



Cortland County Community Action Program, Inc. (CAPCO)

Board of Directors Meeting

May 22, 2025

**Agenda**

- I. Call to Order
- II. U.S. Pledge of Allegiance
- III. Reciting of the Community Action Promise
- IV. Motion for Approval of April 2025 meeting minutes
- V. Standing Committee Reports
  - 1) PP&E Committee—met on Thursday, May 8, 2025.
    - a) **Resolution 25-36:** WIC policy updates
    - b) **Resolution 25-37:** CSBG Quarter 2 PPR
  - 2) Board Development—met on Tuesday, May 13, 2025.
    - a) **Resolution 25-38:** Resignation of Katy Mowers
    - b) **Resolution 25-39:** Seating of Robert Knobel
  - 3) Finance/Audit Committee—met on Thursday, May 15, 2025.
    - a) **Resolution 25-40:** ProNexus contract renewal
  - 4) Executive Committee—did not meet.
- VI. Executive Director Report
- VII. Program Director Reports
  - a) Deputy Director
  - b) Energy Services
  - c) Family Development
  - d) Head Start/Early Head Start
  - e) WIC
- VIII. Head Start Policy Council Update
- IX. Old Business
- X. New Business
  - a) **Resolution 25-41:** Review & approval of revised HS/EHS FA1 Review Report
  - b) **Board Training:** Advocacy 101
- XI. Executive Session, if needed.
- XII. Adjournment



# Pledge of Allegiance



I pledge allegiance to the  
flag of the United States of  
America, and to the  
Republic for which it  
stands, one Nation under  
God, indivisible, with liberty  
and justice for all.





## 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  
April 24, 2025  
**Meeting Minutes**

**I.** Call to Order: Meeting was called to order at 12:01 p.m.

Members Present: Sandra Aloji, Melissa Alvord, Doug Bentley, Terry Coon, April Dennison, Ella Dilorio, Jeanette Dippo, Kellie Givens, Mary Beth Mathey, Patricia Schaap, Shelley Warnow, Larry Woolheater

Members Excused: Billie MacNabb, Lynne Sypher and Katy Mowers

Members Absent: April Dennison

Guest: Robert Knobel, Head Start Policy Council

**II.** United States Pledge of Allegiance

**III.** Reciting of the Community Action Promise

**IV. Motion for Approval of March 2025 meeting minutes: Motion for approval by Doug Bentley, second by Jeanette Dippo. Motion carried.**

**V.** Standing Committee Reports

1) **PP&E Committee**—met on Thursday, April 10, 2025. Heidi from NYSCAA and Kristi, ECD Assistant Director reviewed the Community Needs Assessment. Kristi reviewed the updated nutrition policies for the Nutrition component of the HS/EHS Program. Jenn reviewed the HS/EHS Management Reports and Program updates, and the Early Head Start letter of completion for our Under Enrollment Plan. Deanna reviewed the Healthy Families Quarterly Data reports. Kirsten and Greg gave updates on the CDPAP transition.

a) **Resolution 25-28:** 2024 Community Needs Assessment:

**Motion to approve made by Jeanette Dippo, seconded by Kellie Givens. Motion carried.**

**Resolution 25-29:** Head Start/Early Head Start Nutrition Policy Updates:

**Motion to approve made by Ella Dilorio, second by Terry Coon. Motion carried.**

b) **Resolution 25-29:** Healthy Families Q1 Data Reports: **Motion to approve made by Melissa Alvord, seconded by Mary Beth Mathey. Motion carried.**

2) **Board Development**—did not meet.

3) **Executive Committee**—met on Friday, April 11, 2025. Jake and Jeff from High

Probability advisors did a presentation on PEP plans and how the American Trust Fund was chosen. Danielle reviewed the 2024 Turnover Report, Greg reviewed 4 new or revised job descriptions-Fiscal Clerk, Healthy Homes Specialist, Receptionist (am and pm). Greg and Kirsten gave an update and discussed the option to continue serving people who have not been able to transition until June.

- a) **Resolution 25-31:** The Logical Retirement Solution 401K PEP Selection: **Motion to approve made by Doug Bentley, seconded by Jeanette Dippo. Motion carried.**
  - b) **Resolution 25-32:** 2024 Staff Turnover Report: **Motion to accept made by Sandy Aloï, seconded by Terry Coon. Motion carried.**
  - c) **Resolution 25-33:** New Job Description Approvals: **Motion to approve made by Terry Coon, seconded by Patty Schaap. Motion carried.**
- 4) **Finance/Audit Committee**—met on Thursday, April 17, 2025. Reviewed Finance reports. CDS is still working on the CDPAP transition, Head Start is working on spending out the current contract. They are working on an incentive plan which will also include administration and maintenance staff. UPK is not included in the HS budget now. We are projecting a \$16,000 loss this year. FDD is applying for continued Mother Cabrini funding. The WIC voucher trace is complete for now. One of the Nutritionists in Chenango has resigned to accept a position in Albany. Kristi explained the HS/EHS waiver request. We are short on the amount of in-kind we collected this year, and we must submit a waiver request which is like a budget amendment. Kristi explained why we were short. A lot of it had to do with the change of scope.

**Motion to accept February 2025 Financial Statements made by Doug Bentley, second by Larry Woolheater. Motion Carried.**

- a) **Resolution 25-34:** HS/EHS PY 24-25 In-Kind Waiver Submission. **Motion to approve made by Doug Bentley, second by Jeanette Dippo. Motion carried.**
- VI.** Executive Director Report-Greg briefly reviewed his report and explained the closure of the Regional Office for Head Start and the leaked proposed budget from the President.
- VII.** Program Director Reports: due to time constraints Directors provided written reports  
Deputy Director-Kirsten distributed raffle tickets and golf registrations.
- VIII.** Head Start Policy Council Update: Katy Mowers has left policy council. The Policy Council nominated Robert Knobel to take her place. He attended today and gave the update. He will be seated on the board after the Board Development Committee meets and approves his nomination.

**IX.** Old Business-none

**X.** New Business-Greg reviewed the HS/EHS PY24-25 Incentive Plan. Staff will be required to do some training and be employed (and not on a performance improvement plan) to qualify for the incentives. Admin and Maintenance will be included at a lesser rate. Incentive amounts will vary depending on years of service.

a) **Resolution 25-35:** Head Start/Early Head Start Program Year 24-25 Staff Incentive Program. **Motion to approve made by Jeanette Dipppo, seconded by Mary Beth Mathey. Motion carried.**

**XI.** Executive Session-none needed.

**XII.** Adjournment:

**Motion to adjourn made by Ella Dilorio, second by Melissa Alvord. Motion carried.** Meeting adjourned at 1:17 pm.

## **PP&E Committee Meeting**

**May 8, 2025**

**Member present:** Melissa Alvord, Lynne Sypher, Terry Coon, Billie MacNabb

**Excused:** Jeanette Dippo

**Staff:** Kirsten Parker, Jennifer Geibel, Loriann Spatola-Davis, Brandy Strauf, Greg Richards

Meeting called to order at 12:03 pm.

### **Head Start/Early Head Start Reports and Corrective Action Plan**

Jenn reviewed the Head Start and Early Head Start reports. There was nothing unexpected in reports, Jenn briefly discussed efforts to increase dental screenings. Jenn reviewed the Corrective Action Plan for the Standards of Conduct Policy that was missing a word, the policy has been updated, and staff have been retrained.

**Motion to approve the Head Start/Early Head Start Corrective Action Plan made by Lynne Sypher, second by Terri Coon. Motion carried.**

### **WIC Policies-**

Lori reviewed the latest WIC policies to be updated and answered questions.

- **The Breastfeeding Peer Counselor policy** has been updated to include new guidelines on training, job descriptions, and scope of practice. It again allows peer counselors to work up to 4 hours per week remotely, with tablets provided for this purpose. The policy also outlines documentation procedures, productivity logs, and contact requirements with mothers. The program's budget has been adjusted to increase peer counselor hours from 9 to 10 per week, which is expected to improve retention and recruitment
- **The Peer Counselor Breast Pump Policy** focuses on the breast pump program procedures. The main change is in budgeting, with pumps and accessories now being allocated to separate budget lines. The process involves assessing mothers, issuing pumps, training staff, tracking inventory, and following up with recipients within 24 hours. The program is moving towards personal pumps that don't need to be returned, which simplifies the process. The pumps must be stored in a locked area, and there are specific guidelines for cleaning and handling returned pumps.
- **High Risk Policy-**A high-risk qualified nutritionist must develop a plan for participants identified as high-risk within the first three months of certification and have at least one contact every six months. The program faces challenges with only one high-risk nutritionist per site, making it difficult to manage follow-ups and certifications. They are working on filling a position in Chenango County and have budgeted for a new qualified nutritionist for fiscal 2026, though finding qualified candidates is challenging due to competition from higher-paying clinical settings.

***Motion to approve the WIC Breastfeeding Peer Counselor, Peer Counselor Breast Pump Program, and High-Risk Care Plan policies made by Terry Coon, 2<sup>nd</sup> by Melissa Alvord. Motion carried.***

**CSBG Quarter 2 PPR-**

Brandy reviewed the 2<sup>nd</sup> quarter PPR and discussed the numbers that will be amended because they are higher or lower than we expected.

***Motion to approve the CSBG Second Quarter PPR made by Lynne Sypher, 2<sup>nd</sup> by Terry Coon. Motion carried.***

**Updates**

Healthy Homes Production Grant-received by the county, CAPCO is a subrecipient, there is great doubt it will be executed. The county has not been able to get information or answers to their questions and most likely will not be moving forward with the funding. Greg passed the first part of his CCAP exam! He still needs to pass the writing portion, but we all have confidence he will. He will be recognized at the national conference in Detroit.

Meeting Adjourned: 1:06 pm

*Resolution of the Board of Directors*

*Of*

*Cortland County Community Action Program, Inc.*

**Resolution No. 25-36**

**WHEREAS**, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed updates to the WIC policies, including:

- 1216 – High Risk Care Plans
- 1221 – Breastfeeding Peer Counselor Program
- 1225 – Breastpump Program and,

**WHEREAS**, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed updates to the WIC policies, including:

- 1216 – High Risk Care Plans
- 1221 – Breastfeeding Peer Counselor Program
- 1225 – Breastpump Program,

**IT IS HEREBY RESOLVED** that on May 22, 2025, the CAPCO Board of Directors approves the updates to the WIC policies, including:

- 1216 – High Risk Care Plans
- 1221 – Breastfeeding Peer Counselor Program
- 1225 – Breastpump Program

Shelley M. Warnow  
Board President or designee

May 22, 2025  
Date

CAPCO - Local Policy and Procedure Manual		
<b>High Risk Care</b>		Updated/reviewed: 2/25, 3/25
State Policy: 1216	Updated 1/2025	Dates Submitted to Regional: 5/21, 2/25,3/25
Federal Regulation: 7 CFR §246.11(e)(5)	Dates Approved: 6/21, 4/25	

**Purpose:**

To ensure that participants with high-risk nutrition related conditions receive appropriate WIC services and referrals; that will assist the participant(s) in improving identified nutrition and health-related behaviors.

**Policy:**

The CAPCO WIC Program follows the policy guidelines as established in the New York State Department of Health WIC Program Manual 1216 High Risk Care, including the Policy Supplement.

**Procedure:**

1. The program must have at least one Qualified Nutritionist (QN) at each main site (one for Cortland and one for Chenango) to provide participant-centered nutrition assessments and education in developing Individual Care Plans (ICPs).
2. QN staff must assess the need for high-risk care at the appointment when the high-risk criteria is identified or at the next scheduled appointment utilizing the New York State’s designated high-risk criteria, per WIC Program Manual 1136 Nutrition Risk Criteria and Priority System.
3. If an AR/Participant is identified as high-risk, the QN must apply participant-centered skills to assess whether the AR/Participant would like to set a goal to address the high-risk criteria. If the AR/Participant agrees, the QN will create an Individual Care Plan based on the goal and document in the following sections of the ICP:
  - Subjective:
  - Assessment/Plan
4. If the AR/Participant chooses not to set a goal, the QN must document any pertinent information in the Subjective section that is necessary for continuity of care. The reason for not opening the individual care plan should be documented in the Assessment/Plan section if the Follow-Up section is not enabled. In this instance, the Follow-Up section for this individual care plan does not need to be updated at subsequent appointments. If high risk care is desired later in the certification, a new individual care plan needs to be initiated within the participant record.

5. If a Competent Professional Authority (CPA), determines that a participant is high-risk and/or does not meet designated high-risk criteria but has multiple significant risks or concerns, the CPA will consult with a QN during the appointment.  
**Remote Appointments:** The CPA will attempt to involve the QN via phone. If successful, the QN will assume the lead, complete the assessment, and document the high-risk care plan (HR/ICP) as needed.  
**In-Person Appointments:** The CPA will either escort the participant to the QN or coordinate a real-time handoff. The QN will then take over the appointment, complete the assessment, and document the HR/ICP as needed.  
 If a QN is not available at the time of the appointment, the CPA will document the concerns appropriately, copy and paste the following note into both the "General Notes" and the "Alert" section: "HIGH RISK PLAN NEEDS QN: CPA determined high-risk criteria - QN will need to develop a plan." The CPA will also upload one to three months of benefits based on professional judgment and schedule the participant's next appointment under the QN line to ensure timely follow-up and completion of the HR/ICP.
6. Based on professional judgment, a QN can manually assign high risk status to participants that do not have any designated high-risk criteria, but have several significant risks, or concerns that the QN and participant agree should be followed closely and warrant an Individual Care Plan.
7. The ICP must be updated in the Care Plan Jellybean at each individual or household appointment by a QN and/or CPA to indicate progress toward goals and to follow up on referrals and interventions.  
**NOTE:** A high-risk participant must be seen by a QN at least once during a certification period.
8. If the high-risk criteria is no longer applicable and/or the participant indicates they are no longer interested in working on the goal, a QN and/or CPA must close the ICP, add a note in the Follow-Up Section of the ICP (documenting the reason for ending), and enter an alert stating "ICP Closed" under the participant's name.
9. All high-risk participants will be scheduled for their next recertifications with a QN. If the QN is unavailable at time of the appointment and the CPA determines that an AR/Participant continues to meet high-risk criteria and requires an Individual Care Plan (ICP), per the LA Service Documentation Guidance Policy, the CPA will copy and paste the following note into both the "General Notes" and the "Alert" section: "HIGH RISK PLAN NEEDS QN: CPA determined high-risk criteria - QN will need to develop a plan." Based on professional judgment, the CPA will then upload one to three months of benefits and schedule the next appointment under the QN line.
10. The individual care plan from the previous certification must be ended by the QN or CPA at the participant's recertification appointment. For participants who will not have a recertification appointment (i.e.: postpartum women and children turning 5 years old) the individual care plan is closed at the participant's last appointment.

#### **Chart Reviews:**

1. The Nutrition Coordinator conducts a random monthly chart review, which includes review of ICP, if applicable.

2. The Nutrition Coordinator and/or designated QN staff conduct a quarterly review of the program's ICPs by using the NYS WIC Pre-Defined Report to generate a list of high-risk participants.
3. The Nutrition Coordinator and/or designated QN will review each record for compliance. If any error is noted, as per the LA Service Documentation Guidance Policy, the Nutrition Coordinator and/or designated QN will copy and paste the following note into both the "General Notes" and the "Alert" section: "HIGH RISK PLAN: reminder to follow up with plan and update", and add any additional information, as needed.
4. The Nutrition Coordinator and/or designated QN will report any findings to the WIC Director and collaborate on a plan of action, which may include, but is not limited to:
  - Review at bi-monthly staff meetings
  - Implementation of a corrective action plan, if warranted
  - Assessment to determine if the errors are consistent with one QN/CPA. If so, provide additional training and/or conduct further QAs as needed.

**Training:**

1. QN and CPA staff will complete competency-based training prior to assessing and developing ICPS on a bi-yearly and/or needed basis.
2. New nutrition staff training needs to be completed within their probationary period coupled with an observation from the Nutrition Coordinator before assessing and developing ICPs.
3. The following training resources can be used to aid in training:
  - NYS WPM 1216 High-Risk Care
  - NYS WPM 1135 Nutrition Assessment Process
  - NYS WPM 1136 Nutritional Risk Criteria and Priority System
  - NYS WPM 1200 Nutrition Education Contacts and Materials
  - LA Nutrition Coordinator Facilitated Training
  - NYS WIC Training Center
    - a. High-Risk Training
    - b. Participant-Centered Communication Skills
  - Guidance for Documenting Individual Care Plans in NYWIC within the NYWIC Guidance Packet, available on the Miscellaneous tab in NYWIC.
  - Other resources that are approved by Regional Office
4. The WIC Director must incorporate ICP training into the QN /CPA staff's training plan and each QN/CPA employee will document completed trainings in the Local Agency electronic training log.

**Definitions:**

- Refer to Acronyms and Definitions in Section 1011.

CAPCO – Local Policy, and Procedure Manual		
<b>Breastfeeding Peer Counselor Program</b>		LA Updated/reviewed: 9/22, 2/25
State Policy: 1221	Updated: 3/2025	Date Submitted to Regional:11/22,2/25
Federal Regulation:		Dates Approved by RO: 11/22, 4/9/2025

**Purpose:**

To ensure compliance with federal regulation and quality peer counseling services for WIC participants.

**Policy:**

1. CAPCO – WIC Program WIC Program (CAPCO) follows the policy guidelines as established in the New York State Department of Health WIC Program Manual (WPM) #1221 Policy and Policy Supplement: Breastfeeding Peer Counselor Program.
2. The Breastfeeding Coordinator (BFC) partners with the Breastfeeding Peer Counselor Coordinator (PCC) to develop, implement, and oversee the Breastfeeding Peer Counselor Program, ensuring proper supervision of each Peer Counselor (PC).
3. The WIC Director oversees the FFY Budgets to ensure that Peer Counselor funds are utilized in compliance with the Allowable Costs for Breastfeeding Peer Counseling Programs

**LA Procedure:**

**Job Description:**

1. The WIC Director working with the CAPCO 's Director of Program Operations and Human Resources develops and maintains the Peer Counselor Job Description to include WIC Peer Counselor Job Duties as outlined in the WPM #1221 Breastfeeding Peer Counselor Policy Supplement that was incorporated from the USDA WIC Breastfeeding Curriculum, and WPM #1460 WIC Program Staff.
2. As part of the annual review and goal-setting process, each Peer Counselor will review the most up-to-date approved Job Description and sign the LA Job Description Acknowledgement and Understanding Form, which will then be submitted to HR for their employee record. If any discrepancies are identified, it is the Peer Counselor's responsibility to inform the Breastfeeding Coordinator, Breastfeeding Peer Counselor Coordinator, and/or WIC Director for further review.

**Training:**

1. The BFC and/or PCC are responsible for training each Peer Counselor using the USDA Breastfeeding Curriculum within their 90-day Introductory Period.
2. The BFC and/or PCC will document each training and submit copies to the WIC Director and/or designated Training Coordinator to be included in the PC's Training File.
3. The BFC and/or PCC are responsible for ensuring that all staff are trained on the Breastfeeding Peer Counselor Program including Peer Counselor's scope of practice.
4. The BFC and/or PCC will conduct Peer Counselor Quality Assurance (QA) surveys at least once a year, evaluating various types of PC counseling with both prenatal and/or postpartum participants. If any deficiencies are identified during the QA process, the BFC and/or PCC will collaborate with the WIC Director to develop corrective action plans.

### **Scope of Practice:**

1. Peer Counselors will adhere to the WIC PC Scope of Practice as outlined in WPM 1221 Policy Supplement.
2. Peer Counselors must refer a mother to the IBCLC, CLC, or DBE for further evaluation and support in determining the best course of action for both the mother and infant. This includes making appropriate referrals for additional resources when needed. Situations that require referral include, but are not limited to:
  - Persistent latch issues that are not resolved with basic adjustments.
  - The mother expresses a desire to transition the baby back to full breastfeeding.
  - The mother wishes to rebuild her milk supply.
  - The mother experiences ongoing nipple pain due to a poor latch.
  - The mother reports recurrent engorgement, plugged ducts, or mastitis.
  - Complex infant conditions requiring specialized support (e.g., managing lactose overload, neonatal abstinence syndrome, neurological concerns, cranial defects) that may benefit from assistance with positioning, breastfeeding aids, or other breastfeeding techniques.
3. During normal clinic hours, if a Peer Counselor identifies a concern that falls outside their scope of practice, they must promptly consult with the IBCLC, CLC, or DBE for further guidance. The Peer Counselor should acknowledge the participant's concerns, explain that additional support may be beneficial, and request permission to involve the IBCLC, CLC, or DBE in the appointment or conversation.
4. If the need to yield arises after normal business hours, the PC should acknowledge the participant's concerns, explain that additional support may be beneficial, and refer the participant to their Health Care Provider and ask permission to have the IBCLC/CLC/ DBE reach out to them at the start of the next business day and/or as soon as possible.

### **Scheduling:**

1. PCs are budgeted for a maximum of 9 hours per week, or as determined by the current FFY Budget. This includes up to 4 virtual hours (within the 9-hour total) and a minimum of 5 scheduled on-site hours at main sites, temporary clinics, and/or Breastfeeding Cafés.
2. Peer Counselors will work with the BFC/PCC to establish their regular weekly or monthly schedules, including any virtual work hours.
3. If a Peer Counselor has already used all 4 virtual hours for the week and needs to call off, they must use accrued time. If no accrued time is available, the missed hours will be considered unpaid ("no-pay").
4. PCs time and efforts are solely to promote breastfeeding promotion and support activities. They do not serve as substitutes for WIC staff or take on their responsibilities.

### **Responsibilities related to virtual allotted time:**

1. BFC/PCC may schedule PCs up to four virtual work hours per week for administrative, communication, and training-related tasks that directly support their responsibilities.
  - **Contacting Families:** Reach out to assigned families to offer breastfeeding support, guidance, and check-ins as part of ongoing case management. As well as documentation of contacts in the MIS system.
  - **Facilitating Group Chats on social media:** Moderate, post, and support online groups or community chats, offering advice, resources, and peer support to breastfeeding families.
  - **Facilitating Breastfeeding Café Sessions:** Assist in organizing, facilitating, or supporting Breastfeeding Café events, ensuring they align with program guidelines.
  - **Completing Relevant Training:** Participate in any required or recommended training that supports professional development (within scope) and compliance with program standards.

### **Referrals:**

1. The BFC/PCC will assign each referral based on caseload and/or professional judgment.
2. PCs must review their dashboard at the start of each shift and at least once a week to check for new referrals. The first contact should be made within one week. New referrals can be found under the “Needs Initial Contact” section on the PC Module Dashboard.
3. If the BFC/PCC anticipates NYWIC being unavailable for more than three (3) days, they will notify the PC in person or via a secure device (text and/or email) with the referral details, including:
  - Participant’s name
  - Estimated due date or child’s date of birth
  - Phone number (and preferred contact method: Facebook, email, call, or text)
  - Breastfeeding status or intention
  - Participant’s specific need
4. Once the system is up and running, each QN/CPA will input data from Paper Certifications, the BFC/PCC will assign referrals within the system, and the PC will use “Late Entry” as the note heading, document and update the record, as needed.
5. If NYWIC is anticipated to be unavailable for less than three days, the BFC/PCC will assign referrals through the system once it is back online. PC will operate as normal.

### **Contacts:**

1. Each PC will use the Frequency of Peer Counselor Contacts guidance per WPM 1221 supplement as a guide when contacting their caseload (see below).

**BEST PRACTICE: Each PC should initiate the first contact within one week of receiving a referral.**

Recommended Number of Peer Counselor Contacts					
Contact Period	Timeline	Participants experienced in breastfeeding	Participants intending to breastfeed	Participants who are undecided	Participants not intending to breastfeed
Prenatal	1 <sup>st</sup> Trimester	0 – 1	1	1	0 – 1
	2 <sup>nd</sup> Trimester	0 – 1	1	1	0 – 1
	3 <sup>rd</sup> Trimester	0 – 1	2	1	0 – 1
Early Days	1 <sup>st</sup> Week	1	3		
First Month	1 <sup>st</sup> Month	1	4		
Beyond and Return to Work	2 <sup>nd</sup> Month		3		
	3 <sup>rd</sup> Month	1	1		
	4 <sup>th</sup> Month		1		
<b>Total Minimum Contacts</b>		<b>4</b>	<b>16</b>	<b>1 – 2</b>	<b>0</b>

2. To aid the Peer Counselor in reaching their caseload, the following are available to each PC.
  - Agency issued cell phone
  - Tablet with keyboard
  - CAPCO assigned e-mail account
  - CAPCO Breastfeeding Facebook Group
3. PCs must complete a "Cortland County Community Action Program (CAPCO) Equipment Agreement Form" for each issued device (e.g., cell phone, tablet), with a copy sent to HR for inclusion in their employee file.
4. If a participants would like a PC assigned to them, the QN/CPA will inform them that one of the program's PCs will reach out to them within one week via their preferred method of contact. The preferred method of contact should be documented in the BF Support & Notes Section using note heading "Preferred Contact Info:"
5. At the start of each month, PCs should review their assigned caseload for upcoming due dates and conduct a check-in one week before a participant's due date.
6. PCs and staff will communicate via text or email regarding delivery status, breastfeeding issues, and other relevant matters to ensure that appropriate support and information is provided to the participant in a timely manner.
7. If a PC is available during a QN/CPA appointment, staff will ask the participant if they would like to meet or speak with the PC afterward, ensuring they understand that participation is voluntary and will not affect their benefit issuance.
8. Based on availability, the QN/CPA staff will offer prenatal and/or breastfeeding participants their next appointment when their assigned PC is scheduled to be available.
9. If a participant would like to meet with the Peer Counselor (PC) in person, the PC will inform the participant of her availability at the clinic and/or while facilitating the weekly Breastfeeding Café to arrange a meeting. For safety and liability reasons, PCs are not permitted to conduct home visits.

**Documentation/ Productivity Logs:**

1. To ensure continuity of care, before the first contact, the PC will review the BF Support & Note Section in NYWIC and review the QN/CPA note(s) for preferred method of contact, breastfeeding goals and/or the level of interest in receiving breastfeeding information.

2. The PC must document all contacts in the Peer Counselor Section of NYWIC.
3. Each PC must complete and submit a Productivity Log outlining their activities by category on a bi-weekly basis, following CAPCO's pay schedule.
4. If a PC connects with one a participant outside normal business hours, the PC must include the participant's ID# in the log.
5. These bi-weekly logs are stored in the W: Drive under Breastfeeding > PC Productivity Records > FFY, with individual folders for each PC.
6. At the end of each bi-weekly pay period, the BFC/PCC reviews the logs and resolves any inconsistencies before approval.
7. Each Peer Counselor manages their assigned caseload using a LA-developed spreadsheet (Participant Listing), which is stored in the W: Drive within their respective Productive Log folders to use in the event that NYWIC is non-operational.
8. If NYWIC is non-operational, Peer Counselors will use the saved spreadsheet to contact their assigned caseload and document attempts and conversations in the "Off-Line Documentation" section of the Bi-weekly Productivity Report. Once the system is restored, the Peer Counselor will transfer the information from the spreadsheet into NYWIC.

**Monthly Chart Reviews:**

1. The BFC/PCC will conduct monthly chart reviews using the LA Developed Chart Review Form, which includes scope of practice, contacts, yield, referrals, etc. If any areas for improvement are identified, the BFC/PCC will create a corrective action plan and follow up at needed.

**Closing Referrals:**

Any subsequent contact with a participant after the referral is closed must be documented in the "General Notes" section of the child's record in the NYWIC clinic module.

**Best Practice:** PC should notify the BFC/PCC that the participant reached out for support and to determine if a new referral needs to be made, if eligible.

**Closure Criteria:**

Closure Criteria	Action/Follow-Up	Timeline for Closure
Infant turning one year of age	Support can continue if extended request is made. Contact based on participant's verbal goal.	Close within 1 month
Participant Requests No Further Contact	Document the request in the Peer Counselor Module.	Close within 1 week
Reached Breastfeeding Goal.	Document goal as met. No further intervention needed.	Close within 1 month
Unsuccessful Attempts to Connect	Six or more unsuccessful contacts and/or up to six weeks passed due date. Prior to closing PC will send a message asking, "Are you still interested in PC support?"	Close within 1 month

Expired Certifications, VOCs, and/or Benefits not picked for 2 months in a row	PC will send a message asking, "Are you still interested in WIC and/or PC support?" If there is interest in continuing, PC will coordinate with Intake staff to schedule an appointment.	Close within 1 month
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**Community Partnerships/Breastfeeding Cafés:**

1. The BFC/PCC, in collaboration with the outreach team, schedules public health detailing visits with local healthcare providers to share information about the breastfeeding segment of the program, including the Peer Counselors program and documents in the Outreach Log, as appropriate.
2. The BFC/PCC actively participates in each county's Breastfeeding Coalition.
3. The WIC Director, in partnership with the BFC/PCC, will develop and submit all necessary Memorandums of Understanding (MOUs) and/or Joint Service Agreements (JSAs) to the Regional Office for approval as needed. These agreements may include, but are not limited to:
  - Engagement with hospital settings
  - Collaboration on in-service training, breastfeeding support/education, participation in a Breastfeeding Café, and/or live chats in the Facebook Group
  - Tabling at the main site and/or at a temporary clinic to share information about available services.
4. If the program chooses to offer a Breastfeeding Café and/or support group to the public, which may include non-WIC families, staff may only provide referrals and/or prescreening for mothers and families who are not enrolled in WIC.

**Reports:**

1. As part of monitoring and oversight of the Peer Counselor Program, the BFC/PCC utilizes reports from the Peer Counselor Module and/or LA database reports.
2. The BFC/PCC maintains an Excel spreadsheet to track information for each prenatal participant, including Peer Counselor assignment, number of contacts, breastfeeding initiation, supplementation details, duration, reasons for weaning or supplementation, and any other relevant information

**FFY Budgets:**

1. The WIC Director is responsible for monitoring the budget in accordance with the New York State Allowable Costs for Breastfeeding Peer Counseling Funds Chart, which outlines all permissible expenses.
2. PCs salaries are determined by FFY WIC budgets, minimum wage and/or LA approved payrate schedule.

**Definitions:**

- Refer to Acronyms and Definitions in Section 1011

CAPCO – Local Policy, and Procedure Manual		
<b>Breast Pump Program</b>		LA Updated/reviewed: 9/21; 4/22
State Policy: 1225	Updated: 12/2024	Date Submitted to Regional: 3/25
Federal Regulation: Breastfeeding Education, Promotion and Support, Standard 8 (C) (4)(d)(g); USDA Breastfeeding Policy and Guidance Document 2016	Dates Approved by RO: 11/21; 5/22, 4/9/2025	

**Purpose:**

To enable WIC breastfeeding participants to initiate and maintain breastfeeding when having to return to work or school or during special circumstances.

**Policy:**

1. CAPCO – WIC Program WIC Program (CAPCO) follows the policy guidelines as established in the New York State Department of Health WIC Program Manual (WPM) #1225 Policy Breast Pump Program and Policy Supplement.
2. Per WPM 1225, a breast pump must only be provided to a participant with an active certification, after the birth of the infant, when a need is identified.

**Procedures:**

**Training**

1. The BFC, in collaboration with the PCC, is responsible for ensuring that all QN, CPA, and/or DBE staff are properly trained and competent in the assessment, issuance, and education of breast pumps. Training topics include, but are not limited to:
  - The role of breast pumps in supporting breastfeeding
  - Conducting a breast pump assessment
  - Determining the appropriate breast pump along with any aides/accessories, based on individual needs
  - Instructing breastfeeding participants on proper pump usage, including assembly, cleaning, flange sizing, suction adjustment, pumping schedules, and milk handling/storage
  - Educating participants on hand expression techniques
  - Breast pump safety, including the risks of sharing or selling single-user pumps
  - Providing follow-up and ongoing support to breastfeeding participants
  - Documenting pump issuance, follow-up, returns, and liability
  - Conducting and managing breast pump inventory
  - Understanding the pros and cons of informal milk sharing
2. The WIC Director and/or Training Coordinator collaborates with the BFC, PCC, and/or DBE to assess training needs for each FFY. The program will utilize trainings from the NYS WIC Resource Hub, along with external training opportunities as permitted by the schedule and budget. If

necessary, the WIC Director and/or BFC will submit training opportunities to the Regional Office for review and approval.

3. The BFC, in collaboration with the PCC, will develop and facilitate breastfeeding-related training for all staff at least once a year, or more frequently as needed to ensure consistent messaging throughout the appointment process.
4. The BFC, in collaboration with the PCC, will develop and facilitate breastfeeding-related training for the PCs at least once a year, or more frequently as needed, to ensure each PC is knowledgeable about the Breast Pump Policy and able to provide support and information within their scope of practice.
5. WIC Director ensures that all trainings are documented in each staff's training file and documented in the Quarterly Breastfeeding Promotion and Support Report.

### **Breast Pump Assessment**

1. Upon a participant's request, or when a need is indicated a QN, CPA and/or DBE must conduct a breast pump assessment including a review of the breastfeeding dyad's medical condition and pumping needs of the breastfeeding participant and/or infant.
2. As part of the assessment, the QN/CPA and/or DBE should review manual expression if it was not provided prenatally. Documentation should be recorded in the Breastfeeding Support & Notes section of NYWIC using the standardized note heading "Manual Expression," including the techniques discussed and any instruction or materials provided/suggested.
3. All QN, CPA, and/or DBE staff must adhere to the NYS WIC Program Breast Pump Issuance Guidelines outlined in WPM 1225 Supplement for current available pumps when determining the appropriate type of breast pump for issuance.
4. When a participant has a breast pump that does not meet her needs (i.e., from Medicaid, private insurance, or gift, etc.), a breast pump assessment should be conducted and, if necessary, an appropriate breast pump issued.

### **Participant Instruction/Education/Follow-up:**

1. A breast pump does not replace breastfeeding and if issued unnecessarily, may interfere with and/or undermine breastfeeding. The issuing QN, CPA and/or DBE is responsible for ensuring the participant is instructed on the following:
  - The importance of feeding the infant at the breast.
  - Hand expression especially during emergencies for women who rely on electric breast pumps.
  - A pumping plan/schedule.
  - How to assemble/disassemble, use and clean the pump correctly.
  - Milk storage guidelines and feeding stored milk.
  - What to do if the pump breaks or does not work.
  - Returning the hospital grade multiuser pump.
2. For any participant who is issued an electric breast pump, QN, CPA and/or DBE staff must:
  - Make an initial follow-up contact within 24 hours or by the next business day to assure that the pump is operating correctly and that the participant is using it properly.
  - Ensure baby's weight is checked routinely at WIC or by the health care provider, and documented in the participant's record.
  - Follow-up at the next WIC appointment, or by phone, as needed; and

- If the participant has an assigned PC, the QN/CPA and/or DBE should request permission for the PC to contact them for ongoing support. If no PC has been assigned, review the PC program with the participant, and if they are interested, make the appropriate referral and document accordingly.
3. For any participant who is issued a manual pump, QN, CPA and/or DBE staff must:
    - Make an initial contact within 24-72 hours.
    - Follow-up at the next WIC appointment, or by phone, as needed.
    - If the participant has an assigned PC, the QN/CPA and/or DBE should request permission for the PC to contact them for ongoing support. If no PC has been assigned, review the PC program with the participant, and if they are interested, make the appropriate referral and document accordingly.
  4. When a participant has a non-WIC issued breast pump, QN, CPA and/or DBE staff must provide education on the use and maintenance of the breast pump including information about safe breast milk storage.

### **Issuance/Return/Liability**

1. Breast pumps must be issued out of the management information system only when the participant is physically present to receive the pump.
2. When issuing a breast pump, the responsible QN, CPA, and/or DBE must document the issuance in the Breastfeeding Support & Notes section of NYWIC. Use the standardized note heading 'Pump Issued' and include details such as the reason for issuance, the collection kit, any breastfeeding aids/accessories provided, and the inventory or pump ID number, if applicable.
  - **Best practice:** QN, CPA and/or DBE, will inform the breastfeeding participant about talking with health care provider and/or insurance carrier about receiving their own pump.
3. Once the transaction is completed and the Save button is selected, a New York State WIC Program Breast Pump Agreement Letter will automatically generate and pop-up on screen.
4. The QN and/or CPA needs to print the letter and review with the participant. Staff must advise the participant that they are responsible for returning a loaned hospital grade multiuser breast pump to the WIC local agency in clean and in working order. If participant receives a personal grade single user collection pump, it becomes their property.
5. After the QN and/or CPA confirms the participant has full understanding of its contents, the QN and/or CPA will sign above the WIC Staff Signature line and the participant will sign above the Participant/Authorized Representative Signature line.
6. The appropriate Breast Pump Agreement form must be read to or by the participant at the time of issuance and staff must answer any questions to ensure understanding. The signed form must be scanned into the participant's record and the physical copy given to the participant.
7. The Breast Pump Agreement and usage must be reviewed at a minimum every three months. The QN, CPA, and/or DBE will document this review in the "Breastfeeding Support & Notes" section using the standardized heading "Pump Follow-up."
8. The breastfeeding participant may re-new the Breast Pump Agreement every three months if the breastfeeding participant has an active certification up to one year post delivery.

## Remote Breast Pump Issuance:

When a participant needs a breast pump or other breastfeeding aids during a remote appointment, staff should follow these steps:

- Follow all issuance guidelines, including documentation, education, and follow-up.
- Provide education and demonstrations by phone or video conferencing. A hands-on demonstration may be required when the participant picks up the pump.
- Only issue the pump when the participant or proxy is physically present, even if the demonstration has been done. Staff must print and have the Breast Pump Agreement form signed and scanned into the participant's record.
- Schedule a time for the participant to pick up the pump at the local agency. If this is not possible, staff should find a safe and convenient meeting location (e.g., if there are transportation issues). If a proxy is picking up the pump, document the participant's permission. If the participant cannot pick up the pump in person, refer them to Medicaid/insurance, as pumps cannot be mailed or shipped.

**Note:** If staff need to meet outside the office, they must coordinate with the WIC Director, and meetings should involve two staff members for safety.

- If meeting outside the agency, print two copies of the Breast Pump Agreement form. One copy should be given to the participant, and the other should be scanned into the record. If a proxy picks up the pump, they must sign the agreement.
  - Document all breastfeeding aids or accessories issued, including breast pump kits, in the participant's record as soon as possible after the pickup. Write notes for any items not listed in the management system.
9. If a WIC-owned multi-user pump is returned damaged, the WIC and/or Breastfeeding Coordinator will follow the procedure for Disposal of Aging/Discontinued Breast Pumps (see page 7).
  10. When a WIC-owned multi-user pump is not returned as agreed and/or when the certification period is either ended or participant is terminated, the WIC and/or Breastfeeding Coordinator will make attempts to contact the participant by phone or mail or take a statement from the participant that describes the events related why the breast pump has not been returned. A log must be maintained of all attempts and information provided and notes for each contact are placed into the participant's electronic record.
  11. The LA must not fine a participant or withhold benefits for a lost, stolen, or damaged pump.
  12. The BFC will notify the WIC Coordinator when attempts to contact the participant are unsuccessful after two attempts or 30 days past the agreed return date, whichever comes first.
  13. The WIC Coordinator will confer with a the NYSDOH Central Regional Office Representative to review cases when pumps are not returned to determine if a Bureau of Special Investigations (BSI) referral is warranted.

14. If a BSI referral is necessary, the WIC Director and/or BFC/PCC will adhere to WPM Policy 1038 for Program Complaints and Suspected Fraud or Abuse. A BSI Referral Form must be completed and submitted, a note should be entered using the standardized note heading "BSI Referral," and a copy of the completed form should be placed in the "Complaint" folder under BSI Referrals.

### **Guidelines for Issuing Breastfeeding Aids and Accessories**

1. Assessment for breastfeeding aids and accessories should only be completed by a trained QN, CPA, and/or DBE after completing a breastfeeding assessment. Additional evaluations by the DBE may be required for breastfeeding aids and accessories issued to participants that are used to help facilitate milk removal, aid with tissue healing, or aid in infant feeding.
2. The QN, CPA, and/or DBE responsible for issuing the aids/accessories must provide training and/or information on the proper use and care of the issued unit.
3. When breastfeeding aids or accessories are issued, this must be documented in the Breastfeeding Support & Notes section of NYWIC under the standardized note heading "Support." Examples include, but are not limited to, breast pump flanges in various sizes, nipple shells/shields, or supplemental nursing systems (SNS).
4. The BFC/PCC and/or DBE will make initial follow-up contact with the participant within 24 to 72 hours to ensure the breastfeeding aid and/or accessories are functioning properly and to address any questions or concerns the participant may have.

### **Purchasing:**

1. The BFC, in collaboration with the PCC, develops an order for manual, hospital-grade electric, and/or personal use pumps, including any necessary aids or accessories, based on the "NYS WIC Breast Pumps List." The types and quantities should reflect the anticipated needs for the FFY and align with the current budget.
2. The WIC Director, following CAPCO Program's Fiscal/Purchasing Policy and Procedures WPM 1421 Purchasing and submits any proposed orders to the Regional Office for approval before making a purchase.
3. To maintain inventory integrity, the WIC Director must refrain from participating in the inventory process, as he/she oversees the ordering process.

### **Receiving:**

1. All breastfeeding pumps and/or aids are received by the Breastfeeding/PCC Coordinator and/or designated staff.
2. The receiving staff must compare the packing slip to the stock received to ensure accuracy. If any errors or backorders are detected, the intake staff must notify the WIC Director, who will contact the seller to rectify the situation.
3. Once everything is verified, staff will date/initial the packing slip(s) and submit them to the WIC Director for processing.
3. The WIC Director will provide the BFC/PCC with a copy of the order for their records.

4. BFC/PCC enters new pumps into the NYWIC ADMIN Module.
5. The WIC Director will enter new pumps into the CAPCO Asset Inventory Log, for all pumps with a value of \$500 or over.

### **Inventory Management:**

1. Two types of breast pump inventory must be maintained, including an ongoing inventory in the management information system and a monthly physical inventory. Inventory records must be retained, per WIC Program Manual Section, Record Retention, and available to DOH staff upon request.
2. A collection kit must be issued in NYWIC at the same time a hospital grade multi-user and tracked as part of the physical inventory.
3. At least a two-touch system inventory process must be implemented with the following guidelines:
  - The WIC Director is responsible for the ordering process.
  - BFC/PCC and/or designated staff enters breast pumps and aides into the management information system (NYWIC).
  - The Nutrition Assistant and/or designated staff performs the monthly physical inventory with the BFC/PCC reviews/signs off on the process.
  - BFC/PCC and/or designated staff maintains a breast pump/aides/accessories inventory records.
4. When a participant transfers to another local agency, staff must ensure that the participant's pumping needs are met, and that the management information system inventory is updated.
  - QN/CPA/DBE staff must communicate with the receiving agency when a participant, who is currently using a hospital grade multi-user breast pump on loan transfers.
  - When a participant transfers to another agency the "Actual Date Returned" in the BF Pump and Kits tab is not filled in until the breast pump is physically received by the issuing LA.
5. Hospital grade pumps returned to the agency will be inspected by the BFC and/or PCC to ensure safety (e.g., checking pressure with a pressure gauge, ensuring no broken parts, etc.), and be cleaned according to the manufacturer's instructions.
6. Breast pumps are kept in a secure lockable cabinet and/or storage area.

### **Annual Inventory:**

1. The WIC Director, as part of the budget submission process, submits the LA Asset Inventory to doh.sm.DON-WICBUDGET [wicbudget@health.ny.gov](mailto:wicbudget@health.ny.gov) and Regional Office on annual basis.

### **Disposal of Aging/Discontinued Breast Pumps**

1. BFC/PCC conducts a breast pump disposal review at least every 6 months.
  - The BFC will identify multi-user breast pumps over 8 years of age and target for disposal.
  - The BFC will identify single-user breast pumps over 3 years of age and target for disposal.

- The BFC will identify any multi-user and/or single-user breast pump that is in poor working condition.
  - Pumps identified for removal will be sent to the WIC Director, who will submit a Request to Remove Equipment from Inventory Form to NYSDOH Regional Office for approval prior to removing from inventory.
  - The BFC will change the status of the multi-user breast pump in NYWIC to 'Removed from Inventory' and place a note providing an explanation (i.e., 'retired' or aged-out')
  - Breast pumps are disposed of in a manner to prevent anyone else from using it.
  - The BFC will confer with the breast pump manufacturer representative to determine if they have a recycling program prior to disposing of equipment.
2. Any breast pump that does not work or that is in poor working condition with no option of a trade-in or cost-effective repair must be disposed of.

#### **Peer Counselors**

1. PCs, can offer continued support that is within their scope of practice
2. PCs must yield to the WIC BFC/PCC and/or DBE when issues arise that are outside of their scope of practice.

#### **Definitions:**

- Refer to Acronyms and Definitions in Section 1011

*Resolution of the Board of Directors*

*Of*

*Cortland County Community Action Program, Inc.*

**Resolution No. 25-37**

**WHEREAS**, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed FFY2025 CSBG Quarter 2 PPR and,

**WHEREAS**, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed FFY2025 CSBG Quarter 2 PPR,

**IT IS HEREBY RESOLVED** that on May 22, 2025, the CAPCO Board of Directors approves the FFY2025 CSBG Quarter 2 PPR.

Shelley M. Warnow  
Board President or designee

May 22, 2025  
Date

**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
**C-2c Work Plan and Program Progress Report (PPR)**

Contractor Cortland County Community Action Program Inc. (CAPCO)

FFY 2025

**Type (Work Plan, Amendment, PPR):**  
Work Plan

Budget Period 10/1/24 to 9/30/25

Contract # C1002740

**Description of Need (Family, Community, Agency)**  
Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.

Low income families lack of access to nutrition education and food

**Program that addresses the need described above:** Women, Infants and Children Program (WIC) **Location (List Name of County):** Cortland/Chenango

Interventions Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  <b>(Use service and strategy terminology from CSBG Annual Report Module 3 &amp; Module 4).</b>	Benchmarks or Milestones and Outcomes List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	NPI(s) or Service/Capacity Codes	Method(s) of Measurement/Verification Identify the tool or process to be used to verify progress on the outcome or milestone.	Annual	PPR #1	PPR #2	PPR #3	PPR #4	YTD Total	YTD %
				Target	Achieved	Achieved	Achieved	Achieved		
The agency's WIC Program provides supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional	2200 individuals will be screened for eligibility and enroll in the WIC program.	SRV 7b	Intake form/caseload reports	2200	2241	227			2468	112%
	2200 of 2200 will improve their health and physical development as a result of access to nutritional foods and nutrition education.	FNPI 5 B	Case files, food voucher records	2200	2241	227			2468	112%
	300 Infants will be healthier and will increase their ability to fight early childhood infections as a result of breastfeeding.	FNPI 5 B	Peer Counselor Documentation	300	87	96			183	61%
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**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
**C-2c Work Plan and Program Progress Report (PPR)**

Contractor Cortland County Community Action Program Inc. (CAPCO)

FFY 2025

**Type (Work Plan, Amendment, PPR):**  
Work Plan

Budget Period 10/1/24 to 9/30/25

Contract # C1002740

**Description of Need (Family, Community, Agency)**  
Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.

Low income families are at nutritional and health risk

<b>Program that addresses the need described above:</b>	Snack Packs for Kids Program	<b>Location (List Name of County):</b>	Cortland
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Interventions Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  (Use service and strategy terminology from CSBG Annual Report Module 3 & Module 4).	Benchmarks or Milestones and Outcomes List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	NPI(s) or Service/Capacity Codes	Method(s) of Measurement/Verification Identify the tool or process to be used to verify progress on the outcome or milestone.	Annual Target	PPR #1 Achieved	PPR #2 Achieved	PPR #3 Achieved	PPR #4 Achieved	YTD Total	YTD %
The agency's Snack Pack for Kids program will provide nutritious foods for food insecure low-income children throughout the county in an effort to help alleviate hunger. (SRV 5jj Food Distribution (Food Bags/Boxes, Food Share Program, Bags of Groceries)	120 children will be screened for eligibility and enroll in the program	SRV 7b	Referral form/Intake	120	83	9			92	77%
	120-of the 120 children's health and physical development will be improved as a result of adequate nutrition.	FNPI 5 b	Customer Satisfaction Surveys	120	83	9			92	77%
	1500 Snack pack will be distributed throughout the school year.	FNPI 5	Snack pack tracking form	1500	324	384			708	47%
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**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
**C-2c Work Plan and Program Progress Report (PPR)**

<b>Contractor</b>	Cortland County Community Action Program Inc. (CAPCO)	<b>FFY</b>	2025	<b>Type (Work Plan, Amendment, PPR):</b>	Work Plan
<b>Budget Period</b>	10/1/24 to 9/30/25	<b>Contract #</b>	C1002740		

<b>Description of Need (Family, Community, Agency)</b> Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.	Low income families are at nutritional and health risk
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<b>Program that addresses the need described above:</b>	Nutrition Outreach and Education Program (NOEP) /Farmers Market EBT Program	<b>Location (List Name of County):</b>	Cortland
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Interventions Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  (Use service and strategy terminology from CSBG Annual Report Module 3 & Module 4).	Benchmarks or Milestones and Outcomes List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	NPI(s) or Service/Capacity Codes	Method(s) of Measurement/Verification Identify the tool or process to be used to verify progress on the outcome or milestone.	Annual Target	PPR #1 Achieved	PPR #2 Achieved	PPR #3 Achieved	PPR #4 Achieved	YTD Total	YTD %

The agency's Health and Nutrition component provides low income participants access to food through SNAP enrollment and access to local produce using their SNAP benefit at the local farmers market.	175 individuals will be screened for eligibility in the NOEP and EBT Farmers Market Program.	SRV 7b		175	50	64			114	65%
	125 of the 175 will complete a SNAP application in order to increase healthy lifestyles.	SRV 3I	Application	125	25	34			59	47%
	<del>50 of the 175 will use their SNAP benefit at the local farmers market to access fresh produce.</del>	FNPI 5	EBT Transactions	0	0	0			0	#DIV/0!
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**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
**C-2c Work Plan and Program Progress Report (PPR)**

**Contractor** Cortland County Community Action Program Inc. (CAPCO)  
**Budget Period** 10/1/24 to 9/30/25

**FFY** 2025  
**Contract #** C1002740

<b>Type (Work Plan, Amendment, PPR):</b> Work Plan
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<b>Description of Need (Family, Community, Agency)</b> Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.	Children experiencing poverty lack opportunities to prepare them for success in school.
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<b>Program that addresses the need described above:</b> Head Start/Early Head Start Program	<b>Location (List Name of County):</b> Cortland
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<b>Interventions</b> Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  <b>(Use service and strategy terminology from CSBG Annual Report Module 3 &amp; Module 4).</b>	<b>Benchmarks or Milestones and Outcomes</b> List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	<b>NPI(s) or Service/Capacity Codes</b>	<b>Method(s) of Measurement/Verification</b> Identify the tool or process to be used to verify progress on the outcome or milestone.	<b>Annual Target</b>	<b>PPR #1 Achieved</b>	<b>PPR #2 Achieved</b>	<b>PPR #3 Achieved</b>	<b>PPR #4 Achieved</b>	<b>YTD Total</b>	<b>YTD %</b>
				The agency's Head Start/Early Head Start program provides comprehensive pre-school activities which include classroom instruction, home base, health and nutrition, and social emotional development for children ages zero to four, as well as support services for their families. ( SRV 2aEarly Head Start, SRV 2b Head Start, SRV 5a Immunizations, , SRV 5a-j Health Services, Screening and Assessments , SRV 5dd Child Dental	200 children will be screened for eligibility in the Head Start/Early Head Start Program	SRV 7b	application, income verification	200	189	50
	122 of 200 children will be enrolled in the program	SRV 2b	enrollment reports, attendance records	122	156	6			162	133%
	of the 122 children enrolled, parenting supports will be provided to all 122 caregivers	SRV 2w	case management notes; class attendance	122	123	5			128	105%

Screenings/Exams, SRV 2v Parenting Supports).	of the 122 children enrolled, 122 will receive home visits	SRV 2cc	case notes of home visit	122	156	6			162	133%
	122 of 122 children will obtain age-appropriate medical care	SRV 5b	medical documentation in child's file	122	156	6			162	133%
	122 of 122 children will obtain age-appropriate immunizations	SRV 5a	medical documentation in child's file	122	156	6			162	133%
	122 of 122 children will receive Developmental Delay screening	SRV 5c	Ages and Stages report	122	120	0			120	98%
	122 of 122 children will receive vision screening	SRV 5d	vision documentation in child's file	122	152	1			153	125%
	of 122 children attending center-based programming will be provided meals/snacks to meet their nutritional needs	SRV 5ii	menus, CACFP Meal Counts	122	156	6			162	133%
	100 of 122 children will demonstrate improved emergent literacy skills	FNPI 2a	child assessments and progress reports	100	63	32			95	95%
	100 of the 122 children will demonstrate skills for school readiness	FNPI 2b	child assessments, progress reports, school district assessments	100	72	28			100	100%

**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
**C-2c Work Plan and Program Progress Report (PPR)**

Page 8 of 17  
*(Total Number of Pages should include C-2a, C-2b and C-2C)*

Contractor Cortland County Community Action Program Inc. (CAPCO)

FFY 2025

<b>Type (Work Plan, Amendment, PPR):</b>
Work Plan

Budget Period 10/1/24 to 9/30/25

Contract # C1002740

<b>Description of Need (Family, Community, Agency)</b> Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.	Children experiencing poverty lack opportunities to prepare them for success in school.
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<b>Program that addresses the need described above:</b>	Head Start/Early Head Start Program (Cont)	<b>Location (List Name of County):</b>	Cortland
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<b>Interventions</b> Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  <b>(Use service and strategy terminology from CSBG Annual Report Module 3 &amp; Module 4).</b>	<b>Benchmarks or Milestones and Outcomes</b> List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	<b>NPI(s) or Service/Capacity Codes</b>	<b>Method(s) of Measurement/Verification</b> Identify the tool or process to be used to verify progress on the outcome or milestone.	<b>Annual Target</b>	<b>PPR #1 Achieved</b>	<b>PPR #2 Achieved</b>	<b>PPR #3 Achieved</b>	<b>PPR #4 Achieved</b>	<b>YTD Total</b>	<b>YTD %</b>
The agency's Head Start/Early Head Start program provides comprehensive pre-school activities which include classroom instruction, home base, health and nutrition, and social emotional development for children ages zero to four, as well as support services for their families. ( SRV 2a Early Head Start, SRV 2b Head Start, SRV 5a Immunizations, , SRV 5a-j Health Services, Screening and Assessments , SRV 5dd Child Dental Screenings/Exams, SRV 2v Parenting Supports).	100 of the 122 children will demonstrate improved mental and behavioral health and well-being.	FNPI 5c	child screening and assessment data, mental health observations	100	54	66			120	120%
	90 of the 122 children will demonstrate improved positive approaches to learning	FNPI 2c	child assessments, progress reports, school district	90	25	34			59	66%
	50 of 122 children will obtain age-appropriate dental care	SRV 5dd	dental documentation in child's file	50	48	1			49	98%
	50 of the 122 parents/caregivers will improve their home environments	FNPI 2e	family matrix scale, case notes	37	0	0			0	0%
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**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
**C-2c Work Plan and Program Progress Report (PPR)**

**Contractor** Cortland County Community Action Program Inc. (CAPCO)

**FFY** 2025

**Type (Work Plan, Amendment, PPR):**  
Work Plan

**Budget Period** 10/1/24 to 9/30/25

**Contract #** C1002740

<b>Description of Need (Family, Community, Agency)</b> Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.	Low income families lack essentials such as food, clothing, household needs, transportation assistance, utility assistance, and work supports
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<b>Program that addresses the need described above:</b>	Emergency Assistance Program	<b>Location (List Name of County):</b>	Cortland
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<b>Interventions</b> Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  <b>(Use service and strategy terminology from CSBG Annual Report Module 3 &amp; Module 4).</b>	<b>Benchmarks or Milestones and Outcomes</b> List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	<b>NPI(s) or Service/Capacity Codes</b>	<b>Method(s) of Measurement/Verification</b> Identify the tool or process to be used to verify progress on the outcome or milestone.	<b>Annual</b>	<b>PPR #1</b>	<b>PPR #2</b>	<b>PPR #3</b>	<b>PPR #4</b>	<b>YTD Total</b>	<b>YTD %</b>
				<b>Target</b>	<b>Achieved</b>	<b>Achieved</b>	<b>Achieved</b>	<b>Achieved</b>		
Emergency Assistance	1500 individuals will be screened for eligibility through Family Development's Emergency Assistance Program to meet essential needs.	SRV 7b	Intake Forms	1500	638	620			1258	84%
	1250 of the 1500 will receive clothing assistance	SRV 7n	Intake Forms	1250	443	109			552	44%
	150 of the 1500 will receive emergency food.	SRV 5ij	Intake Forms	150	136	0			136	91%
	75 of the 1500 will receive emergency assistance in rural areas of the community.	SRV 5	Intake Forms	75	45	25			70	93%
	60 of the 1500 will receive CAPCO Cares hygiene kits.	SRV 5nn	Intake Forms	60	0	0			0	0%
	40 of the 1500 will receive emergency household needs or utility assistance.	SRV 4i	Intake Forms	40	9	21			30	75%
	10 of the 1500 will receive emergency transportation assistance.	SRV 7d	Intake Forms	10	3	1			4	40%
	10 of the 1500 will receive emergency work supports.	FNPI 1b	Intake Forms	10	1	0			1	10%
	5 of the 1500 will receive emergency medical assistance.	FNPI 5b	Intake Forms	5	1	0			1	20%

3500 individuals will be referred to other service providers to better meet their needs.	SRV 7c	Referral Tracking form	3500	1855	1160				3015	86%
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**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
C-2c Work Plan and Program Progress Report (PPR)

Contractor Cortland County Community Action Program Inc. (CAPCO)

FFY 2025

**Type (Work Plan, Amendment, PPR):**  
Work Plan

Budget Period 10/1/24 to 9/30/25

Contract # C1002740

**Description of Need (Family, Community, Agency)**  
Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.

Low income individuals lack the competencies and resources for achieving academic and employment goals

**Program that addresses the need described above:** Adult Education Program **Location (List Name of County):** Cortland

Interventions Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  <b>(Use service and strategy terminology from CSBG Annual Report Module 3 &amp; Module 4).</b>	Benchmarks or Milestones and Outcomes List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	NPI(s) or Service/Capacity Codes	Method(s) of Measurement/Verification Identify the tool or process to be used to verify progress on the outcome or milestone.	Annual	PPR #1	PPR #2	PPR #3	PPR #4	YTD Total	YTD %
				Target	Achieved	Achieved	Achieved	Achieved		
Individuals will gain competencies and resources for achieving academic and employment goals through the Adult Education Program. (SRV 2u High School Equivalency Classes)	100 students will be screened for eligibility and enroll in our Adult Education Program	SRV 7b SVR 2r	Intake/Student file	100	62	33			95	95%
	50 of the 100 students will enroll in Adult Basic Education Classes	SRV 2t	TABE 11	75	46	17			63	84%
	50 of the 100 students will enroll in High School Equivalency classes	SRV 2u	TABE 11	25	14	7			21	84%
	15 of the 100 will have at least 12 hours of attendance.	FNPI 2f	Attendance records	15	6	9			15	100%
	10 of the 100 will have a grade level improvement in math or reading.	FNPI 2f	TABE 12/case notes	10	0	4			4	40%
	10 of the 100 will take the GED exam, and pass from 1-3 of the four test.	FNPI 2f	GED Report/case notes	10	4	1			5	50%
	15 of the 100 will receive their HSE diploma.	FNPI 2g	GED report/case notes	15	6	4			10	67%
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**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
C-2c Work Plan and Program Progress Report (PPR)

Contractor Cortland County Community Action Program Inc. (CAPCO)

FFY 2025

**Type (Work Plan, Amendment, PPR):**  
Work Plan

Budget Period 10/1/24 to 9/30/25

Contract # C1002740

**Description of Need (Family, Community, Agency)**  
Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.

Individuals with low-incomes face challenges obtaining basic family needs.

**Program that addresses the need described above:** Community Action Angel Program **Location (List Name of County):** Cortland

Interventions Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  (Use service and strategy terminology from CSBG Annual Report Module 3 & Module 4).	Benchmarks or Milestones and Outcomes List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	NPI(s) or Service/Capacity Codes	Method(s) of Measurement/Verification Identify the tool or process to be used to verify progress on the outcome or milestone.	Annual Target	PPR #1 Achieved	PPR #2 Achieved	PPR #3 Achieved	PPR #4 Achieved	YTD Total	YTD %
	CAPCO's Family Development component will provide opportunities for low-income families to improve family functioning and achieve their goals through the Community Action Angels initiatives.	550 individuals will be screened for eligibility for assistance through Community Action Angels initiatives.	SRV 7b	Intakes	550	534	0			534
200 of the 550 individuals will participate in the Holiday Giveaway in order to increase family stability.			Sign-in Sheet	200	228	0			228	114%
300 of the 550 individuals will participate in the Coat Giveaway in order to increase family stability.			Sign-in Sheet	300	306	0			306	102%
30 of the 550 will attend the Pajama Party to improve their interaction with their children by encouraging early literacy and reading to their children.			Sign-in Sheet	30	0	0			0	0%
20 of the 550 individuals will participate in the Everybody's Baby Shower and gain skills to improve parenting.		FNPI 5d	Sign-in Sheet	20	0	0			0	0%
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**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
C-2c Work Plan and Program Progress Report (PPR)

Contractor Cortland County Community Action Program Inc. (CAPCO)

FFY 2025

**Type (Work Plan, Amendment, PPR):**  
Work Plan

Budget Period 10/1/24 to 9/30/25

Contract # C1002740

**Description of Need (Family, Community, Agency)**  
Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.

Low-income Individuals with disabilities and medical conditions lack resources to live independently in their own home.

**Program that addresses the need described above:** Consumer Directed Care Program **Location (List Name of County):** Cortland

Benchmarks or Milestones and Outcomes										
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<b>Interventions</b> Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  <b>(Use service and strategy terminology from CSBG Annual Report Module 3 &amp; Module 4).</b>	List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	<b>NPI(s) or Service/Capacity Codes</b>	<b>Method(s) of Measurement/Verification</b> Identify the tool or process to be used to verify progress on the outcome or milestone.	<b>Annual Target</b>	<b>PPR #1 Achieved</b>	<b>PPR #2 Achieved</b>	<b>PPR #3 Achieved</b>	<b>PPR #4 Achieved</b>	<b>YTD Total</b>	<b>YTD %</b>
The agency's Consumer Directed Services provides services to allow individuals with disabilities and other medical conditions more control over their personal assistance services. This allows an individual the ability to manage his or her care and make decisions based upon his or her own individualized needs and to live in the community as independently as possible.	160 individuals will be screened for eligibility and enroll in the program and maintain an independent living situation.	SRV 7b FNPI 5g	Assessment Tool	160	154	6			160	100%
	250 family caregivers will obtain/maintain employment.	FNPI 1b	Assessment Tool	250	171	14			185	74%
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**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
**C-2c Work Plan and Program Progress Report (PPR)**

<b>Contractor</b> Cortland County Community Action Program Inc. (CAPCO)	<b>FFY</b> 2025	<b>Type (Work Plan, Amendment, PPR):</b> Work Plan
<b>Budget Period</b> 10/1/24 to 9/30/25	<b>Contract #</b> C1002740	

<b>Description of Need (Family, Community, Agency)</b> Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.	Low income families face challenges affording quality, safe, affordable housing needs and repairs
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<b>Program that addresses the need described above:</b> Energy Service Program	<b>Location (List Name of County):</b> Cortland, Tompkins
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<b>Interventions</b> Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  <b>(Use service and strategy terminology from CSBG Annual Report Module 3 &amp; Module 4).</b>	<b>Benchmarks or Milestones and Outcomes</b> List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	<b>NPI(s) or Service/Capacity Codes</b>	<b>Method(s) of Measurement/Verification</b> Identify the tool or process to be used to verify progress on the outcome or milestone.	<b>Annual Target</b>	<b>PPR #1 Achieved</b>	<b>PPR #2 Achieved</b>	<b>PPR #3 Achieved</b>	<b>PPR #4 Achieved</b>	<b>YTD Total</b>	<b>YTD %</b>
The agency's Energy Services Department provides energy saving measures to include: Insulation, Heating systems, Hot Water Tank	460 households will be screened for eligibility and enroll in the Energy Services program.	SRV 7b	Application	460	84	75			159	35%

systems, Air Sealing, Inspecting Combustion appliances, Cooling, Testing Efficiency of Refrigerators, Installing CO Detectors & Smoke detectors, Bathroom & Kitchen ventilation, Energy Audits, and a Health & Safety check of the home. The goal of the program is to make homes energy efficient, safer and more affordable for low-income families. The department also addresses elderly households with emergency repairs. (SRV 4t Energy Efficiency Improvements, SRV 4q emergency Home Repairs, Referrals (SRV 7c)

240 of the 460 will experience improved health and safety due to improvements within their home through the Weatherization Assistance Program (WAP)	SRV 4q, 4s, 4t FNPI 4g, 4h	Energy Audit Form	240	18	69				87	36%
50 of the 460 will experience improved health and safety due to improvements within their home through the Empower Program	SRV 4q, 4s, 4t FNPI 4g, 4h	Pre/Post test/Utility bills	50	7	2				9	18%
80 of the 460 will experience improved health and safety due to improvements within their home through HEAP assistance	SRV 4q, 4s, 4t FNPI 4g, 4h	Energy Audit Form	80	29	8				37	46%
<del>4 of the 460 will experience improved health and safety due to improvements within their home through the ARPA Program</del>	SRV 4q, 4s, 4t FNPI 4g, 4h	MOU's/ Partnership agreements	4	0	0				0	0%
6 of the 460 will experience improved health and safety due to improvements within their home through the Energy Savers Program	SRV 4q, 4s, 4t FNPI 4g, 4h	Energy Audit Form	6	1	2				3	50%
80 of the 460 will experience improved health and safety due to improvements within their home through the bipartisan infrastructure law (BIL)	SRV 4q, 4s, 4t FNPI 4g, 4h	Energy Audit Form	80	29	11				40	50%
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**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
**C-2c Work Plan and Program Progress Report (PPR)**

Page 14 of 17  
*(Total Number of Pages should include C-2a, C-2b and C-2C)*

**Contractor** Cortland County Community Action Program Inc. (CAPCO)  
**Budget Period** 10/1/24 to 9/30/25

**FFY** 2025  
**Contract #** C1002740

<b>Type (Work Plan, Amendment, PPR):</b> Work Plan
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<b>Description of Need (Family, Community, Agency)</b> Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.	Lack of long term supports for low-income, high-risk expectant mothers and new moms
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<b>Program that addresses the need described above:</b>	Healthy Families Program	<b>Location (List Name of County):</b>	Cortland
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<b>Interventions</b> Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  <b>(Use service and strategy terminology from CSBG Annual Report Module 3 &amp; Module 4).</b>	<b>Benchmarks or Milestones and Outcomes</b> List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	<b>NPI(s) or Service/Capacity Codes</b>	<b>Method(s) of Measurement/Verification</b> Identify the tool or process to be used to verify progress on the outcome or milestone.	<b>Annual Target</b>	<b>PPR #1 Achieved</b>	<b>PPR #2 Achieved</b>	<b>PPR #3 Achieved</b>	<b>PPR #4 Achieved</b>	<b>YTD Total</b>	<b>YTD %</b>
The agency's Healthy Families Program is home visiting program which matches parents with knowledgeable and caring workers who provide information and support during pregnancy and early childhood. Services include helping families access community resources and services, educating families on parenting and child development, connecting families with medical providers, and assessing children for developmental delays. (SRV 5G and SRV 2CC)	70 new or expectant moms will be screened for eligibility through the pre-screening process.	SRV 7b	Prescreening	70	34	4			38	54%
	60 of the 70 will enroll in the program and assigned a Family Support Specialist	SRV 7a	Intake	60	34	5			39	65%
	20 of the 65 will demonstrate improved sensitivity and responsiveness in their interactions with their children.	FNPI 5E	Case notes	20	4	5			9	45%
	750 home visits will be made by Family Support Specialist in order to connect families with medical providers, provide activities to stimulate cognitive and physical Development, etc.	SRV 2cc	Home Visit Log	750	171	126			297	40%

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**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
**C-2c Work Plan and Program Progress Report (PPR)**

**Contractor** Cortland County Community Action Program Inc. (CAPCO) **FFY** 2025  
**Budget Period** 10/1/24 to 9/30/25 **Contract #** C1002740

**Type (Work Plan, Amendment, PPR):**  
Work Plan

**Description of Need (Family, Community, Agency)**  
Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan. Low-income individuals lack reliable transportation

**Program that addresses the need described above:** Volunteer Driver Program **Location (List Name of County):** Cortland

Interventions Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  <b>(Use service and strategy terminology from CSBG Annual Report Module 3 &amp; Module 4).</b>	Benchmarks or Milestones and Outcomes List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	NPI(s) or Service/Capacity Codes	Method(s) of Measurement/Verification Identify the tool or process to be used to verify progress on the outcome or milestone.	Annual Target	PPR #1 Achieved	PPR #2 Achieved	PPR #3 Achieved	PPR #4 Achieved	YTD Total	YTD %
We will increase the options for safe, reliable transportation through operating a Volunteer Driver Program (STR 7c: Transportation Services Coordination and Support).	150 rides will be provided to medical appointments.	SRV 7d	Drivers Log	150	35	41			76	51%
	100 individuals will increase access to health services.	SRV 5	Customer Surveys	100	30	29			59	59%
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**ATTACHMENT C**  
COMMUNITY SERVICES BLOCK GRANT  
**C-2c Work Plan and Program Progress Report (PPR)**

**Contractor** Cortland County Community Action Program Inc. (CAPCO)  
**Budget Period** 10/1/24 to 9/30/25

**FFY** 2025  
**Contract #** C1002740

**Type (Work Plan, Amendment, PPR):**  
Work Plan

**Description of Need (Family, Community, Agency)**  
Briefly identify the need that documents the reason for the programs/services/milestones and outcomes listed below. Corresponds to the needs/strategic objectives identified in Attachment C-1b Demonstrated Needs and Attachment C-1c Strategic Plan.

Low-income families lack resources to obtain diapers and diapering supplies on a consistent basis

**Program that addresses the need described above:** Diaper Distribution Demonstration and Research Pilot (DDDRP) **Location (List Name of County):** Cortland

<b>Interventions</b> Very briefly describe the services, activities, and advocacy that will address the need and achieve the outcome.  <b>(Use service and strategy terminology from CSBG Annual Report Module 3 &amp; Module 4).</b>	<b>Benchmarks or Milestones and Outcomes</b> List the projected baseline number starting with the number seeking assistance followed by the number of customers to be enrolled. Then identify the expected benchmarks or milestones and outcomes to be achieved for the service or activity (Funnel). When possible, describe the service or outcome using language from the Individual and Family National Performance Indicators (FNPIs)/ Individual and Family Services (SRV) or from the Strategies and Community National Performance Indicators (CNPIs) (STRs).	<b>NPI(s) or Service/Capacity Codes</b>	<b>Method(s) of Measurement/Verification</b> Identify the tool or process to be used to verify progress on the outcome or milestone.	<b>Annual Target</b>	<b>PPR #1 Achieved</b>	<b>PPR #2 Achieved</b>	<b>PPR #3 Achieved</b>	<b>PPR #4 Achieved</b>	<b>YTD Total</b>	<b>YTD %</b>
The Diaper Distribution Demonstration and Research Pilot (DDDRP) will provide diapers and diapering supplies on a consistent basis to low-income families helping to reduce chronic health issues and absences from childcare due to a lack of diapers.	100 families will seek assistance and be screened for eligibility in the Diaper Distribution Demonstration and Research Pilot (DDDRP)	SRV 7b	DDDRP application, Income verification	100	97	21			118	118%
	120 children will meet program eligibility and will enroll in the Diaper Distribution Demonstration and Research Pilot (DDDRP).	CNPI 3b.3	DDDRP application, Income verification	120	122	25			147	123%
	120 children will receive diapers on a monthly basis reducing health issues and absences from childcare due to lack of diapers.	SRV 7n	DDDRP application, Monthly Questionnaires	120	122	25			147	123%
	100 families enrolled in the Diaper Distribution Demonstration and Research Pilot (DDDRP) will report improved financial well-being.	FNPI 3h STR 3e	DDDRP enrollment verification, Program satisfaction Survey.	100	0	0			0	0%
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## **Board Development Committee**

**May 13, 2025**

**Members present:** Larry Woolheater, Mary Beth Mathey, Sandra Aloï, Patti Schaap, Jeanette Dippo

**Staff:** Kirsten Parker, Greg Richards

Meeting called to order at 8:45 am.

- **Resignation of Policy Council Representative to the Board- Katy Mowers**

Katie Mowers was appointed to be the Policy Council Representative to the Board of Directors by the Policy Council earlier this year. She and her family have left the area and she will no longer be able to serve.

***Motion to regretfully accept the resignation of Katy Mowers as Policy Council Representative to the Board of Directors made by Sandy Aloï, 2<sup>nd</sup> by Patty Schaap. Motion carried.***

- **Review and acceptance of Robert Knobel as Policy Council Representative to the Board of Directors.**

With the resignation of Katy Mowers, the policy council will be appointing Robert Knobel as Policy Council Representative to the Board of Directors. He is a Head Start parent and was a guest at last month's board meeting.

***Motion to approve Robert Knobel as the Policy Council Representative to the Board of Directors made by Mary Beth Mathey, 2<sup>nd</sup> by Sandy Aloï. Motion carried.***

- **Review of Board Term Spreadsheet**

Greg reviewed the board term spreadsheet. Three of four board officers will be ending their terms in 2026. Lynne's term ends in 2027. Shelley has expressed that she may not want to be reelected as President in January as her term will end in May. The committee reviewed the list we have of potential board members and made some edits. We will meet again in the fall to decide who we would like to approach with Head Start board requirements in mind.

**Meeting adjourned at 9:09 am.**

*Resolution of the Board of Directors*

*Of*

*Cortland County Community Action Program, Inc.*

**Resolution No. 25-38**

**WHEREAS**, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed resignation of Katy Mowers from the Board of Directors as the Policy Council representative and,

**WHEREAS**, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed resignation of Katy Mowers from the Board of Directors as the Policy Council representative,

**IT IS HEREBY RESOLVED** that on May 22, 2025, the CAPCO Board of Directors regrettfully approves the resignation of Katy Mowers from the Board of Directors as the Policy Council representative.

Shelley M. Warnow  
Board President or designee

May 22, 2025  
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](http://www.capco.org)

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

April 29, 2025

RE: Katy Mowers, Policy Council Chairperson and Policy Council Representative to the Board

Greg:

This letter is to inform you Katy Mowers, Policy Council Chairperson and the Policy Council Representative to the Board of Directors, has resigned her position on both boards effective April 21, 2025 via an email sent to me.

In this email, she was also going to pull their daughter from the Head Start program. With that alone, she would have had to resign her position as the Chairperson because of pulling her child from the program. At this time, no further information was given.

I know she was greatly apologetic for having to resign her positions and pull her daughter, but no other information has been given.

Thank you.

Sincerely,

Kristi M. Coye  
Assistant Director

/kmc

*Resolution of the Board of Directors*

*Of*

*Cortland County Community Action Program, Inc.*

**Resolution No. 25-39**

**WHEREAS**, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed seating of the Robert Knobel to the Board of Directors as the Policy Council representative for an initial term of 5/2025—5/2030 and,

**WHEREAS**, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed seating of the Robert Knobel to the Board of Directors as the Policy Council representative for an initial term of 5/2025—5/2030,

**IT IS HEREBY RESOLVED** that on May 22, 2025, the CAPCO Board of Directors approves the seating of the Robert Knobel to the Board of Directors as the Policy Council representative for an initial term of 5/2025—5/2030.

Shelley M. Warnow  
Board President or designee

May 22, 2025  
Date



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

32 North Main Street ❖ Cortland, NY 13045

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Head Start ❖ Energy Services ❖ WIC ❖ Consumer Directed Personal Assistance

*Board Member Application*

**CONSUMER SECTOR REPRESENTATION**

Name: Robert Knobel Date: 5/6/25

Home Address: 38 N West St. Homer, NY 13077

Home Phone: \_\_\_\_\_ Cell Phone: 607-423-9275

Business Name: \_\_\_\_\_

Business Address: \_\_\_\_\_

Business Phone: \_\_\_\_\_ Business Fax: \_\_\_\_\_

Business Fax: \_\_\_\_\_ E-mail Address: Hero Knobel@gmail.com

Preferred Communication:

Mail to Home     Mail to Business     E-mail     Fax

Have you, or a member of your family ever received CAPCO services?  Yes     No  
If yes, what services and when. WIC, ELC 2023 - active

Please provide a brief statement of how you believe you are representative of the low-income population:

Grew up in Cortland, went to headstart, parents were on Food Stamps, free lunch at school. As an adult, lost my job when son was born and had single income for 6 months.

I understand how helpful it is and those on benefits to not mean lazy.  
Occupation (You May List More than One Occupation, Please List Primary Occupation First)  
Intertek HVAC Technician

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

Capco Policy Council    2024 - current

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

Signature Robert Knobel

...dedicated to providing programs and resources that promote self-reliance and dignity.



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

PETITIONER'S NAME: Robert Knobel

In signing this petition I acknowledge my endorsement of the individual named above to serve on the Board of Directors of Cortland County Community Acton Program, Inc. (CAPCO) as a representative of the consumers of services of the organization.

NAME	ADDRESS	Recipient of CAPCO Services Yes/No	Meets Low Income Guidelines Yes/No
Brand/Henny	24 Church St	Yes	Yes
Dylan Akhady	↓	yes	yes
<del>Frank Car</del>	22 Charles St	y	y
Aleah Hizen		y	N
Kristin Kusker	24 Charles St	yes	yes
April Dennis	Cortland	yes	yes
Jack Dennis	Cortland	Yes	Yes
Alex Young	Cortland	y	x
ant C	Cortland	y	+
Seena Rust	Cortland	+	+



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

PETITIONER'S NAME: Robert Knobel

In signing this petition I acknowledge my endorsement of the individual named above to serve on the Board of Directors of Cortland County Community Action Program, Inc. (CAPCO) as a representative of the consumers of services of the organization.

NAME	ADDRESS	Recipient of CAPCO Services Yes/No	Meets Low Income Guidelines Yes/No
Jim Warkula	Cortland	X	X
Patty Warkula	Cortland	X	X
[Signature]	Cortland	X	X
Tracy Miller	Cortland	X	X
Dakota Platt	Cortland	X	X
Rae Case	Cortland	X	X
Joe Testa	CORTLAND	Y	Y
Ben Blake	Cortland	X	Y
Amber Malloy	Cortland	X	Y
Shawn [Signature]	Cortland	Y	Y

**Members present:** Shelley Warnow, Kellie Givens, Doug Bentley, Ella Dilorio

**Staff:** Greg Richards, Kirsten Parker. **ProNexus:** Matthew Begin and Kim Schmitt

Meeting called to order at 8:30 AM.

Greg reviewed the narrative of the Finance Committee Report.

- **Consumer Directed Services-** we are almost finished with the CDPAP Program. We have some rebilling to do, and we will need to post payments as they come in, but we are receiving fewer calls from consumers and aides, and we are having some luck with the contacts provided by Lea Webb's office. We continue the Volunteer Driver Program and the EISEP programs, but we will be making decisions about these programs as we monitor the costs of running the programs. We have applied for a small grant for the Volunteer Driver Program from the Health Foundation for Western Central New York.
- **Early Childhood Development-** working on spending out the current budget. As we have discussed, there is an underspend due to the timing of the change of scope, the 11-month contract, and we did not start operating through the summer until this year. We will probably have an underspend of about \$10,000-20,000, which may not be a bad thing given the current climate. Jenn has met with the school district regarding UPK for next year. To break even, we need to serve two full classrooms (32 students). It is projected that there are fewer 4-year-olds in the county next year.
- **Energy Services** – Federally, the Department of Energy is down to 9 employees from over 200. We anticipate this will affect the timeliness of contract approvals, the State Plan, etc. We will be short of our WAP production goal because of the contract being 6 months late. It is the end of a 3-year funding cycle so it is unlikely that we will be able to carry over. Greg, Denise and Stacy are working on a contingency plan for the Summer/Fall in case our funding is late again. We will be asking to convert some jobs to BIL, could also do some NYSERDA work. After a long call with a new contact at HUD, the County has decided to accept Healthy Homes funding after all, this will also give the department some funding and work.
- **Family Development** – We should have our 45% voucher done by the end of next week. We got behind on some vouchering during the audit process. Chelsea Peri has moved into the Lead Family Coordinator Position for the SAMHSA grant. That program is moving ahead and becoming more productive.
- **WIC-** NYS DOH is making a significant change in how space and building costs must be budgeted and charged. Programs will need to charge each item specifically and not as an allocation. Matt and Kim will be working through this to see how this changes our systems.
- **Audit-** Auditors from Bonadio were here the last week of April. Matt and Kim were out of town that week, so they are working through answering questions and making needed adjustments. We still should be able to approve it in July.

### **Financial Reports**

Matt Begin from ProNexus reviewed the March financial reports and gave a detailed analysis of accounts receivable, grants receivable, and deferred income. They identified issues with AR aging that need reconciliation with Blackbaud and auditors and noted improvements in Hunger Solutions payments.

***Motion to approve March 2025 Financial Statements made by Doug Bentley, 2<sup>nd</sup> Ella Dilorio. Motion carried.***

**Review and Approval of ProNexus Contract Renewal**

Greg presented the ProNexus contract renewal proposal. The proposal reflects a 2.5% cost increase to \$16,001.44 per month. Greg and Shelley both voiced their support for ProNexus, the service we have received, and the clarity and accuracy of statements.

***Motion to approve renewal of ProNexus Contract made by Shelly Warnow, 2<sup>nd</sup> by Ella Dilorio. Motion carried.***

The committee was reminded of the upcoming golf tournament at Knickerbocker's, which currently has 20 teams registered with a goal of reaching 21 or 22 teams.

**There being no further business, meeting adjourned at 9:25 am.**



**FINANCE COMMITTEE REPORT**  
SUMMARY of March 2025 FINANCIAL STATEMENTS  
May 15, 2025

**AGENCY**

Accounts Payable and Accounts Receivable are current except for Medicaid receivables that are in process for collection following our transition out of the CDPA Program.

The agency audit is underway with the auditors from Bonadio here in-person the last week of April. Matt & Kim are working to answer follow-up questions and provide final needs. We anticipate the audit being ready for the July Finance Committee and full Board meeting.

**CONSUMER DIRECTED SERVICES**

We have transitioned out of the CDPA Program with final billing and re-billings being completed. As reported last month, we are working with our partners in Onondaga, Tompkins & Broome counties to ensure all remaining Consumers and Personal Assistants who are still not through the process with Public Partnerships LLC (PPL) continue to receive services. We also remain in contact with both NYS Senator Lea Webb's to communicate any current challenges with participants getting through the PPL process.

We wrote a small grant through the Health Foundation for Western Central New York to help offset our Volunteer Transportation Program expenses in addition to the NYS DOT 5310 grant we are currently working through. We are hopeful that for this award given the projected loss in Volunteer Transportation without CDPAP to offset expenses. Kirsten has now taken on the daily operations of both Volunteer Transportation & EISEP In-Home services through her Office for Aging.

**EARLY CHILDHOOD DEVELOPMENT**

We are waiting for approval of our continuation grant for the 25-26 contract. Our current grant ends on May 31st. I have been in contact with Senator Schumer's office with fears that this could be delayed with the abrupt closing of our Regional Office. Senator Schumer's office is aware of our concern and continues to seek out updates for us and other programs throughout the state. We still have no update on our In-Kind Waiver, something that has been escalated to Schumer's office as well.

Jenn met with the Cortland City School district to discuss budget concerns for our operation of UPK classrooms for the 25-26 school year. The school district is wanting to work with us to ensure new enrollees are placed with CAPCO for per child revenue. We are also working on getting rent in the school district classrooms either reduced or waived. We anticipate bringing a recommendation on UPK to the Board within the next month.

**ENERGY SERVICES DEPARTMENT**

Forecasting has been underway to complete our current 24.25WAP contract, scheduled to end on June 30th. It is likely we will fall short of production due to the extreme delay in our contract being executed by NYS HCR last fall. We are hopeful for an extension, but that is not guaranteed as this is the 3rd year of our 3-year contract cycle.

As we look at the next funding cycle for WAP, beginning July 1st, we have concerns about the flow of funds, especially with no clear picture as to when BIL funding may resume. BIL ended on March 31st, and NYS cannot issue future awards until the entire state hits 30% production—we do not have a good sense about where this currently stands nor if this will continue with current priorities at the federal-level. We are anticipating another delay in our WAP contract—our last contract was not executed for 6-months. We are inquiring with NYS HCR about taking on additional BIL jobs to offset funding gaps expected

throughout the summer and fall and will be looking to fill gaps with emPowerNY/NYSERDA. This is top of mind to ensure we can keep the program whole, and all staff employed throughout the summer & fall as we await our WAP contract execution.

The Cortland County Health Department is considering implementing the HUD Healthy Homes Production Grant, with CAPCO as a sub-recipient for lead and radon abatement. However, challenges with HUD's process, including unclear timelines, limited communication, and uncertainty around funding—have delayed progress. CAPCO may need to front staffing and expenses, but more clarity and contractual assurances are needed before moving forward. The County is currently reviewing the next steps and continuing discussions with HUD. It is possible that this funding & programming may not move forward.

## **FAMILY DEVELOPMENT DEPARTMENT**

Brandy is working with ProNexus to prepare for the upcoming CSBG budget. We do not have the package yet, but we do anticipate it any day now. With this, Brandy is working to put together a more comprehensive staffing budget for all funding sources under FDD. This is a large undertaking, but something that will be a huge support to future budgets and funding opportunities. We are anticipating room in our budget with our current Family Advocate filling the Lead Family Coordinator role for SAMHSA and being paid through the funding source for the next 3.5 years. Brandy is forecasting out with these changes and hoping to implement an incentive program to close out the current contract cycle.

The 45% voucher for CSBG is expected to be submitted within the coming week, and we received follow-up questions for our 2nd year of Mother Cabrini funding. This is usually a good sign for being awarded. We expended the last of our Lea Webb NYS congressional designation to cover the Adult Education rent.

## **WIC**

The 25.26 WIC budget is in preparation and due by May 23rd. It is likely the formalized budget will come to Finance Committee in June. NYS DOH is making a significant change with how space and building costs need to be budgeted and vouchered each month. This has the potential to change our building allocation, which would have an impact on all our other contracts as well. Like the implementation of de minimis, this seems to only be coming from NYS DOH and no other state agency but, again, will impact how this allocation is done across the agency. Matt & Kim are looking at this and working with Lori and Greg to determine the next steps and the impact this may have on how we account for building expenses going forward.

We are currently recruiting for a Nutrition Assistant and a Nutritionist for our Chenango County clinic in Norwich.

# CAPCO

## Aged Accounts Receivable Report

Aging Balance For	Last Paid	current	31-60	61-90	over 90	Balance
<b>BENNETTP</b>		(\$31)	\$0	\$0	\$0	(\$31)
<b>RUVIM BUSHMICH</b>	04/30/2021	\$0	\$0	\$0	\$0	\$0
<b>CARE COMPASS NETWORK</b>	12/18/2020	\$0	\$0	\$0	\$800	\$800
<b>Child and Adult Care Food Program</b>	04/15/2025	\$15,905	\$0	\$0	\$1	\$15,905
<b>CHILD DEVELOPMENT COUNCIL</b>	01/08/2025	(\$17)	\$0	\$0	\$0	(\$17)
<b>CORTLAND CITY SCHOOL DISTRICT</b>	04/25/2025	\$24,314	\$0	\$0	\$0	\$24,314
<b>CORTLAND COUNTY AREA AGENCY</b>	04/30/2025	(\$160)	\$4,371	\$540	\$2,147	\$6,898
<b>Cortland County</b>	04/30/2025	\$2,325	\$0	\$0	\$35	\$2,360
<b>YWCA CORTLAND</b>	04/30/2025	\$0	\$1,499	\$0	\$0	\$1,499
<b>DEPARTMENT OF HEALTH</b>	04/01/2025	\$0	\$0	\$50,971	\$0	\$50,971
<b>DEPT OF HCR</b>	04/01/2025	\$0	\$59,622	\$32,645	\$30,069	\$122,336
<b>HEAP DEPARTMENT</b>	04/08/2025	\$1,350	\$0	\$0	\$207	\$1,557
<b>JUDITH JOHNSON</b>		\$0	\$0	\$0	\$0	\$0
<b>Medicaid</b>	08/01/2917	(\$161,643)	\$82,767	\$95,485	\$1,498,224	\$1,514,833
<b>MOTHERS &amp; BABIES PERINATAL</b>	01/19/2018	\$0	\$0	\$0	\$0	\$0
<b>NYS OSC</b>	01/14/2025	(\$45,699)	\$0	\$0	\$0	(\$45,699)
<b>NYSCAA</b>	11/08/2024	\$0	\$8,988	\$0	\$9,218	\$18,206
<b>NYSERDA-EMPOWER NEW YORK</b>	04/08/2025	\$3,387	\$0	\$0	\$0	\$3,387
<b>OCM BOCES</b>	04/17/2025	\$550	\$0	\$0	\$0	\$550
<b>HUNGER SOLUTIONS</b>	11/15/2024	\$0	\$0	\$0	\$25,296	\$25,296
<b>DEPARTMENT OF STATE</b>	03/19/2025	\$0	\$0	\$0	\$1,261	\$1,261
<b>UNITED WAY OF CORTLAND</b>	04/30/2025	\$476	\$0	\$0	\$0	\$476
<b>VTP-MEDICAID</b>	04/17/2025	\$0	\$0	\$0	\$705	\$705
<b>YMCA</b>	07/31/2020	\$0	\$0	\$0	\$1	\$1
<b>Grand Totals:</b>		<b>(\$159,243)</b>	<b>\$157,247</b>	<b>\$179,642</b>	<b>\$1,567,963</b>	<b>\$1,745,609</b>

# CAPCO

## Aged Accounts Payable Report

Vendor Name	current	31-60	61-90	over 90	Credits	NetDue
4IMPRINT INC	\$1,474.29	\$0.00	\$0.00	\$0.00	\$0.00	\$1,474.29
AMERICAN FOOD & VENDING	\$139.47	\$0.00	\$0.00	\$0.00	\$0.00	\$139.47
APPLEGATE GREENFIBER AQUISITION LLC	\$5,493.60	\$0.00	\$0.00	\$0.00	\$0.00	\$5,493.60
BADJAD PROPERTY MANAGEMENT LLC	\$1,385.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,385.00
BECKER'S SCHOOL SUPPLY	\$70.24	\$0.00	\$0.00	\$0.00	\$0.00	\$70.24
BILL ANDERSON FARM MARKET INC.	\$1,441.33	\$0.00	\$0.00	\$0.00	\$0.00	\$1,441.33
BILL BROTHERS	\$321.58	\$0.00	\$0.00	\$0.00	\$0.00	\$321.58
BRANDY FORD	\$0.00	\$0.00	\$0.00	\$87.38	\$0.00	\$87.38
BRANDY STRAUF	\$41.00	\$0.00	\$0.00	\$0.00	\$0.00	\$41.00
BUILDERS BEST	\$777.65	\$0.00	\$0.00	\$0.00	\$0.00	\$777.65
CAP SYSTEMS INC.	\$425.00	\$0.00	\$0.00	\$0.00	\$0.00	\$425.00
CHILDPLUS.NET	\$7,264.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,264.00
CNY LAWNS LLC	\$897.00	\$0.00	\$0.00	\$0.00	\$0.00	\$897.00
COMPLETE PAYROLL PROCESSING, INC.	\$826.53	\$0.00	\$0.00	\$0.00	\$0.00	\$826.53
CONTENTO AUTO SALES INC.	\$95.00	\$0.00	\$0.00	\$0.00	\$0.00	\$95.00
CORTLAND CITY SCHOOL DISTRICT	\$3,480.80	\$0.00	\$0.00	\$0.00	\$0.00	\$3,480.80
CORTLAND ELKS BPOE 748	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200.00
CORTLAND PRODUCE	\$912.90	\$0.00	\$0.00	\$0.00	\$0.00	\$912.90
EMPLOYEE SERVICES LLC	\$2,100.71	\$0.00	\$0.00	\$0.00	\$0.00	\$2,100.71
ERICA EATON	\$138.00	\$0.00	\$0.00	\$0.00	\$0.00	\$138.00
FIRST NIAGARA BANK, N.A	\$0.00	\$0.00	\$0.00	\$0.00	(\$140.00)	(\$140.00)
FIXING FINGER LAKES FOUNDATIONS LLC	\$12,039.75	\$0.00	\$0.00	\$0.00	\$0.00	\$12,039.75
GREG RICHARDS	\$41.00	\$0.00	\$0.00	\$0.00	\$0.00	\$41.00
HEALTH FACILITY ASSESSMENT FUND	\$1,301.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,301.00
HEP SALES	\$2,997.84	\$0.00	\$0.00	\$5.31	(\$5.31)	\$2,997.84
HUMMEL'S OFFICE EQUIPMENT CO. INC	\$1,278.54	\$0.00	\$0.00	\$0.00	\$0.00	\$1,278.54
INTELLICORP	\$176.05	\$0.00	\$0.00	\$0.00	\$0.00	\$176.05
INTERFLEX PAYMENTS, LLC	\$100.12	\$0.00	\$0.00	\$0.00	\$0.00	\$100.12
LANGUAGELINE SOLUTIONS	\$139.28	\$0.00	\$0.00	\$0.00	\$0.00	\$139.28
LORIANN SPATOLA-DAVIS	\$138.00	\$0.00	\$0.00	\$0.00	\$0.00	\$138.00
LOWE'S	\$2,711.59	\$0.00	\$0.00	\$0.00	\$0.00	\$2,711.59
M&T BANK	\$30,592.29	\$0.00	\$0.00	\$0.00	(\$97.25)	\$30,495.04
MARTHA ALLEN	\$0.00	\$0.00	\$0.00	\$138.00	\$0.00	\$138.00
MEDELA INC	\$2,547.57	\$0.00	\$0.00	\$0.00	\$0.00	\$2,547.57
MEGHAN DECKER	\$0.00	\$0.00	\$0.00	\$5.08	\$0.00	\$5.08
Melissa Brangan	\$138.00	\$0.00	\$0.00	\$0.00	\$0.00	\$138.00
MICHAEL J SWEENEY	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200.00
MUTUAL OF AMERICA	\$8,632.85	\$0.00	\$0.00	\$0.00	\$0.00	\$8,632.85

# CAPCO

## Aged Accounts Payable Report

Vendor Name	current	31-60	61-90	over 90	Credits	NetDue
NATIONAL GRID	\$2,427.30	\$0.00	\$0.00	\$0.00	\$0.00	\$2,427.30
NORTHEAST GROCERY INC.	\$193.17	\$0.00	\$0.00	\$0.00	\$0.00	\$193.17
NYS INSURANCE FUND	\$1,264.11	\$0.00	\$0.00	\$270.00	\$0.00	\$1,534.11
NYSCAA	\$3,215.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,215.00
NYSEG	\$1,231.10	\$0.00	\$0.00	\$0.00	(\$421.56)	\$809.54
OLUM'S OF BINGHAMTON	\$730.00	\$0.00	\$0.00	\$0.00	\$0.00	\$730.00
PETER MARTIN	\$22.00	\$0.00	\$0.00	\$0.00	\$0.00	\$22.00
PETTY CASH	\$139.46	\$0.00	\$0.00	\$0.00	\$0.00	\$139.46
ProNexus LLC	\$15,750.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,750.00
R.E. MICHEL COMPANY, INC.	\$256.69	\$0.00	\$0.00	\$0.00	(\$1,583.54)	(\$1,326.85)
RAYMOND OLIVER	\$350.00	\$0.00	\$0.00	\$0.00	\$0.00	\$350.00
ROLAND SHEA JR.	\$138.00	\$0.00	\$0.00	\$0.00	\$0.00	\$138.00
SALLY GRISWOLD LCSW PLLC	\$250.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250.00
SENTRY ALARMS LLC	\$84.00	\$0.00	\$0.00	\$0.00	\$0.00	\$84.00
STACEY HENRY	\$19.00	\$0.00	\$0.00	\$0.00	\$0.00	\$19.00
TALLMADGE TIRE	\$42.00	\$0.00	\$0.00	\$0.00	\$0.00	\$42.00
TAMI BAILEY	\$0.00	\$0.00	\$0.00	\$30.00	\$0.00	\$30.00
TEACHING STRATEGIES LLC	\$42,090.00	\$0.00	\$0.00	\$0.00	\$0.00	\$42,090.00
TOSHIBA FINANCIAL SERVICES	\$1,067.48	\$0.00	\$0.00	\$0.00	\$0.00	\$1,067.48
UNITED WAY	\$42.00	\$0.00	\$0.00	\$0.00	\$0.00	\$42.00
US FOODS INC.	\$2,938.89	\$0.00	\$0.00	\$0.00	\$0.00	\$2,938.89
USI EDUCATION AND GOVERNMENT SALES	\$372.98	\$0.00	\$0.00	\$0.00	\$0.00	\$372.98
WALMART INC.	\$899.30	\$0.00	\$0.00	\$0.00	\$0.00	\$899.30
WHO'S WE? LLC	\$150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150.00
ZEV SUPPLIES CORP	\$1,505.93	\$0.00	\$0.00	\$0.00	\$0.00	\$1,505.93
<b>GRAND TOTALS</b>	\$165,696.39	\$0.00	\$0.00	\$535.77	(\$2,247.66)	\$163,984.50

A total of 63 vendors(s) listed

# CAPCO

## Balance Sheet

	01/31/2025	02/28/2025	03/31/2025
<b>ASSETS</b>			
CURRENT ASSETS			
Cash	\$2,625,555	\$1,833,792	\$1,555,202
Grants Receivable	\$215,407	\$175,585	\$751,220
Accounts Receivable			
ACCOUNTS RECEIVABLE	\$1,515,190	\$1,458,062	\$1,374,748
Less: ALLOWANCE FOR DOUBTFUL ACCOUNTS	\$15,253	\$15,253	\$15,253
MEDICAID VARIANCE RECEIVABLE	(\$0)	(\$0)	(\$0)
OTHER RECEIVABLES	\$4,961	\$4,956	\$4,961
Net Accounts Receivable	\$1,504,898	\$1,447,765	\$1,364,457
Prepaid Expenses	\$143,876	\$131,526	\$105,156
TOTAL CURRENT ASSETS	\$4,489,735	\$3,588,668	\$3,776,035
PROPERTY AND EQUIPMENT			
Vehicles, furniture and equipment	\$979,284	\$995,712	\$988,530
Building	\$1,608,129	\$1,608,129	\$1,608,129
NET PROPERTY AND EQUIPMENT AT COST	\$2,587,414	\$2,603,841	\$2,596,660
Less Accumulated Depreciation	(\$1,403,604)	(\$1,403,604)	(\$1,403,604)
TOTAL PROPERTY AND EQUIPMENT	\$1,183,810	\$1,200,237	\$1,193,056
TOTAL ASSETS	\$5,673,545	\$4,788,905	\$4,969,091
<b>LIABILITIES AND NET ASSETS</b>			
CURRENT LIABILITIES			
Accounts Payable	\$122,852	\$96,178	\$54,850
Payroll taxes and Accruals	(\$427,354)	(\$998,975)	\$186,622
Other Current Liabilities	\$4,821	\$4,803	\$8,486
Deferred Income	\$624,452	\$624,452	\$536,622
Total CURRENT LIABILITIES	\$324,772	(\$273,542)	\$786,579
LONG-TERM DEBT	\$153,937	\$153,232	\$152,436
TOTAL LIABILITIES	\$478,709	(\$120,311)	\$939,015
NET ASSETS	\$5,204,054	\$4,918,433	\$4,039,294
Total LIABILITIES AND NET ASSETS	\$5,682,763	\$4,798,123	\$4,978,309

**CAPCO**  
**Income Statement**  
TOTAL CAPCO AGENCY

LINE ITEM	ACTUAL 01/01/2023 12/31/2023	ACTUAL 01/01/2024 12/31/2024	ACTUAL 03/01/25 - 03/31/25	ACTUAL 01/01/25- 03/31/25
REVENUE				
GRANT REVENUE				
GRANT REVENUE	6,491,069	6,423,523	778,805	1,399,548
USDA REVENUE	157,364	187,853	19,082	49,419
EBT REVENUE	1,136	0	0	0
PASS THROUGH FUNDS-wic VOUCHERS	930,310	0	0	0
Total GRANT REVENUE	7,579,879	6,611,376	797,887	1,448,967
OTHER REVENUE				
MEDICAID REVENUE	3,829,255	3,801,160	328,218	961,622
Prior Years Medicaid Revenue	1,536	211,088	0	0
SERVICE FEES	77,134	59,414	0	3,337
SPECIAL NEEDS SERVICE REIMBURSEMENT	12,415	10,065	2,880	8,390
RENTAL INCOME	5,000	5,200	550	1,650
INTEREST INCOME	2,054	3,930	224	3,211
OTHER INCOME	229,522	153,537	15,606	29,712
CASH DONATIONS	126,573	99,265	3,168	26,774
INKIND DONATIONS	1,046,462	1,315,846	90,942	267,024
NYSERDA REVENUE	166,064	48,181	12,019	16,107
Current PY Program Income	0	1,250	0	0
Total OTHER REVENUE	5,496,015	5,708,936	453,606	1,317,826
Total REVENUE	13,075,895	12,320,312	1,251,493	2,766,793
EXPENSES				
PERSONNEL				
SALARIES/WAGES				
SALARY/WAGE EXPENSE	6,548,768	6,898,452	570,846	1,635,806
HEALTH AND SAFETY WAGES	14,011	16,527	1,480	2,832
SALARY INCENTIVES	240,754	143,215	1,000	1,534
ACCRUED BENEFIT TIME	(231)	0	0	0
NEW ACCRUED BENEFIT TIME	177,013	182,191	15,831	47,017
Total SALARIES/WAGES	6,980,316	7,240,385	589,157	1,687,189
FRINGES				
FICA EXPENSE	506,829	524,531	42,831	122,528
UNEMPLOYMENT INSURANCE EXPENSE	124,358	192,158	16,165	48,243
WORKERS COMP EXPENSE	128,572	96,118	3,561	10,864
DISABILITY INSURANCE EXPENSE	18,110	18,271	1,543	4,634
GROUP INSURANCE EXPENSE	394,052	320,796	25,194	77,054
401-K EXPENSE	111,402	120,875	10,168	28,993
Fringes on Accrued Leave Earned	22,212	47,102	2,216	6,582
Total FRINGES	1,305,534	1,319,851	101,677	298,899
Total PERSONNEL	8,285,849	8,560,237	690,834	1,986,087

**CAPCO**  
**Income Statement**  
TOTAL CAPCO AGENCY

LINE ITEM	ACTUAL 01/01/2023	ACTUAL 01/01/2024	ACTUAL	ACTUAL 01/01/2025 03/31/2025
	12/31/2023	12/31/2024	03/01/2025 03/31/2025	
OTHER THAN PERSONNEL				
PROGRAM MATERIALS	279,279	175,260	15,867	36,072
OUTREACH SUPPLIES	5,108	7,190	25	25
PROGRAM SUPPLIES	103,533	54,754	7,667	15,050
Damaged Inventory Expense	45	0	0	0
OFFICE SUPPLIES	40,262	33,482	7,314	11,745
Direct Beneficiary Costs	94,671	84,139	1,281	6,268
MEDICAL SUPPLIES	0	5,353	0	0
DISABILITY SUPPLIES	2,586	0	0	0
EDUCATIONAL SUPPLIES	46,879	36,954	430	480
BREAST PUMPS EXPENSE	0	1,711	0	0
FOOD & FOOD SUPPLIES	84,721	111,804	8,791	25,449
SPEECH SERVICES	0	315	0	0
PARENT SERVICES	4,180	406	78	327
CHILD ACCIDENT INSURANCE	881	881	(43)	104
COMMERCIAL INSURANCE	32,894	36,346	4,526	10,567
VEHICLE INSURANCE	24,237	21,350	3,878	6,977
VEHICLE MAINTENANCE	32,330	13,920	1,192	1,944
VEHICLE FUEL	15,388	10,646	927	2,648
VEHICLE REGISTRATION	1,214	967	0	282
OFFICE RENT	3,680	4,080	0	0
PROGRAM RENT	237,002	228,206	16,964	49,242
PARKING LOT RENTAL	3,780	3,780	315	945
OFFICE UTILITIES	36,963	29,615	2,025	6,769
PROGRAM UTILITIES	44,666	37,359	4,856	14,004
JANITORIAL MAINTENANCE	11,650	10,201	561	2,801
BUILDING MAINTENANCE	33,262	25,048	721	2,339
TRASH REMOVAL	10,675	10,685	886	2,658
BOARD EXPENDITURES	854	1,033	124	175
POSTAGE	11,232	15,273	1,620	1,659
DUPLICATING & PRINTING	15,811	17,249	1,482	4,426
MORTGAGE INTEREST EXPENSE	7,855	6,372	809	2,613
COMMERCIAL LOAN INTEREST	143	0	0	0
INTERNET SERVICE	20,291	14,877	303	1,528
TELEPHONE	14,003	22,429	1,298	3,890
CENTER TELEPHONE	5,932	3,201	117	611
Computer & Software Expense	124,461	117,569	11,438	25,213
MEETING EXPENSE	4,935	4,617	378	2,241
CONFERENCE EXPENSE	22,933	22,940	0	3,640
TRAINING & TECHNICAL AST	75,931	43,628	626	1,850
TEACHER TRAININGS	1,445	1,249	0	0
STAFF RECOG.	0	753	0	0
Staff Development	21,136	12,085	0	245

**CAPCO**  
**Income Statement**  
TOTAL CAPCO AGENCY

LINE ITEM	ACTUAL 01/01/2023	ACTUAL 01/01/2024	ACTUAL	ACTUAL 01/01/2025 03/31/2025
	12/31/2023	12/31/2024	03/01/2025 03/31/2025	
LOCAL TRAVEL	18,990	11,240	995	2,073
OUT OF TOWN TRAVEL	39,459	17,641	4,238	9,594
TOOLS EXPENSE	12,286	3,806	469	4,259
USDA EXPENSE	48,195	37,616	2,677	5,968
POLICY COUNCIL EXPENSE	2,376	1,585	302	1,312
STAFF IMMUNIZATIONS	13,755	5,098	0	203
DUES & SUBSCRIPTIONS	25,254	25,695	3,325	7,017
BACKGROUND CHECKS	4,775	3,461	188	653
PERMITS, FEES, & RENTALS	23,622	28,714	3,763	6,702
HEALTH AND SAFETY	47,056	59,076	7,845	17,632
HEALTH & SAFETY-SUBMATERIAL	4,609	20,423	0	10,313
HEALTH & SAFETY SUBLABOR	200	16,112	0	7,550
ADVERTISING	4,664	11,013	0	750
OTHER EXPENDITURES	0	232	0	119
Center Improvements	3,115	0	0	0
EQUIPMENT MAINTENANCE	1,008	3,929	0	0
CAPITAL PURCHASE	28,682	132,535	0	56,671
BUILDING ALLOCATION	0	0	0	0
Total OTHER THAN PERSONNEL	1,754,892	1,605,902	120,256	375,600
CONTRACTUAL				
CONTRACTUAL SERVICES-OTHER	96,860	215,582	18,440	66,691
SUBCONTRACT LABOR	38,068	9,335	13,505	16,771
SUBCONTRACT MATERIALS	123,476	25,840	12,121	22,797
HEALTH & SAFETY-SUBMATERIAL	4,609	20,423	0	10,313
HEALTH & SAFETY SUBLABOR	200	16,112	0	7,550
Total CONTRACTUAL	263,211	287,292	44,066	124,123
INKIND				
FARMERS MARKET EBT EXPENSE	995	188	0	0
WIC VOUCHER EXPENSE	930,310	0	0	0
VOLUNTEERS/INTERNS	127,604	328,691	56,742	116,368
VOLUNTEERS-PROFESSIONALS	256,229	295,257	20,784	36,558
INKIND DONATIONS	550,071	613,806	9,220	103,161
INKIND TRANSPORTATION	2,757	8,992	1,680	3,386
INKIND DONATED SPACE	109,801	69,101	2,517	7,550
Total INKIND	1,977,767	1,316,034	90,942	267,024
ADMINISTRATION				
FINANCIAL AUDIT	39,500	38,400	0	5,000
PAYROLL PROCESSING	32,502	35,373	2,584	12,700
EAP SERVICES	7,918	8,350	700	2,101
FINANCE & SERVICE CHARGES	1,345	1,355	100	301
BAD DEBT EXPENSE	12,141	0	0	0
DEPRECIATION EXPENSE	(1)	0	0	0

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# Income Statement

## TOTAL CAPCO AGENCY

LINE ITEM	ACTUAL 01/01/2023	ACTUAL 01/01/2024	ACTUAL	ACTUAL 01/01/2025 03/31/2025
	12/31/2023	12/31/2024	03/01/2025 03/31/2025	
BUILDING DEPRECIATION	57,562	57,562	0	0
VEHICLE DEPRECIATION	33,059	46,173	0	0
EQUIPMENT DEPRECIATION	26,908	24,327	0	0
ADMINISTRATIVE ALLOCATION	(0)	0	0	0
capital expenditures clearing	0	(102,649)	0	0
Total ADMINISTRATION	210,935	108,892	3,384	20,101
Total EXPENSES	12,492,654	11,878,356	949,482	2,772,935
<b>NET SURPLUS/(DEFICIT)</b>	<b>583,241</b>	<b>441,956</b>	<b>302,011</b>	<b>(6,142)</b>

**CAPCO**  
**Income Statement**  
TOTAL CAPCO AGENCY

LINE ITEM	ECD	FDD	ESD	WIC	CDPAP	MAG	KITCHEN
	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025
	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025
<b>REVENUE</b>							
GRANT REVENUE							
GRANT REVENUE	853,339	132,552	225,166	170,717	7,137	10,637	0
USDA REVENUE	49,419	0	0	0	0	0	0
Total GRANT REVENUE	902,758	132,552	225,166	170,717	7,137	10,637	0
OTHER REVENUE							
MEDICAID REVENUE	0	0	0	0	961,622	0	0
SERVICE FEES	0	0	3,337	0	0	0	0
SPECIAL NEEDS SERVICE REIMBURSEMENT	8,390	0	0	0	0	0	0
RENTAL INCOME	0	0	0	0	0	1,650	0
INTEREST INCOME	0	0	0	0	0	3,211	0
OTHER INCOME	9,300	0	0	0	18,912	1,500	0
CASH DONATIONS	325	17,456	0	0	0	8,992	0
INKIND DONATIONS	165,015	102,008	0	0	0	0	0
NYSERDA REVENUE	0	0	16,107	0	0	0	0
Total OTHER REVENUE	183,030	119,465	19,444	0	980,534	15,353	0
Total REVENUE	1,085,788	252,017	244,610	170,717	987,671	25,990	0
<b>EXPENSES</b>							
PERSONNEL							
SALARIES/WAGES							
SALARY/WAGE EXPENSE	545,660	97,446	104,339	103,874	695,291	89,196	0
HEALTH AND SAFETY WAGES	0	0	2,832	0	0	0	0
SALARY INCENTIVES	1,534	0	0	0	0	0	0
NEW ACCRUED BENEFIT TIME	16,243	7,580	7,868	5,710	2,073	7,542	0
Total SALARIES/WAGES	563,437	105,026	115,039	109,584	697,364	96,738	0
FRINGES							
FICA EXPENSE	40,326	7,306	7,366	7,848	53,096	6,587	0
UNEMPLOYMENT INSURANCE EXPENSE	15,818	2,816	2,997	3,004	20,165	3,443	0

**CAPCO**  
**Income Statement**  
TOTAL CAPCO AGENCY

LINE ITEM	ECD	FDD	ESD	WIC	CDPAP	MAG	KITCHEN
	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025
	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025
WORKERS COMP EXPENSE	2,080	179	2,298	244	5,419	643	0
DISABILITY INSURANCE EXPENSE	1,260	199	172	222	2,600	182	0
GROUP INSURANCE EXPENSE	40,036	6,841	18,403	1,996	2,614	7,164	0
401-K EXPENSE	10,609	2,159	2,355	1,342	10,190	2,339	0
Fringes on Accrued Leave Earned	2,274	1,061	1,102	799	290	1,056	0
Total FRINGES	112,403	20,561	34,693	15,455	94,374	21,414	0
Total PERSONNEL	675,840	125,587	149,732	125,040	791,738	118,151	0
OTHER THAN PERSONNEL							
PROGRAM MATERIALS	0	30	35,763	0	0	279	0
OUTREACH SUPPLIES	0	25	0	0	0	0	0
PROGRAM SUPPLIES	10,936	3,548	542	0	0	25	0
OFFICE SUPPLIES	868	710	5,163	2,842	19	2,143	0
Direct Beneficiary Costs	0	6,268	0	0	0	0	0
EDUCATIONAL SUPPLIES	480	0	0	0	0	0	0
FOOD & FOOD SUPPLIES	25,449	0	0	0	0	0	0
PARENT SERVICES	327	0	0	0	0	0	0
CHILD ACCIDENT INSURANCE	104	0	0	0	0	0	0
COMMERCIAL INSURANCE	816	111	0	53	0	9,586	0
VEHICLE INSURANCE	1,793	1,203	1,831	1,784	0	365	0
VEHICLE MAINTENANCE	645	363	715	86	0	135	0
VEHICLE FUEL	75	(155)	2,565	40	0	123	0
VEHICLE REGISTRATION	0	0	282	0	0	0	0
PROGRAM RENT	31,305	7,475	1,715	8,577	0	170	0
PARKING LOT RENTAL	108	405	0	162	122	149	0
OFFICE UTILITIES	0	0	0	0	0	6,769	0
PROGRAM UTILITIES	6,890	1,197	1,884	0	0	4,034	0
JANITORIAL MAINTENANCE	471	0	0	450	0	1,880	0
BUILDING MAINTENANCE	0	0	0	407	0	1,932	0
TRASH REMOVAL	972	0	529	0	0	1,156	0
BOARD EXPENDITURES	0	0	0	0	0	175	0

**CAPCO**  
**Income Statement**  
TOTAL CAPCO AGENCY

LINE ITEM	ECD	FDD	ESD	WIC	CDPAP	MAG	KITCHEN
	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025
	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025
POSTAGE	107	40	156	745	543	68	0
DUPLICATING & PRINTING	1,189	522	0	1,557	746	412	0
MORTGAGE INTEREST EXPENSE	0	0	0	0	0	2,613	0
INTERNET SERVICE	795	0	334	375	0	24	0
TELEPHONE	370	1,131	692	1,509	23	165	0
CENTER TELEPHONE	611	0	0	0	0	0	0
Computer & Software Expense	9,136	3,172	1,051	1,564	378	9,912	0
MEETING EXPENSE	68	0	0	0	0	2,173	0
CONFERENCE EXPENSE	2,665	325	0	0	0	650	0
TRAINING & TECHNICAL AST	1,179	433	238	0	0	0	0
Staff Development	0	0	0	245	0	0	0
LOCAL TRAVEL	0	324	0	0	1,749	0	0
OUT OF TOWN TRAVEL	5,228	1,792	0	242	44	2,289	0
TOOLS EXPENSE	0	0	4,259	0	0	0	0
USDA EXPENSE	5,968	0	0	0	0	0	0
POLICY COUNCIL EXPENSE	1,312	0	0	0	0	0	0
STAFF IMMUNIZATIONS	0	0	0	0	203	0	0
DUES & SUBSCRIPTIONS	1,730	160	1,113	400	2,950	664	0
BACKGROUND CHECKS	75	161	116	27	274	0	0
PERMITS, FEES, & RENTALS	1,401	0	106	0	3,002	2,193	0
HEALTH AND SAFETY - MATERIALS	0	0	17,632	0	0	0	0
HEALTH & SAFETY-SUBMATERIAL	0	0	10,313	0	0	0	0
HEALTH & SAFETY SUBLABOR	0	0	7,550	0	0	0	0
ADVERTISING	0	0	750	0	0	0	0
OTHER EXPENDITURES	0	119	0	0	0	0	0
CAPITAL PURCHASE	0	0	56,671	0	0	0	0
BUILDING ALLOCATION	2,539	7,160	0	8,208	1,281	(19,187)	0
Total OTHER THAN PERSONNEL	115,613	36,519	151,969	29,272	11,334	30,894	0
CONTRACTUAL							
CONTRACTUAL SERVICES-OTHER	13,393	0	0	1,618	1,475	50,205	0
SUBCONTRACT LABOR	0	0	16,771	0	0	0	0

**CAPCO**  
**Income Statement**  
TOTAL CAPCO AGENCY

LINE ITEM	ECD	FDD	ESD	WIC	CDPAP	MAG	KITCHEN
	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025	01/01/2025
	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025	03/31/2025
SUBCONTRACT MATERIALS	0	0	22,797	0	0	0	0
HEALTH & SAFETY-SUBMATERIAL	0	0	10,313	0	0	0	0
HEALTH & SAFETY SUBLABOR	0	0	7,550	0	0	0	0
Total CONTRACTUAL	13,393	0	57,431	1,618	1,475	50,205	0
INKIND							
VOLUNTEERS/INTERNS	110,332	6,037	0	0	0	0	0
VOLUNTEERS-PROFESSIONALS	34,386	2,172	0	0	0	0	0
INKIND DONATIONS	9,361	93,800	0	0	0	0	0
INKIND TRANSPORTATION	3,386	0	0	0	0	0	0
INKIND DONATED SPACE	7,550	0	0	0	0	0	0
Total INKIND	165,015	102,008	0	0	0	0	0
ADMINISTRATION							
FINANCIAL AUDIT	2,452	472	1,002	581	493	0	0
PAYROLL PROCESSING	3,806	603	525	687	6,148	932	0
EAP SERVICES	0	0	0	0	0	2,101	0
FINANCE & SERVICE CHARGES	0	0	0	0	0	301	0
ADMINISTRATIVE ALLOCATION	76,553	10,457	23,366	16,956	63,673	(191,006)	0
Total ADMINISTRATION	82,811	11,532	24,893	18,224	70,314	(187,673)	0
Total EXPENSES	1,052,672	275,647	384,025	174,154	874,860	11,578	0
<b>NET SURPLUS/(DEFICIT)</b>	<b>33,117</b>	<b>(23,630)</b>	<b>(139,415)</b>	<b>(3,437)</b>	<b>112,810</b>	<b>14,412</b>	<b>0</b>

*Resolution of the Board of Directors*

*Of*

*Cortland County Community Action Program, Inc.*

**Resolution No. 25-40**

**WHEREAS**, the Cortland County Community Action Program, Inc. Finance & Audit Committee has reviewed the proposed renewal of the ProNexus, LLC outsourced accounting contract and,

**WHEREAS**, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed renewal of the ProNexus, LLC outsourced accounting contract,

**IT IS HEREBY RESOLVED** that on May 22, 2025, the CAPCO Board of Directors approves the renewal of the ProNexus, LLC outsourced accounting contract.

*Shelley M. Warnow*  
\_\_\_\_\_  
Board President or designee

*May 22, 2025*  
\_\_\_\_\_  
Date



www.pronexusllc.com

# Proposal to Provide Outsourced Accounting Services for:



Your connection to on-demand professionals, expert consulting and ERP services.

**Primary Contact:** John Scanlon  
**Title:** Senior Manager - Outsourced Accounting Services  
**Email:** jscanlon@pronexusllc.com  
**Phone:** 585-479-4710



PRONEXUS, LLC

# About Us

ProNexus was founded by 2 Big 4 CPAs from PwC and Deloitte & Touche. The entire leadership team are either CPAs and/or former Controllers/CFOs. We operate very much like a CPA firm, however we only perform non-attest services. We have five core services which include Consulting, Project Work, Outsourced Accounting Services, Interim and Loan Staff services.

**COMPANY OVERVIEW**



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# Our Values

We consult. And we connect.

Expert professionals, specifically assigned to you, work for you, and stay committed to you.



## Vision

We exist to be the premier provider of projects, consulting, interim, and outsourced accounting services in each of the markets we serve. In doing so, we plan to be a non-attest finance & accounting firm with multiple locations across the US.

## Mission

ProNexus provides the skills and experience to solve organizational challenges in the areas of Finance, Accounting, HR and IT. We do this to strengthen communities while inspiring growth for our clients and employees.

# Lines of Service



Finance & Accounting



Outsourced Accounting



NetSuite & ERP



Interim Management &  
Loan Staff



Retained Search

# Industry Experience



Advertising &  
Digital Marketing  
Agencies



Apparel, Footwear &  
Accessories



Campus Store



Consulting



Education / Higher-Ed



Energy



Banking & Financial  
Services



Food & Beverage



Health & Beauty



Hospital & Healthcare

# Industry Experience



IT Services



Manufacturing



Media Publishing



Nonprofits



Professional Services



Restaurants & Hospitality



Retail



Software & Technology  
Companies

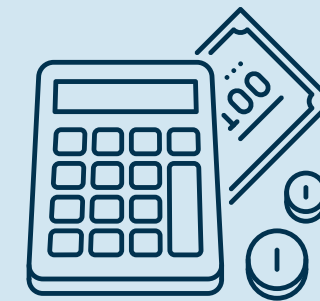


Transportation & Logistics



Wholesale Distribution

# Finance & Accounting



## Accounting & Reporting

- Bookkeeping
- Year-End Close: GAAP & IFRS
- New Accounting Standards Implementation
- Revenue Recognition (ASC 606)
- Accounting for Stock Options
- SEC, Statutory, & Other Regulatory Reporting
  - Form 10-K, 10-Q, S-1, S-4
- Financial Remediation & Restatement
- Accounting Policy & Process Design
- Cost Reports
- Initial Public Offerings

## Financial Planning & Analysis

- Budgeting & Forecasting
- 13-Week Cash Flow Forecast
- Business Analysis: KPIs, Profitability, & Pricing
- Data Visualization: KPIs, Dashboards
- Financial Modeling

## Internal Audit, Risk, & Compliance

- Internal Audit Staff Augmentation
- SOX Compliance
- SOX Readiness
- IT General Controls
- Operational Audits
- Enterprise Risk Management

## Mergers, Acquisitions & Divestitures

- Closing Balance Sheet
- Purchase Accounting
- Post-Merger Accounting
- Form 8-K, 8-K/A
- Pro Forma Financials
- Post-Merger Integration
- Carve-outs / Spin-offs
- Stand-alone Financials
- Discontinued Operations

## Finance Effectiveness

- Organizational Assessment
- Close Acceleration
- Benchmarking & Best Practices
- Processes & Internal Controls
- Key Performance Indicators
- Cost Rationalization
- Remediation

## Business Tax

- Corporate Tax Staff Augmentation
- Domestic & International Tax Compliance
- Tax Accounting & Provisions
- Tax Reporting
- Operating Taxes (Sales & Use, Property, Payroll)

# Interim Management & Loan Staff



## Corporate Accounting & Finance

- Chief Financial Officer
- Corporate, Divisional & Operations Controller
- Assistant Controller
- Director of Accounting
- Director of Financial Reporting
- SEC Financial Reporting
- Revenue Cycle Director
- Treasurer
- Cost Accountant: Senior, Manager
- Vice President of Finance
- Financial Analyst: Senior, Manager, Director
- Business Intelligence & Data Analyst: Senior, Manager

## Operational & Transactional

- Bookkeeper
- General Accountant
- Accounts Receivable
- Credit & Collections
- Payroll
- Inventory
- Procurement
- Medical Billing & Collections

## ERP & Financial Systems

- Business Systems Analysts: Senior, Manager
- Financial Systems: Administrator, Manager, Director
- Project Manager
- ERP Developer

## Internal Audit, Risk & Corporate Tax

- Chief Audit
- Internal Auditor: Senior, Manager
- IT Auditor: Senior, Manager, Director
- Compliance: Senior, Manager, Director
- Chief Tax Officer
- Tax Accountant: Senior, Manager, Director

# Outsourced Accounting



## CFO/Controller Services

- Monthly Financial Review
- Disciplined Month-End Close
- Month-End Accruals
- Balance Sheet Account Reconciliations
- Financial Statement Preparation
- Fraud & Risk Reduction
- Cash Flow Forecasting
- System Design & Optimization
- Profit Enhancement
- Organizational Assessment
- Close Acceleration
- Benchmarking & Best Practices
- Working Capital Management
- Budgeting & Forecasting
- Assist in Debt or Equity Financing
- CFO Strategic Support & Analysis
- Distressed Business Assistance
- M&A Transaction Support
- Liaison for 3rd Party Vendors (Auditors, Tax Accountants, Bankers)
- Attend Board or Finance Committee Meetings

## Management Accounting

- Oversight of Bookkeeping
- Coding Review
- Month-End Close Preparation
- Reconciliation of Balance Sheet Accounts
- Review of Bank Reconciliations
- Build KPI Scorecards
- Reporting

## Bookkeeping Services

- Accounts Payable
- Accounts Receivable
- Payroll
- Sales Tax & 1099 Filing
- Bank & Credit Card Reconciliations
- Build KPI Scorecards

# Retained Search

Experience filling positions within the following skillsets:

- Accounting and Finance
- IT
- HR
- Operations
- Marketing
- Sales
- Executive

# About Cortland County Community Action Program, Inc.

Cortland County Community Action Program, Inc. ("CAPCO" or the "Company") is the community action agency serving all of Cortland County. Its mission is to provide programs and resources that promote self-reliance and dignity. CAPCO has been providing quality services and programs to the community since 1974.

As a community action agency, CAPCO has a unique commitment to the community. Community action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. CAPCO employees care about the entire community, and they are dedicated to helping people help themselves and each other. The Company invites you to join them in this commitment to make the community a better place to live for everyone - individuals and families - children, adults, and seniors.



# Engagement Background & Objectives

Greg Richards, CAPCO's Executive Director contacted ProNexus on a recommendation from the Bonadio Group, LLP, to inquire about interim accounting support and outsourced accounting services. Currently, the Company has a finance director and lead accountant opening in its accounting and finance department. To fill the gaps, CAPCO's previous finance director has been working part-time helping the Company maintain productivity during this transition. Prior to CAPCO's evaluation of outsourced accounting services, the Company posted open positions but has had no success filling them with qualified employees.

CAPCO currently utilizes Blackbaud Financial Edge as its accounting system and Complete Payroll Processing as its payroll provider. Although the license for Financial Edge has been renewed, CAPCO is open to switching to another ERP system along with adding other accounting applications to improve productivity and to potentially optimize processes within the department.

Like many non-profits that offer a large portfolio of support and services to the community, there is significant customization needed for the multitude of programs, grants, and services. This variability requires consistent attention by staff members who are knowledgeable about the intricacies of reporting requirements. In addition, the Company expects staff members to respond quickly to ad-hoc requests from funding sources and government agencies.

Regarding outsourcing, the Company has initially expressed concerns as there is a significant diversity of work that is required, there is a need for extra staff flexibility and there is apprehension regarding the continuity of staff. However, during the initial scoping call, ProNexus lessened those concerns by walking through examples of outsourced accounting services provided to other similar clients. ProNexus provides a team-based approach utilizing the same consultants throughout the engagement, who are typically experienced in the industry. Many of the team's managers are ex-audit managers with CPA firms that audit non-profits or have experience as finance directors with non-profit organizations. The team-based approach gives the client service continuity and adds a diversity of experience levels to each engagement. In addition, ProNexus' client base contains over 70% of non-profit organizations making our employees subject matter experts in best practices and reporting requirements.

While evaluating ProNexus' outsourced accounting services, the Company was also contemplating hiring a finance director and a lead accountant. The director's posting contained a salary range of \$70 to \$80K and the lead accountant was \$58 to \$63K. With benefits (25%), total compensation for the director would be \$87K to \$100K and the lead accountant would be \$73K to \$79K. Management has recently discovered that it may be difficult to find a candidate in the Company's market at the above compensation levels.

# Engagement Background & Objectives

As an alternative to hiring full-time employees, CAPCO is interested in employing a firm with advanced accounting experience that is already successfully servicing nonprofits through its outsourced accounting division. This option will also allow the Company the opportunity to mitigate the risk of turnover or hiring the wrong candidate.

With the above goals in mind, the Company is seeking a partner to provide outsourced accounting services in the following functional areas:

## **Outsourced Accounting Services**

### **Accounting, and HR/Payroll Related Support Services**

- Bookkeeping
- Accounts Payable
- Accounts Receivables
- Reconciliations of bank account & credit cards
- Process payroll information into the general ledger
- Month End Close
- Audit and Tax Support
- Ad Hoc Information Requests
- Advice and support on a just-in-time project basis as needed

### **Gold Activities (see page 15)**

# Engagement Background & Objectives

## Complimentary Cash Management Review

If applicable, Pronexus is able leverage its network of subject matter experts to assist your organization with custom services. One such area that we can offer is a complimentary review of the Cash Management / Long-Term Investment area. In the past, these reviews have included, but not limited, to:

- Feedback on your investment policy statement(s)
- Reviewing investment performance and investment suitability
- Best practices in cash management and long-term investing

In this current economic environment, there is a real opportunity to strengthen your investment process. We have gotten very positive feedback from clients on these reviews. The following are some improvements / enhancements that clients have seen:

- Enhancement of investment returns and yields
- Reduction in risk and volatility in the respective portfolios
- Better understanding of the Company's cash flows
- More relevant portfolio reporting and compliance

The Company would like to engage a trusted Partner who can provide the aforementioned services and have access to advanced finance & accounting services, including CFO/Controller services and advanced NetSuite Support services, if needed. The CFO/ Controller services will provide you guidance, when needed, as you continue to grow, or business situations arise that impact your finances and accounting.

# Scope of Work & Deliverables

This scope of work and proposal was designed to offer the Company a longer term (12 months or more) solution for ProNexus outsourced accounting services. Our longer-term solutions are structured as a monthly fixed fee with a team-based approach aligned to specifically meet your requirements from Bookkeeping to various levels of Accountants, including fractional Controllers/CFOs. With this solution, you only pay for what you need when you need it. In addition to maintaining your day to day, some of the optimization services outlined below are included in the monthly fixed fee. In addition, for the first year of go-live, your monthly fixed fee is structured in a way that is comparable to or less than what you may spend to have an in-house accounting staff, including benefits, if applicable.

Please note, if the Company is simply looking for temporary or interim accounting support (less than 12 months) or optimization services, ProNexus can provide those services on a time and materials basis. However, we do not recommend this in your case. For your reference, see attached ProNexus Rate Card.

ProNexus provides ERP system optimization services and outsourced accounting solutions that include cloud-based solutions that make our client's accounting processes faster, easier, and more secure. ProNexus utilizes QuickBooks, NetSuite, Bill and DIVVY to service its clients. These tools are used to streamline and automate your processes and allow ProNexus professionals to work efficiently while delivering our services.

The scope of work includes the following and is divided into three available service levels to choose from (Bronze, Silver & Gold) shown on the next page.

# Service Levels



## Bronze Activities (Basic)

- Bookkeeping
- Accounts Payable
- Accounts Receivables
- Reconciliations of bank account & credit cards
- Process payroll information into the general ledger
- Assistance with Month End Close
- Ad Hoc Information Requests



## Silver Activities (Enhanced)

- Up to 20 hours of Controller/CFO services per month, which may include strategic review of financial operations, meetings, optimization, or some of other activity as listed in the Gold Activities
- Chart of accounts tailored to your specific industry
- Improved processes for more timely, accurate reporting
- Month End Close
- Audit and Tax Support
- Streamlined and integrated financial systems
- Internal processes manual creation
- Additional Controller services can be added, if needed.



## Gold Activities (Premium)

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\*Everything in Bronze and Silver, plus additional strategic CFO-type services including but not limited to, the following:

- Liaison with auditors, bankers, attorneys, vendors, insurance agents, etc.
- Assistance in obtaining financing from banks, including assistance with negotiations.
- Cost / revenue benefit analysis & profitability analysis (i.e. product line, service division).
- In-depth financial analysis and reporting with improved quality and timeliness of financial information.
- Budget preparation, reporting, & monitoring.
- Forecasting - monthly and/or 5 year
- Training and managing your accounting staff including development of company accounting processes manuals.
- Software selection and implementation.
- Improve your financial forecasting and modeling.
- Custom designed collection policies and processes.
- Analysis of equipment purchases, capital expenditures, etc.
- Establish strong financial controls in your business to reduce employee theft and increase profits.
- Manage the duties of treasury / cash management.
- Business Plan/Case Study Preparation
- Distressed business assistance
- Mergers & Acquisition activity

# Engagement Assumptions

The following assumptions have been made to provide a good faith estimate of the effort for specific phases:

- Wherever possible, we will be utilizing cloud-based tools with the intent to create a paperless business process from Day 1.
- A Point of Contact has been identified by the Company and will maintain a consistent leadership role in this engagement. The Point of Contact will function as a liaison between the ProNexus project team and the Company's management during our engagement.
- The Company Point of Contact will regularly attend periodic status meetings. Ongoing engagement status reporting will be jointly determined and agreed to by ProNexus and the Company.
- ProNexus will have timely access to pertinent business processes owners and management personnel.
- Engagement issues will be addressed by the Company's management team in a timely fashion.
- It is our understanding that the project will commence as soon as possible.
- The fees will be reviewed, at most, annually and any changes in volume or effort required to deliver services may result in changes to the fees.

# Resource Requirements & Fee Structure

Functional Service/Role	Controller Hours	Monthly Fee	Time Estimate
Outsourced Accounting Services – Gold	N/A	\$16,144	Recurring

\*If applicable, subscription fees for accounting related software are not included and will be billed separately.

**Service Recommendation:**

Based on the Company’s goals and requirements, we recommend a minimum 12-month long-term outsourced solution arrangement at the **Gold Service Level**. This option includes the processing of the day to day accounting duties that have been performed by the Lead Accountant and Finance Director along with the leadership, advanced accounting knowledge and best practices offered by the Gold Service Level.

Below is a comparison of the cost of the Gold Service Level and the cost of the proposed compensation hiring a lead accountant and finance director. While the cost of the outsourced accounting arrangement is slightly higher, CAPCO will receive the advanced services and continuity that might not be available from the direct hires at the contemplated salary rates.

Comparison	ProNexus Fees	Alternative	CAPCO Increased Cost
Gold vs Finance Director & Lead Accountant	\$189,000 (\$16K/month)	\$179,000 ((\$63K + \$80K) + 25% benefits)	\$10,000

# Resource Requirements & Fee Structure

## Service Recommendation Continued...

- Flexibility to ramp up services for growth and **eliminates the need hire a full time Finance Director/Lead Accountant**
- High functioning accounting department
  - Best practices – Non-Profits
  - On time, accurate day to day accounting
  - On time, closing of the books
  - On time, accurate reporting that meets your needs
  - Audit and tax help
- Team based approach – Controller/Manager and staff with experience in your industry
  - Accounting process best practices
  - Continuity – eliminate turnover issues
  - Process documentation and optimization
  - Access to a firm where over half of its clients are non-profit organizations
- Access to top accounting ERP systems and applications including support
  - NetSuite Social Impact ERP
  - Bill and DIVVY (AP and credit card automation)
  - Elimination of manual processes

# ProNexus Scorecard – Are we a good fit?

We believe that we have met your needs and desires for this engagement with the following value drivers:

- **Trust** - The ProNexus team, many who are CPAs, is comprised of professionals with Big 4 and national consulting firm experience, so clients can rely on ProNexus to deliver results with the highest level of ethics & integrity.
- **Service** - Our clients work directly with experienced ProNexus Partners to understand their challenges, recommend solutions, and deliver on their requirements. ProNexus Partners are equity owners in our firm, so clients benefit from the continuity and long-term relationships.
- **Experience** - We employ experienced Finance, Accounting, and IT professionals whom average 15+ years of relevant work experience in public accounting and industry. This allows our firm to add immediate value once engaged and deliver a greater depth of experience and knowledge to our client's.
- **Continuity** - We won't rotate staff.
- **Flexible** - We work on the client's timetable.
- **Value** - We're able to provide clients a higher degree of service, competency, commitment, efficiency, and productivity at a more competitive value and at a fraction of the rate than other traditional consulting and CPA firms.
- **Results** - Our experience, coupled with our solutions-based approach, drive the results that our clients are looking for.

Please do not hesitate to reach out with any questions. We want to work with you!

# Engagement Terms & Conditions

Thank you for choosing ProNexus! ProNexus is in the business of providing finance, accounting, internal audit, risk & compliance, and information technology professional services including consulting, outsourcing, interim management, project support, staff augmentation, and other professional services. ProNexus services and staff assigned to your account are performed under the following terms AND separately attached General Engagement Terms & Conditions ("T&Cs").

## **Term of Agreement**

The initial term of this Agreement shall commence on 4/23/25 ("Effective Date") and shall continue for twelve (12) months thereafter. Thereafter, the term of this Agreement shall automatically renew for subsequent twelve (12) month periods, unless either party provides written notice of non-renewal to the other at least thirty (30) days prior to expiration (the initial term of the Agreement, together with each successive renewal term of the Agreement shall collectively be referred to as the "Term").

## **Fees, Payment, and Approvals**

Fees related to this engagement will be billed as stated under Resource Requirements & Fee Structure, plus out-of-pocket costs, if applicable. All fees for the services performed shall be due and payable in full, in advance upon receipt of ProNexus' invoice.

As your Business Processing Outsourcing (BPO) Partner, you hereby grant ProNexus permission to process, approve, and pay ProNexus invoices in accordance with the ProNexus payment terms for services and software.

## **Suspension**

ProNexus reserves the right to suspend Client's access to the software and/or the use of the services if any payment is due but unpaid but only after ProNexus has provided Client two (2) delinquency notices, and at least thirty (30) days have passed since the transmission of the first notice. Client agrees that ProNexus shall not be liable to Client or other third party for any suspension pursuant to this section.

# Engagement Terms & Conditions

## **Warranty**

If, for any reason, any assigned ProNexus employee is unable to complete the service period, or if his (her) performance does not meet performance expectations, ProNexus will endeavor to provide a suitable replacement.

## **Travel**

If applicable, you will be billed for reasonable, ordinary, and necessary travel and expenses directly connected to or pertaining to the services provided, including but not limited to travel time, mileage, tolls, parking, car rental, taxis, airfare, lodging and meals. Travel time is billed at full rate, half time.

## **Non-Solicit**

The two most important assets of ProNexus are its people and its clients. We are committed to hiring and retaining the very best people. Given our commitment, we must protect our investment so that we can continue to provide our clients quality service and our people with unlimited opportunity for growth and success. Today, there is a significant risk of losing clients and the investment we have made in our people whenever one of our key employees leaves the firm. Hence, unless otherwise specified in the Engagement Letter or you obtain prior written consent from a ProNexus Partner, you shall not solicit, hire, or offer employment to any ProNexus Personnel in accordance with section 3.2 of the General Terms & Conditions ("T&Cs").

These engagement terms, along with the T&Cs, shall govern the services provided by ProNexus and assigned ProNexus staff. The terms listed above will supersede any conflicting terms in the General Terms & Conditions ("T&Cs").

## **Cancellation**

If this agreement is canceled by client during the minimum initial term of six (6) month term, the following schedule of percent of fee will be in effect from the time written notification is received at the office of ProNexus, LLC.

- 100% of remaining monthly payments at the average fees of the preceding months.

After the initial term, ProNexus will require at least thirty (30) days' notice to cancel.

These engagement terms, along with the T&Cs, shall govern the services provided by ProNexus and assigned to ProNexus staff. The terms listed above will supersede any conflicting terms in the General Terms & Conditions ("T&Cs").

# Acknowledged & Accepted

Please indicate your agreement to engage ProNexus to provide the services as outlined in the proposal by signing below and returning a completely executed copy to ProNexus. Your signature will constitute a binding agreement to engage our firm and trigger the formal engagement and scheduling logistics for project kickoff.

All data and information contained herein and provided by ProNexus, LLC in response to your requirements is considered confidential and proprietary. The data and information contained herein may not be reproduced, published, or distributed to, or for, any third parties without the express prior written consent of ProNexus, LLC.

X \_\_\_\_\_

**Greg Richards, Executive Director**



CO-FOUNDER / PRESIDENT

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# Rafael Vidal, CPA

Rafael Vidal is the Co-Founder and named President of ProNexus in 2012. In this role, he oversees all aspects of ProNexus' business in the United States. Vidal has more than 20+ years of professional services industry expertise, with a strong record of success in highly competitive and mature markets, as well as rapidly developing industries.

Vidal began his career as a CPA with PriceWaterhouseCoopers. His experience in public accounting led to opportunities in private industry, including Controller and ultimately CFO for a former client. Before joining ProNexus, Vidal was hired by a Fortune 500 publicly traded company to restart and build their finance & accounting project and consulting division. During his 10-year tenure, he held various leadership roles of increasing responsibility while maintaining the highest levels of individual production globally. Vidal built the infrastructure and led the startup and development of one of the most rapidly developing business divisions across multiple offices.

**Education:** B.S. - Accounting, St. John Fisher College

**Email:** rvidal@pronexusllc.com | **Phone:** (585)662-2264



CO-FOUNDER / SR. EVP

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# Robert Pickering, CPA

Robert Pickering was named the Senior Executive Vice President of ProNexus, LLC in 2012. In this role, Pickering is responsible for overseeing service, operations, growth and business development and provides strategic focus and leadership to the next phase of growth at ProNexus, LLC.

Pickering has 20 years of professional services industry expertise. Prior to co-founding ProNexus in 2012, Pickering worked for a Fortune 500 global consulting and specialized staffing services firm. During his 9-year tenure, he held various leadership roles of increasing responsibility, while managing a consulting services practice, and maintaining the highest levels of individual production globally.

Pickering began his career as a CPA in the Audit & Assurance practice at Deloitte & Touche, LLP. His experience in public accounting led to opportunities in private industry, including AVP of Finance for a former client.

**Education:** B.S. - Accounting, Rochester Institute of Technology

**Email:** [rpickering@pronexusllc.com](mailto:rpickering@pronexusllc.com) | **Phone:** (585)662-2267



# John Scanlon

John Scanlon is a CFO, Controller, and Director of the Outsourced Accounting and Finance Services (“OAF”) division of ProNexus. In this role, he is responsible for the firm’s set up, implementation and overall service delivery for the firm’s OAF clients. In addition, Mr. Scanlon works as a fractional Controller/CFO for small to medium sized businesses and oversee the finances for ProNexus and its affiliated entities.

Prior to ProNexus, Mr. Scanlon accumulated over 25 years of corporate finance, M&A, business turnaround management and consulting experience with small to medium sized businesses. In his tenure, Mr. Scanlon held roles with increasing responsibility and gained substantial experience within the manufacturing, distribution, business and professional services industries. In addition to working as an employee, Mr. Scanlon was also an entrepreneur managing a few small companies in the Upstate New York area. Additionally, Mr. Scanlon has Advanced Certifications from QuickBooks Online, Bill.com and NetSuite.

**Education:** MBA in Finance & Corporate Accounting, University of Rochester & B.S. - Accounting, LeMoyne College

**Email:** [jscanlon@pronexusllc.com](mailto:jscanlon@pronexusllc.com) | **Phone:** (585)479-4710



REGIONAL LEADER / MICHIGAN PARTNER

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# Donald Gavagan

Donald Gavagan became a Partner in ProNexus in 2014. In his role in the East Michigan operations of ProNexus, Gavagan is responsible for overseeing the service, operations and growth of the practice. Gavagan has more than 20 years of professional services industry expertise.

Before joining the company, Gavagan held numerous leadership roles within a Fortune 500 global consulting and specialized staffing services firm where he oversaw the consulting services practice throughout Michigan. Later, he focused on enhancing the business development functions and client fulfillment operations of the firm's consulting practice across the United States. Gavagan began his career in Public Accounting working both for Big 4 and Regional CPA firms. His experience in public accounting led to opportunities in private industry, including CFO and Controller roles. Prior to his professional career in accounting, Gavagan honorably served in the United States Army as a non-commissioned officer and was decorated for his service in Operation Desert Shield/Storm.

**Education:** B.B.A- Accounting, University of Michigan

**Email:** dgavagan@pronexusllc.com | **Phone:** (248)402-1291



REGIONAL LEADER / MICHIGAN PARTNER

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# Jeff Cyr

Jeff Cyr was named a Partner of ProNexus East Michigan in 2014. In this role, Cyr is responsible for overseeing the service, operations and growth in the Michigan East operations of ProNexus. Cyr has more than 20+ years of professional services industry expertise.

Before joining the company, Cyr held numerous leadership roles within a Fortune 500 global consulting and specialized staffing services firm, where he oversaw the consulting services practice throughout Michigan.

Cyr began his career working with American Express Financial Advisors as a Technology Consultant while attending Graduate School. He later joined the Deloitte & Touche practice in Michigan, spent 2 ½ years at General Motors Acceptance Corporation (GMAC) in various roles of increasing responsibility and ultimately left to co-found a successful small business based in Michigan.

**Education:**

B.B.A - Finance and Economics, University of Michigan

M.B.A - Finance, Economics and MIS, Tulane University

**Email:** [jcyr@pronexusllc.com](mailto:jcyr@pronexusllc.com) | **Phone:** (248)402-1290

# Client Service Team



Kimberly Rzepka

DIRECTOR OF OPERATIONS &  
CLIENT SERVICE



Kaitlin Alfvn

MANAGER, MARKETING  
& BUSINESS  
DEVELOPMENT



Kristy Mottler

EXECUTIVE ASSISTANT

# Client Service Team



Erin Biegel

DIRECTOR OF CLIENT SERVICE  
& RETAINED SEARCH



Sarah Shaffer

SR. TALENT ACQUISITION



Karlie Peterson

SR. BUSINESS DEVELOPMENT

# New York Offices

## Albany

6 WEMBLEY COURT  
ALBANY, NY 12205

## Buffalo

100 CORPORATE PARKWAY,  
STE. 200  
AMHERST, NY 14226

## Syracuse

432 NORTH FRANKLIN STREET,  
#60  
SYRACUSE, NY 13205



## Rochester

115 SULLY'S TRAIL,  
SUITE 11  
PITTSFORD, NY 14534

# Michigan Offices

## Ann Arbor

1450 EISENHOWER PLACE  
ANN ARBOR, MI 48108

## Troy

888 WEST BIG BEAVER ROAD,  
SUITE 402  
TROY, MI 48084

## Flint

4468 OAK BRIDGE DRIVE  
FLINT, MI 48532

## Grand Rapids

56 GRANDVILLE AVENUE SW,  
STE. 100  
GRAND RAPIDS, MI 49503

## Lansing

822 CENTENNIAL WAY,  
STE. 250  
LANSING, MI 489167

## Midland

6018 EASTMAN AVENUE  
MIDLAND, MI 48640

## Saginaw

5300 BAY ROAD,  
SUITE 100  
SAGINAW, MI 48604

# Term's & Conditions ("T&Cs")

Thank you for choosing ProNexus! ProNexus is in the business of providing finance, accounting, internal audit, risk & compliance, and information technology professional services including consulting, outsourcing, interim management, project support, staff augmentation, and other professional services. The terms of the executed proposal, if applicable, along with the Engagement letter, and the following General Engagement Terms & Conditions ("T&Cs"), shall govern the services provided by ProNexus.

## **1 - Duties & Responsibilities:**

1.1 You hereby appoint ProNexus to provide professional services as required in connection with the completion of the engagement requirements as specified in the Engagement Letter or proposal, if applicable. ProNexus Consultant(s) and staff ("ProNexus Personnel") assigned to your account will be employees of ProNexus and shall report directly to you, and you shall be responsible for assuming all management responsibilities, and for overseeing any services we provide by designating an individual, preferably within senior management, who possesses suitable skill, knowledge, or experience. In addition, you are responsible for evaluating the adequacy and results of the services performed and accepting responsibility for the results of such services.

1.2 You understand that ProNexus is not a public accounting firm and does not issue opinions on financial statements, tax returns, or offer any attestation services. You agree not to allow or require ProNexus Personnel (a) to perform services outside of the scope of the engagement, (b) to render an opinion on behalf of ProNexus or on your behalf regarding financial statements, (c) to sign the name of ProNexus on any document, (d) to sign their own names on financial statements or tax returns, (e) to sign, endorse, wire, transport or otherwise convey cash, securities, checks, or any negotiable instruments or valuables without proper approvals, (f) to make any final decisions regarding system design, software development, or the acquisition of hardware or software, (g) to use computers, software, or network equipment not owned or licensed by ProNexus, or (h) to operate machinery (other than office machines) or automotive equipment.

1.3 ProNexus Personnel shall be entitled to rely on all information provided by, and the decisions and approvals of you and your personnel in connection with ProNexus' work hereunder. You shall be responsible for the safeguarding of assets, and any information provided, or decisions or approvals made, by your personnel that were not complete, accurate or current. You also have final responsibility for the financial statements and tax returns and, therefore, the appropriate officials should review the financial statements and return carefully before an authorized officer from your company signs off and files it.

1.4 If, during our work, we discover information that affects prior-year financial statements or tax returns, we will make you aware of the facts. However, we cannot be responsible for identifying all items that may affect prior-year financial statements or returns. If you become aware of such information during the year, please contact us to discuss the best resolution of the issue. We will be happy to prepare appropriate amended financial statements as a separate engagement.

1.5 Our work in connection with this engagement and in preparation of the financial statements does not include any processes designed to discover defalcations or other irregularities, should any exist. The financial statements will be prepared solely from information provided to ProNexus without verification by ProNexus.

1.6 If applicable, you shall provide reasonable workspace for ProNexus Personnel and a safe working environment for work performed on your premises. You are solely responsible for establishing and maintaining usual, customary, and appropriate internal processes and controls (including internal audit, accounting, information technology, proprietary information, creative designs and trade secret safeguards) for your company and we shall not be responsible for any injuries, claims, damages or losses that may result from your failure to comply with the foregoing.

1.7 It is understood that you are responsible for reporting any claim to ProNexus in writing during or within ninety (90) days after the termination of the applicable engagement and any third-party claim within ninety (90) days receipt of notice. Additionally, ProNexus will not be responsible for any claim related to any professional services after the termination of the applicable engagement.

# Term's & Conditions ("T&Cs")

**.2 - Independent Contractor:** ProNexus is retained by your company as an independent contractor, and nothing contained in this Agreement shall be construed to create the relationship of employer and employee, an association, partnership, joint venture, or relationship of principal and agent or master and servant between the parties hereto, or to provide either party with the right, power or authority, whether express or implied, to create any such duty or obligation on behalf of the other party. Each party will maintain its own commercial liability, employer's liability, and worker's compensation and professional liability insurance. ProNexus will provide proof of coverage to you upon request. To the extent applicable, ProNexus shall maintain and pay for all applicable federal, state and local disability, worker's compensation, payroll taxes, and income and other taxes for ProNexus and all ProNexus Personnel.

## **.3 - Fees:**

3.1 You agree to pay ProNexus in accordance with the fees specified in the executed proposal and/or Engagement Letter, plus out-of-pocket costs, if applicable. If applicable, you will be billed for reasonable, ordinary and necessary travel and expenses directly connected to or pertaining to the services provided, including but not limited to travel time, mileage, tolls, parking, car rental, taxis, airfare, lodging and meals. If applicable, travel time is billed at full rate, half time of ProNexus Personnel assigned to the account.

3.2 Unless otherwise specified in the Engagement Letter or you obtain prior written consent from a ProNexus Partner, you shall not solicit, hire, or offer employment to any ProNexus Personnel, including Subcontractors, during the term of this Agreement and for a period of one (1) year following the termination of this Agreement or of said Personnel's services under this Agreement, whichever is later. This restriction shall apply irrespective if you are considering having said Personnel perform different services or function in a different capacity. This restriction shall apply equally to your company, its subsidiaries, parent company, and any other of its affiliates regardless of employment classification, on either a full-time, contract, temporary, or consulting basis (including through another firm). Any breach of this provision shall require you to pay ProNexus an amount equal to one year's salary of each individual with respect to which a breach occurred. In the event you obtain prior written consent and you wish ProNexus Personnel converted to your employ or another employer to whom you refer them, you agree to pay a buyout fee negotiated on a case by case basis or as specified in the Engagement Letter.

3.3 For non-recurring project work, ProNexus shall invoice semi-monthly and such invoices shall be due upon receipt of invoice, including applicable sales and service taxes. For recurring services, such as Outsourced Accounting Services, ProNexus will invoice monthly, in advance of the services performed, and such invoices will be due upon receipt. In the event of any dispute with regard to a portion of an invoice, the undisputed portion shall be paid as provided herein. Additionally, amounts not paid within 30 days from the invoice date will be subject to a late payment charge of 2% per month. If ProNexus is required to take further action on collections, you agree to pay all of ProNexus' costs of collection, including reasonable attorneys' fees, whether or not legal action is initiated.

3.4 ProNexus reserves the right to suspend your access to the software and/or the use of the services if any payment is due but unpaid but only after ProNexus has provided you two (2) delinquency notices, and at least thirty (30) days have passed since the transmission of the first notice. You agree that ProNexus shall not be liable to you or other third parties for any suspension pursuant to this section.

3.5 If this agreement is cancelled during the minimum initial term of one (1) year, you will be required to pay 100% of the remaining monthly payments at the average fees of the preceding months from the time written notification is received at the office of ProNexus, LLC. Subsequent to the initial term of one (1) year, ProNexus will require at least thirty (30) days' notice to cancel.

3.6 ProNexus may increase our rates provided under the Engagement Letter or Proposal to reflect increases in our own costs of doing business, including costs associated with higher wages for ProNexus Personnel and/or related tax, benefit and other costs. ProNexus will provide you with written or verbal notice of any increase in its rate for the professional services, and such increase will be prospective, starting as of the effective date ProNexus specifies.

# Term's & Conditions ("T&Cs")

## **4 - Guarantee and Warranties:**

4.1 ProNexus warrants that all services will be rendered by qualified staff that possess the general skills, knowledge and experience to perform the services in accordance with the Statements on Standards for Consulting Services and the terms and conditions set forth in this Agreement. If the performance of any ProNexus Personnel demonstrates that such person does not possess the general skill, knowledge and experience to perform the services, your sole remedy shall be for ProNexus to use commercially reasonable efforts to provide you with a suitable replacement for such person promptly after you provide ProNexus with a reasonable description of the performance problem.

4.2 Except as set forth in Section 4.1 above, ProNexus makes no other express or implied warranties, including, but not limited to any warranty of quality, performance, merchantability or fitness for any purpose with respect to any professional services performed.

## **5 - Limitation of Liability**

5.1 In no event, shall ProNexus or its affiliates have any liability to the Client, its affiliates, or any of its officers, directors, employees or shareholders or to any other third party, arising out of or in connection with this agreement for any loss profits or revenue or for incidental, consequential, punitive, cover, special, reliance or exemplary damages, or indirect damages of any type or kind however caused, whether from breach or repudiation of contract, breach of warranty, negligence, or otherwise (and whether or not ProNexus has been advised of the possibility of such damages). Certain states and/or jurisdictions do not allow the exclusion of incidental or consequential damages, in which case such damages shall be subject to the limitations set forth in section 5.2 below.

5.2 The maximum aggregate liability of ProNexus or its affiliates arising out of or in connection with this agreement whether such liability arises from any claim based on breach or repudiation of contract, breach of warranty, negligence, or otherwise, shall not exceed the total fees paid for the service giving rise to the liability during the twelve (12) month period immediately preceding the event out of which the liability arose.

**6 - Indemnification:** Client agrees to indemnify, defend, and hold harmless ProNexus and its personnel from any and all claims, liabilities, costs, and expenses, including reasonable attorney fees, arising from or relating to the services or breach of this Agreement (collectively referred to as "Claims"). ProNexus reserves the right, in its sole discretion and at its own expense, to assume the exclusive defense and control of any Claims. The Client agrees to reasonably cooperate as requested in the defense of any Claims.

**7 - Dispute Resolution:** In the event of a dispute related in any way to our services, our firm and you agree to discuss the dispute and if necessary, to promptly mediate in a good faith effort to resolve. We will agree on a mediator, but if we cannot, either of us may apply to a court having personal jurisdiction over the parties for appointment of a mediator. We will share the mediator's fees and expenses equally, but otherwise will bear our own attorneys' fees and mediation cost. Participation in such mediation shall be a condition to either of us initiating litigation. In order to allow time for the mediation, any applicable statute of limitations shall be tolled for a period not to exceed 120 days from the date either of us first requests in writing to mediate the dispute. The mediation shall be confidential in all respects, as allowed or required by law, except our final settlement positions at mediation shall be admissible in litigation solely to determine the prevailing party's identity for purposes of the award of attorneys' fees.

In the unlikely event that differences concerning this Agreement or our services provided hereunder should arise that are not resolved by mutual agreement, to facilitate judicial resolution and save time and expense of both parties, ProNexus and the Client agree not to demand a trial by jury in any action, process or counterclaim arising out of or relating to this Agreement.

# Term's & Conditions ("T&Cs")

## **8 - Confidential Information:**

8.1 ProNexus acknowledges that it may receive in connection with this engagement confidential information relating to your business, including but not limited to, information regarding your company's products, services or offerings; planned marketing or promotion of your company's inventions, patents, applications, discoveries, software in various stages of development, data, source code, object code, documentation, diagrams, flow charts, research, development, processes, procedures, "know-how", trade secrets any and all customer information, including without limitation, customer lists, customer names, addresses, property descriptions, credit information, and loan offer and approval information, and all other information related to customers, price lists and pricing policies; financial information received from others that you are obligated to treat as confidential (collectively and separately, "Confidential Information"). ProNexus agrees that all information provided pursuant to this engagement is confidential and proprietary information, whether furnished before or after the date hereof, whether oral or written, and regardless of the manner in which it was furnished and shall be subject to the terms and conditions of this engagement. ProNexus shall not use any Confidential Information provided by you for any purpose other than as permitted or required for performance under this engagement, or as otherwise agreed to between the parties.

8.2 Each party agrees to use the same degree of care that it uses to protect the confidentiality of its own confidential information of like kind (at all times exercising at least a commercially reasonable degree of care in the protection of such confidential information) not to use or disclose Confidential Information except to the extent necessary to perform its obligations or exercise rights under this Agreement. Either party may disclose Confidential Information on a need to know basis to its contractors and service providers who have executed binding written agreements requiring confidentiality and non-use obligations at least as restrictive as those in this Section. Either party may disclose Confidential Information to the extent that such disclosure is required by law or order of a court or other governmental authority or regulation.

8.3 All data and information contained herein and provided by ProNexus, LLC is considered confidential and proprietary. The data and information contained herein may not be reproduced, published, or distributed to, or for, any third parties without the express prior written consent of ProNexus, LLC.

**9 - Electronic Communications:** In performing services under this Agreement, ProNexus and/or Client may wish to communicate electronically either via facsimile, electronic mail or similar methods (collectively, "E-mail"). However, the electronic transmission of information cannot be guaranteed to be secure or error free, and such information could be intercepted, corrupted, lost, destroyed, arrive late or incomplete or otherwise be adversely affected or unsafe to use. Unless you notify us otherwise, we shall regard your acceptance of this Agreement as including your consent to use E-mail. All risks related to your business and connected with the use of E-mail are borne by you and are not the responsibility of ProNexus.

**10 - Changes:** ProNexus may change or discontinue any part of the services, in whole or in part, provided there is no material degradation in the functionality or performance of the services.

**11 - Termination:** ProNexus has the right to immediately withdraw from this engagement if you commit a material breach of any provision of this Agreement which is not cured within thirty (30) days of written notice from ProNexus, or do not provide us with any information we request in a timely manner, refuse to cooperate with our reasonable requests, or misrepresent any facts. Our withdrawal will release us from any obligation to perform the services and will constitute completion of our engagement. You agree to compensate us for our time and out-of-pocket expenses through the date of our withdrawal, including any cancellation fees that may apply.

**12 - Entire Agreement:** These T&Cs contain the complete and final agreement on the topics they address, and they supersede any prior agreements or understanding on these topics. With the exception of ProNexus Partners, ProNexus Personnel do not have authority either to verbally modify these T&Cs or to assume additional responsibilities other than those set forth in the T&Cs.

PRONEXUS, LLC

# STAY IN TOUCH



585-662-2212

[info@pronexusllc.com](mailto:info@pronexusllc.com)

[www.pronexusllc.com](http://www.pronexusllc.com)



## Executive Director Report Board of Directors Meeting

**Greg Richards**  
**May 22, 2025**

- After careful consideration, we have decided to take a step back from moving forward with screening and navigation work through the NYS 1115 Medicaid redesign waiver. Since late 2024, we—alongside several other nonprofits across the state & our community—have been exploring this initiative to provide screening and navigation services to our program participants while also generating unrestricted revenue. However, a system demo raised significant concerns regarding confidentiality, participant privacy, and funding source allowability. We remain in contact with our contracted Social Care Networks (SCNs), the Healthy Alliance for Central NY and Care Compass Network (CCN) for our services in Chenango & Tompkins counties to apprise them of our concerns and the need to relook at our involvement.
- After weeks of discussions with our partners at the Cortland County Health Department (CCHD) and federal representatives from HUD, we are moving forward with the Healthy Homes Production grant for radon and lead abatement through our Energy Services Program. Initially, CCHD—after consulting with the Cortland County Legislature—considered declining the funding due to concerns over responsiveness and clarity from federal contract managers. However, after escalating these issues at HUD, we have now received the necessary information to proceed. With a June 1st start date, CAPCO's Energy Services Program will serve as a sub-recipient of this funding through CCHD. The four-year award exceeds \$1.9 million, with CAPCO receiving approximately \$1.5 million as the primary sub-recipient responsible for carrying out the work. As the grant is implemented, we will be hiring a Program Manager in the coming months.
- There continues to be changing dynamics and uncertainty at the federal level regarding contract management for many of our funding streams. However, we did hear from our Head Start/Early Head Start Program Specialist following the recent closure of the Region II office. With this surprise communication came the feedback that our initial non-compliance regarding our Standards of Conduct policy during our FA1 Review back in February had been overturned with a new, clean report issued last week. We were also told that our grant is in process for execution as we approach the end of our current cycle on May 31<sup>st</sup>. This is the most communication we have received from the Office of Head Start, or any federal office, since January, and we are hopeful that communication and operations will resume to some level or normalcy as we continue to operate our programs amidst daily federal news & changes.
- The Board was provided with an advocacy document which all are encouraged to use to connect with our federal officials. The Trump Administration's "Skinny Budget" has zeroed out the Community Services Block Grant (CSBG), which eliminates Community Action Agencies across the country. Losing this designation impacts community funding and is a means to impact federal programs at a community-level, such as Head Start, Weatherization, and others. We will be conducting an Advocacy 101 training at the upcoming Board meeting and will discuss opportunities for Board members to participate in advocacy efforts.
- We are working through final audit requests for our annual audit with the Bonadio Group. Matt & Kim are working with the auditors to resolve discrepancies with our Trial Balance, much of which stems

from the final journal entries from last year's audit not being completed and changes to how we are recording Accounts Receivables versus Grants Receivables. There are several correcting entries being made because of the audit process this year. It is anticipated that this will be cleaner next year with this year being a difficult year for our ProNexus team as they clean up and adjust the general ledger. In speaking with Matt & Kim, we remain on track for the audit to be presented to the Board in July.

- Several building and maintenance projects are underway, particularly at our Head Start and Early Head Start centers, funded through our one-time facility improvement funds and last year's DRS award start-up funds. Major ongoing projects include the removal of the fence and brush line at the Early Learning Center, the replacement of the accessible ramp at the South Main Facility, the installation of new HVAC units, and the finalization of exterior doors for each of the three classrooms at South Main. These efforts require tremendous coordination, and I am incredibly grateful to Ben, Denise, Stacey, Kristi, Jenn, and our Fiscal team for their leadership & dedication.
- I passed the first portion of my Community Action Certified Professional (CCAP) certification process. The first part was an extensive exam that included multiple choice & short essay questions in a timed format. The 2<sup>nd</sup> portion is a writing assignment that is due at the end of May. Pending my successful completion of the writing assignment, I will be able to receive & be recognized for my CCAP during the national conference in August, this year in Detroit, MI. The topic of writing assignment this year is the 2-Generation/Whole Family Approach to programs & services.
- The first of our 2 Breastfeeding Cafes openings was held last week—with the first being our Cortland Café! We had a nice turnout from community partners, Board members, and participants alike. Representatives from our WIC Regional Office were also in attendance. We will be opening our Chenango County Breastfeeding Café on Tuesday, May 20<sup>th</sup> at the Eaton Center in Norwich, NY. A MAJOR thank you to Lori & our esteemed WIC team for their ingenuity & hard work to bring this incredible idea to life!
- Our 5<sup>th</sup> Annual Golf Tournament is coming up on Saturday, May 31<sup>st</sup> at Knickerbocker's Country Club! We have a total of 22 teams registered (a record for the most ever!), and we will be busy the next 2 weeks preparing all the details for a successful tournament. Thank you for selling raffle tickets and to those who can be in attendance. Kirsten will give a more comprehensive update in her report to the Board.

**Kirsten Parker**  
**Deputy Director Board Report**  
May 20, 2025

- We are about finished with the CDPAP program. We have some rebilling we are trying to do, and we are still receiving payments. I am still hearing from at least one person who has not been paid by PPL and trying to help. We are also still receiving some referrals from agencies who are unaware of the change.
- The Volunteer Driver Program has been busy, but we are having some issues with the GPS requirement we are trying to figure out. We have not had any recent calls for Seven Valleys rides. I believe they are out of funding for now. We have applied for a small grant from a foundation in Western New York for transportation and we still have 5310 funding which helps with staff time but not with rides.
- The golf tournament is quickly approaching now. We exceeded our previous record of 21 teams. We have 22 teams registered as of Friday, May 16. We have a good amount of sponsorships and prizes donated.



*Weatherization  
Works*

## Energy Services / Building Maintenance May 2025

### Energy Services

#### **Weatherization Assistance Prg.- PY24.25**

- WAP 24.25 – Our crew is doing a wonderful job completing jobs to get us to production goal. Currently we are at 36 jobs completed, 5 jobs in progress, 3 jobs are in QCI status.
- WRF –We have 4 jobs completed, and 1 is in progress, 1 job we are waiting for quotes, and funds are still available if we have any deferrals.
- Staff: New Crew Laborer will start May 27<sup>th</sup>, hoping he will be succession for Charles Schell our Sr. Auditor.
- Stacey and Michelle are attending the Annual Resilience Symposium on May 28<sup>th</sup> in Corning, NY.
- Healthy Homes – meetings with the County and HUD have answered some of the questions we had, and the support from HUD has improved.

#### **BIL- PY23.24 (4/1/23 to 3/31/25)**

- We have met our production goals; we are sending a request for additional money.

#### **EmPower NY (Cortland & Tompkins Counties)**

- With fear of WAP 25.26 not arriving as it should, we are accepting Empower referrals.
- We have 1 job waiting to start, and 1 job is waiting for QCI.

#### **HEAP- (Cortland & Tompkins Counties)**

- Again, with the fear of WAP not coming as anticipated, we have opened HEAP referrals from both Cortland and Tompkins Counties.

**Fee For Service –** Currently no clients.

### CAPCO Building Maintenance

- ELC- Fence & Tree removal: construction of a new fence
- South Main Front- RAMP Project
- South Main Front- Heat Pumps
- South Main Front- Landscaping
- South Main Front- Egress doors
- South Main- Garden project
- South Main Parking lot
- Bldg & Maint transition w/Stacey



## **Family Development Board Report May 2025**

### **Adult Education**

- Our graduation ceremony is Friday May 16 at the Main Office. We are celebrating nine students who received their diploma since December.
- We currently have six students enrolled in our Health Care Career Connections Program.
- We have been notified that we received the Dollar General Foundation grant in the amount of \$8,000.
- Our new enrollments are currently down but our instruction hours are up.

### **Emergency Assistance**

- We continue to see an increase in the need for help paying National Grid and NYSEG bills. Care & Share and HEAP have closed for the season.
- We have scheduled our Everybody's Baby Shower for July 9 and have started coordinating speakers for the event.
- We have cleaned out our Office at Grace Space and continue to offer items to the unhoused through Family Essentials.

### **NOEP**

- Jessica continues to visit feeding sites and food distribution sites to enroll people in SNAP.
- Jessica will help at the Fresh Food Giveaway at the Chapple on May 20<sup>th</sup>. This effort supports over 700 people each month who are experiencing food insecurity.

### **Healthy Families**

- Katherine has started her training and has started shadowing other Family Support Specialist and has completed her Home Visiting CORE training.
- Kassie has completed all her training and is now serving families.
- The staff are preparing for our annual site visit on May 15 with our OCFS Contract Manager.
- Staff had a 100% home visit rate for the month of April!

### **SAMHSA**

- Chelsea Peri, our Family Development Family Advocate, has accepted the position of SAMHSA Lead Family Coordinator and started meeting with County Health Department staff about her new role.



# Early Childhood Development Director's Report May 2025



## Enrollment:

- EHS Enrollment: 88/88 Enrolled (100%)
- HS Enrollment: 33/34 Enrolled, 34 Accepted (97%)
- UPK Enrollment: 31/32 Enrolled (97%)
- Waitlist: EHS: 45 Income Eligible; 5 130% and 27 Over Income  
HS: 15 Income Eligible; 6 130%; 5 Over Income  
UPK: 0

## Staffing:

- 1:1 Aide Opening for UPK
- 1 Preschool Teacher position and 1 Infant/Toddler position has been filled

## Old Business:

- The garden project has been moving forward. Supplies have been ordered and a meeting was held with interested families on May 19. One of our cooks has taken the lead planning and working with families.
- The maintenance team has been busy working on minor improvements at several of our locations. The tree line between ELC and the parking lot has been removed, mini splits were installed in South Main front to help with regulating the temperature, carpets were replaced in all 3 Cosimo's classrooms and the ramp at South Main front is being replaced.

## New Business:

- We received a phone call from our program specialist at OHS and received confirmation our grant application was being processed, and she was working on our in-kind waiver.
- An updated monitoring review letter was received on May 15 stemming from our February Focus Area 1 review. Unprompted, OHS has rescinded our non-compliance related to the Standards of Conduct.
- Four staff were trained in Infant/Toddler CLASS. This will allow us to do CLASS observations in our EHS classrooms in addition to HS.
- The New York State Head Start Association Conference will be held June 4-5 in White Plains. Jenn, Kristi and Jill will be attending.
- Policy Council will meet this month on May 27, 2025.

**May 2025**  
**WIC Board Report**  
**Reported by: Loriann Spatola-Davis**

- ✓ The program continues its collaboration with Tipping Point as part of a media campaign designed to generate leads and enhance engagement by increasing "Likes" and followers. Since the campaign's launch, both metrics continue to show steady growth.

Location	Likes	Followers
Cortland	378 (+74 from April)	394 (+72 April)
Chenango		315 (+66 from April)
Breastfeeding Peer Support Group	The group currently has 49 members, including 9 staff. The Peer Counselors began inviting their moms to join at the start of April.	

- ✓ Both the Cortland and Chenango Breastfeeding Café locations are ready. The planned hours of operation are Monday, Wednesday, and Friday from 9 a.m. to 2 p.m. The Breastfeeding Peer Counselors, whose work areas are located within the cafés, will manage the day-to-day operations. WIC Nutrition Staff will be available to provide additional support—particularly for matters outside the counselors' scope of practice. Nutrition Assistants will also be on hand to conduct initial eligibility screenings for individuals who stop in and are not currently enrolled in the program.
- ✓ The Joint Service Agreement template has been reviewed by the Regional Office. Currently, two agreements have been developed—one with CAPCO Healthy Families and one with Guthrie PACT in Chenango County—and are in the process of undergoing approval.
- ✓ The Cortland site's Breastfeeding Café Open House was a success, with numerous programs in attendance. We hosted a reception table offering light refreshments and informational materials about CAPCO and its services.



- ✓ The FFY 2026 Budget Call Letter was received on April 14th. All required supporting documents were submitted by the May 9, 2025, deadline. The Budget Preparation and Submission is due May 23, 2025. A draft has been completed, and a meeting with Pronexus is scheduled for next week to finalize it. I worked with Greg to better align salaries with staff titles and ensure they are comparable across positions.
- ✓ The Annual WIC Program Budget Policy Supplement (Space-related Costs) is a new policy supplement for this year’s budget, clarifying how WIC must account for space-related expenses. Pronexus is collaborating with Greg to establish the back-end management process.
- ✓ The Chenango site has experienced significant staff turnover this past month, which is not a reflection on CAPCO. Miranda Anderson, our Breastfeeding Peer Counselor Coordinator and CPA, left for a hospital position in Albany where she can apply her IBCLC credential, and Kelly Allmendinger, our Nutrition Assistant, accepted a managerial role at a resort offering higher pay. To date, the program has received a few applications for Kelly’s Nutrition Assistant position, and we are confident it can be filled in a timely manner. However, recruiting for the Qualified Nutritionist (QN) will be more challenging. The program is striving to hire a QN who can support high-risk participants by developing and managing high-risk care plans; if we cannot recruit a QN, we will re-advertise for a CPA.
- ✓ On May 16, 2025, Greg, Roland, and I met with the Hudson Center to explore contracting with them to implement “Eligibility Ease,” a web-based workflow management system designed to import, store, and track social-service-eligible referrals—streamlining our enrollment processes. This service has been included in the FFY 2026 budget, pending our decision to proceed. Eligibility Ease was developed by another WIC program via grant funding, and the Regional Office is aware of our exploration of this option.

**WIC Participation by Site – Close out Data for March 2025**

Site	Enrollment	Participation	Participation % of Target Caseload (2,200)
<b>Cortland</b>			
Cortland	1,187	1,142	51.91%
Cincinnatus			
Marathon	1	0	0.05%
<b>Total</b>	<b>1,188</b>	<b>1,142</b>	<b>51.64%</b>
<b>Chenango</b>			
Norwich	889	832	37.82%
Greene	26	24	1.09%
Bainbridge	11	7	0.32%
Sherburne	8	5	0.23%
New Berlin	17	14	0.64%
<b>Total</b>	<b>951</b>	<b>882</b>	<b>40.1%</b>
<b>Grand Total</b>	<b>2,139</b>	<b>2,024</b>	<b>92.00%</b>

*Resolution of the Board of Directors*

*Of*

*Cortland County Community Action Program, Inc.*

**Resolution No. 25-41**

**WHEREAS**, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the revised HS/EHS Focus Area 1 Monitoring Report from the Office of Head Start,

**IT IS HEREBY RESOLVED** that on May 22, 2025, the CAPCO Board of Directors approves the revised HS/EHS Focus Area 1 Monitoring Report from the Office of Head Start.

Shelley M. Warnow  
Board President or designee

May 22, 2025  
Date



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | [eclkc.ohs.acf.hhs.gov](http://eclkc.ohs.acf.hhs.gov)

May 15, 2025

Cortland County Community Action Program, Inc.

Re: Grant No. 02CH012714

Dear Grant Recipient,

The Administration for Children and Families (ACF), Office of Head Start (OHS) recently conducted a monitoring review of your program. The attached revised report contains information about your agency's performance and compliance with the requirements of the Head Start Program Performance Standards, Public Law 110-134, Improving Head Start for School Readiness Act of 2007, and other applicable regulations.

Please contact the OHS Oversight Division at [ohsmonitoringteam@acf.hhs.gov](mailto:ohsmonitoringteam@acf.hhs.gov) with any questions or concerns you may have about this report.

If the report has findings, the corrective action period began 72 hours from the time the initial report was sent.

Sincerely,

OHS Monitoring Team



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Head Start | 4th Floor – Switzer Memorial Building, 330 C Street SW, Washington DC 20024 [eclkc.ohs.acf.hhs.gov](http://eclkc.ohs.acf.hhs.gov)

## Program Performance Summary Report

**To: Authorizing Official/Board Chairperson**

Mrs. Shelley Warnow  
Cortland County Community Action Program, Inc.  
32 N Main St  
Cortland, NY 13045 - 2122

**From: Responsible HHS Official**

**Date: 05/14/2025**

**Tala Hooban**

**Deputy Director, Office of Head Start**

From February 17, 2025 to February 19, 2025, the Administration for Children and Families (ACF) conducted a Focus Area One (FA1) monitoring review of Cortland County Community Action Program, Inc. This report contains information about the grant recipient's performance and compliance with the requirements of the Head Start Program Performance Standards (HSPPS) or Public Law 110-134, Improving Head Start for School Readiness Act of 2007. This report replaces the report issued on March 5, 2025.

The Office of Head Start (OHS) would like to thank your governing body, policy council, parents, and staff for their engagement in the review process. Based on the information gathered during this review, it has been determined that your program meets the requirements of all applicable HSPPS, laws, regulations, and policy requirements.

Please contact the OHS Oversight Division at [ohsmonitoringteam@acf.hhs.gov](mailto:ohsmonitoringteam@acf.hhs.gov) with any questions or concerns you may have about this report.

### **DISTRIBUTION OF THE REPORT**

Copies of this report will be distributed to the following:

Ms. Heather Wanderski, Regional Program Manager

Mr. Greg Richards, Chief Executive Officer/Executive Director




Mrs. Jennifer Geibel, Head Start Director

Mrs. Jennifer Geibel, Early Head Start Director

### Grant(s) included as part of this review

Grant Recipient Name	Grant Number(s)
Cortland County Community Action Program, Inc.	02CH012714

### Glossary of Terms

Term	Definition
<b>Area of Concern (AOC)</b> 	An area in which the agency needs to improve performance. This status is considered additional feedback and should be discussed with the agency's Regional Office for possible technical assistance.
<b>Area of Noncompliance (ANC)</b> 	An area in which the agency is out of compliance with Federal requirements (including but not limited to the Head Start Act or one or more of the regulations) in one or more areas of performance. This status requires a written timeline of correction and possible technical assistance or guidance from the agency's program specialist. If not corrected within the specified timeline, this status becomes a deficiency.
<b>Deficiency</b> 	<p>As defined in the Head Start Act, the term "deficiency" means:</p> <p>(A) a systemic or substantial material failure of an agency in an area of performance that the Secretary determines involves:</p> <ul style="list-style-type: none"> <li>(i) a threat to the health, safety, or civil rights of children or staff;</li> <li>(ii) a denial to parents of the exercise of their full roles and responsibilities related to program operations;</li> <li>(iii) a failure to comply with standards related to early childhood development and health services, family and community partnerships, or program design and management;</li> <li>(iv) the misuse of funds received under this subchapter;</li> <li>(v) loss of legal status (as determined by the Secretary) or financial viability, loss of permits, debarment from receiving Federal grants or contracts, or the improper use of Federal funds; or</li> <li>(vi) failure to meet any other Federal or State requirement that the agency has shown an unwillingness or inability to correct, after notice from the Secretary, within the period specified;</li> </ul> <p>(B) systemic or material failure of the governing body of an agency to fully exercise its legal and fiduciary responsibilities; or</p> <p>(C) an unresolved area of noncompliance.</p>

## How To Read This Report

The Focus Area One (FA1) report includes the following sections:

- **Program Overview** provides a summary describing the grant recipient.
- **Performance Summary** provides a table view of compliance by Performance Area.
- **Review Details** provides details on the grant recipient's performance in each Content Area, Performance Area, and Performance Measure. The following icons may be used in this section to describe the grant recipient's performance:

Icon	Description
✓	Compliant (C)
🔊	Area of Concern (AOC)
⚠️	Area of Noncompliance (ANC)/ Deficiency (DEF)

## Program Overview

Cortland County Community Action Program, Inc. has supported its community since 1974. The grant recipient receives funding to enroll 122 Head Start and Early Head Start children in center-based services. The full-year program is available to residents of central New York's Cortland County.

## Performance Summary

This section contains an overview of the grant recipient's performance determined through this review. Detailed information can be found in the Review Details section.

Content Area	Performance Area	Grant Number(s)	Review Outcome	Applicable Standards	Timeframe for Correction
Program Design, Management, and Improvement	-	02CH012714	Compliant	-	-
Education and Child Development Services	-	02CH012714	Compliant	-	-
Health Services	Child Health and Oral Health Status and Care	02CH012714	Area of Concern	-	Follow up with Regional Office for support
Family and Community Engagement	-	02CH012714	Compliant	-	-

Services					
Fiscal Infrastructure	-	02CH012714	Compliant	-	-
Eligibility, Recruitment, Selection, Enrollment, and Attendance	-	02CH012714	Compliant	-	-

## Review Details

This section of the report provides details on the grant recipient's performance in each Content Area, Performance Area, and Performance Measure.

- Each Performance Area includes the compliant Performance Measures monitored in this review.
- If there are any findings or Areas of Concern, they will be listed within that Performance Area.



### Program Design, Management, and Improvement

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings or Areas of Concern, as applicable.

Performance Area	Compliant	Finding	Area of Concern
Program Design and Strategic Planning	C		
Program Governance	C		
Staffing and Staff Member Supports	C		

#### Performance Area: Program Design and Strategic Planning

##### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient's program structure and systems are designed to be responsive to community needs and are informed by community strengths and resources.
- The grant recipient has an established process for using data to monitor performance and progress toward goals and to inform continuous improvement.

#### Performance Area: Program Governance

##### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient establishes program governance with sufficient expertise and representation that supports effective program oversight and engagement with families and the community.
- The grant recipient has strategies to support collaboration across program staff members, the governing body, and the policy council to facilitate effective program governance.

#### Performance Area: Staffing and Staff Member Supports

##### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient's leadership and management team has clearly defined, manageable roles and responsibilities and the appropriate experience to execute Head Start program operations.
- The grant recipient has a defined approach for ongoing supervision and support of staff members.



## Education and Child Development Services

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings or Areas of Concern, as applicable.

Performance Area	Compliant	Finding	Area of Concern
Curricula, Screening, and Assessment Tools	C		
Teaching Strategies and Learning Environments	C		
Qualifications, Professional Development, and Coaching	C		

### Performance Area: Curricula, Screening, and Assessment Tools

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient uses research-based and culturally appropriate curricula to support child outcomes.
- The grant recipient uses appropriate screening tools to refer children for evaluation as indicated.
- The grant recipient uses appropriate ongoing child assessment tools to support children's progress and to individualize for every child.

### Performance Area: Teaching Strategies and Learning Environments

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient's staff members identify effective teaching strategies that are responsive to children's needs.
- The grant recipient develops engaging learning environments that promote healthy development for children.

### Performance Area: Qualifications, Professional Development, and Coaching

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient has qualified education staff members.
- The grant recipient establishes a professional development system to support delivery of quality education and child development services.
- The grant recipient uses a research-based coaching strategy to support education staff members in using effective teaching practices.



## Health Services

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings or Areas of Concern, as applicable.

Performance Area	Compliant	Finding	Area of Concern
Child Health and Oral Health Status and Care			AOC
Mental Health and Social and Emotional Well-Being	C		
Safe and Sanitary Environments	C		

### Performance Area: Child Health and Oral Health Status and Care

#### *Area of Concern Information*

The monitoring review found the following Area(s) of Concern that reflect areas of performance that are at risk of becoming noncompliant in subsequent reviews. This additional feedback should be addressed to support compliance in this Performance Area.

- The grant recipient should improve its efforts to obtain oral health determinations from a health care professional for all children within the prescribed timeframe.
  - The grant recipient stated a lack of local pediatric dentists, long waitlists for appointments, and family transportation barriers made it difficult to obtain oral health determinations for all children within 90 days.
  - The recipient should continue working with families and community partners to facilitate families' access to dental care.

### Performance Area: Mental Health and Social and Emotional Well-Being

#### *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- In partnership with a qualified mental health consultant, the grant recipient develops a positive program environment that promotes the mental health and social and emotional well-being of children.
- The grant recipient develops practices that prohibit the use of expulsion and severely limit suspension.

### Performance Area: Safe and Sanitary Environments

#### *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient completes background checks prior to hire for all staff members.
- The grant recipient has an approach to maintain safe environments through staff member training and ongoing oversight of facilities, equipment, and materials.



## Family and Community Engagement Services

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings or Areas of Concern, as applicable.

Performance Area	Compliant	Finding	Area of Concern
Supporting Family Well-Being and Family Engagement	C		
Family Partnerships	C		
Promoting Strong Parent-Child Relationships and Engagement in Children's Learning	C		
Community Partnerships	C		

### Performance Area: Supporting Family Well-Being and Family Engagement

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient has strategies to engage all families in the program through open and responsive communication.
- The grant recipient has family service staff members who are qualified to support the needs of enrolled families.

### Performance Area: Family Partnerships

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient develops a family partnership process that supports family-driven goals.

### Performance Area: Promoting Strong Parent-Child Relationships and Engagement in Children's Learning

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient builds on parents' knowledge and offers parents the opportunity to practice parenting skills.

### Performance Area: Community Partnerships

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient develops community partnerships that meet the needs and interests of families.



## Fiscal Infrastructure

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings or Areas of Concern, as applicable.

Performance Area	Compliant	Finding	Area of Concern
Budget Development, Implementation, and Oversight	C		
Comprehensive Financial Management Structure and System	C		

### Performance Area: Budget Development, Implementation, and Oversight

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient establishes a transparent, data-informed process to develop and maintain a budget that aligns with program goals and circumstances.

### Performance Area: Comprehensive Financial Management Structure and System

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient develops a system for maintaining financial records and generating information needed to manage and safeguard Federal funds.
- The grant recipient develops a system to ensure effective control over all funds, property, and assets to avoid theft, fraud, waste, and abuse.
- The grant recipient develops a system to ensure that only allowable costs are charged to the Head Start award in accordance with Federal statutes, regulations, and the terms and conditions of the Federal award.



## Eligibility, Recruitment, Selection, Enrollment, and Attendance

The table below summarizes the performance within the Content Area. Beneath the table is a list of all Performance Areas and compliant Performance Measures monitored in this Content Area, with details on findings or Areas of Concern, as applicable.

Performance Area	Compliant	Finding	Area of Concern
Recruitment	C		
Selection	C		
Eligibility	C		
Enrollment	C		

### Performance Area: Recruitment

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient uses knowledge about the community it serves to develop its recruitment strategy to locate the families with the greatest need.

### Performance Area: Selection

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient uses knowledge about the community it serves to develop its selection criteria.

### Performance Area: Eligibility

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient has an established process for enrolling eligible families and supporting compliance with eligibility requirements.

### Performance Area: Enrollment

#### ✓ *Compliance Information*

During the review event the OHS monitoring team identified the following Performance Measures as compliant:

- The grant recipient develops a process to maintain full enrollment and track current enrollment, including the percentage of enrolled children eligible for services under the Individuals with Disabilities Education Act (IDEA).

----- End of Report -----

*Resolution of the Board of Directors*

*Of*

*Cortland County Community Action Program, Inc.*

**Resolution No. 25-42**

**WHEREAS**, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed HS/EHS Program Year 2025-2026 Notice of Award (02CH012714-02-00),

**IT IS HEREBY RESOLVED** that on May 22, 2025, the CAPCO Board of Directors approves the HS/EHS Program Year 2025-2026 Notice of Award (02CH012714-02-00).

Shelley M. Warnow  
Board President or designee

May 22, 2025  
Date



<b>Recipient Information</b>	
<b>1. Recipient Name</b>	CORTLAND COUNTY COMMUNITY ACTION PROGRAM, INC. 32 N Main St Cortland, NY 13045-2122
<b>2. Congressional District of Recipient</b>	22
<b>3. Payment System Identifier (ID)</b>	1161004653A1
<b>4. Employer Identification Number (EIN)</b>	161004653
<b>5. Data Universal Numbering System (DUNS)</b>	038360160
<b>6. Recipient's Unique Entity Identifier (UEI)</b>	L1P5ZJLPV4Y3
<b>7. Project Director or Principal Investigator</b>	Jennifer Geibel HS/EHS Director jenniferg@capco.org 607-753-6781
<b>8. Authorized Official</b>	Mrs. Shelley Warnow President of the Board of Directors donsgirl1956@aol.com (607) 753-6781
<b>Federal Agency Information</b>	
ACF/OHS Region II Grants Office	
<b>9. Awarding Agency Contact Information</b>	Mr. David Kadan Grants Management Officer David.Kadan@acf.hhs.gov 202-205-8562
<b>10. Program Official Contact Information</b>	Ms. Heather L Wanderski Program Operations Division Director heather.wanderski@acf.hhs.gov 202-205-5923

<b>Federal Award Information</b>	
<b>11. Award Number</b>	02CH012714-02-00
<b>12. Unique Federal Award Identification Number (FAIN)</b>	02CH012714
<b>13. Statutory Authority</b>	42 USC 9801 ET SEQ.
<b>14. Federal Award Project Title</b>	Head Start and Early Head Start
<b>15. Assistance Listing Number</b>	93.600
<b>16. Assistance Listing Program Title</b>	Head Start
<b>17. Award Action Type</b>	Non-Competing Continuation
<b>18. Is the Award R&amp;D?</b>	No

<b>Summary Federal Award Financial Information</b>		
<b>19. Budget Period Start Date</b>	06/01/2025	<b>- End Date</b> 05/31/2026
<b>20. Total Amount of Federal Funds Obligated by this Action</b>		\$3,475,379.00
20a. Direct Cost Amount		\$3,147,261.00
20b. Indirect Cost Amount		\$328,118.00
<b>21. Authorized Carryover</b>		\$0.00
<b>22. Offset</b>		\$0.00
<b>23. Total Amount of Federal Funds Obligated this budget period</b>		\$0.00
<b>24. Total Approved Cost Sharing or Matching, where applicable</b>		\$868,845.00
<b>25. Total Federal and Non-Federal Approved this Budget Period</b>		\$4,344,224.00
<b>26. Period of Performance Start Date</b>	07/01/2024	<b>- End Date</b> 06/30/2029
<b>27. Total Amount of the Federal Award including Approved Cost Sharing or Matching this Period of Performance</b>		\$8,454,606.00

<b>28. Authorized Treatment of Program Income</b>	ADDITIONAL COSTS
<b>29. Grants Management Officer - Signature</b>	Mr. David Kadan Grants Management Officer

<b>30. Remarks</b>
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Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 02CH012714-02-00

FAIN# 02CH012714

Federal Award Date: 05/19/2025

<b>Recipient Information</b>	
<b>Recipient Name</b> CORTLAND COUNTY COMMUNITY ACTION PROGRAM, INC. 32 N Main St Cortland, NY 13045-2122 --	
<b>Congressional District of Recipient</b> 22	
<b>Payment Account Number and Type</b> 1161004653A1	
<b>Employer Identification Number (EIN) Data</b> 161004653	
<b>Universal Numbering System (DUNS)</b> 038360160	
<b>Recipient's Unique Entity Identifier (UEI)</b> L1P5ZJLPV4Y3	
<b>31. Assistance Type</b> Discretionary Grant	
<b>32. Type of Award</b> Service	

<b>33. Approved Budget</b> (Excludes Direct Assistance)	
I. Financial Assistance from the Federal Awarding Agency Only	
II. Total project costs including grant funds and all other financial participation	
a. Salaries and Wages	\$2,265,099.00
b. Fringe Benefits	\$469,374.00
c. Total Personnel Costs	\$2,734,473.00
d. Equipment	\$0.00
e. Supplies	\$72,658.00
f. Travel	\$16,100.00
g. Construction	\$0.00
h. Other	\$303,910.00
i. Contractual	\$20,120.00
<b>j. TOTAL DIRECT COSTS</b>	<b>\$3,147,261.00</b>
<b>k. INDIRECT COSTS</b>	<b>\$328,118.00</b>
<b>l. TOTAL APPROVED BUDGET</b>	<b>\$3,475,379.00</b>
<b>m. Federal Share</b>	<b>\$3,475,379.00</b>
<b>n. Non-Federal Share</b>	<b>\$868,845.00</b>

**34. Accounting Classification Codes**

FY-ACCOUNT NO.	DOCUMENT NO.	ADMINISTRATIVE CODE	OBJECT CLASS	ASSISTANCE LISTING	AMT ACTION FINANCIAL ASSISTANCE	APPROPRIATION
5-G024122	02CH01271402	ACFOHS	41.51	93.600	\$3,428,979.00	75-25-1536
5-G024120	02CH01271402	ACFOHS	41.51	93.600	\$5,230.00	75-25-1536
5-G024121	02CH01271402	ACFOHS	41.51	93.600	\$41,170.00	75-25-1536



## Department of Health and Human Services

Administration for Children and Families

## Notice of Award

Award# 02CH012714-02-00

FAIN# 02CH012714

Federal Award Date: 05/19/2025

### 35. Terms And Conditions

#### STANDARD TERMS

1. The **ACF Standard Terms and Conditions** applies to all ACF awards and is located on the **Award Terms and Conditions** page. The *Supplemental Terms and Conditions* herein are additional requirements applicable to the program named below.

By acceptance of awards for this program, the recipient agrees to comply with the requirements included in both the *Standard* and *Supplemental Terms and Conditions* for this program.

1. The administration of this program is authorized under the Head Start Act, as amended by the Improving Head Start for School Readiness Act of 2007, Public Law 110-134 at <https://eclkc.ohs.acf.hhs.gov/policy/head-start-act>.

2. The program is codified at 42 U.S.C. 9831 et seq at <https://eclkc.ohs.acf.hhs.gov/policy/head-start-act/sec-636-statement-purpose>

3. Implementing program regulations are published as the Head Start Program Performance Standards at 45 CFR Parts 1301 to 1305, <https://eclkc.ohs.acf.hhs.gov/policy/45-cfr-chap-xiii>. Additional program guidance is located on the Early Childhood Learning & Knowledge Center (ECLKC), <https://eclkc.ohs.acf.hhs.gov/>. Recipients must act in compliance with the Program Instructions and Information Memoranda. For full text, go to <https://eclkc.ohs.acf.hhs.gov/policy/pi> and <https://eclkc.ohs.acf.hhs.gov/policy/im>.

4. This award is subject to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements (UAR) for HHS Awards found at 45 CFR Part 75 at <https://www.ecfr.gov/current/title-45/subtitle-A/subchapter-A/part-75>.

**a. For awards issued before October 1, 2024**, HHS adopted from the federalwide UAR 2 CFR 200:

- i. Subpart D – Post Federal Award Requirements – Closeout at 2 CFR 200.344

**b. For awards issued on or after October 1, 2024**, per the Federal Register (FR), 89 FR 80055, HHS' UAR at 45 CFR Part 75 includes eight (8) regulatory provisions that HHS adopted from the federalwide UAR 2 CFR 200. This award is subject to the following eight (8) regulatory provisions in 2 CFR 200:

- i. Subpart A – Acronyms and Definitions – 2 CFR 200.1 “Modified Total Direct Cost (MTDC)”

- ii. Subpart D – Post Federal Award Requirements – Disposition of Equipment at 2 CFR 200.313(e)

- iii. Subpart D – Post Federal Award Requirements – Supplies at 2 CFR 200.314(a)

- iv. Subpart D – Post Federal Award Requirements – Micro-purchase thresholds at 2 CFR 200.320

- v. Subpart D – Post Federal Award Requirements – Fixed amount subawards at 2 CFR 200.333

- vi. Subpart D – Post Federal Award Requirements – Closeout at 2 CFR 200.344

- vii. Subpart E – Cost Principles – Indirect Costs – De minimis rate at 2 CFR 200.414(f)

- viii. Subpart F – Audit Requirements – Single Audit at 2 CFR 200.501



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5. This award is subject to Executive Orders in the Federal Register available at <https://www.federalregister.gov/presidential-documents/executive-orders>

6. This award is subject to requirements or limitations in any applicable Appropriations Act available at <https://crsreports.congress.gov/>.

7. This award is subject to the Administrative and National Policy Requirements at <https://www.acf.hhs.gov/grants/administrative-and-national-policy-requirements>.

8. This award is subject to the HHS Grants Policy Statement (HHS GPS).

**a. For awards issued before October 1, 2024**, this award is subject to the HHS Grants Policy Statement: <https://www.hhs.gov/sites/default/files/grants/grants/policies-regulations/hhsgps107.pdf> This includes requirements in Parts I and II. Although consistent with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply to this award apart from any coverage in the HHS GPS.

**b. For awards issued on or after October 1, 2024**, this award is subject to the requirements of the HHS Grants Policy Statement (HHS GPS) that are applicable based on your recipient type and the purpose of this award. This includes requirements in Parts I and II available at <https://www.hhs.gov/grants-contracts/grants/grants-policies-regulations/index.html>. Although consistent with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply to this award apart from any coverage in the HHS GPS.

### **COST SHARING OR MATCHING (NON-FEDERAL SHARE) OF PROGRAM FUNDING**

9. Recipients are required to meet a non-federal share of the project cost, in accordance with Section 640(b) of the Head Start Act, 42 U.S.C. § 9835(b). Recipients must provide at least 20 percent of the total approved cost of the project. The total approved cost of the project is the sum of the ACF (federal) share and the non-federal share. The non-federal share may be met by cash or in-kind contributions. Any shared costs or matching funds and all contributions, including cash and third-party in-kind contributions, must be accepted as part of the recipient's cost-sharing or matching when such contributions meet all criteria listed in 45 CFR § 75.306.

10. The responsible HHS official may approve a waiver of all or a portion of the non-federal match requirement based on a recipient's written application submitted for the budget period and any supporting evidence the responsible HHS official requires. In deciding whether to grant a waiver, the responsible HHS official will consider the circumstances specified at section 640(b) of the Act and whether the recipient made a reasonable effort to comply with the non-federal match requirement.

**a. Matching Waiver Pursuant to 48 U.S.C. 1469a(d)** Matching requirements (including in-kind contributions) of less than \$200,000 are waived under awards made to the governments of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands (other than those consolidated under other provisions of 48 U.S.C. 1469) pursuant to 48 U.S.C. 1469a(d). This waiver applies whether the matching required under the award equals or exceeds \$200,000.

### **FINANCIAL REPORTING**

11. The OMB approved Financial Reporting form for this program is the Federal Financial Reports (SF-425). This form must be submitted in the Payment Management System (PMS) as described in ACF-PI-OHS-24-01: <https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-ohs-24-01>.



## Department of Health and Human Services

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Federal Award Date: 05/19/2025

a. *PMS SF-425 Information*: <https://pms.psc.gov/grant-recipients/ffr-updates.html>

b. For support using PMS, contact your PMS Liaison Accountant: <https://pms.psc.gov/find-pms-liaison-accountant.html>

c. *Post-Award Reporting Forms and Instructions*: <https://www.grants.gov/forms/forms-repository/post-award-reporting-forms>

12. *Obligation Deadline*: Funds must be obligated within the budget period established by the Notice of Award (NoA) on Line 19. If funds cannot be obligated within the established budget period, recipients may apply to carryover the balance or for a no-cost extension, as applicable, in Head Start Enterprise System (HSES) applications. Applications for a carryover balance should be initiated once the actual unobligated balance is known (generally during the period allowed for preparation and submission of the annual Federal Financial Report. Applications for a no-cost extension must be submitted at least 10 calendar days before the end of the period of performance of the award.

13. *Liquidation Deadline*:

a. Recipients must liquidate all financial obligations incurred under the Federal award no later than 90 calendar days after the end date of the budget period, except for the final budget period, unless the Federal awarding agency or pass-through entity authorizes an extension,

b. During the final budget period within a period of performance recipients must liquidate all financial obligations incurred under the Federal award no later than 120 calendar days after the end date of the period of performance unless the Federal awarding agency or pass-through entity authorizes an extension. Any funds not expended by this timeframe must be returned to the U.S. Department of Health and Human Services.

### PROGRAM REPORTING

14. The OMB approved Program Report form for this program is the Head Start Program Information Report (PIR, OMB Control No. 0970-0427). All grant recipients and sub-recipients are required to submit a PIR for Head Start and Early Head Start programs annually. PIR submissions are only accepted electronically using the Head Start Enterprise System (HSES).

a. PIR guidance, reference materials, change highlights and frequently asked questions are available at: <http://eclkc.ohs.acf.hhs.gov/pir>.

b. For assistance and/or support contact the HSES help desk at [help@hsesinfo.org](mailto:help@hsesinfo.org)

### PROPERTY REPORTING

15. This award is subject to the Property Related T&Cs found at <https://www.acf.hhs.gov/grants/manage-grant/grant-award/property-terms>.

16. The OMB approved property reporting is the following:

a. *Real Property Reports (SF-429s)*. The SF-429 Real Property forms are applicable to this program and must be submitted as described in ACF-PI-HS-17-03: <https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-hs-17-03>.

i. For assistance accessing the SF-429: <https://home.grantsolutions.gov/home/recipient-oldc-training->



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### resources/

ii. For assistance completing the SF-429s, please contact [OGM-RealProperty429@acf.hhs.gov](mailto:OGM-RealProperty429@acf.hhs.gov)

iii. Under 45 CFR §75.323, all real property, equipment, and intangible property acquired or improved with ACF funds must be held in trust by the non-federal entity as trustee for the beneficiaries of the project or program under which the property was acquired or improved. Post-award requirements of Part 1303 must be met and the federal interest resulting from purchase, construction and major renovation activities must be protecting by filing or posting a notice of federal interest as required by 45 CFR §1303.46 - §1303.49.

b. Tangible Property Report (SF-428s). The SF-428-B Tangible Personal Property Report -Final Report must be submitted as described in ACF-PI-OHS-24-01: <https://eclkc.ohs.acf.hhs.gov/policy/pi/acf-pi-ohs-24-01>. The SF-428-C Tangible Personal Property Report – Disposition Request/Report must be submitted as described in the Tangible Personal Property Guidance: [https://www.acf.hhs.gov/grants/manage-grant/property/tangible-property#book\\_content\\_0](https://www.acf.hhs.gov/grants/manage-grant/property/tangible-property#book_content_0)

i. The fillable SF-428 forms must be completed and uploaded in the Grant Notes section of GS. The Category Type of the Grant Note is Tangible Personal Property Report (SF-428).

ii. Downloadable version of fillable SF-428: <https://www.grants.gov/forms/forms-repository/post-award-reporting-forms>

iii. *GS User Guide*: Grant Notes: [Microsoft Word - User Guide Recipient Grants List and Details GRANTS LIST .docx \(grantsolutions.gov\)](#) and [Quick Sheet: Grant Notes \(grantsolutions.gov\)](#)

### **EFFECTIVE PERIOD**

17. These program-specific *Supplemental Terms and Conditions* are effective on the date shown in the top right of the page and will remain in effect until updated. They will be updated and reissued only as needed whenever a new program-specific statute, regulation or other requirement is enacted or whenever any of the applicable existing Federal statutes, regulations, policies, procedures or restrictions is amended, revised, altered, or repealed. These program-specific *Supplemental Terms and Conditions* are applicable to your award when they have been incorporated by reference in your Notice of Award or subsequent award amendments.

### **POINTS OF CONTACT**

18. Points of contact for additional information or questions concerning either the operation of the program or related financial matters can be found in the Head Start Enterprise System (HSES).

### **AWARD PAYMENT**

19. This award will be paid through the Department of Health and Human Services, Payment Management Services, operating under the Program Support Center (PSC). The PSC provides automated award payment and cash management services from awards issued by Federal Government Awarding Agencies through the centralized payment system, Payment Management System (PMS). For more detailed information on payment through PMS, go to <https://pms.psc.gov/>. Drawing funds from PMS indicates acceptance and agreement to the T&Cs of the award.

### **UNIQUE ENTITY IDENTIFIER (UEI) NOTICE**



**Department of Health and Human Services**

Administration for Children and Families

**Notice of Award**

Award# 02CH012714-02-00

FAIN# 02CH012714

Federal Award Date: 05/19/2025

20. All applicants and recipients must have an active System for Award Management (SAM) registration and UEI issued. ACF recommends that organizations start the renewal process at least 30 days prior to expiration to avoid delays in federal funding. Entities can search for help at Federal Service Desk (FSD) any time or request help from an FSD agent Monday–Friday 8 a.m. to 8 p.m. ET at [https://www.fsd.gov/gsafsd\\_sp](https://www.fsd.gov/gsafsd_sp) This award is subject to requirements as set forth in 2 CFR 25.110.

### **30. REMARKS (Continued from previous page)**

Under Section 638 of the Head Start Act, this action awards Cortland County Community Action Program, Inc. funds for the budget period of 06/01/2025-05/31/2026 within the project period of 07/01/2024-06/30/2029 for the operation of a Head Start Preschool and Early Head Start program in the designated service area(s).

The projected annual funding levels based on the application submitted for this period are \$732,810 for Head Start Preschool operations; \$2,696,169 for Early Head Start operations; \$5,230 for Head Start Preschool training and technical assistance; and \$41,170 for Early Head Start training and technical assistance.

Head Start Preschool population: 34 children.

Designated Head Start Preschool service area(s): Cortland County.

Approved program option(s) for the Head Start Preschool program: Center-based.

Early Head Start population: 88 infants, toddlers, and pregnant women.

Designated Early Head Start service area(s): Cortland County.

Approved program option(s) for the Early Head Start program: Center-based.

This grant is subject to the requirements included in Attachment 1.

## **Attachment 1**

**Award Number: 02CH012714/02**

**Recipient Organization: Cortland County Community Action Program, Inc.**

This grant is subject to Section 644(b) of the Head Start Act and 45 C.F.R. § 1303.5 limiting development and administrative costs to a maximum of 15 percent of the total costs of the program, including the non-federal match contribution of such costs. The requirements for the limitation of 15 percent for development and administrative costs apply to the budget period unless a waiver is approved. Any request for a waiver of the limitation on development and administrative costs that meets the conditions under 45 C.F.R. § 1303.5 must be submitted in advance of the end of the budget period. Any waiver request submitted after the expiration of the project period will not be considered.

The HHS Uniform Administrative Requirements (see 45 C.F.R. § 75.308(c)(1)(ii)) provide the authority to ACF to approve key staff of Head Start grant recipients. For the purposes of this grant, key staff is defined as the Head Start Director or person carrying out the duties of the Head Start Director if not under that title and the Chief Executive Officer, Executive Director and/or Chief Fiscal Officer if any of those positions is funded, either directly or through indirect cost recovery, more than 50 percent with Head Start funds.

Section 653 of the Head Start Act prohibits the use of any federal funds, including Head Start grant funds, to pay any portion of the compensation of an individual employed by a Head Start agency if that individual's compensation exceeds the rate payable for Level II of the Executive Schedule.

Prior written approval must be obtained for the purchase of equipment and other capital expenditures as described in 45 C.F.R. § 75.439(a). Prior written approval must also be obtained under 45 C.F.R. § 75.439(b)(3) and 45 C.F.R. Part 1303 Subpart E - Facilities to use Head Start grant funds for the initial or ongoing purchase, construction, and major renovation of facilities. No Head Start grant funds may be used toward the payment of one-time expenses, principal and interest for the acquisition, construction or major renovation of a facility without prior written approval of the Administration for Children and Families.