



Cortland County Community Action Program, Inc. (CAPCO)

Board of Directors *Annual Meeting*

December 11, 2025

Agenda

- I. Call to Order
- II. U.S. Pledge of Allegiance
- III. Reciting of the Community Action Promise
- IV. Motion for Approval of October 2025 meeting minutes
- V. Standing Committee Reports
 - 1) PP&E Committee—met on Thursday, November 13, 2025.
 - a) **Resolution 25-64:** HS/EHS PY24-25 Annual Report
 - b) **Resolution 25-65:** HS/EHS PY25-26 Self-Assessment
 - c) **Resolution 25-66:** HS/EHS Limited Exception Vacancy policy
 - d) **Resolution 25-67:** 4th Quarter CSBG PPR
 - e) **Resolution 25-68:** 2025 full Agency Annual Report
 - 2) Board Development—met on Tuesday, November 18, 2025.
 - a) **Resolution 25-69:** Resignation of Shelley Warnow
 - b) **Resolution 25-70:** 2026 Slate of Officers
 - c) **Resolution 25-71:** Redesignation of Patricia Schaap’s seat
 - d) **Resolution 25-72:** Redesignation of Kellie Given’s seat
 - e) **Resolution 25-73:** Redesignation of Jeanette Dippos’s seat
 - f) **Resolution 25-74:** Redesignation of Sandra Aloï’s seat
 - 3) Finance/Audit Committee—met on Thursday, November 20, 2025.
 - a) **Resolution 25-75:** 5-year Healthy Families contract & budget submission
 - b) **Resolution 25-76:** 25-26 HEAP contract & budget submission
 - c) **Resolution 25-77:** 25-26 DOE contract & budget submission
 - d) **Resolution 25-78:** Conversion to NetSuite accounting software
 - 4) Executive Committee—met on Monday, December 1, 2025.
 - a) **Resolution 25-79:** 2026 Pay & Holiday schedules
 - b) **Resolution 25-80:** update to Sick Leave Personnel Policy & Procedure
 - c) **Resolution 25-81:** Outsourced janitorial services
 - d) **Resolution 25-82:** new Mission Statement
 - e) **Resolution 25-83:** new Vision & Values statements
 - f) **Resolution 25-84:** 2025 Strategic Plan review & updates
 - g) **Resolution 25-85:** 2025 Executive Director Compensation Study
- 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) **Special recognitions**

XI. Executive Session, if needed.

a) **Resolution 25-86**

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
October 25, 2025
Meeting Minutes

- I. **Call to Order**-Meeting called to order at 12:00 pm.
Members Present: Sandy Aloï, Melissa Alvord, Doug Bentley, Terry Coon, April Dennison, Jeannette Dippo, Kellie Givens, Billie MacNabb, Lynne Sypher, Shelley Warnow, Robert Knobel, Larry Woolheater,
Members Excused: Mary Beth Mathey, Ella Dilorio, Patty Schaap, Lynne Sypher
- II. **U.S. Pledge of Allegiance**
- III. **Reciting of the Community Action Promise**
- IV. ***Motion for Approval of September 2025 meeting minutes: Motion to approve by Sandy Aloï, second by Jeanette Dippo. Motion carried.***
- V. **Standing Committee Reports**
 - 1) **PP&E Committee**—met on Thursday, October 9, 2025, via Zoom. Reviewed the July and August 2025 Head Start and Early Head Start Management reports. Jenn noted that with more Early Head Start Services, we are seeing an increase in the number of children receiving special services. Deanna presented the 3rd quarter HF data reports. There were a few discrepancies attributed to new staff learning documentation. This has been addressed. Overall, the program had a 93% home visiting rate, with 4 staff completing 100% of their home visits. Agency management staff will be holding a retreat at Greek Peak on November 21st to review the Strategic Plan and Mission Statement. Greg updated the committee on the situation with the unhoused, the County, and the temporary day space.
 - a) ***Resolution 25-62: Motion to approve the 3rd Quarter Healthy Families Data Reports made by Jeanette Dippo, second by Terry Coon. Motion carried.***
 - 2) **Board Development**—did not meet. Shelley has informed the board that with changes to staffing, her winter trip south and upcoming term expirations of other board members, she intends to leave her board office at the end of this year, a couple months before her term ends.
 - 3) **Finance/Audit Committee**—met on Thursday, October 16, 2025. We are working on moving to a new electronic accounting system with ProNexus. We continue to monitor our cash daily due to the government shutdown. For now, we have enough cash reserves to continue operating as usual. Should we start to consider accessing our line of credit, the board will be informed. We are working with a sub-committee of the County Transportation Advisory Committee to develop a new 5310 proposal. This would be separated from the 5310 grants we have, and we would be a sub-contractor of the county. We still have not been able to submit our final SF-425 for Head Start because of the shutdown. We are documenting our efforts to reach someone and complete the report. The 25-26 contract for Energy Services has been approved. We are still waiting for our

advance and the ability to voucher. The contract started August 1. The new CSBG contract began on October 1st. We do not anticipate any carryover this year. The new WIC budget also began on October 1st. NOEP payments are coming, we are not caught up, but we are getting closer.

Motion to approve the Financial Statements made by Robert Knobel, second by April Dennison. Motion carried.

a) Resolution 25-63: Motion to approve the 2025-2026 NOEP Budget made by Jeannette Dippo, second by Terry Coon. Motion carried.

4) **Executive Committee**-did not meet

VI. Executive Director Report- Greg reviewed his report. There was an in-depth discussion of the situation with the unhoused in Cortland, meetings with the County and the temporary day space. He also talked about the shutdown and advocacy efforts. The board was updated on CAPCO's incredible showing at the NYSCAA/NYSWDA conference and awards dinner. CAPCO received three awards.

VII. Program Director Reports-in the interest of time, Directors offered to answer questions on their written reports.

- a) Deputy Director-working on cleaning up files, training for transition
- b) Energy Services-budget concerns, Stacy selected as a Board member for NYSWDA, working on Healthy Homes start.
- c) Family Development-Gail Bundy, Adult Education has retired, adult education received an award at the conference, received a \$1,000 grant from Fidelis for turkeys, working on transitioning Healthy Families.
- d) Head Start/Early Head Start-new policy council year is beginning, looking for 4 staff, looking for a couple UPK children to fill classrooms
- e) WIC-working on marketing and outreach with MediaBrush, preparing for b-annual regional office visit, Amanda Keep, Nutrition Assistant, received an award at the conference.

VIII. Head Start Policy Council Update-

IX. Old Business-none

X. New Business-Kirsten will send out Survey Monkey for Greg's evaluation. We will also be sending a Survey Monkey document to get input on the Mission Statement revision. Committees will meet in November, and our next meeting is the Annual Board meeting on December 11, 2025, at the Cortland Elks. The agency will be closing at noon on December 19 for a celebration of the holidays and Kirsten's retirement.

XI. Executive Session-none needed.

XII. Adjournment at 1:15 pm.

PP&E Committee Meeting

November 13, 2025

Members present: Melissa Alvord, Terry Coon, Jeanette Dippo. **Members excused:** Billie MacNabb, Lynne Sypher

Staff: Greg Richards, Jennifer Geibel, Brandy Strauf, Kirsten Parker

Meeting called to order at 12:01.

Head Start/Early Head Start Management Reports

Jenn reviewed the Head Start and Early Head Start reports for September 2025. A lot of the numbers are low because it was the first month of the school year. There was nothing unexpected in the report. Jenn explained that although there were a fair number of “incidents/accidents”, they were age-appropriate toddler falls, trips, bites, etc.

Head Start/Early Head Start Annual Report for Program Year 2024-25

Jenn presented the HS/Early Head Start Annual Report. Head Start leadership gathers the data for this comprehensive report and Kristi and Jenn put it together. Jenn discussed some of the new strategies that the program plans to use to increase in-kind. She also pointed out that most families are qualifying for Head Start and Early Head Start by proving SNAP eligibility. She explained the use of “The Creative Curriculum” and how that ties to “Teaching Strategies Gold,” which is used to assess school readiness.

Motion to approve the Annual Head Start/Early Head Start Annual Report for Program Year 2024-25 made by Jeanette Dippo, 2nd by Terry Coon. Motion carried.

Head Start/Early Head Start Annual Self-Assessment for Program Year 2025-26

Jenn presented the Annual Self-Assessment for the current program year. She explained the goals from last year and would continue and which are considered complete, explaining the new goals developed for this program year and the methodology used to develop the goals.

Motion to approve the Annual Head Start/Early Head Start Self-Assessment for Program Year 2025-26 made by Jeanette Dippo, 2nd by Melissa Alvord. Motion carried.

Head Start/Early Head Start approval of new policy-Limited Exceptions to Slot Vacancies.

This is a new policy developed in response to an informational memo from the Office of Head Start allowing exceptions to the policies around when a program slot must be considered vacant and offered to a child from the waiting list. The old policy said the slot must be filled as soon as the family confirmed the child was not returning or if the child had not attended for a maximum of 30 days. This policy allows 45 days before the slot must be filled under certain specific circumstances and outlines the procedures for the exceptions.

Jeanette Dippo suggested if the informational memo allows, we make the conditions a little less specific and change the wording on the policy to “limited exceptions, including but not limited to...”. Jenn will check and see if that change is possible and report back at the full board meeting.

Motion to approve Policy ER09 Limited Exceptions to Slot Vacancies with the possible change above made by Terry Coon, 2nd by Jeanette Dippo. Motion carried.

2025 Tracs Report Review

Greg shared the official results of the TRACS review. We were 100% in compliance, there were no findings, recommendations, or deficiencies.

4th Quarter 2025 CSBG Periodic Performance Report (PPR)

Brandy reviewed the 4th quarter PPR. She explained the methodology for data collection & the overall process of developing our work plan & managing progress through the PPR. We were on target for most categories of service impact with explanations for any that were outside the acceptable 80-120% range. There was nothing unexpected based on ongoing reports to the Board.

Motion to accept the 4th Quarter 2025 CSBG Periodic Performance Report (PPR) made by Terry Coon, 2nd by Jeanette Dippo. Motion carried.

2025 Agency Annual Report

Greg reviewed the 2025 Agency Annual Report in detail with the committee. Greg discussed the process for putting the report together with much of the data-based on the 4th Quarter CSBG PPR. The document will be officially published on our website & social media pages following the full Board's review & approval at the Annual Meeting. The committee liked the new layout with data more digestible throughout the document and pictures showing our activities & impact throughout the year.

Motion to approve the 2025 Agency Annual Report made by Terry Coon, 2nd by Jeanette Dippo. Motion carried.

The committee was reminded that the next board meeting is the Annual Meeting on December 11 at the Elks at 11:30 am.

Meeting Adjourned at 01:10 pm.

Monthly Family Engagement Report

Month: SEPTEMBER

Staff: Trudy Happel

Center	Scheduled Activities	Date of Activity	# of Families	# of People	# of Males	# of families in center	% of families involved
Cosimo 1	PCM- Footprints & PC	9/24	0	0	0	7	0%
	FE- Sensory bag	9/26	0	0	0	7	0%
Cosimo 2	PCM- Footprints & PC	9/25	3	3	1	8	38%
	FE- Squish paint	9/30	5	6	0	8	63%
Cosimo 3	PCM- Footprints & PC	9/23	5	6	1	7	71%
	FE- Fall wreath	9/29	7	7	1	7	100%
ELC 1	PCM- Reading & PC	9/19	1	2	1	8	13%
	FE- Footprint pumpkins	9/29	4	4	1	8	50%
ELC 2	FE- Name painting	9/19	5	5	2	7	71%
	PCM- Feelings chart & PC	9/26	2	2	0	7	29%
ELC 3	PCM- Feelings chart & PC	9/18	4	7	2	7	57%
	FE- Fingerpainting	9/26	5	6	1	8	63%
ELC 4	FE- All about me project	9/17	4	5	1	6	67%
	PCM- Feelings chart & PC	9/24	3	3	2	6	50%
ELC 5	PCM- Feelings chart & PC	9/25	3	3	0	8	38%
	FE- Getting to know you	9/30	4	4	0	8	50%
Johnson 1	FE- Scavenger hunt	9/17	5	5	2	8	63%
	PCM- All about me & PC	9/23	5	5	2	8	63%
South Main 1	FE- Fall window cling	9/19	7	8	1	8	88%
	PCM- Leaves & PC	9/26	5	6	1	8	63%
South Main 2	PCM- Leaves & PC	9/22	3	3	0	8	38%
	FE- Baby doll circle time	9/25	3	4	1	8	38%
Johnson 2	FE- Color hunt	9/10	16	17	3	17	94%
	PCM- All about me & PC	9/25	9	9	0	17	53%
Johnson 3	PCM- All about me & PC	9/18	13	13	2	17	76%
	FE- Fingerpainted trees	7/14	12	15	2	17	71%

MONTHLY FAMILY SERVICES REPORT

Employee Name: Trudy Happel

Month/Year: **September 25**

Center	Enrolled	Accepted (but not enrolled)	Withdrawn	% of Daily Attendance	# of Over Income	# of Under 130%	# of Home Visits Scheduled	# of Home Visits Completed	# of Goals that have been formalized	# of Goals that have been achieved	# of Homeless Children
Cosimo 1	8	7	1	86	0	0	8	1	1	0	0
Cosimo 2	8	8	0	75	0	0	7	2	2	0	0
Cosimo 3	8	7	1	95	0	0	7	4	8	0	0
ELC 1	8	8	0	88	0	0	11	5	0	0	0
ELC 2	8	8	0	84	1	0	4	2	0	0	1
ELC 3	8	7	1	92	0	0	8	2	0	0	0
ELC 4	8	7	1	98	1	0	4	4	0	0	0
ELC 5	8	8	0	94	0	0	2	2	0	0	0
Johnson 1	8	8	0	88	1	0	3	2	0	0	0
South Main 1	8	7	1	95	2	0	5	2	4	0	1
South Main 2	8	8	0	85	0	1	6	4	5	0	0
TOTAL	83	5	1	89%	5	1	65	30	20	0	2

Center	Enrolled	Accepted (but not enrolled)	Withdrawn	% of Daily Attendance	# of Over Income	# of Under 130%	# of Home Visits Scheduled	# of Home Visits Completed	# of Goals that have been formalized	# of Goals that have been achieved	# of Homeless Children
Johnson 2	17	17	0	92	0	0	7	7	2	0	0
Johnson 3	17	17	0	90	0	0	9	6	3	1	0
TOTAL	34	0	0	91%	0	0	16	13	5	1	0

Waitlists:

EHS	Over Income	13
	Under 130%	2
	Under 100%	12

HS	Over Income	16
	Under 130%	2
	Under 100%	21

Attendance Letters Sent
1- Johnson 2
1- Johnson 3

Center	Enrolled	Accepted (but not enrolled)	Withdrawn	% of Daily Attendance	
Smith 1	16	14	0	2	85
Smith 2	16	15	0	0	87
TOTAL	29	0	2	86%	

Waitlist:

UPK	0
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MONTHLY POLICY COUNCIL REPORT
Health Services- Incident/Accident Report

Employee Name: Mmselle Sonnacchio

Month: SEPTEMBER 2025

Center	# of Children Enrolled	# of Incident/Accidents in the BATHROOM	# of Incident/Accidents in the CLASSROOM	# of Incident/Accidents in the GROSS MOTOR	# of Incident/Accidents in the HALLWAY	# of Incident/Accidents in the PLAYGROUND	# of Incident/Accidents in the OTHER	# of TOTAL Incident/Accidents
COSIMOS 1	7		2					2
COSIMOS 2	8		2					2
COSIMOS 3	7					2		2
ELC 1	8		1					1
ELC 2	8		9	2				11
ELC 3	7		1			2		3
ELC 4	7		1			1		2
ELC 5	8		1			2		3
JOHNSON 1	8		1			2		3
SOUTH MAIN 1	7		1			1		2
SOUTH MAIN 2	8		6			1	3	10
TOTALS	83	0	25	2	0	11	3	41

Center	# of Children Enrolled	# of Incident/Accidents in the BATHROOM	# of Incident/Accidents in the CLASSROOM	# of Incident/Accidents in the GROSS MOTOR	# of Incident/Accidents in the HALLWAY	# of Incident/Accidents in the PLAYGROUND	# of Incident/Accidents in the OTHER	# of TOTAL Incident/Accidents
JOHNSON 2	17		4					4
JOHNSON 3	17		4			2	2	8
TOTALS	34	0	8	0	0	2	2	12

Center	# of Children Enrolled	# of Incident/Accidents in the BATHROOM	# of Incident/Accidents in the CLASSROOM	# of Incident/Accidents in the GROSS MOTOR	# of Incident/Accidents in the HALLWAY	# of Incident/Accidents in the PLAYGROUND	# of Incident/Accidents in the OTHER	# of TOTAL Incident/Accidents
PARKER 2	14		2				1	3
PARKER 2	15	3	7				1	11
TOTALS	29	3	9	0	0	0	2	14

Comments: There was 1 incident reported to OCFS in September (Cos 1: Hit lip on a shelf, had 3 stitches from previous injury @ home, eval as precaution).
 There were 2 staff incidents one in ELC 2 (Bumped head on shelf) and South Main 1 (Bitten on left arm).

Employee Name: Mmselle Sonnacchio

Month: SPETEMBER 2025

Center (EHS)	# of Children Enrolled	# of Current Physicals Received	# of Current Immunizations Received	# of 12 Month Lead Results Received	# of 12 Month Lead Results ELEVATED	# of 24 Month Lead Results Received	# of 24 Month Lead Results ELEVATED
COSIMOS 1	7	7	7	N/A		N/A	
COSIMOS 2	8	8	8	7		N/A	
COSIMOS 3	7	7	7	5		0	
ELC 1	8	8	8	N/A		N/A	
ELC 2	8	8	8	7		N/A	
ELC 3	7	7	7	6	1	N/A	
ELC 4	7	7	7	7		2	
ELC 5	8	8	8	6	1	6	
JOHNSON 1	8	8	8	6		5	
SOUTH MAIN 1	8	8	8	5		7	
SOUTH MAIN 2	7	7	7	5		5	
TOTALS	83	83	83	54	2	25	0
		100%	100%				

Comments:

Center (HS)	# of Children Enrolled	# of Current Physicals Received	# of Current Immunizations Received	# of Lead Results Received	# of Lead Results ELEVATED
JOHNSON 2	17	17	17	17	4
JOHNSON 3	17	17	17	17	3
TOTALS	34	34	34	34	7
		100%	100%		

Comments:

Center (UPK)	# of Children Enrolled	# of Current Physicals Received	# of Current Immunizations Received	# of Lead Results Received	# of Lead Results ELEVATED
PARKER 1	14	14	14	10	0
PARKER 2	15	15	15	8	0
TOTALS	29	29	29	18	0
		100%	100%		

HEAD START/ EARLY HEAD START PROGRAM OF CORTLAND COUNTY

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MONTHLY MENTAL HEALTH REPORT EHS /HS

Employee Name: Ashley Abbatiello/Kaylean Contento

Month: September 2025

	Behavior Concerns observed by Mental Health Consultant / Behavioral Specialist	SOS Calls	# Children Receiving Counseling By MH Consultant	Meeting with Classroom Staff Regarding Behavior Concerns	Referral to Mental Health Agency	BIR's	Total # of Behavior Plans in Place	Behavior Plans Implemented this Month	# of Meetings with Family or HV	
									Face to Face	Telephone
ELC 1	0	0	0	0	0	0	0	0	0	0
ELC 2	0	0	0	0	0	0	0	0	0	0
ELC 3	0	0	0	0	0	0	0	0	0	0
ELC 4	0	1	0	0	0	1	0	0	0	0
ELC 5	0	0	0	0	0	0	0	0	0	0
Cosimo 1	0	1	0	0	0	0	0	0	0	0
Cosimo 2	0	0	0	0	0	0	0	0	0	0
Cosimo 3	0	0	0	0	0	0	0	0	0	0
South Main 1	0	0	0	0	0	0	0	0	0	0
South Main 2	0	0	0	0	0	0	0	0	0	0
Johnson 1	0	0	0	0	0	0	0	0	0	0
TOTALS	0	2	0	0	0	1	0	0	0	0

Employee Name: Ashley Abbatiello/ Kaylean Contento

Month: September 2025

	Behavior Concerns observed by Mental Health Consultant/ Behavioral Specialist	SOS Calls	# Children Receiving Counseling By MH Consultant	Meeting with Classroom Staff Regarding Behavior Concerns	Referral to Mental Health Agency	BIR's	Total # of Behavior Plans in Place	Behavior Plans Implemented this Month	# of Meetings with Family or HV	
									Face to Face	Telephone
Johnson 2	0	6	0	0	0	99	0	0	0	0
Johnson 3	0	0	4	2	0	0	0	0	2	2
TOTALS	0	6	4	2	0	99	0	0	2	2

HEAD START/ EARLY HEAD START PROGRAM OF CORTLAND COUNTY

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MONTHLY POLICY COUNCIL REPORT EHS /HS

Special Needs

Employee Name: Jill Dunham

Month: September 2025

	# of Children Receiving Services	# of Children Receiving more than one service	Speech	OT Fine Motor	PT Gross Motor	SEIS Special Ed Itinerant Services	Couns. Play Therapy	1;1 Aide	# of Evals	# of IFSP Mtg	# of Children Declassified	Refused Referral
ELC 1	1	0	0	0	0	1	0	0	0	0	0	0
ELC 2	0	0	0	0	0	0	0	0	0	0	0	0
ELC 3	2	1	1	1	1	0	0	0	1	0	0	0
ELC 4	0	0	0	0	0	0	0	0	0	0	0	0
ELC 5	2	2	2	1	0	2	0	0	0	0	0	0
Cosimo 1	0	0	0	0	0	0	0	0	0	0	0	0
Cosimo 2	3	3	3	1	1	2	0	0	0	0	0	0
Cosimo 3	4	4	2	0	2	4	0	0	0	0	0	0
South Main 1	2	1	2	0	0	1	0	0	0	0	0	0
South Main 2	0	0	0	0	0	0	0	0	0	0	0	0
Johnson 1	4	2	3	2	0	3	0	0	2	1	0	0
TOTALS	18	13	13	5	4	13	0	0	3	1	0	0

22% of 83 enrolled EHS children receiving services

Employee Name: Jill Dunham

Month: September 2025

	# of Children Receiving Services	# of Children Receiving more than one service	Speech	OT Fine Motor	PT Gross Motor	SEIS Special Ed Itinerant Services	Couns. Play Therapy	1;1 Aide	# of Evals	# of Children CPSE Mtg	# of Children Declassified	Refused Referral
Johnson 2	3	3	2	2	2	0	0	0	0	1	0	0
Johnson 3	8	4	7	3	0	1	4	0	1	1	0	0
TOTALS	11	7	9	5	2	1	4	0	1	2	0	0

32% of 34 enrolled HS children receiving services

HEAD START/ EARLY HEAD START PROGRAM OF CORTLAND COUNTY
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MONTHLY MENTAL HEALTH REPORT UPK

Employee Name: Ashley Abbatiello/ Kaylean Contento

Month: September 2025

	Behavior Concerns observed by Mental Health Consultant/ Behavioral Specialist	SOS Calls	# Children Receiving Counseling By MH Consultant	Meeting with Classroom Staff Regarding Behavior Concerns	Referral to Mental Health Agency	BIR's	Total # of Behavior Plans in Place	Behavior Plans Implemented this Month	# of Meetings with Family or HV	
									Face to Face	Telephone
Parker 1	0	0	1	0	0	0	0	0	0	0
Parker 2	1	0	1	0	0	0	0	0	0	0
TOTALS	1	0	2	0	0	0	0	0	0	0

Special Needs -UPK

Employee Name: Jill Dunham

Month: September 2025

	# of Children Receiving Services	# of Children Receiving more than one service	Speech	OT Fine Motor	PT Gross Motor	SEIS Special Ed Itinerant Services	Couns. Play Therapy	1;1 Aide	# of Evals	# of Children CPSE Mtg
Parker 1	3	1	3	1	0	0	1	0	0	0
Parker 2	5	3	5	3	0	0	1	1	1	1
TOTALS	8	4	8	4	0	0	2	1	1	1

28% of 29 enrolled UPK children receiving services

The number declassified and referred for September 2025 is 0.

EHS Classroom Happenings

September 2025

ELC 1

We have had a great September! We are getting to know each other and our classroom environment. Some of us do not like to sleep in our cribs but we're continuing to work on it. We have also been working on tummy time and tracking things with our eyes. We love our good morning song and being sung to. We have one friend who is army crawling around. We are starting to get smiles and some cooing. We love being talked to and cuddled. We love our bottles. On September 19th we had our parent committee meeting and we had one family join us. We made baby photo books. On September 29th we made footprint pumpkins for our family activity. 4 families joined us and we also introduced lending library to them.

ELC 2

September was a fun month for ELC 2. It was great getting to know all of our new friends. We went on a lot of walks and the children really enjoyed them. We are getting ready for the Fall season with many arts and crafts. We have made suncatchers with contact paper and scrap paper. We have painted the children's feet and hands to make scarecrows. The children have been really enjoying the large motor room. We have been working on cleaning up toys. We look forward to an amazing year.

ELC 3

This month the ELC 3 children got to know each other and worked on learning our classroom routine. We went to the large motor room

and took many walks. For our PCM, we made emotion check ins and fingerpainted for our family engagement. Our kids have really enjoyed dancing to “Hop Little Bunnies”. They also love the book “The Feelings Book”.

ELC 4

We spent our September getting to know all of our new friends and reconnecting with some of our old friends. We are learning road safety and walking on the rope like the big kids. We’ve explored different ways of painting-paint brushes, cars, and watercolors. We made playdough and learned it might not taste good. One of our favorite things in the classroom is our whiteboard art easel. We love to color with markers. We took home an activity to do with our families, “All About Me” and now they’re hanging for everyone to see all the great things about each other. The last week of September welcomed a new friend to the class and we’re all very excited to play with her.

ELC 5

This month we really spent time getting to know the kids and different things that we can do to help them transition to the classroom. We had a pretty good transition. Alexa went out on maternity leave and Chelsey joined us. She had already spent a little time with us here and there. We made playdough and tried to get outside as much as possible. The kids really enjoy the large motor room. We also made apples with paper plates, glue and red paper. The kids loved it! We had 4 families join us for family engagement and for our PCM.

Cosimos 1

This month our Cos 1 classroom did many activities that involved learning “all about them”. We did some art activities, did a lot of mirror play with children to help them learn a sense of identity and we also sang many songs that had their names in them to make them more familiar with their own name. We went on walks, talking about who/what friend was next to them in the stroller as well as what we see outside. Another daily activity that we did was the wish you well board each morning to acknowledge the children in the classroom and the children that were absent. We use our individual pictures with the children as well and tell them “this is you” and say their name. We also tried out babydoll circle time and started engaging the children with each other and practicing gentle touches.

Cosimos 2

During the month of September, we spent a lot of time learning about our class. We are all making friends and learning everyone’s names. A couple of our children can say their teacher’s names- Cheyanne and Ellie and a couple of their friend’s names. We have done a lot of crafts. We’ve used bingo dobbers on paper. We made pineapples. Ruth did footprint pencils for her PCM. We colored plates to look like pumpkins for our family engagement. We are practicing using gentle touches and asking teachers for help.

Cosimos 3

This month in Cos 3, we focused on the You & Me section of the new curriculum. Helping our friends not only get used to their new environment, but also teachers, peers, routines and transitions. Some of the activities we used were: baby doll circle time, social/emotional books, circle time during breakfast, welcoming

each child with a song and their name. We had our first family engagement and made Fall wreaths with paper plates and crinkled tissue paper and glue. Ms. Ruth held our first PCM and we made pencils with the children's handprints. We also took lots of nice walks.

South Main 1

The children have been working on knowing the schedule/routine of the classroom and making new friends. The new children in the program have been learning how to walk on the rope for walks. While on a walk the children got to see a garbage truck and talk to the driver (Ms. Jess's neighbor). They have made a shake box apple and "I am Me" pictures. We have been working on joining in with circle time. We also enjoyed coloring and learning the first letter of our names. We practiced counting using finger painting dots. We colored pictures and talked about the pictures. We loved playing in the water table. We talked about how our fingerprints are different from others and made prints with them. The children worked on their fine motor skills with lacing beads. We had a visit from Blue Moose Sanitation. We made Fall trees using q-tips. We talked about the colors and sounds of Fall. We made feelings apples (happy, sad, tired, silly).

South Main 2

All of the children have started their school year. The children are beginning to get used to the schedule and routine. We have begun classroom walks and circle time on the rug. We had our baby doll circle time family engagement on 9/25. A few families joined us and we sent home an overview of baby doll circle time to the families

that couldn't attend. We have been practicing and enjoying participating in baby doll circle time in the classroom. We had a successful open house on 9/2. Most of our children were able to get comfortable in the classroom with family support.

Johnson 1

- Played name games to help the children learn each other's names and their teacher's names
- Finger painted on paper
- Practiced gluing-made collages with various materials
- Introduced crayons, markers and bingo doobers
- Practiced classroom rules
- Played follow the leader to help children listen and follow directions
- Rolled playdoh and squeezed playdoh to work on finger muscles
- Ripped paper into pieces in the sensory table
- Played freeze dance
- Popped bubbles

HS Classroom Happenings

September 2025

Johnson 2

- We have made new friends and met some old ones.
- We have worked hard on learning our classroom rules and routines.
- We enjoy using the bigger playground.
- We have gone on a few walks to explore our neighborhood.
- Families learned about policy council with Ms. Holli
- Families came into the classroom to do a color hunt with us.

Johnson 3

Throughout the month of September, our classroom focused on strengthening children's social-emotional development. We introduced strategies that supported children in initiating and joining play with their peers, including modeling simple phrases such as "Can I play?" to help build confidence and encourage positive social connections. We practiced cooperation, sharing, turn-taking, and resolving differences. In addition, we explored emotional awareness by identifying and labeling a variety of feelings, discussing facial expressions, and encouraging children to express their own emotions appropriately.

UPK Classroom Happenings

September 2025

Parker 1

- Learned classroom rules
- Made friends and learned the names of our new friends
- Speech screenings
- Went on a walk and picked up leaves and sticks to make nature collages
- Had a lock out
- Ms. Abygail started
- Science Unit-Astonishing Air
- Started our “All about Me” unit
- Had our first fire drill—we did very well!

Parker 2

We played with Dina the Dinosaur. We went on a dragon hunt, a picnic, and voted on which animals we wish we could be. We played with bubbles and got to know all of our friends.

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-64

WHEREAS, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed HS/EHS PY24-25 Annual Report, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed HS/EHS PY24-25 Annual Report,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the HS/EHS PY24-25 Annual Report.

Shelley Warner

Board President or designee

December 11, 2025

Date



Head Start Early Head Start Annual Report

2024-2025

Policy Council Approval Date:

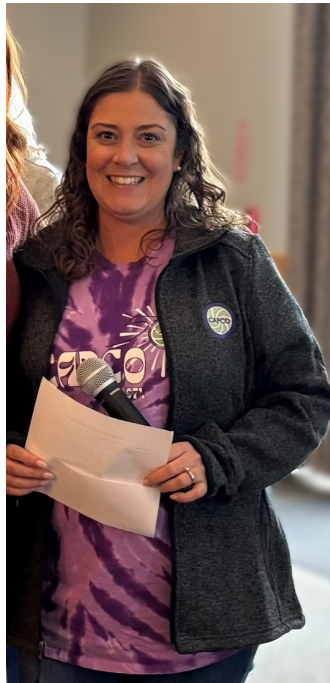
Board of Director's Approval Date:

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From the Director: Jennifer Geibel

I am delighted to share the highlights and achievements of the past year in this annual report. Now in our 51st year of operation, CAPCO Head Start/Early Head Start continues to thrive and make a profound impact on the lives of children and families. Our success is built on the hard work of our dedicated staff, the unwavering support of our partners, and the trust placed in us by the communities we serve. We are excited to look back on a year of progress, celebrate our shared achievements in school readiness and family engagement, and look forward to a future where every child has the opportunity to reach their full potential. Thank you for your continued partnership in this vital work.



MISSION STATEMENTS

CAPCO'S Mission Statement:

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

Head Start/Early Head Start's Mission Statement:

The mission of the CAPCO Head Start/Early Head Start Program is to enhance the sense of dignity and self-worth of all enrolled children and their families through a comprehensive program, which will help them adapt responsibly to present and future environments and life changes.

Operating Highlights:

The program received a positive review from the Office of Head Start in February 2025 for its Focus Area 1 Monitoring review. The under-enrollment plan was successfully completed. Six staff members earned their CDA credential, and two staff members received their FDC credential. For the first time in its history, the Head Start program operated on a full-year schedule. At the close of the fiscal year, the program was able to purchase the full Creative Curriculum for all classrooms, which was a significant investment.

Looking Forward and Opportunities for Growth:

The CAPCO Head Start/Early Head Start Program will positively continue to look ahead to bigger and better things. Our staff and volunteers will inspire our children and families and assist them through the challenges everyone is facing these days. With the endless changes and hardships, Head Start/Early Head Start is looking for more volunteer opportunities in our program to meet our non-federal share, hire qualified staff and retain them, as well as research space prospects.

Financial Summary: Fiscal Year Ending May 2025

Department of Health and Human Services:

- Head Start/Early Head Start Grant \$3,452,699
- Head Start/Early Head Start T & TA \$ 42,533

USDA/CACFP Federal Cash:

- USDA Federal Cash (CACFP Program Reimbursement) \$ 179,739

Universal Pre-K (UPK Cash):

- UPK Cash (Received from Cortland School District) \$ 241,384

County Reimbursements:

- Play Therapy/Counseling \$ 7,605
- 1:1 Aide \$ 9,720

Total Received from Federal, State, and Local: \$3,933,680

Total Non-Federal Share Collected (In-Kind): \$ 617,824

Grand Total with Non-Federal Share: \$4,551,504



FAMILY SERVICES PROGRAM YEAR 2024-2025

Head Start Enrollment

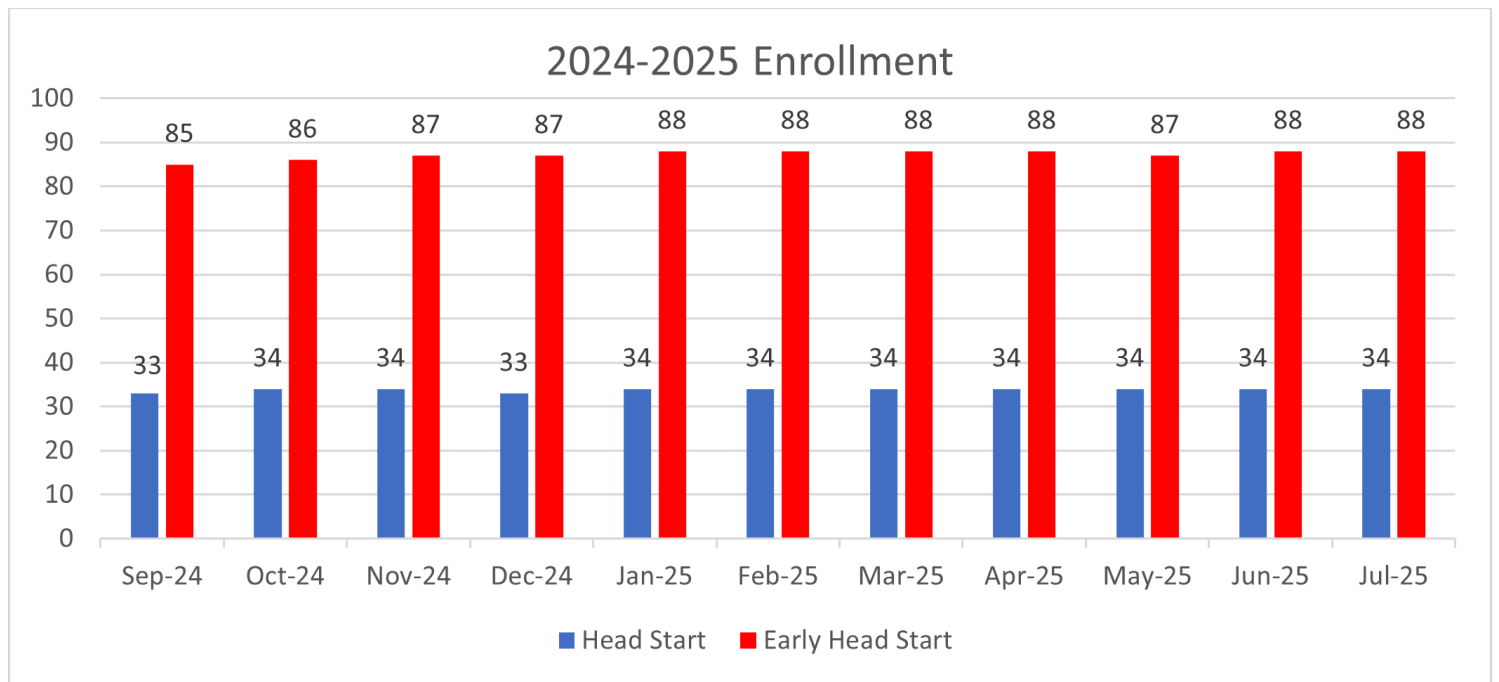
Total number of children served: 40

Total number of families served: 39

Early Head Start Enrollment

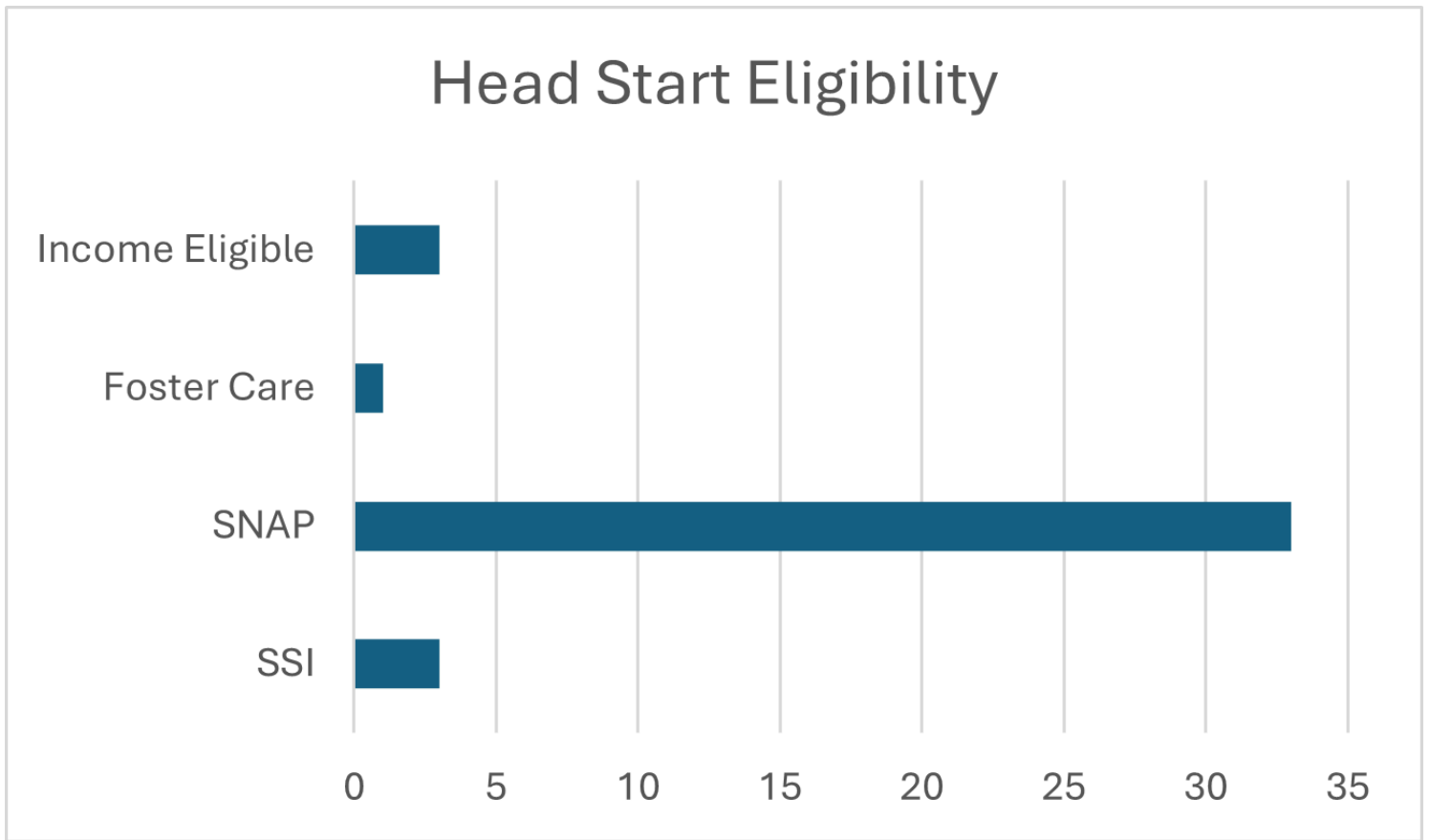
Total number of children served: 93

Total number of families served: 85 Funded enrollment for Head Start is 34 and Early Head Start is 88. The chart below shows the enrollment number reported each month to the regional office.

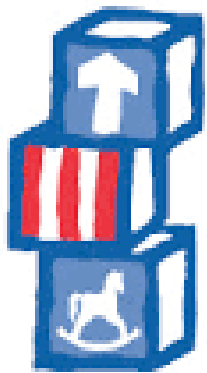
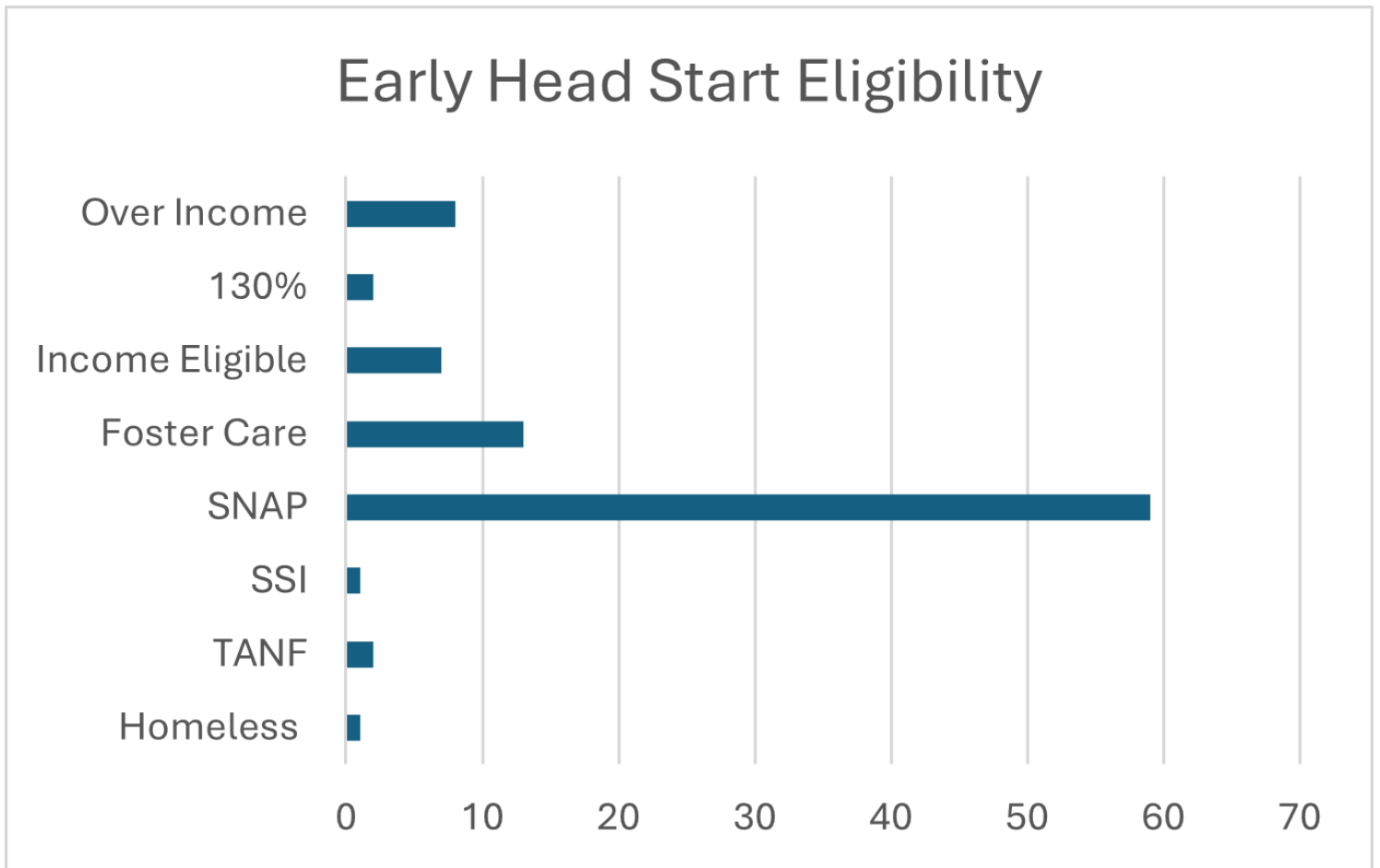


Head Start Child & Family Services, Inc.

Percentage of Eligible Children Served:



Percentage of Eligible Children Served:

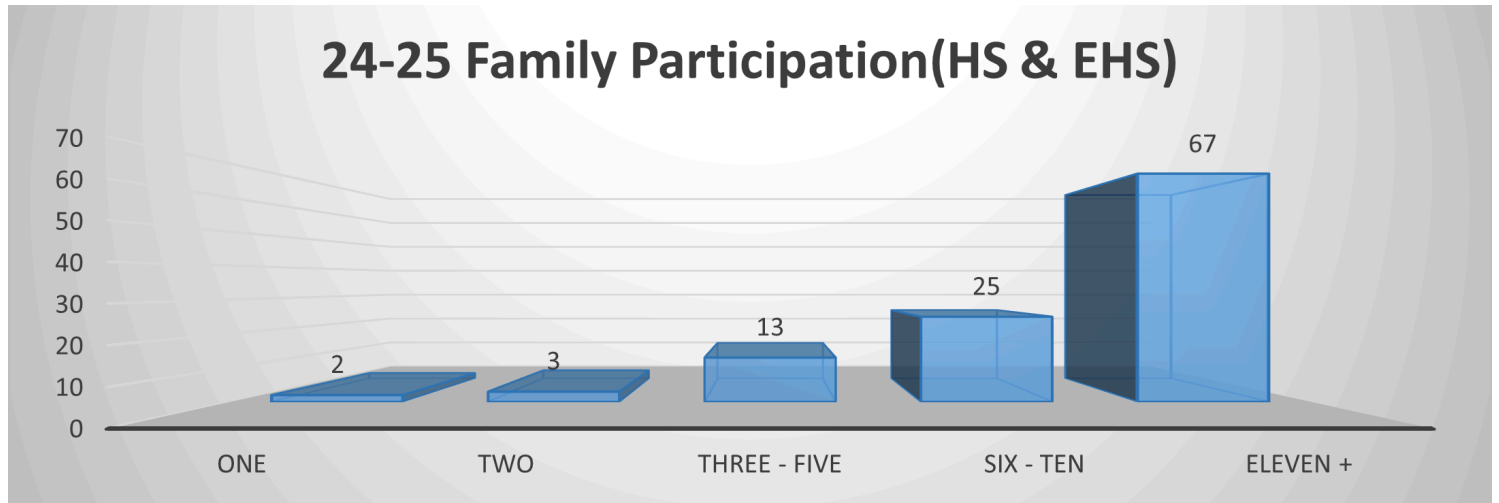


EARLY HEAD START
Learning Begins at Birth

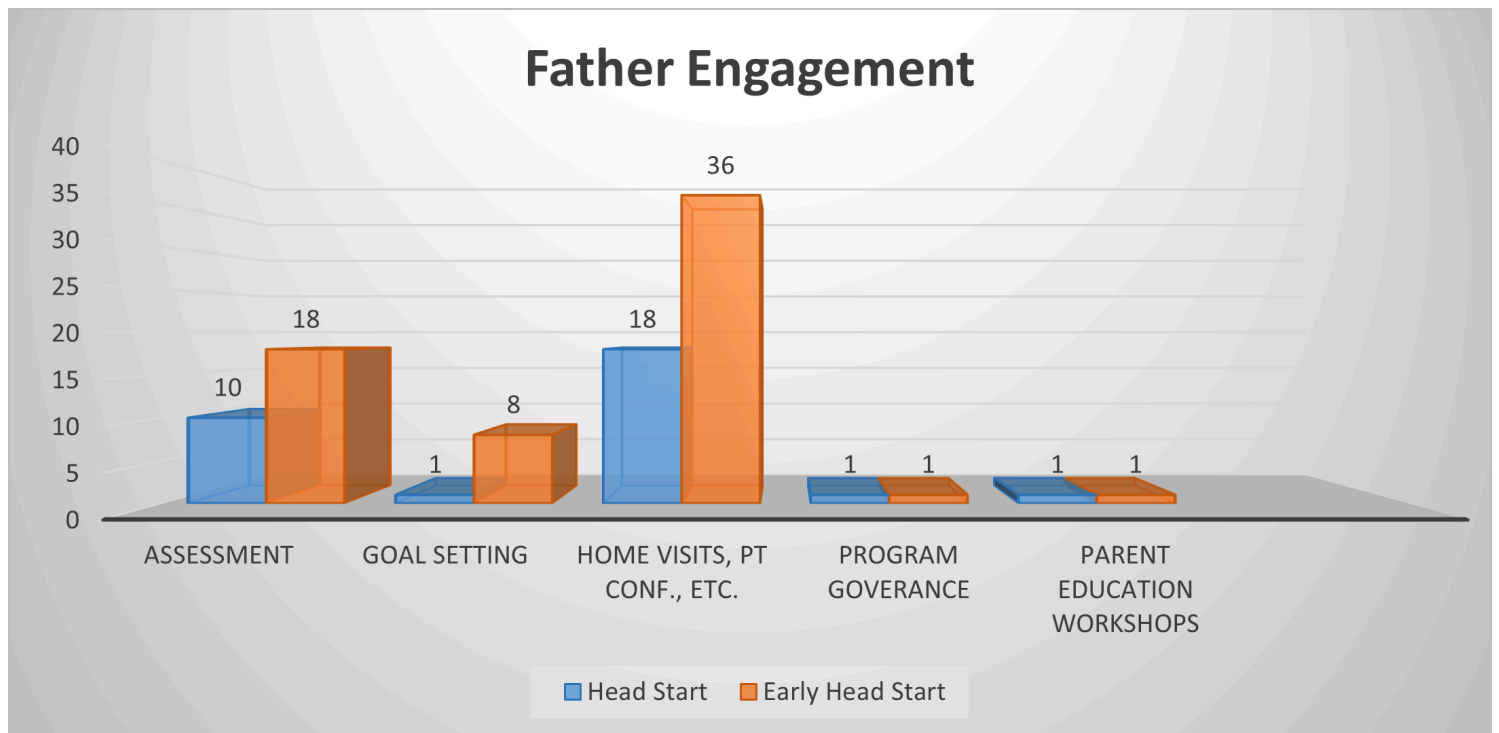
Information about Family Engagement

The program held four (4) program-wide family events, including a 60th birthday bash for Head Start, and 2 fatherhood specific events. In addition, a total of 313 family activities and Parent Committee meetings were offered for families to participate and engage with their children. All the activities touched on at least on family outcome from the PFCE Framework.

Number of opportunities participated in per family.

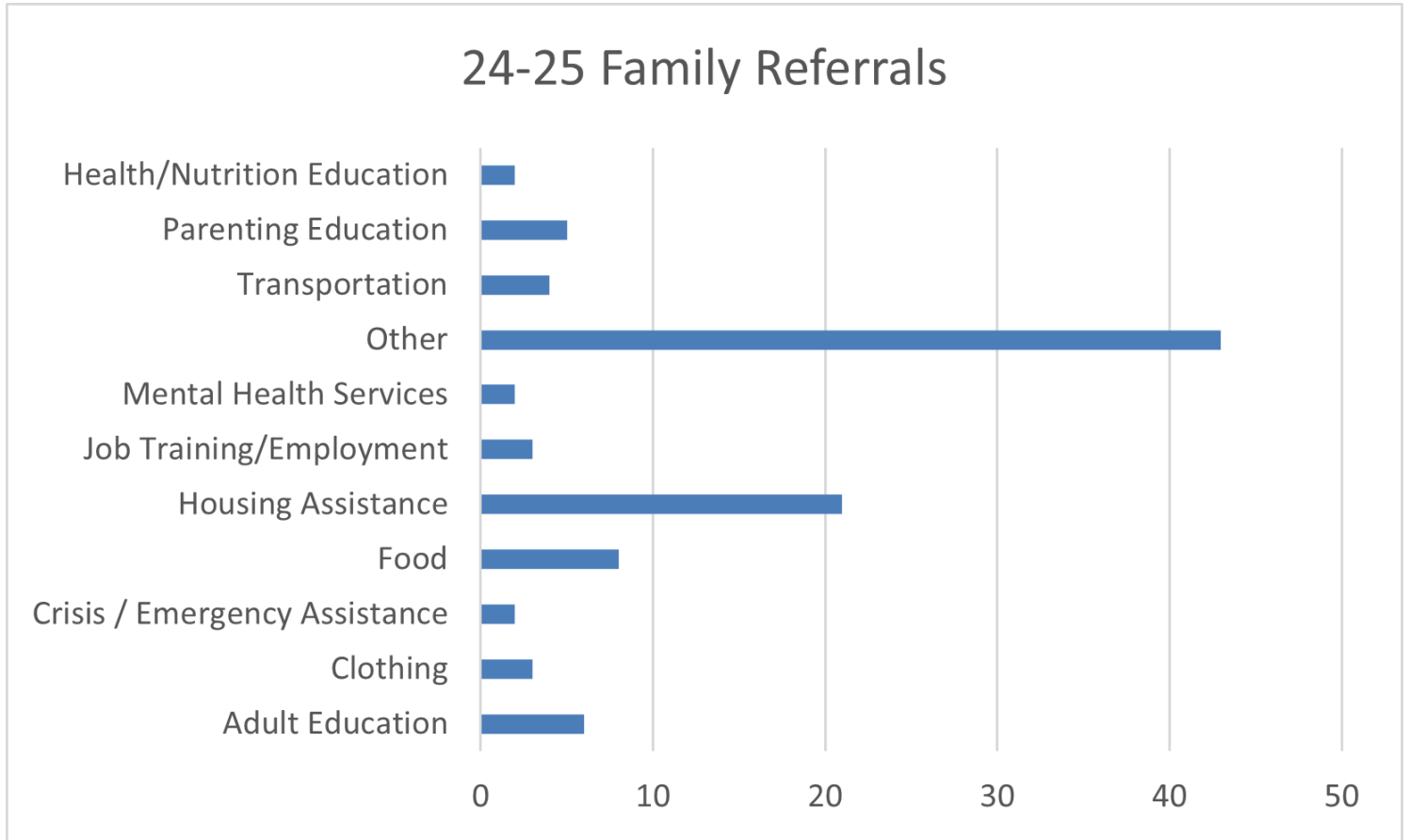


Father Engagement

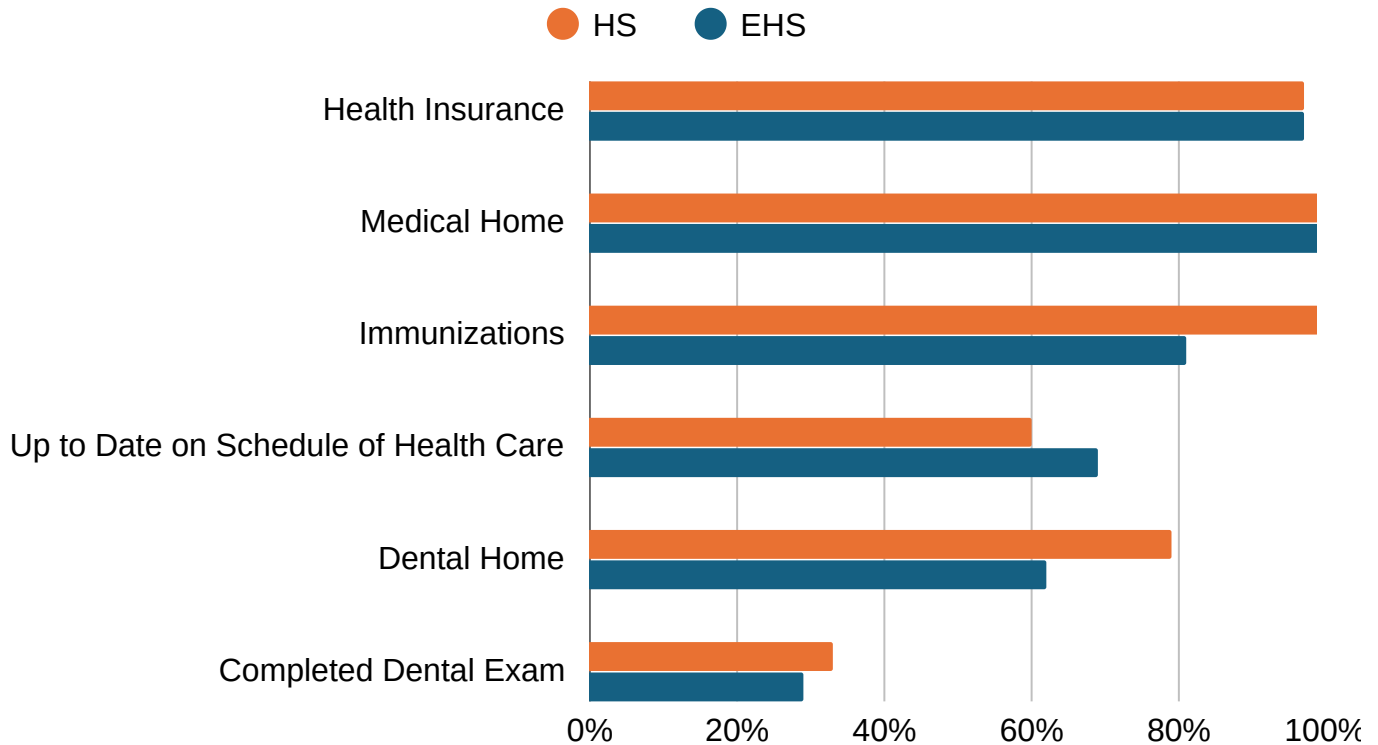


Referrals for Families

Family Services staff offer home visits and support families by offering necessary referrals based on individualized needs. During the 24/25 program year, families received 99 referrals to community agencies. As you can see from the chart below, most referrals were for housing assistance, transportation, & adult education. The “other” category encompasses referrals for other CAPCO programs such as the diaper program & Healthy Families, community involvement, medical information, and childcare.



Health Services



Health and Well-Being (Health, Disabilities, Mental Health, and Nutrition)

Overview

All children receive health and development screenings, time for physical activity, nutritious meals, oral health, and mental health support. Health services include hearing and vision screenings, monitoring of height and weight, and ensuring all children are up to date on their well-child health and oral health schedule. For children identified with a disability, the program coordinates in-class strategies and referrals to Early Intervention or the local education agency (LEA) to ensure children and their families receive appropriate and timely services to help meet their child’s developmental needs. If mental health services are needed, we have a full-time Mental Health Specialist on staff and she is available to help staff, children, and families. To help meet the nutritional needs of the children, the program receives approval from a dietician from the Child and Adult Care Food Program (CACFP) on all menus for the program year.

Disabilities

Identifying young children with unique developmental needs, ensuring children receive appropriate and timely services and helping families navigate eligibility guidelines is essential to the Head Start/Early Head Start Program. The Office of Head Start requires 10% of the total funded enrollment must be children with special needs.

Health and Well-Being (Health, Disabilities, Mental Health, and Nutrition)

Mental Health

The Head Start/Early Head Start programs support the mental health of children, families, and staff on a daily basis. Early childhood mental health is the same as social and emotional well-being. It is a child's developing capacity to express and regulate emotions, form trusting relationships, explore, and learn (all in the cultural context of family and community). The Mental Health Specialist we have on staff full-time is a wonderful positive for our program and we are fortunate to have this staff person. This staff person assists with the mental health of children and the adults which care for them and is ESSENTIAL for school readiness.

Nutrition Services

Nutrition Services is important to a child's health, growth, and development. Nutrition services include nutrition(CACFP) assessments/observations, nutritious meals approved by dieticians employed through CACFP. Modifications are made for children with special dietary needs, and education to empower parents to help them make healthy choices for themselves and their children.



PREPARING CHILDREN FOR KINDERGARTEN

Through the process and experiences provide to children and families, we strive to prepare children and families for the transition to kindergarten and their academic and social success. Head Start School Readiness goals are organized to include the seven Head Start Domains and successful completion of skills in each area.

CAPCO Head Start and Early Head Start uses *The Creative Curriculum*® as a foundational curriculum. *The Creative Curriculum*® is a comprehensive , research-based curriculum that features exploration and discovery as a way of learning. *The Creative Curriculum*® helps teachers create a high-quality environment and build a thorough understanding of best practices. *The Creative Curriculum*® helps teachers build children’s confidence, creativity, and critical thinking skills, and promote positive outcomes.

In addition to using *The Creative Curriculum*®, our program utilizes *Numbers Plus* (math) and *ECHOS* (science) curriculums embedded into lesson plans as intentional teachings of math and science concepts. These concepts are modified into intentional teaching moments for children in our Early Head Start program. Four-year-old classrooms incorporate the *Common Core* (literacy) curriculum; part of ENGAGENY, into lesson plans, while three-year-old and Early Head Start classrooms use a thematic approach in developing daily program activities. The program uses *The Incredible Years* as a social-emotional curriculum in conjunction with the Pyramid Model, to teach problem solving and social-emotional competence. Our program is in its fourth year of program-wide Pyramid Model implementation.

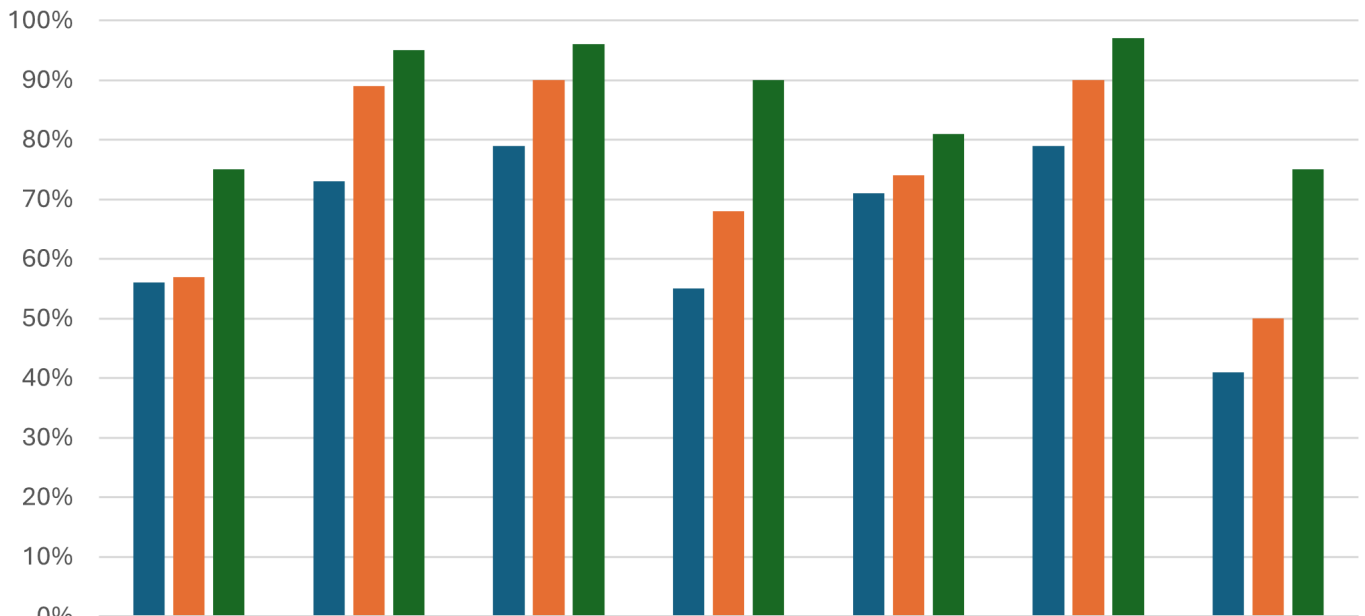
Teaching Strategies Gold (TSG) is used to assess school readiness in both Head Start and EarlyHead Start classrooms in the domains of approaches to learning, social and emotional development, cognitive knowledge (including science), language development, literacy development, physical development (fine/gross motor skills), and mathematics. These objectives for learning are aligned with the Head Start Early Learning Outcomes Framework. For Head Start and Early Head Start children, baseline data is collected in the fall and then two additional checkpoints are done in the winter and spring. Progress is monitored, instruction is adjusted, and decisions on professional development are made, based on outcomes within each domain. Our program strives to have 85% of all children transitioning into kindergarten, to have met or exceed the expectations in all domain areas.



Education Services

SCHOOL READINESS OUTCOMES

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



	APPROACHES TO LEARNING	SOCIAL EMOTIONAL	COGNITIVE	LANGUAGE	LITERACY	PHYSICAL	MATH
FALL	56%	73%	79%	55%	71%	79%	41%
WINTER	57%	89%	90%	68%	74%	90%	50%
SPRING	75%	95%	96%	90%	81%	97%	75%

FALL WINTER SPRING

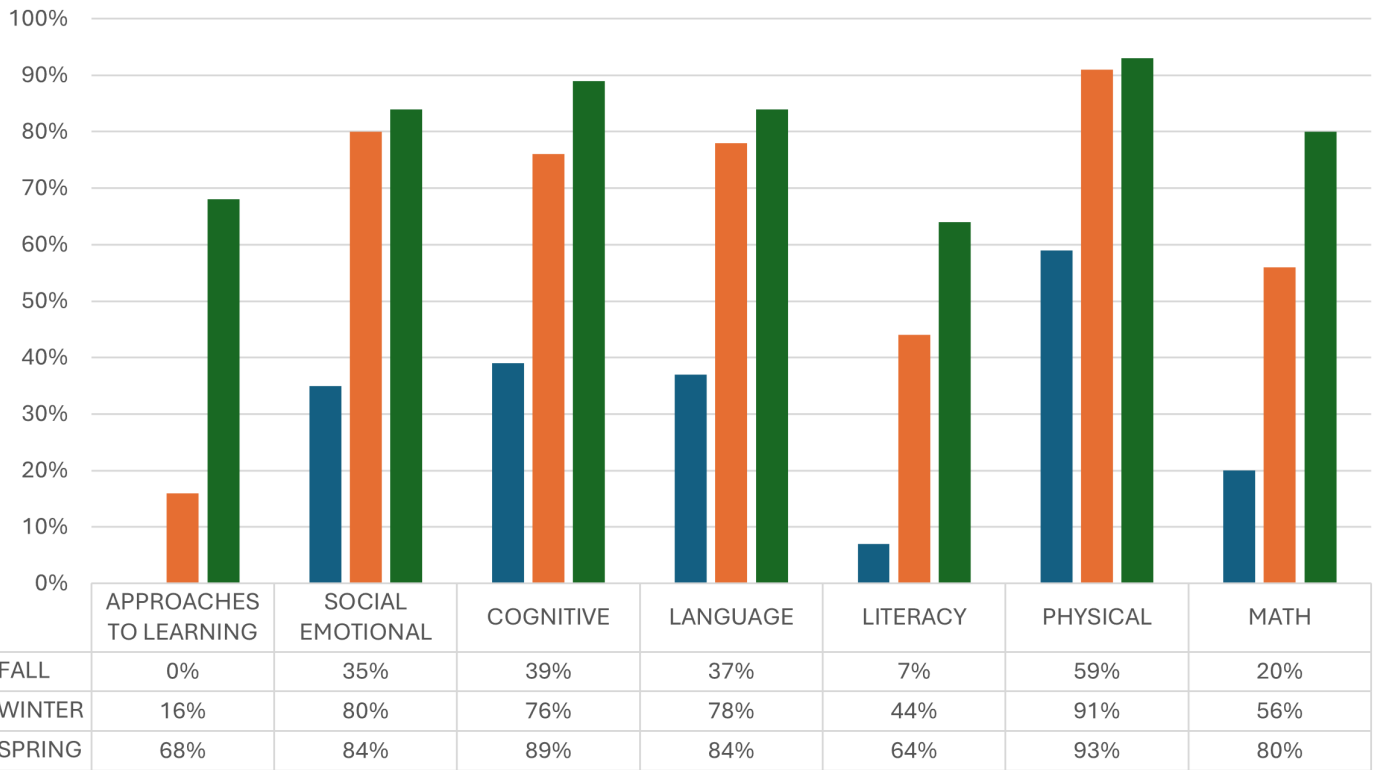
*Includes Home Based



Education Services

SCHOOL READINESS OUTCOMES

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



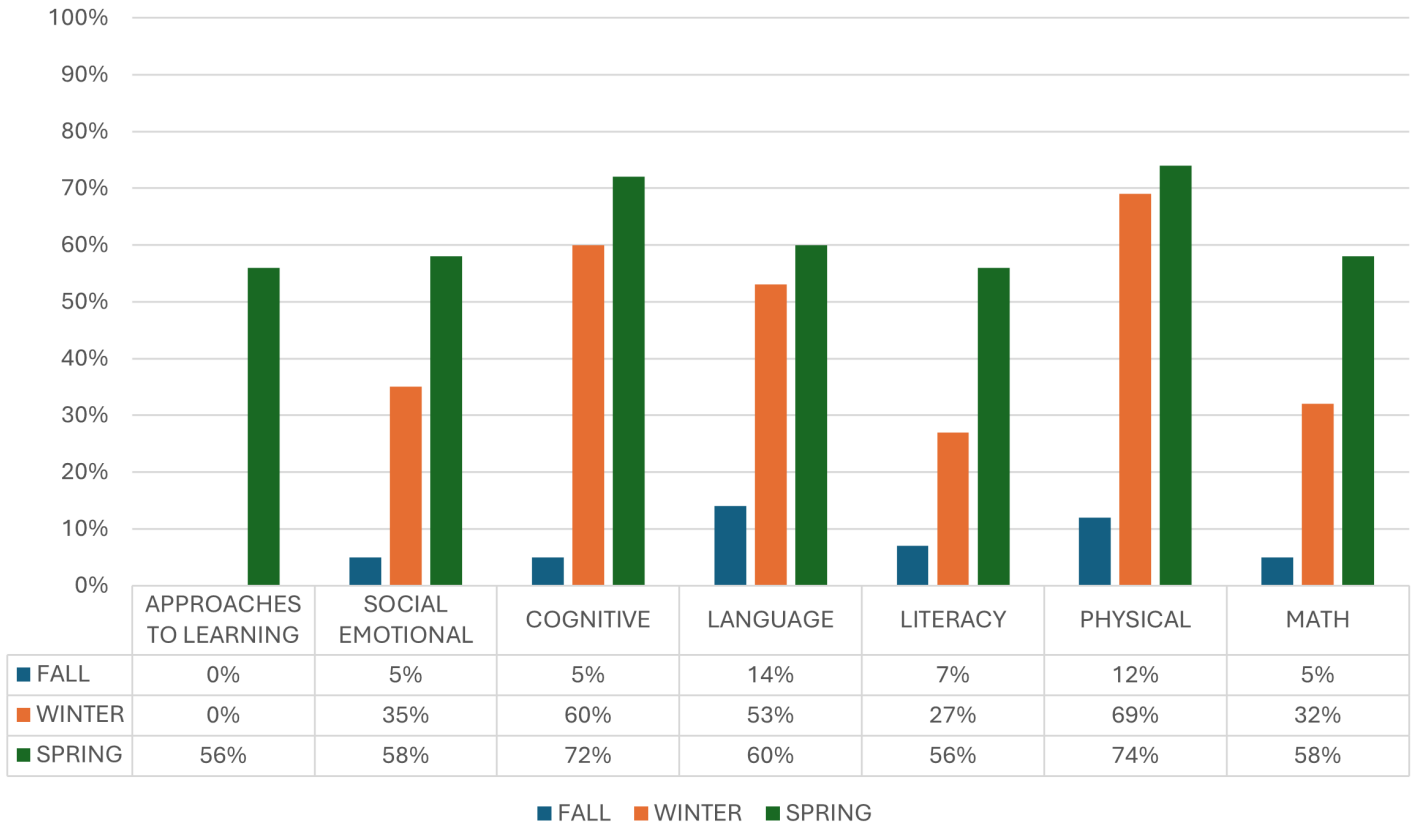
■ FALL ■ WINTER ■ SPRING



Education Services

SCHOOL READINESS OUTCOMES

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



Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-65

WHEREAS, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed HS/EHS PY25-26 Annual Self-Assessment, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed HS/EHS PY25-26 Annual Self-Assessment,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the HS/EHS PY25-26 Annual Self-Assessment.

Shelley Warner

Board President or designee

December 11, 2025

Date



Head Start/Early Head Start Self- Assessment Report

Program Year 25-26

Policy Council Approval Date:

Board Approval Date:

PURPOSE

The purpose of the self-assessment report for Head Start/Early Head Start programs is to ensure continuous quality improvement by reviewing the program's effectiveness and compliance with federal performance standards. It is a comprehensive, annual process which involves program leadership, staff, parents, and community partners.

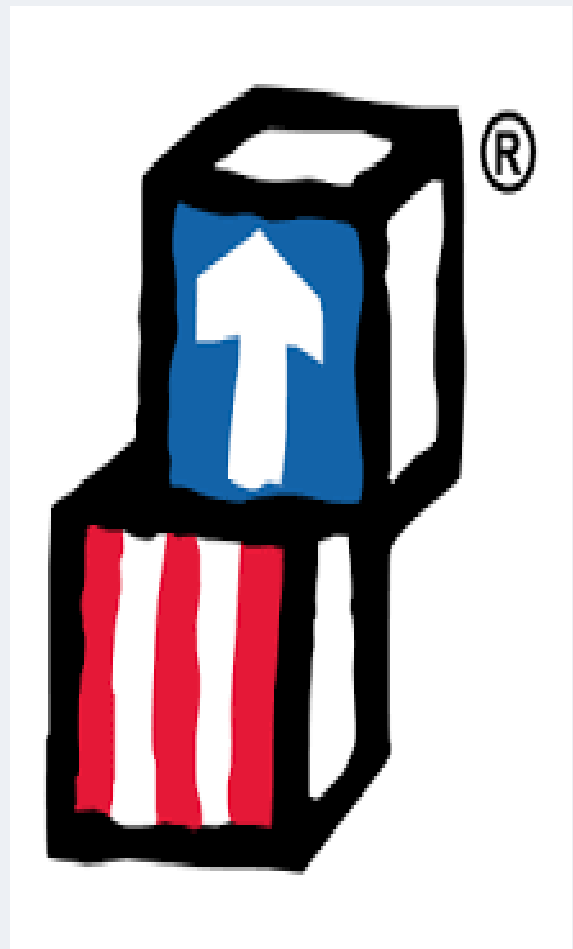
The self-assessment has been developed through carefully analyzing the results of several tools and reports. These tools include monthly reports, ongoing monitoring, surveys to staff and families, education data, program goals, and observations.

The self-assessment holds the agency and its leadership accountable to the community, including parents and the Policy Council and Board.

The process provides an opportunity to involve a broad range of stakeholders including parents, Policy Council members, staff, families, and community members.

The process of self-assessment empowers programs to identify their strengths and weaknesses. The insights gained are used to develop and refine program goals, action plans, and to improve compliance requirements.

The results and program improvement plans from the self-assessment directly inform planning for the following year and is part of the annual Continuation Grant.



Introduction

The CAPCO Head Start/Early Head Start Program performs a comprehensive Self-Assessment looking at the program's entire operation each year to measure its effectiveness in meeting program goals and objectives.

The annual Self-Assessment of CAPCO Head Start/Early Head Start Program began in the Spring of 2025 for review of the 2024-2025 program year. Teams consisted of the Assistant Director, Enrollment Specialist, leadership, staff, parents, Policy Council, and the Board. There were numerous times we reviewed documents, files, systems data, completed surveys, monthly reports, program goals, and on-going monitoring to attain this information and to create program improvement plans, if applicable.

The CAPCO Head Start (HS) /Early Head Start (EHS) Program has served Cortland County since 1973. We provide the highest quality services to 122 children and their families through a birth to five years of age program with HS serving 34 children and EHS serving 88 children. The program has a total of 13 classrooms which are located in the City of Cortland. Families are supported by Family Advocates. The program has a Management Team composed of Education, Health, and Family Services Coordinators, an Assistant Director, and Director. Support staff for the program includes two Classroom Supervisors, a Behavioral Specialist, Coach, Mental Health Specialist, Disabilities Specialist, RN, Health Assistant, Nutrition Manager, Nutrition Assistant, three Kitchen Aides, two Cooks, 22 Infant/Toddler Teachers, two Preschool Teachers, two Assistant Teachers, and up to 11 Classroom Floaters.

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

Mission of CAPCO Head Start/Early Head Start: To enhance the sense of dignity and self-worth of all enrolled children and their families through a comprehensive program which will help them adapt responsibly to present and future environment and life changes.

Context for Self-Assessment

CAPCO HS/EHS creates program goals for each five year cycle. We are currently in our second year of our grant cycle which is July 1, 2024-May 31, 2029. We strive to utilize the same timeline every year for the Self-Assessment by beginning in the spring of every program year and completing the report in the late fall of every program year. This ensures the report is ready for the annual grant which is written in January of every program year.

Program Goals for 2024-2029 July 1, 2024-May 31, 2029

Program Goal #1: Implement a parent, family, and community engagement model which systemically integrates across all CAPCO HS/EHS functional areas.

Program Goal #2: Strengthen the internal CAPCO HS/EHS on-boarding process for new hires consistently across all functional areas.

Program Goal #3: The CAPCO HS/EHS Program will demonstrate at or above the national average in each area of the CLASS Assessment domains.

Methodology

The Self-Assessment Process includes the following steps:

- Pre-Assessment: The Assistant Director and Enrollment Specialist get together to review approach for the new report. The Management Team will then review the data as it is related to the organization's program and goals and will update their areas from the previous year.
- Process Design: The Self-Assessment process is designed to include the core leadership team which consists of 14 staff members. The team goes over strengths and weaknesses cited by staff and families.
- Engage the Team: We gather as an entire program to go over materials, ask questions, and make any comments, as well as add information, and discuss concerns.
- Analyze and Dialogue: The Assistant Director reviews the data to determine if further questions need to be brought back to the group(s). The group(s) then make comments on our program develops program improvement plans, as well as update previous year findings.

- Recommendations: The recommendations are the program improvement plans developed to focus on the current and following year for continuous growth and improvement.

Tools

Data Collection tools used are staff and family surveys, review of prior year's Self-Assessment, review prior year's grant application, program goals, monthly reports, educational data, PIR information, and any pertinent information utilized to determine data presented.

Self-Assessment Leadership Team

- Jennifer Geibel, Director
- Kristi Coye, Assistant Director
- Jill Dunham, Education Coordinator
- Trudy Happel, Family Services Coordinator
- Mmselle Sonnacchio, Health Services Coordinator
- Susan Fedele, Classroom Supervisor
- Rebekah Johnson, Classroom Supervisor
- Ashley Abbatiello, Behavioral Specialist
- Laura Norris, Disabilities Assistant
- Joy Treacy, Coach/Professional Development Specialist
- Kaylean Contento, Mental Health Specialist
- Heather Sciara, Enrollment Specialist
- Mimi Thomas, RN/Nurse
- Lindsay Crouch, Nutrition Manager



PY 24.25 Self-Assessment Program Improvement Plan Updates

Health Services:

Areas Identified Last Year as Needing Improvement: To continue and recruit and retain parents/families to serve on the Health Services Advisory Committee (HSAC).

Update:

- Sent out informational brochure with Health In-Kind calendar to families in September and October 2025.
- Sent out survey to families in October of 2025 to families and community partners on interest and topics for the Advisory Board.
- Printed materials for families regarding the Health Advisory Board and educate them on why it is important to be part of this committee and attend meetings.

Due to the continued lack of members, this will continue to be a program improvement plan.

Education Services:

Areas Identified Last Year as Needing Improvement: Increase professional development and coaching opportunities.

Update:

- In program year 24-25, ten (10) Coaches Corners were offered.
- Nine (9) Pyramid Model group discussions were offered last year.
- During Pre-Service 2024, Jennifer Geibel (Director) and Jill Dunham (Education Coordinator) provided an overview of Pyramid Model for all staff.
- On May 23, 2025, we had a training for staff on the Behavior Support Policy.

The action plan has been resolved; however, we will continue to work on these topics every program year for veteran and new staff.

Areas Identified Last Year as Needing Improvement: To have all HS/EHS Teachers and Assistant Teachers take the Teaching Strategies Gold Interrater Reliability Training.

Update:

- This did not take place last program year. However, we did carry it into September of 2025.
- Education staff were communicated with to have this training completed by September 26, 2025 and to date, eight (8) staff have already completed.

This action plan has been partially resolved and the program will monitor until all education staff have completed.

Areas Identified Last Year as Needing Improvement: To improve and incorporate intentional activities throughout the day with the focus on EHS.

Update:

- Lesson plans were checked during all monthly observations. In the eleven (11) EHS classrooms-concerns with lesson plans were addressed 34 times.
- Open ended art activities and having planned songs to correlate with lesson plan themes and incorporate physical activities were topics at two (2) functional area meetings last year.
- Purchased Infant/Toddler Creative Curriculum for all eleven (11) EHS classrooms.
- Infant/Toddler Creative Curriculum training was completed on August 25, 2025.

This action plan has been completed. Open communication and suggestions will be part of their daily routines.

Family Services:

Areas Identified Last Year as Needing Improvement: To improve outreach practices to increase HS/EHS children's applications.

Update:

- Met with DSS on April 9, 2025. Gave an overview of program and eligibility and this information was given to their caseworkers and supervisors.
- Completed housing information report for CAPTAIN by updating PIR questions.
- Spent one (1) day per month at Grace Space to give out applications.

The majority of the action plan was completed. Working on a Recruitment Race for the 2025-2026 program year.

Strengths and Weaknesses Sited by Staff and Families

Weaknesses:

- Confidence
- High Price for Health Insurance
- Communication between one another and with children with more than 1 (one) child in the program
- Follow through with in-kind from classrooms
- Putting differences aside
- Patience
- Lending Library
- Accountability
- Newsletters/Invitations to Engagements
- Little cohesiveness between behavior strategies offered between supervisor and Pyramid Model
- How supervisors speak to staff and the tone used

Strengths:

- Communication
- Supervisors
- Training
- Patience and Flexibility
- Community Building
- Team Building
- Understanding
- Resources for children and families

- Foster good relations with families and resources
- Allow room for feedback
- Building strong bonds with children and families
- Assisting families getting in-kind forms in and paperwork
- All staff across the board are supportive
- Level of veteran staff in the program and their experience



NOTE:

The following section is the final self-assessment program improvement plans. The goal is the first one listed under strategies and bolded. The following steps are the strategies/action steps to meet that goal.

Program Improvement Plans for Program Year 2025-2026

Focus Area	Strategies	Person(s) Responsible	Time Frame
Education and Nutrition	Goal: Actively recruit substitutes from within the local community, such as parents or former HS staff.	Coordinators	Immediately and On-Going
	Simplify and accelerate the application, onboarding, and background processes to remove barriers for potential substitutes.	Director, HR, and Coordinators	January 2026
	Reach out to local colleges to see if there is interest from their students to serve in a substitute role.	Coordinators	January 2026
	Determine if the budget can offer potential incentives or retention bonuses to attract and motivate qualified substitutes.	Executive Director, Director, and HR	February 2026
	Develop a training plan for subs and provide the necessary skills to support the classrooms and children's	Coordinators, HR, Coach/PD Specialist	On-going

Focus Area	Strategies	Person(s) Responsible	Time Frame
	development through significant onboarding training for subs.		
	Create a feedback loop / system for regular feedback, allowing administrators to address potential issues and use substitute input to make positive changes.	Director, Assistant Director, and HR	April 2026
Fiscal	To update fiscal policies and procedures to ensure financial responsibility, accountability, and long-term sustainability.	Executive Director, Program Directors, and Assistant Director from HS/EHS to assist with HS/EHS section	January 2026
HR and Education	Goal: To enhance and improve the onboarding and orientation for new hires in HS/EHS. Through the creation of a comprehensive onboarding system, the new process will go beyond first-day paperwork to fully integrate new staff in the	Director, Coordinators, Coach, and Assistant Director	April 2026

Focus Area	Strategies	Person(s) Responsible	Time Frame
	program's unique mission and culture.		
Administration/Safety	Goal: Update Emergency Preparedness Plan by reviewing current plan and conduct a comprehensive up-to-date hazard assessment throughout the plan.	Assistant Director	May 2026
	Develop and refine protocols throughout plan to ensure procedures are clear for all types of emergencies.	Agency Leadership	June 2026
	Provide professional development for all staff on emergency procedures.	Agency Leadership	August 2026 Mandatory Agency Staff Day
Health	Goal: Increase family and community representation and participation on the Health Advisory Board	Health Coordinator	May 2026
	Recruit diverse parents by inviting them to attend meetings, explaining the board's purpose and the how their input	Health Coordinator	January 2026

Focus Area	Strategies	Person(s) Responsible	Time Frame
	directly benefits their children and the community.		
	Remove barriers to attendance by providing support for advisory board meetings such as offering on-site childcare, arranging transportation and scheduling meetings at convenient times for the members.	Health Coordinator	February 2026
All Functional Areas	Goal: To create a standardized system for internal communications to ensure all staff receive important information promptly and predictably and break down information silos between departments to improve coordination and achieve shared goals.	HS/EHS Management	Begin process in December 2026
	Develop a clear, written internal communications plan that outlines preferred channels, frequency and tone	HS/EHS Management and Leadership	January 2026 Leadership Meeting

Focus Area	Strategies	Person(s) Responsible	Time Frame
	for different types of information.		
	Designate a centralized platform (i.e. email, Childplus, Brightwheel, CAPCO websites staff page, etc.) where all organizational news, updates, and documents are stored and accessible.	HS/EHS Management and Leadership	January 2026 Leadership Meeting
	Implement an anonymous staff suggestion box or feedback survey to collect 50% more comments and ideas over the next six months.	Assistant Director	By June 2026
	Hold monthly meetings involving staff from each functional area (Including front-line staff) to discuss ongoing projects, news, and progress. (i.e. Communication Committee)	HS/EHS Management	January 2026 to begin monthly meetings
	Incorporate team building exercises that focus on communication into	Assistant Director and Committee	January 2026 and thereafter, monthly

Focus Area	Strategies	Person(s) Responsible	Time Frame
	monthly communication committee meetings.		
	Establish a lead by example program, where senior leaders and managers demonstrate effective communication habits to set a positive tone.	All of HS/EHS Leadership	On-going

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-66

WHEREAS, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed HS/EHS *Limited Exceptions to Slot Vacancies* policy, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed HS/EHS *Limited Exceptions to Slot Vacancies* policy,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the HS/EHS *Limited Exceptions to Slot Vacancies* policy.

Shelley Warron

Board President or designee

December 11, 2025

Date

ELIGIBILITY, RECRUITMENT, SELECTION, ENROLLMENT, AND ATTENDANCE

Policy ID: ER 09

Subject: Limited exceptions to slot vacancies

Performance Objective: The Performance Standards outline an expectation of filling vacancies as soon as possible and within 30 days, and OHS generally considers a slot to be vacant as soon as the family has confirmed the child is not returning to the program (or when a child has not attended for a maximum of 30 days.) However, there may be unique circumstances that may factor into a child's attendance.

Operational Procedures:

1. Limited exceptions to slot vacancies may be considered for the following situations:
 - a. A child with an extended illness or requiring hospitalization.
 - b. A family recovering from a disaster.
 - c. A family emergency that might hinder a family's ability to ensure their child is able to get to the program.
2. In the event one of the above situations occurs with a family, the Family Advocate will discuss the situation with the Enrollment Specialist to discuss if the family qualifies for the limited exception.
 - a. If no, the Family Advocate will have a discussion with the family and the procedure for ER08 (Attendance) will be followed.
 - b. If yes, the Enrollment Specialist will gain approval for the exception from the ECD Director.
3. The family will be required to complete and sign the Extended Absence Request form, which will outline the reasons for exception and the required date of return. This return date will be 45 days from the date the family signed the form. ****This 45-day deadline does NOT pertain to children being granted an exception due to a medical condition.****
4. If the exception is because of medical condition, this will be documented on the Extended Absence Request form, and the Health Care Consultant's signature will be required.
 - a. At home activities/suggestions will be provided to the family on a weekly basis.
5. The Family Advocate will be required to reach out to the family at least every other week during the leave.
6. All documentation regarding the exception will be documented in Child Plus in the Family Services tab.
7. If a child does not return after the 45-day deadline listed on the Extended Absence Request form, the child's slot will be considered vacant, and the child will be dropped from the program.

Related Regulations: 1302.16; ACF-OHS-25-06

Policy Council Approval Date:

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-67

WHEREAS, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed 2024-2025 CSBG 4th Quarter Period Progress Report (PPR), and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2024-2025 CSBG 4th Quarter Period Progress Report (PPR),

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the 2024-2025 CSBG 4th Quarter Period Progress Report (PPR).

Shelley Warnow

Board President or designee

December 11, 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. (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 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 2500 individuals will be screened for eligibility and enroll in the WIC program.	SRV 7b	Intake form/caseload reports	2500	2241	227	187	198	2853	114%
	2200 2500 of 2500 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	2500	2241	227	187	198	2853	114%
	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	47	78	308	103%
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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

Program that addresses the need described above:	Snack Packs for Kids Program	Location (List Name of County):	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)	120 100 children will be screened for eligibility and enroll in the program	SRV 7b	Referral form/Intake	100	83	9	0	0	92	92%
	100 of the 100 children's health and physical development will be improved as a result of adequate nutrition.	FNPI 5 b	Customer Satisfaction Surveys	100	83	9	0	0	92	92%
	1500 1000 Snack pack will be distributed throughout the school year.	FNPI 5	Snack pack tracking form	1000	324	384	192	0	900	90%
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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
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Program that addresses the need described above:	Nutrition Outreach and Education Program (NOEP) /Farmers Market EBT Program	Location (List Name of County):	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.	175-200 individuals will be screened for eligibility in the NOEP and EBT Farmers Market Program.	SRV 7b		200	50	64	64	60	238	119%
	125 of the 175 will complete a SNAP application in order to increase healthy lifestyles.	SRV 3I	Application	125	25	34	50	33	142	114%
	50 of the 175 will use their SNAP benefit at the local farmers market to access fresh produce.	FNPI 5	EBT Transactions	0	0	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

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.	Children experiencing poverty lack opportunities to prepare them for success in school.
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Program that addresses the need described above: Head Start/Early Head Start Program	Location (List Name of County): 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 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	200 225 children will be screened for eligibility in the Head Start/Early Head Start Program	SRV 7b	application, income verification	225	189	50	35	31	305	136%
	122 of 200 160 of the 225 children will be enrolled in the program	SRV 2b	enrollment reports, attendance records	160	156	6	6	0	168	105%
	122 parents of the 160 children enrolled will receive parenting supports	SRV 2w	case management notes; class attendance	122	123	5	6	0	134	110%

Screenings/Exams, SRV 2v Parenting Supports).	60 of the 160 parents/caregivers will improve their home environments	FNPI 2e	family matrix scale, case notes	60	0	0	13	39	52	87%
	160 parents of the 160 children enrolled, will receive home visits	SRV 2cc	case notes of home visit	160	156	6	3	0	165	103%
	122 of 160 160 of the 160 children will obtain age-appropriate medical care	SRV 5b	medical documentation in child's file	160	156	6	6	0	168	105%
	122 of the 122 160 of the 160 children will obtain age-appropriate immunizations	SRV 5a	medical documentation in child's file	160	156	6	2	0	164	103%
	122-of th 160 children will receive Developmental Delay screening	SRV 5c	Ages and Stages report	122	120	0	3	0	123	101%
	122 of 122 160 of the 160 children will receive vision screening	SRV 5d	vision documentation in child's file	160	152	1	0	0	153	96%
	122 of 122 160 of the 160 children attending center-based programming will be provided meals/snacks to meet their nutritional needs	SRV 5ii	menus, CACFP Meal Counts	160	156	6	12	0	174	109%
	100 of 122 120 of the 160 children will demonstrate improved emergent literacy skills	FNPI 2a	child assessments and progress reports	120	63	32	9	0	104	87%
	100 of the 122 120 of the 160 children will demonstrate skills for school readiness	FNPI 2b	child assessments, progress reports, school district assessments	120	72	28	10	0	110	92%

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)
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.	Children experiencing poverty lack opportunities to prepare them for success in school.
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Program that addresses the need described above:	Head Start/Early Head Start Program (Cont)	Location (List Name of County):	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 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- 120 of the 160 children will demonstrate improved mental and behavioral health and well-being.	FNPI 5c	child screening and assessment data, mental health observations	120	54	66	28	0	148	123%
	90 of the 160 children will demonstrate improved positive approaches to learning	FNPI 2c	child assessments, progress reports, school district	90	25	34	1	14	74	82%
	50 of 122 60 of the 160 children will obtain age-appropriate dental care	SRV 5dd	dental documentation in child's file	60	48	1	13	6	68	113%
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ATTACHMENT C
COMMUNITY SERVICES BLOCK GRANT
C-2c Work Plan and Program Progress Report (PPR)

Page 9 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

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 essentials such as food, clothing, household needs, transportation assistance, utility assistance, and work supports
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Program that addresses the need described above:	Emergency Assistance Program	Location (List Name of County):	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 %
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	187	322	1767	118%
	1000 of the 1500 will receive clothing assistance	SRV 7n	Intake Forms	1000	443	109	127	293	972	97%
	150 of the 1500 will receive emergency food.	SRV 5jj	Intake Forms	150	136	0	0	1	137	91%
	75- 80 of the 1500 will receive emergency assistance in rural areas of the community.	SRV 5	Intake Forms	80	45	25	18	12	100	125%
	60 30 of the 1500 will receive CAPCO Cares hygiene kits.	SRV 5nn	Intake Forms	30	0	0	20	5	25	83%
	40-60 of the 1500 will receive emergency household needs or utility assistance.	SRV 4i	Intake Forms	60	9	21	22	7	59	98%
	10-6 of the 1500 will receive emergency transportation assistance.	SRV 7d	Intake Forms	6	3	1	0	1	5	83%
	10- 5 of the 1500 will receive emergency work supports.	FNPI 1b	Intake Forms	5	1	0	0	1	2	40%

5 of the 1500 will receive emergency medical assistance.	FNPI 5b	Intake Forms	5	1	0	0	2	3	60%
3500 individuals will be referred to other service providers to better meet their needs.	SRV 7c	Referral Tracking form	3500	1855	1160	730	651	4396	126%
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ATTACHMENT C
COMMUNITY SERVICES BLOCK GRANT
C-2c Work Plan and Program Progress Report (PPR)

Page 10 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

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
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Program that addresses the need described above:	Adult Education Program	Location (List Name of County):	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 %
Individuals will gain competencies and resources for achieving academic and employment goals through the Adult Education Program. (SRV 2u High School Equivalency Classes)	100 110 students will be screened for eligibility and enroll in our Adult Education Program	SRV 7b SVR 2r	Intake/Student file	110	62	33	15	18	128	116%
	80 of the 100 students will enroll in Adult Basic Education Classes	SRV 2t	TABE 11	80	46	17	14	16	93	116%
	30 of the 100 students will enroll in High School Equivalency classes	SRV 2u	TABE 11	30	14	7	1	2	24	80%
	15- 20 of the 100 will have at least 12 hours of attendance.	FNPI 2f	Attendance records	20	6	9	8	9	32	160%
	10 of the 100 will have a grade level improvement in math or reading.	FNPI 2f	TABE 12/case notes	10	0	4	3	4	11	110%
	15 of the 100 will take the GED exam, and pass from 1-3 of the four test.	FNPI 2f	GED Report/case notes	15	4	1	2	10	17	113%
	15 of the 100 will receive their HSE diploma.	FNPI 2g	GED report/case notes	15	6	4	5	1	16	107%
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ATTACHMENT C

Page 11 of 17

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

(Total Number of Pages should include C-2a, C-2b and C-2C)

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	42	0	576
200 of the 550 individuals will participate in the Holiday Giveaway in order to increase family stability.			Sign-in Sheet	200	228	0	0	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	0	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	30	0	30	100%
20-15 of the 550 individuals will participate in the Everybody's Baby Shower and gain skills to improve parenting.		FNPI 5d	Sign-in Sheet	15	0	0	12	0	12	80%
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ATTACHMENT C
COMMUNITY SERVICES BLOCK GRANT
C-2c Work Plan and Program Progress Report (PPR)

Page 12 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

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
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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 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	0	2	162	101%
	250- 185 family caregivers will obtain/maintain employment.	FNPI 1b	Assessment Tool	185	171	14	0	2	187	101%
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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 face challenges affording quality, safe, affordable housing needs and repairs
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Program that addresses the need described above:	Energy Service Program	Location (List Name of County):	Cortland, Tompkins
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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 Energy Services Department provides energy saving measures to include: Insulation, Heating systems, Hot Water Tank 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))	460- 350 households will be screened for eligibility and enroll in the Energy Services program.	SRV 7b	Application	350	84	75	96	83	338	97%
	Of the 350 households, 200 People will experience improved health and safety due to improvements within their home though the Weatherization Assistance Program (WAP)	SRV 4q, 4s, 4t FNPI 4g, 4h	Energy Audit Form	200	18	69	76	54	217	109%
	Of the 350 households, 20 people will experience improved health and safety due to improvements within their home though the Empower Program	SRV 4q, 4s, 4t FNPI 4g, 4h	Pre/Post test/Utility bills	20	7	2	4	1	14	70%
	Of the 350 households, 40 people will experience improved health and safety due to improvements within their home though HEAP assistance	SRV 4q, 4s, 4t FNPI 4g, 4h	Energy Audit Form	40	29	8	22	0	59	148%
	4 of the 460 will experience improved health and safety due to improvements within their home though the ARPA Program	SRV 4q, 4s, 4t FNPI 4g, 4h	MOU's/ Partnership agreements						0	#DIV/0!
	Of the 350 households, 6 people will experience improved health and safety due to improvements within their home though the Energy Savers Program	SRV 4q, 4s, 4t FNPI 4g, 4h	Energy Audit Form	6	1	2	1	0	4	67%
	Of the 460 households, 50 people will experience improved health and safety due to improvements within their home though the bipartisan infrastructure law (BIL)	SRV 4q, 4s, 4t FNPI 4g, 4h	Energy Audit Form	50	29	11	13	0	53	106%
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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) **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.	Lack of long term supports for low-income, high-risk expectant mothers and new moms
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Program that addresses the need described above:	Healthy Families Program	Location (List Name of County):	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 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	70-50 new or expectant moms will be screened for eligibility through the pre-screening process.	SRV 7b	Prescreening	50	34	4	3	6	47	94%
	60-45 of the 50 will enroll in the program and assigned a Family Support Specialist	SRV 7a	Intake	45	34	5	3	6	48	107%
	20 of the 65 will demonstrate improved sensitivity and responsiveness in their interactions with their children.	FNPI 5E	Case notes	20	4	5	8	1	18	90%

developmental delays. (SRV 5G and SRV 2CC)	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	125	119	541	72%
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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 reliable transportation
--	---

Program that addresses the need described above:	Volunteer Driver Program	Location (List Name of County):	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 %
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	46	30	152	101%
	100 individuals will increase access to health services.	SRV 5	Customer Surveys	100	30	29	35	9	103	103%
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ATTACHMENT C
COMMUNITY SERVICES BLOCK GRANT
C-2c Work Plan and Program Progress Report (PPR)

Page 16 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

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 resources to obtain diapers and diapering supplies on a consistent basis
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Program that addresses the need described above:	Diaper Distribution Demonstration and Research Pilot (DDDRP)	Location (List Name of County):	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 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.	100 130 families will seek assistance and be screened for eligibility in the Diaper Distribution Demonstration and Research Pilot (DDDRP)	SRV 7b	DDDRP application, Income verification	130	97	21	11	19	148	114%
	120 150 children will meet program eligibility and will enroll in the Diaper Distribution Demonstration and Research Pilot (DDDRP).	CNPI 3b.3	DDDRP application, Income verification	150	122	25	17	22	186	124%
	120 150 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	150	122	25	17	22	186	124%
	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	118	118	118%
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Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-68

WHEREAS, the Cortland County Community Action Program, Inc. Program, Planning & Evaluation (PP&E) Committee has reviewed the proposed 2025 full Agency Annual Report, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2025 full Agency Annual Report,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the 2025 full Agency Annual Report.

Shelley Warnow
Board President or designee

December 11, 2025
Date



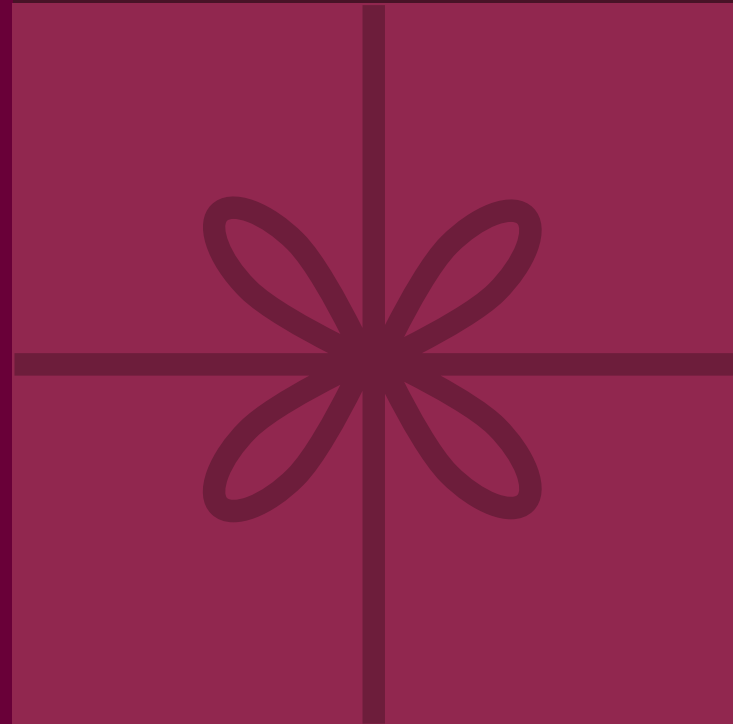
2025 Annual Report

Cortland County Community Action
Program, Inc. (CAPCO)

Est. 1974

#CommunityAction

#HelpingPeople #ChangingLives



Cortland County's *Community Action Agency*

...with select services in Chenango & Tompkins Counties!



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 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.





Agency Snapshot

Governing Board of Directors:

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

President: Shelley Warnow

Vice President: Bille MacNabb

Treasurer: Doug Bentley

Secretary: Lynne Sypher

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

Agency Directors:

- **Greg Richards**, Executive Director
- **Kirsten Parker**, Deputy Director
- **Brandy Strauf**, Family Development Director
- **Jennifer Geibel**, Early Childhood Dev. Director
- **Loriann Spatola-Davis**, WIC Director
- **Stacey Henry**, Energy Services and Buildings & Maintenance Director

**\$9.6 million+
budget**

**5,200+
individuals
served across
all service
areas**



Major Program Offerings

Family Development

- ✓ **Emergency Assistance**
- ✓ **Diaper Program:** Monthly distribution program.
- ✓ **SnackPacks:** Weekend meals for local elementary children.
- ✓ **Family Essentials Closet:** Donated & free clothing, household items & limited furniture.
- ✓ **Adult Education:** GED attainment, higher education & basic literacy skills.
- ✓ **Nutrition Outreach & Education:** SNAP Enrollment.
- ✓ **Youth Mental Health Family Coordination:** Cortland County System of Care.
- ✓ **Consumer-Directed Services:** Volunteer Transportation & EISEP in-home services for seniors.
- ✓ **Community Action Angels:** Annual Coat Giveaway, Baby Shower, Pajama Party, Thanksgiving Packages & Holiday Extravaganza.

Early Childhood Development

- ✓ **Early Head Start:** Birth-2-year-olds, 11 classrooms.
- ✓ **Head Start:** 3-4-year-olds, 2 classrooms.
- ✓ **Universal Pre-K:** 4-year-olds, 2 classrooms.
- ✓ **Healthy Families:** NYS home visiting program for new & expectant families.
- ✓ **Family Services:** Familial support for center-based families.
- ✓ **Health Services:** In-house health team for all children.
- ✓ **Nutrition Services:** In-house meals and nutrition support for all children.

Women, Infants & Children (WIC)

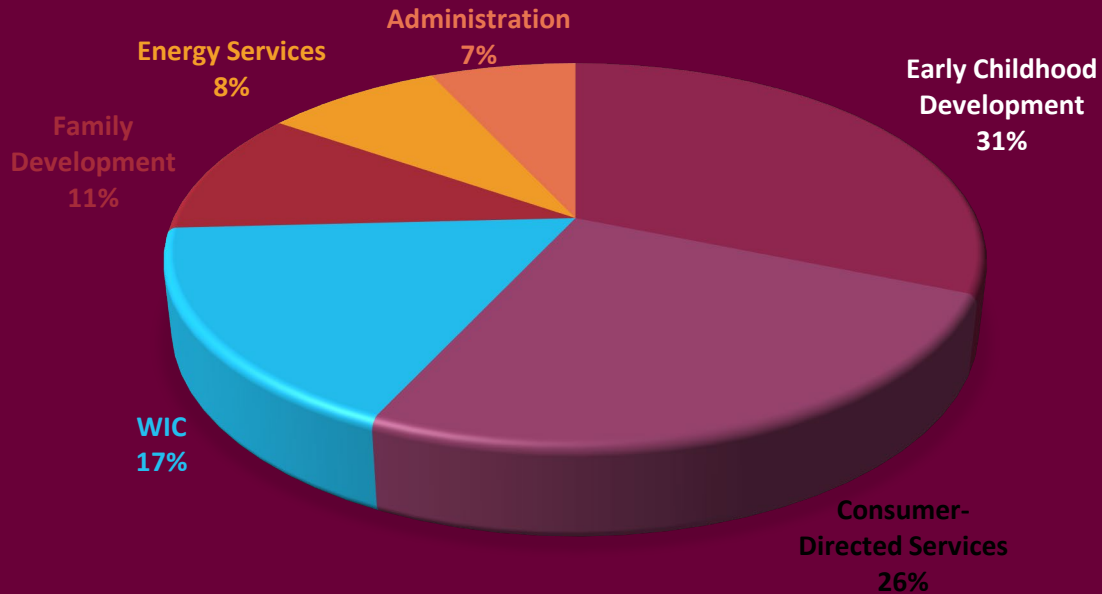
- ✓ **Cortland County Clinic:** Serving 1,100 people monthly, CAPCO Main Office (Cortland, NY).
- ✓ **Chenango County Clinic:** Serving 1,000 people monthly, Eaton Center (Norwich, NY).
- ✓ **Peer Counselor:** Breastfeeding & benefit usage support.
- ✓ **Breastfeeding Cafés:** In both Cortland & Chenango County clinics, open to all.
- ✓ **Farmers Market Program:** Coupon issuance for local market WIC benefit usage.
- ✓ **Nutrition, breastfeeding, and familial education & counseling.**

Energy Services

- ✓ **Serving both Cortland & Tompkins Counties.**
- ✓ **Energy Saving & Safety Supports:**
 - ✓ Insulate & air seal
 - ✓ Heating systems & hot water tanks
 - ✓ Refrigerators
 - ✓ Cooling
 - ✓ Ventilation
 - ✓ Carbon & smoke detectors
- ✓ **Healthy Homes Production:** Lead, radon, mold & other remediation.
- ✓ **No heat emergencies and clean & tunes:** Local HEAP through DSS.
- ✓ **Income eligible homeowners & tenants.**
- ✓ **Fee-for-service opportunities for over-income families.**



Financial Health & Funding Sources



Check out CAPCO's Financial Reports here:

https://www.capco.org/about-us/#agency_reports

Funding Support: Central New York Community Foundation, Cortland City School District, Cortland Community Foundation, Cortland County, Dollar General Foundation, Hunger Solution NY, Medicaid, Mother Cabrini Health Foundation, NYS Community Action Association, NYS Department for Homes & Community Renewal, NYS Department of Health, NYS Department of State, NYS Department of Transportation, NYS Office for Children & Family Services, Private Donations, Corporate Donations, U.S. Department of Agriculture, U.S. Department of Energy, U.S. Office of Head Start, United Way for Cortland County.

2025 Stats to Know:

- ❖ **576 individuals** received emergency assistance to meet basic needs.
- ❖ **160 children** received back to school shopping support.
- ❖ **59 families** received emergency household/utility assistance.
- ❖ **128 students** enrolled in adult education classes.



Advocacy & Outreach

2025 Stats to Know:

- ❖ 2,853 Children & caretakers received WIC benefits.
- ❖ 186 Children received needed diapers.
- ❖ 100 Individuals received services in rural areas of the community.



CAPCO stays connected to local, NYS, and federal elected officials!



U.S. Senator Schumer chooses CAPCO & Cortland for special press conference!



CAPCO goes to Washington, D.C.!





CAPCO Responds to Unhoused Crisis

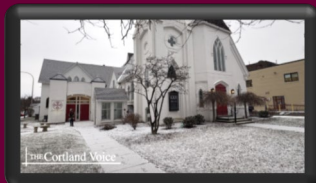
- ✓ CAPCO has been a leading & core member of Cortland County Housing & Homelessness Coalition since its inception in 2023.
- ✓ One of four local agencies to bring to life Cortland's first day center, known as the pilot project **Grace Space** at the Grace & Holy Spirit Church in the City of Cortland.
 - ❖ In addition to staffing & outreach, CAPCO provided a pop-up **Family Essentials Closet** for the Center.
- ✓ Establishment of a temporary Day Space at 49 Grant Street for emergency response for Fall 2025.
- ✓ Assisting with preparations & planning for the upcoming permanent Day Center, known as **Grace Space on Pendleton** & operated by our partners at the Rural Health Institute.



Check out the Grace Space Report:
<https://www.nyrhi.org/updates-and-notices/grace-space-report>

2025 Stats to Know:

- ❖ **972 Individuals** received clothing/household items through Family Essentials.
- ❖ **152 Rides** were provided in our Volunteer Driver Program.
- ❖ **900 Snackpacks** provided to elementary school children for weekend nutrition.





Distinguished Accolades

2025 Stats to Know:

- ❖ **706 Home visits** with families providing vital parenting education and other support.
- ❖ **168 Children** enrolled in Head Start, Early Head Start & UPK.
- ❖ **338 Households** weatherized & served by Energy Services.



CAPCO made quite the splash at the New York State Community Action Association & New York State Weatherization Directors Association conference!

- ✓ **Amanda Keep**, our incredible WIC Nutrition Assistant, received the Community Action Promise Award!
- ✓ **Denise Peroulakis**, our esteemed former Energy Services Director, was honored with the Dedication & Advocacy Award!
- ✓ Our distinguished **Adult Education Program** earned the Opportunity & Access Award!



Stacey Henry, Energy Services Director, was named to the **Board of Directors** for New York State Weatherization Directors Association!



Greg Richards, Executive Director, received his **Certified Community Action Professional (CCAP)**!



#CommunityAction



2025 Stats to Know:

- ❖ **137 Individuals** provided emergency food assistance.
- ❖ **4,396 Referrals** made to partnering services.
- ❖ **306 Individuals** received winter gear at Annual Coat Giveaway.
- ❖ **228 Families** received holiday gift assistance.



Learning & Advancement

2025 Stats to Know:

- ❖ **308 Families** received breastfeeding counseling.
- ❖ **162 Consumers** received in-home personal assistance.
- ❖ **182 Parents** receive tailored parenting education & family support.

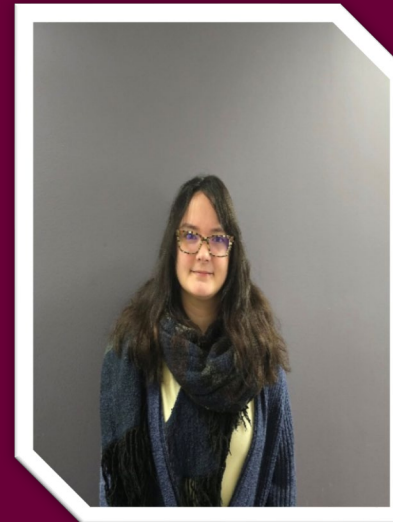


Melissa Brangan, WIC Nutritionist & Breastfeeding Coordinator & **Theresa Radley**, Adult Education Coordinator, completed the **Leadership Cortland Program** through Cortland’s Chamber of Commerce.

Peter Martin, Energy Services Quality Control Inspector, completes certifications to become **Program Manager** for CAPCO’s operation of the **Healthy Homes Production Program** in partnership with the Cortland County Health Department.



Early Head Start Infant Toddler Teachers, **Kyra Nelson & Rebecca Tomushunas**, graduate from CAPCO’s **Childhood Development Associate (CDA) Program**.



Holly McMahon, WIC Nutritionist & Breastfeeding Peer Counselor Coordinator, completes 2 esteemed programs:

- ✓ NYS Community Action Association’s **Emerging Leaders Institute (ELI)** &
- ✓ Joins her colleague, **Melissa Brangan**, in attaining the **Certified Lactation Consultant (CLC)** credential.



Spirit & Dedication



2025 Stats to Know:

❖ **142 Individuals** applied for SNAP (Food Assistance) benefits.

❖ **110 Preschoolers** demonstrated school readiness.

❖ **16 Students** received their High School Equivalency Diploma.





Noteworthy Milestones

- ✓ CAPCO completes update to **Community Needs Assessment**. Check it out here: https://www.capco.org/about-us/#agency_reports
- ✓ **Head Start turns 60 years-old** with the passing of the Head Start Act in 1965.
- ✓ CAPCO employs **Lead Family Coordinator** position for Cortland County's **System of Care** under Cortland County Mental Health Department's SAMHSA grant.
- ✓ CAPCO's Energy Services Department selected to operate **HUD Healthy Homes Production grant** under the Cortland County Health Department's **lead, radon, mold, and other home hazards remediation program**.
- ✓ The **Consumer-Directed Personal Assistance Program (CDPAP)** transitions to **single state-wide Fiscal Intermediary**, Public Partnerships LLC, ending CAPCO's operation of the program for Cortland County.
- ✓ CAPCO opens **Breastfeeding Cafés** in both the Cortland & Chenango County WIC clinics.
- ✓ CAPCO's partners with Knickerbocker Country Club for **5th Annual Golf Tournament** fundraiser.
- ✓ First **Childbirth Education Classes** offered at Chenango County Breastfeeding Café with future offerings in Cortland County.
- ✓ CAPCO plays instrumental role in securing additional year of statewide funding to continue offering the **Diaper Distribution Program** through September 2026.
- ✓ CAPCO starts **2025-2026 Family Development Credential class**, training CAPCO staff as well as family workers across NYS through this **collegiate certification program**.





2025 Retirees



Denise Peroulakis retired from her post of Energy Services and Building & Maintenance Director in July 2025 after 35 years of dedicated service to CAPCO!



Gail Bundy retired from her position as Adult Education Instructor, having started CAPCO's Adult Education Program in 2013 and helping over 200 adult learners earn diplomas!



Our esteemed Deputy Director, **Kirsten Parker**, retires at the end of 2025 following nearly 40 years of service to CAPCO, first becoming our youngest ever WIC Director in 1987!



Closing Remarks

As we close out 2025, I reflect with deep admiration on the resilience, dedication, and impact of our agency. Despite a shifting political landscape and funding uncertainties, CAPCO remained steadfast in its mission to support children and families across the communities we serve. We strengthened our commitment to delivering high-quality programs and services while educating our community—and beyond—on the root causes and effects of poverty.

This year, we expanded offerings in meaningful ways: launching Breastfeeding Cafés in Cortland and Chenango Counties, helping open *The Grace Space*—Cortland’s first day center for unhoused individuals—and partnering on critical county-level initiatives in mental health and healthy homes remediation. These achievements came alongside continued delivery of our core services: Early Childhood Development, Energy Services, Family Development, and WIC.

Our presence has never been stronger, and we remain committed to being a trusted leader in human services and community change. CAPCO’s work is made possible through the Community Services Block Grant (CSBG), and we are proud to be one of over 1,000 Community Action Agencies nationwide. We call ourselves the CAPCO family—not just in name, but in how we live the Community Action Promise: collectively working to helping people help themselves and each other.

None of this would be possible without the incredible individuals who make up our CAPCO family and the unwavering support of our passionate Board of Directors. As we look ahead, one thing remains constant: CAPCO’s commitment to helping people and changing lives in Cortland County, with vital services also reaching Chenango and Tompkins Counties.

Greg Richards

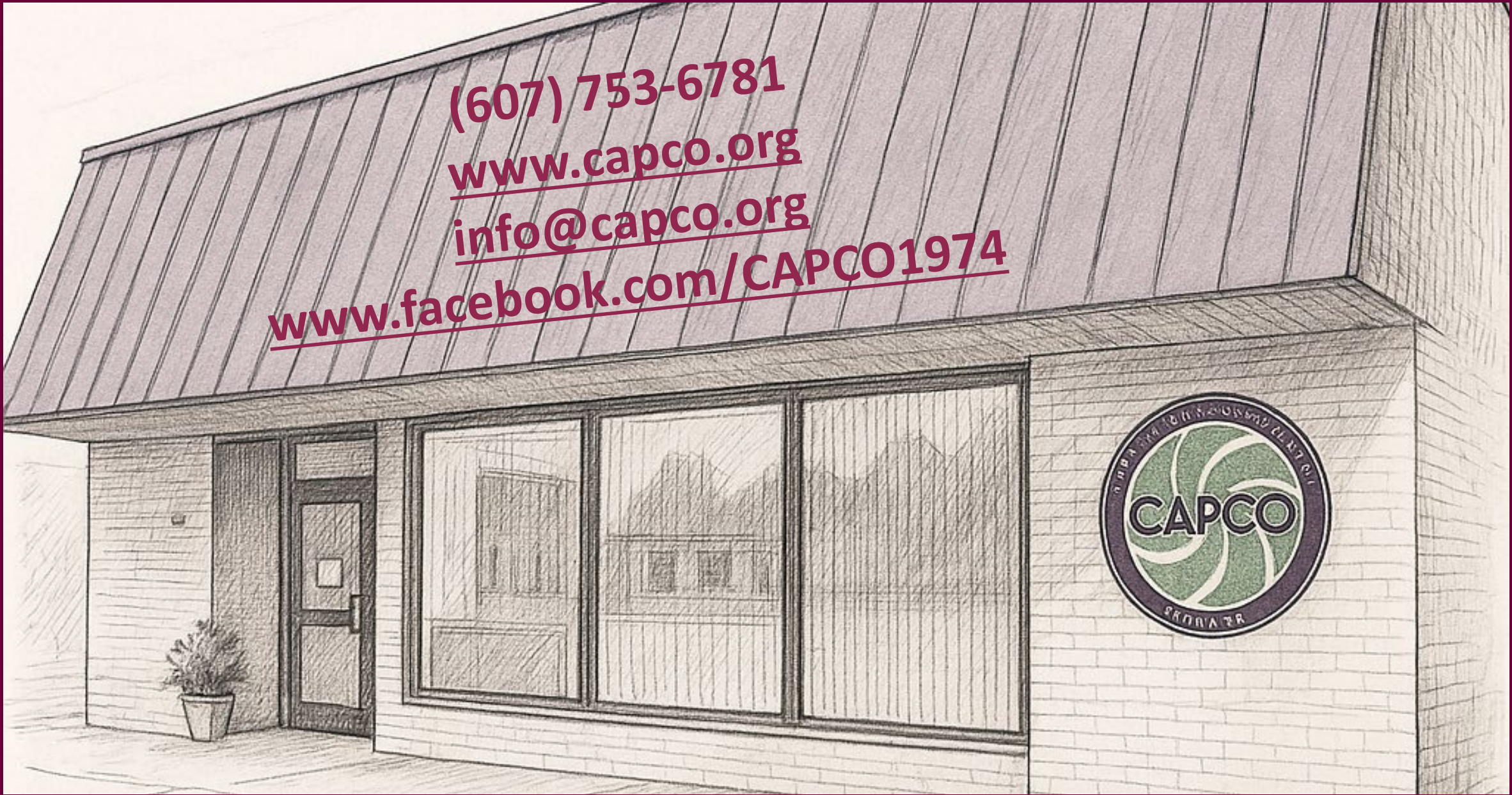
Executive Director

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Board Development Committee

November 18, 2025

Members present: Larry Woolheater, Sandra Aloi, Patricia (Patty) Schaap

Absent: Mary Beth Mathey

Staff: Kirsten Parker, Greg Richards, Brandy Strauf

Meeting called to order at 8:45 am.

Resignation of Board Member/Board President Shelley Warnow

Shelley's term was scheduled to end in April 2026 but due to personal reasons she will be resigning at the end of 2025. Greg plans to recognize Shelly's service at the annual board meeting on December 10.

Motion to regretfully accept the resignation of Shelley Warnoe as Board Member/Board President made by Larry Woolheater, 2nd by Patty Schaap. Motion carried.

Approval of Officers- 2026 Proposed slate of officers

Greg reviewed the proposed slate of officers. The full Board had the opportunity to express interest in an Officer position prior to the committee meeting. Greg personally reached out to new members, Melissa & Ella, to assess interest based on their tenure on the Board and key community roles. The following proposed slate is as follows:

- Melissa Alvord, President
- Ella Diiorio, Vice President
- Doug Bentley, Treasurer
- Lynn Sypher, Secretary

Motion to approve 2026 slate of officers made by Sandra Aloi, 2nd by Patti Schaap. Motion carried.

Redesignation of Patricia (Patty) Schaap's board seat from private sector to public sector representing Cathy Bischoff, Cortland County Legislator

With movement of Board positions anticipated in 2026, Cathy Bischoff, County Legislator—LD 3, has agreed to be represented by Patty. Cathy works closely with Patty in her role as Director of Community Services for Cortland County.

Motion to approve redesignation of Patty Schaap's board seat from private sector to public sector made by Larry Woolheater, 2nd by Sandra Aloi. Patti Schaap abstained. Motion carried.

Redesignation of Kellie Givens board seat from low-income sector to public sector representing Scott Chamberlin, Village of Marathon Mayor

Shelley Warnow's early transition off the Board allowed for her current representation of Mayor Scott Chamberlin to transition to fellow Marathon resident, Kellie Givens. Shelley coordinated the

transition with Mayor Chamberlin & Kellie. Both are familiar with one another and have worked together in the past.

Motion to approve redesignation of Kellie Givens board seat from low-income sector to public sector made by Sandra Aloi, 2nd Larry Woolheater. Motion carried.

Redesignation of Jeanette Dippo board seat from public sector to private sector

Jeanette Dippo was representing a Cortland County legislator. With the movement of board designations, Jeannette's designation is transitioning to the private sector.

Motion to approve Redesignation of Jeanette Dippo board seat in public sector to private sector made by Larry Woolheater, 2nd Sandra Aloi. Motion carried.

Sandra Aloi's Public Sector seat changed from representing previous City of Cortland Alderman Seth Thompson to new City of Cortland Alderman Tom Conlon.

Sandy has been on the Board representing the City of Cortland's Alderman for the 5th Ward, Seth Thompson. Seth has moved townships and no longer holds the Ward seat. With Tom Conlon's recent appointment and the recent election, Tom agreed to continue being represented on the Board by Sandy. Tom and Sandy work closely with one another on the board of elections with Sandy assisting with Tom's campaign as a recent of Ward 5.

Motion to approve Representation of Sandra Aloi's Public Sector seat changed from previous City of Cortland Alderman Seth Thompson to new City of Cortland Alderman Tom Conlon made by Larry Woolheater, 2nd by Patti Schaap. Sandra Aloi abstained. Motion carried.

Board List Discussions

Greg shared that we need to add one board member due to the resignation of Shalley Warnow. We have a list of perspective board members to review. We are looking for a board member with Early Childhood experience or background to meet Head Start standards with Shelley's departure from the board. Greg contacted Jenny Robinson, a former Childcare Center Director, but she was unable to serve on the board at this time. Melissa Holl, a recently retired kindergarten teacher, was also suggested. Greg reached out to Melissa but had not heard back at this time. Greg also shared that we have some seats that will be starting their second term in 2026 and two seats that will come to the end of their term in the fall of 2026. The Board Development committee will meet more often in 2026 as we nominate replacements for these seats.

Meeting adjourned at 9:09 am.

Resolution of the Board of Directors

Of

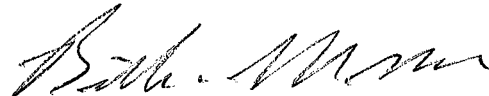
Cortland County Community Action Program, Inc.

Resolution No. 25-69

WHEREAS, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed Board resignation of Shelley Warnow, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed Board resignation of Shelley Warnow,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors regrettfully approves the Board resignation of Shelley Warnow.



Board President or designee

12/11/25

Date

From: [Shelley Warnow](#)
To: [Greg Richards](#)
Subject: [EXTERNAL]Board Resignation
Date: Monday, November 17, 2025 5:03:16 PM

This message was sent from outside the company. Please do not click links or open attachments unless you recognise the source of this email and know the content is safe.

Dear Board of Directors of CAPCO,
Please accept this notice of resignation as President of the Board. I believe it to be in the best interest of the entire CAPCO organization to step away before the new year, as opposed to four months into the year. I feel this will provide stability and leadership to the organization.

Respectfully,
Shelley Warnow

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-70

WHEREAS, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed 2026 Slate of Officers:

- Melissa Alvord, President
- Ella DiIorio, Vice President
- Doug Bentley, Treasurer
- Lynne Sypher, Secretary, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2026 Slate of Officers:

- Melissa Alvord, President
- Ella DiIorio, Vice President
- Doug Bentley, Treasurer
- Lynne Sypher, Secretary,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the 2026 Slate of Officers:

- Melissa Alvord, President
- Ella DiIorio, Vice President
- Doug Bentley, Treasurer
- Lynne Sypher, Secretary.

Shelley Warden

Board President or designee

December 11, 2025

Date

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-71

WHEREAS, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed redesignation of Patricia Schaap's Board seat to public-sector representative, representing Cortland County Legislator Cathy Bischoff (LD-3), and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed redesignation of Patricia Schaap's Board seat to public-sector representative, representing Cortland County Legislator Cathy Bischoff (LD-3),

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the redesignation of Patricia Schaap's Board seat to public-sector representative, representing Cortland County Legislator Cathy Bischoff (LD-3).

Shelley Warren
Board President or designee

December 11, 2025
Date

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-72

WHEREAS, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed redesignation of Kellie Givens Board seat to public-sector representative, representing the Mayor of Marathon, Scott Chamberlin, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed redesignation of Kellie Givens Board seat to public-sector representative, representing the Mayor of Marathon, Scott Chamberlin,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the redesignation of Kellie Givens Board seat to public-sector representative, representing the Mayor of Marathon, Scott Chamberlin.

Shelley Warner

Board President or designee

December 11, 2025

Date

Village Office
18 Tannery Street
P.O. Box 519
Marathon, NY 13803
Phone: 607-849-0812
Fax: 607-849-4233



Electric Dept.
Phone: 607-849-6795
Water/Wastewater Dept.
Phone: 607-849-3958
Street Dept.
Phone: 607-849-6988

November 10, 2025

Cortland County Community Action Program, Inc.
(CAPCO)
Board of Directors Director
Greg Richards, Executive Director
32 North Main Street
Cortland, NY 13045

Dear Mr. Richards & CAPCO Board of Directors,

Please accept this letter to re-designate my CAPCO Board of Directors appointment from Shelley Warnow to **Kellie Givens** following the end of Shelley's term as of the end of 2025. Shelley has done an excellent job representing me on the CAPCO Board and serving as the Board President. I look forward to Kellie's continued role on the Board in representation of Marathon and myself as the Village Mayor.

Sincerely,

A handwritten signature in cursive script that reads "Scott Chamberlin".

Scott Chamberlin
Mayor, Village of Marathon

*"This institution is an equal opportunity provider, and employer. To file a complaint of discrimination, write:
USDA, Director, Office of Civil Rights, 1400 Independence Avenue, S.W.,
Washington, D. C. 20250-9410. or call (800) 795-3272 (voice) or (202) 720-6382 (TDD)"*

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-73

WHEREAS, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed redesignation of Jeanette Dippo's Board seat to private-sector representative, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed redesignation of Jeanette Dippo's Board seat to private-sector representative,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the redesignation of Jeanette Dippo's Board seat to private-sector representative.

Shelley Warnow
Board President or designee

December 11, 2025
Date

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-74

WHEREAS, the Cortland County Community Action Program, Inc. Board Development Committee has reviewed the proposed redesignation of Sandra Aloi's public-sector representation to Tom Conlon, Alderman for the City of Cortland's 5th Ward, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed redesignation of Sandra Aloi's public-sector representation to Tom Conlon, Alderman for the City of Cortland's 5th Ward,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the redesignation of Sandra Aloi's public-sector representation to Tom Conlon, Alderman for the City of Cortland's 5th Ward.

Shelley Warnow

Board President or designee

December 11, 2025

Date



City of Cortland
Tom Conlon
Ward 5
Councilperson

25 Court Street, Cortland, NY 13045

Telephone – (607) 218-4256

Website: www.cortland.org

Fax – (607) 756-4644

August 25, 2025

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

Dear Mr. Richards,

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

Sandra has served on the CAPCO Board of Directors since January 2024 as well as in a similar capacity for other community organizations. Sandra's background and experience will continue to benefit the CAPCO Board of Directors.

Sincerely,

Tom Conlon
City of Cortland
5th Ward Councilperson

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

Staff: Greg Richards, Kirsten Parker, Brandy Strauf. **ProNexus:** Kim Schmitt

Meeting called to order at 8:30 AM.

Agency:

Accounts payable and receivable are current per the processing schedule. The Finance Department/ProNexus is continuing to work on cleaning up the ageing report as we move to our new accounting system, NetSuite. Greg, Lisa and Kim will be meeting with the auditors to be sure we have everything we need from Blackbaud before we lose access. The auditors will be here in December for pre-audit work, with the full audit scheduled for the end of April.

Consumer Directed Services:

Kirsten is working on transitioning VTP and EISEP services to Brandy as part of the Family Development Program. We have been working with DOT regarding NYSDOT 5310 vouchers. Only one has been paid. Kirsten escalated the issue and there has been some movement.

Early Childhood Development:

With the opening of the federal government, we have received clarification on our SF-425 submission. We do not need to submit a final SF -425 until the end of our 5-year contract. We are currently up to date. We have two openings in our UPK program, which directly correlates to revenue. There are no 4-year-olds on the waiting list. We are closely monitoring revenue and expenses and are trying to fill the remaining spots as soon as possible.

The ECD department is preparing for the addition of Healthy Families as of December 1st.

Energy Services Department

We have received our DOE contract and received more than we expected (almost \$800,000). The unexpected increase has been attributed to CAPCO' strong performance during the 24.25 contract. This creates more challenges. The contract started in August, and we have more units to complete. We can braid the DOE and HEAP funding to spend more on each unit, but timing and capacity are still concerns. We are considering moving the crew from 37.5 to 40 hours per week.

CAPCO has been working with Cortland County DSS on the lack of HEAP resources for no-heat emergency repair and replacements. We have been able to secure \$50,000 in emergency funding from DSS and \$20,000 from OFA. Referrals will come from DSS, and we will provide weekly reports. Any unused funds will be returned to the County.

Work on the Healthy Homes Production Grant has not started yet. Peter, our QCI, is finishing training and the Health Department is completing Tier 1 environmental review. Work is anticipated to begin by February.

Family Development Program:

This is a busy time of year for FDD. Brandy and her team have led efforts with Joseph Rivers Paining to collect donated food items from 51 businesses and distribute them to food pantries. The annual coat giveaway saw record numbers (325 people served in a 2-hour window). We also hosted an additional giveaway in Marathon. We are currently distributing Thanksgiving meal packages. We are doing 180 this year (up from 80 in 2024). Preparations are underway for holiday support and programming.

Brandy is working on transitioning operations of VTP and EISEP with Kirsten.

WIC Program:

We have closed out the 24.25 budget including the submission of the annual time study (referred to as the NSA). We overspent one salary line, and the overall budget was underspent by just over \$41,000. This is significantly less than the previous year. We continue to refine our forecasting process. WIC is a very difficult budget to fully expend due to the purchasing approval and line-item change requirements. The first round of childbirth classes has finished in Chenango County. The team continues to work with our new contracted marketing firm, Media Brush.

Financial Statements:

Kim reviewed the financial statements and answered questions. We have been timelier with recording receivables. Currently we are projecting a \$136,000 profit, but this will change and will most likely be lower as year-end closing entries are completed.

Motion to accept the September 2025 Financial Statements made by Doug Bentley, 2nd by Shelley Warnow. Motion carried.

Healthy Families Budget:

The proposed budget is for a 5-year period from 12/1/2025-11/30/2030. It removes Brandy's 20% allocation and adds a 10% allocation for Jenn, the Early Childhood Development Director, 15% for Heather, the Early Childhood Enrollment Specialist, and 3% for Kristi, the Early Childhood Assistant Director. It also budgets staff incentives and includes an increase in de Minimis to 15%.

Motion to approve the 2025.2030 Healthy Families Budget made by Doug Bentley, 2nd by Kellie Givens. Motion carried.

25.26 HEAP Contract

HEAP contract in the amount of \$725,000. Includes 15% de Minimis. This contract does not include salary increases, staff got increases at the end of the last contract. This contract requires 61 units and dates back to July 2025.

Motion to approve the 2025.26 HEAP contract made by Ella Dilorio, 2nd by Doug Bentley. Motion carried.

25.26 DOE Contract

DOE contract in the amount of \$793,547. Includes a maximum of 9.82% de Minimis per contract (not the 7.5% usually capped by our WAP contracts). This contract includes two minivans and dates to August 2025. This adds an additional 51 units, many of which can be braided with HEAP units.

Motion to approve the 2025.26 DOE contract made by Doug Bentley, 2nd by Kellie Givens. Motion carried.

Net Suite Conversion

We are switching from our current financial management software, Blackbaud, to NetSuite, which is preferred by ProNexus. ProNexus is a dealer of Net Suite which gets us a discounted price. The actual costs of the software will be less than Blackbaud. We will have to pay project fees to set up the software for 17-20K. These costs will be covered by the funds budgeted for Blackbaud in the administration budget. Blackbaud has a new policy and will not sign contracts for less than 3 years and does not have a provision for accessing our data once our contract expires. This causes concerns with data history and balances transferring for year-end in anticipation of our 2025 audit. Kim, Greg & Lisa have been working with our ProNexus conversion team and our auditors at Bonadio to prepare.

Motion to approve the Net Suite conversion made by Ella Dilorio, 2nd by Kellie Givens. Motion carried

Update of janitorial services

The agency will be moving back to an outsourced janitorial arrangement. One of our two janitors resigned and with the change to how we must charge space costs, this will work better. We are hiring “Boots on the Ground”, the cost will be about \$36,000/year. This cost will be charged directly to programs. We hope to decrease the administrative costs charged to each program to help offset the cost.

Reminder annual meeting at Cortland Elks on December 11th at 11:30 and Executive Committee December 1st at noon.

There being no further business, meeting adjourned at 9:42 am.



FINANCE COMMITTEE REPORT

SUMMARY of September 2025 FINANCIAL STATEMENTS

November 20, 2025

AGENCY

Accounts Payable and Accounts Receivable are current per the processing schedule with receivables continuing to be reconciled as we close-out 2025 and transition accounting systems.

The federal government shutdown officially ended on November 12, 2025, after 43 days—the longest in U.S. history. Throughout this period, our agency maintained a strong cash position and continued operations without disruption. We expect submitted vouchers to be processed in the coming weeks and months. While some payment backlogs are anticipated, we remain financially stable as receivables are collected.

We are currently transitioning our accounting system from Blackbaud to NetSuite, the preferred platform utilized by ProNexus. This transition is complex and operates under a tight timeline, with all data migration and staff training scheduled for completion by December 11, 2025. Our Blackbaud contract expires on December 12, after which we will no longer have access to historical data within that system. Kim, Lisa, and our ProNexus team are working diligently to configure NetSuite and ensure all data points transfer accurately for a smooth and successful transition.

Preliminary work for the 2025 audit will begin on December 8th. The successful completion of the NetSuite transition is critical to ensuring a smooth preliminary review and overall audit process. Our Fiscal team is actively preparing deliverables in anticipation of this initial fieldwork. The full audit is expected to take place in April 2026.

CONSUMER DIRECTED SERVICES

Kirsten has been actively transitioning Volunteer Transportation and EISEP operations to Brandy and the Family Development team. Beginning in 2026, the CDS department will be integrated into the Family Development program, ensuring the continued delivery of VTP and EISEP services.

Kirsten remains in regular communication regarding our NYS DOT 5310 vouchers. To date, only one voucher has been paid, with two additional submissions pending. There has been significant back-and-forth with NYS DOT concerning expenditure documentation for our sub-recipient, Seven Valleys Health Coalition. Unfortunately, NYS DOT has been slow to respond to emails and requests. If these delays are not resolved by year-end, Kirsten and Greg plan to escalate the issue to ensure timely processing.

EARLY CHILDHOOD DEVELOPMENT

With the opening of the federal government, our HS/EHS Program & Fiscal Specialists have been in contact with us regarding our SF-425 submission. It was clarified that we do not need to submit a final SF-425 until the end of our total 5-year grant period. We are currently up to date on all filings.

We are currently down two student enrollments in our UPK program, which directly impacts billable revenue. Currently, Cortland City School District has no 4-year-olds on a waitlist for placement in our classrooms, despite our own marketing efforts to fill the openings. As a standalone UPK program, there are no income guidelines for this free, five-hour-per-day preschool option. The shortfall in enrollment reflects broader population trends and reinforces our recent change in scope adjustments. We are closely monitoring revenue and expenses given last year's program deficit, and we remain hopeful that the remaining spots will be filled as soon as possible.

The ECD department is preparing to welcome the Healthy Families program under its umbrella effective December 1, 2025. Jenn, Brandy, and the team have been meeting regularly since the summer, and

budgets have been finalized and approved. Workflows have been carefully developed to ensure a smooth transition.

ENERGY SERVICES DEPARTMENT

We recently received our DOE contract, which reflects a significantly higher award than anticipated. As a reminder, WAP funding is split into two grants this year: HEAP and DOE. While HEAP worked has started, DOE was delayed due to federal processing. The DOE award totals \$793,547—exceeding HEAP and typically representing only 40% of WAP funding. NYSWDA attributes this increase to CAPCO’s strong performance under the 2024–2025 contract. While the additional funding is welcome, it creates production challenges. With the contract finalized late, we have until August 2026 to meet goals: 61 units under HEAP and 53 under DOE. We can braid funding to reduce the overall target, but timing and capacity remain concerns. Stacey and the team are actively planning as we await DOE budget approval, which will be reviewed by the committee this month.

CAPCO has been actively engaged with Cortland County DSS on the lack of HEAP resources for no-heat emergency repair & replacements. Working closely with the County, CAPCO was able to secure \$50,000 in emergency funding from DSS and \$20,000 from the Office for the Aging. Referrals will come from DSS, and we will provide weekly expense reports. Any unused funds will be returned to the County with no clarity yet on the length of this special program due to HEAP changes even prior to the shutdown. We are grateful to our partners at the County for their swift work in getting us this funding and for their ongoing partnership.

We have not yet started work through our Health Homes Production grant with the Cortland County Health Department. Our QCI, Peter Martin, is completing Program Manager training requirements and the Health Department is completing the Tier 1 environmental review. Work is anticipated to begin by February 2026.

FAMILY DEVELOPMENT DEPARTMENT

Program operations are busy this time of year in FDD, exacerbated by the recent government shutdown and an uptick in emergency assistance requests. Brandy & team led efforts with Joseph Rivers Painting to collect donated food items from 51 area businesses and distribute to 15 food pantries all throughout Cortland County during the month of November. The initiative is to help stock depleted food pantries impacted by the pause & delays in SNAP benefits. Our annual coat giveaway saw record numbers (325 people served in a 2-hour window), and we will be hosting an additional giveaway at the Marathon Food Pantry. We are amid our Thanksgiving meal package program, which we increased to 180 families (up from 80 in 2024). Preparations are underway for holiday support & programming.

Brandy has been working closely with Kirsten to transition administrative operations of the Volunteer Transportation Program & the EISEP program. Brandy will have main operational duties and oversight over the program-areas following Kirsten’s retirement at the end of the year.

WIC

The 2024-2025 WIC grant has been closed out, including the submission of our annual time-study (referred to as the NSA). We overspent one salary line that we were able to re-allocate to the program’s Bright Ideas grant. Overall, the program experienced an underspend of just over \$41,000. This is a significantly less accrual than the previous year’s contract, which had a large underspend due to budget uncertainties with the addition of Chenango County. Lori & our ProNexus team are actively refining their forecasting process to limit future underspends. WIC is a difficult grant to spend perfectly to \$0 due to the need to budget per line item versus budget category.

We've successfully completed our first round of Childbirth Education Classes at the Chenango County WIC clinic! These classes are funded through our 2022 and 2025 Bright Ideas grants from the CNY Community Foundation. Our WIC Nutritionist, Holly McMahon, is leading the sessions, with additional support from a subcontracted educator to assist Holly. The next round of classes will begin in Cortland County in January 2026, and we're excited to continue expanding this important program

The team continues to work with our new contracted marketing firm, MediaBrush. A new WIC marketing & orientation video will be forthcoming.

CAPCO

Aged Accounts Receivable Report

Aging Balance For	Last Paid	current	31-60	61-90	over 90	Balance
BENNETTP		(\$31)	\$0	\$0	\$0	(\$31)
RUVIM BUSHMICH	04/30/2021	\$0	\$0	\$0	\$0	\$0
CARE COMPASS NETWORK	12/18/2020	\$0	\$0	\$0	\$800	\$800
Child and Adult Care Food Program	10/10/2025	\$21,463	\$0	\$0	\$1	\$21,464
CHILD DEVELOPMENT COUNCIL	08/29/2025	(\$17)	\$0	\$0	\$0	(\$17)
CORTLAND CITY SCHOOL DISTRICT	07/11/2025	\$48,748	\$0	\$0	\$0	\$48,748
CORTLAND COUNTY AREA AGENCY	10/17/2025	\$5,876	\$0	\$0	\$2,214	\$8,090
Cortland County	10/24/2025	\$5,760	\$0	\$143	\$35	\$5,938
YWCA CORTLAND	09/12/2025	(\$3,598)	\$0	\$0	\$0	(\$3,598)
DEPARTMENT OF HEALTH	10/28/2025	(\$8,617)	\$0	\$0	\$0	(\$8,617)
DEPT OF HCR	10/16/2025	\$0	\$0	\$0	\$166,117	\$166,117
HEAP DEPARTMENT	07/17/2025	\$0	\$0	\$0	\$75	\$75
JUDITH JOHNSON		\$0	\$0	\$0	\$0	\$0
Medicaid	08/01/2917	(\$207,992)	\$0	\$0	\$1,515,187	\$1,307,195
MOTHERS & BABIES PERINATAL	01/19/2018	\$0	\$0	\$0	\$0	\$0
New York State Department of	04/15/2025	\$2,149	\$0	\$0	\$7,829	\$9,978
NYS OSC	10/24/2025	(\$45,699)	\$0	\$0	\$0	(\$45,699)
NYSCAA	06/27/2025	\$0	\$0	\$0	\$0	\$0
NYSERDA-EMPOWER NEW YORK	08/28/2025	(\$4,964)	\$0	\$0	\$0	(\$4,964)
OCM BOCES	10/10/2025	\$600	\$0	\$0	\$550	\$1,150
UNITED WAY OF CORTLAND	10/03/2025	\$1,667	\$0	\$0	\$0	\$1,667
VTP-MEDICAID	10/23/2025	\$159	\$0	\$0	\$801	\$960
HENRY WELLS		\$100	\$0	\$0	\$0	\$100
YMCA	07/31/2020	\$0	\$0	\$0	\$1	\$1
	Grand Totals:	(\$184,396)	\$0	\$143	\$1,693,610	\$1,509,357

CAPCO

Aged Accounts Payable Report

<u>Vendor Name</u>	<u>current</u>	<u>31-60</u>	<u>61-90</u>	<u>over 90</u>	<u>NetDue</u>
4IMPRINT INC	\$6,855.45	\$0.00	\$0.00	\$0.00	\$6,855.45
ACE SECURITY CONTROL LOCKSMITH CORPORATION	\$1,075.00	\$0.00	\$0.00	\$0.00	\$1,075.00
ADVANTAGE HEATING & PLUMBING LLC	\$6,806.39	\$0.00	\$0.00	\$0.00	\$6,806.39
AFLAC	\$1,684.92	\$0.00	\$0.00	\$0.00	\$1,684.92
AIR TEMP HEATING & AIR CONDITIONING INC.	\$2,068.71	\$0.00	\$0.00	\$0.00	\$2,068.71
AM CONSERVATION	\$1,554.54	\$0.00	\$0.00	\$0.00	\$1,554.54
AMANDA KEEP	\$44.00	\$0.00	\$0.00	\$0.00	\$44.00
AMERICAN FOOD & VENDING	\$464.90	\$0.00	\$0.00	\$0.00	\$464.90
AMERICAN PROFESSIONAL AGENCY, INC.	\$78.00	\$0.00	\$0.00	\$0.00	\$78.00
AmericanTCS Fiduciary Services LLC	\$24,779.53	\$0.00	\$0.00	\$0.00	\$24,779.53
APPLEGATE GREENFIBER AQUISITION LLC	\$5,493.60	\$0.00	\$0.00	\$0.00	\$5,493.60
AT&T MOBILITY	\$1,406.34	\$0.00	\$0.00	\$0.00	\$1,406.34
BADJAD PROPERTY MANAGEMENT LLC	\$14,770.00	\$0.00	\$0.00	\$0.00	\$14,770.00
BEARD ELECTRIC LLC	\$146.59	\$0.00	\$0.00	\$0.00	\$146.59
BILL ANDERSON FARM MARKET INC.	\$5,406.49	\$0.00	\$0.00	\$0.00	\$5,406.49
BILL BROTHERS	\$1,371.84	\$0.00	\$0.00	\$0.00	\$1,371.84
BLEVINS INC	\$4,949.50	\$0.00	\$0.00	\$0.00	\$4,949.50
BONADIO & CO., LLP	\$13,800.00	\$0.00	\$0.00	\$0.00	\$13,800.00
BRANDON AMES	\$66.00	\$0.00	\$0.00	\$0.00	\$66.00
BRANDY FORD	\$0.00	\$0.00	\$0.00	\$87.38	\$87.38
BRANDY STRAUF	\$77.00	\$0.00	\$0.00	\$0.00	\$77.00
BUILDERS BEST	\$5,236.23	\$0.00	\$0.00	\$0.00	\$5,236.23
Bushy's Pro Shine Auto Detailing	\$750.00	\$0.00	\$0.00	\$0.00	\$750.00
BUSINESS COUNCIL OF NEW YORK STATE	\$2,036.49	\$0.00	\$0.00	\$0.00	\$2,036.49
CAP SYSTEMS INC.	\$892.50	\$0.00	\$0.00	\$0.00	\$892.50
CAPCO	\$692,000.00	\$0.00	\$0.00	\$0.00	\$692,000.00
CENTRAL RESTAURANT PRODUCTS	\$3,096.98	\$0.00	\$0.00	\$0.00	\$3,096.98
CHARLES SCHELL	\$44.00	\$0.00	\$0.00	\$0.00	\$44.00
CHELSEA PERI	\$44.00	\$0.00	\$0.00	\$0.00	\$44.00
CITY OF CORTLAND	\$200.00	\$0.00	\$0.00	\$0.00	\$200.00
CITY WATER DEPARTMENT	\$480.07	\$0.00	\$0.00	\$0.00	\$480.07
CNY LAWNS LLC	\$897.00	\$0.00	\$0.00	\$0.00	\$897.00
COMPLETE PAYROLL PROCESSING, INC.	\$1,374.81	\$0.00	\$0.00	\$0.00	\$1,374.81
CONTENTO AUTO SALES INC.	\$115.00	\$0.00	\$0.00	\$0.00	\$115.00
CORTLAND CITY SCHOOL DISTRICT	\$1,400.00	\$0.00	\$0.00	\$0.00	\$1,400.00
CORTLAND COUNTY CHAMBER OF COMMERCE	\$900.00	\$0.00	\$0.00	\$0.00	\$900.00
CORTLAND COUNTY TREASURER	\$360.00	\$0.00	\$0.00	\$0.00	\$360.00
CORTLAND ELKS BPOE 748	\$442.50	\$0.00	\$0.00	\$0.00	\$442.50

CAPCO

Aged Accounts Payable Report

<u>Vendor Name</u>	<u>current</u>	<u>31-60</u>	<u>61-90</u>	<u>over 90</u>	<u>NetDue</u>
CORTLAND PRODUCE	\$1,250.05	\$0.00	\$0.00	\$0.00	\$1,250.05
CP READ ENTERPRISES LLC	\$135.85	\$0.00	\$0.00	\$0.00	\$135.85
CURCIO PRINTING	\$1,579.11	\$0.00	\$0.00	\$0.00	\$1,579.11
CUST SERVICES OF CORTLAND INC	\$1,771.74	\$0.00	\$0.00	\$0.00	\$1,771.74
D. YAMAN PROPERTIES LLC.	\$3,930.00	\$0.00	\$0.00	\$0.00	\$3,930.00
Deanne Marshall	\$22.00	\$0.00	\$0.00	\$0.00	\$22.00
E RATE SOLUTIONS GROUP INC	\$1,674.00	\$0.00	\$0.00	\$0.00	\$1,674.00
E3 AUDIOMEDTRIC TECHNOLOGY	\$586.00	\$0.00	\$0.00	\$0.00	\$586.00
ERICA EATON	\$44.00	\$0.00	\$0.00	\$0.00	\$44.00
FAMILY HEALTH NETWORK OF CNY INC	\$204.53	\$0.00	\$0.00	\$0.00	\$204.53
FIRST CONGREGATIONAL CHURCH UCC	\$150.00	\$0.00	\$0.00	\$0.00	\$150.00
FIRST NONPROFIT COMPANIES	\$42,575.00	\$0.00	\$0.00	\$0.00	\$42,575.00
FIRST PRESBYTERIAN CHURCH OF BAINBRIDGE	\$150.00	\$0.00	\$0.00	\$0.00	\$150.00
FIRST UNITED METHODIST CHURCH	\$210.00	\$0.00	\$0.00	\$0.00	\$210.00
FIRSTLIGHT FIBER	\$1,033.17	\$0.00	\$0.00	\$0.00	\$1,033.17
FLEET SERVICES	\$146.36	\$0.00	\$0.00	\$0.00	\$146.36
FOOD BANK OF CENTRAL NEW YORK	\$7,225.02	\$0.00	\$0.00	\$0.00	\$7,225.02
GOETZMANN & ASSOCIATES LLC	\$66,692.72	\$0.00	\$0.00	\$0.00	\$66,692.72
GORGERS LLC	\$1,200.00	\$0.00	\$0.00	\$0.00	\$1,200.00
GRACE CHRISTIAN FELLOWSHIP	\$50.00	\$0.00	\$0.00	\$0.00	\$50.00
GREEK PEAK HOLDINGS, LLC	\$413.84	\$0.00	\$0.00	\$0.00	\$413.84
GREG RICHARDS	\$251.00	\$0.00	\$0.00	\$0.00	\$251.00
HEALTH FACILITY ASSESSMENT FUND	\$2.00	\$0.00	\$0.00	\$0.00	\$2.00
HEATHER SCIARA	\$78.73	\$0.00	\$0.00	\$0.00	\$78.73
HEP SALES	\$8,132.98	\$0.00	\$0.00	\$5.31	\$8,138.29
HHAEXCHANGE	\$500.00	\$0.00	\$0.00	\$0.00	\$500.00
HOLBROOK HEATING INC	\$10,485.00	\$0.00	\$0.00	\$0.00	\$10,485.00
HOMER MEN & BOYS STORE, INC.	\$2,085.66	\$0.00	\$0.00	\$0.00	\$2,085.66
HUMMEL'S OFFICE EQUIPMENT CO. INC	\$1,716.43	\$0.00	\$0.00	\$0.00	\$1,716.43
INOVALON PROVIDER INC	\$554.50	\$0.00	\$0.00	\$0.00	\$554.50
INTELLICORP	\$84.90	\$0.00	\$0.00	\$0.00	\$84.90
INTERFLEX PAYMENTS, LLC	\$404.62	\$0.00	\$0.00	\$0.00	\$404.62
INTERNET MARKETING MAGICIANS LLC	\$681.50	\$0.00	\$0.00	\$0.00	\$681.50
JENNIFER GEIBEL	\$148.42	\$0.00	\$0.00	\$0.00	\$148.42
JOY TREACY	\$22.00	\$0.00	\$0.00	\$0.00	\$22.00
KAYLEAN CONTENTO	\$181.29	\$0.00	\$0.00	\$0.00	\$181.29
KIRSTEN PARKER	\$77.00	\$0.00	\$0.00	\$0.00	\$77.00
KRYSTLE PLUNKETT	\$22.00	\$0.00	\$0.00	\$0.00	\$22.00

CAPCO

Aged Accounts Payable Report

<u>Vendor Name</u>	<u>current</u>	<u>31-60</u>	<u>61-90</u>	<u>over 90</u>	<u>NetDue</u>
LANGUAGELINE SOLUTIONS	\$451.75	\$0.00	\$0.00	\$0.00	\$451.75
LINDSAY CROUCH	\$22.00	\$0.00	\$0.00	\$0.00	\$22.00
LORIANN SPATOLA-DAVIS	\$77.00	\$0.00	\$0.00	\$0.00	\$77.00
LOWE'S	\$7,480.52	\$0.00	\$0.00	\$0.00	\$7,480.52
M&T BANK	\$50,147.34	\$0.00	\$0.00	\$0.00	\$50,147.34
M&T MORTGAGE	\$3,605.30	\$0.00	\$0.00	\$0.00	\$3,605.30
MARATHON PRESBYTERIAN CHURCH	\$150.00	\$0.00	\$0.00	\$0.00	\$150.00
MARTHA ALLEN	\$0.00	\$0.00	\$0.00	\$138.00	\$138.00
MEDELA INC	\$125.05	\$0.00	\$0.00	\$0.00	\$125.05
MEGHAN DECKER	\$0.00	\$0.00	\$0.00	\$5.08	\$5.08
MICHAEL J SWEENEY	\$400.00	\$0.00	\$0.00	\$0.00	\$400.00
MICHELLE ZACHARY	\$22.00	\$0.00	\$0.00	\$0.00	\$22.00
MICHIGAN MILLERS MUTUAL INSURANCE COMPANY	\$176.00	\$0.00	\$0.00	\$0.00	\$176.00
MILLENNIUM MARKETING	\$350.00	\$0.00	\$0.00	\$0.00	\$350.00
NATIONAL COMMUNITY ACTION PARTNERSHIP	\$1,030.00	\$0.00	\$0.00	\$0.00	\$1,030.00
NATIONAL GRID	\$5,422.30	\$0.00	\$0.00	\$0.00	\$5,422.30
NEW BERLIN FIRST UNITED METHODIST CHURCH	\$210.00	\$0.00	\$0.00	\$0.00	\$210.00
NORTHEAST GROCERY INC.	\$373.65	\$0.00	\$0.00	\$0.00	\$373.65
NYS DEPARTMENT OF STATE	\$100.00	\$0.00	\$0.00	\$0.00	\$100.00
NYS INSURANCE FUND	\$5,396.41	\$0.00	\$0.00	\$270.00	\$5,666.41
NYSCAA	\$175.00	\$0.00	\$0.00	\$0.00	\$175.00
NYSEG	\$734.53	\$0.00	\$0.00	\$0.00	\$734.53
NYSWDA	\$950.00	\$0.00	\$0.00	\$0.00	\$950.00
O'SHEA COLLISION CENTER	\$2,719.40	\$0.00	\$0.00	\$0.00	\$2,719.40
PETER MARTIN	\$700.10	\$0.00	\$0.00	\$0.00	\$700.10
PETTY CASH	\$80.97	\$0.00	\$0.00	\$0.00	\$80.97
PLAN FIRST COMPUTER SERVICES	\$7,218.28	\$0.00	\$0.00	\$0.00	\$7,218.28
ProNexus LLC	\$37,875.50	\$0.00	\$0.00	\$0.00	\$37,875.50
PUDGIE'S PIZZA	\$732.35	\$0.00	\$0.00	\$0.00	\$732.35
R.E. MICHEL COMPANY, INC.	\$2,479.85	\$0.00	\$0.00	\$0.00	\$2,479.85
RAYSOR COMPUTER REPAIR	\$918.76	\$0.00	\$0.00	\$0.00	\$918.76
REBEKAH JOHNSON	\$22.00	\$0.00	\$0.00	\$0.00	\$22.00
RICHARD R BORRA	\$3,184.00	\$0.00	\$0.00	\$0.00	\$3,184.00
ROLAND SHEA JR.	\$161.00	\$0.00	\$0.00	\$0.00	\$161.00
SALLY GRISWOLD LCSW PLLC	\$750.00	\$0.00	\$0.00	\$0.00	\$750.00
SANDRA ALOI	\$374.36	\$0.00	\$0.00	\$0.00	\$374.36
SENTRY ALARMS LLC	\$309.00	\$0.00	\$0.00	\$0.00	\$309.00
SKYLINE ELECTRIC	\$121.20	\$0.00	\$0.00	\$0.00	\$121.20

CAPCO

Aged Accounts Payable Report

Vendor Name	current	31-60	61-90	over 90	NetDue
SPECTRUM	\$594.98	\$0.00	\$0.00	\$0.00	\$594.98
STACEY HENRY	\$77.00	\$0.00	\$0.00	\$0.00	\$77.00
SUNY CORTLAND	\$150.00	\$0.00	\$0.00	\$0.00	\$150.00
SUPERFLEET MASTERCARD	\$997.20	\$0.00	\$0.00	\$0.00	\$997.20
SUSAN FEDELE	\$22.00	\$0.00	\$0.00	\$0.00	\$22.00
TALLMADGE TIRE	\$605.98	\$0.00	\$0.00	\$0.00	\$605.98
TAMI BAILEY	\$0.00	\$0.00	\$0.00	\$30.00	\$30.00
TEACHING STRATEGIES LLC	\$2,202.14	\$0.00	\$0.00	\$0.00	\$2,202.14
THE CORTLAND FLOWER SHOP	\$120.00	\$0.00	\$0.00	\$0.00	\$120.00
THE GLASS SMITH INC.	\$294.00	\$0.00	\$0.00	\$0.00	\$294.00
THE GRASS DOCTOR	\$4,046.67	\$0.00	\$0.00	\$0.00	\$4,046.67
THE HARTFORD	\$6,764.20	\$0.00	\$0.00	\$0.00	\$6,764.20
THERESA QUAIL	\$85.00	\$0.00	\$0.00	\$0.00	\$85.00
Tiffany Watson	\$22.00	\$0.00	\$0.00	\$0.00	\$22.00
TOMPKINS CORTLAND COMMUNITY COLLEGE	\$9,292.00	\$0.00	\$0.00	\$0.00	\$9,292.00
TOSHIBA FINANCIAL SERVICES	\$2,363.41	\$0.00	\$0.00	\$0.00	\$2,363.41
UNITED PRESBYTERIAN CHURCH OF CINCINNATUS	\$150.00	\$0.00	\$0.00	\$0.00	\$150.00
UNITED WAY	\$190.00	\$0.00	\$0.00	\$0.00	\$190.00
US FOODS INC.	\$9,719.05	\$0.00	\$0.00	\$0.00	\$9,719.05
VICTOR SIEGLE	\$1,566.76	\$0.00	\$0.00	\$0.00	\$1,566.76
VILLAGE WELLNESS	\$180.00	\$0.00	\$0.00	\$0.00	\$180.00
VOLO'S AUTO SUPPLY INC	\$59.81	\$0.00	\$0.00	\$0.00	\$59.81
VOX TANDEM LLC	\$513.70	\$0.00	\$0.00	\$0.00	\$513.70
WALMART INC.	\$1,822.07	\$0.00	\$0.00	\$0.00	\$1,822.07
WHO'S WE? LLC	\$7,653.06	\$0.00	\$0.00	\$0.00	\$7,653.06
YWCA OF CORTLAND	\$5,305.00	\$0.00	\$0.00	\$0.00	\$5,305.00
ZEV SUPPLIES CORP	\$57.65	\$0.00	\$0.00	\$0.00	\$57.65
GRAND TOTALS	\$1,149,539.10	\$0.00	\$0.00	\$535.77	\$1,150,074.87

A total of 141 vendors(s) listed

CAPCO

Balance Sheet

	12/31/2024	09/30/2025
ASSETS		
CURRENT ASSETS		
Cash	3,673,862	3,069,716
Grants Receivable	276,267	1,129,047
Accounts Receivable		
ACCOUNTS RECEIVABLE	1,304,952	719,110
Less: ALLOWANCE FOR DOUBTFUL ACCOUNTS	15,253	15,253
OTHER RECEIVABLES	5,097	5,242
Net Accounts Receivable	1,294,796	709,099
Prepaid Expenses	12,481	12,175
TOTAL CURRENT ASSETS	5,257,406	4,920,037
PROPERTY AND EQUIPMENT		
Vehicles, furniture and equipment	980,470	997,258
Building	1,608,129	1,608,129
NET PROPERTY AND EQUIPMENT AT COST	2,588,599	2,605,387
Less Accumulated Depreciation	(1,403,604)	(1,403,604)
TOTAL PROPERTY AND EQUIPMENT	1,184,995	1,201,783
TOTAL ASSETS	6,442,401	6,121,820
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts Payable	40,179	283,531
Payroll taxes and Accruals	511,734	(3,173)
Other Current Liabilities	6,204	6,014
Deferred Income	697,432	482,701
Total CURRENT LIABILITIES	1,255,548	769,074
LONG-TERM DEBT	142,327	134,517
TOTAL LIABILITIES	1,397,875	903,591
NET ASSETS	5,044,527	5,218,230
Total LIABILITIES AND NET ASSETS	6,442,402	6,121,821

CAPCO
Income Statement
TOTAL CAPCO AGENCY

LINE ITEM	ACTUAL 01/01/2024 12/31/2024	ACTUAL 01/01/2024 09/30/2024	ACTUAL 09/01/2025 09/30/2025	ACTUAL 01/01/2025 09/30/2025
REVENUE				
GRANT REVENUE				
GRANT REVENUE	6,345,560	3,277,065	397,323	5,499,296
USDA REVENUE	187,853	137,564	18,172	138,990
EBT REVENUE	0	0	0	0
PASS THROUGH FUNDS-wic VOUCHERS	1,662,772	1,235,784	0	0
Total GRANT REVENUE	8,196,185	4,650,413	415,495	5,638,286
OTHER REVENUE				
MEDICAID REVENUE	3,774,500	2,753,548	681	968,233
Prior Years Medicaid Revenue	211,088	211,088	0	0
SERVICE FEES	57,478	52,509	0	11,557
SPECIAL NEEDS SERVICE REIMBURSEMENT	10,065	7,205	2,765	20,105
RENTAL INCOME	5,200	3,550	600	3,900
INTEREST INCOME	3,930	3,174	185	7,027
OTHER INCOME	153,537	127,515	10,072	108,408
CASH DONATIONS	99,265	71,649	1,292	60,450
INKIND DONATIONS	1,315,846	983,620	154,176	1,064,006
NYSERDA REVENUE	48,181	40,162	0	31,345
Current PY Program Income	19,851	1,250	0	0
Total OTHER REVENUE	5,698,941	4,255,271	169,771	2,275,031
Total REVENUE	13,895,126	8,905,684	585,265	7,913,317
EXPENSES				
PERSONNEL				
SALARIES/WAGES				
SALARY/WAGE EXPENSE	6,898,452	4,963,841	330,210	3,839,318
HEALTH AND SAFETY WAGES	16,527	12,092	(432)	11,715
SALARY INCENTIVES	143,215	143,215	21,000	239,826
ACCRUED BENEFIT TIME	0	0	0	0
NEW ACCRUED BENEFIT TIME	183,002	144,378	12,663	140,323
Total SALARIES/WAGES	7,241,196	5,263,526	363,441	4,231,182
FRINGES				
FICA EXPENSE	524,531	380,324	24,594	302,981
UNEMPLOYMENT INSURANCE EXPENSE	192,158	144,133	9,634	118,934
WORKERS COMP EXPENSE	96,118	72,872	1,784	24,390
DISABILITY INSURANCE EXPENSE	18,271	13,770	749	9,805
GROUP INSURANCE EXPENSE	320,796	243,705	24,885	219,106
401-K EXPENSE	120,875	86,751	6,341	76,323
Fringes on Accrued Leave Earned	46,292	19,021	2,085	19,949
Total FRINGES	1,319,041	960,576	70,072	771,488
Total PERSONNEL	8,560,237	6,224,102	433,513	5,002,670

CAPCO
Income Statement
TOTAL CAPCO AGENCY

LINE ITEM	ACTUAL 01/01/2024 12/31/2024	ACTUAL 01/01/2024 09/30/2024	ACTUAL 09/01/2025 09/30/2025	ACTUAL 01/01/2025 09/30/2025
OTHER THAN PERSONNEL				
PROGRAM MATERIALS	175,260	149,629	13,869	137,636
OUTREACH SUPPLIES	7,190	1,315	43	468
PROGRAM SUPPLIES	54,754	38,493	12,165	159,417
Damaged Inventory Expense	0	0	0	0
OFFICE SUPPLIES	33,482	25,385	4,260	35,721
Direct Beneficiary Costs	84,139	73,523	1,529	58,714
MEDICAL SUPPLIES	5,353	5,280	0	828
DISABILITY SUPPLIES	0	0	0	0
EDUCATIONAL SUPPLIES	36,954	12,027	8,162	24,477
BREAST PUMPS EXPENSE	1,711	1,711	201	3,793
FOOD & FOOD SUPPLIES	111,804	80,570	12,878	74,641
SPEECH SERVICES	315	0	0	0
PARENT SERVICES	406	347	0	1,339
CHILD ACCIDENT INSURANCE	881	661	35	311
COMMERCIAL INSURANCE	36,346	27,184	3,405	30,996
VEHICLE INSURANCE	21,350	16,289	2,326	20,930
VEHICLE MAINTENANCE	13,920	10,505	3,200	10,363
VEHICLE FUEL	10,702	7,481	287	5,687
VEHICLE REGISTRATION	967	706	96	677
OFFICE RENT	4,080	0	0	0
PROGRAM RENT	228,206	175,789	18,340	159,060
PARKING LOT RENTAL	3,780	2,835	315	2,835
OFFICE UTILITIES	29,615	23,262	1,069	14,395
PROGRAM UTILITIES	37,359	29,082	1,842	31,091
JANITORIAL MAINTENANCE	10,201	8,416	318	6,318
BUILDING MAINTENANCE	25,048	22,443	548	6,347
TRASH REMOVAL	10,685	8,028	886	7,973
BOARD EXPENDITURES	1,033	385	0	341
LEGAL FEES	0	0	0	1,073
POSTAGE	15,273	11,655	810	8,504
DUPLICATING & PRINTING	17,249	12,797	2,399	13,314
MORTGAGE INTEREST EXPENSE	6,372	4,324	864	7,820
COMMERCIAL LOAN INTEREST	0	0	0	0
INTERNET SERVICE	14,877	11,658	768	5,520
TELEPHONE	22,362	17,761	1,523	11,868
CENTER TELEPHONE	3,156	2,794	118	1,726
Computer & Software Expense	117,569	96,922	5,925	66,729
MEETING EXPENSE	4,617	4,313	366	7,276
CONFERENCE EXPENSE	22,940	18,925	131	10,023
TRAINING & TECHNICAL AST	43,628	36,293	1,822	49,295
TEACHER TRAININGS	1,249	824	0	0
STAFF RECOG.	753	653	0	215

CAPCO
Income Statement
TOTAL CAPCO AGENCY

LINE ITEM	ACTUAL		ACTUAL		ACTUAL		ACTUAL	
	01/01/2024	12/31/2024	01/01/2024	09/30/2024	09/01/2025	09/30/2025	01/01/2025	09/30/2025
Staff Development	12,085		10,532		175		3,051	
LOCAL TRAVEL	11,170		9,318		1,103		11,607	
OUT OF TOWN TRAVEL	17,626		14,939		5,376		24,766	
TOOLS EXPENSE	3,806		2,289		2,799		17,193	
USDA EXPENSE	37,616		25,882		0		18,827	
POLICY COUNCIL EXPENSE	1,585		1,301		188		1,918	
STAFF IMMUNIZATIONS	5,098		5,098		0		203	
DUES & SUBSCRIPTIONS	25,695		23,787		3,693		36,578	
BACKGROUND CHECKS	3,461		2,721		300		1,553	
PERMITS, FEES, & RENTALS	28,714		22,781		5,159		25,008	
BLDG AUDIT FEES	0		0		0		1,020	
HEALTH AND SAFETY	59,076		42,966		(1,752)		47,890	
HEALTH & SAFETY-SUBMATERIAL	20,423		11,423		0		9,463	
HEALTH & SAFETY SUBLABOR	16,112		9,512		0		27,640	
ADVERTISING	11,013		9,648		150		1,656	
OTHER EXPENDITURES	232		232		0		1,491	
Center Improvements	0		0		0		0	
EQUIPMENT MAINTENANCE	3,929		207		0		0	
CAPITAL PURCHASE	132,535		132,535		0		56,671	
BUILDING ALLOCATION	0		0		0		0	
Total OTHER THAN PERSONNEL	1,605,762		1,265,435		117,689		1,264,254	
CONTRACTUAL								
CONTRACTUAL SERVICES-OTHER	215,582		149,684		46,508		268,423	
SUBCONTRACT LABOR	9,335		2,535		0		33,205	
SUBCONTRACT MATERIALS	25,840		16,376		1,284		49,166	
HEALTH & SAFETY-SUBMATERIAL	20,423		11,423		0		9,463	
HEALTH & SAFETY SUBLABOR	16,112		9,512		0		27,640	
Total CONTRACTUAL	287,292		189,530		47,792		387,897	
INKIND								
FARMERS MARKET EBT EXPENSE	188		(68)		0		0	
WIC VOUCHER EXPENSE	1,662,772		1,235,784		0		0	
VOLUNTEERS/INTERNS	328,691		238,225		48,053		382,773	
VOLUNTEERS-PROFESSIONALS	295,257		225,016		20,463		157,451	
INKIND DONATIONS	613,806		452,606		82,327		487,979	
INKIND TRANSPORTATION	8,992		6,221		1,027		13,991	
INKIND DONATED SPACE	69,101		61,551		2,307		21,812	
Total INKIND	2,978,806		2,219,336		154,176		1,064,006	
ADMINISTRATION								
FINANCIAL AUDIT	38,400		29,500		0		28,500	
PAYROLL PROCESSING	35,373		27,132		1,382		22,186	
EAP SERVICES	8,350		6,254		700		6,302	
FINANCE & SERVICE CHARGES	1,355		914		100		902	

CAPCO
Income Statement
TOTAL CAPCO AGENCY

LINE ITEM	ACTUAL		ACTUAL		ACTUAL		ACTUAL	
	01/01/2024 12/31/2024		01/01/2024 09/30/2024		09/01/2025 09/30/2025		01/01/2025 09/30/2025	
BAD DEBT EXPENSE	(28,902)		72,007		0		0	
DEPRECIATION EXPENSE	0		0		0		0	
BUILDING DEPRECIATION	57,562		0		0		0	
VEHICLE DEPRECIATION	46,173		0		0		0	
EQUIPMENT DEPRECIATION	24,327		0		0		0	
ADMINISTRATIVE ALLOCATION	0		0		0		0	
capital expenditures clearing	(102,649)		0		0		0	
Total ADMINISTRATION	79,989		135,807		2,183		57,890	
Total EXPENSES	13,512,086		10,034,210		755,354		7,776,717	
NET SURPLUS/(DEFICIT)	383,040		(1,128,527)		(170,088)		136,600	

CAPCO
Income Statement
TOTAL CAPCO AGENCY

LINE ITEM	ECD		FDD		ESD		WIC		CDPAP		MAG	
	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025
REVENUE												
GRANT REVENUE												
GRANT REVENUE	3,085,641		803,832		991,722		576,519		19,410			22,172
USDA REVENUE	138,990		0		0		0		0			0
Total GRANT REVENUE	3,224,631		803,832		991,722		576,519		19,410			22,172
OTHER REVENUE												
MEDICAID REVENUE	0		0		0		0		968,233			0
SERVICE FEES	0		0		11,557		0		0			0
SPECIAL NEEDS SERVICE REIMBURSEMENT	20,105		0		0		0		0			0
RENTAL INCOME	0		0		0		0		0			3,900
INTEREST INCOME	0		0		0		0		0			7,027
OTHER INCOME	36,090		8,500		0		0		62,318			1,500
CASH DONATIONS	344		25,966		0		5,000		0			29,140
IN KIND DONATIONS	586,163		477,843		0		0		0			0
NYSERDA REVENUE	0		0		31,345		0		0			0
Total OTHER REVENUE	642,702		512,309		42,902		5,000		1,030,551			41,567
Total REVENUE	3,867,333		1,316,141		1,034,623		581,519		1,049,961			63,738
EXPENSES												
PERSONNEL												
SALARIES/WAGES												
SALARY/WAGE EXPENSE	1,671,891		340,027		383,061		333,843		827,139			283,357
HEALTH AND SAFETY WAGES	0		0		11,715		0		0			0
SALARY INCENTIVES	218,826		21,000		0		0		0			0
NEW ACCRUED BENEFIT TIME	49,539		24,535		23,627		18,022		802			23,798
Total SALARIES/WAGES	1,940,256		385,562		418,404		351,865		827,941			307,154
FRINGES												
FICA EXPENSE	140,194		27,169		26,202		25,310		63,158			20,948
UNEMPLOYMENT INSURANCE EXPENSE	53,460		10,202		10,522		9,451		23,864			11,435

CAPCO
Income Statement
TOTAL CAPCO AGENCY

LINE ITEM	ECD		FDD		ESD		WIC		CDPAP		MAG	
	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025
WORKERS COMP EXPENSE		6,318		606		8,547		676		6,345		1,899
DISABILITY INSURANCE EXPENSE		3,585		624		503		660		3,927		505
GROUP INSURANCE EXPENSE		112,293		20,920		54,558		6,494		2,631		22,211
401-K EXPENSE		36,871		7,553		7,938		4,369		11,956		7,636
Fringes on Accrued Leave Earned		6,935		3,427		3,620		2,523		112		3,332
Total FRINGES		359,655		70,500		111,890		49,483		111,994		67,965
Total PERSONNEL		2,299,912		456,062		530,293		401,348		939,935		375,120
OTHER THAN PERSONNEL												
PROGRAM MATERIALS		0		1,025		127,394		1,584		0		7,633
OUTREACH SUPPLIES		0		68		0		0		0		400
PROGRAM SUPPLIES		129,220		13,093		5,513		4,085		0		7,506
OFFICE SUPPLIES		5,086		2,280		14,547		8,498		19		5,290
Direct Beneficiary Costs		0		58,714		0		0		0		0
MEDICAL SUPPLIES		0		0		0		828		0		0
EDUCATIONAL SUPPLIES		23,884		0		0		594		0		0
BREAST PUMPS EXPENSE		0		0		0		3,793		0		0
FOOD & FOOD SUPPLIES		74,283		593		0		0		0		0
PARENT SERVICES		1,339		0		0		0		0		0
CHILD ACCIDENT INSURANCE		311		0		0		0		0		0
COMMERCIAL INSURANCE		2,447		236		0		157		0		28,155
VEHICLE INSURANCE		5,380		3,610		5,494		5,352		0		1,094
VEHICLE MAINTENANCE		2,320		405		6,393		1,073		0		171
VEHICLE FUEL		(691)		(1,352)		7,049		285		0		395
VEHICLE REGISTRATION		0		0		581		96		0		0
PROGRAM RENT		90,365		22,425		12,214		29,506		0		4,550
PARKING LOT RENTAL		324		1,215		0		486		365		446
OFFICE UTILITIES		0		240		0		0		0		14,155
PROGRAM UTILITIES		16,000		2,481		3,361		0		0		9,248
JANITORIAL MAINTENANCE		1,191		0		0		1,200		0		3,927
BUILDING MAINTENANCE		140		0		0		407		0		5,800

CAPCO
Income Statement
TOTAL CAPCO AGENCY

LINE ITEM	ECD		FDD		ESD		WIC		CDPAP		MAG	
	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025	01/01/2025	09/30/2025
TRASH REMOVAL	2,916		0		1,588		0		0		0	3,469
BOARD EXPENDITURES	0		0		0		0		0		0	341
LEGAL FEES	0		0		0		0		0		0	1,073
POSTAGE	822		334		958		4,210		1,467		0	713
DUPLICATING & PRINTING	3,508		2,167		0		4,281		2,165		0	1,194
MORTGAGE INTEREST EXPENSE	0		0		0		0		0		0	7,820
INTERNET SERVICE	2,869		330		993		1,187		0		0	141
TELEPHONE	1,149		3,682		2,023		4,503		37		0	474
CENTER TELEPHONE	1,726		0		0		0		0		0	0
Computer & Software Expense	18,657		7,251		3,421		5,811		495		0	31,094
MEETING EXPENSE	408		44		0		0		0		0	6,824
CONFERENCE EXPENSE	4,007		2,386		0		1,260		0		0	2,370
TRAINING & TECHNICAL AST	35,068		3,666		8,696		0		0		0	1,865
STAFF RECOG.	0		0		0		0		0		0	215
Staff Development	274		0		695		488		0		0	1,594
LOCAL TRAVEL	49		2,202		4,083		346		4,847		0	80
OUT OF TOWN TRAVEL	13,113		4,855		19		1,998		44		0	4,737
TOOLS EXPENSE	0		0		17,193		0		0		0	0
USDA EXPENSE	18,827		0		0		0		0		0	0
POLICY COUNCIL EXPENSE	1,918		0		0		0		0		0	0
STAFF IMMUNIZATIONS	0		0		0		0		203		0	0
DUES & SUBSCRIPTIONS	16,321		633		2,733		560		8,850		0	7,482
BACKGROUND CHECKS	550		161		223		216		404		0	0
PERMITS, FEES, & RENTALS	10,272		3,699		427		24		6,174		0	4,411
BLDG AUDIT FEES	0		0		1,020		0		0		0	0
HEALTH AND SAFETY - MATERIALS	0		0		47,890		0		0		0	0
HEALTH & SAFETY-SUBMATERIAL	0		0		9,463		0		0		0	0
HEALTH & SAFETY-SUBLABOR	0		0		27,640		0		0		0	0
ADVERTISING	0		0		1,506		0		0		0	150
OTHER EXPENDITURES	0		1,491		0		0		0		0	0
CAPITAL PURCHASE	0		0		56,671		0		0		0	0
BUILDING ALLOCATION	6,195		18,433		0		20,359		1,281		0	(46,268)

CAPCO
Income Statement
TOTAL CAPCO AGENCY

LINE ITEM	ECD		FDD		ESD		WIC		CDPAP		MAG	
	01/01/2025 09/30/2025		01/01/2025 09/30/2025		01/01/2025 09/30/2025		01/01/2025 09/30/2025		01/01/2025 09/30/2025		01/01/2025 09/30/2025	
Total OTHER THAN PERSONNEL	490,250	156,367	369,786	103,186	26,350	118,550						
CONTRACTUAL												
CONTRACTUAL SERVICES-OTHER	62,599	8,001	0	35,160	9,626	153,038						
SUBCONTRACT LABOR	0	0	33,205	0	0	0						
SUBCONTRACT MATERIALS	0	0	49,166	0	0	0						
HEALTH & SAFETY-SUBMATERIAL	0	0	9,463	0	0	0						
HEALTH & SAFETY-SUBLABOR	0	0	27,640	0	0	0						
Total CONTRACTUAL	62,599	8,001	119,473	35,160	9,626	153,038						
INKIND												
VOLUNTEERS/INTERNS	349,568	33,206	0	0	0	0						
VOLUNTEERS-PROFESSIONALS	149,964	7,487	0	0	0	0						
INKIND DONATIONS	58,269	429,711	0	0	0	0						
INKIND TRANSPORTATION	6,551	7,440	0	0	0	0						
INKIND DONATED SPACE	21,812	0	0	0	0	0						
Total INKIND	586,163	477,843	0	0	0	0						
ADMINISTRATION												
FINANCIAL AUDIT	13,974	2,691	5,710	3,310	2,815	0						
PAYROLL PROCESSING	8,372	1,437	1,376	1,587	7,450	1,963						
EAP SERVICES	0	0	0	0	0	6,302						
FINANCE & SERVICE CHARGES	0	0	0	0	0	902						
ADMINISTRATIVE ALLOCATION	282,949	49,610	103,400	47,779	87,013	(570,750)						
Total ADMINISTRATION	305,295	53,738	110,486	52,676	97,278	(561,583)						
Total EXPENSES	3,744,218	1,152,012	1,130,039	592,370	1,073,189	85,124						
NET SURPLUS/(DEFICIT)	123,115	164,130	(95,416)	(10,850)	(23,228)	(21,386)						

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-75

WHEREAS, the Cortland County Community Action Program, Inc. Finance & Audit Committee has reviewed the proposed Healthy Families 5-year contract & budget for the period of 12/2025-11/2030, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed Healthy Families 5-year contract & budget for the period of 12/2025-11/2030,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the Healthy Families 5-year contract & budget for the period of 12/2025-11/2030.

Shelley Warnow
Board President or designee

December 11, 2025
Date

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-76

WHEREAS, the Cortland County Community Action Program, Inc. Finance & Audit Committee has reviewed the 2025-2026 HEAP budget & contract submission, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2025-2026 HEAP budget & contract submission,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the 2025-2026 HEAP budget & contract submission.

Shelley Warron
Board President or designee

December 11, 2025
Date

25.26 HEAP - OVERVIEW - C099924(HEAP)- PY 2025-2026			
Contract: 8/1/2025 - 8/31/2026			
	BUDGET	Prg. Inc.	TOTAL
<u>Program Operations</u>			
MATERIALS	\$ 110,235.00		\$ 110,235.00
Salaries and Fringe	\$ 400,537.00		\$ 400,537.00
SUBCONTRACTED COSTS	\$ 14,000.00		\$ 14,000.00
Program Support*** see detail	\$ 55,228.00		\$ 55,228.00
Total Program Operations	\$ 580,000.00	\$ -	\$ 580,000.00
<u>Health & Safety</u>			
MATERIALS			\$ -
Salaries and Fringe			\$ -
SUBCONTRACTED COSTS			\$ -
Total Health & Safety	\$ -	\$ -	\$ -
<u>LIABILITY INSURANCE</u>			
POLLUTION CONTROL INSURANCE			
PROPERTY / GENERAL LIABILITY			\$ -
Total Insurance	\$ 16,000.00	\$ -	\$ 16,000.00
<u>FINANCIAL AUDIT</u>			
	\$ 10,000.00		\$ 10,000.00
<u>TRAINING & TECHNICAL ASST.</u>			
	\$ 4,000.00		\$ 4,000.00
<u>CAPITAL EQUIPMENT</u>			
	\$ -		\$ -
<u>ADMIN - 15%</u>			
Salaries and Fringe			
Indirect Costs			
Administrative Services			
Total Admin	\$ 115,000.00		\$ 115,000.00
TOTAL EXPENSES FOR MONTH:			
	\$ 725,000.00		\$ 725,000.00

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-77

WHEREAS, the Cortland County Community Action Program, Inc. Finance & Audit Committee has reviewed the 2025-2026 DOE budget & contract submission, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2025-2026 DOE budget & contract submission,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the 2025-2026 DOE budget & contract submission.

Shelley Warnow

Board President or designee

December 11, 2025

Date

25.26DOE - OVERVIEW - C098824GG- PY 2025-2027			
Contract: 7/1/25- 6/30/26			
	BUDGET	Program Inc.	TOTAL
<u>Program Operations</u>			
MATERIALS	\$ 120,000.00		\$ 120,000.00
Salaries and Fringe	\$ 363,104.00		\$ 363,104.00
SUBCONTRACTED COSTS	\$ 10,000.00		\$ 10,000.00
Program Support*** see detail	\$ 34,955.00		\$ 34,955.00
Total Program Operations	\$ 528,059.00	\$ -	\$ 528,059.00
<u>WAP - Health & Safety</u>			
MATERIALS	\$ 40,580.00		\$ 40,580.00
Salaries and Fringe	\$ 14,487.00		\$ 14,487.00
SUBCONTRACTED COSTS	\$ 1,453.00		\$ 1,453.00
Total Health & Safety	\$ 56,520.00	\$ -	\$ 56,520.00
<u>WRF - Health & Safety</u>			
MATERIALS	\$ -		\$ -
Salaries and Fringe			\$ -
SUBCONTRACTED COSTS	\$ 68,547.00		\$ 68,547.00
Total Health & Safety	\$ 68,547.00	\$ -	\$ 68,547.00
<u>LIABILITY INSURANCE</u>			
POLLUTION CONTROL INSURANCE			
PROPERTY / GENERAL LIABILITY			\$ -
Total Insurance	\$ 3,086.00	\$ -	\$ 3,086.00
<u>FINANCIAL AUDIT</u>	\$ 4,000.00		\$ 4,000.00
<u>TRAINING & TECHNICAL ASST.</u>	\$ 10,250.00		\$ 10,250.00
<u>CAPITAL EQUIPMENT</u>	\$ 45,000.00		\$ 45,000.00
<u>ADMIN - 7.5%</u>			
Salaries and Fringe			
Indirect Costs			
Administrative Services			
Total Admin	\$ 78,085.00		\$ 78,085.00
<u>Over budget</u>			

Monthly Fiscals

TOTAL EXPENSES FOR MONTH:	\$ 793,547.00		\$ 793,547.00
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Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-78

WHEREAS, the Cortland County Community Action Program, Inc. Finance & Audit Committee has reviewed the proposed conversion to NetSuite for the agency's accounting software, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed conversion to NetSuite for the agency's accounting software,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the conversion to NetSuite for the agency's accounting software.

Shelley Waverow
Board President or designee

December 11, 2024
Date

Statement of Work NetSuite BPO Implementation

CAPCO



9-23-25

1. Introduction

This Statement of Work (“SOW”) between **(Client)**, located at **(Client Address)** and ProNexus, LLC located at (enter address) is effective **(Date)** and upon signature by authorized representatives from all parties.

The scope of this SOW covers the services towards deployment of NetSuite’s cloud-based Services service. The implementation services for the third-party applications, or changes required for these third-party applications to allow integration with NetSuite, are not covered under this agreement unless explicitly mentioned.

2. Background

This SOW is for professional services to be performed by ProNexus, LLC towards the design, build, validation and deployment of the NetSuite ERP solution for (Client). ProNexus, LLC shall provide services and staff towards achieving Client’s objective of deploying NetSuite and related functionality as described in this SOW.

3. Description of Services

Pronexus, LLC will perform the following professional services related to the implementation of Client’s NetSuite instance:

Project Management

- Perform Project start-up activities including:
- Team assignment and enablement
- Prepare and conduct a kick-off webinar session
- Project goals, objectives, and scope
- Project management approach
- Implementation methodology and tools
- Timeline considerations
- Next Steps
- Manage and Status Reporting

Record to Report (Financial Management)

- Single Subsidiary ? (if multiple, then additional hours)
- Departments, Classes & Locations
- Chart of Accounts
- Multi Currency ? (if multiple, then additional hours)
- Budgets (1)
- Calendar Month Accounting Periods
- Bank & Credit Card Reconciliations

- Bank & Credit Card Reconciliations
- Journal Entries
- Period Close
- Financial Reporting
- Budget Reporting
- Tax Setup

Item Management

- Non-Inventory Items
- Inventory Items
- Service Items
- Item Groups
- Discount/Markup Items
- Other Charge Items
- Item Pricing
- Item Costing
- Item Receipts and Fulfillments

Order to Cash/Return to Credit

- Constituents
- Pledge Orders
- Pledge Order Fulfillment
- Constituent Invoices
- Invoice Delivery (Email, Print)
- Cash Donation
- Constituent Grants
- Constituent Payments (Manual)
- Constituent Credit Memos
- Constituent Refunds

Procure to Pay/Return to Debit

- Employee Master
- Vendor Master
- Purchase Orders
- Purchase Order Item Receipts
- Vendor Bills
- Vendor Credits
- Vendor Bill Payments (Manual)
- Vendor Prepayments
- Deposits for Vendor Refunds
- Vendor Electronic Bank Payments (Advanced)

Projects (if applicable?)

- Project Accounting
- Time Tracking & Expenses
- Milestones

Kick Off and System Configuration

Kick Off Call

- a. Team introductions
- b. Project Roles and Responsibilities
- c. Project Overview

NetSuite Account Provisioning:

- a. Bundle Deployment and Provisioning in advance of the below module implementation.
- b. BDW Enablement and Setup

System Configuration

- a. Setup of NetSuite environment using SuiteSuccess for Nonprofit templates
- b. Configuration of Chart of Accounts, funds, grants, departments, locations
- c. Tax setup
- d. Role-based access for finance, development, and program users
- e. Entry form and transaction form setup
- f. Setup of standard dashboards, KPIs, and reports

Personalization Sessions

1. Record to Report (Financial Management)
2. Design to Build (Item Management)
3. Order to Cash/Return to Credit
4. Procure to Pay/Return to Debit

Data Migration

- Chart of Accounts – Up to 250 total
- Accounting Segments – Up to 150 total (Departments, Classes, Funds, Grants)
- Programs – Up to 100 total
- Employees – Up to 50 total
- Constituents – Up to 250 total
- Vendors – Up to 250 total
- Items (Inventory and Non-Inventory) – Up to 150 total
- Configure OneWorld for one (1) country: United States of America
- Configure one (1) currency: USD
- Configure up to one (1) parent subsidiary.
- User Roles Permissions Setup
- Customization of Forms

Walkthrough Sessions

1. Record to Report (Financial Management)
2. Design to Build (Item Management)
3. Order to Cash/Return to Credit
4. Procure to Pay/Return to Debit

User Acceptance Testing (UAT)

- a. UAT script creation support
- b. Participation in UAT execution
- c. Issue log support
- d. Issue tracking and further configuration adjustments

Go Live Preparation

- a. Planning & Guidance for Production cutover
- b. Final data migration assistance
- c. Assistance on moving configurations
- d. Data Migration
 - i. Opening Account Balances – 1 Consolidated Opening
 - ii. Historical Trial Balances – 1 year consolidated by month
 - iii. Open A/R and A/P – Up to 500 Transactions total

Post Go Live Support

- a. Post go-live support

4. Project Fees (\$17K - \$20K)

Services	Estimated Hours
Kick Off and System Configuration	20
Data Review and Migration	40
UAT	17
Go Live Prep	18
Post Go Live Support	15
Total	110

5. Client Responsibilities

- Deliver clean data in provided migration templates

- Participate actively in personalization sessions and UAT

6. Assumptions

- No custom development or scripting is included in scope
- One level Journal Entry Approval is included in scope
- Additional Integrations are out of scope unless specified
- Any travel, lodging, and meal for onsite assistance are additional

In Attendance: Shelley Warnow, Lynne Sypher, Doug Bentley, Billie MacNabb

Staff: Greg Richards, Kirsten Parker, Brandy Strauf

Meeting called to order at 1:00 pm

2026 Pay & Holiday Schedules

Greg shared with the committee the pay & holiday schedules for 2026, highlighting pay periods that will have special processing due to a holiday impact. There was nothing out of the ordinary with this year's schedules.

Motion to approve the 2026 Pay Schedule made by Lynne Sypher, second by Shelley Warnow. Motion carried.

Sick Leave Policy

Greg reviewed the current sick leave policy that requires a Dr. note if a staff member were out more than 3 days and explained the change made to the policy that expands the need for a Dr. note to 5 days and would allow for an attestation from the employee if going to the doctor caused a hardship. Greg also shared that there is a plan to review and update all policies in the next year specifically removing CDPAP from the language.

Motion to approve the change to the sick leave policy made by Doug Bentley, second by Shelley Warnow. Motion carried.

Cleaning service change

Greg explained that our current in-house cleaning arrangement has caused a need to move cleaning costs to the administration budget because we do not have a way to direct charge it to programs. He also shared that our main cleaner has resigned. Due to the strain on the administrative budget and the resignation of the in-house cleaner, we have decided to move to an outside cleaning service. After reviewing several quotes, we have decided to go with Boots on the Ground Cleaning Service. Greg shared the new cleaning cost and impact on programs, noting that cleaning supplies are not included, those will remain in the administrative budget. The company will start on 12/1/2025.

Motion to approve the Boots on the Ground Cleaning Service made by Doug Bentley, second by Shelley Warnow. Motion carried.

Mission, Vision, and Values Statement

Greg gave definitions of mission, vision, and values statement and shared the recent process we went through that involved our Director team, Supervisory team, and Board of Directors with representation from the HS/EHS Policy Council to update & re-align our statements with the National Theory of Change, National Community Action Promise, and our overall strategic

priorities. The results of survey feedback were reviewed as part of a working Directors Retreat on November 21st, where our current statements were reviewed against current survey results. A goal for the process was to shorten & make our statements more relatable, digestible, and written with a strength-based approach. Greg shared the new mission, vision and values statement that came out of all that work.

CAPCO's updated core mission, vision, and values are:

Mission: CAPCO inspires hope, empowers people, strengthens families, and builds community.

Vision: A healthy, resilient community where people have the resources, support, and opportunities they need to thrive today and into the future.

Values: To truly live our mission and, ultimately, achieve our vision, the following are CAPCO's values:

- Family and Individuals** –Services and supports that provide opportunities for people to improve their economic circumstances and strengthen their connections to family and community.
- Community** – Programs, advocacy, and leadership in the community will result in improved community conditions and greater influence for individuals and families.
- Collaboration**– Capacity to develop and align diverse partnerships and resources to address critical community needs.
- Service Excellence**—Deliver high quality programs that meet needs with professionalism, respect, and dignity & care through innovation, education, wellness, trauma-informed practices and access to opportunities for all people.

The committee reviewed how the statements align with the impact areas of our Strategic Plan and overall Theory of Change, while appreciating their shorter length. The result is modernized, simplified, and easily recognizable statements that can be understood by both internal teams and community members less familiar with our services & purpose.

Motion to approve the new mission statement by Shelley Warnow, second by Lynn Sypher. Motion carried.

Motion to approve the new vision and values statement by Shelley Warnow, second by Billie MacNabb. Motion carried.

Strategic Plan review & updates

Greg shared the process we used for our annual review & update of our current five-year Strategic Plan (2023-2027), which included review of each section by the Director team and a group discussion to finalize the updates as part of our Directors Retreat on November 21st. The current Strategic Plan tool shows comparative feedback and progress year-over-year with a color-coding system to track progress. Greg reviewed all the updates and changes made with the committee & provided rationale and the feedback provided as part of our leadership discussions. The updates to the Plan will be further reviewed at the Supervisory Team meeting on December 4th.

Motion to approve the strategic plan updates made by Lynn Sypher, second by Shelley Warnow. Motion carried.

Executive Director Annual Compensation Study & Performance Evaluation

Greg left the room for the review of the annual Executive Director compensation study as well as the results of the 2025 Executive Director performance evaluation.

Kirsten reviewed the process for the Executive Director annual compensation study, highlighting like-agencies for comparison based on services, budget, and geographic location. 990 information is primarily used for the study with other data collected by the network.

Motion to approve the 2025 Executive Director compensation study made by Doug Bentley, second by Billie MacNabb. Motion carried.

Kirsten presented the results of the 2025 Executive Director Performance Evaluation. The evaluation includes feedback from the full Board of Directors as well as the Director Team that Greg supervises. Kirsten leads a group discussion with the Director Team to provide scoring comments and puts together the team & Board results for the committee's review.

Kirsten left the room so the committee could enter ***Executive Session*** to discuss the results of Greg's evaluation & discuss any potential salary adjustments. Recommendations will be discussed under a full Board Executive Session at the Annual Meeting.

Meeting adjourned at 1:22pm.

Resolution of the Board of Directors

Of

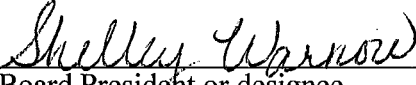
Cortland County Community Action Program, Inc.

Resolution No. 25-79

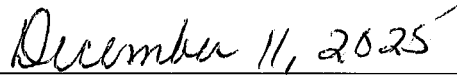
WHEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the proposed 2026 Pay & Holiday schedules, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2026 Pay & Holiday schedules,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the 2026 Pay & Holiday schedules.



Board President or designee



Date



2026 CAPCO Pay Schedule

Pay Periods	Employee Timecard Approval Date	Employee Timecard Approval Day	Supervisor Timecard Approval Date	Supervisor Timecard Approval Day	Pay Dates <i>bi-weekly, Fridays</i>
12/27/25 - 1/9/26	9-Jan	Friday	12-Jan	Monday	1/16/2026
1/10/26 - 1/23/26	23-Jan	Friday	26-Jan	Monday	1/30/2026
1/24/26 - 2/6/26	6-Feb	Friday	9-Feb	Monday	2/13/2026
2/7/26 - 2/20/26	20-Feb	Friday	23-Feb	Monday	2/27/2026
2/21/26 - 3/6/26	6-Mar	Friday	9-Mar	Monday	3/13/2026
3/7/26 - 3/20/26	20-Mar	Friday	23-Mar	Monday	3/27/2026
3/21/26 - 4/3/26	3-Apr	Friday	6-Apr	Monday	4/10/2026
4/4/26 - 4/17/26	17-Apr	Friday	20-Apr	Monday	4/24/2026
4/18/26 - 5/1/26	1-May	Friday	4-May	Monday	5/8/2026
5/2/26 - 5/15/26	15-May	Friday	18-May	Monday	5/22/2026
5/16/26 - 5/29/26	29-May	Friday	1-Jun	Monday	6/5/2026
5/30/26 - 6/12/26	11-Jun	Thursday	12-Jan	Friday	6/19/2026
6/13/26 - 6/26/26	25-Jun	Thursday	26-Jan	Friday	7/3/2026
6/27/26 - 7/10/26	10-Jul	Friday	13-Jul	Monday	7/17/2026
7/11/26 - 7/24/26	24-Jul	Friday	27-Jul	Monday	7/31/2026
7/25/26 - 8/7/26	7-Aug	Friday	10-Aug	Monday	8/14/2026
8/8/26 - 8/21/26	21-Aug	Friday	24-Aug	Monday	8/28/2026
8/22/26 - 9/4/26	3-Sep	Thursday	4-Sep	Friday	9/11/2026
9/5/26 - 9/18/26	18-Sep	Friday	21-Sep	Monday	9/25/2026
9/19/26 - 10/2/26	2-Oct	Friday	5-Oct	Monday	10/9/2026
10/3/26 - 10/16/26	16-Oct	Friday	19-Oct	Monday	10/23/2026
10/17/26 - 10/30/26	30-Oct	Friday	2-Nov	Monday	11/6/2026
10/31/26 - 11/13/26	13-Nov	Friday	16-Nov	Monday	11/20/2026
11/14/26 - 11/27/26	25-Nov	Wednesday	30-Nov	Monday	12/4/2026
11/28/26 - 12/11/26	11-Dec	Wednesday	14-Dec	Monday	12/18/2026
12/12/26 - 12/25/26	23-Dec	Wednesday	28-Dec	Monday	1/1/2027
12/26/26 - 1/8/27	8-Jan	Wednesday	11-Jan	Monday	1/15/2027

Please Note: This schedule is true at the time of its printing, but it IS subject to change. As always, IF changes are required - you will be contacted prior to the change(s).



CAPCO 2026

HOLIDAY SCHEDULE

The Agency will be closed on each of the following days:

JANUARY 01 –New Year’s Day (Thursday)- **Agency to close early on Wednesday, Dec. 31st @ 12pm noon*

JANUARY 19 – Martin Luther King, Jr. Day (Monday)

FEBRUARY 16 - President’s Day (Monday)

MAY 25 - Memorial Day (Monday)- **Agency to close early on Friday, May 22nd @ 3pm*

JUNE 19 – Juneteenth (Friday)

JULY 03 – Observance of Independence Day (Friday)- **Agency to close early on Thursday, July 2nd @ 3pm*

SEPTEMBER 07 - Labor Day (Monday)- **Agency to close early on Friday, September 4th @ 3pm*

OCTOBER 12 – Indigenous Peoples’/Columbus Day (Monday)

NOVEMBER 11 –Veteran’s Day (Wednesday)

NOVEMBER 26 - Thanksgiving Day (Thursday)- **Agency to close early on Wednesday, November 25th @ 3pm*

NOVEMBER 27 - The Day after Thanksgiving (Friday)

DECEMBER 25 – Christmas Day (Friday)

- **Agency closed for additional Holiday on Thursday, December 24th (Christmas Eve)*

Additional Notes:

- One additional Floating Holiday to be used at employee discretion with advance notice and supervisor approval utilizing the time-off request system.
 - ***Must be employed as of 12/31 of the previous year to receive floating holiday.*
- Half-day (afternoon Agency closure) on ***Tuesday, November 3, 2026, for Election Day***

Mandatory All-Staff Training Days:

- Friday, March 20, 2026
- Thursday, September 3, 2026

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-80

WHEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the proposed update to the Sick Leave Personnel Policy & Procedure, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed update to the Sick Leave Personnel Policy & Procedure,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the update to the Sick Leave Personnel Policy & Procedure.

Shelley Warnow
Board President or designee

December 11, 2025
Date

SICK LEAVE

Effective Date: **June 23, 2016**

Policy Review/Update Effective Date: January 1, 2025

~~October 28, 2024~~

PURPOSE/POLICY

CAPCO provides sick leave for employees to rest and recover from illness. CAPCO's Sick Leave Policy adheres to and exceeds the standards set forth in the New York State Sick Leave law (NYSSL).

Regular full-time employees accrue sick leave at the rate of 0.04933 hours per every hour worked. This equates to 1.48 hours for every 30 hours worked and 3.7 hours per pay period. These calculations are prorated for part time, per diem, and substitute employees.

PROCEDURE

1. Sick leave will begin to accrue immediately upon hire.
2. Employees may use/access accrued leave as it is accrued. There is no waiting period or minimum period of employment before an employee can request to use sick leave once a balance is accrued.
3. Time must be taken in fifteen (15) minute increments.
4. Sick leave may not be used as additional annual or personal leave, but is permitted to be used only when the employee has a reason for leave which is covered under the law, including:
 - a. The employee is unable to perform her/his assigned duties because of mental or physical illness, injury, or health condition regardless of whether it has been diagnosed or requires medical care at the time of request for leave. Sick leave may also be used for the diagnosis, care, preventative care, or treatment of a mental or physical illness, injury, or health condition. This could include appointments with physicians, dentists, or other recognized practitioners.
 - b. To care for an immediate family member. For the purpose of this policy and benefit, "immediate family members" are defined as: spouses, domestic partners, parents, brothers, sisters, children, step-children, children of domestic partners, grandchildren, grandparents, parents-in-law, and parents of domestic partners. "Parent" is defined as a biological, foster, step, or adoptive parent, or a legal guardian of an employee, or a person who stands in loco parentis when the employee is a minor child. "Child" is defined as a biological, adopted or foster child, a legal ward, or a child of an employee standing in loco parentis.
 - c. For "Safe Leave," which is defined as an absence from work when the employee or employee's family member has been the victim of domestic violence as

defined by the State Human Rights Law, a family offense, sexual offense, stalking, or human trafficking due to any of the following as it relates to the domestic violence, family offense, sexual offense, stalking, or human trafficking:

- i. to obtain services from a domestic violence shelter, rape crisis center, or other services program;
 - ii. to participate in safety planning, temporarily or permanently relocate, or take other actions to increase the safety of the employee or employee's family members;
 - iii. to meet with an attorney or other social services provider to obtain information and advice on, and prepare for or participate in any criminal or civil proceeding;
 - iv. to file a complaint or domestic incident report with law enforcement;
 - v. to meet with a district attorney's office;
 - vi. to enroll children in a new school; or
 - vii. to take any other actions necessary to ensure the health or safety of the employee or the employee's family member or to protect those who associate or work with the employee.
5. Following Program procedures, each employee is responsible for giving her/his Supervisor prior notice that he/she intends to utilize sick leave. The employee is also responsible for keeping her/his Supervisor informed regularly of her/his status with respect to returning to work.
 6. Employees must provide notification for each day of absence unless on an authorized paid or unpaid leave of absence.
 7. Sick leave accrues only on actual hours paid. Employees who have unpaid breaks in employment, including leaves of absence (e.g., Family Medical Leave Act, military leave) do not accrue sick leave during their absence.
 8. If an employee uses ~~five (5) three (3)~~ consecutive days of sick leave, she/he will be required to bring in a medical certification releasing the employee to return to work (with or without reasonable accommodation) and specifying any work restrictions.
 9. Employees may use a maximum of 240 approved sick leave hours within the calendar year. Sick leave accruals in excess of the 240 maximum usage allotment will be placed in an Emergency Sick Leave category for designated leaves of absences. There is no maximum accrual balance for sick leave.
 10. Employees may access that balance of accrued sick leave in the Emergency Sick Leave category for an approved designated leave of absence including: Family Medical Leave Act, NYS Paid Family Leave, NYS statutory disability, and other approved designated leaves of absences.
 11. Employees are not paid for any unused sick leave time remaining at the end of a calendar year or upon separation from employment. Any unused sick time remaining upon separation from employment is forfeited. However, employees are allowed to carry

over all accrued but unused sick leave hours to the next calendar year. Sick leave accruals in excess of the 240 maximum usage allotment for the calendar-year will be placed in the Emergency Sick Leave category for designated leaves of absences as defined in this Policy.

12. Sick leave is coordinated with family/medical leave (FMLA) and other leaves. To the extent permitted by applicable law and where applicable, the Agency may require employees to use paid sick leave under this policy concurrently with other statutory or Agency-provided leaves of absence.

[CONSUMER-DIRECTED SERVICES SPECIFIC]

CAPCO will provide sick leave in accordance to the New York State Sick Leave law (NYSSL) to Personal Assistants employed by consumers in the ~~Consumer-Directed Personal Assistance Program (CDPAP) and~~ EISEP Consumer-Directed In-Home Services Program (CDIS) on behalf of the employing consumers in the Program(s).

Personal Assistance will accrue sick leave at the rate of 0.033333 hours for every hour worked. This equates to 1.00 hour for every 30 hours worked. These calculations are prorated for part time and per diem Personal Assistants.

Operational Procedures:

1. Sick leave will accrue immediately upon hire with a consumer.
2. Personal Assistants may use/access accrued leave as it is accrued. There is no waiting period or minimum period of employment before a Personal Assistant can request to use sick leave once a balance is accrued.
3. Time must be taken in fifteen-minute increments. Reasonable accommodations may be made in compliance with the Americans with Disabilities Act and the New York Human Rights Law.
4. Sick leave is permitted to be used only when the employee has a reason for leave which is covered under the law, including:
 - a. A Personal Assistant is unable to perform her/his assigned duties because of mental or physical illness, injury, or health condition regardless of whether it has been diagnosed or requires medical care at the time of request for leave. Sick leave may also be used for the diagnosis, care, preventative care, or treatment of a mental or physical illness, injury, or health condition. This could include appointments with physicians, dentists, or other recognized practitioners.
 - b. To care for an immediate family member. For the purpose of this policy and benefit, "immediate family members" are defined as: spouses, domestic partners, parents, brothers, sisters, children, step-children, children of domestic partners, grandchildren, grandparents, parents-in-law, and parents of domestic partners. "Parent" is defined as a biological, foster, step, or adoptive parent, or a legal guardian of an employee, or a person who stands in loco parentis when the

employee is a minor child. "Child" is defined as a biological, adopted or foster child, a legal ward, or a child of an employee standing in loco parentis.

- c. For "Safe Leave," which is defined as an absence from work when the Personal Assistant or Personal Assistant's family member has been the victim of domestic violence as defined by the State Human Rights Law, a family offense, sexual offense, stalking, or human trafficking due to any of the following as it relates to the domestic violence, family offense, sexual offense, stalking, or human trafficking:
 - i. to obtain services from a domestic violence shelter, rape crisis center, or other services program;
 - ii. to participate in safety planning, temporarily or permanently relocate, or take other actions to increase the safety of the employee or employee's family members;
 - iii. to meet with an attorney or other social services provider to obtain information and advice on, and prepare for or participate in any criminal or civil proceeding;
 - iv. to file a complaint or domestic incident report with law enforcement;
 - v. to meet with a district attorney's office;
 - vi. to enroll children in a new school; or
 - vii. to take any other actions necessary to ensure the health or safety of the employee or the employee's family member or to protect those who associate or work with the employee.
5. Each Personal Assistant is responsible for notifying her/his consumer and/or supervising self-directing other prior to utilizing sick leave. The Personal Assistant is also responsible for keeping her/his employing consumer and/or self-directing other informed regularly of her/his status with respect to returning to work.
6. Personal Assistants must provide notification for each day of absence unless on an authorized paid or unpaid leave of absence.
7. Sick leave accrues only on actual hours worked. Personal Assistants who have unpaid breaks in employment with their employing consumer(s) including leaves of absence (e.g., NYS statutory disability, military leave) do not accrue sick leave during their absence.
8. If a Personal Assistant uses ~~five (5)~~ three (3) consecutive days of sick leave, she/he will be required to provide CAPCO Human Resources a medical certification releasing the employee to return to work (with or without reasonable accommodations) and specifying any work restrictions.
9. Personal Assistants may use a maximum of 56 sick leave hours within the calendar year. Sick leave accruals in excess of the 56 maximum usage allotment will be placed in

an Emergency Sick Leave category for designated leaves of absences. There is no maximum accrual balance for sick leave.

10. Personal Assistants may access that balance of accrued sick leave in the Emergency Sick Leave category for an approved designated leave of absence including: NYS Paid Family Leave, NYS statutory disability, applicable Family Medical Leave, and other approved designated leaves of absences.
11. Personal Assistants are not paid for any unused sick leave time remaining at the end of a calendar year or upon separation from employment with a consumer(s). Any unused sick time remaining upon separation from employment is forfeited. However, Personal Assistants are allowed to carry over all accrued but unused sick leave hours to the next calendar year. Sick leave accruals in excess of the 56 maximum usage allotment for the calendar-year will be placed in the Emergency Sick Leave category for designated leaves of absences as defined in this Policy.
12. To the extent permitted by applicable law and where applicable, the Agency may require employees to use paid sick leave under this policy concurrently with other statutory or Agency-provided leaves of absence.

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-81

WHEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the proposed transition to outsourced janitorial services, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed transition to outsourced janitorial services,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the transition to outsourced janitorial services.

Shelley Wainow
Board President or designee

December 11, 2025
Date



Updated Cleaning Services Proposal

Date: November 5, 2025

Prepared for: CAPCO

Prepared by: Boots on the Ground Cleaning LLC

Scope of Work

Boots on The Ground Cleaning LLC proposes to provide professional janitorial services for CAPCO across the following locations:

- 32 North Main St. (Main Office) – Cleaning 5 times per week
- 28 North Main St. – Cleaning 1 times per week
- 3 Huntington St. – Cleaning 1 times per week
- 5 Huntington St. – Cleaning 1 times per week
- 236 South Main St. – Cleaning 1 times per week
- 191 South Main St. – Cleaning 2 times per week

Services to be performed at each location:

- Vacuum all carpeted areas
- Mop all hard Floors
- Clean and sanitize all bathrooms
- Wipe down and sanitize high-touch surfaces (door handles, light switches, shared equipment)

Location	Frequency	Monthly Cost
32 North Main St. (Main Office)	5x per week	\$1,250.00
28 North Main St.	1x per week	\$285.00
3 Huntington St.	1x per week	\$442.00
5 Huntington St.	1x per week	\$442.00
236 South Main St.	1x per week	\$442.00
191 South Main St.	2x per week	\$340.00
Total Monthly Cost		\$3,201.00

Supplies & Equipment

CAPCO will supply cleaning products and consumables, as they already have an established inventory and wall-mounted dispensing systems in place. Boots on the Ground Cleaning LLC will provide all necessary labor and equipment (vacuum cleaners, mops, cloths, etc.) to complete services effectively.

Terms & Conditions

- Invoices will be issued monthly at the agreed-upon total of \$3,201.00 with a net 30
- Services may be adjusted upon CAPCO's request, with pricing subjects to change based on scope modifications.
- Boots on the Ground Cleaning LLC is fully insured and committed to maintaining the highest standards of cleanliness, safety, and professionalism.

Why Choose Boots on the Ground Cleaning LLC

- Veteran-owned and operated with a commitment to excellence.
- Reliable, consistent, and detail-oriented staff. • Flexible scheduling to meet CAPCO's needs.
- Focus on creating safe, clean, and welcoming environments for staff and visitors.

We appreciate the opportunity to serve CAPCO and look forward to building a long-term partnership.

Prepared by: Boots on the Ground Cleaning LLC
 LaRoy Nelson
 Phone: 845-541-6232
 Email: service@bootsonground.info

Greg Richards 11/06/2025

Greg Richards
 Executive Director

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-82

WHEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the proposed new agency Mission Statement, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed new agency Mission Statement,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the new agency Mission Statement.

Shelley Warron
Board President or designee

December 11, 2025
Date



Mission, Vision, Values Statements

Updated: November/December 2025

Definition:

CAPCO's mission statement is a statement of the fundamental purpose of CAPCO; it's the reason for existing.

CAPCO's vision statement outlines what CAPCO wants to be in the future.

CAPCO's values statement contains the shared framework of the Agency which drives our work, culture & mission.

CAPCO's updated core mission, vision, and values are:

Mission: CAPCO inspires hope, empowers people, strengthens families, and builds community.

Vision: A healthy, resilient community where people have the resources, support, and opportunities they need to thrive today and into the future.

Values: To truly live our mission and, ultimately, achieve our vision, the following are CAPCO's values:

- **Family and Individuals** –Services and supports that provide opportunities for people to improve their economic circumstances and strengthen their connections to family and community.
- **Community** – Programs, advocacy, and leadership in the community will result in improved community conditions and greater influence for individuals and families.
- **Collaboration**– Capacity to develop and align diverse partnerships and resources to address critical community needs.
- **Service Excellence**—Deliver high quality programs that meet needs with professionalism, respect, and dignity & care through innovation, education, wellness, trauma-informed practices and access to opportunity for all people.



CAPCO

Mission, Vision & Values

Re-development Process Report

November/December 2025

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Executive Summary

This comprehensive report documents CAPCO’s Mission, Vision, and Values re-development process completed in late 2025. It includes the updated statements, outlines the steps taken to achieve alignment with strategic priorities, and summarizes key insights from stakeholder surveys. The outcome reflects CAPCO’s commitment to inspiring hope, empowering people, strengthening families, and building a resilient community.

Background & Purpose

CAPCO initiated the re-development of its Mission, Vision, and Values to ensure alignment with the National Community Action Promise, National Theory of Change, and the organization’s strategic priorities. The process aimed to simplify and modernize statements while maintaining CAPCO’s core identity and commitment to community impact.

Section 2: Detailed Process Overview

Step 1: Survey distributed to members of CAPCO's Board of Directors & Supervisory Team, including all supervisors & leadership members.

- All questions were the same for everyone, including the same sequential order. • Phrases & words were to be provided as answers, not complete sentences.
- The current CAPCO mission as well as the national Community Action Promise was provided as references when taking the survey.
- The survey was active for a period of 2 -weeks.
- A copy of the survey & related results is attached as appendices.

Step 2: Survey results were gathered & analyzed per question to identify key themes and word/phrases consistencies.

Step 3: An overall analysis of words/phrases used throughout the entirety of the survey was conducted.

Step 4: Sample mission statements from surrounding Community Action agencies were solicited for review & comparison.

Step 5: With the assistance of AI companion tool, Microsoft Copilot, sample mission statements were drafted using key words/phrases & themes from the survey results & analysis.

Step 6: The CAPCO Director Team met at Greek Peak Mountain Resort on November 21, 2025, for a retreat working day to review results and work through key discussion points as outlined in the attached appendix.

- The following were goals of the Director Team:
 - o Simplify & shorten the mission statement, making it easy to identify with and recite.
 - o Connect the mission, vision & value statements to the national Community Action Promise as well as the established strategic priority categories from the National Theory of Change and as outlined in our current Strategic Plan.

Step 7: Establishment of new Mission, Vision & Value statements from the analysis process taken to recommend to the Executive Committee of the Board of Directors

Step 8: Executive Committee of the CAPCO Board of Directors meets to review & approve the proposed re-developed Mission, Vision & Values statements and the process taken.

Step 9: The Supervisory Team meets on December 4, 2025, to review the newly re-developed Mission, Vision & Values Statements and process taken.

Step 10: The CAPCO Board of Directors meets for the Annual Meeting on December 11, 2025, & reviews, discusses, and officially approves CAPCO’s re -developed Mission, Vision & Values statements with an implementation date of January 1, 2026.

Section 3: Key Survey Findings and Themes

This section consolidates responses from five survey questions, presenting ranked themes and overall patterns for CAPCO’s vision, operations, challenges, solutions, and desired legacy.

Question 1: Vision for CAPCO

Theme	Occurrences
Community & Connection	16
Helping & Support	14
Poverty Eradication & Resilience	6
Equity & Opportunity	5
Compassion & Care	5
Inclusivity & Diversity	3
Leadership & Impact	3

Question 2: What CAPCO Does

Theme	Occurrences
Helping & Support	17

Empowerment & Opportunity	12
Education & Knowledge	9
Community & Connection	7
Advocacy & Voice	5
Respect & Dignity	5
Poverty Reduction	3

Question 3: Pressing Problems

Theme	Occurrences
Funding & Financial Stability	20
Housing & Homelessness	11
Poverty & Inequality	5
Other Barriers	5
Food Insecurity	3
Staffing & Workforce Challenges	3
Transportation	2
Infrastructure & Space	2
Community Awareness & Support	2

Question 4: Magic Wand Solutions

Theme	Occurrences
Funding & Financial Resources	20

Housing & Homelessness Solutions	16
Staffing & Workforce	7
Food & Basic Needs	4
Education & Opportunity	4
Advocacy & Community Engagement	4
Compassion & Empathy	3
Transportation	2

Question 5: Desired Legacy

Theme	Occurrences
Helping & Support	10
Empowerment & Hope	10
Community & Equity	9
Compassion & Care	6
Inspiring & Future-Oriented	5
Structural & Organizational Impact	5
Education & Knowledge	3
Advocacy & Leadership	3

Overall Patterns Across All Questions:

- Funding & Financial Stability dominates the most urgent need.
- Community & Connection and Helping & Support consistently appear as top priorities.
- Housing & Homelessness is a major challenge and solution focus.
- Empowerment & Hope and Education are central to CAPCO's identity and desired legacy.
- Compassion & Care is a recurring value theme across vision, solutions, and legacy.

Top Common Words

1. **community** – 17
2. **funding** – 15
3. **poverty** – 11
4. **families** – 11
5. **people** – 10
6. **help** – 9
7. **education** – 8
8. **staff** – 8
9. **need** – 7
10. **resources** – 6
11. **provide** – 5
12. **hope** – 5
13. **change** – 5
14. **compassion** – 5
15. **support** – 5
16. **needs** – 5
17. **homeless** – 5
18. **helping** – 4
19. **services** – 4
20. **creating** – 4
21. **educate** – 4
22. **programs** – 4
23. **housing** – 4
24. **food** – 4

Word Category Groupings

ACTION (verbs)

- help
- helping
- provide
- creating
- educate
- **Action**
- **changes**
- **improves**

- **live**
 - **dedicated**
 - **embodies**
- **SERVICE (nouns describing offerings)**
 - services
 - programs
 - housing
 - food
 - resources
 - education
 - **place**
 - **better**

TARGET BENEFICIARY (people or groups)

- families
- people
- homeless
- **lives**
- **each other**
- **community / communities**
- **America**

PROBLEM (issues to resolve)

- poverty
- needs
- need
- funding

CAUSE (intangible ideals or values)

- community
- hope
- change
- compassion
- support

- **spirit**

Section 4: Samples & Examples

Current Mission Statement:

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. (34 words)

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. (38 words)

Potential Mission Statement Samples: Based on Survey Results & Word Categorization (AI Supported)

- ❖ Empowers individuals & families to overcome poverty by providing whole family resources, education, and support that build self-reliance and strengthen communities. **(21 words)**
- ❖ Unite community sectors to fight poverty through advocacy, education, and essential programs & services—creating opportunities, fostering hope, and improving lives. **(19 words)**
- ❖ Dedicated to dignity, equity, and compassion, CAPCO delivers programs and services that help people help themselves and build stronger, healthier communities. **(21 words)**
- ❖ Embodies the spirit of hope by connecting people & families with resources, education, and opportunities to address the causes & conditions of poverty, transform lives, and create lasting change. **(29 words)**
- ❖ To provide innovative programs, education, and services that reduce poverty, support families, and strengthen communities—advocating for everyone to have the opportunity to thrive. **(24 words)**
- ❖ Leads the fight against poverty with unwavering determination, delivering resources, education, and services to transform lives and strengthen communities. **(19 words)**

- ❖ Creates pathways to opportunity through innovative programs & resources, compassion, and community-driven solutions. **(13 words)**
- ❖ Delivers measurable impact by providing programs & resources to reduce poverty, expand education, and foster self-reliance—building a stronger community for all. **(22 words)**
- ❖ Empower people through whole family programs, services, education, and community-level solutions that create opportunity, inspire hope, and transform lives. **(19 words)**

Next Steps

Implementation of the new Mission, Vision, and Values will begin January 1, 2026. CAPCO will integrate these statements into all organizational materials, staff training, and community communications. Future plans include reinforcing these principles through the upcoming All-Staff Training Day, program design, leadership development, and stakeholder engagement.

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-83

WHEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the proposed new agency Vision & Values statements, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed new agency Vision & Values statements,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the new agency Vision & Values statements.

Shelley Warnow

Board President or designee

December 11, 2025

Date

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-84

WHEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the proposed 2025 review & updates to the Strategic Plan, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2025 review & updates to the Strategic Plan,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the 2025 review & updates to the Strategic Plan.

Shelley Warnow
Board President or designee

December 11, 2025
Date

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-85

WHEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the proposed 2025 Executive Director compensation study, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2025 Executive Director compensation study,

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the 2025 Executive Director compensation study.

Shelley Warnow
Board President or designee

December 11, 2025
Date

Executive Director Compensation Comparison

Resources Used: Form 990's from years 2019, 2020, and 2021 (if available) from geographical and revenue-comparable Community Action Agencies in NYS

Cortland County Community Action Program, Inc. (CAPCO)		
Year	Total Revenue	Executive Dir. Compensation (Annual)
2024	\$12,249,376	\$92,554
2023	\$12,017,294	\$88,271 (Greg)
2022	\$10,084,441	\$85,530 (Greg)

Cattaraugus Community Action, Inc.		
Year	Total Revenue	Executive Dir. Compensation (Annual)
2024	\$12,795,012	101,834 (started July)
2023	\$11,815,084	\$156,592
2022	\$12,450,635	\$156,592

Opportunities for Otsego		
Year	Total Revenue	CEO Compensation (Annual)
2024		Not available
2023	\$8,878,560	\$123,789
2022	\$8,551,944	\$118,210

Regional Economic Community Action Program-Middletown		
Year	Total Revenue	CEO. Compensation (Annual)
2023	\$11,080,613	\$87,051
2022	\$11,001,382	\$80,882
2021	\$10,056,644	\$82,823

Cayuga/Seneca Community Action Agency, Inc.		
Year	Total Revenue	Executive Dir. Compensation (Annual)
2023	10,115,056	\$110,994
2022	\$10,172,714	\$103,924
2021	\$10,249,373	\$98,441

Tompkins Community Action		
Year	Total Revenue	Executive Dir. Compensation (Annual)
2024	\$9,618,262	\$167,248
2023	\$8,497,166	\$139,829
2022	\$8,584,881	\$146,782

Agency showed a loss of over \$400,000 for 2024

Proaction of Steuben and Yates Counties		
Year	Total Revenue	Executive Dir. Compensation (Annual)
2024	\$23,711,053	\$156,652
2023	\$21,481,644	\$144,736
2022	\$18,729,696	\$141,827

CAPCO Executive Director:
 Greg Start Date: 1/1/2021
 Current Hourly Rate (paid salary): \$gross annual
**** Budgeting for 3.0% increase-\$49.09/hour (\$95,722 gross annual)**



2025 Annual Meeting

Executive Director Report Board of Directors Meeting

Greg Richards
December 11, 2025

- CAPCO assumed a primary emergency response role for the community during the government shutdown. We served as a leading voice in County-organized emergency response meetings, emphasizing the impact of delayed SNAP benefits and ongoing disruptions to HEAP. Currently, Cortland County is partnering with CAPCO's Energy Services Program by allocating \$50,000 in emergency response funds for heating unit repairs and replacements. While this funding is a valuable resource for our community, individuals in need must first be assessed for Temporary Assistance through DSS before being referred to our program. To date, we have only utilized this funding once and anticipate returning much of the allotment due to the recent reopening of HEAP and the implementation of alternative funding solutions.
 - The partnership with Joseph Rivers Painting (JRP) proved highly successful, resulting in donation packages that supported an average of 15 Cortland County food pantries during the heightened demand caused by the shutdown. Our Family Development team, led by Brandy, coordinated the initiative and ensured timely follow-up. We deeply appreciate JRP's generosity and commitment to our community and plan to formally recognize their outstanding efforts.
- We are currently transitioning to our new accounting software, NetSuite, moving away from the Blackbaud/Financial Edge system. NetSuite is the preferred platform used by our accountants at ProNexus and has already proven to be a more modern and efficient solution. Access to Blackbaud will end on December 11th, at which point historical data will no longer be available. To prepare, Kim is downloading all necessary reports and ensuring that balances transfer accurately to NetSuite. So far, purchase orders, accounts payable, and accounts receivable have been successfully migrated. All remaining functions will be fully transitioned by December 11th.
 - We have held preliminary meetings with our auditors at the Bonadio Group, and the preliminary audit week is scheduled for the week of December 8th. These initial meetings focused on developing a solid plan in light of our accounting system transition and prior challenges related to departmental changes. We feel well-prepared for the preliminary testing, with the full audit scheduled for April 2026.
- As reviewed by the Executive Committee, we have transitioned to an outsourced janitorial service, contracting Boots on the Ground to clean all our facilities as of December 1st. Since hiring our Building Superintendent in 2018, janitorial services have been managed in-house; however, we have faced ongoing challenges filling the position externally due to pay rates and limited weekly hours. With our NOEP Coordinator stepping back from her secondary janitorial role and changes in how janitorial and maintenance costs are funded through the administration budget, the timing was right to reassess our approach. Boots on the Ground is new to CAPCO, and we are actively collaborating with them to refine cleaning processes across our multiple centers.

- The permanent Day Center serving the unhoused population is scheduled to open in mid-January. The center, named *Grace Space on Pendleton*, has been a collaborative effort, and CAPCO has remained deeply involved throughout the planning and preparation stages. We have helped broker relationships between the Rural Health Institute (RHI), elected officials, and potential community donors to support the project. Additionally, CAPCO's connections have played a key role in securing donated labor and materials for construction and remodeling, driven by our advocacy and education on the community's need for this space. Once the center opens, CAPCO will transition to a community support role while continuing to provide consistent outreach services within the space.
 - CAPCO has continued to support the temporary Day Center at 49 Grant Street by helping staff the space, providing essential supplies, and having a meal delivered once per week. This temporary location will transition to the new Grace Space on Pendleton once it opens in mid-January 2026.
- I have been officially appointed to the New York State Community Services Block Grant (CSBG) Advisory Council. This appointment was made by the Speaker of the Assembly at the recommendation of our Assemblymember, Anna Kelles. The process has been underway since January 2025, and I am excited to officially take my seat at the first meeting in February 2026. Serving on this council ensures that the voice of Community Action is represented at the state legislative level and highlights the dedication and impact of Community Action in Cortland County and the surrounding communities we serve.
- We have not yet received our 2026 liability and workers' compensation renewals. Our brokers at VanParys are currently shopping plans to secure the best coverage and rates, given anticipated premium increases related to changes in unemployment insurance and other federal adjustments. As a reminder to the Board, our official broker is John VanParys, with my sibling, Lindsay Richards, serving as the primary account representative. It is expected that I will need to approve the renewals before year-end and present the renewal details to the Finance Committee in January.
- We expanded our holiday fundraising efforts this year by enhancing outreach and communications around Philanthropy Day. We've received confirmation that donations have been designated to CAPCO through the Cortland Community Foundation as part of this initiative. Additionally, we've been invited to attend the Philanthropy Day breakfast on Friday, December 12th, where we will receive these donations along with any matching contributions from the foundation.
- On November 21st, the Director Team held a full-day retreat at Greek Peak to review annual progress & updates to the Strategic Plan as well as survey results guiding the redevelopment of our Mission, Vision, and Values. It was an energizing day of collaboration and planning for CAPCO's future. Key outcomes included a completely overhauled Mission Statement and updated Vision and Values, now aligned with the National Theory of Change, the Community Action Promise, and our strategic priorities. These revisions make our statements more strength-based and accessible for stakeholders and the broader community. I look forward to sharing the new statements and the process behind them at the Annual Meeting!

Kirsten Parker
Deputy Director Board Report
November/December 2025

- It has been a challenge to get additional DOT 5310 vouchers paid since July or August. With a more aggressive approach taken, we met and discovered the error (on their end). We were able to resubmit some documentation that has now been paid. I have submitted the next one, our rep has approved it, and I have sent it to the State. Hopefully, we will be caught up before I retire.
- I have been working with Brandy on transitioning the Volunteer Driver Program. We have done less rides this month. Sandy was called for jury duty, and she is still our only driver. Greg, Brandy and I have been meeting with Melissa Potter, County Mobility Manager and Trish from County planning to work on a new collaborative 5310 grant. The County would be the lead on the grant, and we would subcontract to hire a volunteer coordinator/dispatcher who would be housed at the County Office Building with Mobility Management. The grant will be submitted in November.
- Greg, Brandy and I have been participating in weekly calls with ITN America for our other transportation grant. We also participate in a monthly call with all the grant holders. Progress is slow as each call only lasts a half hour.
- We have a few new consumers in EISEP but also lost a few so we are steady. Lisa has been doing the billing for EISEP and with my departure, she will be the point person for authorizations, and Danielle in HR will continue to onboard new aides. Brandy will also be trained in EISEP, so that she can also be a contact.
- I am trying to clean up files, do some preparation for the golf tournament and pack my office in preparation for my retirement in a little over 3 weeks.



*Weatherization
Works*

Energy Services / Building Maintenance November & December 2025

Energy Services

Weatherization Assistance Prq – PY25.26HEAP/DOE

- PY25.26 – Signed contract has arrived, waiting for Advance. We will be able to present jobs in December for first voucher.
- DOE 25.26 – Contract has arrived, HCR approval in process. We received a total of \$793,547 (\$725,000 DOE and \$68,547 WRF) more than we had anticipated.
- Healthy Homes – Meeting on December 8th, continuing to plan January 2026 for a live start date.

EmPower NY (Cortland & Tompkins Counties)

- We are taking on enough EMPOWER jobs to keep our contractor status.
- Completing HEAP/DOE 25.26 is a priority.

HEAP- (Cortland & Tompkins Counties)

- Cortland County and OFA are providing funds to help eligible community members who need heat repair/replacements. Unspent funds will be returned to the county.
- INHS – Ithaca Neighborhood Housing has a program that will help Tompkins County senior residents with heating repairs/replacements for which our program is a subcontractor. We are at a total of eight requests as of November.

Fee For Service –

- Currently there are no clients. With Healthy Homes, we plan to have the crew trained in Lead and Radon abatement with the funds received from the DOE 25.26 contract.

CAPCO Building Maintenance

- Parging of wall and sidewalk repair – to be completed in the spring of 2026.
- Cleaning – Boots on the Ground, a commercial cleaning company will now be cleaning all sites as of December 1, 2025.
- ELC will have floors stripped/waxed and carpets shampooed over Holiday break.



Family Development Board Report November/December 2025

Adult Education

- Our end of the year graduation was held on November 13, 2025. We had a total of 13 graduates with 6 walking at graduation this cohort. It was a wonderful event filled with pride.
- We posted the open position for an Instructor in November and will be reposting in January due to only receiving two applications.

Emergency Assistance

- Our Coat Giveaway was held November 1 in Cortland and November 18 in Marathon. We gave away 985 items to 355 people through both giveaways.
- Our Thanksgiving Basket giveaway was held on November 17th and 18th. We gave away 185 food baskets.
- We continue to see an increased need for utility assistance with colder temperatures, rising utility costs and HEAP delays.
- We are collecting toys for our annual Holiday Extravaganza which is scheduled for December 15. We currently have 180 kids signed up to receive a gift.

NOEP

- Jessica continues to do outreach at 49 Grant St which is the temporary day space for the unhoused population.
- Jessica helped SNAP recipients navigate the SNAP delays and new enrollments throughout the government shutdown.

Healthy Families

- We continue working on the transition of the program to the Early Childhood Education Department on December 1, 2025.

SAMHSA

- Chelsea continues to work with Cortland County Mental Health to improve Cortland County's System of Care and Mental Health related services.
- We are holding our quarterly in-person System of Care meeting on December 16 at CAPCO, bringing all agencies a part of the SOC together.
- Chelsea has been a key part of the soft launch of the new County System of Care website, linking families to vital services.



Early Childhood Development Director's Report December 2025



Enrollment:

- EHS Enrollment: 87/88 Enrolled
- HS Enrollment: 34/34 Enrolled
- UPK Enrollment: 30/32 Enrolled
- Waitlist: EHS: 22 Income Eligible; 1 130% and 19 Over Income
 - HS: 21 Income Eligible; 2 130%; 18 Over Income
 - UPK: 0

Staffing:

- There are several staff openings throughout the HS/EHS/UPK program options:
 - UPK Teacher/Assistant Teacher
 - HS Preschool Teacher
 - Infant/Toddler Teacher
 - Classroom Floater
 - Kitchen Aide
 - Substitutes
- The high number of open positions is straining our staffing patterns, resulting in some isolated classroom closures.

Old Business:

- Healthy Families officially moved over to ECD on December 1. Healthy Families and Family Services staff are meeting regularly to facilitate enrollment in both program options.

New Business:

- Our annual funding guidance letter was issued by OHS with a deadline of March 1.
- We are still awaiting approval for a disposition request to bid out the Nissan Versa.
- Policy Council meets on December 16, 2025.

November – December 2025 WIC Board Report

Reported by: Loriann Spatola-Davis

Program Overview

The following highlights reflect progress made across the CAPCO WIC Program over the past two months and outline key activities currently underway. With staff capacity strengthened and roles operating more cohesively, the program has continued moving its focus toward outreach, community engagement, and operational improvement. These efforts ensure continued alignment with WIC policies, procedures, and CAPCO's broader strategic priorities.

Outreach & Community Engagement

This past month, the CAPCO WIC Program—especially Amanda—took an active role in supporting the community during the SNAP benefit crisis related to the government shutdown. Amanda worked closely with Brandy and the Family Development team to coordinate and deliver food to local food pantries, ensuring families had access to essential resources during a critical time. This collaborative effort strengthened internal teamwork and reinforced CAPCO WIC's commitment to supporting families beyond clinic walls.

Amanda has also begun dedicating one to two days each month to broader outreach efforts throughout Cortland County, connecting directly with community agencies, health care providers, and local organizations. These efforts support our goal of increasing awareness of WIC services, enhancing referral pathways, and building sustainable partnerships within the county.

The team continues to collaborate closely with local partners—including the Cortland Doula Program, La Leche League of Cortland County, and Guthrie Cortland Medical Center—to support initiatives such as the Breastfeeding Cafés, Childbirth Education Classes, and the upcoming facilitated group sessions at the Cortland site. These partnerships continue to expand the program's visibility and reinforce CAPCO WIC as a trusted community resource.

Breastfeeding & Perinatal Support

The CAPCO WIC Program continues to support Breastfeeding Cafés at both the Chenango and Cortland County sites. In Chenango County, the Childbirth Education Classes were a success for our first month, with two families successfully graduating. The next class is scheduled for January in Cortland.

Our recent meeting with Melanie Phillips, BSN, LDRP Nurse Manager at Guthrie Cortland Medical Center, went very well. We coordinated schedules so that our Cortland Childbirth Classes operate on **opposite** months from Guthrie's, increasing availability and reach for families. Participants have shared positive feedback on the structure and content of the classes.

The program is also actively working on the 2026 WIC Breastfeeding Awards of Excellence submission and remains on track to submit all required materials on time.

We continue to see an increase in mothers visiting the clinic for breastfeeding concerns, pump access, and additional support, reinforcing the value of the Cafés and in-person assistance.

Beginning in the coming months, the program will implement a facilitated group during the late Monday shifts covered by Holly and Melissa, with the WIC Director functioning as a CPA. This “Moms + Breastfeeding” support group will serve pregnant WIC participants and provide education on breastfeeding, prenatal nutrition, and preparation for the hospital and birth experience.

To strengthen community partnerships, the WIC Director and Breastfeeding Coordinator are developing MOUs and JSAs with partners including the La Leche League of Cortland County and the Cortland Doula Program to expand supports and promote the Breastfeeding Cafés regionwide.

Operations & Systems Update

In last month’s report, it was noted that the program would begin strengthening internal processes and systems. This work is now underway. Melissa traveled to the Norwich site to align breastfeeding pump inventory logs and related tracking systems across both counties, ensuring consistency and accuracy. Additionally, the WIC Director has begun reorganizing staff training logs and updating training plans to support ongoing professional development and compliance.

The team continues to focus on the following key operational areas:

- Staff training and continuing education logs
- Breast pump inventory
- NYS Peer Counselor productivity tracking
- WIC clinic lab logs, including anthropometric and hematologic equipment maintenance
- Resource and referral library

These efforts are helping strengthen program operations and positioning CAPCO WIC to effectively manage and adapt to future changes within the program environment.

Staff Development & Workforce Engagement

The program has initiated monthly Stay Interviews with all WIC staff to support ongoing engagement, communication, and retention. These one-hour conversations provide space for staff to share feedback, identify interests, and discuss opportunities for growth within the program and the broader CAPCO agency.

We are hopeful that, through these ongoing discussions, staff will feel increasingly engaged and empowered to contribute new ideas, explore innovative approaches, and help strengthen and propel the program forward. Themes that emerge over the next few months will help guide staffing decisions, training needs, and workflow improvements.

Social Media & Marketing

The program continues its partnership with MediaBrush Marketing out of Binghamton to strengthen CAPCO WIC’s online presence and community visibility. Over the past month, we successfully transitioned to one unified Facebook and Instagram page, ensuring consistent branding and messaging across platforms.

Roland Shea has been working closely with MediaBrush to support page content development, share program updates, and ensure posts highlight our clinics, staff, and community activities. This collaboration has resulted in fresh, engaging content.

Our unified page has already reached 642 followers, and engagement continues to grow.

We encourage everyone to visit, like, and follow: “CAPCO WIC Program – Cortland & Chenango Counties”

WIC Participation by Site – Close out Data for September 2025

Site	Enrollment	Participation	Participation % of Target Caseload (2,200)
Cortland			
Cortland	1,269	1,222	55.55%
Cincinnatus			
Marathon	1	1	0.05%
Total	1,270	1,223	55.60%
Chenango			
Norwich	923	876	39.82%
Greene	4	2	0.09%
Bainbridge	6	3	0.14%
Sherburne	10	5	0.23%
New Berlin	1	1	0.05%
Total	944	887	40.32%
Grand Total	2,214	2,110	95.92%

Success Story of the Month

Breastfeeding Team & Café Highlights

This month, we’re proud to recognize the strong work of our Breastfeeding Team and the continued growth of the Breastfeeding Cafés. Both sites have seen increased participation, with more mothers coming in for hands-on support, pump assistance, and guidance with breastfeeding challenges.

The team’s coordinated efforts—along with the success of our first Childbirth Education Class graduates—have helped create a welcoming space where families feel supported and connected. Their dedication is strengthening breastfeeding outcomes and deepening community partnerships across Cortland County.

Resolution of the Board of Directors

Of

Cortland County Community Action Program, Inc.

Resolution No. 25-86

WHEREAS, the Cortland County Community Action Program, Inc. Executive Committee has reviewed the proposed 2025 Executive Director Performance Review & salary adjustment consideration, and

WHEREAS, the Cortland County Community Action Program, Inc. Board of Directors has reviewed the proposed 2025 Executive Director Performance Review & salary adjustment consideration.

IT IS HEREBY RESOLVED that on December 11, 2025, the CAPCO Board of Directors approves the 2025 Executive Director Performance Review and salary adjustment as delineated below:

Applicable Selection Chosen:

Selection:

	No change in salary	
X	Salary Increase	2 %
X	Other	3 additional annual days

Shelley Warnow
Board President

December 11, 2025
Date