

2025

Annual Impact Report 60 Years In Jefferson County



For sixty years, the Community Action Planning Council has stood as a steady, compassionate force in Jefferson County—lifting up families, strengthening neighborhoods, and reminding us that when a community comes together, real change is possible.

CEO's Message



TOGETHER, WE ARE COMMUNITY ACTION.

TOGETHER, WE MAKE A DIFFERENCE AS A BEACON OF HOPE.

Dear Friends, Partners, Staff, and Board Members,

As we examine and reflect on 2025, I am filled with gratitude and pride in all that we have accomplished together at the Community Action Planning Council of Jefferson County.

This year, 2026, signifies a remarkable milestone our **60th Anniversary**. Since our founding in 1966, **CAPC has stood as a beacon of hope and opportunity across Jefferson County**. For six decades, we have remained steadfast in our mission to reduce poverty, promote self-sufficiency, and strengthen families and communities. That kind of longevity does not happen by chance. It happens because of people are committed, compassionate, and determined to help those in need.

To our **staff**, thank you for your unwavering dedication. Every day, you show up for our neighbors with professionalism, empathy, and heart. Whether delivering early childhood education, providing weatherization services, coordinating child care services, supporting families in crisis, or guiding toward stability and opportunity, your work changes lives. You are the face of CAPC, and your commitment carries our mission forward.

To our **Board of Directors**, thank you for your governance, vision, and stewardship. Your thoughtful leadership ensures that CAPC remains accountable, innovative, and responsive to the evolving needs of our community. Your partnership and strategic guidance strengthen our foundation and positions us for the future.

To the **public, our community partners, volunteers, donors, and advocates**, we extend our deepest appreciation. Your collaboration, trust, and support make our work possible. Community Action is built on the belief that lasting change happens when a community works together, and Jefferson County continues to demonstrate that spirit year after year.

Over the past 60 years, CAPC has adapted to economic shifts, policy changes, and emerging community needs. We have weathered challenges and embraced opportunity. In 2026, we not only celebrate our history, we recommit to our future. The needs in our region continue to evolve, and so will we. With resilience, innovation, and partnership, we will continue empowering individuals and strengthening families for generations to come.

Anniversaries are not simply about looking back. They are about honoring the legacy built before us and carrying it forward with renewed purpose. As we celebrate this 60-year milestone, we do so with deep gratitude for everyone who has been part of this journey both past and present.

“Together, we are Community Action. Together, we make a difference as a beacon of hope.”

With sincere appreciation,
Craig J. Cashman
Chief Executive Officer

Board Of Directors



Community Action board members help guide the agency's mission to reduce poverty, empower families, and improve community well-being. They provide oversight, strategic direction, and accountability to ensure the agency uses public funds responsibly and effectively.

Community Action is stronger because of you, and so are the people we serve. Your commitment truly makes a difference.

Meet Our Team



CRAIG CASHMAN

CEO



CAROLINE FEASLER

FAMILY CENTER DIRECTOR



MARY J MATHEWSON

COO



MELISSA JENKINS

HEAD START / PRE-K
DIRECTOR



SARAH COLLIGAN

CHRO



CORI LESHER

CHILD CARE RESOURCE
CENTER DIRECTOR



GAIGE BOWMAN

CFO



RALPH FULLER

HOUSING & ENERGY SERVICES
DIRECTOR

Vision And Mission



**60 Years of Action:
Building Futures That Last**

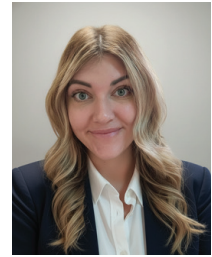
Vision

Community Action Planning Council envisions a prosperous community where all people are valued, supported, empowered and successful. We are a valued resource that tirelessly protects and continuously expands these characteristics, building on a community where opportunities are abundant and people help themselves and each other.

Mission

Community Action Planning council assists, supports, and empowers people through diverse programs designed to alleviate poverty, promote self-sufficiency and advance community prosperity.

Family Center Program Operations 2024-2025



The Family Center serves as the heart of our community support, providing a bridge from immediate crisis to long-term stability.

Economic Empowerment & Workforce Development

By providing professional tax services and removing barriers to employment, we put money back into the pockets of local families.

* **VITA/Tax Preparation:** 1,184 individuals received professional tax assistance, resulting in \$887,696 in total refunds returned to the community.

* **Ready to Work:** \$14,000 in targeted financial support was provided for transportation, licensing, or equipment, allowing for 50 customers to successfully gain or maintain steady employment.

Food Security & Nutrition

* **Food Pantry/Mobile Food Pantry assisted** 7,295 individuals, providing 109,435 meals.

* **Summer Meals for Kids** provided over 10,000 meals.

Housing & Community Advocacy

We combine emergency financial aid with long-term education on housing rights.

* **Crisis Assistance:** 80 customers received over \$16,000 in emergency financial support to cover essential rent and utility payments, preventing displacement and utility shut offs.

* **Education:** 53 community members attended our Fair Housing Forum to learn about their rights and advocate for equitable housing access.

Seasonal & Youth Support

We strive to ensure that every child in our community feels the warmth of the season, regardless of their family's financial situation.

* **Winter Outerwear:** 119 children were equipped with coats and gear to stay safe during the winter months.

* **Holiday Magic:** 612 Head Start children and siblings received Christmas gifts through our holiday drive.

* **Holiday Meals :** 428 individuals received meal assistance to ensure a dignified and festive holiday celebration.



Child Care Resources Center Program Operations 2024-2025

Child Care Resource Center provides a number of services to both parents and providers in Jefferson and Lewis Counties related to child care.

Parent Services

* 334 referrals for parents looking for child care were provided either online or over the phone to individuals in Jefferson and Lewis Counties.

* 35 individuals provided information through a follow-up survey:
16 families found child care through our referrals.
7 families reported finding child care helped them keep their employment.

An average of 218 individuals receive our monthly parent newsletter that contains information on topics related to children, parenting, and community activities.

* CCRC staff participated in 33 outreach, networking, or meeting events where we distributed approximately:
166 pieces of information material on referrals.
106 pieces of information on Child Care Assistance Program. CCAP is a program run by each county Department of Social Services and provides monetary support to the child care provider to offset the family's cost of child care.

Provider Services

CCRC provides support to center-based, in-home, and school-aged child care providers to open, maintain, and meet the regulatory requirements their child care programs.

* 362 child care providers participated in Professional Development training opportunities given by CCRC.

* 3 of the child care providers CCRC provided assistance to reported earning their Child Development Associate credential.

* CCRC provided assistance to in-home child care providers either opening a new program or expanding capacity:
4 individuals opened new programs, creating between 30-40 new spots for children needing child care.
2 individuals increased their capacity by moving from a family to a group family program. This allowed for an addition 12-16 new spots for children needing child care.

* CCRC launched the new Child Care Collaborative project. This project is a shared services network that helps reduce the cost of services child care providers use through group buying power. The goal of this project is to help child care providers sustain and stabilize their business by reducing costs and improving business practices and strategies. 17 child care providers are participating in this program.

* Approximately 82 pieces of information on becoming a child care provider were distributed at outreach events.





Child Care Resources Center Program Operations 2024-2025

Child and Adult Food Program

The United States Department of Agriculture's Child and Adult Care Food Program (CACFP) works to combat hunger by bringing healthy foods to tables across the country for children in child care centers, homes, and afterschool programs as well as adults in day care. CAPC is a sponsoring organization for in-home child care programs participating in CACFP in Jefferson, Lewis, and St. Lawrence Counties.

* 75-80 providers participate in CACFP annually.

* In 2025 \$690,115.96 was reimbursed to providers to help offset the cost of providing healthy and nutritious food served to children in participating programs.

* Approximately 699 children are served healthy and nutritious meals and snacks through CCRC's CACFP annually.

Legally Exempt

Legally Exempt Child Care is care provided by relatives, friends, or neighbors for up to two non-related children or a family's own children in their own home. Legally Exempt Child Care has to meet certain health and safety requirements but is not required to be fully a registered/licensed child care program.

* At any one time we support approximately 160 individuals in operating as a Legally Exempt Provider.

* Approximately 100 pieces of information on Legally Exempt Child Care and 106 pieces of information on Child Care Assistance Program (required for the families of LE providers) were distributed during outreach events.



**60 Years of Action:
Building Futures That Last**

Head Start Program Operations 2024-2025



Children Served

Funded enrollment - 275 children
Eligible Children Serves - 343 total children served
79% (343 of 431) of children who applied were found eligible
Average monthly enrollment was 98%

Center Locations

Watertown: 518 Davidson St. Watertown, NY
Carthage: 226 N. School St. Carthage, NY
South Jefferson: Maynard Wilson Bldg. 13180 Route 11 Adams Center, NY
Dexter: 415 E. Grove St. Dexter, NY
North Jefferson: 8442 S. Main St. Evans Mills, NY
Sacred Heart: 320 W. Lynde St. Watertown, NY

Program Options

Center-Based - Full-Day and Part-Day (245 children):
Watertown, Dexter, Carthage, South Jefferson, North Jefferson, and Sacred Heart
Home - Based - Jefferson County (30 children)
Included in the above numbers are 4 Pre-K collaborative classrooms serving 71 children

Key Statistics

320 children obtained age appropriate immunizations, medical and/or dental care.
222 newly enrolled children (1st year student) received developmental and sensory screenings.
48 children were diagnosed as needing medical treatment/follow-up.
48 children received medical follow-ups.
232 enrolled children received a professional dental exam.
25 children were diagnosed as needing dental treatment.
21 of those children received dental treatment.
We served 94 children with diagnosed disabilities.



Head Start Program Operations 2024-2025



Key Accomplishments

Continued to have 3 trained CLASS (Classroom Assessment and Scoring Systems) observers on staff.

64% of our Master Teachers have at least a Bachelor's Degree in Early Childhood Education. 14% of those have a Master's Degree, while 36% have an Associate Degree in Early Childhood Education or related field.

39% of the Teacher Assistants have at least an Associate Degree and 46% have a CDA (Child Development Associate Certificate).

Our centers were all enrolled in the Quality Stars New York Program.

Continued Administration of the North Country Alliance for Early Education.

Education - Birth - 3rd grade to include involvement from several school districts, day cares, and community stakeholders.

2 Teachers received their Bachelor's Degree.

2 Teachers received CDA and 1 received an Associates Degree.

School Readiness/Kindergarten Preparation Activities

Parent-Child Meet-N-Greet before school begins.

Parent-Teacher conferences twice annually.

Child visitation to kindergarten classrooms in the spring.

Spring transition training for parents (virtual).

Notifications to parents for school-based registration date.

Parent and child attendance at kindergarten registration Transition Agreements with local school districts.

Head Start teachers meet with various local kindergarten teachers virtual or in person.

Release child portfolios, assessments, and health reports to receiving elementary school.

Teachers visit local kindergarten classroom to learn upcoming expectations.

Orval Readiness and Reading Program

Parent Engagement Activities

Orval's School Readiness and Reading Program.

Policy Council and Parent Committee.

Grow With Community Action.

Male Involvement.

Nutrition experiences in the classroom.

Parent-Child classroom activities.

Kindergarten transition activities.

Health Services Advisory.

Committee/Classroom/Field Trip Assistance.

Annual Self-Assessment Volunteer/Employee.

Parent training for mental health, financial literacy, child development, disabilities, etc.

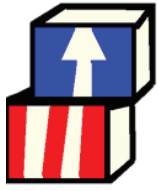
Home visits and goal planning.

Family Fare event.

Fatherhood and Family fun night.

Ready Rosie parenting curriculum.

North Country Alliance for Early Childhood Educator.



Head Start Program Operations 2024-2025



Community Assessment Findings

School Districts expand Pre-K offerings.

Lack of providers to offer services to children with disabilities.

Mental health concerns and access continues to be a challenge.



Pre-K Program Operations 2024-2025



Pre-K Collaboration

Community Action operates Pre-K Programs in collaboration with 4 local school districts to provide educational services and family support to a total of 286 students and their families.

Watertown City School District

78 full-day slots at Ohio, Sherman, and North Elementary Schools, blended funding for 36 day slots for 4 yr. old's and 17 full-day slots for 3 yr. old's located at Watertown Head Start.

Indian River School District

36 part-day and 126 full-day slots located at Philly, Evans Mills, Antwerp, and Calcium Primary schools.

Sackets Harbor School District 18 full-day slots

Carthage - blended funding for 15 4 yr. slots located @ Carthage High School.

Pre-K Accomplishments

16% of the teachers have Master's Degrees and are NYS Certified B-2.

School Readiness / Kindergarten preparation activities and Parent Engagement activities done in all Pre-K rooms.

To reach our Head Start/Pre-K Leadership team, dial 315-782-4900 and the extensions listed below:

Melissa Jenkins - Head Start/Pre-K Director, Ext. 241

Trish Gay - Sr. Specialist Family Services/Parent Involvement/ERSEA Specialist, Ext. 243

Kathi Zecher- Health/Nutrition/Special Needs Specialist, Ext. 242

Molly Smith - Sr. Specialist Education/Mental Health, Ext. 238

Colleen Mayne-Butler-Transition/Transportation/Projects Specialist, Ext. 282

Elaine Soper-Office Manager, Ext. 236

Lisann Babcock-Program Manager, Ext. 267



Housing & Energy Services Program Operations 2024-2025

117 applications were qualified for Weatherization and Empower services.

86 home energy audits performed.

38 homes provided with EMPOWER improvements, leading to reduced energy usage and costs.

47 homes provided with Weatherization improvements, leading to reduced usage and costs.

113 applications were qualified to receive air conditioners.

Did you know?

The program supports 8,500 jobs and provides weatherization services to approximately 35,500 homes every year.

Through weatherization improvements and upgrades, these households save an average of \$283 every year.

Weatherization helps alleviate energy through cost-effective building shell improvements such as insulation & air sealing, heating, ventilation, lighting and appliances.

The average cost per unit is \$8900.





Years of Service

Every December Community Action honors staff for their years of service. We sincerely appreciate their hard work and efforts year after year. Congratulations and Thank You to the following staff for their dedication to Community Action.

5 Years of Service

Judy Norris

10 Years of Service

Amanda LaJuett
Wendy Morrow
Jennifer Steele
Tara Vieth
Autumn Zehr



2025 Revenues & Expenditures

Community Action Planning Council is subject to a comprehensive financial audit each year. The most recent audit (October 1, 2024 – September 30, 2025) was reviewed and approved by the Board of Directors **May 21, 2026**. An independent auditing firm found the agency to be compliance within all programs areas and reported no weaknesses or deficiencies with fiscal practices or internal controls.

Revenue & Gains

Federal/State Grants & Contracts \$8,578,597

Local Grants and Contract \$438,617

Fees \$6,349

In-Kind Revenues \$639,860

Donations/Fundraising \$41,352

Tool Rental Income \$4,860

Miscellaneous Income \$4,203

Gains

Total Revenues \$9,713,835

Expenses & Losses

Emergency Assistance \$134,500

Nutrition \$840,511

Housing & Energy \$1,135,110

Self-Sufficiency \$7,354,216

& Education

Local Support \$7,572

Internal Programs \$6,963

General & Administrative \$78,669

Facilities \$3,450

Depreciation \$212,613

Total Expenses & Losses \$9,773,604

Federal Monitoring and Financial Audit

Fiscal Year 2024-2025 had no audit findings.

For a copy of the full audit report contact

Gaige Bowman CFO at 315-782-4900 ext.

246 or email at gbowman@capcjc.org



**60 Years of Action:
Building Futures That Last**

Head Start Funding Sources

Source

Office of Head Start \$3,338,277

Watertown City School Pre-k/In-kind \$277,300

Carthage School Pre-K/In-kind \$75,000

In-Kind/Non Federal Share \$639,860

Total Program Revenue \$4,330,437

Head Start Budget

Salaries \$2,119,553

Fringe Benefits \$610,638

Operations \$269,237

Occupancy \$212,675

Professional Services \$10,688

Child/Parent Services \$8,207

Indirect Costs \$379,579

Other

Total Program Costs \$3,610,577

Contact Us



315-782-4900



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www.capcjc.org



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