

Most Recent Management Team review: November 7, 2024

Most Recent Leadership Team review: December 12, 2024

Most Recent Board of Directors review: December 5, 2024

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

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

Board of Directors Approved – December 8, 2022



Introduction

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

Mission

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

We Value

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

Plan Focus

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

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

Planning Activities and Timeline

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

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

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

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

CAPCO implements ROMA's performance management framework to not only monitor and track program-based delivery systems and outcomes, but also to assess how programs work together to promote changes for the customer and community. CAPCO's Strategic Plan reflects CAPCO's commitment to improving communities and the lives of people living in poverty, as well as its management processes. To underscore the importance and use of ROMA in the strategic planning process, the facilitator of the board/staff planning session on August 11 and one of the 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.					
			2024 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	Completed 2023-2024	Green	CAPCO, a leading stakeholder in the County's Homelessness & Housing Coalition, collaborates with the Rural Health Institute, the County, elected officials, and CBO partners to monitor and address homelessness. Part of the Coalition's "core group," CAPCO partners with 4 CBOs to resolve immediate needs and address systemic challenges.

<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>2024 & Ongoing</p>	<p>Green</p>	<p>CAPCO has taken a leading role with the County's Homelessness & Housing Coalition, and has played a key role in the establishment of the temporary Day Center at Grace & Holy Spirit for Winter 2024-2025. . CAPCO will be staffing the temporary Day Center every day for the 6-months it is open, including a "pop-up" family essentials while providing service outreach and supporting Day Center staff.</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>Green</p>	<p>Each CAPCO program will be present while the Center is open. Each Agency Director will staff office hours at least once. CAPCO sits on the Coalition's 3 sub-committees: data collection, communications, and the center work group, and is working with the "core group" on a permanent center. CAPCO has secured financial donations for staffing and is using CAA funds for office space rental.</p>

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

			2024 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	CAPCO hasn't pursued a fee-based childcare option, but the Early Childhood Development unit is offering 2 standalone UPK classrooms for the 24-25 school year, separate from Head Start, funded solely by UPK contract reimbursement. Due to concerns about current reimbursement rates, CAPCO will further analyze continued standalone offerings and the potential for a future fee-based model.
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	CAPCO isn't pursuing fee-based wrap-around care at this time. The standalone UPK option for 24-25 is a step toward analyzing these options. Current reimbursement challenges indicate further consideration is needed for future plans, including for the 25-26 school year.

Strategic Priority: Increase options for healthy food.

			2024 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	Summer 2025 & Ongoing	Yellow	Challenges persist with only one vendor at the Cortland Farmer's Market and ongoing Main Street construction. CAPCO continues the EBT functions but is reassessing these offerings. CAPCO is also exploring EBT support for the expanding Homer Farmer's Market, with discussions starting in Fall 2024 for summer 2025.
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 extensive community outreach and will provide primary weekly coverage at the temporary Day Center. CAPCO's 501(c)3 sponsors the Marathon Food Pantry . and CAPCO's SnackPack model continues in the community with CAPCO providing for for 4 elementary schools, raising additional funds for the 24-25 school year.

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	2025	Yellow	The Head Start/Early Head Start DRS application and the program's 2nd change-in-scope took precedence, leading to facility modifications and upgrades. The garden was unused in 2024, with minimal maintenance. The Early Childhood Development program plans to better utilize and maintain the garden in 2025 and beyond, with broader agency support for cross-program and potential community use.
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 Farmer's Market coupons in Cortland County, despite limited utilization data and concerns with current market offerings. The WIC Program aims to boost utilization and explore partnerships with other markets, including in the expanded Chenango County service area.
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 Valley Health Coalitions' Farm Rescue program. CAPCO has official partnerships with Main Street Farms and has managed the EBT for the annual Farmer's Market.

Strategic Priority: Improve family health and stability.

			2024 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
Families have improved health and are stable	Promote Community Action Angels initiatives	The number of initiatives that were held Number of people helped	Ongoing	Green	Overall, over 500 participants attended these events as of November 2024, receiving needed services & resources.
Families have improved health and are stable (Cont.)	Increase volunteer drivers to expand transportation program to meet customers' basic needs (food, social, etc.)	Number of drivers Meeting customer needs	Ongoing	Yellow	CAPCO faces challenges with only 1-2 consistent volunteer drivers but managed to offer 150 rides in 2024 through MAS offerings and a new 5310 NYS DOT grant. CAPCO received a second 5310 grant for future operational support and joined a transportation study with the County's planning department, exploring future funding possibilities through a National Aging & Disability Center grant. Through these partnerships and funding streams, CAPCO works to recruit more consistent volunteer drivers.

<p>Families have improved health and are stable <i>(Cont.)</i></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>Since expanding in 2021, CAPCO's work in Tompkins County includes WAP, new BIL initiatives, NYSEDA projects, and HEAP. CAPCO has built strong relationships with County departments and adjusted internal structure and work flows to meet dual county needs and production goals. Increased referrals in Tompkins County over the last year.</p>
<p>Families have improved health and are stable <i>(Cont.)</i></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>Efforts to expand Healthy Families enrollment are ongoing, balanced with graduation rates. A 2024 NYS site visit revealed the initial grant overestimated the number of qualifying families in Cortland County. Thus, meeting the targeted case load may be challenging, while potentially serving more families than what would be expected based on County birth & Medicaid rates. Efforts continue to increase enrollment while balancing capacity and quality family development.</p>

Families have improved health and are stable (Cont.)	Expand WIC's footprint throughout the county	The number and location of women and children served	Ongoing	Green	The CAPCO WIC Program remains one of the highest performing Program's in NYS. In 2024, the Program consistently had the highest percentage of targeted case load in our region. CAPCO achieved 90% of the targeted case load in both Cortland and Chenango counties throughout the 23-24 contract period. The addition of a new WIC Director has improved cohesion and enhanced service delivery by aligning practices and policies across both counties.
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Strategic Priority: Improve adult literacy and education levels to support employability					
			2024 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

<p>Clients' adult literacy and education levels are improved.</p>	<p>Explore a dedicated and expanded space to house HSE, Adult Literacy, and Getting Ahead activities to continue the expansion accomplished with CARES funding.</p>	<p>Grant writing: number of grants written and success rate</p> <p>Additional funding sources</p>	<p>Ongoing</p>	<p>Green</p>	<p>CAPCO has secured multiple grants to sustain our Adult Education program, which expanded during COVID with supplemental funding. CAPCO recently executed a contract for NYS Senator Lea Webb funding, alongside other donations and grants. Budget projections suggest rental costs for the expanded space may soon be covered by base CSBG funding.</p>
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<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>Engaging families in adult education remains a high priority for CAPCO, especially for those families in Head Start, Early Head Start, and UPK. While most efforts are informal, CAPCO aims for more intentional outreach. Previously partnering with Head Start for the NEDP, CAPCO has shifted focus to other GED/HSE options based on interest and success rates. The goal is to continuously engage families across programs for multiservice offerings. CAPCO is exploring better ways track job placements for our participants.</p>
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<p>Clients are more employable. (Cont.)</p>	<p>Be purposeful about focus on workforce development supports along with educational supports</p>	<p>Number of individuals that received workforce development or educational supports – referrals, webinar, class, resume building, interviewing prep, dress for success, etc.</p>	<p>Ongoing</p>	<p>Green</p>	<p>CAPCO is committed to continuing education for participants in our Adult Education Program and beyond. We've received an extension on our AEI grant for the Certified Nurses Aide Program with Tompkins Cortland Community College and applied again to the Mother Cabrini Foundation for healthcare microcredentials. Our Adult Education Program is growing with an increasing number of 2024 graduates. We aim to keep making connections and referrals across programs for a whole-family approach</p>
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<p>Strategic Priority: Decrease the adverse effects on children of families impacted by traumatic events.</p>					
			<p>2024 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>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 / Green</p>	<p>Being trauma-informed remains a high priority for CAPCO. CAPCO has a certified ACE-interface trainer who, alongside the Executive Director, delivers ACE Interface/N.E.A.R Science training. Since 2023, all new staff are trained annually on N.E.A.R Science. CAPCO offered a community training and viewing of the movie <i>Resilience: The Biology of Stress & the Science of Hope</i> as part of CAPCO's 50-year initiatives.</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>2025 & Ongoing</p>	<p>Yellow</p>	<p>The Trauma-Informed Practice committee shifted to wellness initiatives during the pandemic. Collaborating with the State Association ACE workgroup, CAPCO plans to re-engage the committee in 2025 while enhancing overall training materials and delivery. CAPCO is evaluating strategies in relation to outcomes in this area.</p>
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Governance Strategic Priority

			2024 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; text-align: center;">Green</p>	<p>CAPCO's Board of Directors stays highly engaged through active committees that guide overall decisions. CAPCO has restructured these committees to ensure the right expertise and interest. CAPCO will keep surveying Board members to assess knowledge and engagement, with a full Board Self-Assessment planned for the coming years. Working with CAPCO's new outsourced accounting team, Finance Reports are being made more user-friendly with increased input from Directors and staff, which better informs the Board of Directors.</p>

<p>The board is able to understand connections among plan goals and strategies and program services to meet customer needs</p>	<p>Board members conduct regular review of plan strategies</p>	<p>Annual board assessments and reviews of strategic plan as well as programmatic reports, goals, and metrics.</p>	<p>Ongoing</p>	<p>Green</p>	<p>The Board's Program, Planning & Evaluation (PP&E) Committee reviews monthly reports, including Head Start/Early Head Start. The Board approves the Agency-wide Work Plan and tracks progress quarterly through Period Program Reports (PPRs) and the Annual Progress Report (APR). The PP&E Committee updates the Strategic Plan annually with the Director and broader Leadership teams. Board engagement and linking outcomes to CAPCO's mission and strategic priorities have improved with intentional efforts. Monthly Board meetings now start with reciting the Community Action Promise.</p>
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IMPACT AREA:
Community Conditions and Opportunities

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

Strategic Priority: Expand access to safe and secure housing.

2024 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	CAPCO is a core member and leader of the County's Homelessness & Housing Coalition, helping to open a temporary Day Center for Winter 2025 while exploring permanent solutions. Although not applying for housing grants nor becoming a housing provider, we've increased our supportive services footprint. Here CAPCO can see outcomes being met with differing strategies, which will continue to be re-evaluated.
	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	2024 & Ongoing	Green	CAPCO's Energy Services Program received Weatherization Readiness Funding (WRF) for 2024-2025 to limit deferrals and improve home safety and conditions.

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

2024 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>Potential locations explored</p> <p>Determination made as to feasibility</p>	<p>2024 & Ongoing</p>	<p>Yellow / Green</p>	<p>CAPCO remains consistently active at the Marathon Food Pantry and has reconnected with WIC rural sites in Cortland & Chenango counties. CAPCO is a key player in opening the County's Day Center for homelessness response, maintaining office space and a daily presence across all program areas. CAPCO is actively pursuing a permanent solution to co-locate Family Essentials and outreach services, including areas not traditionally served such as Preble, Truxton, etc..</p> <p>Our monthly presence at the Marathon Food Pantry has successfully increased outreach and connections with Marathon families. At the County's Day Center, CAPCO will ensure daily staff presence for outreach and support, with routine coverage across all program areas, including the Director Team.</p>
	<p>Reimagine staffing in rural centers to meet client needs</p>	<p>Explore creative solutions/survey staff to overcome identified challenges</p>	<p>2024 & Ongoing</p>	<p>Green</p>	

Governance Strategic Priority

2024 Review & Update

Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
Board members with knowledge and expertise are cultivated and recruited	The board development committee has overall responsibility for the recruitment and cultivation of new board members	The board Development Committee has a structure and process in place which is reviewed regularly	Ongoing	Green	The Board Development Committee has a standing monthly meeting, addressing Board needs such as vacancies, training, and structural assessments. The committee has met more sporadically in 2024 with limited Board vacancies.
	Board members are sought who have particular skills/expertise/knowledge in the following areas: <ul style="list-style-type: none"> •Businesses & economic development •Housing and real estate •Transportation systems •Health, mental health, and substance abuse policy/service provision •Legal/law •Human Resources •Local government 	Current board member composition is recorded at the beginning of 2023. Board member composition is noted at the end of 2023.	Annually	Green	The Board Development Committee has created a system to track upcoming vacancies and required expertise. All Board positions requiring specific expertise are securely filled through 2026.



**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.

2024 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	2024 & Ongoing	Yellow / Green	In celebration of CAPCO's 50th anniversary and 60 years of Community Action nationally, CAPCO hosted a Community Field Day in 2024 as an alternative to the Opportunity Community model. The event saw over 400 community members connect with CAPCO and local resources. Moving forward, CAPCO will assess future Opportunity Community models, learning from the 2019 formal model about what works and what doesn't for the community. CAPCO is evaluating strategies in this area versus active outcomes.

<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>Poverty Simulations remain CAPCO's top tool for educating the community about poverty. In 2024, CAPCO hosted its first community-wide simulation, engaging over 40 members across industries. The sessions sparked insightful discussions about the causes and effects of poverty. CAPCO also conducted the simulation for staff during an All-Staff Training day, reinforcing the importance of our work. CAPCO continues to train new staff and conduct simulations for the community and beyond.</p>
<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 promotes volunteer and employment opportunities directly to Program participants, considering candidates based on qualifications, position, and needs. CAPCO has employed new methods to connect with candidates, including participants, during staffing challenges post-COVID-19, with staffing patterns beginning to stabilize. CAPCO pursues innovative approaches to filling positions and meeting candidates with flexible work/life balance options to support both family and employment needs.</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>Annually & Ongoing</p>	<p>Yellow</p>	<p>Revitalizing the Volunteer Transportation Program has continues to be a key focus post-pandemic. Although driver recruitment has been challenging, with 1 consistent driver providing 149 rides over the past year, we've enhanced our marketing materials and advertised in new venues. CAPCO has partnered with the Cortland County Planning Department to raise awareness among potential drivers and riders, and are collaborating on a County transportation planning grant. CAPCO received a 2nd round of 5310 Transportation Grant from the NYS Department of Transportation, in collaboration with Seven Valleys Health Coalition and Access to Independence, which will support program operations and accessible rides as the program continues to rebuild.</p>
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Governance Strategic Priority

2024 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's Board of Directors, representing the Agency across sectors, receive continuous training on their roles, responsibilities, and CAPCO programs and resources. CAPCO staff are routinely invited to speak and collaborate with various clubs and associations as well as other organizations, such as Catholic Charities of Cortland County, SUNY Cortland, Rotary, Kiwanis, etc. CAPCO actively participates in NYSCAA, with representation on its Board of Directors and NYSWDA. CAPCO also engages with the National Community Action Partnership (NCAP), with 1 candidate earning the Certified Community Action Professional (CCAP) credential and the Executive Director sitting for the credential in 2025. As donating members of the National Community Action Foundation (NCAF), we remain involved in lobbying efforts in Washington D.C. during turbulent political times.
	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	



**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.

			2024 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	2025	Yellow / Green	CAPCO has significantly improved recruitment and staffing post-COVID-19. Although we haven't surveyed staff specifically on recruitment, we routinely conduct satisfaction surveys. The Supervisory Team is also using a professional development book for strategies to consistently gather staff feedback and assess wellness and workplace satisfaction. Year-over-year retention has improved, with staffing stabilizing to pre-pandemic levels in 2024.

<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>In 2022, CAPCO reviewed and updated work structure and staff flexibility policies, leading to better retention and recruitment. Enhancements include adaptive work schedules, remote work processes, front-loaded personal leave, annual leave rollover, and employee-driven floating holidays. Wage increases across departments and consistent use of incentive programs have boosted productivity and provided compensation incentives.</p>
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Strategic Priority: Coordinate and promote professional development and leadership skill building for CAPCO staff.

			2024 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	At the end of every reporting year: 09/30/2023 09/30/2024 09/30/2025	Green	Staff training and development are tracked across various platforms and reported in the Work Plan, PPR, and APR. The Human Resource Department maintains official training records, which can be accessed by supervisors and employees through the Advanced HR platform for self-service. Program-specific training needs are also tracked through HS/EHS training logs, CDS Medicaid Compliance, Energy Services certifications & safety trainings, as well as WIC-specific requirements.
	Make ongoing updates to new hire orientation	Update evaluation tool to determine the value of orientation developed and put into practice	2025	Yellow	The HR Department is updating New Hire Orientation content and process, but the tool still needs improvement to enhance the overall process. So far, CAPCO has not fully overhauled it in the strategic way that has been identified by the agency.

<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>CAPCO offers its Family Development Credential (FDC) with two certified trainers, guiding 11 staff and community partners in 2023. CAPCO has extended our collaboration with YWCA Cortland for the Child Development Associate credential for a 4th year, supported by CAPCO’s “train the trainer” certifications. The Energy Services Program provides training for weatherization requirements, tracked through the NYS Housing & Community Renewal (HCR) database and HR. The WIC Program partners with CAI Global for coaching with department transitions and Chenango County additions, maintaining training logs and CLCs. CAPCO also participates in the NYSCAA Emerging Leaders Institute (ELI), with staff typically enrolled each year to integrate new staff into CAPCO while deepening the understanding of community action for veteran staff and connecting CAPCO’s work to the broader statewide network. CAPCO continually refines tracking and assessment of staff needs through the ongoing and annual Employee Performance Appraisal process.</p>
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CAPCO staff develop leadership skills and necessary Credentials (Cont.)	Open staff training to the community to extend mission- related best practices and generate revenue	An increase in the number of community members who attended trainings An increase in unrestricted revenue	At the end of every reporting year: 09/30/2023 09/30/2024 09/30/2025	Green	As part of its 50th anniversary, CAPCO expanded community trainings, including FDC and CDA programs. We screened the film "Resilience: The Biology of Stress & The Science of Hope" with ACE Interface N.E.A.R Science training, and offered the first Community Poverty Simulation in Cortland. CAPCO hosted educational events about its role, mission, and services, including a Business After Hours in April and a legislative event in June with local & state elected officials and official proclamations. CAPCO's Community Field Day in July saw over 400 attendees. CAPCO also enhanced staff training with two All-Staff Training days featuring Poverty Simulations and education on CAPCO's history and the overall history of Community Action.
	Support new program and best practice approaches with training opportunities (i.e., Two-Generation, Pyramid Parenting, Trauma Informed Care)	An increase in the number of staff members who attended these specific trainings	At the end of every reporting year: 09/30/2023 09/30/2024 09/30/2025	Green	

<p>CAPCO staff develop leadership skills and necessary Credentials (Cont.)</p>	<p>Explore offering education assistance</p>	<p>Policy revisited</p>	<p>2025 & Ongoing</p>	<p>Red</p>	<p>CAPCO has faces challenges prioritizing education assistance for tuition reimbursement due to varying funding source regulations. Consequently, CAPCO is not offering tuition reimbursement at this time. Despite this, CAPCO provides numerous training and credentialing programs, though tuition reimbursement remains a hurdle. Exploring ways to leverage continuing education opportunities for Early Childhood staff through Quality Stars. CAPCO would like to further educate staff on Punlic Student Loan forgivemenns and the potential benefits to our staff for working at a non-profit.</p>
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Strategic Priority: Develop leadership succession within CAPCO.

2024 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	2025	Yellow	Succession planning and leadership development aren't fully integrated into all job descriptions and evaluations, except for identified leadership roles. Over the past few years, CAPCO has navigated leadership transitions smoothly through intricate planning and internal promotions. As these transitions settle, reassessing succession and leadership development remains a priority. Each Director is tasked with developing their own succession plan and identifying needs within their departments. This will be a strategic focus through 2025.
	Develop succession plans for all supervisory positions	Formal succession plans are developed and updated as necessary	2025	Red	

<p>Succession planning is successfully integrated into CAPCO (Cont.)</p>	<p>Identify growth and advancement potential for all positions</p> <p>Develop management operation "binders" that support succession planning</p>	<p>Growth and advancement opportunities are documented in performance evaluations</p> <p>Management operations "binders" are developed</p>	<p>Ongoing</p> <p>2025-2026</p>	<p>Yellow / Red</p> <p>Red</p>	<p>While this process occurs informally across the Agency and Programs, it hasn't been formalized or done consistently. Formalizing this process will remain a strategic priority in the overall context of succession planning and departmental leadership development for our human resources.</p> <p>The Agency received training for this model, but it hasn't been implemented yet. CAPCO will decide if this or a similar system will best meet short-term operational needs and long-term succession planning.</p>
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Strategic Priority: Support employee well-being, mental health, and personal growth.

2024 Review & Update

Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
Employee well- being and personal growth is supported	CAPCO will use the following initiatives to support staff well- being and mental health: <ul style="list-style-type: none"> •Health and nutrition initiatives •Wellness challenges •EAP •Self-care and wellness training 	Initiatives developed, and number of staff who participates	Ongoing	Green	The Wellness Committee boasts a diverse mix of staff across departments, including intentional leadership. The committee rolls out various initiatives throughout the year, like a recent wellness walking challenge focused on water intake and nutrition. Programs integrate department-specific strategies, and staff training days prioritize wellness, team building, and addressing burnout.
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	2025 & Ongoing	Yellow/Green	CAPCO did not do an intentional survey in 2024, but the Supervisory Team is reading a professional development resource on new strategies for gleaning staff feedback and assessing wellness needs with overall workplace satisfaction more consistently throughout the year, coupled with feedback gathered as part of the annual evaluation process.

Strategic Priority: Monitor State decision about CDPAP program.

Strategic Priority: Monitor State decision about CDPAP program.					
			2024 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>2025</p>	<p>Yellow</p>	<p>CAPCO faces ongoing uncertainty with the CDPA Program following the April 2024 NYS budget legislation to consolidate Fiscal Intermediaries into a single state-wide entity. We have worked with elected officials and our local Independent Living Center to challenge this, but the state seems set on this direction. Details on the timeline, process, and CAPCO's role remain unclear. CAPCO is developing 2025 budgets assuming that CDPAP will end by mid-year, assessing the financial and staffing impacts, and considering the effects on Consumers and their care.</p> <p>Amid the uncertainty, CAPCO strives to meet complex and unclear compliance standards by implementing a new EVV and billing solution. This aims to fulfill compliance needs and streamline processes as the program awaits future direction.</p>
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<p>Strategic Priority: Establish a secure intake system to streamline the customer experience, drive coordinated internal/external referrals and improve service responsiveness.</p>					
			<p>2024 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>

Intake system meets the needs of CAPCO and its customers	Assess and evaluate CAPCO's current intake systems	System assessment	Ongoing	Green	In 2024, CAPCO assessed its database solution, identifying workarounds for program restrictions to maintain unduplicated data. Despite challenges, including the inability to implement NPI tracking, the agency will apply strategies to improve usage and outputs in 2024-2025 for the annual APR and decision-making. These improvements will be evaluated with considerations for alternate solutions if needed.
	Streamline and enhance the use of the database	Staff trained	Ongoing	Yellow	Multiple training sessions and workgroups have improved database understanding and usage. While staff identification has been more intentional, challenges remain due to the need for multiple databases across programs and the inability to centralize all needs in one database.

Strategic Priority: CAPCO regularly reviews, recommends, and plans changes to existing and potential new spaces/facilities.					
			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) meets monthly under the direction of the Deputy Director and has a mix of leadership and non-leadership staff per the NYS HERO Act. The committee reviews accident reports as reported by Human Resources, conducts routine facility audits at every location. This committee helps identify needed training areas with the Management Team.</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>Green</p>	<p>The building budget is approved by the Board with our Administrative and overall Agency budget. This budget is developed with S.A.F.E. committee insights and input from the Building/Maintenance Director and the Building Superintendent.</p>

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

			2024 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
CAPCO's presence on community and industry Boards is maintained and/or expanded	Consider staff and agency priorities when considering or maintaining board presence	Number of boards where CAPCO has a presence: community and/or industry	Ongoing	Green	CAPCO is well represented throughout the community with Management and Leadership members sitting on numerous Boards, associations, advisory councils, etc. This continues to be updated and reflected in our Work Plan and APR.

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

			2024 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	2024-2025 & Ongoing	Yellow	CAPCO hasn't yet formalized an annual fundraising plan but continues to gain recognition and interest with its annual golf tournament. Funds raised are trending positively. In 2024, we adopted a more integrated approach with targeted letters for holiday and special giving days like Philanthropy Day.

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	Ongoing	Yellow	The Agency has informal systems for tracking donation and fund development efforts, relying primarily on our normal accounting/fiscal software. The agency hasn't implemented an internal database for this purpose but will continue to assess the need.
	Explore more "creative/innovative" fundraising opportunities	Board and staff consider opportunities	Ongoing	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	2024-2025	Yellow / Green	
	Plan annual fundraising events and evaluate the value of the events	Donations received and assessment of event's value	Ongoing	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.

			2024 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 maintains strong partnerships for effective service and program delivery, continually forging new collaborations as outlined in our Work Plan and reported through our PPRs and APRs. Our 50-year anniversary events and community education have further enhanced these efforts.

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

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

CAPCO utilized outside resources to maintain up-to- date on best business practices	<ul style="list-style-type: none"> • CAPLAW • WIPFLI • Bonadio • Goetzman • Business Council • OCFS • ESI EAP • NYSCAA • NCAP 	CAPCO evaluates these resources and explores other relevant resources.	Ongoing/ Annually	Green	CAPCO is an active member of CAPLAW and WIPFLI for administrative, financial, and legal guidance in addition to our intricate involvement in our state and national associations. We leverage our relationship with our auditors as well as our funding source entities for effective compliance and service delivery.
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Strategic Priority: Maintain and expand CAPCO's use of external resources to drive best program practices and advocacy.

			2024 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments
CAPCO utilized outside resources to maintain up-to- date on best program practices and advocacy	<ul style="list-style-type: none"> • NYSCAA • NCAP • NCAF • Coalition on Human Needs • National WIC Association • NYS WIC • CDPANYS • National HS Association • NYS HS Region II • Hunger Solutions • Healthy Families America • Healthy Families 	CAPCO evaluates these resources and explores other relevant resources.	Ongoing/ Annually	Green	CAPCO and our Program areas actively engage with associations and our broader Agency network to ensure effective operations. We also maintain representation on the state association Board as well as other affinity and work groups that have benefited CAPCO locally and state-wide.

Strategic Priority: Upgrade internal systems to create efficiencies and improve service impact.

			2024 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	CAPCO has introduced a new EVV system for the CDPA Program to meet compliance needs and streamline payroll and billing, reducing burdens on Consumers and Personal Assistants. The HR department is enhancing AHR system usage, and the agency is continually evaluating current and new systems for process efficiency and improved service delivery to children and families.

Strategic Priority: Become a Trauma-Informed Organization to help employees, participants, community members, and community organizations build resilience.

			2024 Review & Update		
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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	Annually	Green	CAPCO provides annual ACE/N.E.A.R Science training to all new staff, educating the community on these practices. All-Staff trainings and policy development continually assess the integration of trauma-informed practices in all internal and external operations.

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	Annually	Green	In September 2024, CAPCO held an ACE/N.E.A.R Science training for the community, paired with a screening of "Resilience: The Biology of Stress and The Science of Hope." CAPCO plans to offer more of these trainings, tailoring them for various community groups and organizations.
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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.					
			2024 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

CAPCO Intentionally considers Social Justice principles	Staff are trained in social justice principles	Staff demonstrate increased knowledge through pre-post surveys/customer interactions	Annually	Green	Internal staff training continues to emphasize social justice challenges, key concepts of our poverty education. We will keep implementing new and existing strategies for education, understanding, and inclusive practices across the agency and community.
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Governance Strategic Priority					
			2024 Review & Update		
Outcome	Strategies	Measurement of Success	Target Date	Progress (Red/Yellow/Green)	Comments

<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 of Directors revisited this process at the end of 2021 and into 2022, implementing new practices and improving existing ones. CAPCO will revisit this process again in 2025.
	Regular in-house training & orientation for Board members	Re-assess Board orientation & training process	Ongoing	Green	CAPCO conducts at least one formal Board training annually, often more, based on roles, responsibilities, and current events. In 2024, the focus was mainly on implementing the agency's Corporate/Medicaid Compliance Program.
	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	The Board has a representative on the Head Start/Early Head Start Policy Council, with a reciprocal rep from the Policy Council to the Board. Both the Board and the Policy Council, along with committees, have improved the data and program reviews by involving more program areas and staff.
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