

Most Recent Management Team review: November 21, 2025

Most Recent Leadership Team review: December 4, 2025

Most Recent Board of Directors review: December 11, 2025

Cortland County Community Action Program, Inc Strategic Plan 2023-2027

Program, Planning & Evaluation (PP&E) Committee Approved – November 10, 2022
Board of Directors Approved – December 8, 2022



Introduction

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

Mission

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

We Value

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

Plan Focus

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

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

Planning Activities and Timeline

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

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

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

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

CAPCO implements ROMA's performance management framework to not only monitor and track program-based delivery systems and outcomes, but also to assess how programs work together to promote changes for the customer and community. CAPCO's Strategic Plan reflects CAPCO's commitment to improving communities and the lives of people living in poverty, as well as its management processes. To underscore the importance and use of ROMA in the strategic planning process, the facilitator of the board/staff planning session on August 11 and one of the draftors of this document is a nationally certified ROMA Trainer.

Customer Satisfaction

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

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

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

Format and Accountability

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



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

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

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

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
CAP understands the extent of homelessness in the community and the available services	<p>Conduct an inventory of homelessness needs and what resources are currently available in the community to meet the needs of homeless individuals and families.</p> <p>Assess service gaps</p>	Inventory completed and services gaps determined	2025-2026	Green	<p>CAPCO remains a key stakeholder in the County's Homelessness & Housing Coalition and the CORE Group, continuing to play an active role in addressing homelessness in our community. With the closure of Grace Space Day Center in 2025, we anticipate increased challenges during the upcoming winter season. CAPCO is committed to staying engaged in collaborative efforts to reduce barriers for those experiencing homelessness. This includes active involvement in the development of the new Grace Space location on Pendleton.</p>

<p>CAPCO determines its role in addressing homelessness in the community</p>	<p>Depending on inventory data, consider CAPCO's role in addressing homelessness, such as, but not limited to:</p> <ul style="list-style-type: none"> • Act as a convener to bring service providers together • Expand the family advocate (or another position(s)) 	<p>Clearly defined role for CAPCO with specific goals for addressing homelessness moving forward</p>	<p>2025-2026</p>	<p>Green</p>	<p>CAPCO has defined its role as an active partner in addressing homelessness within the community. While CAPCO does not directly provide housing, we offer essential wraparound services to individuals experiencing homelessness and serve as a key stakeholder in identifying and implementing solutions.</p>
<p>CAPCO determines its role in addressing homelessness in the community (Cont.)</p>	<ul style="list-style-type: none"> • Explore funding sources to meet the identified need(s) 		<p>2025-2026</p>	<p>Green</p>	<p>While CAPCO does not have the resources to serve as a primary funding source for housing or housing solutions, we remain committed to supporting the unhoused population through strategic partnerships and supplemental assistance. CAPCO will continue to explore funding opportunities that can complement existing community resources—this includes supporting initiatives such as CARES Bags and providing other essential items to meet the immediate needs of individuals experiencing homelessness.</p>

Strategic Priority: Explore options for CAPCO fee-based childcare for extended/before/after school.

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
CAPCO determines its role/capacity to offer fee-based child care opportunities in the community, specifically focused on wrap-around services	Reach out to school districts and other partners to discuss childcare needs and opportunities	Outreach/meetings held/conducted	Ongoing	Yellow	Due to continued concerns about the reimbursement rate and 5-hr. programming, hours were decreased for staff at our two standalone UPK classrooms. With this change, fee for service was not pursued at the time, however, we will be analyzing the potential for fee-based wraparound care to further diversify our offerings.
CAPCO determines its role/capacity to offer fee-based child care opportunities in the community, specifically focused on wrap-around services (Cont.)	Research and study the community need and determine the necessity for wrap- around child care	Study completed and decision made	Ongoing	Yellow	Further consideration for fee-based wraparound care will be considered for the 26-27 school year.

Strategic Priority: Increase options for healthy food.

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
Residents with low incomes have increased options for healthy food	Provide options to buy local, seasonal food directly through Community Supported Agriculture (CSA)	An increase in the CSA options and the number of residents who take advantage of the opportunity	N/A	Red	CAPCO was not able to offer an EBT option at the Cortland Farmers Market this year. The market continues to struggle with vendor participation and limited product variety, and ongoing Main Street construction throughout most of the market season further impacted accessibility and foot traffic. Despite these challenges, the program was able to distribute 700 \$25 Farmers' Market Coupon Booklets to WIC participants, allowing them to shop at other markets throughout the County. Reports indicated that the Homer Regional Market provided a stronger selection and better overall shopping experience for participants. In addition, the Chenango County Site issues 600 booklets, further supporting local families' access to fresh, locally grown produce. SVHC is actively expanding Farmers Market & EBT options in Homer & CAPCO will help support efforts, but no longer be the EBT provider.

Residents with low incomes have increased options for healthy food (Cont.)	Provide outreach to vulnerable communities through the Nutrition Outreach and Education Program (NOEP)	The number of SNAP applications	Ongoing	Green	CAPCO's NOEP Coordinator continues to provide extensive community outreach and support for other CAPCO initiatives. CAPCO's 501(c)(3) sponsors the Marathon Food Pantry, and CAPCO's SnackPack model continues in the community, providing packs to Marathon, Homer, and Cortland City Schools.
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Residents with low incomes have increased options for healthy food (Cont.)	Expand gardening opportunities at Early Head Start/Head Start (EHS/HS)	The number of families who access garden produce	2026	Green	During 2025, the Head Start program successfully utilized the garden space, demonstrating increased engagement and program collaboration. The WIC Program supported these efforts by promoting community involvement through a Facebook campaign and offering a designated garden plot. Although the participant selected through the drawing declined the plot, they accepted the gardening tool set awarded as part of the promotion. Nine families participated in maintaining community garden plots; however, fewer than expected sustained their plots. As a result, the program plans to reevaluate the family plot model and transition toward classroom-based gardening activities.
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Residents with low incomes have increased options for healthy food (Cont.)	Continue to promote the farmers market especially through the WIC program	Increased WIC Farmers Market redemption rates	Ongoing	Yellow	The CAPCO WIC Program continues to issue Farmers' Market coupons in Cortland County, despite limited utilization data and concerns regarding current market offerings. During the 2025 season, the program issued 700 coupon booklets in Cortland County and 600 in Chenango County. The program has not yet received utilization data to determine redemption rates or overall participation. The WIC Program was not successful in securing new partnerships during this market season but aims to boost utilization through <u>continued outreach and future</u>
Residents with low incomes have increased options for healthy food (Cont.)	Explore partnerships with local producers/farm initiatives	Increased partnerships for families to access fresh fruits and veggies	Ongoing	Green	CAPCO continues to receive emergency food donations from local providers, including the Seven Valleys Health Coalition's Farm Rescue Program. CAPCO maintains official partnerships with Main Street Farms; however, CAPCO did not manage the EBT operations at the annual Farmers' Market this year.

Strategic Priority: Improve family health and stability.

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

<p>Families have improved health and are stable</p>	<p>Promote Community Action Angels initiatives</p>	<p>The number of initiatives that were held</p> <p>Number of people helped</p>	<p>Ongoing</p>	<p>Green</p>	<p>These events continue to be a cornerstone of the agency with 576 people served in 2025. We have added Thanksgiving Basket Giveaway and Back to School Giveaway to the list for six events throughout the year providing valued resources.</p>
<p>Families have improved health and are stable (Cont.)</p>	<p>Increase volunteer drivers to expand transportation program to meet customers' basic needs (food, social, etc.)</p>	<p>Number of drivers</p> <p>Meeting customer needs</p>	<p>Ongoing</p>	<p>Yellow</p>	<p>We continue to have challenges getting new volunteer drivers. We received funding in 2025 from ITNAmerica to help us expand the program. The ITNA funding comes with ongoing support, resources, and use of their data base to help expand our program.</p>
<p>Families have improved health and are stable (Cont.)</p>	<p>The Energy Services Department will continue to expand and build partnerships and conduct focused outreach in Tompkins County</p>	<p>Number of partnerships gained or enhanced</p> <p>Number of households served</p>	<p>Ongoing</p>	<p>Green</p>	<p>The Energy Services Department has partnered with INHS (Tompkins County) as they have a program to help seniors with the state taking away the Clean & Tune and Repair/Replacement program for the county HEAP department. The Program will look to strengthen relationships with Tompkins County DSS and other service providers.</p>

<p>Families have improved health and are stable (Cont.)</p>	<p>Enroll more families in the Healthy Families program and increase families' active engagement in the Healthy Families program.</p>	<p>Number of families served and the number of families that engaged in 3 or more home visits in the past 6 months</p>	<p>Ongoing</p>	<p>Yellow</p>	<p>Healthy Families will move to ECD as of 12/1/25. With that change, CAPCO seeks to enroll additional families into Healthy Families by coupling our EHS wait list and criteria points with new Healthy Family participants. We are hopeful we will be considered for Child Welfare protocol through OCFS to right size the target caseload.</p>
<p>Families have improved health and are stable (Cont.)</p>	<p>Expand WIC's footprint throughout the county</p>	<p>The number and location of women and children served</p>	<p>Ongoing</p>	<p>Green</p>	<p>The CAPCO WIC Program continues to be one of the highest-performing programs in the Central Region. Throughout the 2024–2025 contract period, the Program has consistently maintained an average of 92.48% of its assigned caseload, ranking within the top three of the ten Local Agencies in the region. With an average enrollment of 2,156 participants and serving 94.37% of the caseload monthly, the Program continues to demonstrate strong performance, effective outreach, and sustained participant engagement across both Cortland and Chenango counties.</p> <p>Although the majority of families are served virtually, the Program continues to facilitate temporary clinics at six sites throughout</p>

Strategic Priority: Improve adult literacy and education levels to support employability

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
Clients' adult literacy and education levels are improved.	Explore a dedicated and expanded space to house HSE, Adult Literacy, and Getting Ahead activities to continue the expansion accomplished with CARES funding.	Grant writing: number of grants written and success rate Additional funding sources	Ongoing	Green	CAPCO's Adult Education Program has moved the Adult Education Program to the Main Office. This move meets the needs of students and staff and helps to unify the team. The central location is also ideal for new student access and handicap accessible. The move also helps the program be more financially sustainable.

<p>Clients are more employable.</p>	<p>Be intentional about a "whole family approach" working comprehensively with parents and children through partnership with Head Start parents</p>	<p>Number of Head Start parents sought further education and training</p>	<p>Ongoing</p>	<p>Yellow</p>	<p>While through our Adult Education Programs and other efforts we do provide opportunities for people to be more employable, it is not a target of ours. We have worked on strengthening our relationship with Cortland Career Works this year to make referrals for adults seeking employment or employment resources. In an effort to not duplicate services and work better with a community partner this is not a target at this time. With the conclusion of the NEDP option for Adult Education, previous efforts to establish collaboration with HS/EHS programs were evaluated. HS/EHS continues to track referrals to Adult Education and incorporate goal-setting with families, while recognizing that a subset of HS/EHS staff are also parents—creating opportunities for deeper engagement and support.</p>
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Clients are more employable. (Cont.)	Be purposeful about focus on workforce development supports along with educational supports	Number of individuals that received workforce development or educational supports – referrals, webinar, class, resume building, interviewing prep, dress for success, etc.	N/A	Red	While through our Adult Education Programs and other efforts we do provide opportunities for people to be more employable, it is not a target of ours. We have worked on strengthening our relationship with Cortland Career Works this year to make referrals for adults seeking employment or employment resources. In an effort to not duplicate services and work better with a community partner this is not a target at this time. Strategies have changed.
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Strategic Priority: Decrease the adverse effects on children of families impacted by traumatic events.					
			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

<p>Children of families impacted by traumatic events are assisted by CAPCO</p>	<p>Reengage internal trauma-informed workgroup</p>	<p>Group reviews internal policies, practices, etc. to ensure trauma- informed practices with clients</p>	<p>2025 & Ongoing</p>	<p>Yellow</p>	<p>CAPCO Continues to train staff annually on ACE Interface/N.E.A.R. Science. The agency has not intentionally focused on the trauma-informed committee. Moving forward, the Wellness Committee will intentionally incorporate trauma-informed practices as a standing agenda item to strengthen organizational culture and staff well-being. In addition, the agency maintains a dedicated Family Worker Group focused on family services and trauma-informed approaches, ensuring consistent support for both staff and the families we serve.</p>
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<p>Children of families impacted by traumatic events are assisted by CAPCO (Cont.)</p>	<p>Convene the trauma-informed care committee that reflects staff, community partners, and families served to increase trauma understanding and determine appropriate shifts in service delivery to decrease further trauma</p>	<p>Trauma-informed committee in motion.</p> <p>Committee members increased understanding of trauma</p> <p>Shifts in service delivery</p>	<p>Ongoing</p>	<p>Red</p>	<p>The Wellness Committee continues to meet periodically to provide opportunities to staff to enhance their overall wellbeing and increase staff morale. Through the use of the Conscious Discipline model and Pyramid Model framework, ECD is incorporating trauma-informed strategies when working with children and families.</p> <p>NYSCAA continues to maintain the State Association ACE Workgroup, which is being reinvigorated under new leadership. Internally, future plans include integrating the trauma-informed workgroup into the Wellness Committee to strengthen organizational alignment. This initiative has been marked as 'red' as we are shifting to a different strategic approach.</p>
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Governance Strategic Priority

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
<p>Board members provide meaningful review of proposed program/services, intended program results, and tracked outcomes</p>	<p>Board members are prepared to review CAPCO’s proposed and ongoing programs, results, and outcomes through committee structures, such as</p> <ul style="list-style-type: none"> •Executive committee •PP&E committee •Finance/audit committee •Board development committee 	<p>Annual board assessment/survey</p>	<p>Ongoing</p>	<p style="color: green; font-weight: bold;">Green</p>	<p>Board engagement remains strong, with committees meeting regularly and shaping the full Board’s direction. CAPCO’s leadership team continues to refine program reports—adding detail while keeping them digestible. For example, Healthy Families quarterly reports are now included in the PP&E committee schedule, enhancing Board knowledge of program operations while streamlining reporting and linking to agency-wide data.</p>

The board is able to understand connections among plan goals and strategies and program services to meet customer needs	Board members conduct regular review of plan strategies	Annual board assessments and reviews of strategic plan as well as programmatic reports, goals, and metrics.	Ongoing	Green	Although the Board has not conducted a full self-assessment since 2021, it reviews Strategic Plan progress annually and actively monitors program and agency reports throughout the year via committees and full Board meetings. The Board approves both agency-wide and program-specific Annual Reports, while engagement with Periodic Program Reports (PPR) and the Annual Progress Report (APR) continues to grow through ongoing exposure and education.
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IMPACT AREA:
Community Conditions and Opportunities

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

Strategic Priority: Expand access to safe and secure housing.

2025 Review & Update

Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
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Access to safe and secure housing is expanded	Explore opportunities for new funding to meet increased need	New funding received	Ongoing	Yellow / Red	<p>CAPCO is continuing to support those agencies assisting the unhoused. The search for a permanent center has been completed, the opening date is yet to be determined due to a delay in the closing of the building. The opening of the Grace Space last year proved that this service helps the unhoused and reduces the amount of calls to the police. CAPCO will continue to be of service when and where we can. We enhance the safety and security of housing through our Energy Services program and remain a leading partner in the county-wide housing coalition, collaborating with other agencies to secure funding and develop solutions for housing stability and support for the unhoused.</p>
	Explore resources and CAPCO's role in assisting homes in need of work prior to Weatherization services	Locating potential resources and CAPCO's role is defined	2025 & Ongoing	Green	<p>CAPCO's Energy Services Program received Weatherization Readiness Funds (WRF) for the 2025-2026 season, to limit deferrals and allow the Weatherization program to improve safety conditions within the home and utility usage. Recent addition of Healthy Homes.</p>

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

2025 Review & Update

Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
<p>Services in rural communities are enhanced/expanded to meet resident needs (Cont.)</p>	<p>Explore co-location with community and business partners (doctors' offices, federally qualified health center, etc.)</p> <p>Reimagine staffing in rural centers to meet client needs</p>	<p>Potential locations explored</p> <p>Determination made as to feasibility</p> <p>Explore creative solutions/survey staff to overcome identified challenges</p>	<p>2026 & OnGoing</p> <p>2026 & Ongoing</p>	<p>Yellow / Green</p> <p>Green</p>	<p>Family Development is not currently pursuing a permanent solution to co-locate Family Essentials. However, space limitations at the current location continue to present challenges. Should a viable opportunity arise, the program will evaluate relocation options. Until then, Family Essentials will remain in its existing space. During the winter of 2025–2026, CAPCO will continue to support homelessness response initiatives while exploring long-term solutions to strengthen service coordination and sustainability.</p> <p>The WIC Program has opened two Breastfeeding Cafés and is developing MOUs and/or JSPAs to formalize partnerships with other programs, expanding opportunities for cross-program collaboration and increased community use. In addition, the WIC Program continues to offer appointments at six temporary clinic sites located throughout Cortland and Chenango counties to ensure accessibility and continuity of services for rural families.</p>

Governance Strategic Priority

2025 Review & Update

Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
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Board members with knowledge and expertise are cultivated and recruited	<p>The board development committee has overall responsibility for the recruitment and cultivation of new board members</p>	<p>The board Development Committee has a structure and process in place which is reviewed regularly</p>	<p>2026 & Ongoing</p>	<p>Green</p>	<p>The Board Development Committee maintains processes to convene as needed, with a standing meeting on the Board schedule. A Board term spreadsheet is reviewed at each meeting, tracking current terms and listing potential new members. This list is based on sector needs, committee recommendations, and periodic surveys of the full Board.</p>
	<p>Board members are sought who have particular skills/expertise/knowledge in the following areas:</p> <ul style="list-style-type: none"> •Businesses & economic development •Housing and real estate •Transportation systems •Health, mental health, and substance abuse policy/service provision •Legal/law •Human Resources •Local government 	<p>Current board member composition is recorded at the beginning of 2023.</p> <p>Board member composition is noted at the end of 2023.</p>	<p>2026 & Ongoing</p>	<p>Green</p>	<p>As we look ahead to 2026, we will begin to have Board vacancies based on term limits, including the transition of the current Board President & Vice President. The Board Development is employing the established process to review vacancies, potential new members, and Officer appointments.</p>



**IMPACT AREA:
Community Engagement**

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

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

2025 Review & Update

Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
Residents are active in addressing poverty in the community	Reengage the community in strategies from Opportunity Community and Getting Ahead Establish mentoring relationships	Number of community gatherings Number of successful mentoring relationships formed	Ongoing	Green	CAPCO provided outreach supports at the Grace Space and will continue this effort into the next year. CAPCO continues to be asked to sit at the table for important issues impacting the community, such as the homelessness and housing coalition, a testament to the work we do. Programs participate in many outreach events in the community through tabling. While the intended outcomes are being achieved, the original strategy—such as the Opportunity Community model—is no longer applicable. For example, during the recent government shutdown, CAPCO served as the primary partner alongside the County and state and federal officials to coordinate response efforts.

<p>The community is educated about the effects of poverty</p>	<p>Train and develop staff to provide poverty simulations</p> <p>CAPCO increases the number of poverty simulations provided to the community</p>	<p>Staff are trained in facilitating poverty simulations</p> <p>CAPCO provides at least one simulation per year</p>	<p>Annually</p>	<p>Green</p>	<p>In 2025, the Agency was increasingly recognized as a trusted resource for poverty education and awareness. Several local organizations requested CAPCO to conduct poverty simulations and provide training for staff and community groups. Highlights of this outreach included facilitating a poverty simulation for providers at Family Health Network, presenting in targeted classes at SUNY Cortland, participating as a community presenter in a Cornell University Ph.D. program, delivering poverty education sessions for the local Health Department, and contributing to panel discussions at Tompkins Cortland Community College. These efforts reflect our commitment to fostering understanding and driving systemic change through education and collaboration.</p>
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<p>Meaningful employment opportunities within CAPCO for participants are developed and enhanced</p>	<p>Utilize the following programs for outreach:</p> <ul style="list-style-type: none"> •Head Start/Early Head Start •WIC Peer Counselors •Family Essentials •CDPAP 	<p>Number of former/current customers who are volunteers</p> <p>Number of job opportunities developed/enhanced</p> <p>Number of former customers employed by CAPCO</p>	<p>Ongoing</p>	<p>Green</p>	<p>CAPCO implements recruitment strategies that target volunteers and participants for employment opportunities based on qualifications, positions, and needs. Flexible work/life balance options continue to attract employment candidates. Ongoing data collection indicates that nearly half of our HS/EHS workforce is former or current participants.</p>
<p>Recruit with a special emphasis on volunteer drivers</p>	<p>Provide training and support for volunteer drivers</p>	<p>Number of volunteer drivers</p>	<p>2026</p>	<p>Yellow</p>	<p>Recruiting efforts have not been successful. We had a few new drivers express interest but did not follow through and one who went through all the steps to be approved, but then said she could not drive due to a medical issue. We are struggling with getting paid through the 5310 grant. The County Mobility Management Program will be applying for another round of 5310 funding and will include us as a subcontractor. This may be a better model to grow and sustain the program.</p>

Governance Strategic Priority

2025 Review & Update

Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
Develop board/staff advocacy strategies to promote realistic policy change and public awareness	Board members educate the community about poverty in the County and about CAPCO: who we are, what we do, mission, programs/services, etc.	Develop a process for board members	Ongoing	Green	CAPCO led advocacy efforts by engaging elected officials during key legislative periods and strengthening relationships with offices. Highlights included visits from staff of U.S. Senators Schumer and Gillibrand, hosting U.S. Representative John Mannion and Senator Gillibrand at NYS CAA locations, and Senator Schumer selecting Cortland and CAPCO for a major press conference. We maintained strong ties with state legislators through discussions on CDPAP transition and housing initiatives, while local involvement grew through leadership roles on County coalitions and legislative committees—solidifying CAPCO as a trusted human services partner, as demonstrated during the recent shutdown and SNAP/HEAP crisis.
	Work in partnership with NYSCAA, NCAP, and NCAF to identify high-priority issues for education/advocacy consistent with CAPCO’s mission and values		Annually/ Ongoing	Green	CAPCO actively participates in NYSCAA and NYSWDA, with representation on its Board of Directors. CAPCO also engages with the National Community Action Partnership (NCAP) with the Executive Director earning the Certified Community Action Professional (CCAP) credential. CAPCO continues to be a donating member of the National Community Action Foundation (NCAF), and remain involved in the lobbying efforts both locally & in Washington D.C. with the political turmoil. More staff receive NCAF updates, attending Coffee Chats, and more overall awareness through internal employee trainings.



IMPACT AREA:
Agency Capacity and Partnerships

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

Strategic Priority: Recruit and retain qualified staff.

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
CAPCO increases the number of qualified staff who are hired and retained	Survey staff as to their opinions/ideas about recruitment and retention Review and summarize responses	Survey developed, disseminated, and completed Survey responses summarized		Yellow / Green	CAPCO's staffing levels have remained stable for the 2024-2025 year. The supervisory team is applying the skills and techniques they learned from their professional development book "Love Em or Lose Em". In addition, the Wellness Committee has resumed its regular meetings.

<p>CAPCO increases the number of qualified staff who are hired and retained (Cont.)</p>	<p>Engage Management team to review and consider options including, but not limited to:</p> <ul style="list-style-type: none"> •Hybrid/remote work •Workweek hours •Tuition reimbursement •Wage increases •Professional development •Incentives •Time-off policies •Program support 	<p>Management team will review workforce options</p>	<p>Ongoing</p>	<p>Green</p>	<p>CAPCO continues to update policies to increase staff retention while meeting operational needs. The Supervisory Team is undergoing an initiative to create Contingency Plans, including the creation of SOPs & both short-term & long-term identification of staff/position succession.</p>
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Strategic Priority: Coordinate and promote professional development and leadership skill building for CAPCO staff.

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
CAPCO staff develop leadership skills and necessary Credentials	Develop a consistent approach to tracking training participation at the Agency and Program levels.	Tool developed and put into place	Ongoing / Annually	Yellow / Green	While there remains a multitude of tracking mechanisms across program-areas that inform accurate Work Plan & other reporting, the use of the official HR system to review, track & maintain trainings & credentials remains under-utilized. The HR Department will continue to work with departments & supervisors to use the system for a streamlined approach to reviewing training & education needs while tracking specific credential cycles. Specific program requirements for training logs and tracking result in duplication and reduced utilization of HR systems.
	Make ongoing updates to new hire orientation	Update evaluation tool to determine the value of orientation developed and put into practice	2026	Yellow	Progress on updating the orientation process did not see much advancement in 2025, but there are active plans to reassess the process from both the centralized HR approach as well as program-specific orientation. It is a HS/EHS PY25-26 goal to enhance the orientation process in collaboration with HR and program leadership. These efforts will also inform other programs' approaches to orientation in partnership with HR.

<p>CAPCO staff develop leadership skills and necessary Credentials (Cont.)</p>	<p>Assist staff in gaining skills/credentials to provide training on mission-related topics (core competencies, such as FDC)</p>	<p>A mechanism developed to determine what staff require what skills/credentials</p> <p>An increase in the number of staff who have gained skills/credentials</p>	<p>Ongoing</p>	<p>Green</p>	<p>This remains a strong area for CAPCO, with ongoing FDC offerings for staff and the broader community. While the CDA program with YWCA Cortland concluded in 2025, plans are in place to continue classes for CAPCO staff using in-house trainers to meet program needs. Discussions are underway with Tompkins Community College on an apprenticeship program to support staff education. Energy Services staff continue training through NYS HCR and were selected to partner with the County Health Department on lead, radon, and mold remediation—expanding credentials and services. WIC again joined the CIA Global learning cohort, with staff earning Certified Lactation Consultant and birth education credentials, enabling CAPCO to offer its first childbirth education classes in Cortland and Chenango counties.</p>
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CAPCO staff develop leadership skills and necessary Credentials (Cont.)	Open staff training to the community to extend mission- related best practices and generate revenue	An increase in the number of community members who attended trainings An increase in unrestricted revenue	Ongoing / Annually	Green	CAPCO provided a Poverty Simulation to our local FQHC, Family Health Network of CNY, working directly with medical providers to understand the conditions of poverty to better deliver health care services & understand social determinants of health. The agency continued to engage with higher education, including a special presentation to PHD students at Cornell University, teaching classes at SUNY Cortland, and taking part in panel discussions with educators at Tompkins Cortland Community College.
	Support new program and best practice approaches with training opportunities (i.e., Two-Generation, Pyramid Parenting, Trauma Informed Care)	An increase in the number of staff members who attended these specific trainings	Ongoing / Annually	Green	CAPCO continues to have staff participation in the Emerging Leaders Institute through our State Association and had 2 graduates from the Leadership Cortland program. Currently additional staff are participating in the program. CAPCO saw a record number of staff attend the NYSCAA/NYSWDA state conference in Syracuse, NY this year where CAPCO was honored with 3 special recognitions. Program-areas continue to offer opportunities at all levels of the agency for conference attendance while providing both

<p>CAPCO staff develop leadership skills and necessary Credentials (Cont.)</p>	<p>Explore offering education assistance</p>	<p>Policy revisited</p>	<p>2026 & Ongoing</p>	<p>Yellow / Red</p>	<p>This continues to be a challenge for CAPCO with inconsistent allowability based on funding source and the specific program/department. However, current explorations of apprenticeship programs with local higher education institutions have led to future possibilities. The agency continues to provide program-specific education opportunities, including CDA, FDC, WIC lactation consulting, First Aid/CPR, Leadership Cortland, NYSCAA ELI, and specialized Energy Services credentials. Through our participation in Quality Stars, early childhood development staff have access to scholarships for continuing education. Additionally, our strengthened partnership with Career Works enhances our ability to educate employees about available resources.</p>
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Strategic Priority: Develop leadership succession within CAPCO.

2025 Review & Update

Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
Succession planning is successfully integrated into CAPCO	Build leadership skill-building into job descriptions and performance evaluations	Leadership skill building is included in performance evaluations	2026 & Ongoing	Green	Succession planning is a strategic focus for 2025-2026 for all Supervisors & Directors with the implementation of the Contingency Plan process & subsequent department-level plans to be put in place & enhanced as an ongoing & long-term goal and process for all supervisory positions within the agency. Developing and promoting from within the department is the goal to retain employees. The agency continues to utilize Employee Progress and Feedback reports during evaluations, along with recent introduction & program implementation of Stay Interviews to enhance engagement, retention & employee growth.
	Develop succession plans for all supervisory positions	Formal succession plans are developed and updated as necessary	2026 & Ongoing	Yellow	

Succession planning is successfully integrated into CAPCO (Cont.)	Identify growth and advancement potential for all positions	Growth and advancement opportunities are documented in performance evaluations	Ongoing	Yellow	The Agency has made succession planning a priority to address for 2025-2026. A process has been implemented that will allow succession planning to be addressed as departmental changes occur.
	Develop management operation "binders" that support succession planning	Management operations "binders" are developed	2025-2026	Yellow/Red	The Agency has a universal form that Directors are using for succession planning, which will bring awareness to gaps in coverage. This form will help address short-term and long-term needs and ensure coverage in leadership positions.

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

2025 Review & Update

Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
<p>Employee well- being and personal growth is supported</p>	<p>CAPCO will use the following initiatives to support staff well- being and mental health:</p> <ul style="list-style-type: none"> •Health and nutrition initiatives •Wellness challenges •EAP •Self-care and wellness training 	<p>Initiatives developed, and number of staff who participates</p>	<p>2026 and ongoing</p>	<p align="center">Yellow</p>	<p>Remains high priority area of focus & discussion. The last walking challenge we did was not as successful as past initiatives with less participation. There was also less engagement than usual in the Spirit Week activities. The committee met and is planning some different theme days and will continue the door decorating contest. The Family Development Director will take over chairing the committee with a focus on employee morale activities & trauma-informed practices in addition to physical wellness. With agency changes & the current political climate, staff morale is trending down, which will remain a proactive focus for the agency's management & leadership teams.</p>

Employee well- being and personal growth is supported (Cont.)	Surveys will be done periodically to gather staff input and evaluation	Surveys developed, disseminated, and responses considered in ongoing initiatives	2026 and ongoing	Yellow	In 2025, the leadership team read "Love 'Em or Lose 'Em" which included strategies for gleaning staff feedback. This strategy has been consistently implemented by one program. 2026 should include a survey or another means of collecting information on employee satisfaction and engagement across program-areas.
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Strategic Priority: Monitor State decision about CDPAP program.					
			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

<p>CAPCO has successfully responded to the decision about the CDPAP Program</p>	<p>CAPCO will continue to investigate changes to the CDPAP program</p> <p>Contingent upon state-level changes, CAPCO may need to:</p> <ul style="list-style-type: none"> •evaluate needs •explore risk •redesign program •consider staffing structure •explore becoming a joint employer 	<p>CAPCO moves forward with the most applicable options as more clarity is rendered</p>	<p>2026 & Ongoing</p>	<p>Yellow</p>	<p>CAPCO implemented a new EVV and billing system which allowed us to comply with aggregate reporting requirement of the state. We helped all of our consumers and aides transfer to the new single statewide fiscal intermediary. The loss of the program resulted in changes to staffing, the loss of staff and increased costs to programs the agency is still working through.</p>
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Strategic Priority: Establish a secure intake system to streamline the customer experience, drive coordinated internal/external referrals and improve service responsiveness.

			2024 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

<p>CAPCO's facilities are reviewed on a regular basis</p>	<p>Utilize SAFE Committee review process</p>	<p>SAFE Committee meets and analyzes facilities and makes recommendations</p>	<p>Ongoing</p>	<p>Green</p>	<p>The Safety and Facilities Enhancement Committee (S.A.F.E) continues to meet under the direction of the Deputy Director. The Energy Services/Building Maintenance Director will take over these duties in 2026. The committee reviews accident reports as reported by Human Resources, conducts routine facility audits at every location. This committee helps identify needed training areas and policy needs with the Management Team (i.e. space heater policy).</p>
	<p>Include executive staff and finance committee input to the annual budget</p>	<p>Facility needs are considered when developing the annual budget</p>	<p>Ongoing</p>		<p>Yellow</p>

CAPCO's presence on community and industry Boards is maintained and/or expanded	Consider staff and agency priorities when considering or maintaining board presence	Number of boards where CAPCO has a presence: community and/or industry	Ongoing	Green	CAPCO is well represented throughout the community with Management and Leadership members sitting on numerous Boards, associations, advisory councils, etc. This continues to be updated and reflected in our Work Plan and APR.
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Strategic Priority: Build CAPCO's fund development capacity at both Board and staff levels.					
			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
CAPCO's fund development and fundraising capacity has increased	Initiate an annual fund development planning process that quantifies goals, activities, internal costs, and staff/Board roles and workload for all activities that raise unrestricted dollars	Annual fund development plan and process established	2026 and on-going	Yellow	CAPCO still has not formalized an annual fundraising plan but continues to hold a successful golf tournament and has continued targeted letters for special giving.

CAPCO's fund development and fundraising capacity has increased (Cont.)	Assess and improve internal systems for tracking fundraising contacts, donors, donations, and other data to support effective fund development	Internal systems assessed and improved		Yellow	The Agency has informal systems for tracking donation and fund development efforts, We are changing accounting and fiscal software in 2025 and will continue to look at the need for a specialized database.
	Explore more "creative/innovative" fundraising opportunities	Board and staff consider opportunities		Yellow	CAPCO is piloting a more integrated approach for 2024-2025 giving, focusing on holiday giving with letters sent to donors throughout the year. CAPCO will assess the impact and refine this approach as we move forward.
	Plan and execute an annual campaign	Campaign donations		Yellow / Green	
	Plan annual fundraising events and evaluate the value of the events	Donations received and assessment of event's value		Green	The Golf Tournament remains a success with positive fundraising trends. The Wellness Committee and the Director team will continue exploring both internal and external fundraising initiatives.

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

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
CAPCO strengthens community partnerships to meet increased demand for services	<ul style="list-style-type: none"> • Substance abuse •Mental health •Housing •Literacy •Youth •Nutrition •Child Care •Employment •Disability rights, advocacy •School Districts 	Number of new and maintained community partner MOU's or contracts established in the past 12 months	Annually / Ongoing	Green	CAPCO's presence in the community, including cross-industry connections & partnerships continue to be strengthened & increased. The agency's Executive Leadership team is engaged on a multitude of local Boards, advisory councils, and associations. This is highlighted by CAPCO being the predominate agency engaged by local government & human service partners to respond to the SNAP & HEAP crisis resulting for the latest government shutdown.

Strategic Priority: Expand CAPCO's use of external resources to drive best business practices.

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

<p>CAPCO utilized outside resources to maintain up-to- date on best business practices</p>	<ul style="list-style-type: none"> · CAPLAW • WIPFLI • Bonadio • Goetzman • Business Council • OCFS • ESI EAP • NYSCAA • NCAP 	<p>CAPCO evaluates these resources and explores other relevant resources.</p>	<p>Ongoing/ Annually</p>	<p style="color: green; text-align: center;">Green</p>	<p>CAPCO remains active with local, state, and national associations & partners, often taking a leading role. CAPCO's Executive Director sits as an Officer on the state association Board and our engagement on a national level remains strong. The agency's outsourced Fiscal arrangement further allows CAPCO to stay connected and familiar with industry happenings & challenges.</p>
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Strategic Priority: Maintain and expand CAPCO's use of external resources to drive best program practices and advocacy.

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

<p>CAPCO utilized outside resources to maintain up-to- date on best program practices and advocacy</p>	<ul style="list-style-type: none"> • NYSCAA • NCAP • NCAF • Coalition on Human Needs • National WIC Association • NYS WIC • CDPANYS • National HS Association • NYS HS Region II • Hunger Solutions • Healthy Families America • Healthy Families 	<p>CAPCO evaluates these resources and explores other relevant resources.</p>	<p>Ongoing/ Annually</p>	<p style="color: green; text-align: center;">Green</p>	<p>CAPCO maintains representation on the New York State Community Action Association (NYSCAA) Board of Directors as well as the New York State Weatherization Directors Association (NYSWDA) Board. CAPCO's Executive Director was named VP of the state association & is being seated on the NYS CSBG Advisory Council with the agency's WIC Director actively engaged with the WIC Association. We remain active with both the state and national Head Start associations & our Healthy Families unit continues to be recognized for their advisory council efficacy & state engagement.</p>
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Strategic Priority: Upgrade internal systems to create efficiencies and improve service impact.					
			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

Internal systems are upgraded	<ul style="list-style-type: none"> • Enhance process for CDPAP timesheets • Mobile-friendly tech/equipment • Online employment application • Employee recruitment database • Expanded options in Complete Payroll 	System utilization and process development	Ongoing	Yellow/Green	The CDPA Program transitioned to a single statewide Fiscal Intermediary, ending CAPCO's operation of the program—though system and process improvements reached an all-time high prior to the transition. The agency is implementing new accounting software, with plans to upgrade payroll to strengthen fiscal administration. We continue working to streamline the current HR system while addressing challenges with the centralized client database.
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Strategic Priority: Become a Trauma-Informed Organization to help employees, participants, community members, and community organizations build resilience.					
			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

CAPCO is a trauma-informed Agency	Provide professional development for CAPCO staff re: resilience, trauma- informed care, wellness	Number of TIC learning opportunities offered. Number of staff participating		Green	CAPCO delivers annual ACE/N.E.A.R. Science training to all new staff and provides community education on these practices. Ongoing all-staff training and policy development ensure the consistent integration of trauma-informed approaches across internal and external operations. In addition, the agency's wellness committee will embed trauma-informed principles into staff wellness initiatives.
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CAPCO is a trauma-informed Agency (Cont.)	Engage community in trauma-informed work/ACEs	Number of community partnerships formed and/or participation in trauma-informed community efforts		Green	CAPCO continues to offer ACE, Trauma, and N.E.A.R. training to the community. These sessions are provided annually to a class at SUNY Cortland and to other groups upon request, with content tailored to meet their specific needs.
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Strategic Priority: CAPCO will use Social Justice principles (access to resources, equity, participation, diversity, and human rights) in its management and operating principles.

			2025 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

<p>CAPCO Intentionally considers Social Justice principles</p>	<p>Staff are trained in social justice principles</p>	<p>Staff demonstrate increased knowledge through pre-post surveys/customer interactions</p>	<p>Green</p>	<p>Internal staff training continues to focus on the key concepts of inclusion and belonging. Staff actively support CAPCO's efforts in collaboration with other social service programs in Cortland to provide a safe, warm, and welcoming space for individuals and families experiencing homelessness. The program will continue implementing both new and existing strategies that promote education, understanding, and inclusive practices across the agency and throughout the community.</p>
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<p>Governance Strategic Priority</p>					
			<p>2025 Review & Update</p>		
<p>Outcome</p>	<p>Strategies</p>	<p>Measurement of Success</p>	<p>Target Date</p>	<p>Progress (Red/Yellow/Green)</p>	<p>Comments</p>

<p>The Board and Policy Council are aware of and are exercising their representational, governance oversight, and developmental responsibilities.</p>	Engage in a periodic Board assessment process	Process and tool is determined	Tri-Annually	Yellow	The Board Development Committee will revisit the full Board Self-Assessment process in 2026. Many strategies have been implemented since the latest assessment in 2021 & subsequent feedback surveys in the interim.
	Regular in-house training & orientation for Board members	Re-assess Board orientation & training process	Annually/ Ongoing	Green	CAPCO conducts at least one formal Board training annually, often more, based on roles, responsibilities, and current events. Policy Council is also provided training throughout the year in various topics, including how to read monthly reports, fiscal reports and enrollment policies.
	The committee structure advances strategic priorities (advocacy, community engagement, fund development, etc.)	Determine committee goals	Annually	Green	Committee structure and participation is reassessed annually. Committees report out at each Board of Directors meeting with information shared relevant to the specific committee.
	Work with staff to determine and advance opportunities to increase unrestricted funds	Create fund development plan with staff		Green	The Board actively participates in our Golf Tournament fundraising efforts. As we look at more fund development initiatives, the Board will remain engaged in that process.

The Board and Policy Council are aware of and are exercising their representational, governance oversight, and developmental responsibilities. (Cont.)	Provide periodic opportunities for board and policy members to network	Develop calendar of opportunities/events	Ongoing	Green	Although some turnover in positions has happened in the past year, CAPCO maintains a Board representative on the Policy Council and a reciprocal rep from the Policy Council to the Board.
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