory Dickory Dock”.
- The children had fun gluing mice for our paper clock.
- The children are learning manners such as saying “Please may I have more”.
- The students are doing well asking each other to play.
- We glued turkeys and talked about what we are thankful for.
- For our policy council meeting we talked about what we have been doing in the classroom and painted with apples.

Resolution of the Board of Directors

Of

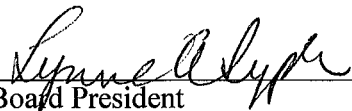
Cortland County Community Action Program, Inc.

Resolution No. 24-01

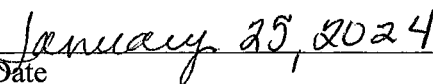
WHEREAS, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed HS/EHS Program Year 2023-2024 Fall School Readiness Goals and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed HS/EHS Program Year 2023-2024 Fall School Readiness Goals,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the HS/EHS Program Year 2023-2024 Fall School Readiness Goals.



Board President



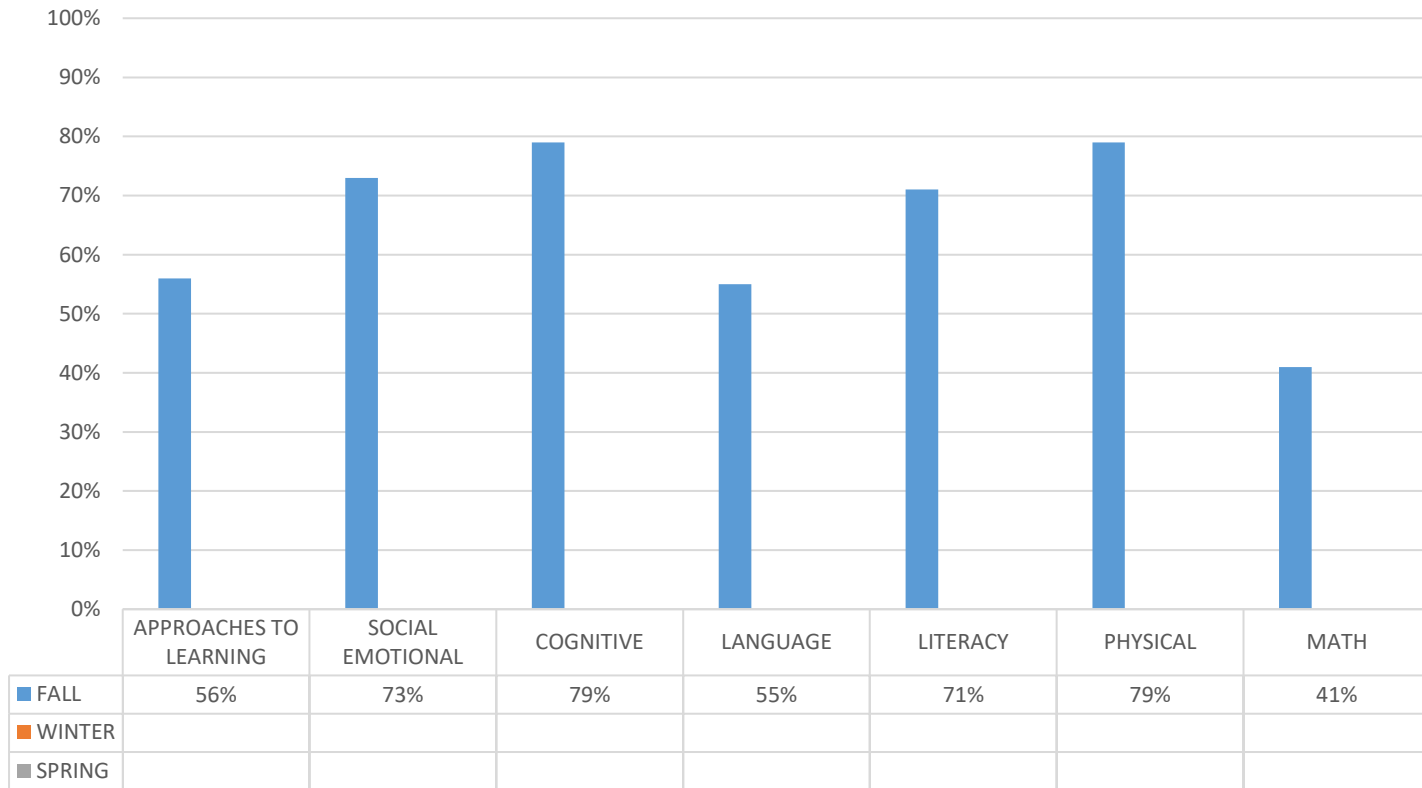
Date

APPROACHES TO LEARNING SOCIAL EMOTIONAL COGNITIVE LANGUAGE LITERACY PHYSICAL MATH

FALL
WINTER
SPRING

56% 73% 79% 55% 71% 79% 41%

EHS - Meeting/Exceeding within GOLD Widely Held Expectations
2023-2024



FALL WINTER SPRING

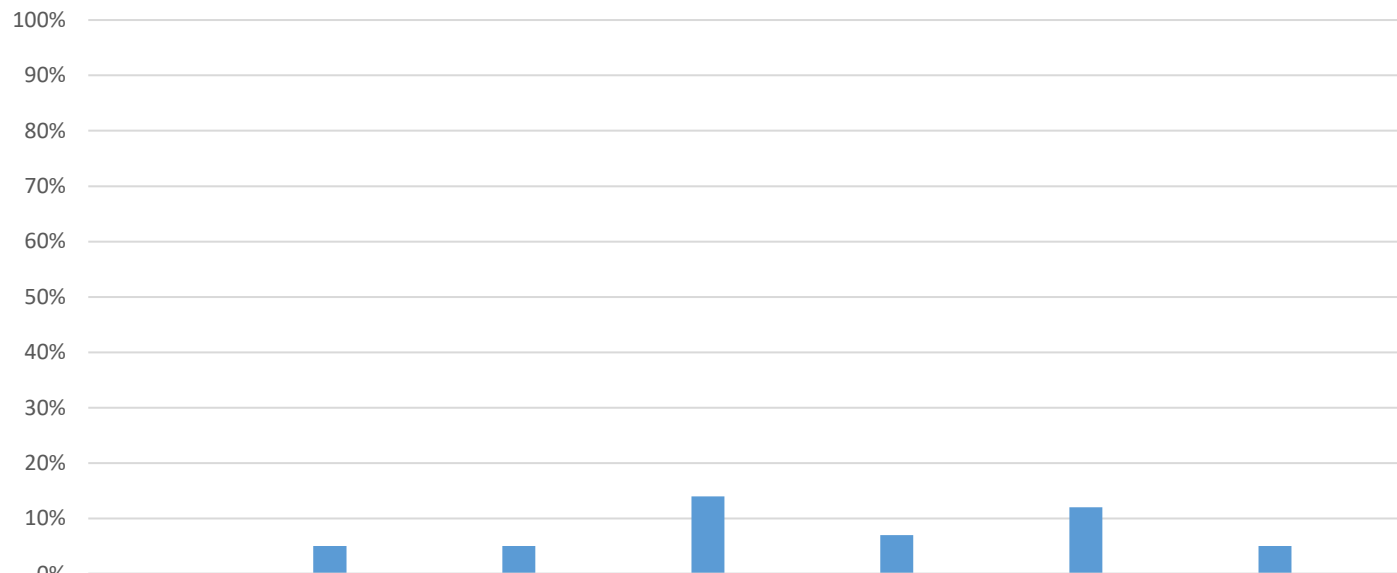
*Includes Home Based

FALL
WINTER
SPRING

APPROACHES TO SOCIAL EM COGNITIVE LANGUAGE LITERACY PHYSICAL MATH

0% 5% 5% 14% 7% 12% 5%

4 Year Olds - Meeting/Exceeding within GOLD Widely Held Expectations 2023-2024



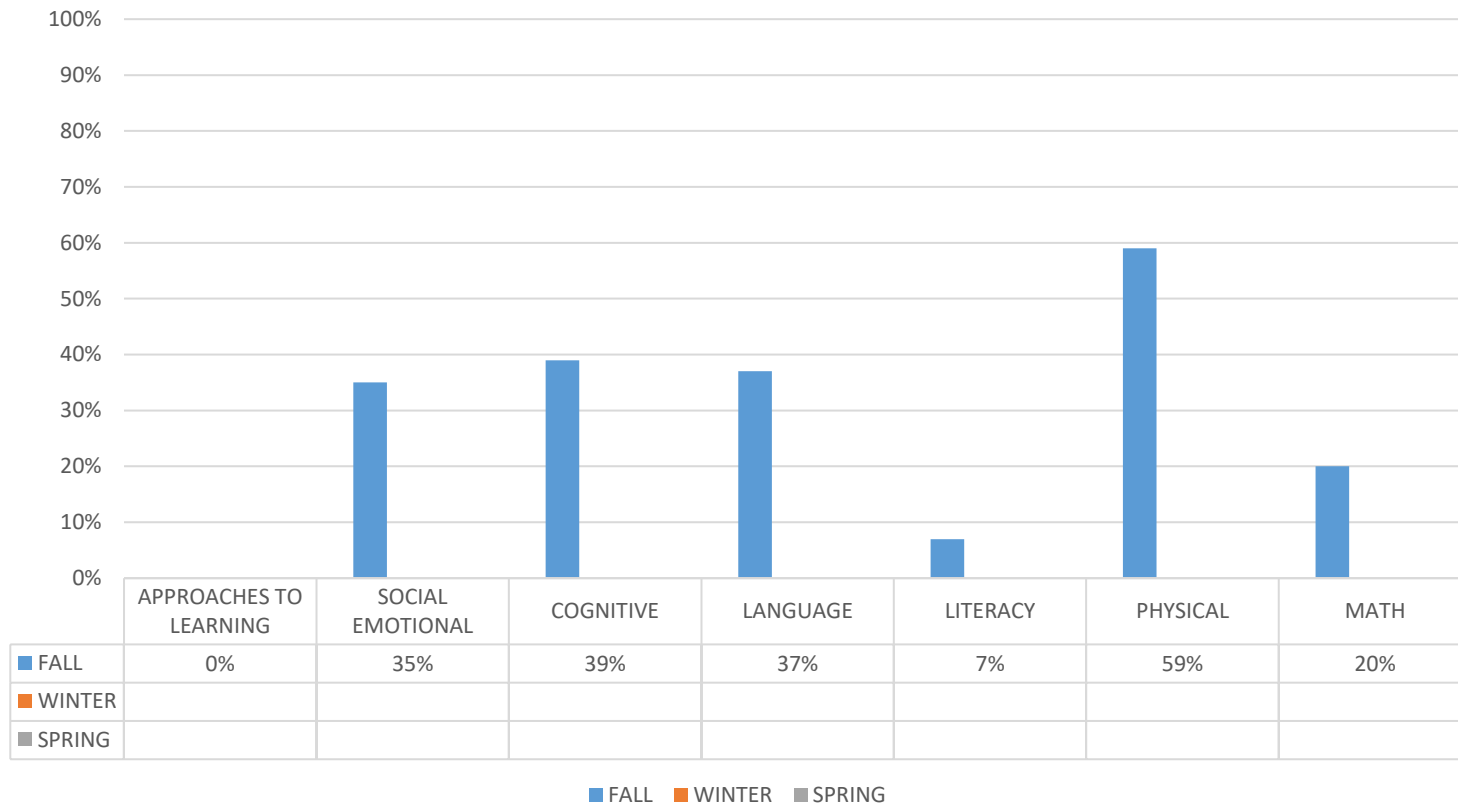
	APPROACHES TO LEARNING	SOCIAL EMOTIONAL	COGNITIVE	LANGUAGE	LITERACY	PHYSICAL	MATH
■ FALL	0%	5%	5%	14%	7%	12%	5%
■ WINTER							
■ SPRING							

■ FALL ■ WINTER ■ SPRING

APPROACH SOCIAL EM COGNITIVE LANGUAGE LITERACY PHYSICAL MATH

FALL 0% 35% 39% 37% 7% 59% 20%
 WINTER
 SPRING

3 Year Olds - Meeting/Exceeding within GOLD Widely Held Expectations
 2023-2024



Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 24-02

WHEREAS, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed 2024 Medicaid Compliance Work Plan, inclusive of Kirsten Parker as the Compliance Officer and the Compliance Committee Charter and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2024 Medicaid Compliance Work Plan, inclusive of Kirsten Parker as the Compliance Officer and the Compliance Committee Charter,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the 2024 Medicaid Compliance Work Plan, inclusive of Kirsten Parker as the Compliance Officer and the Compliance Committee Charter.

Board President

Date

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 24-02

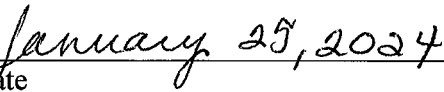
WHEREAS, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed 2024 Medicaid Compliance Work Plan, inclusive of Kirsten Parker as the Compliance Officer and the Compliance Committee Charter and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2024 Medicaid Compliance Work Plan, inclusive of Kirsten Parker as the Compliance Officer and the Compliance Committee Charter,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the 2024 Medicaid Compliance Work Plan, inclusive of Kirsten Parker as the Compliance Officer and the Compliance Committee Charter.



Board/President



Date



Cortland County Community Action Program, Inc. (CAPCO)
Consumer Directed Personal Assistance Program

2024 Annual Compliance Workplan

Cortland County Community Action Program, Inc (CAPCO) is committed to providing services of the highest quality and to being in full compliance with all federal, state, and local laws and regulations. As part of that commitment, CAPCO has adopted a compliance plan and Standards of Conduct as the basis of its efforts in fostering an organizational culture that promotes responsible and honest conduct, transparency in all business transactions, and adherence to the laws and regulations of the government oversight agencies and founders.

Agency Compliance Officer: Kirsten Parker, Deputy Director

Compliance Committee: Kirsten Parker, Deputy Director; Greg Richards, Executive Director; Finance Director (currently vacant); Lisa Stack, Transactional Accountant; Grace Overbaugh, Medicaid Billing Specialist; Merwin Greene, CDS Coordinator; Danielle Treacy, Human Resources Coordinator; Pat Poch, CDS Assistant/Medicaid Transportation Coordinator.

1.0 Compliance Plan

- 1.01 Selection of billing cycle for audit-We will review the billing for 33% (minimum of 5 records) for one MLTC per quarter. The schedule is as follows:
 - February-audit records for 1/13/2024-1/26/2024 for straight Medicaid consumers. Audit will be completed by March 1, 2024, for review at March meeting.
 - May-audit records for 5/4/2024-5/17/2024 for ICircle consumers. Audit will be completed by June 1st for Review at June Meeting.
 - August-audit records for 7/13/24-7/26/24 for Nascentia consumers. Audit will be completed by August 1st for review at September meeting.
 - November-audit records for 10/5/-24-10/18/24 for Fidelis consumers. Audit will be completed by December 1st for review at December meeting.
- 1.02 Policy Review Selection-We will review a minimum of one policy at each quarterly meeting of the compliance committee. The schedule is as follows:
 - March-Review of Standards of Conduct Policy
 - June-Review of Anti-kickback Policy (with appendix)
 - September-Review of Auditing and Monitoring Policy
 - December-Review of Billing Errors, Overpayments and Self-Disclosure (with appendix)
- 1.03 Training and Development Plan-Board, Consumers, Personal Assistants and relevant CAPCO staff will be trained in March 2024 using training based on training provided by the Bonadio group.

2.0 Policies and Procedures and Standards of Conduct-policies and procedures and Standards of Conduct will be reviewed by the committee per the schedule listed in 1.02 above.

4.0 Compliance Education and Training-

- 4.01 Annual Training for the Board of Directors will be conducted in March 2024
- 4.02 Staff Annual Compliance Training-will be conducted at hire and in March 2024

- 4.03 Personal Assistant Annual Compliance Training will be conducted in March 2024
- 4.04 Consumer Annual Compliance Training will be conducted in March 2024

5.0 Confidential Communication Review

5.01 The Compliance Officer will review confidential communication with the compliance committee and the Board as appropriate, at regularly scheduled meetings.

6.0 The Compliance Officer will review Discipline and Enforcement of Compliance Standards with the compliance committee and the Board of Directors, as appropriate, at regularly scheduled meetings.

7.0 Auditing and Monitoring-The Compliance Committee will review the results of audits as scheduled in section 1.01. The Compliance Officer will then report the results of the quarterly audits to the Board of Directors at regularly scheduled meetings.

8.0 Response to Compliance Issues-The Compliance Committee will formulate responses to compliance issues discovered in compliance audits at quarterly compliance meetings. Issues requiring discipline will be handled by the Deputy Director, Executive Director, and HR Coordinator. All responses will be shared with the Board of Directors by the Compliance Officer.

If you have any questions about the 2024 Compliance Work Plan, please contact the Compliance Officer-Kirsten Parker at 607-753-6781, kirstenp@capco.org.

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 24-03

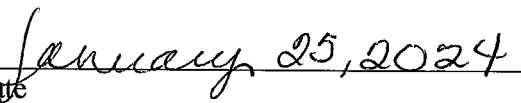
WHEREAS, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed 2023 Agency Annual Report and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2023 Agency Annual Report,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the 2023 Agency Annual Report.



Board President



Date

Cortland County Community Action Program, Inc.

2023 Annual Report



Reflecting on 2023

Greg Richards, Executive Director



2023 was a year of great growth, success, and impact in our community and beyond as we continued to reestablish services and overcome the intricate challenges coming out of the COVID-19 pandemic. All CAPCO services returned to full programming as we adopted new ways of offering resources and programs to better meet the evolving needs of our community and the surrounding communities that we serve. Our Head Start & Early Head Start infant/toddler and preschool rooms returned to full capacity with staffing patterns stabilizing and our ability to work through program structural changes to best meet the needs of our community today. Our multiple home visiting and family work programs returned to in-person offerings while providing hybrid flexibilities that work to keep family connections and provide support for the heightened demands and challenges that families are facing in our community and the surrounding communities that we have grown to serve.

This past year concluded with CAPCO's expansion into Chenango County to serve as the WIC provider in addition to being the longstanding WIC provider in our home county of Cortland. With a new office in Norwich, this expansion came with great anticipation as we were identified as a model New York State WIC program to enhance service delivery and overall reach to Chenango County communities. We continued to offer high quality weatherization services through our Energy Services Program in Cortland while building upon our expansion in 2021 to provide services in Tompkins County. Our Family Development unit persisted to offer deeply impactful supports and services to our Cortland community, enriching established programming while adding critical services that build upon approaches rooted in trauma-informed care and whole-family strategies. CAPCO's role as Cortland's Fiscal Intermediary for essential Consumer-Directed Services programs, including CDPAP in-home health services and Volunteer Transportation offerings, has remained critical to the health and well-being of vulnerable populations in our community.

None of what CAPCO does would be possible with the dedication of our esteemed staff, leaders, administrators, volunteers, and our governing Board of Directors as well as our Head Start/Early Head Start Policy Council. It is the dedication of caring and passionate people that makes the difference, and I am humbled to have the privilege to work alongside the incredible individuals that work at & with CAPCO and our surrounding stakeholders.

The upcoming year of 2024 marks CAPCO's **50-year anniversary**, and we are excited to celebrate throughout 2024 as we educate our community on our resources & services and illuminate the evolving barriers to opportunity and stability that families are facing. We are excited to build upon the legacy of the last 50 years while looking to the future with great anticipation & invigoration.

Greg Richards



Who We Are

Cortland County Community Action Program, Inc. (CAPCO)



Greg Richards, Executive Director
Kirsten Parker, Deputy Director



Cortland County's
federally-designated
Community Action Agency!

Annual Agency Budget \$10,829,109

More than 300 individuals on payroll – 120 Agency employees & 175+ Personal Assistants employed by Consumers in our Consumer-Directed Program(s)

Serving more than 3,400+ individuals, 1,350+ families in Cortland County in 2023

Major Program Areas:

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



CAPCO 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.



Community Action Promise

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.



Strategic Primacies

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



CAPCO’s current **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 our ongoing **Community Needs Assessment(s)** with input from community members, Program participants, Board of Directors, Policy Council, staff, volunteers, and community partners. The full Strategic Plan can be found at

www.capco.org.

Board of Directors



Shelley Warnow, *President*

Billie MacNabb, *Vice President*

Douglas Bentley, *Treasurer*

Lynne Sypher, *Secretary*

Sandra Aloï

Melissa Alvord

Mary Bliss

Terry Coon

April Dennison

Ella Dilorio

Jeanette Dippo

Mary Beth Mathey

Penny Prignon

Patricia Schaap

Larry Woolheater

Tripartite Board Structure

- ✓ 1/3 publicly elected officials/representatives
- ✓ 1/3 consumer-sector representatives
- ✓ 1/3 private sector

**Represented expertise in Early Childhood, Legal, Housing, Healthcare, Public Policy, Social Services, Financial, Higher Education & much more!*

Head Start/Early Head Start Policy Council

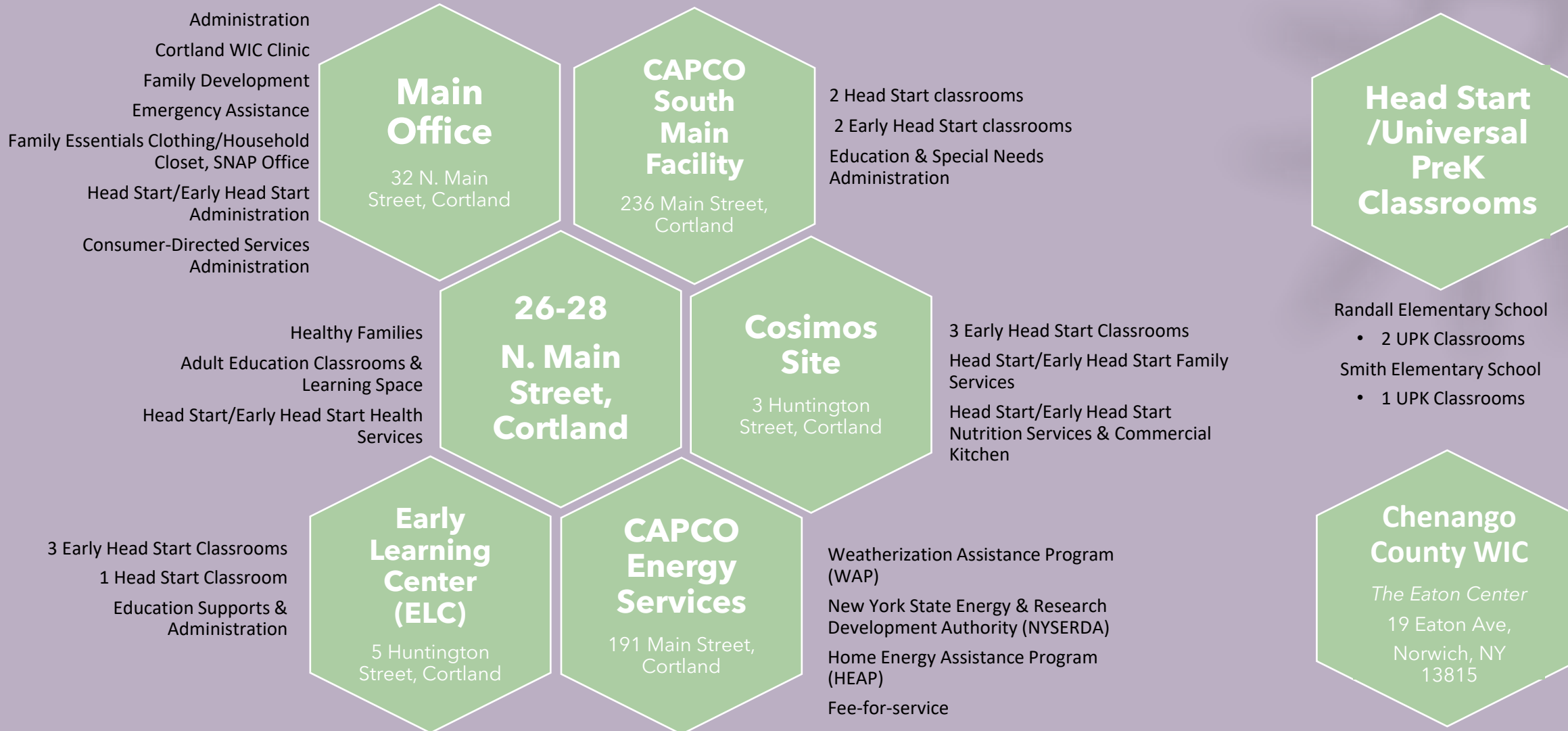
A group dedicated of Head Start and Early Head Start parents and community members who help lead and make decisions about their program as a sub-governing body of the CAPCO Board of Directors.



- April Dennison – *Chairperson*
- Linda Archange
- Meredith Bassett
- Kristen Beard
- Christopher Carmen
- Joelene Cooper
- Paul Cortez
- Ocean Libby
- Jennifer Mrozowski
- Katy Mowers
- Micki Mudge
- Ianthe Warner
- Alicia Warren
- Anne Withers
- Tim Yereshkin



Our Locations *A Widespread Approach*



Administration
Cortland WIC Clinic
Family Development
Emergency Assistance
Family Essentials Clothing/Household Closet, SNAP Office
Head Start/Early Head Start Administration
Consumer-Directed Services Administration

2 Head Start classrooms
2 Early Head Start classrooms
Education & Special Needs Administration

Randall Elementary School
• 2 UPK Classrooms
Smith Elementary School
• 1 UPK Classrooms

3 Early Head Start Classrooms
Head Start/Early Head Start Family Services
Head Start/Early Head Start Nutrition Services & Commercial Kitchen

Weatherization Assistance Program (WAP)
New York State Energy & Research Development Authority (NYSERDA)
Home Energy Assistance Program (HEAP)
Fee-for-service

3 Early Head Start Classrooms
1 Head Start Classroom
Education Supports & Administration

Healthy Families
Adult Education Classrooms & Learning Space
Head Start/Early Head Start Health Services



Facilities & Grounds

Enhancements in 2023



South Main Facility

(236 Main Street, Cortland)

- Pavilion upgrades (electric, lighting, ceiling and 2-closets).
- LED outside lighting
- Replacement of the entire parking lot
- Installation of outside surveillance cameras (5)
- Window replacements in Johnson 1 and Johnson 2 Head Start Classrooms
- New foyer carpet

Main Office

(32 North Main Street, Cortland)

- Repainting of the building exterior front & sides- doors & walls
- Resealing of driveway.

Challenges-

- Custodial Substitutes needed for coverage
- Identification of funding streams for future planning & infrastructure replacements and upgrades.

Cosimos Site

(3 Huntington Street, Cortland)

- Breakroom upgrades
- Nutrition office flooring
- Upgraded classroom exterior doors
- Roofing replacement & repairs
- Security camera and door system

Early Learning Center (ELC)

(5 Huntington Street, Cortland)

- Driveway patching & repairs
- Fencing maintenance
- Brush and landscaping clean-up



Creating Environments to Serve our Community





Our Major Program-Areas

A Year's Look

Family Development



FAMILY DEVELOPMENT 2023

A YEAR IN REVIEW



Food Assistance

- 103 Children received a Snackpack on the weekends
- 118 families applied for SNAP benefits
- 34 families used EBT at the Farmer's Market
- 26 Individuals received Emergency Food



Emergency Assistance

- 615 Families visited Family Essentials
- 31 Individuals received CAPCO Cares Bags
- 48 families received utility/household assistance
- 23 Individuals received transportation assistance
- 15 Individuals received assistance to start a job
- 5 Individuals received medical assistance
- 63 Individuals received services in Marathon



Adult Education

- 104 students enrolled in the program
- 25 students had more than 12 hours of instruction
- 12 students matched with a one-on-one tutor
- 9 students attended CNA certification
- 14 students received their High School Diploma/GED

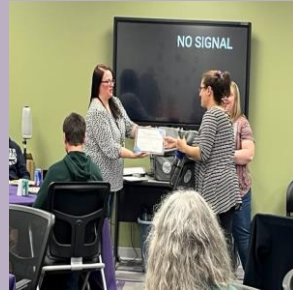


Family/Community Supports

- 58 families enrolled in the Healthy Families Program
- 765 home visits provided to families
- Over 3,000 Individuals were referred to resources
- \$514,536.00 in donated goods accepted
- Over 200 children received a gift for the holidays
- 125 children received clothing to go back to school
- Over 3000 volunteer hours given



OVER 1,200 PEOPLE HELPED IN CORTLAND COUNTY





Successes

- Fully staffed at the end of 2023!
- Received \$12,000 from NYS Senator Lea Webb to support Adult Education
- Secured funding to help people sign up for Affordable Connectivity Program
- Secured funding for upcoming Diaper Distribution Program
- Received the Community Action Innovation Award for our CAPCO Cares Bags



Challenges

- Increased need for emergency assistance
- Increase in homeless population
- Increased individuals with mental health and substance abuse challenges
- Decrease in funding for Back-to-School Assistance
- Enrollment capacity in Healthy Families Program



Women, Infants & Children (WIC)

strong



WIC Program Metrics



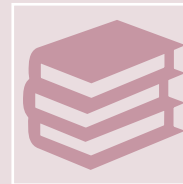
Average monthly enrollment: **1,125**



Average monthly participation: **1,064**



Farmers Market Checks Issued: **991**



New Peer Counselor Assignments: **144**



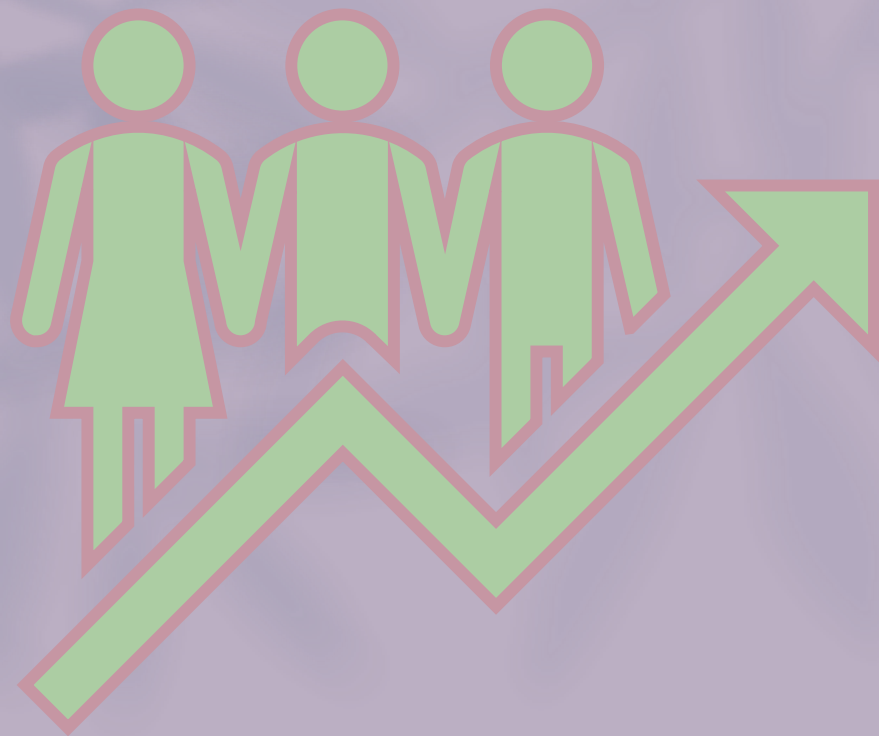


2023 Brought Success & Growth

- CAPCO was awarded both Cortland **and** Chenango Counties for the next five (5) year funding period, 2024-2028.
 - NYS selects CAPCO for service expansion to Chenango County.
 - WIC provider for Cortland County since **1979**.
- Worked closely with NYS Dept. of Health Regional and Central Offices and transitioning staff to successfully locate, set-up, staff, and transition services to a new permanent office in Norwich.
 - Services in Chenango County began October 1st, 2023!



Our Challenges are Our Opportunities!



- Staffing and training: staffing shortages have improved, but we continued to struggle with full staffing in 2023 with subsequent training challenges.
- Formula shortages: we continued with intermittent shortages throughout the year, we were able to work well with CAPCO Family Development and our Vendor Management Agency to get formula to families that were in need.
- The overall planning and development of the Chenango County service-area expansion.



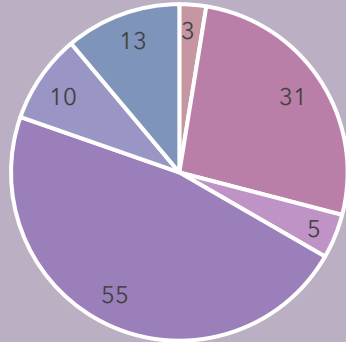
Head Start / Early Head Start

HS/EHS In Cortland County



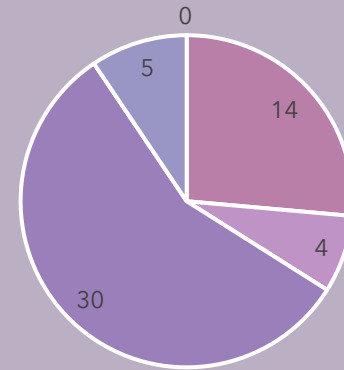
- Children served in Head Start (preschool ages 3-4): **117**
- Children served in Early Head Start (infant/toddler ages 0-2): **88**

Head Start



■ Homeless ■ TANF/SSI ■ Foster Care
■ Income Eligible ■ 130% ■ Over Income

Early Head Start



■ Homeless ■ TANF/SSI ■ Foster Care ■ Income Eligible ■ 130%





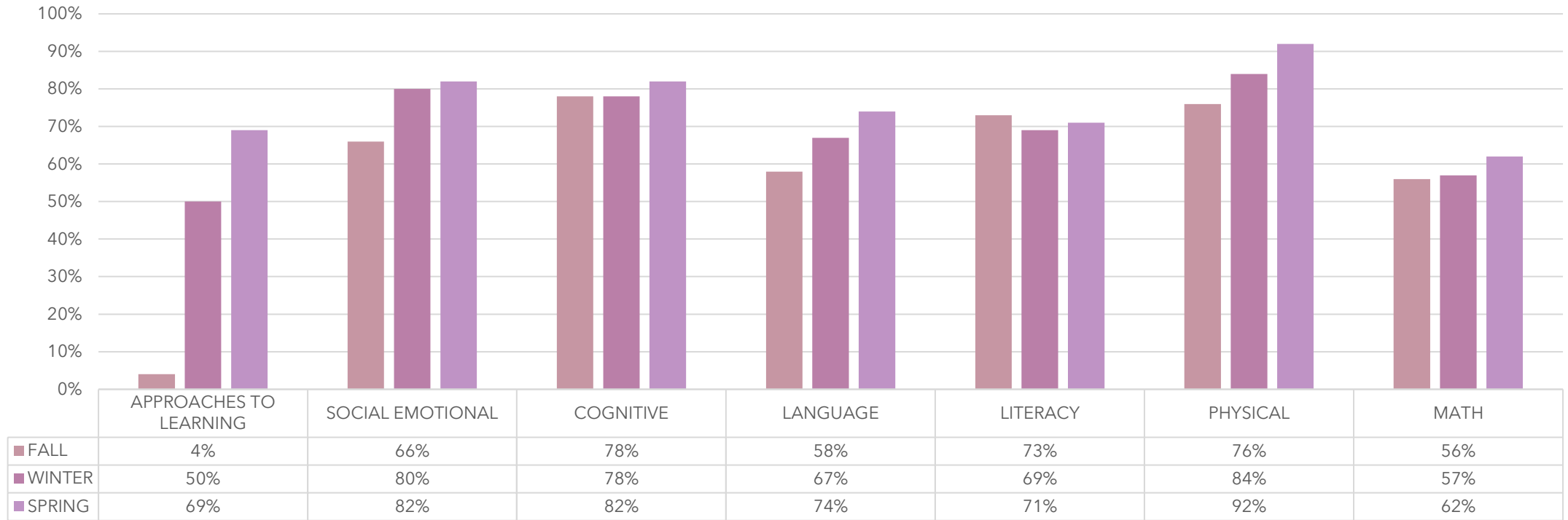
A Comprehensive, Whole-Family Program

- Families received 98 referrals to community agencies
- All children receive health and developmental screenings, which includes hearing and vision, social emotional and speech screenings
- Mental Health specialist (LCSW) provided counseling to 14 children
- 41% HS children had an IEP and 24.5% EHS had an IFSP (special education services)
- Breakfast, lunch and afternoon snack provided daily
- Creative Curriculum, Number Plus, ECHOS, Conscious Discipline
- Participate in NYS Pyramid Model Implementation
- Child outcome assessments are completed 3x yearly for HS and 4x yearly for EHS





EHS - Meeting/Exceeding within GOLD Widely Held Expectations 2022-2023



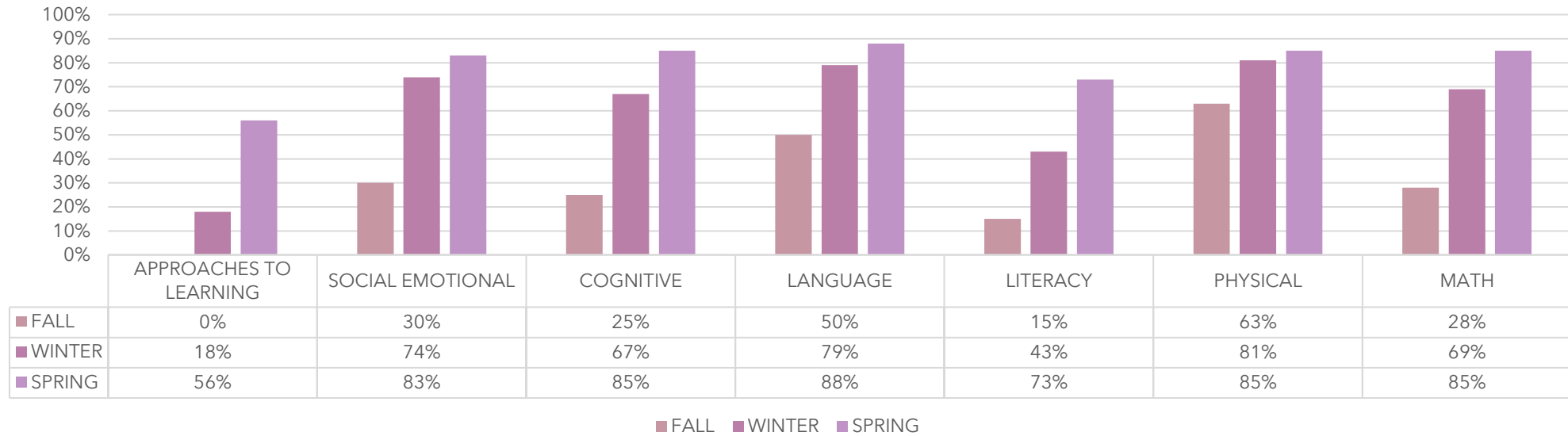
■ FALL ■ WINTER ■ SPRING

*Includes Home Based

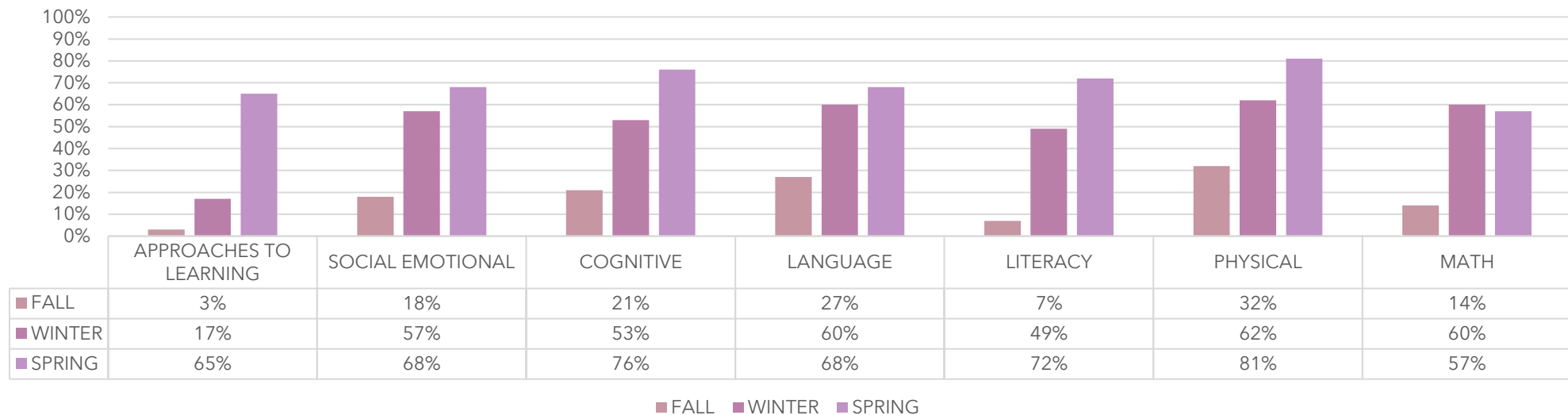




3 Year Olds - Meeting/Exceeding within GOLD Widely Held Expectations 2022-2023



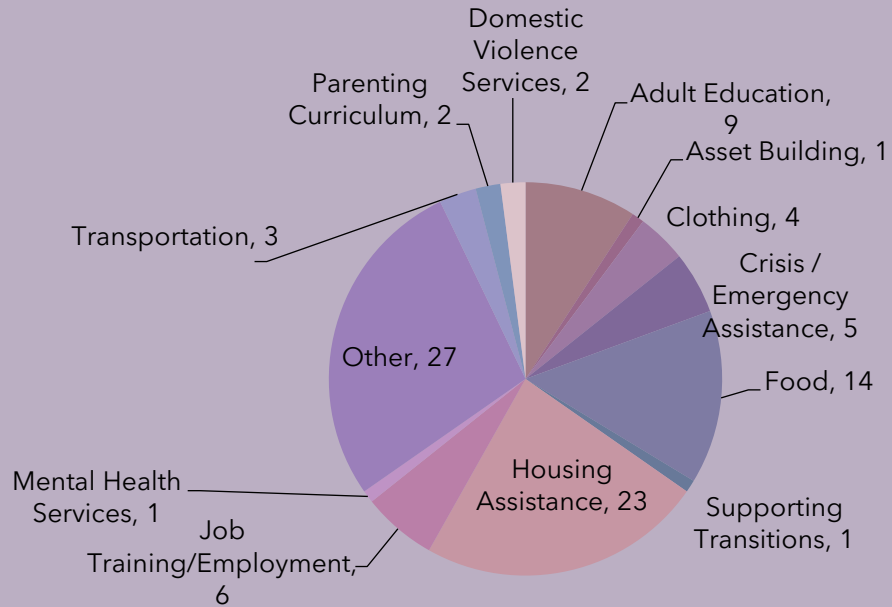
4 Year Olds - Meeting/Exceeding within GOLD Widely Held Expectations 2022-2023



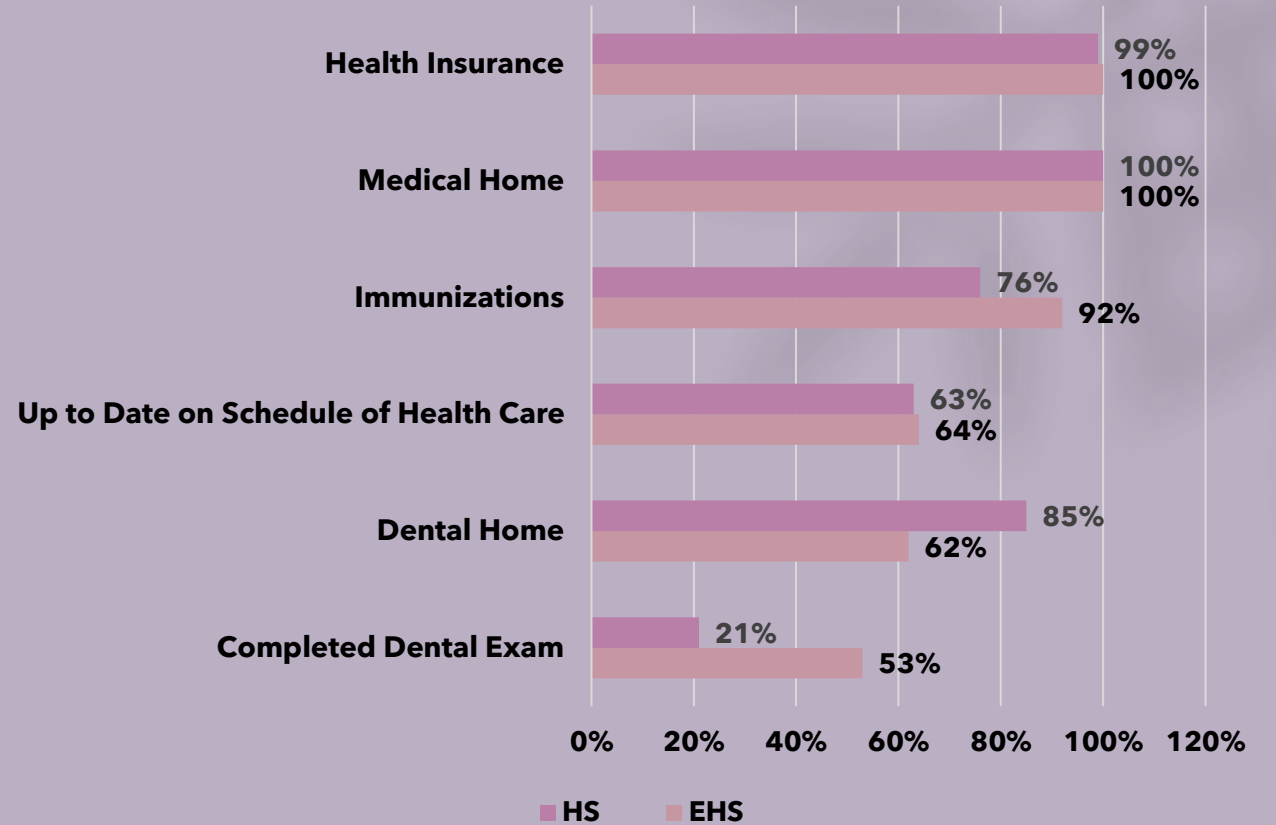


22/23 Family Referrals

- Adult Education
- Asset Building
- Clothing
- Crisis / Emergency Assistance
- Food
- Supporting Transitions
- Housing Assistance
- Job Training/Employment
- Mental Health Services
- Other



22/23 Health Data





Energy Services



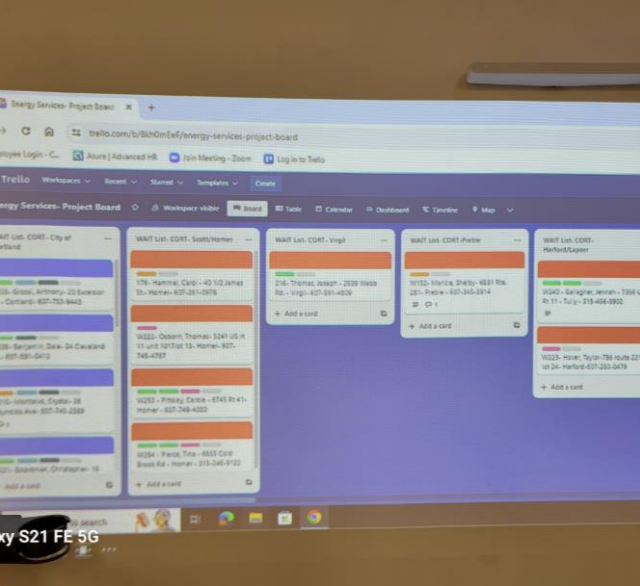
*Weatherization
Works*

2023 By the Numbers



Homes	Program	Revenue	Program Income
69	WAP Weatherization	\$ 880,197.00	N/A - grant funded
18	BIL Weatherization	\$ 435,269.00	N/A - grant funded
4	ARPA Electrification	\$ 220,000.00	N/A - grant funded
33	NYSERDA- EmPower NY Weatherization	\$ 164,928.00	\$ 44,338.00 (Expense with profit)
81	HEAP Cooling/C&Tunes/Furnaces	\$ 66,018.00	\$ 19,805.00 (Expense with profit)
5	Energy Savers Fee for Service	\$ 3,302.00	\$ 990.00 (Expense with profit)
210		\$ 1,769,714.00	\$ 65,133.00
	***244 work days a year/ average job takes 2 days to complete.		
	** 7- Field staff and 5- Office staff		
	** Cover Cortland and Tompkins Counties- 978 sq.miles		





A Year of Successes

- Department structure & reorganization.
 - Asst. Director, Admin Asst., Account Clerk, Senior Auditor, QCI staff & Field Crew.
- Training opportunities through our New York State Weatherization Directors Association (NYSWDA).
- Technology upgrades to accommodate client files with cloud-based storage and location accessibility—*Trello Board!*
- Needed utility vehicle upgrades!
- Materials and Inventory delays have improved with stock steadily available from suppliers.
- Program Expansion for HEAP and EmPower NY into Tompkins County.



Challenges & Opportunities



- Department structural reorganization to accommodate growth and staff needs.
- NYS 2030 Electrification Initiative
 - Cost challenges
 - Special certifications required for in-house staff and subcontractors.

Further Community Needs

- i.e.- roofing, plumbing, electrical, structural, etc
 - Assessing pursuit of *Weatherization Readiness Funds (WRF)*.
 - Increased needs and jobs across counties leads to wait times for families.



The logo is circular with a green and white design. It features a central stylized figure with arms raised, surrounded by the text "HELPING PEOPLE • CHANGING LIVES" and "SINCE 1974".

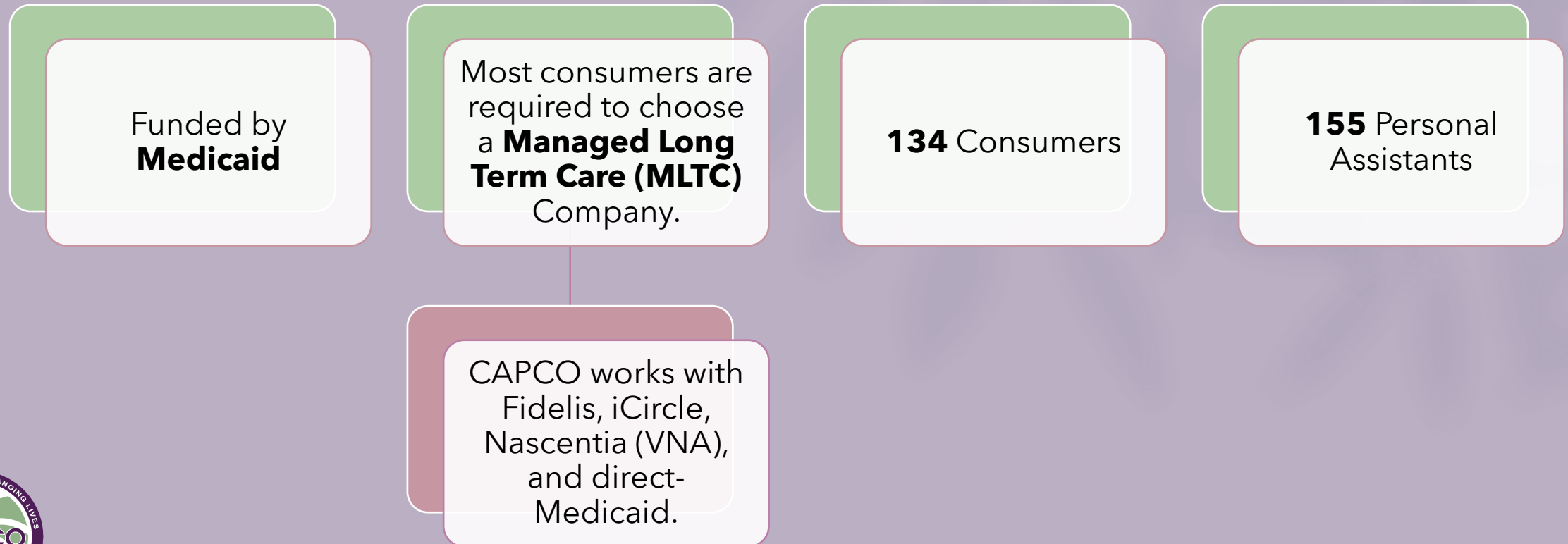
Consumer-Directed Services



Consumer-Directed Personal Assistance Program (CDPAP)



- CAPCO serves as Fiscal Intermediary for Consumer employment of Personal Assistants.





Consumer-Directed In-Home Services

(EISEP Services through the Cortland County Area Agency on Aging)

- **16 Consumers**
- **20 Personal Assistants**

CDPAP & EISEP Program Challenges

- Consumers struggling to hire personal assistants/aides
- Nominal MLTC rate increases compounded by large increases to NYS minimum wage for home health care workers.



Drivers Needed!



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

- Earn 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

- **Medicaid funded**
- **Transportation to and from essential medical appointments.**
 - **173 rides in 2023**
 - **467.25 volunteer hours**
 - **3 volunteer drivers**
- **Ongoing efforts to recruit more drivers.**
- **Contracting directly with MAS and drivers will be required to use GPS app.**



Connecting with our Community & Beyond



- **4 *State of Poverty Simulations*** conducted for our community and beyond.
 - Tompkins Cortland Community College (TC3) faculty & staff
 - Cortland County Department of Social Services
 - Cortland County Office of Mental Health, Department of Health & Area Agency on Aging
 - Tompkins County Community Action (TCAction)



Certified N.E.A.R Science Trainers on Adverse Childhood Experiences (ACEs)



- Trainings conducted for our community, including our neighboring community and sister Community Action Agency, TCAction

In Our Community





CAPCO's 3rd Annual Golf Tournament

- 21 Teams
- Over 60 Sponsors, including Title Sponsors: **Cortland Self-Storage, Goetzmann & Associates, Complete Construction Concepts & VanParys Associates**

2024 Tournament Save the Date: May 18, 2024



Serving our Communities
with *Spirit & Passion*





A Member of the Community Action Network



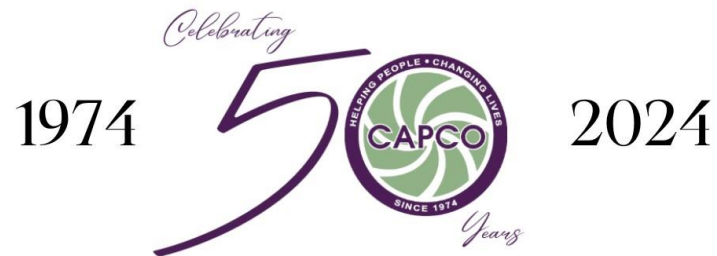


Looking Ahead

CAPCO Celebrates *50 Years* in 2024!

Community Action in the United States turns 60-years-old with the **War on Poverty** declared on January 8, 1964, and the signing of the **Economic Opportunity Act** on August 20, 1964, creating Community Action Agencies across the country and paving the way for CAPCO's establishment in 2024!

Head Start ✦ Early Head Start ✦ Energy Services ✦ WIC ✦ Consumer Directed Services ✦ Family Development



Cortland County Community Action Program, Inc.

...with additional service offerings in Chenango & Tompkins Counties



607-753-6781



info@capco.org



www.capco.org

www.facebook.com/CAPCO1974

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 24-04

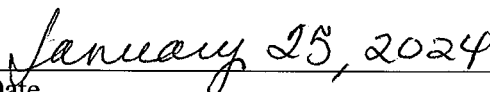
WHEREAS, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed Strategic Plan 2023-2027 Annual Review and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed Strategic Plan 2023-2027 Annual Review,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the Strategic Plan 2023-2027 Annual Review.



Board President



Date

Most Recent Management Team review: November 30, 2023
Most Recent Leadership Team review: December 7, 2023
Most Recent Board of Directors review: January 25, 2024



Cortland County Community Action Program, Inc

Strategic Plan 2023-2027

Program, Planning & Evaluation (PP&E) Committee Approved – November 10, 2022

Board of Directors Approved – December 8, 2022

Introduction

The 2023-2027 strategic plan is rooted in the national Community Action Theory of Change and informed by the Board of Directors' 2022 reaffirmation of CAPCO's mission and values:

Mission

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

We Value

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

Plan Focus

The 2023 plan's format has been updated to support CAPCO's agency-wide impact in the key community needs identified in the 2021 Community Needs Assessment: mental health services, educational disparities, risk factors related to adverse childhood experiences, increasing cultural diversity, deficit in available childcare/early childhood education opportunities, and nutrition/food assistance. This plan maintains some strategic priorities found in the former strategic plan while responding to emerging community needs.

The plan further establishes CAPCO's leadership role in community-wide dialogue toward a common understanding of poverty and the very real barriers that people face in moving out of poverty. It introduces best and promising program practices and promotes collaborations with local, statewide and national partners that extend CAPCO's program and advocacy impact beyond what one organization can accomplish on its own. The goals and strategies included here also assume continued improvements to existing programs and partnerships, based on the ongoing monitoring of outcome data, customer feedback, and management discussion.

Planning Activities and Timeline

Formal planning activities began in March 2022, following the approval of the 2021 Community Needs Assessment. NYSCAA staff met with the Executive and Deputy Director to design a timeline to ensure the agency-wide strategic plan be completed by December 2022. On June 1, 2022 a full-day planning meeting was held with management and leadership staff and the Board's Program Planning and Evaluation Committee members to review the current plan and discuss opportunities for CAPCO based on emerging needs identified in the needs assessment and by CAPCO staff. NYSCAA staff reviewed the needs assessment report and the summaries of the listening sessions with staff in the spring of 2021, which captured feedback on CAPCO's strengths, weaknesses, opportunities, and threats (SWOT). Additional work took place in All Staff and Management meetings, as staff identified the program and service development, partnerships, funding opportunities, and internal efficiencies that will drive CAPCO's impact in these need areas during the next five years.

NYSCAA met with the Executive and Deputy Directors on August 11, 2022 to review the draft plan and make revisions. The plan was updated to reflect the revisions and was presented to the Board's Program and Planning Committee on November 10, 2022, and was voted on by the entire board on December 8, 2022.

Results-Oriented Management and Accountability (ROMA) in Strategic Planning

The importance of ROMA in the agency's strategic planning process can be traced back to IM 49, issued by the federal Office of Community Services (OCS) in 2001, which replaced the original Office of Economic Opportunity. OCS set the ROMA framework clearly within the compliance context set by the Government Performance and Accountability Act. IM 123, issued in 2011, emphasized further the importance of building a performance management structure using ROMA and the National Performance Indicators (NPIs). IM 138 issued by OCS in January 2015 with the release of the CSBG Organizational Standards, highlighted the importance of performance management using the Standards, ROMA and state and federal accountability measures.

CAPCO implements ROMA's performance management framework to not only monitor and track program-based delivery systems and outcomes, but also to assess how programs work together to promote changes for the customer and community. CAPCO's Strategic Plan reflects CAPCO's commitment to improving communities and the lives of people living in poverty, as well as its management processes. To underscore

the importance and use of ROMA in the strategic planning process, the facilitator of the board/staff planning session on August 11 and one of the drafters of this document is a nationally certified ROMA Trainer.

Customer Satisfaction

The purpose of reviewing customer satisfaction data is to help ensure that CAPCO's strategic plan is directly connected to the community needs assessment (CNA) and responsive to its customers and communities. Customers provide essential insights on such issues as the effectiveness of service delivery strategies, changes to policies and processes that can increase efficiency, and problems with access caused by where programs are physically located in the community. Customer feedback is also a key element of evaluating programs and services and is another core component of the ROMA cycle.

In CAPCO's most recent needs assessment completed in 2021, the responses to a series of questions asked about CAPCO services were overwhelmingly positive: 91% reported that staff listened and treated them with respect, 97% would recommend CAPCO to family and friends, and 97% would go back to CAPCO for additional services if needed.

CAPCO also conducted an agency-wide customer satisfaction survey in 2022. Customers from various programs, including Early Head Start/Head Start, WIC, Healthy Families, Energy Services, and Family Essentials, among others, completed the survey. Mirroring the results of the survey done in 2021, 94% of respondents agreed or strongly agreed they were treated with respect by CAPCO staff, and 92% agreed or strongly agreed staff listened and responded to concerns. Additionally, 82% of respondents indicated that CAPCO staff told them about other CAPCO programs that could be helpful, and 81% noted that CAPCO staff provided information about other community programs that could be of assistance.

Format and Accountability

Three of the plan's four impact areas (Individual and Family Stability/Security, Community Conditions and Opportunities, and Community Engagement) reflect the three national Community Action goals and the fourth, included in previous plans, emphasizes CAPCO's capacity as an effective mission-based not-for-profit corporation and community partner. Within each of the four goal areas, outcomes, strategies, measurements, and timeline to be able to document progress on achievement of the goals.

**IMPACT AREA:
Individual and Family Stability/Security**

Goal 1: People with low incomes are stable and have economic security.

Strategic Priority: Explore avenues to address homelessness in the community.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
CAPCO understands the extent of homelessness in the community and the available services	Conduct an inventory of homelessness needs and what resources are currently available in the community to meet the needs of homeless individuals and families Assess service gaps	Inventory completed and services gaps determined	2023 & Ongoing	Green	CAPCO actively participates at the County-level Homelessness & Housing Coalition with key human service providers and publicly elected officials. CAPCO's role remains supportive with emergency services solutions while housing entities assess housing stock and housing projects.
CAPCO determines its role in addressing homelessness in the community	Depending on inventory data, consider CAPCO's role in addressing homelessness, such as, but not limited to: <ul style="list-style-type: none"> • Act as a convener to bring service providers together • Expand the family advocate (or another position(s)) 	Clearly defined role for CAPCO with specific goals for addressing homelessness moving forward	2023 & Ongoing	Yellow/Green	CAPCO has not moved to clearly define our specific goals around homelessness but continue to assess and analyze the growing problem through our programmatic data and experiences. CAPCO's role has been and will likely remain supportive services to housing providers, but our work on County coalitions continues to help us share our role and response.

CAPCO determines its role in addressing homelessness in the community (Cont.)	<ul style="list-style-type: none">• Explore funding sources to meet the identified need(s)			Green	CAPCO is not a place of exploring funding specific to housing given our current funding and service delivery and the supportive services and collaboration we offer to housing providers in our community. However, our current funding and future funding opportunities continue to center around building capacity and emergency needs. We work with Agencies who are currently offering housing solutions to help expand offerings and capacity.
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Strategic Priority: Explore options for CAPCO fee-based childcare for extended/before/after school.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
<p>CAPCO determines its role/capacity to offer fee-based child care opportunities in the community, specifically focused on wrap-around services</p>	<p>Reach out to school districts and other partners to discuss childcare needs and opportunities</p>	<p>Outreach/meetings held/conducted</p>	<p>2023 & Ongoing</p>	<p>Yellow</p>	<p>CAPCO is only funded to offer a finite number of Head Start & Early Head Start slots, and just underwent a Change in Scope. We are connected closely with fee-based childcare options, including partnership with the YWCA Cortland. Initial discussions have been initiated to look at partnering with the YWCA Cortland to offer wraparound services at 1 more Head Start locations.</p>
	<p>Research and study the community need and determine the necessity for wrap-around child care</p>	<p>Study completed and decision made</p>	<p>2024</p>	<p>Yellow</p>	<p>CAPCO is not currently at a place to move forward with offering a fee-based wrap-around option, but discussions and possibilities will continue to be explored with fee-based providers, including the YWCA Cortland.</p>

Strategic Priority: Increase options for healthy food.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
Residents with low incomes have increased options for healthy food	Provide options to buy local, seasonal food directly through Community Supported Agriculture (CSA)	An increase in the CSA options and the number of residents who take advantage of the opportunity	Ongoing	Green	CAPCO has long operated the EBT procedures and functionality for the City of Cortland Farmer's Market. In 2023, Main Street construction and hot spot challenges limited EBT use, but we are working with our local partners to improve this as we look to start planning for 2024.

<p>Residents with low incomes have increased options for healthy food (Cont.)</p>	<p>Provide outreach to vulnerable communities through the Nutrition Outreach and Education Program (NOEP)</p>	<p>The number of SNAP applications</p>	<p>Ongoing</p>	<p>Green</p>	<p>Our NOEP Coordinator does ongoing outreach at local events and food pantries/emergency food providers, including but not limited to Loaves & Fishes and the Salvation Army weekly as well as The Chapel Fresh Food Giveaway monthly. Our Family Development Family Advocate tables at least monthly at the Marathon Food Pantry providing all CAPCO resources, including NOEP information. CAPCO also serves as the sponsoring entity for the Marathon Food Pantry under a CAPCO Board Member's direction.</p>
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	Expand gardening opportunities at Early Head Start/Head Start (EHS/HS)	The number of families who access garden produce	2023 & Ongoing	Yellow	We maintain our garden for Head Start & Early Head Start at our South Main Facility. We have re-invigorated this and are identifying the capacity to maintain this on a more consistent basis for child learning and nutritional use. As we get to a better place in our current garden's use, we will look at ways to expand its use programmatically and in the community.
	Continue to promote the farmers market especially through the WIC program	Increased WIC Farmers Market redemption rates	Ongoing	Yellow	CAPCO's Cortland County WIC Program continued to partner with our local Farmer's Market and issued 991 booklets to our WIC participants in 2023, each valued at \$25 for fresh fruits and vegetables. However, we do not have access to redemption rates and do not have a good gauge on overall usage. This is something we will continue to work with our partners at the Farmer's Market to capture.

	Explore partnerships with local producers/farm initiatives	Increased partnerships for families to access fresh fruits and veggies	Ongoing	Green	We continue to receive donations for emergency food response from local providers, including working with the Seven Valley Health Coalitions' Farm Rescue program. We have official partnerships with Main Street Farms and operate the EBT for the yearly Farmer's Market.
Strategic Priority: Improve family health and stability.					
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
Families have improved health and are stable	Promote Community Action Angels initiatives	The number of initiatives that were held Number of people helped	Ongoing	Green	CAPCO holds several events for families and program participants throughout the year, including Everybody's Baby Shower, the Pajama Party, our Annual Coat Giveaway, and our Holiday Extravaganza. In 2023, we had over 545 participants at these events as of November 2023.

	<p>Increase volunteer drivers to expand transportation program to meet customers' basic needs (food, social, etc.)</p>	<p>Number of drivers Meeting customer needs</p>	<p>2023 & Ongoing</p>	<p>Yellow</p>	<p>We continue to pursue the build-up for our Volunteer Transportation Program to limited success. We currently have 2 consistent drivers and have provided 153 rides as of November 2023.</p> <p>We have been awarded the 5310 Transportation grant as a collaborative with Seven Valley's Health Coalition and Access to Independence. This will help support the operational expense of the Program and assist with accessible rides. We continue to work through the specifics of this grant and with our partners to develop the program going forward.</p> <p>We will continue to assess the effectiveness of the Program and financial impact as we work into 2024 and continue to try to recruit drivers and build this mission-focused Program.</p>
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Families have improved health and are stable (Cont.)	<p>The Energy Services Department will continue to expand and build partnerships and conduct focused outreach in Tompkins County</p>	<p>Number of partnerships gained or enhanced</p> <p>Number of households served</p>	<p>Ongoing</p>	<p>Green</p>	<p>Our footprint in Tompkins County has expanded beyond the Weatherization Assistance Program since CAPCO took on the additional County in 2021. We have increased NYSERDA/EmPower work and limited HEAP work. The Program's capacity has been reassessed structurally with the additional of an Assistant Director and reorganization of crew and auditing teams as we balance increased work across funding sources in both Cortland and Tompkins Counties.</p>
	<p>Enroll more families in the Healthy Families program and increase families' active engagement in the Healthy Families program.</p>	<p>Number of families served and The number of families that engaged in 3 or more home visits in the past 6 months</p>	<p>End of contract period / Ongoing</p>	<p>Yellow</p>	<p>We continue to pursue new and traditional strategies for participant recruitment in HFNY, much of which has been hindered by staffing patterns in the program. Currently, we remain at approx. 50% of the targeted caseload. We are working with our contracting entity to look at a change of scope for our funded caseload, which will be monitored throughout 2024.</p>

<p>Families have improved health and are stable (Cont.)</p>	<p>Expand WIC's footprint throughout the county</p>	<p>The number and location of women and children served</p>	<p>2023 & Ongoing</p>	<p>Green</p>	<p>Cortland County's WIC numbers have increased and remained solid as we have come out of the pandemic, averaging over 1,000 participants being issued benefits each month. We have utilized remaining contract dollars to look at targeted social media content as well as the new digital billboards throughout the community.</p> <p>As of October 2023, CAPCO was awarded Chenango County as an additional service area. We have opened a new office in Norwich, NY with 3 Nutritionists and support staff. The targeted caseload in Chenango is 1,100 participants per month, and we have started targeted campaigns for the area to increase Chenango County numbers that have been historically underserved.</p>
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Strategic Priority: Improve adult literacy and education levels to support employability.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
<p>Clients' adult literacy and education levels are improved.</p>	<p>Explore a dedicated and expanded space to house HSE, Adult Literacy, and Getting Ahead activities to continue the expansion accomplished with CARES funding.</p>	<p>Grant writing: number of grants written and success rate</p> <p>Additional funding sources</p>	<p>2023 & Ongoing</p>	<p>Green</p>	<p>CAPCO wrote for and received several supplemental grants in 2022/2023 to support the Adult Literacy function in addition to our base CSBG funding. CAPCO received new funding from the Key Bank and ProLiteracy foundations. We also received funding that is expected to be executed in 2024 from NYS Senator Lea Webb to support classroom rent and expenditures for Adult Education and HSE/GED attainment.</p> <p>We received continued funding from the Cortland County Youth Bureau, the Dollar General Foundation, as well as increased funding for the United Way for Cortland County. CAPCO was also selected to receive funding to support our Adult Education classroom from the Town of Cortlandville COVID ARP funds.</p>

Clients are more employable.	Be intentional about a "whole family approach" working comprehensively with parents and children through partnership with Head Start parents	Number of Head Start parents sought further education and training	2023 & Ongoing	Green	It remains an Agency priority to integrate Program services in the whole-family approach. Collaborative efforts to better engage Head Start/Early Head Start parents as well as potential adult learners across all programs continue to be evaluated and improved upon with a targeted approach for HS/EHS parents and families. Specific family advocate meetings across Programs have increased in frequency to better provide collaborative services.
	Be purposeful about focus on workforce development supports along with educational supports	Number of individuals that received workforce development or educational supports – referrals, webinar, class, resume building, interviewing prep, dress for success, etc.	2023 & Ongoing	Green	CAPCO's Family Development Adult Education Program completed its 3 rd year of the Certified Nurse's Aide program in collaboration with Tompkins Cortland Community College. The Program continues to look at ways of expanding secondary education and job training opportunities with our local community college as well as SUNY Cortland. Grant applications were submitted to the Mother Caprini Foundation to expand micro-credentialing offerings. The program intends to apply again and through other sources as we work into 2024. The Program graduated 11 students through the High School Equivalency Program in 2023 and has over 100 students working to both improve literacy skills and attain a high school diploma.

Strategic Priority: Decrease the adverse effects on children of families impacted by traumatic events.					
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
Children of families impacted by traumatic events are assisted by CAPCO	Reengage internal trauma-informed workgroup	Group reviews internal policies, practices, etc. to ensure trauma-informed practices with clients	2023	Yellow / Green	<p>CAPCO remains committed to the work of Adverse Childhood Experiences (ACEs), trauma-informed care, resiliency, and the foundational concepts of N.E.A.R Science. We have a certified N.E.A.R Science trainer, and we conducted a N.E.A.R Science training to our sister Community Action Agency in Tompkins County as well as to our staff in 2023.</p> <p>CAPCO is working with the trauma-informed workgroup at our State-association level through the New York Community Action Association (NYSCAA) to enhance the training, expand its offering, and streamline state-wide trainings. CAPCO will be looking to do more work in this area in 2024, and as we re-invigorate our trauma-informed care work in our community and beyond, we will be looking internally at our internal trauma-informed workgroup and its mission and goals within our Agency.</p>

	<p>Convene the trauma-informed care committee that reflects staff, community partners, and families served to increase trauma understanding and determine appropriate shifts in service delivery to decrease further trauma</p>	<p>Trauma-informed committee in motion.</p> <p>Committee members increased understanding of trauma</p> <p>Shifts in service delivery</p>	<p>2023 & Ongoing</p>	<p>Yellow / Green</p>	<p>CAPCO paused our Trauma-Informed Practice (TIP) committee during the pandemic and focused efforts of the committee on employee wellness. As the Agency leading discussions of trauma and N.E.A.R Science in our community, we will be looking to re-engage this group in 2024 and to better define its goals and mission for the internal processes, policies, and practices of our Agency as we serve our community.</p>
Governance Strategic Priority					
<p>Board members provide meaningful review of proposed program/services, intended program results, and tracked outcomes</p>	<p>Board members are prepared to review CAPCO’s proposed and ongoing programs, results, and outcomes through committee structures, such as</p> <ul style="list-style-type: none"> • Executive committee • PP&E committee • Finance/audit committee • Board development committee 	<p>Annual board assessment/survey</p>	<p>2023 & Ongoing</p>	<p>Green</p>	<p>CAPCO’s Board and committee structure remains solid with active engagement of all committees throughout 2023. Committee rosters and structure were revisited as part of the 2023 Annual Meeting and from the Board survey that was conducted at the end of 2022.</p> <p>A full Board Self-Assessment was completed at the end of 2021 and reviewed in 2022 with new practices implemented. The Board Development Committee in consultation with the full Board decided the frequency will be less than annual with full assessments conducted every few years as decided on by the Board Development Committee and full Board.</p>

<p>The board is able to understand connections among plan goals and strategies and program services to meet customer needs</p>	<p>Board members conduct regular review of plan strategies</p>	<p>Annual board assessments and reviews of strategic plan as well as programmatic reports, goals, and metrics.</p>	<p>Ongoing</p>	<p>Green</p>	<p>The Board’s Program, Planning & Evaluation (PP&E) Committee reviews monthly program reports, including Head Start/Early Head Start reports. The Board reviews and approves the Agency-wide Work Plan and progresses on a quarterly basis through Period Program Reports (PPRs) and the Annual Progress Report (APR).</p> <p>The layout and follow-up on this Strategic Plan were enhanced for the new 5-year plan in 2023 to minimally review the entirety of the Strategic Plan on an annual basis.</p> <p>Annual meetings are held each January and the Agency’s Annual Report is reviewed at the PP&E and full Board levels.</p>
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IMPACT AREA:

Community Conditions and Opportunities

GOAL 2: The communities that people with low income live in are healthy and offer economic opportunities.

Strategic Priority: Expand access to safe and secure housing.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
<p>Access to safe and secure housing is expanded</p>	<p>Explore opportunities for new funding to meet increased need</p>	<p>New funding received</p>	<p>2024</p>	<p align="center">Red</p>	<p>CAPCO continues to assess and analyze the growing problem through our programmatic data and experiences. CAPCO is not a housing provider but has provided a supportive services role to housing providers, which is an area we will work with our partners to enhance to address this critical community need.</p>
	<p>Explore resources and CAPCO's role in assisting homes in need of work prior to Weatherization services</p>	<p>Locating potential resources and CAPCO's role is defined</p>	<p>2023 & Ongoing</p>	<p align="center">Yellow</p>	<p>CAPCO actively participates at the County-level Homelessness & Housing Coalition with key human service providers and publicly elected officials. CAPCO's role remains supportive with emergency services solutions while housing entities assess housing stock and housing projects.</p> <p>CAPCO's Energy Services Program has potential opportunities for Weatherization Readiness Funds that are being explored in addition to our base Weatherization Assistance Program (WAP) funding to assist in bringing residences to a state that is acceptable for potential WAP, BIL, and/or NYSERDA projects, which could increase production and overall community impact.</p>

Strategic Priority: Expand/enhance services in rural communities within Cortland County.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
<p>Services in rural communities are enhanced/expanded to meet resident needs.</p>	<p>Research mobile services, and potential collaboration with current mobile providers</p>	<p>Research conducted</p>	<p>2023 & Ongoing</p>	<p>Green</p>	<p>Research and connections continue, including the Family Health Network Mobile Medical unit that has parked at CAPCO locations. CAPCO continues to look at ways to best partner and be present to reach participants most effectively.</p>
	<p>Assess client and staffing needs in rural locations</p>	<p>Rural needs and staffing assessed</p>	<p>2023 & Ongoing</p>	<p>Green</p>	<p>CAPCO has consistent monthly hours at the Marathon Food Pantry for which CAPCO is the 501(C)3 sponsor. CAPCO has re-started our rural WIC clinic sites in both Cortland and the expanded Chenango County. With the addition of Chenango County WIC, we are at 4 rural locations to fill-in service gaps across the spread-out County.</p> <p>CAPCO’s Family Development Advocate provides tabling and emergency resources monthly at the Marathon Food Pantry and the Family Development unit, including Programs across the Agency, prioritize rural events and being present to connect with rural families in our community.</p> <p>CAPCO continues to identify and assess our presence in rural pockets of our County. We have a longstanding relationship with Cincinnatus Rural Services, and we are continuing to look at ways of enhancing this relationship. We also have been approached about future possibilities with the former Virgil Elementary School that are in initial discussion stages of what programming, or a presence may look like in the future.</p>

Services in rural communities are enhanced/expanded to meet resident needs (Cont.)	Explore co-location with community and business partners (doctors' offices, federally qualified health center, etc.)	Potential locations explored Determination made as to feasibility	Ongoing	Yellow	Currently providing outreach services at the Marathon Civic Building for the Marathon Food Pantry, and we continue to leverage connections with local health centers for our Healthy Families outreach as well as general Program operations and outreach, including WIC and Head Start services. However, we are not currently co-locating with other services outside of CAPCO programming.
	Reimagine staffing in rural centers to meet client needs	Explore creative solutions/survey staff to overcome identified challenges	2023 and ongoing	Green	CAPCO transitioned to a model of Family Development staffing having hours on a consistent basis at rural centers (i.e. Marathon) opposed to hired staff specifically for rural sites. We continue to assess this impact, which thus far has worked well for overall capacity and rural impact.

Governance Strategic Priority					
Board members with knowledge and expertise are cultivated and recruited	The board development committee has overall responsibility for the recruitment and cultivation of new board members	The board Development Committee has a structure and process in place which is reviewed regularly	Ongoing	Green	The Board Development Committee is a standing monthly committee to the Board of Directors assessing Board needs, including vacancies, training needs, and structural assessments.
	Board members are sought who have particular skills/expertise/knowledge in the following areas: <ul style="list-style-type: none"> • Businesses & economic development • Housing and real estate • Transportation systems • Health, mental health, and substance abuse policy/service provision • Legal/law • Human Resources Local government 	Current board member composition is recorded at the beginning of 2023. Board member composition is noted at the end of 2023.	Annually	Green	The Board Development Committee developed a tracking mechanism for upcoming Board vacancies and needed areas of expertise. Board positions with expertise in needed areas are currently solidly filled through 2026 with the re-seating of two members in 2023 and one resignation that is currently being filled as of November 2023.

**IMPACT AREA:
Community Engagement**

GOAL 3: People with low incomes are active in building opportunities for themselves and others in the community.

Strategic Priority: Engage people with low incomes and community leaders in identifying and addressing barriers to moving out of poverty.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
Residents are active in addressing poverty in the community	Reengage the community in strategies from Opportunity Community and Getting Ahead Establish mentoring relationships	Number of community gatherings Number of successful mentoring relationships formed	2023 & Ongoing	Yellow	CAPCO did not hold an Opportunity Community in 2023 following the initial event in 2019. However, the Agency is reviewing alternate models for another Opportunity Community as part of our 50 th anniversary and Community Action's 60 th anniversary in 2024. This model may include an Opportunity Conference for the low-income community coupled with an overall community poverty symposium for leaders across sectors. The model for mentoring relationships is being reviewed following initial challenges.
The community is educated about the effects of poverty	Train and develop staff to provide poverty simulations CAPCO increases the number of poverty simulations provided to the community	Staff are trained in facilitating poverty simulations CAPCO provides at least one simulation per year	Annually	Green	CAPCO got back into our community and beyond to conduct the State of Poverty Simulation in a big way in 2023! We have conducted a total of 3 simulations as of November and will conclude the year with a total of 4 simulations. Simulations were conducted for Tompkins Cortland Community College, the Cortland County Department of Social Services, as well as a joint session for the Cortland County Health Department, Cortland County Office for Mental Health, and the Cortland County Area Agency on Aging. We will be conducting a simulation for our sister Agency in Tompkins County, TC Action before the end of the year.

Strategic Priority: Recruit CAPCO customers/former customers for volunteer and paid positions in CAPCO's programs.					
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
Meaningful employment opportunities within CAPCO for participants are developed and enhanced	Utilize the following programs for outreach: <ul style="list-style-type: none"> • Head Start/Early Head Start • WIC Peer Counselors • Family Essentials • CDPAP 	Number of former/current customers who are volunteers Number of job opportunities developed/enhanced Number of former customers employed by CAPCO	Ongoing	Green	CAPCO actively advertises open positions, both volunteer and employment, directly to Program participants with candidate considerations based on qualifications, position, and needs, building both Agency and family capacity. New and unique ways of connecting with candidates, including participant candidates, have been employed during the difficult time of staffing as we work out of the COVID-19 pandemic. This includes new ways of looking at filling positions and meeting candidates where they are with new flexibilities around work/life balance to meet both family and employment needs.
Recruit with a special emphasis on volunteer drivers	Provide training and support for volunteer drivers	Number of volunteer drivers	Annually and Ongoing	Yellow	Reinvigorating and operating the Volunteer Transportation Program has been a strategic priority as we have worked out of the pandemic. Driver recruitment has remained a challenge with an average of 2 drivers over the past year providing 153 rides. The Program changed and enhanced marketing materials and has advertised in new publications and locations. The Program has also connected with the Cortland County Planning Department to educate our community on the Program for both drivers and ridership. CAPCO was awarded the 5310 Transportation Grant through the NYS Department of Transportation as a collaborative with Seven Valley's Health Coalition and Access to Independence. This will help support the operational expense of the Program and assist with accessible rides and outreach as we continue to build this Program back.

Governance Strategic Priority					
<p>Develop board/staff advocacy strategies to promote realistic policy change and public awareness</p>	<p>Board members educate the community about poverty in the County and about CAPCO: who we are, what we do, mission, programs/services, etc.</p>	<p>Develop a process for board members</p>	<p>Ongoing</p>	<p>Green</p>	<p>CAPCO's Board of Directors serve as representatives of the Agency and are provided ongoing training and education not only on their roles and responsibilities, but on CAPCO programs and resources. Board members, as part of other clubs/associations/affiliations, invite CAPCO staff to speak and collaborate, including but not limited to the Cortland Rotary chapters and Kiwanis Club.</p>
	<p>Work in partnership with NYSCAA, NCAP, and NCAF to identify high-priority issues for education/advocacy consistent with CAPCO's mission and values</p>			<p>Annually and as needed</p>	<p>Green</p>

IMPACT AREA:
Agency Capacity and Partnerships

GOAL 4: CAPCO has the human and financial resources, partnerships, and influence to assure positive individual, family & community outcomes.

Strategic Priority: Recruit and retain qualified staff.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
<p>CAPCO increases the number of qualified staff who are hired and retained</p>	<p>Survey staff as to their opinions/ideas about recruitment and retention</p> <p>Review and summarize responses</p>	<p>Survey developed, disseminated, and completed</p> <p>Survey responses summarized</p>	<p>2023</p>	<p>Yellow / Green</p>	<p>The Agency has not yet completed a survey specific to recruitment; however, there have been employee wellness & engagement surveys conducted to enhance Wellness Committee efforts and assess ways to improve workplace wellness for retention. A Staff Satisfaction Survey is conducted bi-annually and is scheduled to be conducted in 2024.</p>

<p>CAPCO increases the number of qualified staff who are hired and retained (Cont.)</p>	<p>Engage Management team to review and consider options including, but not limited to:</p> <ul style="list-style-type: none"> • Hybrid/remote work • Workweek hours • Tuition reimbursement • Wage increases • Professional development • Incentives • Time-off policies • Program support 	<p>Management team will review workforce options</p>	<p>2023 & Ongoing</p>	<p>Green</p>	<p>The CAPCO Management team in collaboration with the Board of Directors changed and added a series of Personnel Policies & Procedures to enhance work/life balance, flexibility, and overall work structure. Some of these include:</p> <ul style="list-style-type: none"> • Adaptive work schedules • Relaxed processes for remote work authorizations. • Front-loading Personal Leave opposed to the accrual system. • Increased annual leave rollover balances. • Addition of a floating holiday at the employee's discretion. <p>Programs across the Agency were able to provide retention bonuses and incentives with staff pay rate increases issued across the Agency based on Program funding cycles.</p>
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Strategic Priority: Coordinate and promote professional development and leadership skill building for CAPCO staff.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
<p>CAPCO staff develop leadership skills and necessary credentials</p>	<p>Develop a consistent approach to tracking training participation at the Agency and Program levels.</p>	<p>Tool developed and put into practice</p>	<p>At the end of every year: 12/31/2023 12/31/2024 12/31/2025</p>	<p>Green</p>	<p>Staff training and development is tracked through various platforms with data reported on the Work Plan and through the PPR and APR. The Human Resource Department keeps official records of training that can be accessed and tracked by supervisors and employees alike through the Advanced HR platform for self-service.</p> <p>The Agency continues to look at ways to better streamline tracking and utilize our existing database for tracking and reporting.</p>

CAPCO staff develop leadership skills and necessary Credentials (Cont.)	Make ongoing updates to new hire orientation	Update evaluation tool to determine the value of orientation developed and put into practice	2023 2024	Yellow	While the HR department has updated content on the New Hire Orientation self-driven process, the process in whole continues to be a strategic priority to re-visit and enhance for enhanced staff onboarding and initial training.
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	<p>Assist staff in gaining skills/credentials to provide training on mission-related topics (core competencies, such as FDC)</p>	<p>A mechanism developed to determine what staff require what skills/ credentials</p> <p>An increase in the number of staff who have gained skills/credentials</p>	<p>2023 & ongoing</p> <p>At the end of each 12/2023 12/2024 12/2025</p>	<p>Green</p>	<p>The Agency offers our own Family Development Credential (FDC) with 2 certified trainers. In 2023, CAPCO is putting 11 staff through the process along with staff from community partners. The Agency is entering the 3rd year of our collaboration with the YWCA Cortland to offer the Child Development Associate credential. CAPCO runs the Program as a subrecipient and has certified trainers to instruct the class. These opportunities are possible due to “train the trainer” certifications that CAPCO leverages for our Agency and our community.</p> <p>The Energy Services Program provides ongoing training and credentialing opportunities for weatherization credentialing requirements through both the NYSERDA/EmPower and Weatherization Assistance Program (WAP), which is tracked through the NYS Housing & Community Renewal (HCR) database as well as internally through HR.</p> <p>The WIC Program has leveraged a partnership with CAI global for coaching with department transitions and the addition of Chenango County. We also maintain WIC training logs and CLCs that we will continue to track both programmatically and look for better ways to capture in HR records.</p> <p>In addition to these internal opportunities, CAPCO participates in the NYSCAA Emerging Leaders Institute (ELI), putting an unprecedented 7 staff through the Program as we acclimate new staff not only to CAPCO but the Community Action statewide network.</p> <p>The Agency continues to look at enhanced ways to better streamline the tracking and assessing of staff needs. Much of this happens through the ongoing and annual Employee Performance Appraisal process.</p>
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CAPCO staff develop leadership skills and necessary credentials (Cont.)	Open staff training to the community to extend mission-related best practices and generate revenue	An increase in the number of community members who attended trainings An increase in unrestricted revenue	At the end of every year: 12/31/2023 12/31/2024 12/31/2025	Green	For the first time since 2018, CAPCO opened our FDC training to the community with the Child Development Council sending staff from both Cortland and Tompkins Counties. The ongoing CDA credential with the YWCA Cortland has both YWCA childcare and CAPCO Head Start/Early Head Start staff in the course under CAPCO's instruction.
	Support new program and best practice approaches with training opportunities (i.e., Two-Generation, Pyramid Parenting, Trauma Informed Care)	An increase in the number of staff members who attended these specific trainings	At the end of every year: 12/31/2023 12/31/2024 12/31/2025	Green	An Ace Interface N.E.A.R Science training was conducted for staff in April 2023. The Head Start/Early Head Start Program provides ongoing Pyramid Model training with special emphasis as part of the pre-service training during the 2-weeks preceding the start of the new Program Year in September. The Agency returned to in-person training for All-Staff Training days at the end of 2022. All-Staff training committees offered new perspectives and ways of looking at training days, including training structures, topics, and locations. A mechanism for soliciting feedback for training offerings was developed and has been utilized to improve trainings and identify overall staff training needs.

<p>CAPCO staff develop leadership skills and necessary credentials (Cont.)</p>	<p>Explore offering education assistance</p>	<p>Policy revisited</p>	<p>2023 2024</p>	<p>Red</p>	<p>The Agency has not put an intentional focus on the education assistance policy. It remains a challenge to put a consistent policy in place with different funding source considerations, including both allowability and available funding not being consistent across contracts. This will be an area that the Agency continues to look at considering these challenges and the inability to consistently use contract dollars for this purpose.</p> <p>An overall process for education assistance has not been developed with the Agency not offering assistance for tuition reimbursement in light of consistency and funding source challenges.</p>

Strategic Priority: Develop leadership succession within CAPCO.					
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
Succession planning is successfully integrated into CAPCO	Build leadership skill- building into job descriptions and performance evaluations	Leadership skill building is included in performance evaluations	2023 2024	Red	This has not been integrated into all job descriptions other than already identified leadership positions. This needs further departmental discussions to define the positions (if not all) that should have this built in to position descriptions.
	Develop succession plans for all supervisory positions	Formal succession plans are developed and updated as necessary	2023 2024	Red	While the Agency has a succession plan for the Executive Director and broad succession language for Program & Agency Directors, these documents need further attention. Succession plans have taken some form for broader programmatic leadership positions but have not been formalized and maintained with Human Resources. This is a Management Team goal for each Director as we work into 2024 that will need to be implemented to broader leadership roles.
	Identify growth and advancement potential for all positions	Growth and advancement opportunities are documented in performance evaluations	Ongoing	Yellow / Red	While this is done informally with positions across the Agency and across Programs, this process has not been formalized and is not done consistently. This is an area that will continue to be a strategic priority for our human and talent resources and capacity.
	Develop management operation "binders" that support succession planning	Management operations "binders" are developed	2023-2024 2024 - 2025	Red	The Agency underwent training for this model that has not yet been implemented. This system (or a system like this) will take form as part of the broader succession planning process.

Strategic Priority: Support employee well-being, mental health, and personal growth.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
<p>Employee well-being and personal growth is supported</p>	<p>CAPCO will use the following initiatives to support staff well-being and mental health:</p> <ul style="list-style-type: none"> • Health and nutrition initiatives • Wellness challenges • EAP • Self-care and wellness training 	<p>Initiatives developed, and number of staff who participates</p>	<p>Ongoing</p>	<p>Green</p>	<p>The Wellness Committee has an intentional mix of leadership and non-leadership staff. The committee developed and implemented several initiatives over the past year, including but not limited to Penny Wars fundraising, an interactive Agency-wide walking challenge, and other social initiatives. The Head Start/Early Head Start Program began Wellness Wednesdays for staff engagement and recognition as well as a monthly book club, a model that is being implemented by the broader Wellness Committee.</p> <p>Agency training days had an intentional focus on wellness with team building activities and presentations centered on being in nature for self-care and training to address burnout put on by our partners at Ithaca College. The Agency was also able to leverage resources to bring the Emotion into Art performance to our staff and community for entertainment and reflection on the difficult work that we do and our impact.</p>

	<p>Surveys will be done periodically to gather staff input and evaluation</p>	<p>Surveys developed, disseminated, and responses considered in ongoing initiatives</p>	<p>2023 and Ongoing</p>	<p>Green</p>	<p>The Wellness Committee put out an Employee Engagement Survey to assess wellness needs and initiatives of interest. This survey was widely completed and has helped drive the direction of the committee and initiatives both programmatically and Agency-wide.</p>
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Strategic Priority: Monitor State decision about CDPAP program.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
<p>CAPCO has successfully responded to the decision about the CDPAP Program</p>	<p>CAPCO will continue to investigate changes to the CDPAP program</p> <p>Contingent upon state-level changes, CAPCO may need to:</p> <ul style="list-style-type: none"> • evaluate needs • explore risk • redesign program • consider staffing structure • explore becoming a joint employer 	<p>CAPCO moves forward with the most applicable options as more clarity is rendered</p>	<p>2023</p>	<p>Yellow / Green</p>	<p>Following the passage of the 2022 NYS budget, the NYS Department of Health put out communication overriding the original RFO process and allowing ongoing providers who put in an RFO to complete an attestation to remain providers for their defined service areas. CAPCO put in our attestation and received approval. However, little communication and clarity has come since in terms of the potential joint employment relationship with Consumers.</p> <p>The CAPCO Consumer-Directed Services department has put a new structure in place with the addition of additional support staff, adding a Billing Specialist under Fiscal, and Human Resource process enhancements. These efforts have helped with overall capacity and allowed for more Consumer relations and support. CAPCO intends to continue to operate this program in light of the current lack of clarity on several key challenges surrounding the Program's operation.</p> <p>Looking ahead, the Program will need to identify a more streamlined way to address EVV requirements and billing needs as all MLTC's move in this direction.</p>

Strategic Priority: Establish a secure intake system to streamline the customer experience, drive coordinated internal/external referrals and improve service responsiveness.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
<p>Intake system meets the needs of CAPCO and its customers</p>	<p>Assess and evaluate CAPCO's current intake systems</p>	<p>System assessment</p>	<p>2024 & Ongoing</p>	<p>Yellow / Green</p>	<p>The use of an Agency-wide database continues to be a challenge with programmatic hurdles in terms of information that can be shared and capacity to maintain multiple systems per funding source requirements. There have been several discussions across programs to improve this with little traction due to funding source restrictions. CAPCO continues to maintain a CAPTAIN database that is utilized, but must be utilized in piecemeal with other programmatic databases (ChildPlus) and tracking mechanism for overall Agency data tracking and reporting.</p>
	<p>Streamline and enhance the use of the database</p>	<p>Staff trained</p>	<p>2023 & Ongoing</p>	<p>Red</p>	<p>Appropriate staff have been trained, but consistent utilization and programmatic restrictions continue to inhibit our ability to use as a centralized system alone without supplemental methods of tracking and referrals.</p>

Strategic Priority: CAPCO regularly reviews, recommends, and plans changes to existing and potential new spaces/facilities.					
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
CAPCO's facilities are reviewed on a regular basis	Utilize SAFE Committee review process	SAFE Committee meets and analyzes facilities and makes recommendations	Ongoing	Green	The Safety and Facilities Enhancement Committee (S.A.F.E) meets monthly under the direction of the Deputy Director and has a mix of leadership and non-leadership staff per the NYS HERO Act. The committee reviews accident reports as reported by Human Resources, conducts routine facility audits at every location. This committee helps identify needed training areas with the Management Team.
	Include executive staff and finance committee input to the annual budget	Facility needs are considered when developing the annual budget	Ongoing	Green	The building budget is approved by the Board with our Administrative and overall Agency budget. This budget is developed with S.A.F.E. committee insights and input from the Building/Maintenance Director and the Building Superintendent.
	Look for possible co- location possibilities	Partners/organizations reached out to	2024	Red	Intentional co-location considerations have not happened following the transition away from the Parker Project due to feasibility. Currently, there is not an identified need for colocation but remains a possibility as we work with our community partners for service and program delivery.
	Consider balance: centralized locations vs. spread-out in the county		2023 & Ongoing	Yellow	CAPCO's model of being spread throughout the community has worked to our advantage in meeting participants where they are, but as trends and needs continue to evolve, along with logistical and cost challenges of leasing and being spread apart, centralization will continue to be reviewed and considered into the future.

Strategic Priority: Maintain and expand CAPCO's network through staff participation on the Boards of community and industry organizations.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
CAPCO's presence on community and industry Boards is maintained and/or expanded	Consider staff and agency priorities when considering or maintaining board presence	Number of boards where CAPCO has a presence: community and/or industry	Ongoing	Green	CAPCO is well represented throughout the community with Management and Leadership members sitting on numerous Boards, associations, advisory councils, etc. This continues to be updated and reflected in our Work Plan and APR.

Strategic Priority: Build CAPCO's fund development capacity at both Board and staff levels.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
CAPCO's fund development and fundraising capacity has increased	Initiate an annual fund development planning process that quantifies goals, activities, internal costs, and staff/Board roles and workload for all activities that raise unrestricted dollars	Annual fund development plan and process established	2023 & Annually 2024-2025	Red	CAPCO has not yet developed an intentional fund development plan, though our fundraising efforts have increased over the last several years, initiated by our annual and growing CAPCO Golf Tournament.

CAPCO's fund development and fundraising capacity has increased (Cont.)	Assess and improve internal systems for tracking fundraising contacts, donors, donations, and other data to support effective fund development	Internal systems assessed and improved	2023 & Ongoing	Yellow	While the Agency has systems for tracking donation and fund development efforts, this is not a formal system, and we have not moved to utilizing internal databases to track this other than our normal accounting/fiscal software. The Agency will continue to look at this to determine need.
	Explore more "creative/innovative" fundraising opportunities	Board and staff consider opportunities	2023 and Ongoing	Yellow	CAPCO's primary focus for fundraising has remained the annual golf tournament.
	Plan and execute an annual campaign	Campaign donations	2023 and Ongoing 2024-2025	Red	CAPCO has not yet moved to an annual fundraising campaign aside from our annual gold tournament. This will remain a strategic priority as we work into 2024/2025.
	Plan annual fundraising events and evaluate the value of the events	Donations received and assessment of event's value	2023 and Ongoing	Green	<p>The Golf Tournament continues to be a growing success with the event evaluated and enhanced each year by an identified Golf Tournament committee comprised of leadership and non-leadership staff across all Program-areas. Evaluation of the tournament has led to changes in tournament structure and may lead to alternate ways of attaining sponsorship and the location of the tournament in 2024.</p> <p>The staff Wellness Committee implemented a new initiative for staff engagement to raise funds for staff emergency needs. The initiative was Penny Wars that was well received to raise funds for staff wellness and needs while providing meaningful staff engagement.</p>

Strategic Priority: Strengthen program partnerships to meet increased service demand.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
<p>CAPCO strengthens community partnerships to meet increased demand for services</p>	<ul style="list-style-type: none"> • Substance abuse • Mental health • Housing • Literacy • Youth • Nutrition • Child Care • Employment • Disability rights, advocacy • School Districts 	<p>Number of new and maintained community partner MOU's or contracts established in the past 12 months</p>	<p>Annually / Ongoing</p>	<p>Green</p>	<p>CAPCO maintains deep-rooted partnerships for effective serviced and program delivery and has forged new collaborative efforts as reflected in our Work Plan and reported through our PPRs and APRs.</p>

Strategic Priority: Expand CAPCO's use of external resources to drive best business practices.					
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
CAPCO utilized outside resources to maintain up-to-date on best business practices	<ul style="list-style-type: none"> • CAPLAW • WIPFLI • Bonadio • Goetzman • Business Council • OCFS • ESI EAP • NYSCAA • NCAP 	CAPCO evaluates these resources and explores other relevant resources.	Ongoing / Annually	Green	CAPCO is an active member of CAPLAW and WIPFLI for administrative, financial, and legal guidance in addition to our intricate involvement in our state and national associations. We leverage our relationship with our auditors as well as our funding source entities for effective compliance and service delivery.
Strategic Priority: Maintain and expand CAPCO's use of external resources to drive best program practices and advocacy.					
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
CAPCO utilized outside resources to maintain up-to-date on best program practices and advocacy	<ul style="list-style-type: none"> • NYSCAA • NCAP • NCAF • Coalition on Human Needs • National WIC Association • NYS WIC • CDPANYS • National HS Association • NYS HS Region II • Hunger Solutions • Healthy Families America • Healthy Families 	CAPCO evaluates these resources and explores other relevant resources.	Ongoing / Annually	Green	<p>CAPCO and our Program-areas are actively engaged in our associations and our broader Agency network for effective Agency and Program operations.</p> <p>As we have attained some further clarity on the future of CDPAP services, there will be further consideration to rejoin CDPANYS as there remains no consistent resource for this Program with CAPCO's involvement unique in the CAP network.</p>

Strategic Priority: Upgrade internal systems to create efficiencies and improve service impact.					
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
Internal systems are upgraded	<ul style="list-style-type: none"> Enhance process for CDPAP timesheets Mobile-friendly tech/equipment Online employment application Employee recruitment database Expanded options in Complete Payroll 	System utilization and process development	Ongoing	Yellow / Red	<p>CAPCO has maintained and worked to maximize the systems we have. As we work into the future, there is an identified need to look at a new EVV system for CDPAP for more streamlined billing efforts.</p> <p>The Human Resources department will look to explore alternate HRIS systems for better payroll integration; however this is a priority that may change as other systems and processes are re-assessed and are interdependent of one another.</p>

Strategic Priority: Become a Trauma-Informed Organization to help employees, participants, community members, and community organizations build resilience.					
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
CAPCO is a trauma-informed Agency	Provide professional development for CAPCO staff re: resilience, trauma-informed care, wellness	<p>Number of TIC learning opportunities offered.</p> <p>Number of staff participating</p>	Annually	Green	

	Engage community in trauma-informed work/ACEs	Number of community partnerships formed and/or participation in trauma-informed community efforts	Annually	Green	
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Strategic Priority: CAPCO will use Social Justice principles (access to resources, equity, participation, diversity, and human rights) in its management and operating principles.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
CAPCO Intentionally considers Social Justice principles	Staff are trained in social justice principles	Staff demonstrate increased knowledge through pre-post surveys/customer interactions	Annually	Green	Internal staff training has had a continued focus on social justice challenges, which remain key concepts of our poverty education. The Agency worked with our local LGBTQI+ center for an all-staff training in 2023.

Governance Strategic Priority

The Board and Policy Council are aware of and are exercising their representational, governance oversight, and developmental responsibilities.	Engage in a periodic Board assessment process	Process and tool is determined	Tri-Annually	Red	The Board of Directors worked through this process at the end of 2021 and into 2022, implementing new practices and enhancing those that have worked well.
	Regular in-house orientation and training for Board and Policy Council members	Re-assess board orientation and training process Develop process	2023 & Ongoing	Green	Our Board orientation process remains informative and efficient for new Board members for which CAPCO has had limited new members with our current roster and Board terms.
	The committee structure advances strategic priorities (advocacy, community engagement, fund development, etc.)	Determine committee goals	Annually	Green	Committee structure and participation is reassessed annually. Committees report out at each Board of Directors meeting with information shared relevant to the specific committee.

	Work with staff to determine and advance opportunities to increase unrestricted funds	Create fund development plan with staff	2023 and Ongoing	Yellow / Green	The Board actively participates in our Golf Tournament fundraising efforts. As we look at more fund development initiatives, the Board will remain engaged in that process.
	Provide periodic opportunities for board and policy members to network	Develop calendar of opportunities/events	2023 and Ongoing	Yellow / Green	The Board maintains a representative to the Head Start/Early Head Start Policy Council with a Policy Council rep to the Board. The Board and PC alike will look at more opportunities for integration as appropriate and overall connecting/networking.

Executive Committee Meeting

January 12, 2024

Members present: Lynne Sypher, Shelley Warnow, and Billie MacNabb.
Staff: Greg Richards, Kirsten Parker.

Meeting called to order at 8:35 am.

Approval of Conflict-of-Interest Disclosure Statement

We have updated CAPCO's Conflict of Interest Disclosure Statement. It has not been updated in many years. It was based on the CAPCO by-laws which were updated a few years ago. The new disclosure reflects the current by-laws and is more specific to be in line with the Medicaid compliance requirements.

Motion to approve made by Lynne Sypher, 2nd by Billie MacNabb. Motion carried.

Fiscal and CDPAP updates

We need to replace our Electronic Visit Verification System (EVV). The aides use this system to punch in and out of work from their consumer's homes. We received a letter from NYS Department of Health requiring us to upload our EVV system data to the NYS EVV Data aggregator. We do not know what that is, and we are following up, but it is likely that we will not be able to do that with the files we get from our current system. In addition, the complexity of billing Fidelis with the HHA system has caused us so many issues because of the capabilities of our current system. Neither Greg nor Kirsten has the capacity to look for a new system right now. We would like to hire Martha as a consultant to begin investigating new systems.

We continue recruiting for a new Finance Director, so far, we have had a few good resumés for an Accountant, but nothing promising for a Director. We may change our minds about waiting to hire a Finance Director before hiring an Accountant. We will see what we get this week and then make some decisions about how to move forward.

This is how the finance office is operating now:

Port, Kashdin, & McSherry-overseeing day-to-day Fiscal operations (with Lisa), ledgers, posting, some vouchers.

Martha-working remotely with limited access, higher level pieces, Admin and CDPAP budgets, budget developments & modifications, assisting with vouchering.

Other fiscal staff-their own jobs and parts of Dan's duties (who left for his new position January 5th).

The CDPAP budget is not finished yet, but it looks like it is going to be a much tighter budget. We are still negotiating with one MLTC, iCircle, for a higher rate to offset the increases in minimum wage for health care aides.

Other updates

Kirsten will be covering for Kay's maternity leave for the WIC Program. In addition, Kay has accepted a position with the NYS DOH WIC Regional office. Kay will be out full-time for 8 weeks and then will be

returning part-time and leaving permanently by the middle of June. We will be looking at the WIC budget to see if part of Kirsten's time can be charged to WIC and if we can recruit and try to have a new Director begin as Kay prepares to transition out.

No further business to discuss. Meeting adjourned at 9:35 am.

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 24-05

WHEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the proposed updates to the Conflicts-of-Interest Disclosure Statement and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed updates to the Conflicts-of-Interest Disclosure Statement,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the updates to the Conflicts-of-Interest Disclosure Statement.

Board President

Date

Resolution of the Board of Directors
Of
Cortland County Community Action Program, Inc.
Resolution No. 24-05

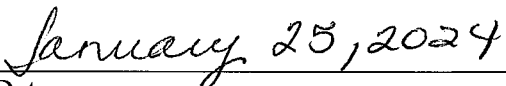
WHEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the proposed updates to the Conflicts-of-Interest Disclosure Statement and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed updates to the Conflicts-of-Interest Disclosure Statement,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the updates to the Conflicts-of-Interest Disclosure Statement.



Board President



Date



Cortland County Community Action Program, Inc. (CAPCO) Conflict of Interest Policy for CAPCO Board of Directors

Please read the policy below. This policy is designed to both safeguard the best interests of Community Action Agency and comply with various state and federal laws governing conflicts of interest, including but not limited to the New York Non-Profit Revitalization Act, Internal Revenue Code and the Head Start Act. Due to differing requirements of these laws, some transactions are outright prohibited, and others may be permitted, but only under certain circumstances described below.

If you have any questions, you may contact **Greg Richards, Executive Director**, at gregr@capco.org or 607-753-6781. After you have completed reading it, please list any information that is required to be disclosed by the policy, sign it, and return it to Greg Richards or designee.

IMPORTANT NOTE: This policy does not require the disclosure of assistance or services provided by CAPCO to Board members or their Immediate Family members, such as Head Start, if such individuals are not given preference in obtaining such assistance or services and they are provided on similar terms as for any other applicant for CAPCO programs.

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: (a) result in a Conflict of Interest; (b) result in a Related Party Transaction; (c) result in a possible Excess Benefit Transaction; or (d) otherwise benefit the private interest of a Director, Officer Director or Key Person of the Corporation. This policy is intended to supplement but not replace any applicable state or other laws governing conflicts of interest applicable to nonprofit organizations.

1.2 – Definitions

The following capitalized terms shall have the meanings provided below for purposes of this Policy:

1. Affiliate

Any entity controlled by, or in control of, the Corporation.

2. Conflict of Interest

As determined by the Board: (A) possessing any Financial Interest or personal interest, direct or indirect; (B) participating in any business, transaction or professional activity which is in substantial conflict with any Director's, Officer's or Key Person's duties to the Corporation; or (C) incurring any obligation of any nature which is in substantial conflict with any Director's, Officer's or Key Person's duties to the Corporation. Circumstances which may suggest that a Conflict of Interest exists include, without limitation, the following:

- (i) a Director, Officer or Key Person participates in a decision in which such

person may be unable to remain impartial in choosing between the interests of the Corporation and such person's Financial Interests or personal interests or those of a Related Party;

(ii) a Director, Officer or Key Person has access to confidential information of the Corporation which could be used for personal benefit or gain or for the personal benefit or gain of a Related Party; or

(iii) a Director, Officer or Key Person receives a financial or other benefit from an Excess Benefit Transaction.

3. Excess Benefit Transaction

Any transaction in which an economic benefit is provided by the Corporation, directly or indirectly, to or for the use of an entity or individual, and the value of the economic benefit provided by the Corporation exceeds the value of the consideration (including the performance of services) received by the Corporation.

4. Independent Director

A Director who:

(a) is not, and has not been within the last three (3) years, an employee or a Key Person (as hereinafter defined) of the Corporation or an affiliate of the Corporation, and does not have a relative who is, or has been within the last three (3) years, a Key Person of the Corporation or an affiliate of the Corporation;

(b) has not received, and does not have a relative who has received, in any of the last three (3) fiscal years, more than Ten Thousand Dollars (\$10,000) in direct compensation from the Corporation or an affiliate of the Corporation;

(c) is not a current employee of or does not have a substantial financial interest in, and does not have a relative who is a current Officer of or has a substantial financial interest in, any entity that has provided payments, property or services to, or received payments, property or services from, the Corporation or an affiliate of the Corporation if the amount paid by the Corporation to the entity or received by the Corporation from the entity for such property or services, in any of the last three (3) fiscal years, exceeded the lesser of (i) Ten Thousand Dollars (\$10,000) or two percent (2%) of such entity's consolidated gross revenues if the entity's consolidated gross revenue was less than Five Hundred Thousand Dollars (\$500,000), (ii) Twenty-Five Thousand Dollars (\$25,000) if the entity's consolidated gross revenue was Five Hundred Thousand Dollars (\$500,000) or more but less than Ten Million Dollars (\$10,000,000) or (iii) One Hundred Thousand Dollars (\$100,000) if the entity's consolidated gross revenue was Ten Million Dollars (\$10,000,000) or more; or

(d) is not and does not have a relative who is a current owner, whether wholly or partially, Director, Officer or employee of the Corporation's outside auditor or who has worked on the Corporation's audit at any time during the past three (3) years.

For purposes of this definition, the term "compensation" does not include reimbursement for expenses reasonably incurred as a Director or reasonable compensation for service as a Director as permitted by law and the term "payment" does not include charitable contributions, dues or fees paid to the Corporation for services which the Corporation performs as part of its nonprofit purposes, or payments made by the Corporation at fixed or non-negotiable rates or amounts for services received, provided that such services by and to the Corporation are available to individual members of the public on the same terms, and such services received by the Corporation are not available from another source.

5. Interested Person

Any Director, Officer, Key Person or member of a committee with Board-delegated powers who has a direct or indirect Financial Interest.

6. Financial Interest

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

- (a) 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.

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

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.

7. Key Person

Any person, other than a Director or Officer, whether or not an employee of the Corporation, 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.

8. Related Party

Any (i) Director, Officer or Key Person of the Corporation or any Affiliate of the Corporation; (ii) Relative of any individual described in clause (i) of this subsection (7); or (iii) entity in which any individual described in clauses (i) and (ii) of this subsection (7) has a thirty-five percent (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 five percent (5%).

9. Related Party Transaction

Any transaction, agreement or any other arrangement in which a Related Party has a Financial Interest and in which the Corporation or any Affiliate of the Corporation is a participant, except that a transaction shall not be a Related Party Transaction if: (i) the transaction or the Related Party's Financial Interest in the transaction is de minimis; (ii) the transaction would not customarily be reviewed by the board or boards of similar organizations in the ordinary course of business and is available to others on the same or similar terms; or (iii) the transaction constitutes a benefit provided to a Related Party solely as a member of a class of the beneficiaries that the Corporation intends to benefit as part of the accomplishment of its mission which benefit is available to all similarly situated members of the same class on the same terms.

10. Relative

With respect to any individual: (i) his or her spouse or domestic partner as defined in Section 2994-A of the New York Public Health Law; (ii) his or her ancestors, brothers and sisters (whether whole or half-blood), children (whether natural or adopted), grandchildren and great-grandchildren; or (iii) the spouse or domestic partner of his or her brothers, sisters, children, grandchildren and great-grandchildren.

1.3. – Procedures

1. Duty to Disclose

In connection with any actual or possible Conflicts of Interest, an Interested Person

must immediately disclose the existence of his or her Financial Interest and must be given the opportunity to disclose all material facts to the Board 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. Board members and members of committees with Board delegated powers must also update such disclosures whenever a change of circumstances would require an update.

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, and shall not participate in, the Board or committee meeting while the determination of a conflict of interest is discussed, deliberated, and voted upon. The remaining Directors or committee members shall decide if a conflict of interest exists. Any Director who is present at such meeting but not present at the time of a vote due to a Conflict of Interest shall be determined to be present at the time of the vote.

3. Procedures for 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 may result 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.
- 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.

- e. Upon making its final determination, the Board or committee shall document the existence and resolution of the Conflict of Interest in the Corporation's records and in accordance with Section 1.4 below.

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, the Board's or committee's decision as to whether a Conflict of Interest in fact existed, and any resolution of the Conflict of Interest by the Board or committee.
2. The names of the persons who were present for discussions, deliberations, 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.
3. If the Board or committee votes to approve a Conflict of Interest, the basis on which the Board or committee made that decision, to include a statement as to why considered alternatives were rejected.

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 being present at, participating, and voting on matters pertaining to that member's compensation.
3. Notwithstanding the foregoing, the Board or authorized committee is permitted to request that a person who may benefit from such compensation present information as background or answer questions at a committee or Board meeting prior to the commencement of deliberations or voting relating thereto. Nothing herein shall be construed to prohibit a Director from deliberating or voting concerning compensation for service on the Board that is to be made available or

provided to all Directors of the Corporation on the same or substantially similar terms.

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, and, in the discretion of the Board, any Key Person, shall annually sign a statement which affirms that such person (i) has received a copy of the conflicts of interest policy; (ii) has read 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; (iv) has agreed to comply with this policy; and (v) identifying, to the best of such person's knowledge, any entity of which such person is an Officer, Director, trustee, member, owner (either as a sole proprietor or a partner), or employee and with which the Corporation has a relationship, and any transaction in which the Corporation is a participant and in which such person might have a conflicting interest. A Conflict of Interest Disclosure Statement is provided with this Policy. The Corporation's secretary or other designated Compliance Officer shall provide a copy of all completed statements to the Board.

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.

The Whistleblower Protection Policy shall include, at a minimum, the following provisions: (a) procedures for the reporting of violations or suspected violations of laws or corporate policies, including procedures for preserving the confidentiality of reported information; (b) a requirement that an employee, Officer or Director of the Corporation be designated to administer the Whistleblower Protection Policy and to report to the Audit Committee or other committee of Independent Directors or, if there are no such committees, to the Board of Directors, except that Directors who are employees may not participate in any Board or committee deliberations or voting relating to administration of the Whistleblower Protection Policy; (c) a requirement that the person who is the subject of a whistleblower complaint not be present at or

participate in Board or committee deliberations or vote on the matter relating to such complaint, provided that nothing in this subsection (c) shall prohibit the Board or committee from requesting that the person who is subject to the complaint present information as background or answer questions at a committee or board meeting prior to the commencement of deliberations or voting relating thereto; and (d) a requirement that a copy of the policy be distributed to all Directors, Officers, employees and to volunteers who provide substantial services to the Corporation. For purposes of subsection (d), posting the Whistleblower Protection Policy on the Corporation's website or at the Corporation's offices in a conspicuous location accessible to employees and volunteers are among the methods the Corporation may use to satisfy the distribution requirement.

3.1. Related Party Transaction Policy

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 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. Any Director who is present at a meeting of the Governing Body but not present at the time of a vote due to a Related Party Transaction shall be determined to be present at the time of the vote.

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.

4.1. Violations of these Policies

- a. If the Board or committee has reasonable cause to believe that a Director, Officer, Key Person, or member of a committee has failed to disclose actual or possible Conflicts of Interest or a Related Party Transaction, 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 such person's response and making further investigation as may be warranted in the circumstances, the Board or committee determines that the such person has in fact failed to disclose an actual or possible Conflict of Interest or a Related Party Transaction, it shall take appropriate disciplinary and corrective action.

5.1. Periodic Reviews

To assist the Corporation to operate in a manner consistent with its charitable purposes and not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining; and
- b. Whether partnerships, joint ventures and arrangements concerning the management of the Corporation conform to the Corporation's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an Excess Benefit Transaction.



Cortland County Community Action Program, Inc. (CAPCO)
Conflict of Interest Disclosure Statement

As a Director or Officer or Key Employee of the Corporation, prior to being seated on the Board of Directors or commencing employment with the corporation, as appropriate, and annually thereafter, you are required to truthfully, completely and accurately disclose all information requested herein and to promptly update all such information as circumstances may change from time-to-time. Regarding this Conflicts Disclosure Statement, be advised, all material terms are defined by the Bylaws of the Corporation.

Please mark 'Yes' or 'No' where indicated & provide additional information when requested

Financial Information Return Disclosure:

1. Have you served as an officer, director, trustee, key employee, partner or member of, or hold a thirty-five percent (35%) or greater ownership of beneficial interest, or in the case of a partnership or professional corporation a direct or indirect ownership interest in excess of five percent (5%), in, an entity, which during the most recently completed, or current, fiscal year, had, or are reasonably anticipated to have, a direct, or indirect, business relationship, with the Corporation?

No Yes
_____ _____ If Yes, briefly describe below & attach a detailed explanation.

2. Have you, individually, or through an entity where you hold a thirty-five percent (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 five percent (5%) during the most recently completed, or current, fiscal year, had, or are reasonably anticipated to have, a direct, or indirect, business relationship, with any individual who is a current or former "Officer," "Director" or "Key Employee" of the Corporation?

No Yes
_____ _____ If Yes, briefly describe below & attach a detailed explanation.

3. Do you have a “relative” who, during the most recently completed, or current, fiscal year, had, or is reasonably anticipated to have, a direct, or indirect, business relationship with the Corporation?

No Yes
_____ _____ If Yes, briefly describe below & attach a detailed explanation.

4. Have you been provided with, properly reviewed and reasonably understand the terms of the Corporation’s current written Board of Directors Conflicts of Interest Policy?

No Yes
_____ _____ If No, briefly describe below & attach a detailed explanation.

5. Have you, or did you have a “Relative” who, during the most recently completed, or current, fiscal year, had or is reasonably anticipated to have, any transaction with the Corporation that might reasonably be considered a real or potential conflict of interest pursuant to the Corporation’s Conflicts of Interest Policy which has not been otherwise disclosed herein?

No Yes
_____ _____ If Yes, briefly describe below & attach a detailed explanation.

6. Have you, or has any “Relative” during the most recently completed, or current, fiscal year, had or is reasonably anticipated to have been provided with a gift, gratuity or favor in excess of nominal value (not to exceed \$50.00) from a person or entity which conducts business with, or seeks to conduct business with the Corporation?

No Yes
_____ _____ If Yes, briefly describe below & attach a detailed explanation.

Independent Director Assessment Disclosure

To qualify as an “Independent Director” as defined by the New York Not-for-Profit Corporation Law, an Officer or Director must respond in the negative to each of the following questions, except for number four (4), although failure to respond in the affirmative to all questions shall not necessarily preclude such an Officer or Director from serving on the Board of Directors or a Key Employee/Person from employment.

1. Are you currently, or have you been within the last three (3) fiscal years, an employee of the Corporation or an “Affiliate” of the Corporation?

No

Yes

_____ _____ If Yes, briefly describe below & attach a detailed explanation.

2. Do you have a “Relative” who is, or has been within the last three (3) years, a “Key Employee” of the Corporation or an Affiliate of the Corporation?

No

Yes

_____ _____ If Yes, briefly describe below & attach a detailed explanation.

3. Have you received, within the last three (3) fiscal years, more than ten thousand dollars (\$10,000) in direct compensation from the Corporation, or an “Affiliate” of the Corporation, other than reimbursement for out-of-pocket expenses?

No

Yes

_____ _____ If Yes, briefly describe below & attach a detailed explanation.

4. Do you have a “Relative” who has received, within the last three (3) fiscal years, more than ten thousand dollars (\$10,000) in direct compensation from the Corporation, or an “Affiliate” of the Corporation, other than the reimbursement for out-of-pocket expenses?

No _____ Yes _____

If Yes, briefly describe below & attach a detailed explanation.

5. Are you a current officer or employee of, or do you have a substantial financial interest in, any entity that has made “payments” to, or received “payments” from, the Corporation or an “Affiliate” of the Corporation, for property or services in an amount which, within the last three (3) fiscal years, exceeds the lesser of twenty-five thousand dollars (\$25,000) or two percent (2%) of such entity’s consolidated gross revenue. For this question, the definition of the term “payments” does not include charitable contributions.

No _____ Yes _____

If Yes, briefly describe below & attach a detailed explanation.

6. Do you have a Relative who is a current officer or employee of, or has a substantial financial interest in, any entity that has made “payments” to, or received “payments” from, the Corporation or an “Affiliate” for property or services in an amount which, within the last three (3) fiscal years, exceeds the lesser of twenty-five thousand dollars (\$25,000) or two percent (2%) of the entity’s consolidated gross revenue. For this question, the definition of the term “payments” does not include charitable contributions.

No _____ Yes _____

If Yes, briefly describe below & attach a detailed explanation.

The N-PCL and the IRS Form 990 may require THE CORPORATION to publicly disclose much of the information in this Annual Disclosure.

Annual Commitment to a Board Members Fiduciary Duty

Duty of Care, Loyalty and Obedience

1. All members of the Board of Directors shall exercise that same care that a reasonable person, with similar abilities, acumen & sensibilities, would exercise under similar circumstances at all times. A Director, an Officer or Employee will undertake to understand all, or substantially all the consequences of their actions or the omissions of their actions.
2. No Officer, Director or Employee shall engage in, or condone, any conduct that is disloyal, disruptive, damaging or competes with the Corporation. No Officer, Director or Employee shall take any action or establish any interest that compromises his /her ability to represent the Corporation's best interest.
3. No Officer, Director or Employee shall disobey a majority decision of the Board of Directors.
4. All members of the Board of Directors, all Officers of the Corporation and all Employees of the corporation are hereby bound by their Fiduciary Duty for and on behalf of the corporation, such that the interests of the corporation shall remain paramount to any and all of their personal interests whatsoever. All members of the Board of Directors, all officers of the corporation and all Employees shall exercise their Fiduciary Duty at all times, especially when making a decision on behalf of the corporation.

Conflict of Interest

1. Consulting the Board of Directors Conflict of Interest Policy and abstaining from voting or attempting to influence the vote on any matter before the Board that places him or her in a conflict of interest, as well as disclosing the conflict or potential conflict as soon as he/she recognizes the conflict. If self-disclosure is not revealed, the Board President or any member of the Board of Directors can, prior to voting on a specific matter in which a potential conflict of interest exists, inquire whether any member of the Board desires to abstain from voting because of a conflict of interest. If no conflict of interest is disclosed by the President or any other member of the Board states the opinion that such a conflict exists and the challenged Board member refuses to abstain from the deliberations or voting as requested, the President shall immediately call for a vote of the Directors to determine whether the challenged Director is in a conflict of interest. If a majority of the Directors present vote to require the abstention of the challenged Director, that Director shall not be permitted to vote.
2. The Corporation is dedicated to the development of a strong non-profit sector and representatives of that sector may sit on its Board of Directors and still qualify for services offered by the Corporation. Participation as a member of the Board does not preclude an organization that the Board member is associated with from receiving services. Association includes, but is not limited to, an organization for which the Board

member is employed by, or is a member of its Board of Directors. The receipt of services or the potential of receiving services may, however, constitute a conflict of interest from time to time as defined herein. In the event that such a conflict of interest is determined to compromise the individual Board member's ability to represent the Corporation's best interest regarding a specific issue or action before the board, the procedures stated in the Policy are in force.

1. Did you have during the past fiscal year, have conflicts as defined by the Policy and/or the Bylaws that have not been previously disclosed herein?

No Yes
_____ _____ If Yes, briefly describe below & attach a detailed explanation

Other Disclosure of Conflicts of Interests...

Nature of Conflict(s)

~ Certification ~

I, the undersigned, certify that I have read and understand this Code of Ethical Conduct & Annual Conflicts Disclosure Statement. I agree that my actions will comply with the disclosures found in this document. I further affirm that neither I, as a Related Party nor any Relative have, or previously had, an interest or has taken any action, that violates, or is likely to violate, the Conflicts of Interest Policy of the Corporation or, otherwise impedes my ability to act as a fiduciary and in the best interests of the Corporation, except those that may have been disclosed herein.

Board Member Name: _____
(Please Print)

Signature: _____

Date: _____

Resolution of the Board of Directors

Of

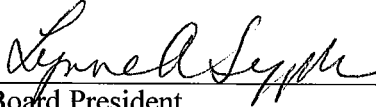
Cortland County Community Action Program, Inc.

Resolution No. 24-06

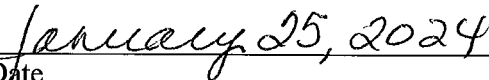
WHEREAS, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed seating of Sandra Aloï as a public-sector representative of Alderman Seth Thompson for the City of Cortland's 5th Ward for an initial term of January 2024 through January 2029 and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed seating of Sandra Aloï as a public-sector representative of Alderman Seth Thompson for the City of Cortland's 5th Ward for an initial term of January 2024 through January 2029,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the seating of Sandra Aloï as a public-sector representative of Alderman Seth Thompson for the City of Cortland's 5th Ward for an initial term of January 2024 through January 2029.



Board President



Date



Cortland County Community Action Program, Inc. (CAPCO)

32 North Main Street ❖ Cortland, NY 13045

Phone: (607) 753-6781 ❖ Fax: (607) 758-3620 ❖ www.capco.org

Head Start ❖ Early Head Start ❖ Energy Services ❖ WIC ❖ Consumer Directed Personal Assistance ❖ Family Development

Board Member Application

For Elected Public Official Representation

Name: Sandra Alor Date: 1/12/24

Home Address: ~~19 Roscoe~~ 19 Stewart Plac

Cortland NY
Cell Phone: 607-4235016

Home Phone: _____

Business Name: _____

Business Address: _____

Business Phone: _____ Business Fax: _____

Business Fax: _____ E-mail Address: sa19stewart@yahoo.com

If you are representing an Elected Public Official, name of the Elected Public Official you will be representing: Seth Thompson

Office and District (if representing a specific District): City of Cortland - 5th ward

Term of Office _____ Preferred Communication:

Mail to Home Mail to Business E-mail Fax

Occupation (You May List More than One Occupation, Please List Primary Occupation First) retired - volunteer driver CAPCO

Do you have any relationship professionally or personally that may impede your duties to serve CAPCO Board of Directors? NO

Affiliations (Please List Civic, Fraternal, Professional, and Voluntary Agency Activities. List Any Offices Held and Provide Dates.)

CAPCO

Homer Center for Arts

I, Sandra Alor accept the invitation to serve on the Board of Directors and agree to adhere to the conditions of membership.

Sandra Alor
Signature



City of Cortland
Seth A. Thompson
Ward 5 Councilperson

25 Court Street, Cortland, NY 13045

Telephone – (607) 218-4256

Website: www.cortland.org

Fax – (607) 756-4644

December 1, 2023

Greg Richards
Cortland County Community Action Program, Inc.
32 North Main Street
Cortland, NY 13045

Dear Mr. Richards,

Thank you for inviting me to be a member of the Cortland County Community Action Program, Inc. (CAPCO) Board of Directors. Given that, I would like to appoint **Sandra Aloi** to serve on my behalf during my tenure as the City of Cortland Alderperson for the 5th Ward.

Sandra has served in a similar capacity for other community organizations, and her background and experience will benefit the CAPCO Board of Directors.

Sincerely,

Seth Anwar Thompson
Seth A. Thompson

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 24-07

WHEREAS, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed 2024 Slate of Officers to include:

Shelley Warnow, President;
Billie MacNabb, Vice President;
Doug Bentley, Treasurer;
Lynne Sypher, Secretary; and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2024 Slate of Officers to include:

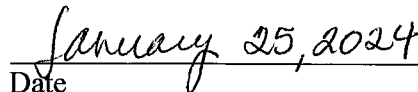
Shelley Warnow, President;
Billie MacNabb, Vice President;
Doug Bentley, Treasurer;
Lynne Sypher, Secretary; and,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the 2024 Slate of Officers to include:

Shelley Warnow, President;
Billie MacNabb, Vice President;
Doug Bentley, Treasurer;
Lynne Sypher, Secretary.



Board President



Date



2024 CAPCO Board of Directors

Slate of Officers

Shelley Warnow, *President*

Billie MacNabb, *Vice President*

Doug Bentley, *Treasurer*

Lynne Sypher, *Secretary*

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 24-08

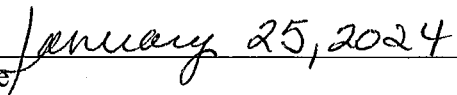
WHEREAS, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed resignation of Mary Bliss from the Board of Directors and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed resignation of Mary Bliss from the Board of Directors,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors *regretfully* approves the resignation of Mary Bliss from the Board of Directors.



Board President



Date

January 9, 2024

Greg Richards

Executive Director

CAPCO

Dear Greg,

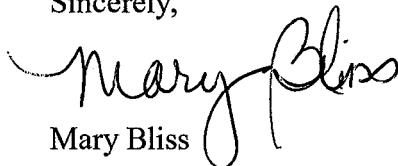
I'm sorry that it has taken weeks to get this letter to you.

As we discussed in late December, I believe that I am a better CAPCO representative on the ground than I am behind the Board of Directors table. Due to the time conflicts that we are having with the Food Bank and delivery schedules for Food Sense I have not been able to attend Board Meetings or the Board Development meetings. That being said, I think it is in the best interest of CAPCO to replace me on the Board of Directors.

It is with regret that I tender my resignation. I support your mission, your programs and your long term goals for the agency and our communities. I will continue to work closely with you, Kirsten, Brandy and Cheslea and am excited to see the differences that we can make in Marathon.

Thank you for your support, your encouragement and your understanding.

Sincerely,

A handwritten signature in cursive script that reads "Mary Bliss". The signature is written in black ink and is positioned above the printed name.

Mary Bliss

PO Box 836, Marathon NY 13803

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 24-09

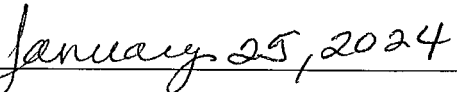
WHEREAS, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed selection of Jeanette Dippo as the Board representative to the HS/EHS Policy Council and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed selection of Jeanette Dippo as the Board representative to the HS/EHS Policy Council,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the selection of Jeanette Dippo as the Board representative to the HS/EHS Policy Council.



Board President



Date

Finance/Audit Committee Meeting

January 18, 2024

Members present: Ella Dilorio, Shelley Warnow, Doug Bentley, Penny Prignon
Staff: Kirsten Parker & Greg Richards.

Meeting called to order at 8:30 a.m.

Agency Updates

Debbie Hayden, from Port, Kashdin & McSherry has been continuing to work with the Fiscal Department while we recruit a Finance Director. She primarily helps with daily accounting functions and oversight. Martha remains on the payroll per diem and has been working, mostly from home, on higher level budget prep and vouchering as well as answering questions on work she completed previously. While this arrangement is not ideal, it is working well, and Fiscal tasks have been completed in a timely manner.

We have posted for the Finance Director for the 2nd time, but we are still not getting applications that look promising. We do have applications that look like they would be good for the Accountant position that is vacant. We may decide to try to fill that position while we continue to weigh options for the Finance Director.

Greg and Kirsten met with Bettina, from the Bonadio Group, to discuss options for the Finance Department and to plan for the audit. We will be meeting with a colleague of Bettina's to further discuss options for a CFO or hire. The audit is preliminarily scheduled for in person beginning in May 2024 with a tentative Board presentation for September 2024 to meet the 9/30/2024 filing deadline.

Consumer Directed Services

CDPAP billing is on schedule.

We are working on the 2024 budget. It appears that the budget will be very tight because of the NYS home health aide minimum wage increase and Medicaid reimbursement rates that are not keeping up with increased costs. We will bring it to the committee for approval after we have had a chance to verify the numbers and use information from the 2023 closeout that is being prepared now.

We recently received a letter from DOH outlining requirements to upload aggregate EVV data. We do not have much information on what this will require, but we will almost certainly need to move to a different EVV system. We had planned to do this anyway to simplify the Fidelis billing, but we will need to do it much sooner than we planned. We will be engaging with Martha to help us find and set up a new system. Neither Greg nor Kirsten has the capacity to take that on right now. The Executive Committee has been briefed on this arrangement as work forward with exploring and implementing a new system.

Early Childhood Development

Our 23-24 mid-year SF-425 for the Program Year's funding cycle and expenses has been filed. The deadline for our DRS re-competition grant was pushed back to January 29, 24. We have finalized the first draft and submitted it to the consultants. The goal is to submit it at the end of the week before Kristi and Jenn leave for a conference out of town.

Energy Services Department

We have bids in for 2 new utility vans to replace bids purchased with ARRA funds many years ago. Vouchers have been submitted on time with the help of Debbie Hayden from PKM.

Family Development Department

The 22-23 Healthy Families contract closed, and a new contract began on December 1, 2023. There was no increase in this contract, but we were able to pay incentives to close out the cycle.

The NYSCAA Diaper Distribution Program has officially started. We have just over 60 children enrolled; we have slots for approximately 40 more.

We have submitted our budget for the final year of the Certified Nurse's Aide (CAN) grant program in partnership with TC3 and the Alliance for Economic (AEI) Opportunity.

WIC

All positions in both Chenango and Cortland Counties are filled! We have processed the first two vouchers of the fiscal year using the de minimis calculation for our indirect administrative costs. Kay will be going out on maternity leave soon. She will be out approximately 8 weeks full-time and then part-time for a while. In June, she will be leaving to accept a position with NYS DOH at the WIC Regional Office. Kirsten will be covering the Director function for WIC in the interim of Kay's maternity leave and as we work through the transition.

Reviewed Financial Statements

All financials up to date, nothing unexpected. Statements prepared by Martha and Debbie from PKM.

Motion to accept Financial Statements made by Ella Dilorio, 2nd by Doug Bentley. Motion accepted.

Agency Administrative Budget-

The new budget is \$757,762. This is a significant increase over last year. These are the major differences:

- Budgeted an increased salary for the Finance Director, adjusted other salaries as needed.
- Paying per diem for PKM and Martha
- Equipment purchase (purchase new to us, maintenance Van)
- Reinstate Administrative Assistant position.

Motion to approve Agency Administrative budget made by Doug Bentley, 2nd by Ella Dilorio. Motion accepted.

Updates to Fiscal Policy and Procedure Manual-

The Fiscal Policies and Procedures need to be updated to reflect the change to de minimis. We also changed the threshold for the Capitalization Policy and the Contributed Assets Policy to \$5,000 to be more in line with other policies and procedures and added de minimis language to the Cost Allocation Plan & Policy for federal awards that will now require this.

Motion to approve changes to Fiscal Policies and Procedures made by Doug Bentley, 2nd by Shelley Warnow. Motion accepted.

Meeting adjourned at 9:35 a.m.



FINANCE COMMITTEE REPORT
SUMMARY of November 2023 FINANCIAL STATEMENTS
January 18, 2024

AGENCY

Accounts Payable and Accounts Receivable are current except for Medicaid receivables that are billed per the Medicaid billing schedule.

Debbie Hayden, a partner and CPA with Port, Kashdin & McSherry (PKM), has been working with our Fiscal department since Martha's departure as our full-time Fiscal Director in November. PKM is primarily assisting with daily accounting functions and oversight while helping to identify departmental needs. PKM is working closely with Martha, who remains on payroll to assist with budget preparations & vouchering in the interim of department's transition. Martha has been set up to work remotely for identified needs, and this arrangement has been working well for the department as we remain functional and timely with our fiscal needs and obligations.

The Fiscal Director position is on its 2nd posting cycle to start the new year and has been posted to all sources, including locally and regionally. Targeted postings have gone out in Onondaga & Tompkins counties as well. To date, we have not received qualified applicants with the position requiring a 4-year degree per Head Start Performance Standards. We remain down an Accountant position as of the beginning of January—we intended to fill Fiscal Director first, but we may move to posting the Accountant position depending on candidate response.

Greg & Kirsten met with Bettina Lipphardt, our lead auditor with the Bonadio Group, to discuss other department options, including a model to outsource functions of the department. At this point, we are just preliminarily looking at this option as we continue to recruit. Additionally, Bonadio will be scheduling our in-person audit for the month of May 2024 with a targeted Board presentation date in September. This is later than we would have liked, but this fits Bonadio's audit schedule and keeps us in compliance to file on or before 9/30/2024.

Fiscal policies have been updated for the committee's review to reflect our implementation of the Modified Total Direct Cost (MTDC) de minimis rate of 10% for identified federal funding awards that do not provide an indirect rate for administrative allocations.

CONSUMER DIRECTED SERVICES

CDPAP billing submitted for payment through the payroll ending 12/15/2023, which is in line with our billing schedule.

We are working on the 2024 CDPAP budget and are currently projecting reduced profit earnings with the \$1.35 increase in NYS home health aide minimum wage, that is slated to increase year-over-year through 2026. Medicaid reimbursement is not keeping pace to cover additional costs, including fringe, sick & COVID leave requirements as well as overages in aide hours caused by the use of an EVV system. Currently, we are still negotiating with iCircle on our 2024 rates that came in significantly lower than Fidelis & Nascentia (VNA) and result in a significant budget swing. To help rectify these concerns, we have eliminated the reimbursement of mileage as of pay period beginning 1/27/2024 and are looking at overall departmental expenses and layout as we work forward. We should have a finalized budget for the committee's review in February 2024.

We recently learned of further EVV requirements through NYS DOH, and we are working with the state to understand these requirements and our next steps. As part of this and overall departmental planning, we will be looking to transition to a new EVV system sooner rather than later with a target implementation by the end of the year, if not sooner. The committee will discuss Martha's planned involvement in this process. There remains no new update on the RFO process, but we continue business as usual while we await any updates with our projected ability to continue to serve as a Fiscal Intermediary for Cortland County.

EARLY CHILDHOOD DEVELOPMENT

We officially filed our 23-24 mid-year SF-425 for the Program Year's funding cycle & expenses. We have been assigned another new Grants/Fiscal Specialist as well as a new Program/Regional Specialist with Maria Toldeo being reassigned. Our new specialists are based in the continental United States, which should help with overall communication.

The deadline for our DRS re-competition grant was pushed back to January 29, 2024, but we have finalized our first full draft, and it is currently under review with our consultants at Foundations for Families. As a reminder, the application includes funding for 11 Early Head Start classrooms and 2 three-year-old Head Start classrooms. While we currently intend to apply for UPK slots through Cortland City School District, our future involvement in UPK will largely depend on the outcome of our DRS application.

ENERGY SERVICES DEPARTMENT

Work continues steadily for both WAP and BIL as well as NYSEDA work. Vouchers have been timely submitted with financial information provided through accounting processes overseen by Port, Kashdin & McSherry (PKM). We have put in bids for 2 new utility vans through the NYS contracting system, and we are awaiting approval from NYS HCR. If approved, it will include the trade-in of 2 older program vehicles.

FAMILY DEVELOPMENT DEPARTMENT

The 22-23 HFNY contract has been officially closed-out with the new contract cycle beginning December 1, 2024. As a reminder, there was no increase to this contract, but we were able to pay incentives to close out the last cycle.

The NYSCAA Diaper Distribution grant has officially been executed, and we have begun enrolling families with currently just over 60 families enrolled with slots up to 100. Vouchering remains on schedule for the NYSCAA Affordable Connectivity (ACP) grant.

We submitted our budget for the final year of the Certified Nurse Aide (CNA) grant program in partnership with Tompkins Cortland Community College (TC3) through the Alliance for Economic Inclusion (AEI). We have begun advertising in hopes to continue the trend for increased enrollment and participation in this unique program. Funding remains level to pay for wraparound supports and to offset salary expense, particularly for our Adult Education Coordinator.

WIC

Work continues steadily in both Cortland and Chenango Counties, and as of today, all positions across both counties are filled! We have processed our first 2 vouchers of the current funding cycle, implementing the de minimis calculation for our indirect administrative cost allocation.

1/17/2024

CAPCO Aged Accounts Payable Report

Vendor Name	current	31-60	61-90	over 90	Net Due
AIR TEMP HEATING & AIR CONDITIONING, INC.	\$444.00	\$0.00	\$0.00	\$0.00	\$444.00
BILL ANDERSON FARM MARKET INC.	\$885.92	\$0.00	\$0.00	\$0.00	\$885.92
BILL BROTHERS	\$173.53	\$0.00	\$0.00	\$0.00	\$173.53
BLEVINS INC	\$1,529.02	\$0.00	\$0.00	\$0.00	\$1,529.02
BRANDY FORD	\$0.00	\$0.00	\$0.00	\$87.38	\$87.38
BUILDERS BEST	\$43.74	\$0.00	\$0.00	\$0.00	\$43.74
CORTLAND CITY SCHOOL DISTRICT	\$4,960.65	\$0.00	\$0.00	\$0.00	\$4,960.65
DELUXE	\$76.67	\$0.00	\$0.00	\$0.00	\$76.67
ENERGY FEDERATION INC.	\$572.44	\$0.00	\$0.00	\$0.00	\$572.44
HEP SALES	\$397.92	\$0.00	\$0.00	\$5.31	\$403.23
HUMMEL'S OFFICE EQUIPMENT CO. INC	\$321.03	\$0.00	\$0.00	\$0.00	\$321.03
LOWE'S	\$3,870.15	\$0.00	\$0.00	\$0.00	\$3,870.15
M&T BANK	\$7,158.79	\$0.00	\$0.00	\$0.00	\$7,158.79
MEGHAN DECKER	\$0.00	\$0.00	\$0.00	\$5.08	\$5.08
MICHAEL J SWEENEY	\$200.00	\$0.00	\$0.00	\$0.00	\$200.00
NATIONAL GRID	\$3,820.04	\$0.00	\$0.00	\$0.00	\$3,820.04
NYSEG	\$554.25	\$0.00	\$0.00	\$0.00	\$554.25
PRICE CHOPPER	\$381.52	\$0.00	\$0.00	\$0.00	\$381.52
RENZI FOODSERVICE	\$1,501.79	\$0.00	\$0.00	\$0.00	\$1,501.79
RON VAN DEE PLUMBING & HEATING	\$2,600.00	\$0.00	\$0.00	\$0.00	\$2,600.00
SANDRA ALOI	\$176.21	\$0.00	\$0.00	\$0.00	\$176.21
TAMI BAILEY	\$0.00	\$0.00	\$0.00	\$30.00	\$30.00
WHOLE ENERGY & HARDWARE	\$1,920.00	\$0.00	\$0.00	\$0.00	\$1,920.00

GRAND TOTALS:	\$31,587.67	\$0.00	\$0.00	\$127.77	\$31,715.44
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A total of 23 vendor(s) listed

CAPCO

Aged Accounts Receivable Report

Aging Balance For	Last Paid	current	31-60	61-90	over 90	Balance
BENNETTP		(\$31)	\$0	\$0	\$0	(\$31)
RUVIM BUSHMICH	4/30/2021	\$0	\$0	\$0	\$0	\$0
CARE COMPASS NETWORK	12/18/2020	\$0	\$0	\$0	\$800	\$800
Child and Adult Care Food Program	12/26/2023	\$0	\$0	\$0	\$1	\$1
CORTLAND CITY SCHOOL DISTRICT	12/29/2023	\$16,167	\$0	\$0	\$0	\$16,167
CORTLAND COUNTY AREA AGENCY O	1/5/2024	(\$20,848)	\$10,643	\$9,584	\$10,091	\$9,469
Cortland County	7/10/2023	\$880	\$1,120	\$1,440	\$1,475	\$4,915
YWCA CORTLAND	9/22/2023	\$0	\$2,688	\$2,368	\$0	\$5,056
DEPARTMENT OF HEALTH	6/2/2016	\$0	\$0	\$0	\$0	\$0
HEAP DEPARTMENT	1/11/2024	\$750	\$100	\$0	\$285	\$1,135
JUDITH JOHNSON		\$0	\$0	\$0	\$0	\$0
Medicaid	8/1/2917	(\$504,253)	\$131,966	\$263,772	\$1,582,428	\$1,473,913
MOTHERS & BABIES PERINATAL NE	1/19/2018	\$0	\$0	\$0	\$0	\$0
NYSERDA-EMPOWER NEW YORK	12/4/2023	(\$4,497)	\$0	\$0	\$0	(\$4,497)
OCM BOCES	12/22/2023	\$500	\$0	\$0	\$0	\$500
VTP-MEDICAID	1/11/2024	\$0	\$416	\$0	\$0	\$416
YMCA	7/31/2020	\$0	\$0	\$0	\$1	\$1
	Grand Totals:	(\$511,333)	\$146,932	\$277,164	\$1,595,081	\$1,507,845

CAPCO

Income Statement

1/1/23-12/31/23 CAPCO ADMINISTRATION

LINE ITEM	TOTAL BUDGET	BUDGET		ACTUAL		YTD BUDGET	YTD ACTUAL	FORECAST	TOTAL CONTRACT	REMAINING
		11/01/2023	11/30/2023	11/01/2023	11/30/2023					
ADM - ADMINISTRATIVE CHARGES										
EXPENSES										
PERSONNEL										
SALARIES/WAGES										
SALARY/WAGE EXPENSE	417,417	34,785	29,141	382,632	357,586	37,760	395,346		22,071	
SALARY INCENTIVES							0		0	
NEW ACCRUED BENEFIT TIME	35,691	2,974	2,638	32,717	30,877	3,179	34,056		1,635	
Total SALARIES/WAGES	453,108	37,759	31,779	415,349	388,463	40,939	429,402		23,706	
FRINGES										
FICA EXPENSE	34,663	2,889	2,170	31,774	26,713	2,799	29,512		5,151	
UNEMPLOYMENT INSURANCE EXPENSE	5,296	441	(290)	4,855	5,186	1,103	6,290		-994	
WORKERS COMP EXPENSE	394	33	46	361	529	58	587		-193	
DISABILITY INSURANCE EXPENSE	579	48	52	531	558	52	610		-31	
GROUP INSURANCE EXPENSE	43,969	3,664	2,570	40,305	30,034	2,570	32,604		11,365	
401-K EXPENSE	10,061	838	756	9,223	8,458	968	9,426		635	
Fringes on Accrued Leave Earned	4,662	389	296	4,274	4,008	352	4,360		302	
Total FRINGES	99,624	8,302	5,600	91,322	75,487	7,902	83,389		16,235	
Total PERSONNEL	552,732	46,061	37,379	506,671	463,950	48,841	512,791		39,941	
OTHER THAN PERSONNEL										
OUTREACH SUPPLIES	0	0	0	0	417	0	417		-417	
OFFICE SUPPLIES	9,000	750	315	8,250	6,301	2,221	8,523		477	
COMMERCIAL INSURANCE	14,000	1,167	1,205	12,833	13,259	1,205	14,464		-464	
LEGAL FEES		0	0	0	0		0		0	
PARKING LOT RENTAL	1,100	92	68	1,008	777	68	845		255	
BOARD EXPENDITURES			0		375	0	375		-375	
POSTAGE	1,500	125	179	1,375	1,279	91	1,370		130	
DUPLICATING & PRINTING	1,900	158	131	1,742	1,714	108	1,822		78	
INTERNET SERVICE	1,100	92	0	1,008	783	151	935		165	
TELEPHONE	500	42	30	458	331	48	379		121	
Computer & Software Expense	32,000	2,667	5,002	29,333	39,675	3,944	43,618		-11,618	
MEETING EXPENSE	1,500	125	175	1,375	1,051	143	1,194		306	
CONFERENCE EXPENSE	4,800	400	0	4,400	1,995	0	1,995		2,805	
TRAINING & TECHNICAL AST	1,600	133	0	1,467	612	0	612		988	
Staff Development	500	42	0	458	1,185	270	1,455		-955	
LOCAL TRAVEL	400	33	0	367	359	31	390		10	
OUT OF TOWN TRAVEL	10,200	850	0	9,350	6,183	0	6,183		4,017	
DUES & SUBSCRIPTIONS	3,500	292	0	3,208	3,304	407	3,711		-211	
BACKGROUND CHECKS	300	25	0	275	80	0	80		220	
PERMITS, FEES, & RENTALS	500	42	0	458	135	275	410		90	
ADVERTISING	750	63	0	688	125	89	214		536	
BUILDING ALLOCATION	25,000	2,083	1,517	22,917	17,780	0	17,780		7,220	
	110,150	9,179	8,622	100,971	97,722	9,051	106,773		3,377	
CONTRACTUAL										
CONTRACTUAL SERVICES-OTHER	2,500	208	610	2,292	760	4,050	4,810		-2,310	
Total CONTRACTUAL	2,500	208	610	2,292	760	4,050	4,810		-2,310	
ADMINISTRATION										
FINANCIAL AUDIT	0	0	0	0	0	0	0		0	
PAYROLL PROCESSING	2,500	208	88	2,292	1,135	122	1,257		1,243	
EAP SERVICES	10,000	833	695	9,167	7,223	695	7,918		2,082	
EQUIPMENT DEPRECIATION	1,515	126	0	1,389	0	0	0		1,515	
FINANCE & SERVICE CHARGES	0	0	52	0	570	52	622		-622	
ADMINISTRATIVE ALLOCATION	-679,397	-56,616	(47,447)	-622,781	(571,361)	(62,810)	-634,171		-45,226	
Total ADMINISTRATION	-665,382	-55,449	(46,612)	-609,934	(562,432)	-61,942	-624,374		-41,008	
Total EXPENSES	0	0	0	0	0	0	0		0	
NET SURPLUS/(DEFICIT)	0	0	0	0	0	0	0		0	

CAPCO

Income Statement

1/1/23-12/31/23 CAPCO FACILITY

LINE ITEM	TOT BUDGET	BUDGET	ACTUAL		YTD ACTUAL		FORECAST	TOT CONTRACT	REMAINING
			11/01/2023 11/30/2023	YTD BUDGET	01/01/2023 11/30/2023				
EXPENSES									
OTHER THAN PERSONNEL									
OFFICE SUPPLIES									
COMMERCIAL INSURANCE	12,000	1,000	993	11,000	10,922	993	\$ 11,915	85	
OFFICE UTILITIES	33,000	2,750	1,281	30,250	26,038	3,776	\$ 29,814	3,186	
JANITORIAL MAINTENANCE	4,100	342	40	3,758	3,583	371	\$ 3,954	146	
BUILDING MAINTENANCE	23,000	1,917	1,793	21,083	13,582	1,959	\$ 15,541	7,459	
TRASH REMOVAL	2,900	242	209	2,658	2,299	209	\$ 2,508	392	
PERMITS, FEES, & RENTALS	0	0	0	0	63	0	\$ 63	(63)	
BUILDING ALLOCATION	(112,000)	(9,333)	(7,395)	(102,667)	(85,001)	(11,926)	\$ (96,927)	(15,073)	
MAINTENANCE ALLOCATION	37,000	3,083	3,079	33,917	28,514	4,619	\$ 33,133	3,867	
Total OTHER THAN PERSONNEL	0	0	0	0	0	0	0	(0)	
CONTRACTUAL									
CONTRACTUAL SERVICES-OTHER	0	0	0	0	0	0	0	0	
Total CONTRACTUAL	0	0	0	0	0	0	0	0	
Total EXPENSES	0	0	0	0	0	0	0	(0)	
NET SURPLUS/(DEFICIT)	0	0	0	0	0	0	0	0	

CAPCO

Income Statement

1/1/23-12/31/23 CDPAP-MEDICAID

LINE ITEM	TOTAL BUDGET	BUDGET	ACTUAL		YTD ACTUAL		FORECAST	TOTAL CONTRACT	REMAINING
			11/01/2023 11/30/2023	YTD BUDGET	01/01/2023 11/30/2023				
MEDICAID - MEDICAID									
REVENUE									
OTHER REVENUE									
MEDICAID REVENUE	\$ 3,621,483	301,790	304,742	3,319,693	3,265,391	350,216	3,615,607	5,876	
Prior Years Medicaid Revenue	\$ -	0	0	0	1,028	0	1,028	(1,028)	
Total OTHER REVENUE	\$ 3,621,483	301,790	304,742	3,319,693	3,266,419	350,216	3,616,635	4,848	
Total REVENUE	\$ 3,621,483	301,790	304,742	3,319,693	3,266,419	350,216	3,616,635	4,848	
EXPENSES									
PERSONNEL									
SALARIES/WAGES									
SALARY/WAGE EXPENSE	\$ 2,745,778	228,815	223,355	2,516,963	2,437,387	300,224	2,737,612	8,166	
SALARY INCENTIVES							0	0	
NEW ACCRUED BENEFIT TIME	\$ 12,525	1,044	900	11,481	9,358	1,343	10,701	1,823	
Total SALARIES/WAGES	\$ 2,758,303	229,859	224,255	2,528,444	2,446,746	301,568	2,748,313	9,990	
FRINGES									
FICA EXPENSE	\$ 210,933	17,578	17,004	193,355	185,884	23,123	209,007	1,925	
UNEMPLOYMENT INSURANCE EXPENSE	\$ 56,398	4,700	86	51,698	41,493	8,773	50,266	6,132	
WORKERS COMP EXPENSE	\$ 49,868	4,156	5,341	45,713	56,631	7,164	63,794	(13,926)	
DISABILITY INSURANCE EXPENSE	\$ 8,831	736	830	8,095	9,175	830	10,005	(1,174)	
GROUP INSURANCE EXPENSE	\$ 41,086	3,424	2,681	37,662	25,991	2,676	28,667	12,419	
401-K EXPENSE	\$ 34,616	2,885	2,766	31,731	30,586	3,876	34,461	154	
Fringes on Accrued Leave Earned	\$ 1,503	125	97	1,378	1,195	145	1,341	162	
Total FRINGES	\$ 403,234	33,603	28,805	369,631	350,955	46,587	397,542	5,693	
Total PERSONNEL	\$ 3,161,537	263,461	253,061	2,898,076	2,797,700	348,154	3,145,855	15,682	
OTHER THAN PERSONNEL									
OFFICE SUPPLIES	\$ 1,200	100	207	1,100	845	282	1,127	73	
PARKING LOT RENTAL	\$ 300	25	45	275	409	45	454	(154)	
POSTAGE	\$ 3,800	317	180	3,483	2,993	597	3,590	210	
DUPLICATING & PRINTING	\$ 1,800	150	211	1,650	2,076	129	2,205	(405)	
INTERNET SERVICE	\$ 350	29	0	321	409	100	510	(160)	
TELEPHONE	\$ 150	13	12	138	161	36	197	(47)	
Computer & Software Expense	\$ 15,120	1,260	1,330	13,860	13,276	1,225	14,502	618	
MEETING EXPENSE	\$ 200	17	0	183	7	0	7	193	
CONFERENCE EXPENSE	\$ 500	42		458			0	500	
TRAINING & TECHNICAL AST	\$ 500	42		458			0	500	
Staff Development	\$ 500	42	0	458	335		335	165	
LOCAL TRAVEL	\$ 8,000	667	835	7,333	8,930	503	9,433	(1,433)	
OUT OF TOWN TRAVEL	\$ 500	42		458		578	578	(78)	
STAFF IMMUNIZATIONS	\$ 12,000	1,000	1,247	11,000	12,257	0	12,257	(257)	
DUES & SUBSCRIPTIONS	\$ 500	42	0	458	0	615	615	(115)	
BACKGROUND CHECKS	\$ 3,500	292	0	3,208	2,048	1,144	3,192	308	
PERMITS, FEES, & RENTALS	\$ 11,000	917	1,208	10,083	12,678	0	12,678	(1,678)	
ADVERTISING	\$ 500	42	0	458	157	0	157	343	
BUILDING ALLOCATION	\$ 12,000	1,000	635	11,000	8,763	797	9,559	2,441	
Total OTHER THAN PERSONNEL	\$ 72,420	6,035	5,910	66,385	65,345	6,051	71,395	1,025	
CONTRACTUAL									
CONTRACTUAL SERVICES-OTHER	\$ 3,500	292	251	3,208	2,682	251	2,933	567	
Total INKIND	\$ 3,500	292	251	3,208	2,682	251	2,933	567	
ADMINISTRATION									
FINANCIAL AUDIT	\$ 11,200	933	0	10,267	13,447	11,059	24,506	(13,306)	
PAYROLL PROCESSING	\$ 16,000	1,333	942	14,667	13,124	1,474	14,597	1,403	
ADMINISTRATIVE ALLOCATION	\$ 247,461	20,622	16,930	226,839	189,762	23,183	212,945	34,516	
Total ADMINISTRATION	\$ 274,661	22,888	17,872	251,773	216,333	35,716	252,048	22,613	
Total EXPENSES	\$ 3,512,118	292,677	277,094	3,219,442	3,082,060	390,172	3,472,232	39,886	
NET SURPLUS/(DEFICIT)	\$ 109,365	9,114	27,648	100,251	184,359	(39,956)	144,403	(35,038)	

FORECAST SUMMARY
23.24 HSEHS Contract June 2023 to May 2024
November 30, 2023

	TOTAL BUDGET	Actuals June 2023 to November 2023					YTD Actuals	FORECAST	TOTAL ACTUAL & FORECAST	Total Actual & Forecast
		HSP	TTA	EHS	ETA	MAG				
REVENUE										
TOTAL GRANT REVENUE	\$ 3,396,648	\$ 628,139	\$ 7,577	\$ 649,709	\$ 13,195	\$ 105,685	\$ 1,404,305	\$ 1,992,343	\$ 3,396,648	\$ 204,605
TOTAL OTHER REVENUE	\$ 755,950	\$ 140,872		\$ 59,433			\$ 200,306	\$ 558,524	\$ 758,830	-
Total REVENUE	\$ 4,152,598	\$ 769,012	\$ 7,577	\$ 709,142	\$ 13,195	\$ 105,685	\$ 1,604,611	\$ 2,550,867	\$ 4,155,478	204,605
EXPENSES ACTUAL										
Total PERSONELL	\$ 2,765,879	\$ 521,843		\$ 539,038			\$ 1,060,881	\$ 1,666,072	\$ 2,726,953	135,474
Total MATERIALS	\$ 15,844	\$ 10,977		\$ 9,742			\$ 20,719	\$ 12,847	\$ 33,566	45
Total OTHER THAN PERSONELL	\$ 140,823	\$ 28,765	\$ 7,577	\$ 21,695	\$ 13,195		\$ 71,231	\$ 77,329	\$ 148,560	48
Total CONTRACTUAL	\$ 9,100	\$ 1,325		\$ 3,638			\$ 4,963	\$ 2,687	\$ 7,650	-
Total INKIND	\$ 755,950	\$ 137,992		\$ 59,433			\$ 197,426	\$ 558,524	\$ 755,950	
Total SPACE	\$ 219,303	\$ 54,226		\$ 63,811			\$ 118,037	\$ 108,795	\$ 226,833	11,224
Total ADMINISTRATION	\$ 245,699	\$ 13,883		\$ 11,785		\$ 105,685	\$ 131,353	\$ 124,613	\$ 255,966	11,812
Total EXPENSES	\$ 4,152,598	\$ 769,012	\$ 7,577	\$ 709,142	\$ 13,195	\$ 105,685	\$ 1,604,611	\$ 2,550,867	\$ 4,155,478	158,602
NET SURPLUS/(DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (0)	\$ 0	\$ 0	\$ 46,003

2023-2024 YTD HSEHS	TOTAL BUDGET (less in-kind)	Expenses (less In-kind)					TOTAL	Underspent / (Overspent)
		23.24 HSEHS Contract June 2023 to May 2024		Forecast	Total	Other Income		
		Actual	Forecast					
HSP	\$ 1,542,785	\$ 631,019	\$ 914,646	\$ 1,545,665	\$ 2,880	\$ 1,542,785	\$ 0	
TTA	\$ 13,645	\$ 7,577	\$ 6,068	\$ 13,645		\$ 13,645	\$ -	
EHS	\$ 1,604,219	\$ 649,709	\$ 954,510	\$ 1,604,219		\$ 1,604,219	\$ 0	
ETA	\$ 32,755	\$ 13,195	\$ 19,560	\$ 32,755		\$ 32,755	\$ -	
MAG	\$ 203,244	\$ 105,685	\$ 97,559	\$ 203,244		\$ 203,244	\$ -	
TOTAL	\$ 3,396,648	\$ 1,407,185	\$ 1,992,343	\$ 3,399,528	\$ 2,880	\$ 3,396,648	\$ 0	
% of Contract Spent		41%						

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Income Statement

6/1/2023 - 5/31/2024 ECD GRANTS

LINE ITEM	TOTAL BUDGET	BUDGET	ACTUAL	YTD BUDGET	YTD ACTUAL	FORECAST	TOTAL CONTRACT	REMAINING
		11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/30/2023	11/30/2023			
HSP - Head Start								
REVENUE								
GRANT REVENUE								
GRANT REVENUE	1,542,785	128,565	117,979	771,393	628,139	914,646	1,542,785	0
TOTAL GRANT REVENUE	1,542,785	128,565	117,979	771,393	628,139	914,646	1,542,785	0
OTHER REVENUE								
SPECIAL NEEDS SERVICE REIMBURSEMENT	0	0	0	0	2,880	0	2,880	-2,880
OTHER INCOME	0	0	0	0	0	0	0	0
CASH DONATIONS	0	0	0	0	0	0	0	0
INKIND DONATIONS	590,566	49,214	36,229	295,283	137,992	452,574	590,566	0
TOTAL OTHER REVENUE	590,566	49,214	36,229	295,283	140,872	452,574	593,446	-2,880
Total REVENUE	2,133,351	177,779	154,208	1,066,676	769,012	1,367,219	2,136,231	-2,880
EXPENSES								
PERSONELL								
WAGES/SALARIES								
SALARY/WAGE EXPENSE	1,082,838	90,237	83,763	541,419	409,121	673,717	1,082,838	0
SALARY INCENTIVES	0	0	0	0	0	0	0	0
NEW ACCRUED BENEFIT TIME	24,811	2,068	2,158	12,406	13,915	10,896	24,811	0
Total WAGES/SALARIES	1,107,649	92,304	85,922	553,825	423,036	684,613	1,107,649	0
FRINGES								
FICA EXPENSE	90,646	7,554	6,090	45,323	29,763	60,883	90,646	0
UNEMPLOYMENT INSURANCE EXPENSE	14,656	1,221	(401)	7,328	1,451	2,389	3,839	10,817
WORKERS COMP EXPENSE	7,649	637	888	3,825	4,618	3,031	7,649	0
DISABILITY INSURANCE EXPENSE	2,246	187	234	1,123	1,138	1,108	2,246	0
GROUP INSURANCE EXPENSE	100,226	8,352	7,742	50,113	51,533	48,693	100,226	0
401-K EXPENSE	21,224	1,769	1,782	10,612	8,635	12,589	21,224	0
Fringes on Accrued Leave Earned	3,773	314	240	1,886	1,670	2,103	3,773	0
Total FRINGES	240,420	20,035	16,575	120,210	98,807	130,796	229,603	10,817
Total PERSONELL	1,348,069	112,339	102,497	674,035	521,843	815,409	1,337,252	10,817
MATERIALS								
OUTREACH SUPPLIES			0		258		258	-258
PROGRAM SUPPLIES	1,435	120	1,544	718	7,183	3,592	10,775	-9,340
MEDICAL SUPPLIES	1,000	83		500		1,000	1,000	0
DISABILITY SUPPLIES	750	63		375		750	750	0
EDUCATIONAL SUPPLIES	5,000	417	30	2,500	3,536	1,464	5,000	0
Total MATERIALS	8,185	682	1,574	4,093	10,977	6,806	17,783	-9,598
OTHER THAN PERSONELL								
FOOD & FOOD SUPPLIES	7,386	616	1,058	3,693	4,784	7,192	11,975	-4,589
SPEECH SERVICES	500	42		250		500	500	0
DENTAL SERVICES	500	42		250		500	500	0
MENTAL HEALTH SERVICES	0	0		0		0	0	0
PARENT SERVICES	500	42	0	250	167	333	500	0
FAMILY EMPOWERMENT	0	0		0		0	0	0
CHILD ACCIDENT INSURANCE	700	58	46	350	278	423	700	0
VEHICLE INSURANCE	2,400	200	216	1,200	1,296	1,104	2,400	0
VEHICLE MAINTENANCE	1,000	83	0	500	1,087	0	1,087	-87
VEHICLE FUEL	1,000	83	0	500	132	868	1,000	0
VEHICLE REGISTRATION	200	17		100		200	200	0
INTERNET SERVICE	3,500	292	42	1,750	2,553	947	3,500	0
CENTER TELEPHONE	5,000	417	151	2,500	1,222	3,778	5,000	0
Computer & Software Expense	15,166	1,264	1,309	7,583	5,471	9,695	15,166	0

LINE ITEM	BUDGET		ACTUAL		YTD BUDGET		YTD ACTUAL		FORECAST	TOTAL CONTRACT	REMAINING
	TOTAL BUDGET	11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/30/2023	11/30/2023						
HSP - Head Start											
MEETING EXPENSE	0	0	0	0	193	0	193	-193			
CONFERENCE EXPENSE	1,000	83		500		1,000	1,000	0			
TRAINING & TECHNICAL AST	1,000	83	375	500	685	315	1,000	0			
TEACHER TRAININGS	1,500	125	0	750	239	1,261	1,500	0			
Staff Development	518	43		259		518	518	0			
LOCAL TRAVEL	1,000	83	0	500	28	972	1,000	0			
OUT OF TOWN TRAVEL	1,000	83	0	500	30	970	1,000	0			
POLICY COUNCIL EXPENSE	1,000	83	3	500	160	840	1,000	0			
STAFF IMMUNIZATIONS	500	42	247	250	513	0	513	-13			
DUES & SUBSCRIPTIONS	1,000	83	43	500	7,783	0	7,783	-6,783			
BACKGROUND CHECKS	597	50	47	299	372	226	597	0			
PERMITS, FEES, & RENTALS	3,000	250	335	1,500	1,773	1,227	3,000	0			
EQUIPMENT MAINTENANCE	500	42		250		500	500	0			
Center Improvements	0					0	0	0			
EQUIPMENT PURCHASE	0	0		0		0	0	0			
Total OTHER THAN PERSONELL	50,467	4,206	3,872	25,234	28,765	33,368	62,133	-11,666			
CONTRACTUAL											
CONTRACTUAL SERVICES-OTHER	4,100	342	163	2,050	1,325	1,325	2,650	1,450			
Total CONTRACTUAL	4,100	342	163	2,050	1,325	1,325	2,650	1,450			
INKIND											
VOLUNTEERS/INTERNS	0	0	6,568	0	26,671	0	26,671	-26,671			
VOLUNTEERS-PROFESSIONALS	59,057	4,921	24,594	29,529	85,147	-52,761	32,386	26,671			
INKIND DONATIONS	477,151	39,763	1,550	238,576	5,713	470,216	475,929	1,222			
INKIND TRANSPORTATION			311		1,222		1,222	-1,222			
INKIND DONATED SPACE	54,358	4,530	3,207	27,179	19,240	35,118	54,358	0			
Total INKIND	590,566	49,214	36,229	295,283	137,992	452,574	590,566	0			
SPACE											
PROGRAM RENT	71,228	5,936	5,079	35,614	28,856	30,474	59,330	11,898			
PROGRAM UTILITIES	2,500	208	216	1,250	1,296	1,204	2,500	0			
SMAIN DEPRECIATION	2,000	167		1,000		2,000	2,000	0			
SMAIN BLG ALLOCATION	25,000	2,083	2,756	12,500	20,172	4,828	25,000	0			
MAINTENANCE ALLOCATION	6,300	525	300	3,150	3,903	2,397	6,300	0			
Total Space	107,028	8,919	8,350	53,514	54,226	40,903	95,130	11,898			
ADMINISTRATION											
OFFICE SUPPLIES	1,536	128	0	768	885	651	1,536	0			
COMMERCIAL INSURANCE	500	42	22	250	131	369	500	0			
PARKING LOT RENTAL	200	17	20	100	114	86	200	0			
JANITORIAL MAINTENANCE	1,000	83	15	500	374	626	1,000	0			
BUILDING MAINTENANCE	0	0	75	0	453	0	453	-453			
TRASH REMOVAL	0	0	162	0	972	972	1,944	-1,944			
FINANCIAL AUDIT	3,000	250	0	1,500	2,064	936	3,000	0			
PAYROLL PROCESSING	4,000	333	409	2,000	2,021	1,979	4,000	0			
POSTAGE	1,000	83	16	500	253	747	1,000	0			
DUPLICATING & PRINTING	3,000	250	297	1,500	3,090	3,090	6,179	-3,179			
TELEPHONE	1,200	100	0	600	703	703	1,405	-205			
ADVERTISING	1,500	125	0	750	28	1,472	1,500	0			
ADMINISTRATIVE ALLOCATION	0	0		0		0	0	0			
OTHER EXPENDITURES	0	0		0		0	0	0			
BUILDING ALLOCATION	8,000	667	507	4,000	2,796	5,204	8,000	0			
Total ADMINISTRATION	24,936	2,078	1,523	12,468	13,883	16,834	30,718	-5,782			
Total EXPENSES	2,133,351	177,779	154,208	1,066,676	769,012	1,367,219	2,136,231	-2,880			
NET SURPLUS/(DEFICIT)	0	0	0	0	0	0	0	0			

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Income Statement

6/1/2023 - 5/31/2024 ECD GRANTS

LINE ITEM	TOTAL BUDGET	BUDGET		ACTUAL		YTD BUDGET		YTD ACTUAL		FORECAST	TOTAL CONTRACT	REMAINING
		11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/30/2023	11/30/2023					
TTA - HEAD START TRAINING & TECH ASST												
REVENUE												
GRANT REVENUE												
GRANT REVENUE	13,645	1,137	186	6,823	7,577	6,068	13,645	0				
TOTAL GRANT REVENUE	13,645	1,137	186	6,823	7,577	6,068	13,645	0				
Total REVENUE	13,645	1,137	186	6,823	7,577	6,068	13,645	0				
EXPENSES												
MATERIALS												
PROGRAM SUPPLIES	0	0	0	0	0	0	0	0				
Total MATERIALS	0	0	0	0	0	0	0	0				
OTHER THAN PERSONELL												
MEETING EXPENSE	0	0	0	0	0	0	0	0				
CONFERENCE EXPENSE	0	0	0	0	0	0	0	0				
TRAINING & TECHNICAL AST	13,645	1,137	0	6,823	7,382	6,068	13,450	195				
OUT OF TOWN TRAVEL	0	0	186	0	195	0	195	-195				
Total OTHER THAN PERSONELL	13,645	1,137	186	6,823	7,577	6,068	13,645	0				
CONTRACTUAL												
CONTRACTUAL SERVICES-OTHER	0	0	0	0	0	0	0	0				
Total CONTRACTUAL	0	0	0	0	0	0	0	0				
Total EXPENSES	13,645	1,137	186	6,823	7,577	6,068	13,645	0				
NET SURPLUS/(DEFICIT)	0	0	0	0	0	0	0	0				

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Income Statement

6/1/2023 - 5/31/2024 ECD GRANTS

LINE ITEM	BUDGET		ACTUAL		YTD BUDGET		YTD ACTUAL		FORECAST	TOTAL CONTRACT	REMAINING
	TOTAL BUDGET	11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/30/2023	11/30/2023						
EHS - Early Head Start											
REVENUE											
GRANT REVENUE											
GRANT REVENUE	1,604,219	133,685	115,382	802,110	649,709	954,510	1,604,219	0			
TOTAL GRANT REVENUE	1,604,219	133,685	115,382	802,110	649,709	954,510	1,604,219	0			
OTHER REVENUE											
OTHER INCOME	\$ -	0	0	0	0	0	0	0			0
INKIND DONATIONS	165,384	13,782	12,913	82,692	59,433	105,951	165,384	0			0
TOTAL OTHER REVENUE	165,384	13,782	12,913	82,692	59,433	105,951	165,384	0			0
Total REVENUE	1,769,603	147,467	128,295	884,802	709,142	1,060,461	1,769,603	0			0
EXPENSES											
PERSONELL											
WAGES/SALARIES											
SALARY/WAGE EXPENSE	\$ 1,135,234	94,603	80,067	567,617	431,546	703,688	1,135,234	0			0
NEW ACCRUED BENEFIT TIME	\$ 24,951	2,079	1,745	12,476	10,712	14,239	24,951	0			0
Total WAGES/SALARIES	1,160,185	96,682	81,812	580,093	442,258	717,927	1,160,185	0			0
FRINGES											
FICA EXPENSE	\$ 94,402	7,867	5,826	47,201	31,457	62,945	94,402	0			0
UNEMPLOYMENT INSURANCE EXPENSE	\$ 14,647	1,221	429	7,324	5,476	3,771	9,247	5,400			5,400
WORKERS COMP EXPENSE	\$ 7,628	636	853	3,814	4,222	3,406	7,628	0			0
DISABILITY INSURANCE EXPENSE	\$ 2,518	210	159	1,259	914	1,604	2,518	0			0
GROUP INSURANCE EXPENSE	\$ 114,428	9,536	7,741	57,214	45,272	46,446	91,718	22,709			22,709
401-K EXPENSE	\$ 19,890	1,658	1,444	9,945	8,156	11,734	19,890	0			0
Fringes on Accrued Leave Earned	\$ 4,112	343	194	2,056	1,283	2,830	4,112	0			0
Total FRINGES	257,625	21,469	16,646	128,813	96,780	132,736	229,516	28,109			28,109
Total PERSONELL	1,417,810	118,151	98,458	708,905	539,038	850,663	1,389,701	28,109			28,109
MATERIALS											
OUTREACH SUPPLIES	\$ -	0	0	0	159	0	159	-159			-159
PROGRAM SUPPLIES	\$ 5,409	451	2,079	2,705	7,751	3,875	11,626	-6,217			-6,217
MEDICAL SUPPLIES	\$ 750	63		375		750	750	0			0
DISABILITY SUPPLIES	\$ 500	42		250		500	500	0			0
EDUCATIONAL SUPPLIES	\$ 1,000	83	16	500	1,832	916	2,748	-1,748			-1,748
Total MATERIALS	7,659	638	2,095	3,830	9,742	6,041	15,783	-8,124			-8,124
OTHER THAN PERSONELL											
FOOD & FOOD SUPPLIES	\$ 19,805	1,650	0	9,903	3,077	6,435	9,512	10,293			10,293
SPEECH SERVICES	\$ 250	21		125		250	250	0			0
DENTAL SERVICES	\$ 250	21		125		250	250	0			0
MENTAL HEALTH SERVICES	\$ -	0		0		0	0	0			0
PARENT SERVICES	\$ 750	63	0	375	72	678	750	0			0
FAMILY EMPOWERMENT	\$ -	0		0		0	0	0			0
CHILD ACCIDENT INSURANCE	\$ 230	19	27	115	163	67	230	0			0
VEHICLE INSURANCE	\$ 2,600	217	303	1,300	1,819	781	2,600	0			0
VEHICLE MAINTENANCE	\$ 1,000	83	0	500	805	195	1,000	0			0
VEHICLE FUEL	\$ 1,000	83	0	500	234	766	1,000	0			0
VEHICLE REGISTRATION	\$ 200	17		100		200	200	0			0
INTERNET SERVICE	\$ 3,300	275	25	1,650	2,031	1,269	3,300	0			0
CENTER TELEPHONE	\$ 1,200	100	117	600	803	397	1,200	0			0
Computer & Software Expense	\$ 2,000	167	782	1,000	4,203	2,364	6,567	-4,567			-4,567
MEETING EXPENSE	\$ -	0	0	0	118	0	118	-118			-118
CONFERENCE EXPENSE	\$ 500	42		250		500	500	0			0
TRAINING & TECHNICAL AST	\$ 750	63	0	375	190	560	750	0			0
TEACHER TRAININGS	\$ 750	63	425	375	531	219	750	0			0

LINE ITEM	BUDGET		ACTUAL		YTD BUDGET		YTD ACTUAL		FORECAST	TOTAL CONTRACT	REMAINING
	TOTAL BUDGET	11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/30/2023	11/30/2023						
EHS - Early Head Start											
Staff Development	\$ 15	1		8		15	15				0
LOCAL TRAVEL	\$ 750	63		375		750	750				0
OUT OF TOWN TRAVEL	\$ 500	42	0	250	18	482	500				0
POLICY COUNCIL EXPENSE	\$ 500	42	2	250	98	402	500				0
STAFF IMMUNIZATIONS	\$ 250	21	152	125	152	98	250				0
DUES & SUBSCRIPTIONS	\$ 3,000	250	26	1,500	4,679		4,679				-1,679
BACKGROUND CHECKS	\$ 750	63	54	375	254	497	750				0
PERMITS, FEES, & RENTALS	\$ 3,506	292	506	1,753	2,449	1,057	3,506				0
Center Improvements	\$ -			0		0	0				0
EQUIPMENT MAINTENANCE	\$ 100	8		50		100	100				0
EQUIPMENT PURCHASE	\$ -	0		0		0	0				0
Total OTHER THAN PERSONELL	43,956	3,663	2,419	21,978	21,695	18,333	40,027				3,929
CONTRACTUAL											
CONTRACTUAL SERVICES-OTHER	\$ 5,000	417	621	2,500	3,638	1,362	5,000				0
Total CONTRACTUAL	5,000	417	621	2,500	3,638	1,362	5,000				0
INKIND											
VOLUNTEERS/INTERNS	\$ -	0	2,401	0	9,045		9,045				-9,045
VOLUNTEERS-PROFESSIONALS	\$ 115,388	9,616	4,018	57,694	15,842	89,044	104,886				10,502
INKIND DONATIONS	\$ 7,396	616	950	3,698	2,637	4,759	7,396				0
INKIND TRANSPORTATION			469		1,457	0	1,457				-1,457
INKIND DONATED SPACE	\$ 42,600	3,550	5,075	21,300	30,452	12,148	42,600				0
Total INKIND	165,384	13,782	12,913	82,692	59,433	105,951	165,384				0
SPACE											
PROGRAM RENT	\$ 86,875	7,240	7,031	43,438	41,195	45,680	86,875				0
PROGRAM UTILITIES	\$ 12,000	1,000	1,098	6,000	4,412	7,588	12,000				0
SMAIN DEPRECIATION	\$ 2,000	167		1,000		2,000	2,000				0
SMAIN BLG ALLOCATION	\$ 4,400	367	563	2,200	3,630	770	4,400				0
MAINTENANCE ALLOCATION	\$ 7,000	583	1,976	3,500	14,574	11,854	26,428				-19,428
Total SPACE	112,275	9,356	10,668	56,138	63,811	67,892	131,703				-19,428
ADMINISTRATION											
OFFICE SUPPLIES	\$ 2,000	167	0	1,000	510	1,490	2,000				0
COMMERCIAL INSURANCE	\$ 537	45	143	269	855	855	1,710				-1,173
PARKING LOT RENTAL	\$ 132	11	15	66	88	92	181				-49
JANITORIAL MAINTENANCE	\$ 1,000	83	150	500	1,430	898	2,328				-1,328
BUILDING MAINTENANCE	\$ -	0	75	0	1,935	0	1,935				-1,935
TRASH REMOVAL	\$ 1,400	117	162	700	972	428	1,400				0
FINANCIAL AUDIT	\$ 2,700	225	0	1,350	1,954	746	2,700				0
PAYROLL PROCESSING	\$ 2,000	167	276	1,000	1,612	388	2,000				0
POSTAGE	\$ 500	42	8	250	128	372	500				0
DUPLICATING & PRINTING	\$ 2,000	167	96	1,000	1,108	892	2,000				0
TELEPHONE	\$ 1,000	83	0	500	105	895	1,000				0
ADVERTISING	\$ 250	21		125		250	250				0
OTHER EXPENDITURES	\$ -	0		0		0	0				0
ADMINISTRATIVE ALLOCATION	\$ -	0		0		0	0				0
BUILDING ALLOCATION	\$ 4,000	333	197	2,000	1,088	2,912	4,000				0
Total ADMINISTRATION	17,519	1,460	1,122	8,760	11,785	10,220	22,005				-4,486
Total EXPENSES	1,769,603	147,467	128,295	884,802	709,142	1,060,461	1,769,603				0
NET SURPLUS/(DEFICIT)	0	0	0	0	0	0	0				0

CAPCO

Income Statement

6/1/2023 - 5/31/2024 ECD GRANTS

LINE ITEM	TOTAL BUDGET	BUDGET	ACTUAL	YTD BUDGET	YTD ACTUAL	FORECAST	TOTAL CONTRACT	REMAINING
		11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/30/2023	11/30/2023			
ETA - EARLY HS TRAINING & TECH. ASST								
REVENUE								
GRANT REVENUE								
GRANT REVENUE	32,755	2,730	1,492	16,378	13,195	19,560	32,755	0
TOTAL GRANT REVENUE	32,755	2,730	1,492	16,378	13,195	19,560	32,755	0
Total REVENUE	32,755	2,730	1,492	16,378	13,195	19,560	32,755	0
EXPENSES								
MATERIALS								
PROGRAM SUPPLIES	0	0	0	0	0	0	0	0
Total MATERIALS	0	0	0	0	0	0	0	0
OTHER THAN PERSONELL								
MEETING EXPENSE	0	0	0	0	0	0	0	0
CONFERENCE EXPENSE	0	0	0	0	1,198	0	1,198	-1,198
TRAINING & TECHNICAL AST	32,755	2,730	1,393	16,378	7,404	19,560	26,965	5,790
OUT OF TOWN TRAVEL	0	0	99	0	4,592	0	4,592	-4,592
Total OTHER THAN PERSONELL	32,755	2,730	1,492	16,378	13,195	19,560	32,755	0
CONTRACTUAL								
CONTRACTUAL SERVICES-OTHER	0	0	0	0	0	0	0	0
Total CONTRACTUAL	0	0	0	0	0	0	0	0
Total EXPENSES	32,755	2,730	1,492	16,378	13,195	19,560	32,755	0
NET SURPLUS/(DEFICIT)	0	0	0	0	0	0	0	0

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Income Statement

6/1/2023 - 5/31/2024 ECD GRANTS

LINE ITEM	TOTAL BUDGET	BUDGET		ACTUAL		YTD BUDGET 11/30/2023	YTD ACTUAL 11/30/2023	FORECAST	TOTAL CONTRACT	REMAINING
		11/01/2023 11/30/2023	11/01/2023 11/30/2023							
MAG - Management and General										
REVENUE										
GRANT REVENUE										
GRANT REVENUE	203,244	16,937	0	101,622	105,685		97,559		203,244	0
TOTAL GRANT REVENUE	203,244	16,937	0	101,622	105,685		97,559		203,244	0
Total REVENUE	203,244	16,937	0	101,622	105,685		97,559		203,244	0
ADMINISTRATION										
OFFICE SUPPLIES	0	0		0			0		0	0
JANITORIAL MAINTENANCE	0	0		0			0		0	0
BUILDING MAINTENANCE	0	0		0			0		0	0
ADVERTISING	0	0		0			0		0	0
VEHICLE DEPRECIATION	0	0		0			0		0	0
ADMINISTRATIVE ALLOCATION	203,244	16,937	15,733	101,622	105,685		97,559		203,244	0
Total ADMINISTRATION	203,244	16,937	0	101,622	105,685		97,559		203,244	0
Total EXPENSES	203,244	16,937	0	101,622	105,685		97,559		203,244	0
NET SURPLUS/(DEFICIT)	0	0	0	0	0		0		0	0

CAPCO

Income Statement

6/1/2023 - 5/31/2024 ECD GRANTS

LINE ITEM	BUDGET		ACTUAL		YTD BUDGET	YTD ACTUAL	FORECAST	TOTAL CONTRACT	REMAINING
	TOTAL BUDGET	11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/30/2023	11/30/2023				
UPK - Universal Pre-K									
REVENUE									
GRANT REVENUE									
GRANT REVENUE	204,605	20,460	19,608	102,302	57,814	146,791	204,605	0	
TOTAL GRANT REVENUE	204,605	20,460	19,608	102,302	57,814	146,791	204,605	0	
OTHER REVENUE									
SERVICE FEES	0	0	0	0	0	0	0	0	
SALARY REIMBURSEMENTS	0	0	0	0	0	0	0	0	
OTHER INCOME	0	0	0	0	0	0	0	0	
TOTAL OTHER REVENUE	0	0	0	0	0	0	0	0	
Total REVENUE	204,605	20,460	19,608	102,302	57,814	146,791	204,605	0	
EXPENSES									
PERSONELL									
WAGES/SALARIES									
SALARY/WAGE EXPENSE	106,521	10,652	9,946	53,261	36,602	68,494	105,096	1,425	
NEW ACCRUED BENEFIT TIME	0	0	294	0	1,425	0	1,425	-1,425	
Total WAGES/SALARIES	106,521	10,652	10,240	53,261	38,027	68,494	106,521	0	
FRINGES									
FICA EXPENSE	8,149	815	679	4,075	2,516	4,674	7,190	959	
UNEMPLOYMENT INSURANCE EXPENSE	3,113	311	28	1,557	202	194	396	2,717	
WORKERS COMP EXPENSE	635	64	71	318	262	492	754	-119	
DISABILITY INSURANCE EXPENSE	386	39	18	193	80	306	386	0	
GROUP INSURANCE EXPENSE	15,058	1,506	1,806	7,529	8,334	9,032	17,366	-2,308	
401-K EXPENSE	3,196	320	255	1,598	937	1,754	2,690	506	
Fringes on Accrued Leave Earned	0	0	33	0	171	0	171	-171	
Total FRINGES	30,537	3,054	2,890	15,269	12,500	16,453	28,953	1,584	
Total PERSONELL	137,058	13,706	13,131	68,529	50,527	84,946	135,474	1,584	
MATERIALS									
PROGRAM SUPPLIES	0	0	0	0	45	0	45	-45	
EDUCATIONAL SUPPLIES	0	0	0	0	0	0	0	0	
Total MATERIALS	0	0	0	0	45	0	45	-45	
OTHER THAN PERSONELL									
INTERNET SERVICE	0	0	9	0	18	0	18	-18	
CENTER TELEPHONE	0	0	0	0	30	0	30	-30	
Total OTHER THAN PERSONELL	0	0	9	0	48	0	48	-48	
SPACE									
PROGRAM RENT	10,500	1,050	875	5,250	4,667	5,833	10,500	0	
SMAIN BLG ALLOCATION	0	0	143	0	724	0	724	-724	
Total SPACE	10,500	1,050	1,018	5,250	5,391	5,833	11,224	-724	
ADMINISTRATION									
OFFICE SUPPLIES		0	0	0	135	0	135	-135	
COMMERCIAL INSURANCE		0	6	0	31	0	31	-31	
FINANCIAL AUDIT		0	0	0	286	0	286	-286	
PAYROLL PROCESSING	480	48	30	240	120	360	480	0	
TELEPHONE		0	0	0	1	0	1	-1	
ADMINISTRATIVE ALLOCATION	10,362	1,036	911	5,181	3,458	6,904	10,362	0	
BUILDING ALLOCATION		0	54	0	247	270	517	-517	
Total ADMINISTRATION	10,842	1,084	1,002	5,421	4,278	7,534	11,812	-970	
Total EXPENSES	158,400	15,840	15,159	79,200	60,289	98,313	158,602	-202	
NET SURPLUS/(DEFICIT)	46,205	4,620	4,448	23,102	-2,475	48,478	46,003	202	

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Income Statement

07/01/2023 to 06/30/2024 WAP

LINE ITEM	TOTAL BUDGET	BUDGET	ACTUAL	YTD BUDGET	YTD ACTUAL	FORECAST	TOTAL CONTRACT	REMAINING
		11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/30/2023	11/30/2023			
23.24WAP - 2023-2024 WAP								
REVENUE								
GRANTS								
GRANT REVENUE	880,197	73,350	71,528	366,749	334,609	545,588	880,197	0
Total Grants	880,197	73,350	71,528	366,749	334,609	545,588	880,197	0
Total Revenue	880,197	73,350	71,528	366,749	334,609	545,588	880,197	0
EXPENSES								
Materials								
PROGRAM MATERIALS	136,722	11,394	15,596	56,968	56,919	79,803	136,722	0
SUBCONTRACT MATERIALS	0	0	0	0	2,918	0	2,918	(2,918)
Total	136,722	11,394	15,596	56,968	59,837	79,803	139,640	(2,918)
	136,722	11,394	15,596	56,968	59,837	79,803	139,640	(2,918)
Personnel								
Agency Labor								
Agency Salaries								
SALARY/WAGE EXPENSE	407,333	33,944	30,573	169,722	120,213	287,120	407,333	0
NEW ACCRUED BENEFIT TIME	6,869	572	2,242	2,862	8,295	-1,426	6,869	0
Total Agency Salaries	414,202	34,517	32,815	172,584	128,509	285,693	414,202	0
FICA EXPENSE	26,238	2,187	2,194	10,933	8,651	17,587	26,238	0
UNEMPLOYMENT INSURANCE EXPEN	11,342	945	(106)	4,726	291	696	987	10,355
WORKERS COMP EXPENSE	17,833	1,486	1,933	7,430	6,893	10,940	17,833	0
DISABILITY INSURANCE EXPENSE	785	65	52	327	193	592	785	0
GROUP INSURANCE EXPENSE	22,495	1,875	4,559	9,373	15,829	17,021	32,850	(10,355)
401-K EXPENSE	6,860	572	712	2,858	2,464	4,396	6,860	0
Fringes on Accrued Leave Earned	3,968	331	244	1,653	970	2,998	3,968	0
	89,521	7,460	9,588	37,300	35,291	54,230	89,521	(0)
Total Agency Labor	503,723	41,977	42,403	209,885	163,800	339,923	503,723	(0)
Subcontracted Labor								
SUBCONTRACT LABOR	5,000	417	0	2,083	20	4,980	5,000	0
Total Subcontracted Labor	5,000	417	0	2,083	20	4,980	5,000	0
Total Personnel	508,723	42,394	42,403	211,968	163,820	344,903	508,723	(0)
Program Support								
PROGRAM SUPPLIES	4,206	351	88	1,753	2,323	1,883	4,206	0
Damaged Inventory Expense	0					0	0	0
OFFICE SUPPLIES	4,310	359	1,710	1,796	3,158	1,152	4,310	0
VEHICLE INSURANCE	6,053	504	595	2,522	3,218	2,835	6,053	0
VEHICLE MAINTENANCE	9,259	772	0	3,858	6,309	2,950	9,259	0

LINE ITEM	BUDGET		ACTUAL	YTD BUDGET		YTD ACTUAL		TOTAL CONTRACT	REMAINING
	TOTAL BUDGET	11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/30/2023	11/30/2023	FORECAST			
VEHICLE FUEL	12,260	1,022	1,171	5,108	2,789	9,471	12,260	0	
VEHICLE REGISTRATION	0	0	0	0	148	0	148	(148)	
PROGRAM RENT	12,051	1,004	1,079	5,021	3,980	7,554	11,534	517	
PROGRAM UTILITIES	3,678	307	167	1,533	656	3,022	3,678	0	
JANITORIAL MAINTENANCE	0	0		0		0	0	0	
BUILDING MAINTENANCE	0	0		0		0	0	0	
TRASH REMOVAL	0	0	176	0	882	0	882	(882)	
POSTAGE	540	45	103	225	331	209	540	0	
DUPLICATING & PRINTING	500	42	1	208	1	499	500	0	
INTERNET SERVICE	2,090	174	0	871	196	1,894	2,090	0	
TELEPHONE	0	0	136	0	559	0	559	(559)	
Computer & Software Expense	0	0	568	0	1,405	0	1,405	(1,405)	
MEETING EXPENSE	0	0		0		0	0	0	
CONFERENCE EXPENSE						0	0	0	
Staff Development	1,553	129		647		1,553	1,553	0	
LOCAL TRAVEL	0	0	52	0	166	0	166	(166)	
OUT OF TOWN TRAVEL	2,000	167	0	833	224	1,776	2,000	0	
TOOLS EXPENSE	4,713	393	87	1,964	1,526	3,187	4,713	0	
DUES & SUBSCRIPTIONS	845	70	0	352	842	3	845	0	
BACKGROUND CHECKS	0	0	0	0	47	0	47	(47)	
PERMITS, FEES, & RENTALS	0	0	0	0	215	0	215	(215)	
ADVERTISING	556	46	0	232	1,103	0	1,103	(547)	
EQUIPMENT MAINTENANCE	0	0		0		0	0	0	
EQUIPMENT EXPENSE	2,278	190		949		824	824	1,454	
EQUIPMENT PURCHASE	4,384	365		1,827	2,640	1,744	4,384	0	
MAINTENANCE ALLOCATION	7,766	647	520	3,236	1,322	3,506	4,828	2,938	
Total Program Support	79,042	6,587	6,453	32,934	34,037	44,063	78,101	941	
Audit									
FINANCIAL AUDIT	1,400	117	0	583	840	560	1,400	0	
Total Audit	1,400	117	0	583	840	560	1,400	0	
T & TA									
TRAINING & TECHNICAL AST	6,000	500	25	2,500	3,355	2,645	6,000	0	
Total T & TA	6,000	500	25	2,500	3,355	2,645	6,000	0	
HEALTH AND SAFETY									
HEALTH AND SAFETY WAGES	9,195	766	707	3,831	2,055	7,140	9,195	0	
HEALTH AND SAFETY	28,000	2,333	2,012	11,667	9,514	18,486	28,000	0	
HEALTH & SAFETY-SUBMATERIAL	3,000	250	0	1,250	0	3,000	3,000	0	
HEALTH & SAFETY SUBLABOR	0	0	0	0	0	0	0	0	
Total Health and Safety	40,195	3,350	2,719	16,748	11,570	28,625	40,195	0	
LIABILITY INSURANCE	100	8	0	42	0	100	100	0	
EQUIPMENT PURCHASE	43,000	3,583	0	17,917	41,024	0	41,024	1,976	
Administration									
PAYROLL PROCESSING	1,000	83	84	417	330	670	1,000	0	
ADMINISTRATIVE ALLOCATION	64,015	5,335	4,247	26,673	19,797	44,218	64,015	0	
Total Administration	65,015	5,418	4,331	27,090	20,127	44,888	65,015	0	
Total Expenses	880,197	73,350	71,528	366,749	334,609	545,588	880,197	(0)	
NET SURPLUS/(DEFICIT)	0	0	0	0	0	0	0	0	

CAPCO

Income Statement

10/1/2023-9/30/2024 FAMILY DEVELOPMENT CSBG GRANTS

LINE ITEM	AMENDED	BUDGET	ACTUAL	YTD	YTD ACTUAL	FORECAST	TOTAL CONTRACT	REMAINING
	TOTAL BUDGET	11/01/2023 11/30/2023	11/01/2023 11/30/2023	BUDGET	11/30/2023			
23.24CSBG - 2023 - 2024 CSBG								
REVENUE								
GRANT REVENUE								
GRANT REVENUE	254,627	21,219	20,152	42,438	36,860	217,767	254,627	0
Prior Year Revenue	0	0	0	0	0	0	0	0
Total GRANT REVENUE	254,627	21,219	20,152	42,438	36,860	217,767	254,627	0
OTHER REVENUE								
OTHER INCOME	0	0	0	0	0	0	0	0
CASH DONATIONS	0	0	0	0	0	0	0	0
INKIND DONATIONS	60,591	5,049	46,320	10,099	92,193	0	92,193	-31,602
Total OTHER REVENUE	60,591	5,049	46,320	10,099	92,193	0	92,193	-31,602
Total REVENUE	315,218	26,268	66,472	52,536	129,053	217,767	346,820	-31,602
EXPENSES								
PERSONNEL								
SALARIES/WAGES								
SALARY/WAGE EXPENSE	128,943	10,745	10,501	21,491	18,599	110,345	128,943	0
SALARY INCENTIVES	0	0	0	0	0	0	0	0
NEW ACCRUED BENEFIT TIME	10,335	861	855	1,722	1,460	8,874	10,335	0
Total SALARIES/WAGES	139,278	11,607	11,356	23,213	20,059	119,219	139,278	0
FRINGES								
FICA EXPENSE	10,415	868	793	1,736	1,405	9,010	10,415	0
UNEMPLOYMENT INSURANCE EXI	3,070	256	73	512	78	2,992	3,070	0
WORKERS COMP EXPENSE	917	76	62	153	109	808	917	0
DISABILITY INSURANCE EXPENSE	282	24	27	47	54	228	282	0
GROUP INSURANCE EXPENSE	7,641	637	600	1,274	1,198	6,443	7,641	0
401-K EXPENSE	3,061	255	205	510	340	2,721	3,061	0
Fringes on Accrued Leave Earned	1,240	103	86	207	141	1,099	1,240	0
Total FRINGES	26,626	2,219	1,846	4,438	3,325	23,301	26,626	0
Total PERSONNEL	165,904	13,825	13,202	27,651	23,384	142,520	165,904	0
OTHER THAN PERSONNEL								
PROGRAM MATERIALS	0	0	0	0	0	0	0	0
OUTREACH SUPPLIES	300	25	0	50	0	300	300	0
PROGRAM SUPPLIES	500	42	91	83	91	409	500	0
OFFICE SUPPLIES	807	67	157	135	168	639	807	0
Direct Beneficiary Costs	5,000	417	690	833	690	4,310	5,000	0
FOOD & FOOD SUPPLIES	0	0	29	0	29	0	29	-29
COMMERCIAL INSURANCE	100	8	7	17	14	86	100	0
VEHICLE INSURANCE	4,616	385	385	769	769	3,847	4,616	0
VEHICLE MAINTENANCE	500	42	0	83	0	500	500	0
VEHICLE FUEL	200	17	(128)	33	5	0	5	195
VEHICLE REGISTRATION	80	7	0	13	0	80	80	0
PROGRAM RENT	0	0	1,025	0	2,050	0	2,050	-2,050
PARKING LOT RENTAL	840	70	69	140	138	702	840	0
BOARD EXPENDITURES	500	42	5	83	5	495	500	0
POSTAGE	650	54	46	108	80	570	650	0
DUPLICATING & PRINTING	1,500	125	152	250	284	1,216	1,500	0
INTERNET SERVICE	600	50	0	100	59	541	600	0
TELEPHONE	180	15	7	30	19	161	180	0
Computer & Software Expense	1,446	121	590	241	1,015	431	1,446	0
MEETING EXPENSE	400	33	258	67	258	142	400	0
CONFERENCE EXPENSE	5,880	490	0	980	158	5,722	5,880	0

LINE ITEM	AMENDED	BUDGET	ACTUAL	YTD	YTD ACTUAL	FORECAST	TOTAL CONTRACT	REMAINING
	TOTAL BUDGET	11/01/2023 11/30/2023	11/01/2023 11/30/2023	BUDGET 11/30/2023	11/30/2023			
TRAINING & TECHNICAL AST	0	0		0		0	0	0
Staff Development	1,000	83		167		1,000	1,000	0
LOCAL TRAVEL	0	0	11	0	22	0	22	-22
OUT OF TOWN TRAVEL	3,639	303	0	607	(3)	3,642	3,639	0
DUES & SUBSCRIPTIONS	3,329	277		555		3,329	3,329	0
BACKGROUND CHECKS	100	8		17		100	100	0
PERMITS, FEES, & RENTALS	0	0		0		0	0	0
ADVERTISING	150	13		25		150	150	0
EQUIPMENT PURCHASE	0	0		0		0	0	0
BUILDING ALLOCATION	28,000	2,333	1,895	4,667	4,152	23,848	28,000	0
MAINTENANCE ALLOCATION	200	17	135	33	249	0	249	-49
Total OTHER THAN PERSONNEL	60,517	5,043	5,423	10,086	10,253	52,220	62,473	-1,956
CONTRACTUAL								
CONTRACTUAL SERVICES-OTHER	5,700	475	0	950	0	3,744	3,744	1,956
Total CONTRACTUAL	5,700	475	0	950	0	3,744	3,744	1,956
INKIND								
FARMERS MARKET EBT EXPENSE	0	0	0	0		0	0	0
VOLUNTEERS/INTERNS	0	0	5,179	0	9,221	0	9,221	-9,221
VOLUNTEERS-PROFESSIONALS	0	0	630	0	630	0	630	-630
INKIND DONATIONS	60,591	5,049	40,511	10,099	82,342	0	82,342	-21,751
Total INKIND	60,591	5,049	46,320	10,099	92,193	0	92,193	-31,602
ADMINISTRATION								
FINANCIAL AUDIT	1,623	135	0	271	0	1,623	1,623	0
PAYROLL PROCESSING	780	65	46	130	82	698	780	0
ADMINISTRATIVE ALLOCATION	20,103	1,675	1,481	3,351	3,140	16,963	20,103	0
Total ADMINISTRATION	22,506	1,876	1,527	3,751	3,222	19,284	22,506	0
Total EXPENSES	315,218	26,268	66,472	52,536	129,053	217,767	346,820	-31,602
NET SURPLUS/(DEFICIT)	0	0	0	0	0	0	0	0

Income Statement

10/1/2023 - 9/30/2024 WIC GRANT

LINE ITEM	TOT BUDGET	BUDGET		ACTUAL		YTD BUDGET		YTD ACTUAL		FORECAST	TOTAL CONTRACT	REMAINING
		11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/30/2023	11/30/2023							
WIC - WOMEN, INFANTS & CHILDREN												
REVENUE												
GRANTS												
GRANT REVENUE	813,800	67,817	49,555	135,633	89,310	724,490	813,800					0
Total Grants	813,800	67,817	49,555	135,633	89,310	724,490	813,800					0
Other Revenue												
PASS THROUGH FUNDS-wic VOUCHERS	0	0		0		0	0					0
INKIND DONATIONS	0	0		0		0	0					0
Total Other Revenue	0	0	0	0	0	0	0					0
Total Revenue	813,800	67,817	49,555	135,633	89,310	724,490	813,800					0
EXPENSES												
Personnel												
Agency Salaries												
SALARY/WAGE EXPENSE	406,403	33,867	23,823	67,734	40,843	365,560	406,403					0
SALARY INCENTIVES		0		0		0	0					0
NEW ACCRUED BENEFIT TIME	21,971	1,831	1,532	3,662	2,573	19,398	21,971					0
Total Agency Salaries	428,374	35,698	25,355	71,396	43,416	384,958	428,374					0
Fringes												
FICA EXPENSE	32,771	2,731	1,742	5,462	2,988	29,782	32,771					0
UNEMPLOYMENT INSURANCE EXPENSE	12,509	1,042	417	2,085	636	11,873	12,509					0
WORKERS COMP EXPENSE	1,842	154	103	307	177	1,665	1,842					0
DISABILITY INSURANCE EXPENSE	666	56	39	111	78	588	666					0
GROUP INSURANCE EXPENSE	48,380	4,032	2,357	8,063	4,708	43,672	48,380					0
401-K EXPENSE	9,219	768	312	1,537	478	8,741	9,219					0
Fringes on Accrued Leave Earned	3,113	259	169	519	279	2,834	3,113					0
Total Fringes	108,500	9,042	5,139	18,083	9,344	99,155	108,500					0
Total Personnel	536,874	44,739	30,494	89,479	52,760	484,113	536,874					0
OTPS												
Space												
PROGRAM RENT	63,060	5,255	5,880	10,510	8,880	54,180	63,060					0
PARKING LOT RENTAL	0	0	44	0	88	-88	0					0
UTILITIES	3,500	292	2,343	583	4,686	-1,186	3,500					0
JANITORIAL MAINTENANCE		0	150	0	300	-300	0					0
BUILDING MAINTENANCE	0	0		0		0	0					0
BUILDING ALLOCATION	34,403	2,867	2,450	5,734	5,368	29,035	34,403					0
MAINTENANCE ALLOCATION		0	0	0	758	-758	0					0
Total	100,963	8,414	10,867	16,827	20,080	80,883	100,963					0
Program Operations												
PROGRAM MATERIALS	0	0		0		0	0					0
PROGRAM SUPPLIES	7,362	614		1,227		7,362	7,362					0
OFFICE SUPPLIES	2,500	208	397	417	397	2,103	2,500					0
MEDICAL SUPPLIES	5,800	483		967		5,800	5,800					0
EDUCATIONAL SUPPLIES	4,000	333		667		4,000	4,000					0
POSTAGE	8,660	722	481	1,443	834	7,826	8,660					0
DUPLICATING & PRINTING	2,630	219	280	438	563	2,067	2,630					0
INTERNET SERVICE	4,152	346	90	692	418	3,734	4,152					0
TELEPHONE	19,776	1,648	784	3,296	2,962	16,814	19,776					0
MEETING EXPENSE	0	0		0		0	0					0
DUES & SUBSCRIPTIONS	400	33		67		400	400					0
PERMITS, FEES, & RENTALS	0	0		0		0	0					0

LINE ITEM	TOT BUDGET	BUDGET	ACTUAL	YTD BUDGET	YTD ACTUAL	FORECAST	TOTAL CONTRACT	REMAINING
		11/01/2023 11/30/2023	11/01/2023 11/30/2023	11/30/2023	11/30/2023			
WIC - WOMEN, INFANTS & CHILDREN								
EQUIPMENT MAINTENANCE	0	0		0		0	0	0
WIC VOUCHER EXPENSE	0	0		0		0	0	0
INKIND DONATIONS	0	0		0		0	0	0
Total Program Operations	55,280	4,607	2,031	9,213	5,174	50,106	55,280	0
Total OTPS	156,243	13,020	12,898	26,041	25,253	130,990	156,243	0
Travel								
VEHICLE INSURANCE	2,340	195	152	390	304	2,036	2,340	0
VEHICLE MAINTENANCE	1,400	117	799	233	1,228	172	1,400	0
VEHICLE FUEL	853	71		142		853	853	0
VEHICLE REGISTRATION	300	25	0	50	174	126	300	0
CONFERENCE EXPENSE	1,900	158		317		1,900	1,900	0
LOCAL TRAVEL	3,500	292	375	583	397	3,103	3,500	0
OUT OF TOWN TRAVEL	5,491	458	20	915	20	5,471	5,491	0
Total Travel	15,784	1,315	1,346	2,631	2,123	13,661	15,784	0
Equipment								
BREAST PUMPS EXPENSE	3,900	325	0	650	0	3,900	3,900	0
Total Equipment	3,900	325	0	650	0	3,900	3,900	0
Audit								
FINANCIAL AUDIT	4,928	411		821		4,928	4,928	0
Total Audit	4,928	411	0	821	0	4,928	4,928	0
Other								
CONTRACTUAL SERVICES-OTHER	13,900	1,158	603	2,317	602	13,298	13,900	0
Computer & Software Expense	5,860	488	159	977	463	5,397	5,860	0
TRAINING & TECHNICAL AST	0	0		0		0	0	0
Staff Development	0	0		0		0	0	0
PAYROLL PROCESSING	1,440	120	109	240	214	1,226	1,440	0
Memberships	0	0		0		0	0	0
ADVERTISING	12,000	1,000		2,000		12,000	12,000	0
Total Other	33,200	2,767	871	5,533	1,279	31,921	33,200	0
Administration								
ADMINISTRATIVE ALLOCATION	62,871	5,239	3,947	10,479	7,894	54,977	62,871	0
Total Administration	62,871	5,239	3,947	10,479	7,894	54,977	62,871	0
Total Expenses	813,800	67,817	49,555	135,633	89,310	724,490	813,800	0
NET SURPLUS/(DEFICIT)	0	0	0	0	0	0	0	0

CAPCO

Income Statement

10/1/2023 - 9/30/2024 WIC GRANT

LINE ITEM	TOT BUDGET	BUDGET	ACTUAL	YTD	YTD	FORECAST	TOTAL CONTRACT	REMAINING
		11/01/2023 11/30/2023	9/1/2023 9/30/2023	BUDGET 11/30/2023	ACTUAL 9/30/2023			
EPC - Enhanced Peer Counseling								
REVENUE								
GRANTS								
GRANT REVENUE	36,600	3,050	2,128	6,100	3,527	33,073	36,600	0
Total Grants	36,600	3,050	2,128	6,100	3,527	33,073	36,600	0
Total Revenue	36,600	3,050	2,128	6,100	3,527	33,073	36,600	0
EXPENSES								
Personnel								
Agency Salaries								
SALARY/WAGE EXPENSE	28,945	2,412	1,876	4,824	3,119	25,826	28,945	0
SALARY INCENTIVES							0	0
Total Agency Salaries	28,945	2,412	1,876	4,824	3,119	25,826	28,945	0
Fringes								
FICA EXPENSE	2,214	185	144	369	239	1,975	2,214	0
UNEMPLOYMENT INSURANCE EXPENSE	846	71	36	141	54	792	846	0
WORKERS COMP EXPENSE	125	10	8	21	14	112	125	0
DISABILITY INSURANCE EXPENSE	266	22	22	44	39	227	266	0
Total Fringes	3,451	288	210	575	345	3,106	3,451	0
Total Personnel	32,396	2,700	2,086	5,399	3,464	28,932	32,396	0
OTPS								
Program Operations								
Computer & Software Expense	144	12		24		144	144	0
DUPLICATING & PRINTING	0	0	3	0	3	-3	0	0
INTERNET SERVICE	408	34	0	68	10	398	408	0
TELEPHONE	3,012	251	40	502	40	2,972	3,012	0
Total Program Operations	3,564	297	42	594	53	3,511	3,564	0
Total OTPS	3,564	297	42	594	53	3,511	3,564	0
Travel								
LOCAL TRAVEL	64	5	0	11	10	54	64	0
OUT OF TOWN TRAVEL	0	0	0	0	0	0	0	0
Total Travel	64	5	0	11	10	54	64	0
Other								
PAYROLL PROCESSING	576	48	0	96	0	576	576	0
Total Other	576	48	0	96	0	576	576	0
Total Expenses	36,600	3,050	2,128	6,100	3,527	33,073	36,600	0
NET SURPLUS/(DEFICIT)	0	0	0	0	0	0	0	0

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 24-10

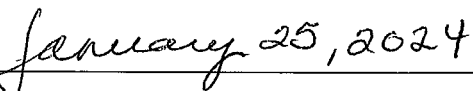
WHEREAS, the Cortland County Community Action Program, Inc. Finance & Audit Committee has reviewed the proposed 2024 Administration Budget and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2024 Administration Budget,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the 2024 Administration Budget.



Board President



Date

CAPCO

**Agency Administration
Proposed 2024 Budget**

LINE ITEM	ADMIN BUDGET	Forecast	PROPOSED	
	2023	2023	ADMIN BUDGET	2024
ADM - ADMINISTRATIVE CHARGES				
EXPENSES				
PERSONNEL				
SALARIES/WAGES				
SALARY/WAGE EXPENSE	400,914	395,346	464,304	
SALARY INCENTIVES	0	0		
NEW ACCRUED BENEFIT TIME	33,440	34,056	40,033	
Total SALARIES/WAGES	434,354	429,402	504,337	
FRINGES				
FICA EXPENSE	32,716	29,512	38,582	
UNEMPLOYMENT INSURANCE EXPENSE	14,143	6,290	8,842	
WORKERS COMP EXPENSE	372	587	604	
DISABILITY INSURANCE EXPENSE	556	610	579	
GROUP INSURANCE EXPENSE	28,877	32,604	38,573	
401-K EXPENSE	9,538	9,426	12,891	
Fringes on Accrued Leave Earned	3,747	4,360	5,392	
Total FRINGES	89,949	83,389	105,463	
Total PERSONNEL	524,303	512,791	609,800	
OTHER THAN PERSONNEL				
OUTREACH SUPPLIES		417	500	
OFFICE SUPPLIES	9,000	8,523	9,000	
COMMERCIAL INSURANCE	14,000	14,464	14,500	
LEGAL FEES		0	0	
PARKING LOT RENTAL	1,100	845	900	
BOARD EXPENDITURES		375	500	
POSTAGE	1,200	1,370	1,500	
DUPLICATING & PRINTING	1,700	1,822	2,100	
INTERNET SERVICE	1,200	935	1,100	
TELEPHONE	1,200	379	500	
Computer & Software Expense	31,150	43,618	48,286	
MEETING EXPENSE	1,100	1,194	1,300	
CONFERENCE EXPENSE	2,420	1,995	1,800	
TRAINING & TECHNICAL AST	1,600	612	1,000	
Staff Development	500	1,455	1,200	
LOCAL TRAVEL	400	390	400	
OUT OF TOWN TRAVEL	8,200	6,183	3,936	
DUES & SUBSCRIPTIONS	3,500	3,711	4,000	
BACKGROUND CHECKS	300	80	300	
PERMITS, FEES, & RENTALS	500	410	500	
ADVERTISING	500	214	500	
BUILDING ALLOCATION	30,000	17,780	23,600	
Total OTHER THAN PERSONNEL	109,570	106,773	117,422	
CONTRACTUAL				
CONTRACTUAL SERVICES-OTHER	2,000	4,810	2,500	
Total CONTRACTUAL	2,000	4,810	2,500	
ADMINISTRATION				
FINANCIAL AUDIT	0	0	0	
PAYROLL PROCESSING	2,500	1,257	2,000	
EAP SERVICES	10,000	7,918	8,340	
FINANCE & SERVICE CHARGES	0	622	700	
EQUIPMENT PURCHASE	0	0	17,000	
ADMINISTRATIVE ALLOCATION	-650,088	-634,171	-757,762	\$ 757,762
Total ADMINISTRATION	-636,073	\$(624,374)	-729,722	\$ 107,674
				16.56%
Total EXPENSES	0	0	0	
NET SURPLUS/(DEFICIT)	0	0	0	

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 24-11

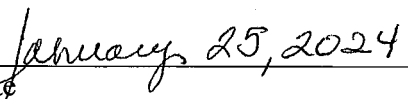
WHEREAS, the Cortland County Community Action Program, Inc. Finance & Audit Committee has reviewed the proposed updates to the Fiscal Policies & Procedures, inclusive of changes to the Capitalization, Contributed Assets, and Cost Allocation Policies and,

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed updates to the Fiscal Policies & Procedures, inclusive of changes to the Capitalization, Contributed Assets, and Cost Allocation Policies,

IT IS HEREBY RESOLVED that on January 25, 2024, the CAPCO Board of Directors approves the updates to the Fiscal Policies & Procedures, inclusive of changes to the Capitalization, Contributed Assets, and Cost Allocation Policies.



Board President



Date

FIXED ASSET MANAGEMENT

Capitalization Policy

Physical assets acquired with unit costs of \$5,000 or greater are capitalized as fixed assets on the financial statements. Items with unit costs below this threshold shall be expensed in the year purchased.

Capitalized fixed assets are accounted for at their historical cost and all such assets, except land and certain works of art and historical treasures, are subject to depreciation over their estimated useful lives, as described later.

Contributed Assets

Assets with fair market values of \$5,000 (per unit) or greater that are contributed to CAPCO shall be capitalized as fixed assets on the financial statements. Contributed items with market values below this threshold shall be expensed in the year contributed.

Capitalized contributed assets are accounted for at their market value at the time of donation and all such assets, except land and certain works of art and historical treasures, are subject to depreciation over their estimated useful lives, as described later.

Establishment and Maintenance of a Fixed Asset Listing

All capitalized fixed assets shall be recorded in a property log. This log shall include the following information with respect to each asset:

1. Date of acquisition
2. Cost
3. Description (including color, model, and serial number)
4. Location of asset
5. Depreciation method
6. Estimated useful life

A physical inventory of all assets capitalized under the preceding policies will be taken on bi-annual basis by each department/program at each program year end. Such physical inventories shall be signed and certified as to their accuracy. This physical inventory shall be reconciled to the property log and adjustments made as necessary. All adjustments resulting from this reconciliation will be approved by the Fiscal Director.

There is no requirement to record any property purchases less than \$2,000. Any department may inventory property and equipment purchases as required by contractual agreement or as they feel necessary for control purpose.

Each Department must have a process in place for the safe guarding of assets with a purchase price of less than \$2,000.

Receipts of Newly-Purchased Equipment and Furniture

At the time of arrival, all newly-purchased equipment and furniture shall be inspected for obvious physical damage. The receipt and acceptance of goods must be done by an employee independent of purchasing. If an asset appears damaged or is not in working order, it shall be returned to the vendor immediately.

In addition, descriptions and quantities of assets per the packing slip or bill of lading shall be compared to assets delivered. Discrepancies should be resolved with the vendor immediately.

Depreciation and Useful Lives

Fixed assets are depreciated over their estimated useful lives using the straight-line method.

In the year of acquisition, depreciation is recorded based on the number of months the asset is in service, counting the month of acquisition as a full month.

Estimated useful lives of capitalized assets shall be determined by the Fiscal office in conjunction with the department or employee that shall utilize the asset. The following is a list of the estimated useful lives of each category of fixed asset for depreciation purpose:

Furniture and fixtures	7 years
General office equipment, appliances	7 years
Computer hardware and peripherals	3 years
Computer software	5 years
Leased assets	life of lease
Leased hold Improvements	remaining lease term
Vehicles	5 years

Alternatively, at the direction of the Fiscal Director, capitalized assets may be depreciated over useful lives expressed in terms of units of production or hours of service in place of the preceding useful lives expressed in terms of time.

Repairs of Fixed Assets

Expenditures to repair capitalized assets shall be expensed as incurred if the repairs do not materially add to the value of the property or materially prolong the estimated useful life of the property.

Expenditures to the repair capitalized assets shall be capitalized if the repairs increase the value of property, prolong its estimated useful life, or adapt it to a new or different use. Such

capitalized repair costs shall be depreciated over the remaining estimated useful life of the property. If the repairs significantly extend the estimated useful life of the property, the original cost of the property shall also be depreciated over its new, extended useful life

Dispositions of Fixed Assets

In the event a non-expendable asset is sold, scrapped, donated or stolen, adjustments need to be made to the fixed asset listing and property log. If money is received for asset, than the difference between the money received and the book value” (purchased price less depreciation) of the asset will be recorded as a loss if the money received is less than the book value and a gain if the money received is more than the book value.

Write-Offs of fixed Assets

The Department Director approves the disposal of all capitalized fixed assets that may be worn out or obsolete. Property that is discovered to be missing or stolen will be reported immediately in writing to the Fiscal Director. If not located, this property will be written off the books with the proper notation specifying the reason.

COST ALLOCATION

The purpose of the cost allocation plan is to state, in writing, the calculation and methods that Cortland County Community Action Program, Inc. will use to allocate cost to various programs and grants.

Direct costs are costs that can be identified with a specific final cost objective. Indirect costs are costs that have been incurred for common or joint objectives and cannot be readily identified with a final cost objective. The Cortland County Community Action Program, Inc. allocates indirect administrative costs utilizing the Modified Total Direct Cost (MTDC) de minimis rate of 10% for identified federal funding awards that do not provide an indirect rate for administrative allocations. For non-federal awards as well as federal awards that provide an indirect rate or rate cap, as well as state and other funding that does not require the use of the Modified Total Direct Cost (MTDC) de minimis rate, the Agency's Cost Allocation Plan applies.

See Appendix A.

Appendix A: Cost Allocation Plan

Cortland County Community Action Program, Inc. Cost Allocation Plan

Purpose/General Statements

The purpose of the cost allocation plan is to state, in writing, the calculation and methods that Cortland County Community Action Program, Inc. will use to allocate cost to various programs and grants.

Direct costs are costs that can be identified with a specific final cost objective. Indirect costs are costs that have been incurred for common or joint objectives and cannot be readily identified with a final cost objective.

General Approach

It is the policy of Cortland County Community Action Program, Inc. that only costs that are allowable, reasonable, and allocable to a federal award shall be charged to that award directly or indirectly. All unallowable costs shall be appropriately segregated from allowable cost, in the general ledger in order to assure that unallowable costs are not charged to federal awards.

Charging of Costs to Federal Awards

Segregating Allowable From Unallowable Costs

The following steps are taken to identify and segregate costs that are allowable and unallowable with respect to each federal award:

1. The budget and grant/contract for each award shall be reviewed for costs specifically allowable or unallowable.
2. Accounting personnel shall be familiar with the allowability of cost provisions of Office of Management and Budget Circular A-122, "Cost Principles for Non-Profit Organizations", particularly:
 - A. The list of specifically unallowable cost found, (Executive Order 21 selected items of cost), such as alcoholic beverages, bad debts, contributions, fines and penalties, lobbying, etc.
 - B. Those costs requiring advance approval from federal agencies in order to be allowable in accordance with Executive Order 21, such as foreign travel, equipment purchases, etc.
3. No costs shall be charged directly to any federal award until the cost has been determined to be allowable under the terms of the award and/or Office of Management and Budget Circular A-122.
4. For each federal award, an appropriate set of general ledger accounts shall be established in the chart of accounts of Cortland County Community Action Program, Inc. to reflect the categories of allowable costs identified in the award or the award budget.
5. All items of miscellaneous income or credits, including the subsequent write-offs of uncashed checks, rebates, refunds, and similar items, shall be reflected for grant accounting purposes as reductions in allowable expenditures if the credit relates to charges that were originally charged to federal award or to activity associated with a federal award. The reduction in expenditures shall be reflected in the year in which the credit is received (i.e. if the purchase that results in the credits took place in a prior period, the prior period shall not be amended for the credit).

Criteria for Allowability

The Policy of Cortland County Community Action Program, Inc. is that all costs must meet the following criteria in order to be treated as allowable direct or indirect cost under a federal award:

1. The cost must be "reasonable" for the performance of the award, considering the following factors:
 - A. Whether the cost is of a type that is generally considered as being necessary for the operation of the organization or the performance of the award.

- B. Restraints imposed by such factors as generally accepted sound business practices, arm's length bargaining, federal and state laws and regulations, and the terms and conditions of the award.
 - C. Whether the individuals concerned acted with prudence in the circumstances.
 - D. Consistency with established policies and procedures of the organizations, deviations from which could unjustifiably increase the cost of the award.
2. The cost must be " allocable" to an award by meeting the following criteria:
 - A. The cost is incurred specifically for a federal award.
 - B. The cost benefits both the federal award and other work, and can be distributed in reasonable proportions to the benefits received; or
 - C. The cost is necessary to overall operations of the organization, but where a direct relationship to any particular program or group of programs cannot be demonstrated.
 3. The cost must conform to any limitations or exclusions of Office of Management and Budget Circular A-122 or the federal award itself.
 4. Treatment of costs must be consistent with the policies and procedures that apply to both federally financed activities and other activities of the organization.
 5. Cost must be consistently treated over time.
 6. The cost must be determined in accordance with generally accepted accounting principles.
 7. Costs may not be included as a cost of any other federal financed programs in the current or prior periods.
 8. The cost must be adequately documented.

Allocation of Costs

The following information summarizes the procedures that will be used by Cortland County Community Action Program, Inc. in regards to allocation of costs.

A. Compensation for Personnel Services – Documented by timesheets and distribution report showing by employee the allocation based on time spent on each program or grant. Wages are charged directly to program/grant for which work has been done. Wages for administrative staff are charged to management and general, and allocated thru ADM allocation which is discussed below.

1. Fringe benefits (FICA, SUI, Disability, and Workers Compensation) are allocated in the same manner as wages. Health, Dental, Life insurance cost that is incurred by Cortland County Community Action Program, Inc. (total insurance cost minus employees portion) are charged directly to program/grant for which work has been done.
2. Vacation, sick, personal and holiday pay are allocated the same as wage allocation is conducted.

- B. Travel Costs – Allocated based on the purpose of travel. All travel costs local and out of town are directly charged to the appropriate programs for which travel was incurred.
- C. Professional Services Costs (such as consultants, and audit services) – All consultant costs are directly charged to the programs that are receiving benefits from the service. Audit services are allocated amongst all programs which require an independent audit. This allocation is based on the programs (calendar year) actual expenses.
- D. Office Expenses/Supplies – Allocated based on usage. Office supplies used for a specific program will be directly charged to that program. Office expenses/supplies that are for administrative staff are charged to management and general, and allocated by ADM allocation which is discussed below.
- E. Postage Expenses (postage, postage meter lease, postage supplies) – Allocated based on the postage used per month. Postage is tracked by a licensed postage machine, which is maintained by the agency, and is not available for personal use. Each program is assigned a postage meter code to track actual usage.
- F. Equipment – All equipment used for a specific program will be directly charged to that program. Equipment that is for administrative staff is charged to management and general, and allocated by ADM allocation which is discussed below.
- G. Duplicating/Printing (includes supplies, maintenance, and repairs) – Costs are directly charged based on the percentage of copies made by each program. Each program is assigned a copier code to track the number of copies made by each program. Codes that are shared by Head Start and Early Head Start are allocated based on enrollment numbers.
- H. Commercial Insurance (Auto, Liability/Property, Child Accident, Erisa Bond, Directors & Officers, Pollution Control) – Insurance needed for a particular program is charged directly to the program requiring the coverage. In regards to insurance coverage that effects the agency (Erisa Bond & Directors & Officers) coverage is charged to management and general and allocated thru ADM, which is discussed below. Site insurance coverage (Property/Liability) is based on the value of each site and directly charged to the appropriate program requiring the coverage.
- I. Telephone – Allocated based on site and directly charged to the corresponding program. Telephone expenses that are shared, are allocated by number of staff per program and charged to corresponding program.
- J. Internet – Allocated based on site and directly charged to the corresponding program. Internet expenses that are shared are allocated by number of staff per program and charged to corresponding program.

- K. Facilities Expenses (Janitorial Services, Trash Removal, Building Maintenance, Utilities) – Allocated based on square footage. Program percent of square footage is calculated by space occupied by program divided by the total square footage of the building. Trash removal and Utilities for a specific site are allocated to the program receiving the benefits.
- L. Parking Lot Rent – Allocated by the number agency vehicles and people using the parking lot, than by program that vehicle/employee is assigned. Parking lot rent is than charged to the appropriate program.
- M. Office Rent - Allocated based on square footage. Program percent of square footage is calculated by space occupied by the program divided by the total square footage of the building.
- N. Payroll Processing – Allocated on the number of employees per pay period, based on time worked on each program.
- O. Training/Conference Expense – Allocated to the program benefiting from the training, conference or seminars. For administrative staff, if the conference benefits more than one program the charges go to management and general, and are allocated by ADM allocation which is discussed below.
- P. Administrative Allocation – This covers all administrative expenses that benefit more than one program. Expenses can include but not limited to, ADM wages, ADM fringe, ADM office supplies, etc. The allocation based on programs calendar year expenses divide by total agencies calendar year expenses less ADM. This percentage is then applied to ADM expenses and charged to corresponding programs.

Indirect administrative costs are allocated utilizing the Modified Total Direct Cost (MTDC) de minimis rate of 10% for identified federal funding awards that do not provide an indirect rate for administrative allocations. MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subaward and subcontract in excess of \$25,000. Other items may only be excluded when necessary to avoid a serious inequity in the distribution of indirect costs, and with the approval of the cognizant agency for indirect costs. For non-federal awards as well as federal awards that provide an indirect rate or rate cap, as well as state and other funding that does not require the use of the Modified Total Direct Cost (MTDC) de minimis rate, the Agency's Cost Allocation Plan applies.



Executive Director Report Board of Directors Meeting

Greg Richards
January 25, 2024

- We continue to work through the transition in the Fiscal Office with Martha's retirement in November and the open Accountant position. Debbie Hayden, a partner and CPA with Port, Kashdin & McSherry (PKM), has been primarily assisting with daily accounting functions and oversight while helping to identify departmental needs. PKM is working closely with Martha, who continues to assist, largely remotely, with budget preparations & vouchering in the interim of department's transition. The Fiscal Director position is on its 2nd posting cycle to start the new year, including posting to far-reaching sources outside of the County. To date, we have not received qualified applicants with the position requiring a 4-year degree per Head Start Performance Standards. It is the intention to move forward with the posting of the Accountant position while continuing to work with PKM and Martha to cover needs. In consultation with Bettina, our auditor at the Bonadio Group, as well as feedback from PKM, we will be exploring alternate Fiscal structure models, including looking at the plausibility of outsourcing some of the director-level functions. We are in the initial phases of exploring these possibilities while continuing to actively recruit for the Director position.
 - We had an initial planning meeting with Bettina, and Bonadio will be scheduling our in-person audit for the month of May 2024 with a targeted Board presentation date in September. We had hoped to present in July, but Bonadio has conflicts with their auditing schedule; this plan keeps us in compliance to file on or before 9/30/2024.
- We are planning several initiatives and events to celebrate our 50th Anniversary in 2024!
 - Chamber of Commerce Business After Hours—Wednesday, April 17th.
 - Open House/Legislative Day/Building Dedication—proposed for Wednesday, June 5th or Wednesday, June 12th.
 - Cortland County Legislative Proclamation—*Doug Bentley!*
 - Attempting for Lea Webb & Anna Kelles visits
 - Lindy Glennon Main Office dedication
 - New take on Opportunity Community with a CAPCO Family Day/Carnival—proposed for July @ South Main property.
 - Community Poverty Simulation—proposed for October.
 - Community *Resilience* movie screening and ACEs training—proposed for September.
 - 50th Anniversary Street Banners in Homer & Cortland.
 - GraphTex winter 50th Anniversary webstore—through February 5th.
 - Social media campaigns and special All-Staff Day celebrations & education.

- We have submitted our HS/EHS DRS application as of Friday, January 19, 2024—10 days ahead of the extended due date! We worked closely with the consultants from Foundations for Families to prepare the grant and engaged in further services to have our application reviewed with feedback ahead of our submission. I cannot express my gratitude to Jenn & Kristi enough for their immense efforts in preparing this intricate and time-consuming application, which works to further re-structure our Program’s design to best meet our community’s needs and ensure CAPCO’s continued services in HS/EHS. It is anticipated that we will hear a determination late in the spring, possibly as late as late May/June. Given that expected timeframe and the challenges it presents for Program logistics, we will be communicating structural changes to the broader staff in late March. Until that point, the details of the application remain confidential.
- We received the disheartening news that our Affordable Connectivity Program (ACP) grant through our sub-recipient arrangement with NYSCAA will be winding down and ending with our inability to enroll new participants as of February 7th. The communicated reason for this sudden end is funding through the special federal infrastructure program. This grant is through the Federal Communications Commission (FCC) and was projected to last for 2 years with it just beginning last April 2023 and our funding not starting until June 2023. Participants will no longer receive the broadband discount as of April 2024 pending additional funding, and we will no longer be able to charge expenses to the grant. This will have an impact on the Family Development Program’s overall funding as this grant was budgeted to offset our base CSBG funding by north of \$47,000 each year through 2025. We will be contacting enrollees to communicate changes and intend to charge allowable expenses until the end date. We will be working to amend our CSBG budget in the coming weeks to account for this significant change as well as look at the impact of the new de minimis method for capturing indirect administrative expenses.
- We are upgrading our building maintenance utility van with the recent purchase of a new (to us) van that was purchased through Beard Electric, and entity CAPCO is very familiar with and engages in projects & business. The new van is several years newer than our current vehicle, which has had to have much repair and maintenance with its age and mileage. With his support for our Agency, Bob Beard has offered the van below market value, and we have budgeted to fund the van through our administrative allocation.
- I was recently appointed to the Tompkins Cortland Community College (TC3) Foundation Board of Directors at the recommendation of our own Doug Bentley—thanks, Doug! I had my first meeting in January as part of the Board’s Annual Meeting, and I am looking forward to being a part of the Board with leaders across sectors in both Tompkins & Cortland counties. TC3’s President, Amy Kremenack, has visited our Agency, and we have done several collaborations with the college, including the current program with our Adult Education program for CNA attainment.

Deputy Director Report
Kirsten Parker
January 22, 2024

- **Volunteer Driver-** Information on the 5310 Grant has not changed. We have not signed the contract for the 5310 Grant. We don't have to spend the money for several years, so we are still waiting to find out what Seven Valley's capacity is going to be. While they do have some transportation funding, they are not filling their transportation employee position unless they get additional funding. Medicaid Answering Services is contracting directly with providers for Medicaid transportation. We have signed our contract. We still have very limited drivers. Sandi, our regular driver, is consistent and we have one additional driver with limited availability.
- **Consumer Directed Care-**We have not had any updates on the attestation/contracting process. Greg is currently doing the Fidelis billing but will be training other staff when he is more confident in the process. This month we learned we need to send our EVV data to a NYS aggregator. We have no information on how to do this, but we will need to move up our plans to switch EVV providers.
- **Medicaid Compliance-**We have developed a work plan. The plan was approved by the PP&E committee and will be shared with you for approval at this board meeting.
- **Poverty Simulations-**We have a Poverty Simulation scheduled for SUNY Cortland in March. We also have plans to do a Poverty Simulation for our own staff.
- **WIC Maternity leave-**Greg, Kay, and I met to discuss Kay's maternity leave. We also discussed her pending resignation. I will be acting as WIC Director in her absence and while we work on recruiting a new Director.



Energy Services / Building Maintenance January 2024

Energy Services

Weatherization Assistance Program- PY23.24 (7/1 to 6/30)

- On schedule for production.
- In the process of screening resumes for Admin. Assistant.
- In need of another Crew Laborer.

BIL- PY23.24 (4/1 to 3/31)

- Production on schedule. Working a lot with “Disadvantage Communities” (DAC) areas.
- Patiently awaiting the approval of DOE and HCR for vehicle approvals.

EmPower NY (Cortland & Tompkins Counties)

- 1 - job completed. 8 - In-Progress.

HEAP- (Cortland & Tompkins Counties)

- 7 – Clean and Tunes completed.
- 4 – Heating Repair/Replacements completed.

Fee For Service – no current activity.

CAPCO Building Maintenance

- Hired Cody, a former Family Essentials volunteer, as a substitute custodial person & regular custodial for Energy Services office.
- In the process of purchasing a 2017 Ford Transit Connect Cargo for Ben. This vehicle has very low mileage, is taken care of and has a lot of accessories included (ladder racks, interior shelving, new tires, and snow tires). This is a much-needed vehicle to replace Ben’s current cargo van for building maintenance.



Family Development Board Report December/January 2023

Adult Education

- We had six new students enrolled in the program this month.
- We will be holding information sessions with TC3 for our 2024 CNA certification class in February and March.
- Six of the eight 2023 CNA graduates are currently employed.
- We will be starting open classroom hours again for the first time since pre-pandemic beginning in February.

Emergency Assistance

- We gave gifts to 234 children at our Holiday Giveaway on December 13.
- We have 65 children enrolled in the Diaper Distribution Program and will have our first distribution the last week of January.
- Our Snack Pack Program is currently feeding 87 children each weekend.
- We are enrolling children to receive a new winter coat at the Subaru Loves event on February 12.

NOEP

- Jessica will be helping at the Fresh Food Giveaway on January 30.
- The program continues to see an increase in SNAP applications and food insecurity.

Healthy Families

- Family Satisfaction Surveys were completed in January and so far, have been very positive.
- We ended 2023 with a 69% family retention rate. This is a 25% increase from 2022.
- Program staff have set goals to increase capacity and increase health and safety discussions with families.
- Healthy Families America five-year accreditation process happened in 2024, we should hear in February if our site was chosen for an accreditation visit.



HS/EHS Director's Report

January 2024



Enrollment:

- EHS Enrollment: 64 accepted, 62 enrolled
- HS Enrollment: 100 accepted, 98 enrolled
- EHS Waiting list: 61: 24 over income, 4 at 130% and 33 income eligible.
- HS 3-Year-Old Waiting List: 32: 19 over income, 1 at 130% and 12 income eligible.
- HS 4-Year-Old Waiting List: 4: 0 over income, 2 at 130% and 2 income eligible

Staffing:

The program has current openings for a kitchen aide, mental health specialist/consultant and substitutes.

Old Business:

- The application deadline for the DRS application has been extended to January 29, 2024. It has been sent to our consultant for a review and we are in the final stages of revising for submittal.
- Classroom closures have been kept to a minimum.

New Business:

- Fall 2023 CLASS report was completed.
- Jeanette Dippo will be put forth to Policy Council as the Board representative to PC following the Board's approval at the upcoming January meeting—thanks, Jeanette!
- HS/EHS has seen an uptick in illness following the return from winter break (COVID, Flu, RSV).
- We officially have a new Program/Regional Specialist as well as a new Fiscal/Grants Specialist through the Office of Head Start. We had a virtual introductory meeting with our new Program/Regional Specialist, Siobhan Raines, along with other programs that were assigned the Siobhan as their specialist.
- **DRS application OFFICIALLY SUBMITTED as of Friday, January 19, 2024!**

- Next Policy Council meeting is scheduled for January 30, 2024. This meeting will be held at the Community Restaurant from 5pm-8pm.

Cortland-Chenango WIC Board Report

Kay Brewster

1/12/24

Norwich Office:

- We welcomed John Sostarich as a Qualified Nutritionist to our Norwich Office on 1/3/24

Staffing:

- We are currently fully staffed in our program area!

Fiscal:

- We have submitted our November Voucher and are working on a budget modification to ease vouchering throughout the year due to changes to our budget after we initially submitted it last year.

Caseload/Outreach:

- Our preliminary numbers for December have already exceeded our outreach goal for the year of 1850 participants enrolled. These are much more the caseload we were expecting. Excellent teamwork between Cortland and Norwich permanent offices has helped with identifying and scheduling families who are eligible and have missed appointments.

Month	Target Caseload	Enrollment	Participation	% of Target	% of Enrollment	Final
OCT 2023	2,200	1,463	1,360	61.82%	92.96%	✓
NOV	2,200	1,792	1,642	74.64%	91.63%	✓
DEC	2,200	1,988	1,862	84.64%	93.66%	✗
YTD Average:	2,200	1,628	1,501	68.23%	92.23%	

- Our first set of billboards have gone up in Chenango County!

