

**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.

<b>Key:</b>	
<b>Green</b>	Strategies in-progress, completed, or current plans to move strategies forward.
<b>Yellow</b>	Strategies not yet started, re-evaluation may be needed.
<b>Red</b>	Strategies not started with no current plans to move strategies forward. Re-evaluation of strategy & outcome.

**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.**

<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>CAPCO understands the extent of homelessness in the community and the available services</b>	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	<b>Green</b>	CAPCO actively participates at the County-level <b>Homelessness &amp; Housing Coalition</b> 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.
<b>CAPCO determines its role in addressing homelessness in the community</b>	Depending on inventory data, consider CAPCO's role in addressing homelessness, such as, but not limited to: <ul style="list-style-type: none"> <li>• Act as a convener to bring service providers together</li> <li>• Expand the family advocate (or another position(s))</li> </ul>	Clearly defined role for CAPCO with specific goals for addressing homelessness moving forward	2023 & Ongoing	<b>Yellow/Green</b>	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.

<b>CAPCO determines its role in addressing homelessness in the community (Cont.)</b>	<ul style="list-style-type: none"><li>• Explore funding sources to meet the identified need(s)</li></ul>			<b>Green</b>	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><b>CAPCO determines its role/capacity to offer fee-based child care opportunities in the community, specifically focused on wrap-around services</b></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 &amp; Ongoing</p>	<p><b>Yellow</b></p>	<p>CAPCO is only funded to offer a finite number of Head Start &amp; 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><b>Yellow</b></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
<p><b>Residents with low incomes have increased options for healthy food</b></p>	<p>Provide options to buy local, seasonal food directly through Community Supported Agriculture (CSA)</p>	<p>An increase in the CSA options and the number of residents who take advantage of the opportunity</p>	<p>Ongoing</p>	<p><b>Green</b></p>	<p>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>

<p><b>Residents with low incomes have increased options for healthy food (Cont.)</b></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><b>Green</b></p>	<p>Our NOEP Coordinator does ongoing outreach at local events and food pantries/emergency food providers, including but not limited to Loaves &amp; 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.
<b>Strategic Priority: Improve family health and stability.</b>					
<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>Families have improved health and are stable</b>	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 &amp; Ongoing</p>	<p><b>Yellow</b></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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<b>Families have improved health and are stable (Cont.)</b>	The Energy Services Department will continue to expand and build partnerships and conduct focused outreach in Tompkins County	Number of partnerships gained or enhanced  Number of households served	Ongoing	<b>Green</b>	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.
	Enroll more families in the Healthy Families program and increase families' active engagement in the Healthy Families program.	Number of families served and The number of families that engaged in 3 or more home visits in the past 6 months	End of contract period / Ongoing	<b>Yellow</b>	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><b>Families have improved health and are stable (Cont.)</b></p>	<p>Expand WIC's footprint throughout the county</p>	<p>The number and location of women and children served</p>	<p>2023 &amp; Ongoing</p>	<p><b>Green</b></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><b>Clients' adult literacy and education levels are improved.</b></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 &amp; Ongoing</p>	<p><b>Green</b></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>

<b>Clients are more employable.</b>	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	<b>Green</b>	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	<b>Green</b>	CAPCO's Family Development Adult Education Program completed its 3 <sup>rd</sup> 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.

<b>Strategic Priority: Decrease the adverse effects on children of families impacted by traumatic events.</b>					
<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>Children of families impacted by traumatic events are assisted by CAPCO</b>	Reengage internal trauma-informed workgroup	Group reviews internal policies, practices, etc. to ensure trauma-informed practices with clients	2023	<b>Yellow / Green</b>	<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 &amp; 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>
<b>Governance Strategic Priority</b>					
<p><b>Board members provide meaningful review of proposed program/services, intended program results, and tracked outcomes</b></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"> <li>• Executive committee</li> <li>• PP&amp;E committee</li> <li>• Finance/audit committee</li> <li>• Board development committee</li> </ul>	<p>Annual board assessment/survey</p>	<p>2023 &amp; 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><b>The board is able to understand connections among plan goals and strategies and program services to meet customer needs</b></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><b>Green</b></p>	<p>The Board’s Program, Planning &amp; Evaluation (PP&amp;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&amp;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.**

<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>Access to safe and secure housing is expanded</b>	Explore opportunities for new funding to meet increased need	New funding received	2024	<b>Red</b>	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.
	Explore resources and CAPCO's role in assisting homes in need of work prior to Weatherization services	Locating potential resources and CAPCO's role is defined	2023 & Ongoing	<b>Yellow</b>	CAPCO actively participates at the County-level <b>Homelessness &amp; Housing Coalition</b> 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'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.

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

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments
<p><b>Services in rural communities are enhanced/expanded to meet resident needs.</b></p>	<p>Research mobile services, and potential collaboration with current mobile providers</p>	<p>Research conducted</p>	<p>2023 &amp; 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 &amp; 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>

<b>Services in rural communities are enhanced/expanded to meet resident needs (Cont.)</b>	Explore co-location with community and business partners (doctors' offices, federally qualified health center, etc.)	Potential locations explored  Determination made as to feasibility	Ongoing	<b>Yellow</b>	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	<b>Green</b>	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					
<b>Board members with knowledge and expertise are cultivated and recruited</b>	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	<b>Green</b>	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"> <li>• Businesses &amp; economic development</li> <li>• Housing and real estate</li> <li>• Transportation systems</li> <li>• Health, mental health, and substance abuse policy/service provision</li> <li>• Legal/law</li> <li>• Human Resources</li> <li>Local government</li> </ul>	Current board member composition is recorded at the beginning of 2023.  Board member composition is noted at the end of 2023.	Annually	<b>Green</b>	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.

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**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.**

<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>Residents are active in addressing poverty in the community</b>	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	<b>Yellow</b>	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 <sup>th</sup> anniversary and Community Action's 60 <sup>th</sup> 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.
<b>The community is educated about the effects of poverty</b>	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	<b>Green</b>	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.

<b>Strategic Priority: Recruit CAPCO customers/former customers for volunteer and paid positions in CAPCO's programs.</b>					
<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>Meaningful employment opportunities within CAPCO for participants are developed and enhanced</b>	Utilize the following programs for outreach: <ul style="list-style-type: none"> <li>• Head Start/Early Head Start</li> <li>• WIC Peer Counselors</li> <li>• Family Essentials</li> <li>• CDPAP</li> </ul>	Number of former/current customers who are volunteers  Number of job opportunities developed/enhanced  Number of former customers employed by CAPCO	Ongoing	<b>Green</b>	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.
<b>Recruit with a special emphasis on volunteer drivers</b>	Provide training and support for volunteer drivers	Number of volunteer drivers	Annually and Ongoing	<b>Yellow</b>	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					
<b>Develop board/staff advocacy strategies to promote realistic policy change and public awareness</b>	Board members educate the community about poverty in the County and about CAPCO: who we are, what we do, mission, programs/services, etc.	Develop a process for board members	Ongoing	<b>Green</b>	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.
	Work in partnership with NYSCAA, NCAP, and NCAF to identify high-priority issues for education/advocacy consistent with CAPCO's mission and values			Annually and as needed	<b>Green</b>

**Key:**

<b>Green</b>	Strategies in-progress, completed, or current plans to move strategies forward.
<b>Yellow</b>	Strategies not yet started, re-evaluation may be needed.
<b>Red</b>	Strategies not started with no current plans to move strategies forward. Re-evaluation of strategy & outcome.

**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.**

<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>CAPCO increases the number of qualified staff who are hired and retained</b>	Survey staff as to their opinions/ideas about recruitment and retention  Review and summarize responses	Survey developed, disseminated, and completed  Survey responses summarized	2023	<b>Yellow / Green</b>	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><b>CAPCO increases the number of qualified staff who are hired and retained (Cont.)</b></p>	<p>Engage Management team to review and consider options including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Hybrid/remote work</li> <li>• Workweek hours</li> <li>• Tuition reimbursement</li> <li>• Wage increases</li> <li>• Professional development</li> <li>• Incentives</li> <li>• Time-off policies</li> <li>• Program support</li> </ul>	<p>Management team will review workforce options</p>	<p>2023 &amp; Ongoing</p>	<p><b>Green</b></p>	<p>The CAPCO Management team in collaboration with the Board of Directors changed and added a series of Personnel Policies &amp; Procedures to enhance work/life balance, flexibility, and overall work structure. Some of these include:</p> <ul style="list-style-type: none"> <li>• Adaptive work schedules</li> <li>• Relaxed processes for remote work authorizations.</li> <li>• Front-loading Personal Leave opposed to the accrual system.</li> <li>• Increased annual leave rollover balances.</li> <li>• Addition of a floating holiday at the employee's discretion.</li> </ul> <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><b>CAPCO staff develop leadership skills and necessary credentials</b></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><b>Green</b></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>

<p><b>CAPCO staff develop leadership skills and necessary Credentials (Cont.)</b></p>	<p>Make ongoing updates to new hire orientation</p>	<p>Update evaluation tool to determine the value of orientation developed and put into practice</p>	<p>2023 2024</p>	<p><b>Yellow</b></p>	<p>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.</p>
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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 &amp; ongoing</p> <p>At the end of each 12/2023 12/2024 12/2025</p>	<p><b>Green</b></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 3<sup>rd</sup> 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 &amp; 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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<b>CAPCO staff develop leadership skills and necessary credentials (Cont.)</b>	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	<b>Green</b>	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	<b>Green</b>	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><b>CAPCO staff develop leadership skills and necessary credentials (Cont.)</b></p>	<p>Explore offering education assistance</p>	<p>Policy revisited</p>	<p><del>2023</del> 2024</p>	<p><b>Red</b></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
<b>Succession planning is successfully integrated into CAPCO</b>	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><b>Employee well-being and personal growth is supported</b></p>	<p>CAPCO will use the following initiatives to support staff well-being and mental health:</p> <ul style="list-style-type: none"> <li>• Health and nutrition initiatives</li> <li>• Wellness challenges</li> <li>• EAP</li> <li>• Self-care and wellness training</li> </ul>	<p>Initiatives developed, and number of staff who participates</p>	<p>Ongoing</p>	<p><b>Green</b></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><b>CAPCO has successfully responded to the decision about the CDPAP Program</b></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"> <li>• evaluate needs</li> <li>• explore risk</li> <li>• redesign program</li> <li>• consider staffing structure</li> <li>• explore becoming a joint employer</li> </ul>	<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
<b>Intake system meets the needs of CAPCO and its customers</b>	Assess and evaluate CAPCO's current intake systems	System assessment	2024 & Ongoing	Yellow / Green	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.
	Streamline and enhance the use of the database	Staff trained	2023 & Ongoing	Red	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.

<b>Strategic Priority: CAPCO regularly reviews, recommends, and plans changes to existing and potential new spaces/facilities.</b>					
<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>CAPCO's facilities are reviewed on a regular basis</b>	Utilize SAFE Committee review process	SAFE Committee meets and analyzes facilities and makes recommendations	Ongoing	<b>Green</b>	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	<b>Green</b>	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	<b>Red</b>	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	<b>Yellow</b>	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
<b>CAPCO's presence on community and industry Boards is maintained and/or expanded</b>	Consider staff and agency priorities when considering or maintaining board presence	Number of boards where CAPCO has a presence: community and/or industry	Ongoing	<b>Green</b>	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
<b>CAPCO's fund development and fundraising capacity has increased</b>	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	<b>Red</b>	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.

<b>CAPCO's fund development and fundraising capacity has increased (Cont.)</b>	Assess and improve internal systems for tracking fundraising contacts, donors, donations, and other data to support effective fund development	Internal systems assessed and improved	<del>2023</del> & 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	<del>2023</del> and Ongoing	Yellow	CAPCO's primary focus for fundraising has remained the annual golf tournament.
	Plan and execute an annual campaign	Campaign donations	<del>2023 and Ongoing</del> 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><b>CAPCO strengthens community partnerships to meet increased demand for services</b></p>	<ul style="list-style-type: none"> <li>• Substance abuse</li> <li>• Mental health</li> <li>• Housing</li> <li>• Literacy</li> <li>• Youth</li> <li>• Nutrition</li> <li>• Child Care</li> <li>• Employment</li> <li>• Disability rights, advocacy</li> <li>• School Districts</li> </ul>	<p>Number of new and maintained community partner MOU's or contracts established in the past 12 months</p>	<p>Annually / Ongoing</p>	<p><b>Green</b></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>

<b>Strategic Priority: Expand CAPCO's use of external resources to drive best business practices.</b>					
<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>CAPCO utilized outside resources to maintain up-to-date on best business practices</b>	<ul style="list-style-type: none"> <li>• CAPLAW</li> <li>• WIPFLI</li> <li>• Bonadio</li> <li>• Goetzman</li> <li>• Business Council</li> <li>• OCFS</li> <li>• ESI EAP</li> <li>• NYSCAA</li> <li>• NCAP</li> </ul>	CAPCO evaluates these resources and explores other relevant resources.	Ongoing / Annually	<b>Green</b>	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.
<b>Strategic Priority: Maintain and expand CAPCO's use of external resources to drive best program practices and advocacy.</b>					
<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>CAPCO utilized outside resources to maintain up-to-date on best program practices and advocacy</b>	<ul style="list-style-type: none"> <li>• NYSCAA</li> <li>• NCAP</li> <li>• NCAF</li> <li>• Coalition on Human Needs</li> <li>• National WIC Association</li> <li>• NYS WIC</li> <li>• CDPANYS</li> <li>• National HS Association</li> <li>• NYS HS Region II</li> <li>• Hunger Solutions</li> <li>• Healthy Families America</li> <li>• Healthy Families</li> </ul>	CAPCO evaluates these resources and explores other relevant resources.	Ongoing / Annually	<b>Green</b>	<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>

<b>Strategic Priority: Upgrade internal systems to create efficiencies and improve service impact.</b>					
<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>Internal systems are upgraded</b>	<ul style="list-style-type: none"> <li>Enhance process for CDPAP timesheets</li> <li>Mobile-friendly tech/equipment</li> <li>Online employment application</li> <li>Employee recruitment database</li> <li>Expanded options in Complete Payroll</li> </ul>	System utilization and process development	Ongoing	<b>Yellow / Red</b>	<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>

<b>Strategic Priority: Become a Trauma-Informed Organization to help employees, participants, community members, and community organizations build resilience.</b>					
<b>Outcome</b>	<b>Strategies</b>	<b>Measurement of Success</b>	<b>Target Date</b>	<b>Progress Red/Yellow/Green</b>	<b>Comments</b>
<b>CAPCO is a trauma-informed Agency</b>	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	<b>Green</b>	

	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
<b>CAPCO Intentionally considers Social Justice principles</b>	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**

<b>The Board and Policy Council are aware of and are exercising their representational, governance oversight, and developmental responsibilities.</b>	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.