

TO: Sheryl Gregory, President
KVCAP Board of Directors

FR: Patricia Kosma, CEO
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2014

DA: September 18, 2013

The management of KVCAP is very pleased to present to the Board of Directors the Comprehensive Plan and Budget for the fiscal year 2014. In this document, you will find information on current services, anticipated new service opportunities, and long-term strategic issues and opportunities. Organizational charts for each department are under one section for an easy reference. You will also find budgets for all the programs, along with useful charts and graphs.

Staff will be prepared to present the plan at the September 25, 2013 meeting of the Board of Directors.

We hope that you will find the report helpful and informative. We invite your questions, comments, and suggestions.

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Mission Statement

KVCAP supports solutions that build stronger individuals, families and communities.

Approved by Board of Directors: March 2007

Vision Statement

The vision of Kennebec Valley Community Action Program is to provide services that meet the needs of our clients and communities in an ever-changing environment. We will be a leader in our field, an advocate for those we serve, and a facilitator of partnerships and collaborations that will expand and enhance our service, while continuing to provide high quality, financially viable programming and services.

Approved by Board of Directors: April 2007

Management Philosophy

(Board approved 6/25/97)

The board of directors of KVCAP is endorsing the following statement of management philosophy to serve as a guide for board action and the day-to-day operations of the agency. It is hoped that this articulation of our general approach to meeting the mandate of the agency's mission will help everyone involved with KVCAP to maintain a clear consensus regarding the operating chain of command of the agency and the basic standards which will be applied to the assessment of agency operating decisions and employee behavior.

KVCAP has been very successful in serving its constituents' needs and maintaining a competent, effective staff of employees by adhering to the philosophy that the agency is a business, which provides social services. This means that, while our major function is to fulfill the mandate of the mission by sensitively and effectively meeting the needs of our clientele, internal agency operations are efficiently conducted according to general principles of business management. The board endorses business-like internal operations because we believe this is a sensible, understandable, effective way for the organization to operate internally.

Chain of Command

The authority to manage the affairs of this agency originates in the interests and needs of our clientele. The board of directors is selected according to the bylaws of the agency to represent the constituencies of the agency.

The board carries out its responsibility by establishing policy, hiring the chief executive officer, and monitoring his/her ongoing management of the agency. As the sole employee of the board, the chief executive officer is responsible for implementing the mandates of the board of directors. This will be done consistent with the bylaws of the agency and the policy directives of the board. The chief executive officer is responsible for hiring and overseeing the agency's senior management who in turn will see to the staffing of the agency and oversight of operating staff. The chief executive officer and staff designated by him/her will contribute to the development of agency policies subject to the approval of the board, and the chief executive officer and all staff will operate the agency consistent with these policies.

All employees of the agency operate within an established chain of command. Ideally, each employee of the agency reports to and is directed by one clearly designated supervisor. In circumstances where one person carries out disparate roles, there will be a clear delineation of which activities of the person are overseen by which of two or more supervisors. Organizational structure must always embody a complete alignment of the responsibilities and authority of each position in the agency. This means when an employee is accountable for the completion of a function within the agency, the employee must be given the necessary tools and authority to successfully complete the task. In order to assure maximum efficiency and flexibility, decision making authority for a given function should be placed as far down the chain of command as is practically possible. Of course, when an employee receives decision-making authority, she/he is also responsible for results.

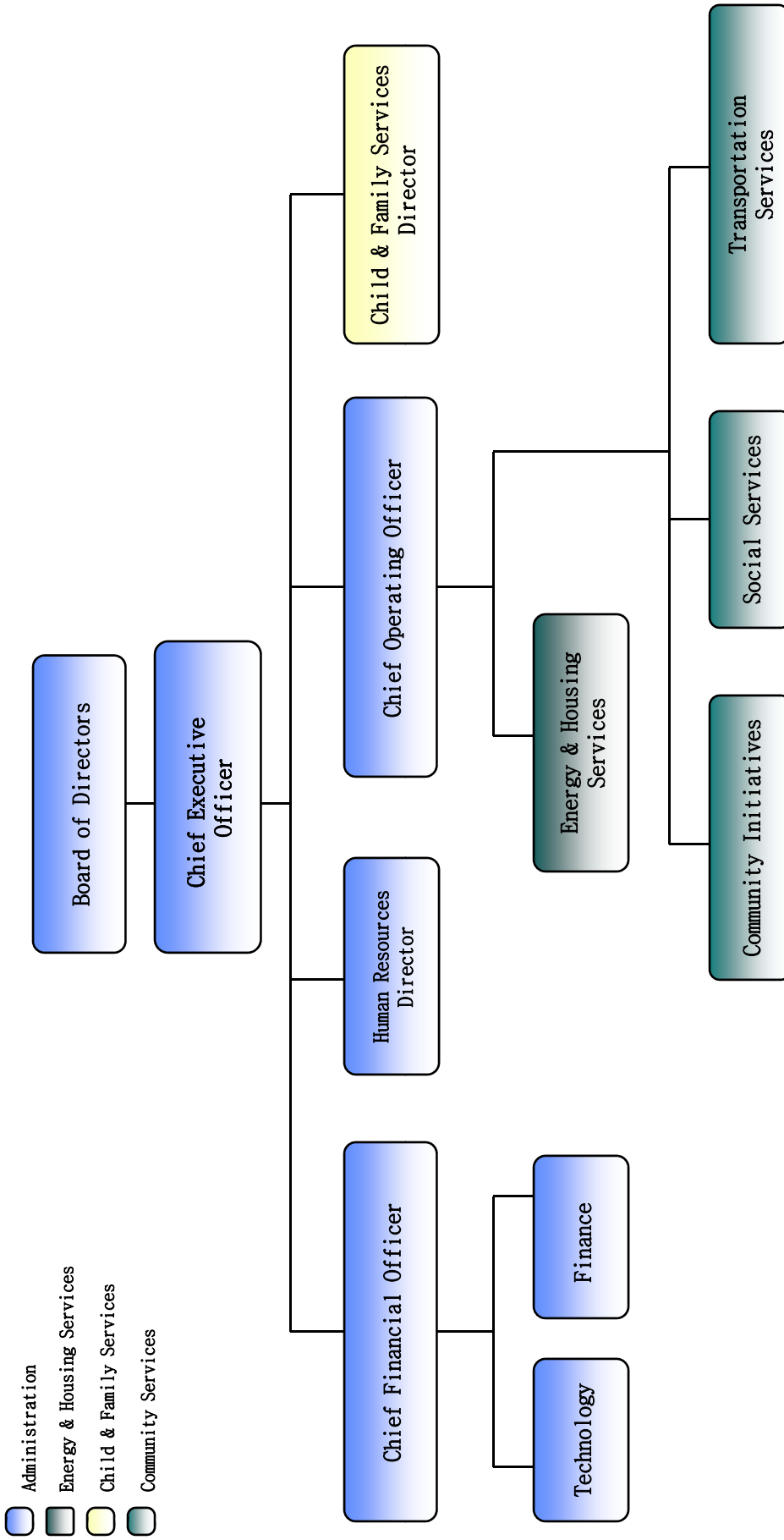
The chief executive officer will see that all staff of the agency is regularly evaluated and appropriate action is taken regarding staff tenure, promotion and other employment related decisions. Evaluations of employees will be solely based on objective measurement of their performance of the tasks assigned to them, not on personal liking or other elements of behavior unrelated to job performance. When necessary, between formal evaluations, the chief executive officer may need to review the performance of employees, particularly when job responsibilities change, and take appropriate management action to remedy performance problems in the interest of the agency.

The performance of the chief executive officer will be formally evaluated by the board of directors annually.

Note: The board's acceptance of the annual review of the chief executive officer constitutes its endorsement of her/his management strategy and style. When complaints arise regarding the chief executive officer's management of the agency, the board will assume that he/she has behaved appropriately in the operation of the agency. The obligation to prove otherwise rests with the complaining party.

Organizational Chart
Revised: 1/2012

KVCAP Management Chain of Command

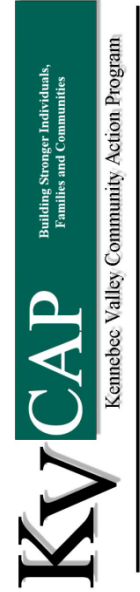
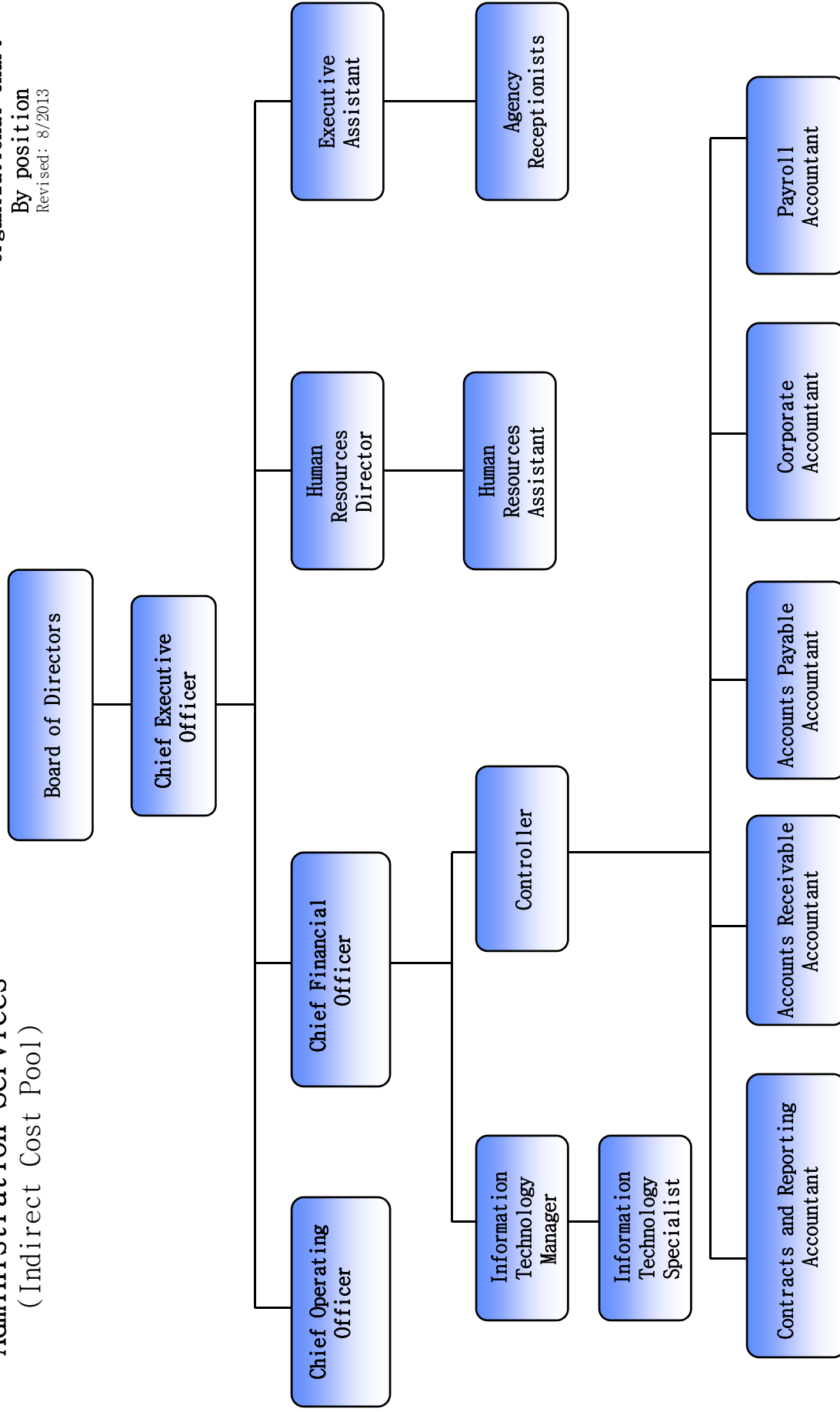


- Administration
- Energy & Housing Services
- Child & Family Services
- Community Services



Administration Services
(Indirect Cost Pool)

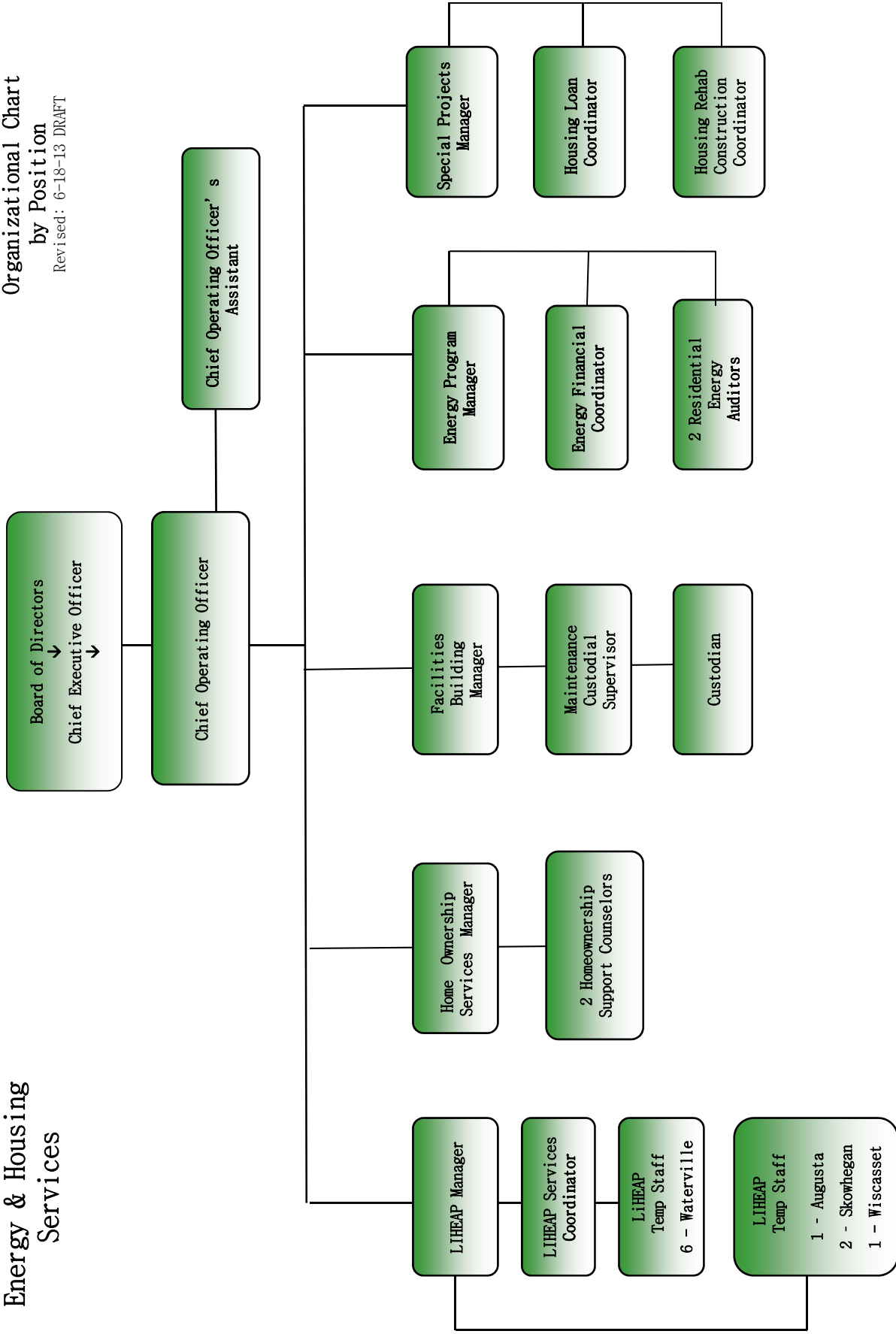
Organizational Chart
By position
Revised: 8/2013



Energy & Housing Services

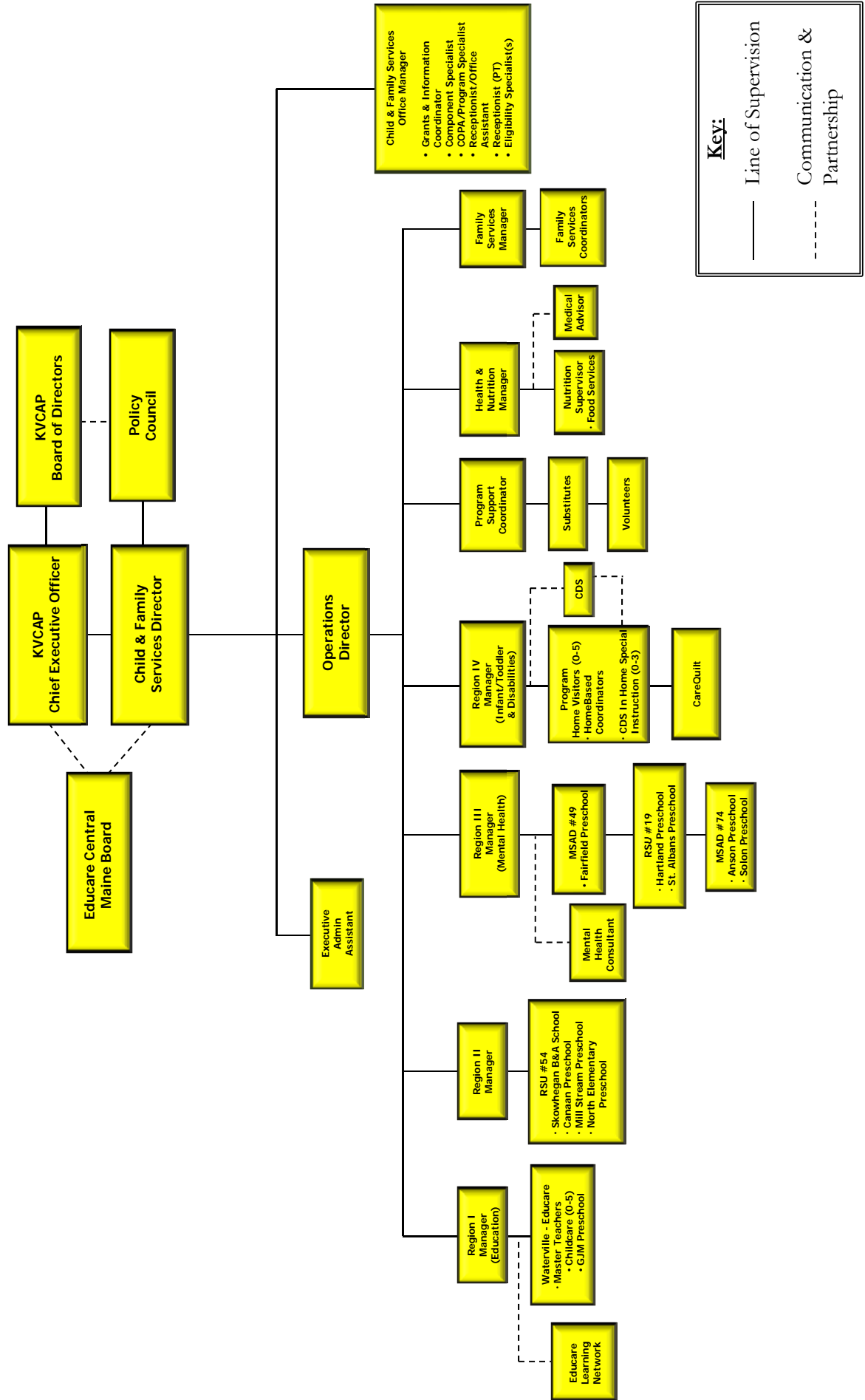
Organizational Chart by Position

Revised: 6-18-13 DRAFT



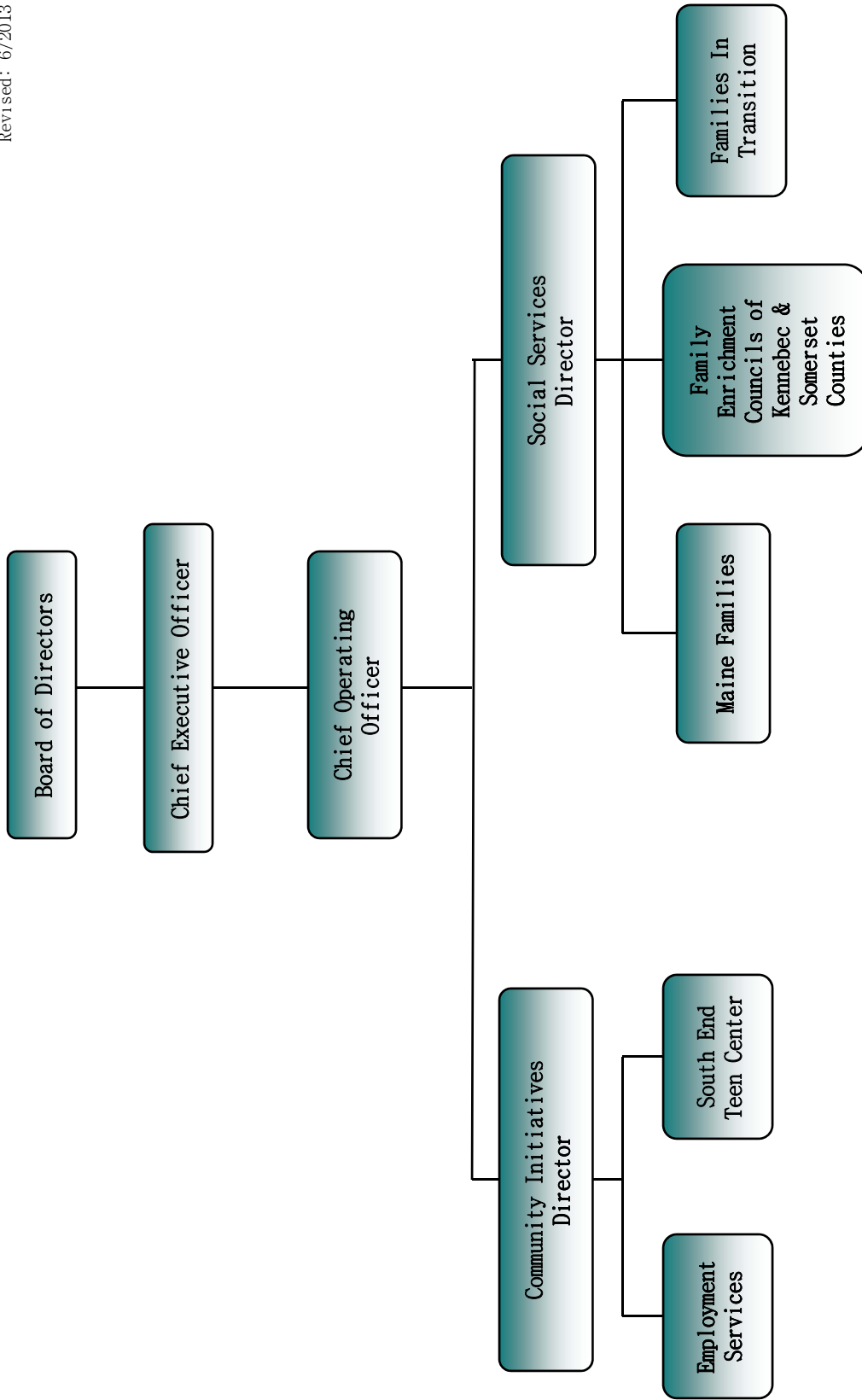
Child and Family Services

2012 - 2013



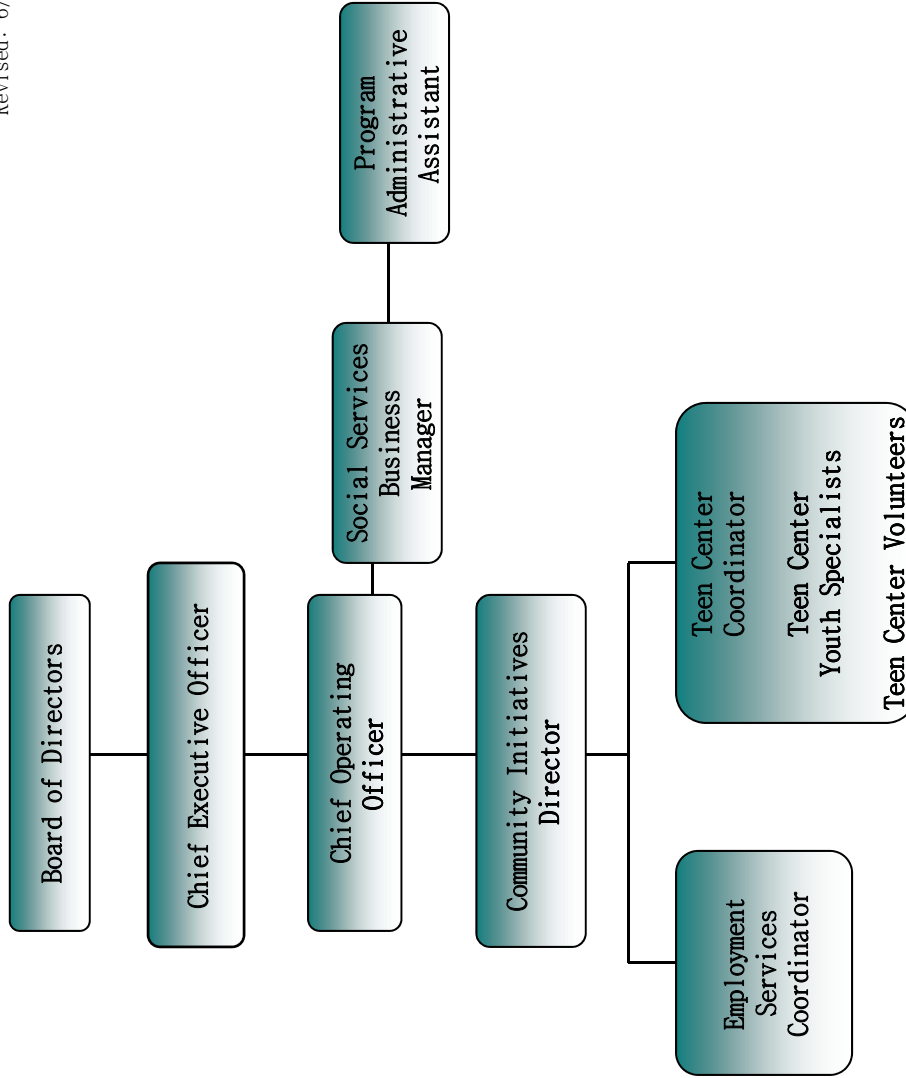
Community Initiatives & Social Services Outline (1 of 3)

Organizational Chart
By position
Revised: 6/2013



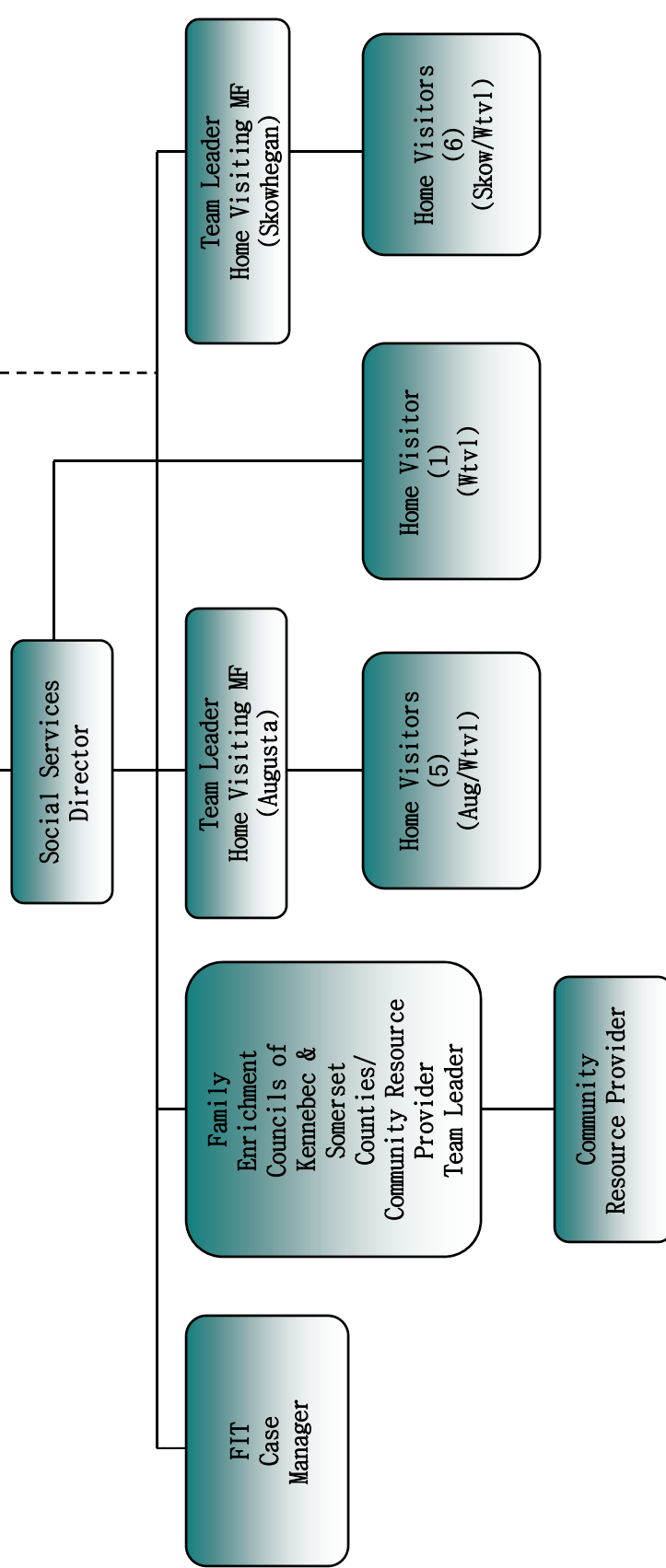
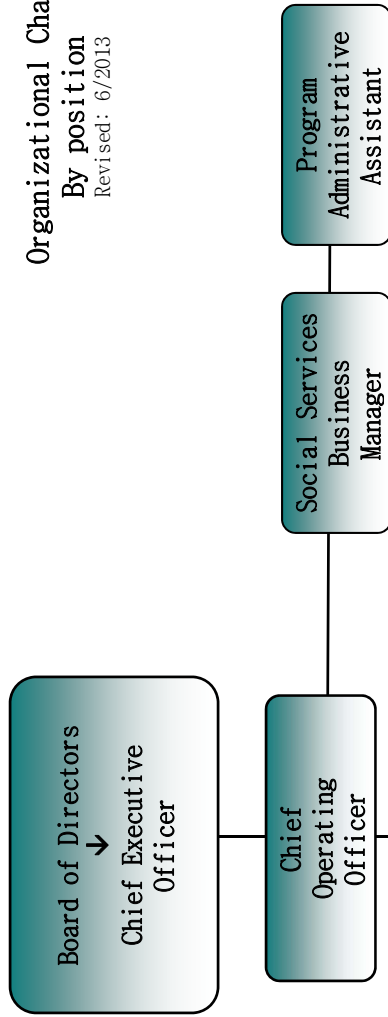
Community Initiatives(2 of 3)

Organizational Chart
By position
Revised: 6/2013



Social Services (3 of 3)

FIT = Families In Transition program
 HV = Home Visitor
 MF = Maine Families

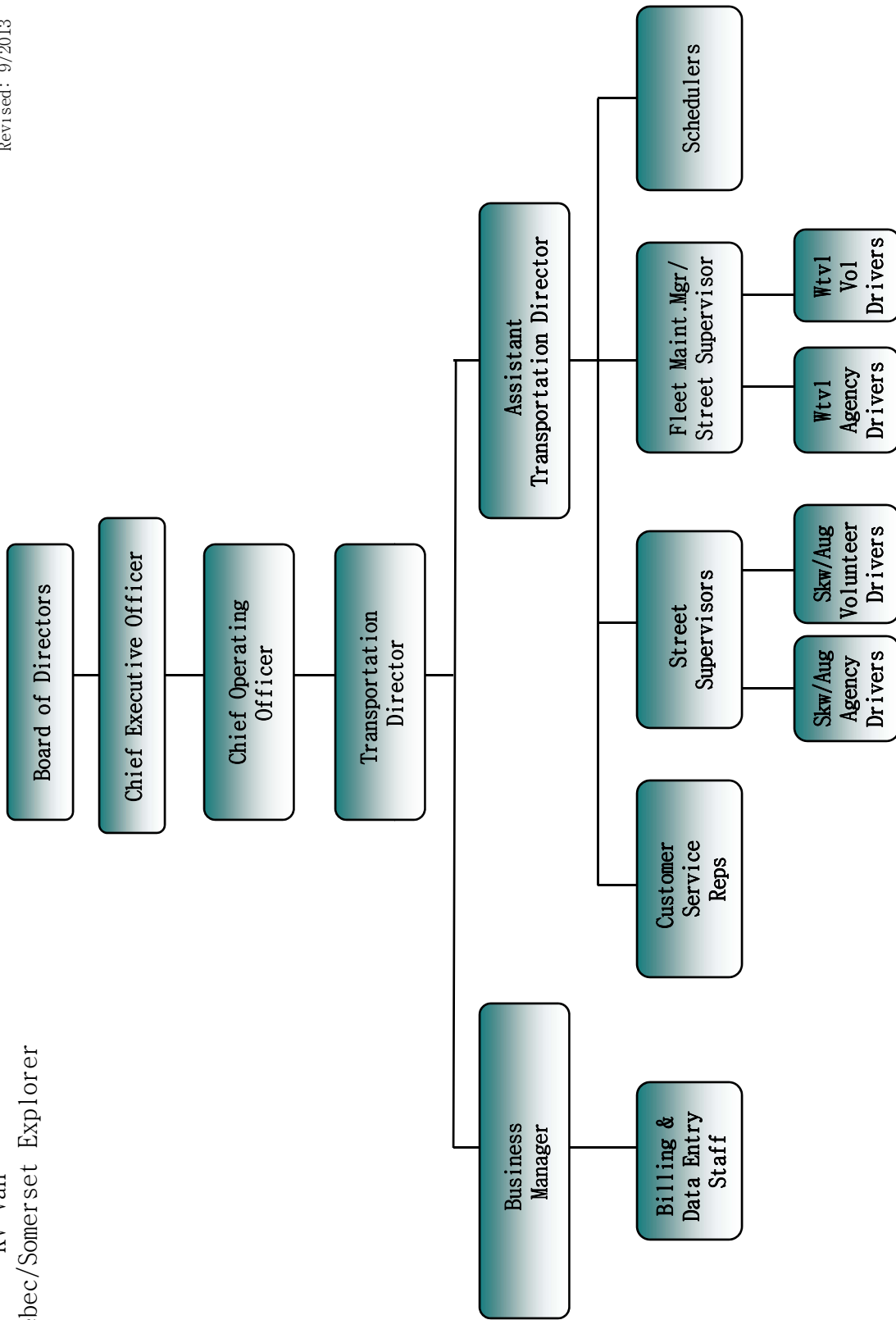


Transportation Services

KV Van
Kennebec/Somerset Explorer

Organizational Chart

By position
Revised: 9/2013

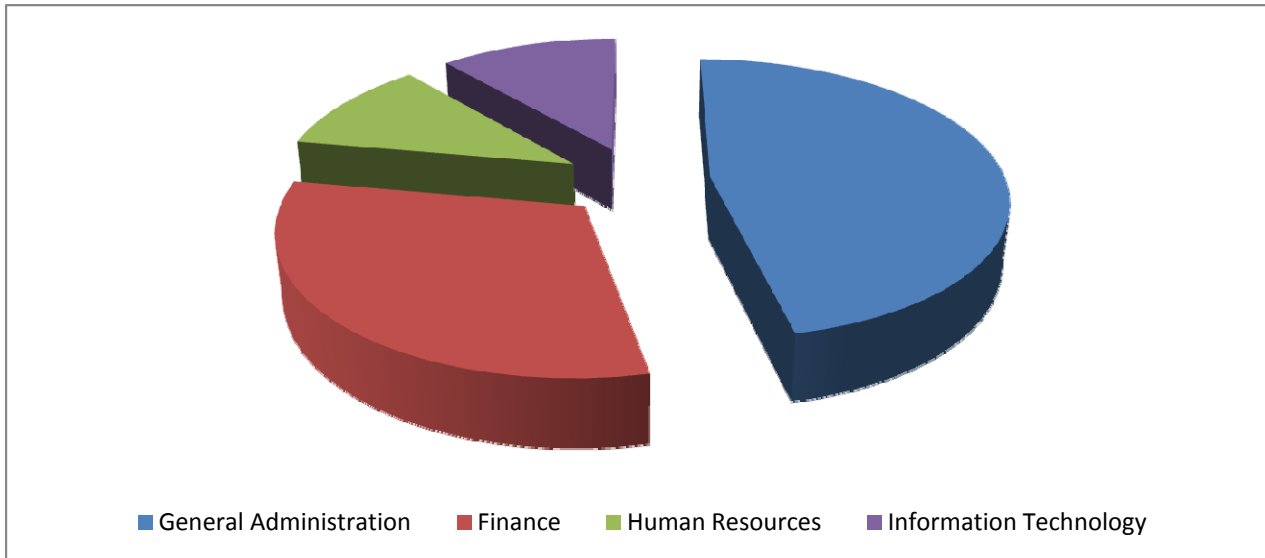


**Kennebec Valley Community Action Program
Administration (Indirect Cost Pool) Operating Budgets
October 1, 2013 - September 30, 2014**

Expenses:	General Administration	Finance	Human Resources	Information Technology	Total
Personnel	\$ 448,835	\$ 290,877	\$ 110,502	\$ 104,128	\$ 954,342
Payroll Taxes & Employee Benefits	\$ 92,384	\$ 77,507	\$ 21,446	\$ 28,720	\$ 220,057
Staff Development	\$ 9,460	\$ -	\$ -	\$ -	\$ 9,460
Travel	\$ 6,900	\$ 2,650	\$ 250	\$ 900	\$ 10,700
Office Costs	\$ 32,750	\$ 10,250	\$ 8,700	\$ -	\$ 51,700
Insurance	\$ 13,000	\$ -	\$ -	\$ 2,000	\$ 15,000
Telecommunications	\$ 18,460	\$ 960	\$ 480	\$ 1,100	\$ 21,000
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 14,300	\$ 700	\$ 6,500	\$ 4,500	\$ 26,000
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 400	\$ 300	\$ 300	\$ 3,500	\$ 4,500
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,500	\$ 5,000	\$ -	\$ -	\$ 6,500
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 3,800	\$ 40,000	\$ 650	\$ 12,000	\$ 56,450
Inkind	\$ -	\$ -		\$ -	\$ -
Total Expenses:	\$ 641,789	\$ 428,244	\$ 148,828	\$ 156,848	\$ 1,375,709

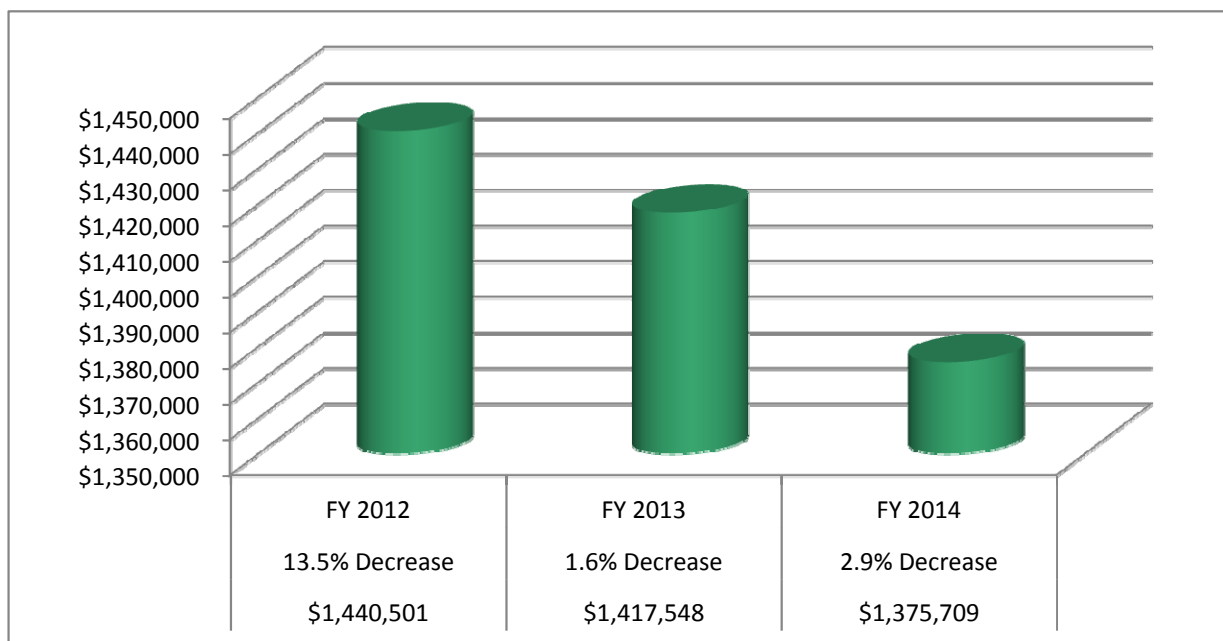
**Kennebec Valley Community Action Program
Administration / Indirect Cost Pool Operating Budget
October 1, 2013 - September 30, 2014**

The Administration/Indirect Cost Pool budget represents the costs that are approved through our annual indirect cost rate proposal. These costs cover the following areas shared by agency programs and represented in the chart below: General Administration (which makes up 46.7% of the budget), Finance (31.1%), Human Resources (10.8%), and Information Technology (11.4%).



For fiscal year 2014, a \$1,375,709 budget is proposed. The budget represents a 2.9%, or (\$41,839), decrease compared to fiscal year 2013.

**Administrative/Indirect Cost Comparison
FY 2012 - FY 2014**



**Kennebec Valley Community Action Program
Administration/Indirect Cost Pool Operating Budgets
October 1, 2013 - September 30, 2014**

The indirect cost rate is based on agency salaries. For this fiscal year, we have seen a decrease in the operating salary base compared to that of fiscal year 2013. Expenses for the upcoming year have been scrutinized to find savings where possible in order to maintain our 23% indirect rate. Most line items are seeing reductions. Staff development and travel expenses are seeing significant reductions as we limit out of office trainings that require travel and overnight expenses. The reductions in office costs and materials and supplies will be realized by improving our use of technology to reduce printing and publication and copier expenses and increasing our recycling efforts. Also, in prior years, we have budgeted for possible activities, consultants, and software enhancements. This year we have budgeted for only known expenses in contract services and other expenses (which includes our software licensing fees).

Expenses:	FY 2013	FY 2014	Increase/ (Decrease)
Personnel	\$ 943,365	\$ 954,342	\$ 10,977
Payroll Taxes & Employee Benefits	\$ 203,548	\$ 220,057	\$ 16,509
Staff Development	\$ 17,500	\$ 9,460	\$ (8,040)
Travel	\$ 16,000	\$ 10,700	\$ (5,300)
Office Costs	\$ 67,925	\$ 51,700	\$ (16,225)
Insurance	\$ 15,000	\$ 15,000	\$ -
Telecommunications	\$ 26,500	\$ 21,000	\$ (5,500)
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 41,884	\$ 26,000	\$ (15,884)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 13,800	\$ 4,500	\$ (9,300)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 6,500	\$ 6,500	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 65,526	\$ 56,450	\$ (9,076)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 1,417,548	\$ 1,375,709	\$ (41,839)

*Note: The total Administrative/Indirect Cost Pool budget is 9.1% of the agency's annual operating budget.

PART III. ADMINISTRATION/INDIRECT COST POOL (Director: Patricia L. Kosma)

- A. General Administration
 - 1. Management Structure - Senior Mangers
 - 2. Customer Services
 - 3. Wellness
- B. Finance
- C. Human Resources
- D. Information Technology

A. General Administration

Budget: \$641,789

1. Management Structure – Senior Managers

The following is a list of senior managers and his/her oversight responsibility:

Chief Executive Officer, Patricia Kosma
Responsible for oversight of the entire agency.

Chief Financial Officer, Mark Johnston
Responsible for oversight of agency finances and information and technology systems.

Chief Operating Officer, Suzanne Walsh
Responsible for oversight of operations for Energy & Housing Services, Transportation, Community Initiatives and Social Services programs.

Child & Family Services Director, Kathryn Colfer
Responsible for oversight and operations of Child and Family Services programs.

2. Customer Services (Executive Assistant: Sheila Avila)

Mission: To enhance employees' awareness of customer service both internally and externally, as well as, support program s in their efforts to maintain strong customer services.

Staff: 2 full-time equivalents

Description of Clients: All KVCAP managers, supervisors, employees, and program clients

Continuing Services: Providing receptionist and telephone support to agency programs and external customers. Attend trainings on customer service.

Anticipated New Service Opportunities: Enhance trainings with customer service themes, hold networking meetings with other program receptionists as needed.

3. Enhanced Wellness Program (Human Resources Director: Cathy Kershner)

Healthier employees are more productive and more satisfied according to recent surveys. With that in mind, KVCAP's Wellness Committee continues to implement programs to benefit the health and well being of staff. Some of those programs are as follows:

- All employees, including those who do not purchase Agency health insurance, benefit from the wellness initiatives and programs, including reimbursement for gym membership and Weight Watchers programs.
- Flu shots were administered to approximately 100 employees.
- Organized a six week Nutrition challenge for all staff
- Held a Maintain Not Gain Program during November, December and January
- Conducted a Move More campaign in April
- Celebrated national Employee Health and Fitness Day
- Continue to explore strategies that will enable all staff, especially those harder to reach staff such as drivers, classroom staff, staff at outlying sites, etc. to be able to participate in wellness activities
- Continue to work with MGMC Workplace Health to implement a Health Risk Assessment program for all interested staff The Wellness Committee is charged with improving upon past activities and implementing new activities that will meet the goals and objectives of the wellness committee including the need for increased employee participation and the importance of meaningful incentives. The Wellness Committee is lead by KVCAP's Wellness Nurse. Any newly created programs have resulted employees who normally did not take part in Wellness activities to get involved.
- Senior Management continues to advocate for the Wellness program and supports activities that are implemented for all employees. We continue to explore ways to design programming and incentives that are unique and meaningful, as well as meeting the needs of a wide variety of employees.

B. Finance (Chief Financial Officer: Mark K. Johnston; Controller: Patricia Walker)

Mission: The mission of the KVCAP Finance Department is to support agency operations in fulfilling agency and program objectives. We do this by ensuring the accurate recording of agency financial activity; timely reporting of financial results in compliance with federal and state regulations and generally accepted accounting principles; and offering support and training to agency managers in areas of financial reporting and compliance.

Budget: \$428,244

Staff: 7 full-time equivalents

Description of clients: All KVCAP managers, supervisors, and employees.

Continuing Services: The KVCAP Finance Department will continue to manage the financial systems within the agency to allow programs to track revenues and expenditures and monitor performance to established budgets. We provide assistance in developing budgets, resolving

financial issues with funding sources, and ensuring adherence to contract guidelines; as well as, assistance in preparing and presenting quarterly financial accountability reports to the Board of Directors. This is accomplished by providing one-on-one assistance to agency managers, holding monthly meetings to review financial information, creating specialized reporting formats, and offering financial trainings for agency managers and agency staff as appropriate and necessary.

Prior Year Accomplishments: In Fiscal Year 2013, the Finance Department has continued work with our program managers through the uncertainty of state and federal budgets and the potential impacts it would have on their programs, and expanded our department staff to include a Corporate Accountant to manage the financial work for Cony Village LLC, Educare Central Maine Inc., KVCAP Real Estate Development Inc. and Gerald Hotel Associates LP. The last three organizations are all entities that also require specialized reports for tax credit transaction reporting. In FY 2013, we developed the accounting structures for the entities related to the Gerald Hotel Senior Residence project and work closely with the program and our independent auditors to ensure that these reporting requirements are met and accounting structures are sound. As of the date of publication, the Finance Department has had two successful reviews – one being the annual audit in which the agency received an unqualified opinion and had no findings pertaining to the financials of the agency, and two being the triennial Federal Head Start Monitoring in which the only matter of concern was to update the wording of the agency’s line of credit to exclude Head Start assets as collateral.

Anticipated New Service Opportunities: In the coming year, the Finance Department looks forward to working on the following activities

- To continue working on our efforts to move closer to our goal of a “paperless office” by finalizing the use of the electronic timesheet system by staff to submit their mileage reimbursement requests, to research possible options for programs to submit vouchers electronically for processing through accounts payable, and to research possible paperless storage options;
- To resume work in regards to matters of compliance by collaborating with agency staff on the compliance team, updating and in some cases establishing reporting mechanisms on areas of compliance to present to agency management and the board of directors, finalizing agency compliance policies, and expanding the agency’s risk management monitoring and other compliance programs;
- To resume work on our fiscal compliance and reference manual for agency management, this is a work in progress that will continue to grow and expand as regulations continue to change and become more stringent;
- And, to offer managers and other key employees the ability to generate financial reports through our agency’s accounting system.

We look forward to continuing our efforts and exploring new options to not only move the department, and eventually the agency, into a “paperless” environment, but to keep up with the

changing times and increased regulations as they apply to our programs and the agency as a whole.

C. Human Resources (Director: Cathy Kershner)

Mission: To provide information, consultation, and strategic management of KVCAP's human resources programs in the areas of compensation and benefits, staff training and development, recruitment and retention, employee relations, and safety. Human Resources will support KVCAP's operational efficiency and success, and ensure that legal compliance requirements are met through the development and maintenance of effective personnel policies.

Budget: \$148,828

Staff: 2 full-time equivalents

Description of clients: All KVCAP managers, supervisors and employees.

Continuing Services:

1) Creating and maintaining systems that allow KVCAP to attract, retain, and promote qualified, productive and satisfied employees including:

- Competitive wages and benefits
- Ongoing training and support for continuing education
- Flexible, family-friendly work schedules and policies
- Employee recruitment and retention programs
- Performance management tools and strategies
- Information systems that promote effective employee relations

2) Work in partnership with departments to create organizational structures that will allow for expansion and change, and placing or moving skilled employees appropriately within those structures.

3) Provide agency training options for all supervisory staff, including updating and maintaining the Supervisors Manual in the following areas:

- Hiring & Discrimination
- Performance Evaluations
- Discipline & Termination
- Harassment & Workplace Violence
- Employee Safety
- Family Medical Leave & Privacy

Prior Year Accomplishments:

- 1) Administered a Partially Self Funded Health Insurance plan for the seventh year.
- 2) Continue to work with Workplace Health having all driver physicals completed at Workplace Health and assuring mandated guidelines are met.
- 3) Continue to utilize Workplace Health for all work related injuries and illnesses to keep Workers Comp rates low and get employees back to work as soon as possible after a work related injury or illness.
- 4) Organized KVCAP's charitable giving campaign for another successful year of contributions.
- 5) Updated the Personnel Policies
- 6) Provided Sexual Harassment training to all staff
- 7) Created a KVCAP "Practice" Manual
- 8) In a continued effort to "go green", posted a majority of the open enrollment benefit forms and informational pages on KVCAP's agency bulletin board.
- 9) Updated the Affirmative Action Plan
- 10) Conducted a wage study and made recommendations for KVCAP's wage scale

Anticipated New Service Opportunities:

- 1) Provide all employees the opportunity to attend trainings related to budgeting, saving and retirement planning
- 2) Provide supervisory trainings on the topics indicated above to all supervisors
- 3) Provide Ergonomic Training to all required staff
- 4) Convert current HR Database to a Payroll/HR Module

D. Information Technology (IT Manager: Eric Caron)

Mission: To oversee and ensure that our information systems and telecommunications are secure and reliable, and continually improve our way of business through ever increasing technology; in addition to providing the highest level of customer service to all KVCAP employees that use technology in the workplace.

Budget: \$156,848

Staff: 2.2 full-time equivalents

Description of clients: All KVCAP managers, supervisors and employees.

Continuing Services:

The Information Technology Department has the overall responsibility for maintaining and ensuring the secure and trouble-free operation of the agency's information systems and telecommunications infrastructure. We are responsible for all three main offices and Head Start locations, and provide computer and telephone support via "Help Desk", in person, and/or through e-mail.

Prior Year Accomplishments:

- Rolled out multiple Smartphones and Tablet devices. Increasing our mobile work force and access to their data outside of our local network.
- Created a new network and relocated services for our Skowhegan modular building.
- Worked with the Gerald Hotel team to provide residential WiFi Internet access across all units. *Fall 2013*
- Installed new media display, providing meeting information to the walk in space at our Educare facility.
- Updated our WiFi accessibility and speeds at our Waterville campus.
- Converted our entire email operations over to Gmail and Google Apps services. This process included many agency wide training sessions and staff meetings which resulted in a smooth transition.
- We are now becoming more energy conscious, implementing more virtualization solutions and purchasing energy savings rated equipment.

Anticipated New Service Opportunities:

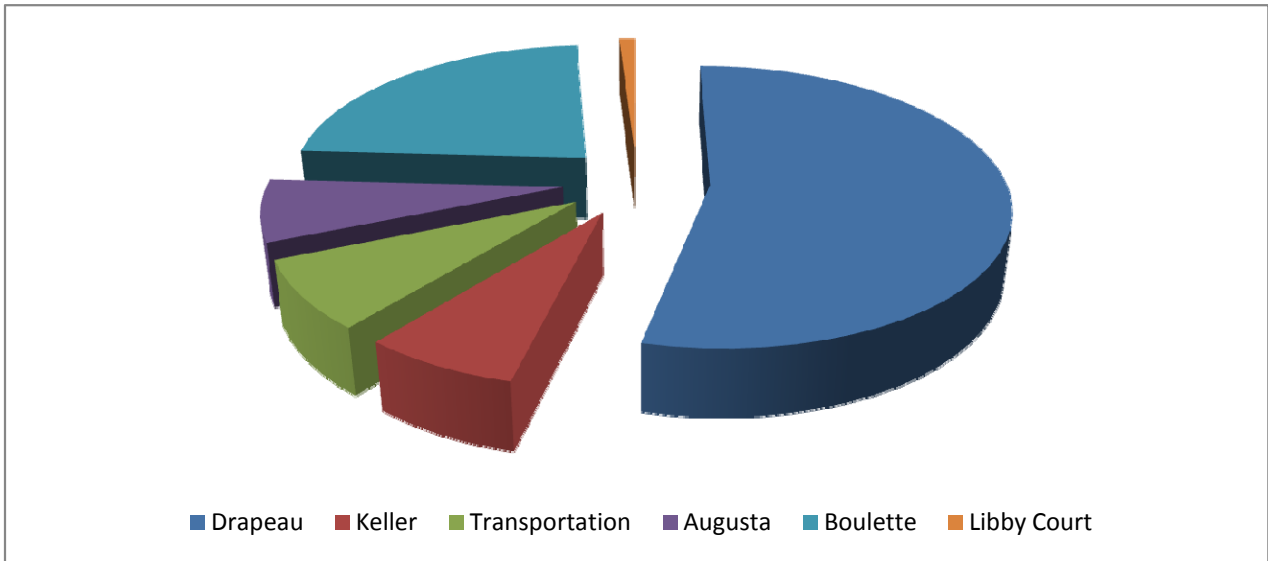
- Provide a quick retrieval and easy storage of scanned documents.
- Work on electronic signature solutions for processing paperwork.
- Continue to use more technology to cut down on printing costs.

Kennebec Valley Community Action Program
Facilities Operating Budgets
October 1, 2013 - September 30, 2014

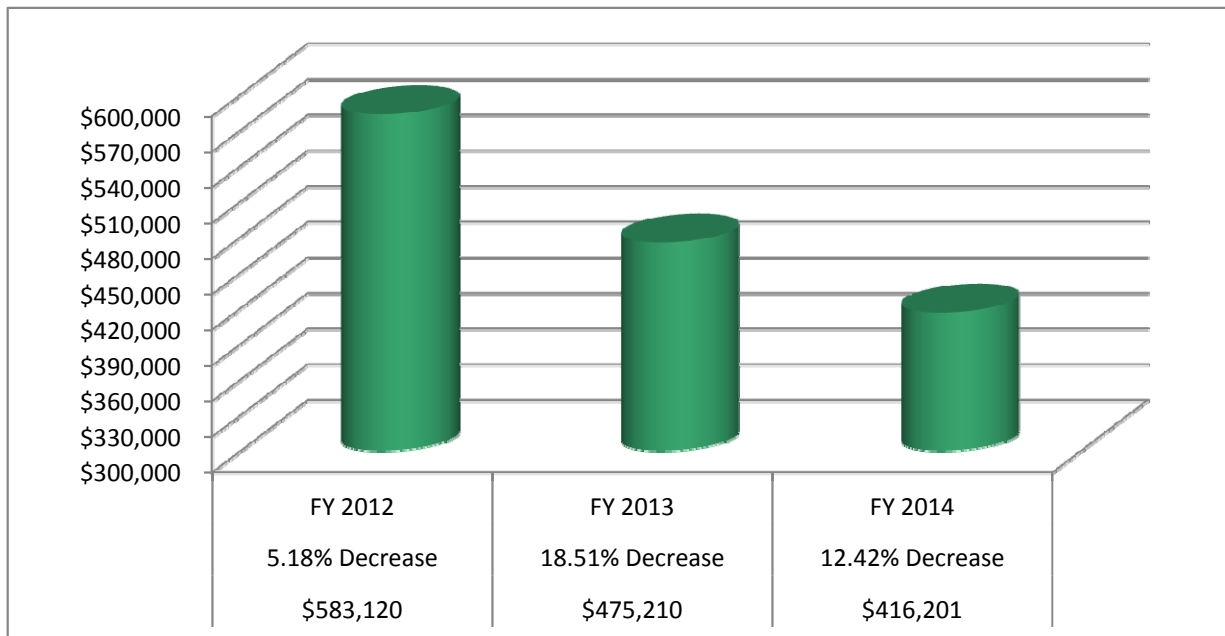
Expenses:	Drapeau	Keller	Transportation	Augusta	Boulette	Libby Court	Total
Personnel	\$ 69,115	\$ 9,873	\$ 9,873	\$ 9,873	\$ 19,746	\$ -	\$ 118,480
Payroll Taxes & Employee Benefits	\$ 20,370	\$ 2,909	\$ 2,909	\$ 2,909	\$ 5,818	\$ -	\$ 34,915
Staff Development	\$ 70	\$ -	\$ -	\$ -	\$ 30	\$ -	\$ 100
Travel	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240
Office Costs	\$ 350	\$ -	\$ -	\$ -	\$ 150	\$ -	\$ 500
Insurance	\$ 11,350	\$ 950	\$ 760	\$ -	\$ 7,320	\$ 1,120	\$ 21,500
Telecommunications	\$ 4,302	\$ -	\$ -	\$ -	\$ 748	\$ -	\$ 5,050
Space & Occupancy	\$ 42,422	\$ 7,235	\$ 9,205	\$ 10,684	\$ 15,918	\$ 450	\$ 85,914
Contract Services	\$ 16,089	\$ 1,988	\$ 1,988	\$ -	\$ 7,435	\$ 600	\$ 28,100
Vehicle	\$ 2,400	\$ -	\$ -	\$ 800	\$ 800	\$ -	\$ 4,000
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 2,800	\$ 1,050	\$ 1,550	\$ 50	\$ 600	\$ -	\$ 6,050
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 15,896	\$ 2,271	\$ 2,271	\$ 2,271	\$ 4,542	\$ -	\$ 27,251
Interest	\$ 13,630	\$ -	\$ -	\$ -	\$ 17,770	\$ -	\$ 31,400
Depreciation	\$ 24,191	\$ 3,574	\$ 4,058	\$ 2,810	\$ 15,505	\$ 1,913	\$ 52,051
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 590	\$ -	\$ -	\$ -	\$ 60	\$ -	\$ 650
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 223,815	\$ 29,850	\$ 32,614	\$ 29,397	\$ 96,442	\$ 4,083	\$ 416,201

**Kennebec Valley Community Action Program
Facilities Operating Budget
October 1, 2013 - September 30, 2014**

The facilities budget represents the costs associated with the normal maintenance and upkeep of the six office centers of the agency. These cost centers are represented in the chart below and are broken down as follows: Robert E. Drapeau Center (which makes up 54% of the budget), the George Keller Building (7%), the Transportation Center (8%), the KVCAP office in Augusta (7%), the Mitchell Boulette Center including the Skowhegan Child Development Center (23%), and the Energy Services Center at Libby Court (1%).



For fiscal year 2014, a \$416,201 budget is proposed. The budget represents a 12.42%, or (\$59,009), decrease compared to fiscal year 2013.



**Kennebec Valley Community Action Program
Facilities Operating Budgets
October 1, 2013 - September 30, 2014**

The most significant changes in the FY 2014 budget are listed below in a line by line comparison of the FY 2013 and FY 2014 budgets. The largest overall line item changes are in Personnel, Payroll Taxes and Employee Benefits, and Administration. This shows a (\$49,939) or 21.6% decrease compared to FY 2013. The decrease can be attributed to a reduction in staff. Space and occupancy expenses are also showing a reduction as we are better able to project expenses and recognize the savings from the rental of office space at the Buker School Center and the closing of the Boulette Office Building and 7 Libby Court.

Expenses:	FY 2013	FY 2014	Increase/ (Decrease)
Personnel	\$ 147,000	\$ 118,480	\$ (28,520)
Payroll Taxes & Employee Benefits	\$ 50,997	\$ 34,915	\$ (16,082)
Staff Development	\$ 250	\$ 100	\$ (150)
Travel	\$ 240	\$ 240	\$ -
Office Costs	\$ 200	\$ 500	\$ 300
Insurance	\$ 21,500	\$ 21,500	\$ -
Telecommunications	\$ 5,572	\$ 5,050	\$ (522)
Space & Occupancy	\$ 93,654	\$ 85,914	\$ (7,740)
Contract Services	\$ 28,100	\$ 28,100	\$ -
Vehicle	\$ 4,000	\$ 4,000	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 7,750	\$ 6,050	\$ (1,700)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 32,588	\$ 27,251	\$ (5,337)
Interest	\$ 33,420	\$ 31,400	\$ (2,020)
Depreciation	\$ 49,239	\$ 52,051	\$ 2,812
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 700	\$ 650	\$ (50)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 475,210	\$ 416,201	\$ (59,009)

*Note: Space and occupancy costs include the following accounts:

- Rent (2014 budget amount = \$11,884 - no change compared to 2012)
- Electricity (\$24,440 - 13.9% decrease)
- Fuel (\$31,590 - no change)
- Water/Sewer (\$5,500 - 4.8% decrease)
- Rubbish Removal (\$5,500 - 8.3% decrease)
- Snow Removal/Landscaping (\$7,000 - 30.0% decrease)

PART IV: FACILITIES (Chair's Name: Suzanne Walsh)

Mission:

To plan and prioritize capital improvements including Life Safety Code 101 and ADA compliance for all agency-owned and operated buildings; to provide assistance and information to individual programs and building managers; to assist programs and building managers in meeting their specific goals while understanding and working within the financial constraints of the agency.

Budget: \$416,201

Committee Membership:

Pat Kosma, Suzanne Walsh, Mark Johnston, Jeff Paquette, Cathy Kershner, Kathy Colfer, Tracye Fortin, Jim Wood, Eric Caron, Lanelle Freeman, Michele Prince and Wanda Steward

Description of clients: All KVCAP programs and agency staff

Continuing Services:

1) Maintaining all agency facilities including:

- Augusta:
22 Armory Street, Augusta
- Skowhegan:
Mitchell Boulette Center, 26 Mary Street
Little Boulette Center, 28 Mary Street
- Waterville:
Storage Building, 7 Libby Court
George Keller Building, 49 King Street
Robert E. Drapeau Center, 101 Water Street
South End Teen Center, 5 Libby Court
Transportation Center, 97 Water Street

2) Continue to improve building security at all office sites.

Kennebec Valley Community Action Program
Agency Operating Budgets
October 1, 2013 - September 30, 2014

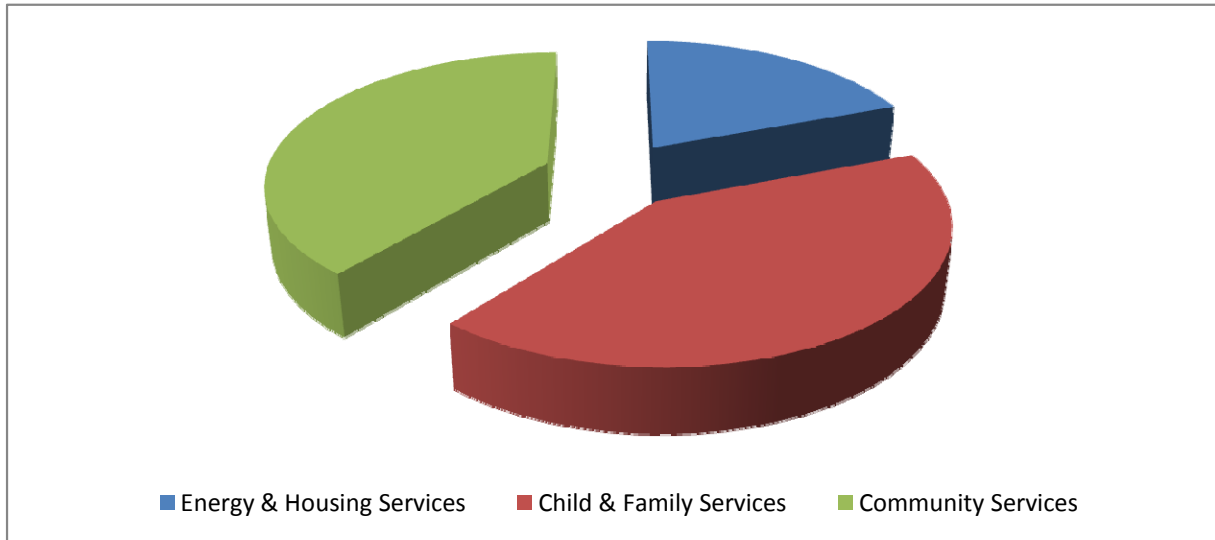
Revenue:	Energy & Housing Services	Child & Family Services	Community Services	Total
Grants & Contracts	\$ 2,551,653	\$ 4,474,539	\$ 2,427,019	\$ 9,453,211
Program Revenue	\$ 355,588	\$ 1,050,031	\$ 3,149,800	\$ 4,555,419
Other Revenue	\$ -	\$ 139,256	\$ 305,545	\$ 444,801
Inkind	\$ -	\$ 623,056	\$ -	\$ 623,056
Total Revenue:	\$ 2,907,241	\$ 6,286,882	\$ 5,882,364	\$ 15,076,487

Expenses:				
Personnel	\$ 698,928	\$ 3,050,514	\$ 2,104,459	\$ 5,853,901
Payroll Taxes & Employee Benefits	\$ 198,113	\$ 912,753	\$ 638,353	\$ 1,749,219
Staff Development	\$ 5,119	\$ 46,539	\$ 37,350	\$ 89,008
Travel	\$ 17,230	\$ 37,371	\$ 69,243	\$ 123,844
Office Costs	\$ 53,303	\$ 50,192	\$ 47,038	\$ 150,533
Insurance	\$ 7,520	\$ 15,240	\$ 1,095	\$ 23,855
Telecommunications	\$ 34,802	\$ 39,126	\$ 70,245	\$ 144,173
Space & Occupancy	\$ 180,807	\$ 172,850	\$ 216,790	\$ 570,447
Contract Services	\$ 894,069	\$ 303,077	\$ 69,015	\$ 1,266,161
Vehicle	\$ 55,923	\$ -	\$ 545,378	\$ 601,301
Housing Property Costs	\$ 81,178	\$ -	\$ -	\$ 81,178
Materials & Supplies	\$ 518,417	\$ 179,675	\$ 11,320	\$ 709,412
Direct Client Assistance	\$ -	\$ 1,050	\$ 1,519,350	\$ 1,520,400
Administration (Indirect)	\$ 140,758	\$ 701,612	\$ 481,717	\$ 1,324,087
Interest	\$ 4,382	\$ 116,808	\$ 2,000	\$ 123,190
Depreciation	\$ -	\$ -	\$ 13,032	\$ 13,032
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 16,692	\$ 37,019	\$ 55,979	\$ 109,690
Inkind	\$ -	\$ 623,056	\$ -	\$ 623,056
Total Expenses:	\$ 2,907,241	\$ 6,286,882	\$ 5,882,364	\$ 15,076,487

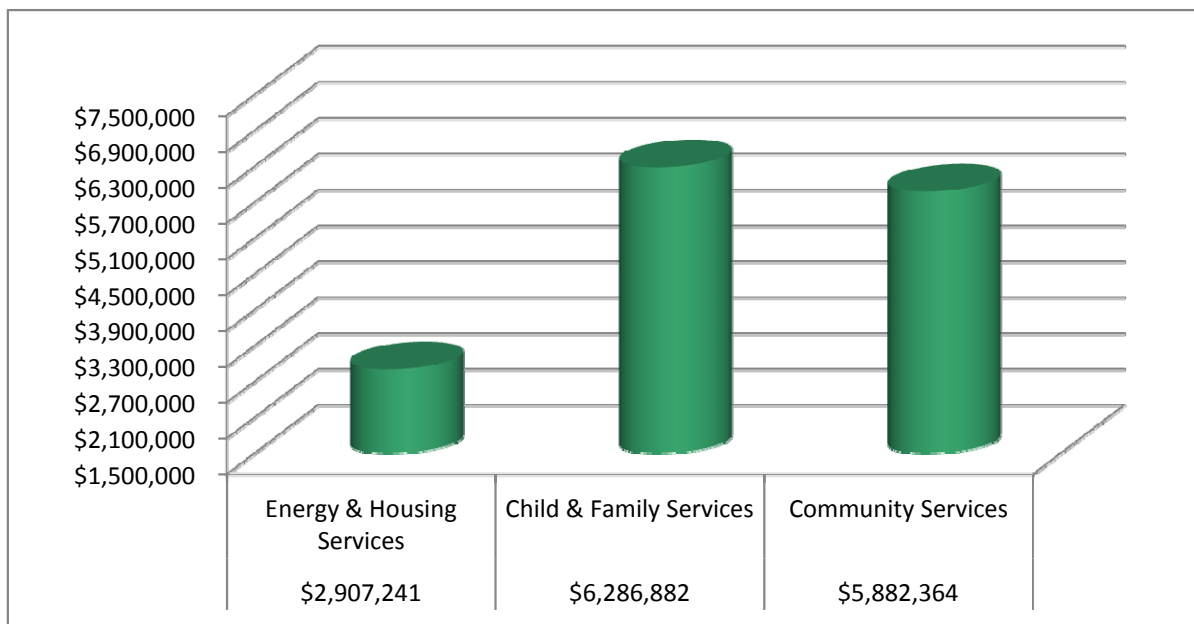
Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -
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**Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2013 - September 30, 2014**

The agency's operating budget consists of its three major departments - Energy and Housing Services (which contributes 19.3% of the budget), Child and Family Services (41.7%), and Community Services (39.0%).



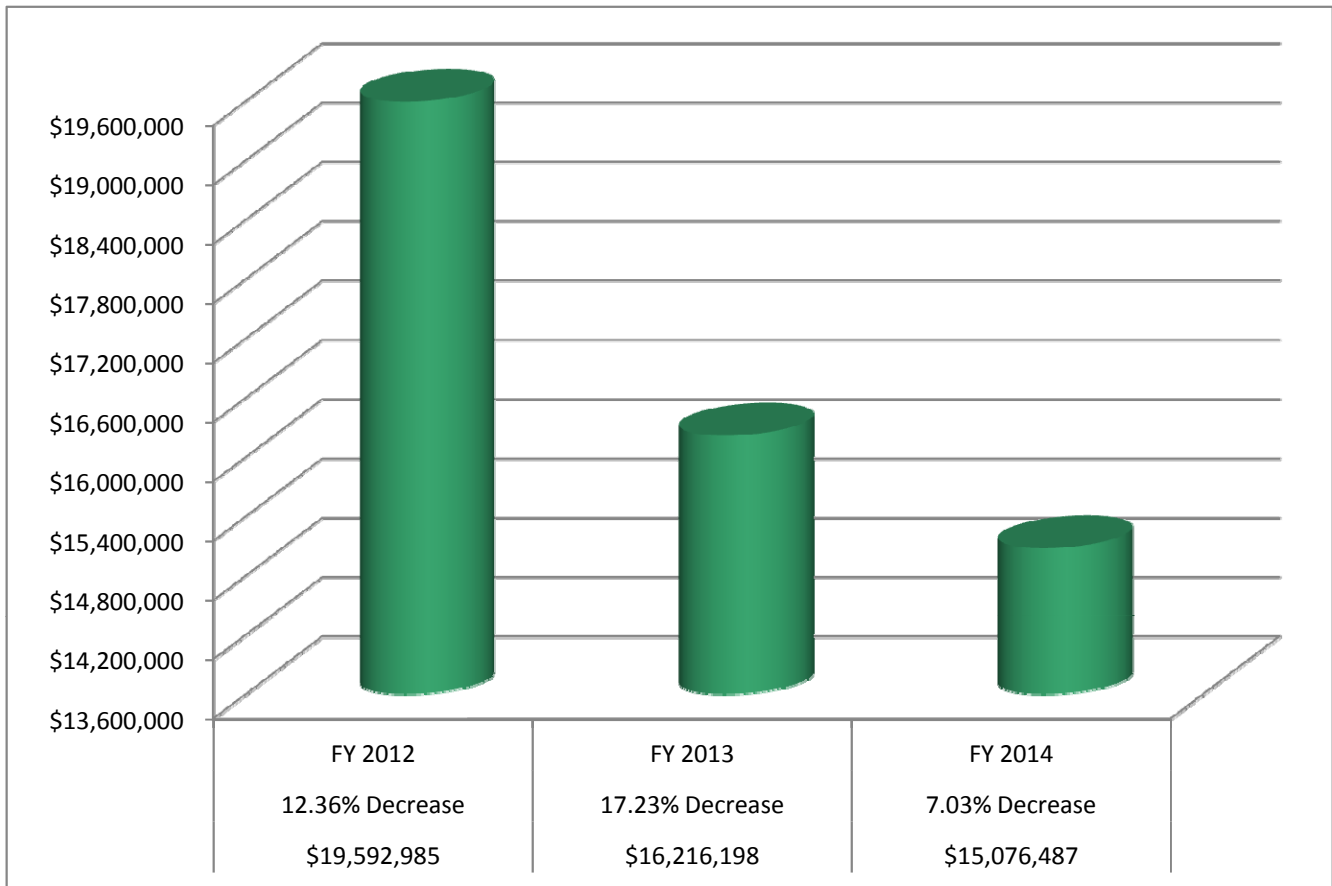
**Budget by Department
FY 2014**



**Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2013 - September 30, 2014**

For fiscal year 2014, a \$15,076,487 budget is proposed. This budget represents an 7.03%, or (\$1,139,711) decrease compared to 2013's 17.23 % decrease.

**Agency Operating Budget Comparison
FY 2012 - FY 2014**



By department, Energy & Housing Services shows a 14.8% increase, Child & Family Services shows a 0.37% increase, and Community Services shows a 20.7% decrease. Please see each department listing for more details.

Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2013 - September 30, 2014

Revenue:	FY 2013	FY 2014	Increase/ (Decrease)
Grants & Contracts	\$ 8,374,399	\$ 9,453,211	\$ 1,078,812
Program Revenue	\$ 6,822,962	\$ 4,555,419	\$ (2,267,543)
Other Revenue	\$ 417,093	\$ 444,801	\$ 27,708
Inkind	\$ 601,744	\$ 623,056	\$ 21,312
Total Revenue:	\$ 16,216,198	\$ 15,076,487	\$ (1,139,711)

Expenses:			
Personnel	\$ 5,987,603	\$ 5,853,901	\$ (133,702)
Payroll Taxes & Employee Benefits	\$ 1,797,382	\$ 1,749,219	\$ (48,163)
Staff Development	\$ 103,660	\$ 89,008	\$ (14,652)
Travel	\$ 126,408	\$ 123,844	\$ (2,564)
Office Costs	\$ 183,329	\$ 150,533	\$ (32,796)
Insurance	\$ 29,248	\$ 23,855	\$ (5,393)
Telecommunications	\$ 144,208	\$ 144,173	\$ (35)
Space & Occupancy	\$ 437,919	\$ 570,447	\$ 132,528
Contract Services	\$ 1,148,601	\$ 1,266,161	\$ 117,560
Vehicle	\$ 534,404	\$ 601,301	\$ 66,897
Housing Property Costs	\$ 154,992	\$ 81,178	\$ (73,814)
Materials & Supplies	\$ 563,343	\$ 709,412	\$ 146,069
Direct Client Assistance	\$ 2,761,031	\$ 1,520,400	\$ (1,240,631)
Administration (Indirect)	\$ 1,385,856	\$ 1,324,087	\$ (61,769)
Interest	\$ 34,976	\$ 123,190	\$ 88,214
Depreciation	\$ 22,532	\$ 13,032	\$ (9,500)
Common Carrier	\$ 60,000	\$ -	\$ (60,000)
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 123,950	\$ 109,690	\$ (14,260)
Inkind	\$ 601,744	\$ 623,056	\$ 21,312
Total Expenses:	\$ 16,201,186	\$ 15,076,487	\$ (1,124,699)

Surplus/(Deficit)	\$ 15,012	\$ -	\$ (15,012)
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Kennebec Valley Community Action Program
Energy & Housing Services Operating Budgets
October 1, 2013 - September 30, 2014

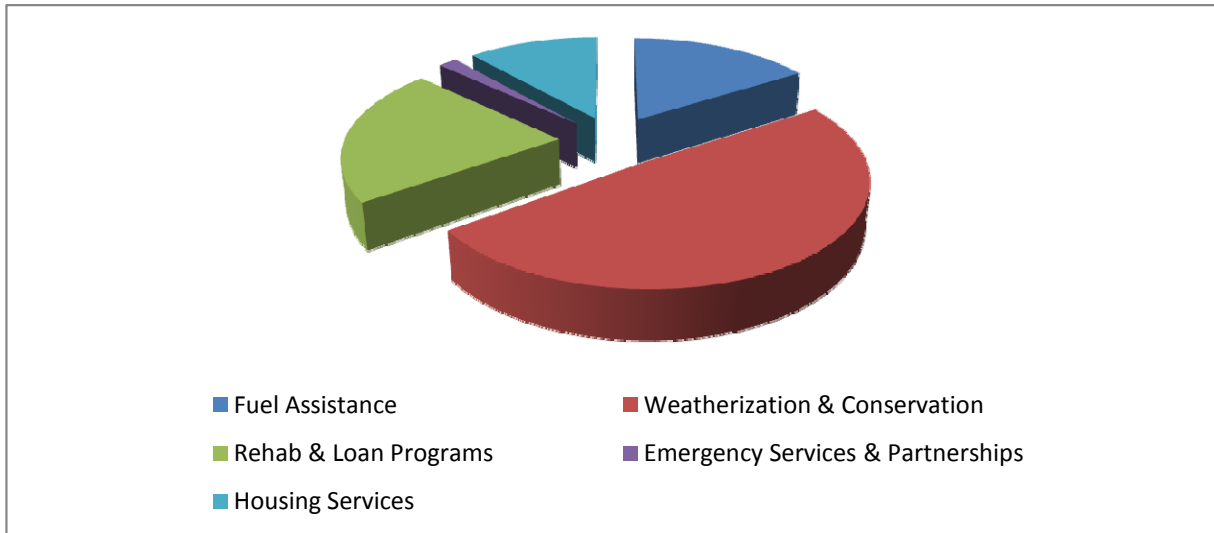
Revenue:	Fuel Assistance	Weatherization & Conservation	Rehab & Loan Programs	Emergency Services & Partnerships	Housing Services	Total
Grants & Contracts	\$ 465,718	\$ 1,427,692	\$ 446,890	\$ 18,100	\$ 193,253	\$ 2,551,653
Program Revenue	\$ -	\$ -	\$ 184,000	\$ 29,988	\$ 141,600	\$ 355,588
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 465,718	\$ 1,427,692	\$ 630,890	\$ 48,088	\$ 334,853	\$ 2,907,241

Expenses:						
Personnel	\$ 230,744	\$ 306,812	\$ 44,968	\$ 13,126	\$ 103,278	\$ 698,928
Payroll Taxes & Employee Benefits	\$ 68,292	\$ 77,506	\$ 13,947	\$ 6,585	\$ 31,783	\$ 198,113
Staff Development	\$ -	\$ -	\$ -	\$ 240	\$ 4,879	\$ 5,119
Travel	\$ 4,000	\$ -	\$ -	\$ 2,244	\$ 10,986	\$ 17,230
Office Costs	\$ 26,211	\$ 15,251	\$ 205	\$ 2,064	\$ 9,572	\$ 53,303
Insurance	\$ -	\$ 6,020	\$ -	\$ 1,500	\$ -	\$ 7,520
Telecommunications	\$ 15,174	\$ 14,609	\$ 505	\$ 1,320	\$ 3,194	\$ 34,802
Space & Occupancy	\$ 82,566	\$ 70,650	\$ 3,052	\$ 14,230	\$ 10,309	\$ 180,807
Contract Services	\$ -	\$ 344,606	\$ 510,035	\$ 3,240	\$ 36,188	\$ 894,069
Vehicle	\$ -	\$ 52,845	\$ 3,078	\$ -	\$ -	\$ 55,923
Housing Property Costs	\$ -	\$ -	\$ 45,000	\$ -	\$ 36,178	\$ 81,178
Materials & Supplies	\$ -	\$ 461,161	\$ -	\$ 120	\$ 57,136	\$ 518,417
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 37,704	\$ 68,134	\$ 10,100	\$ 3,019	\$ 21,801	\$ 140,758
Interest	\$ -	\$ -	\$ -	\$ -	\$ 4,382	\$ 4,382
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,027	\$ 10,098	\$ -	\$ 400	\$ 5,167	\$ 16,692
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 465,718	\$ 1,427,692	\$ 630,890	\$ 48,088	\$ 334,853	\$ 2,907,241

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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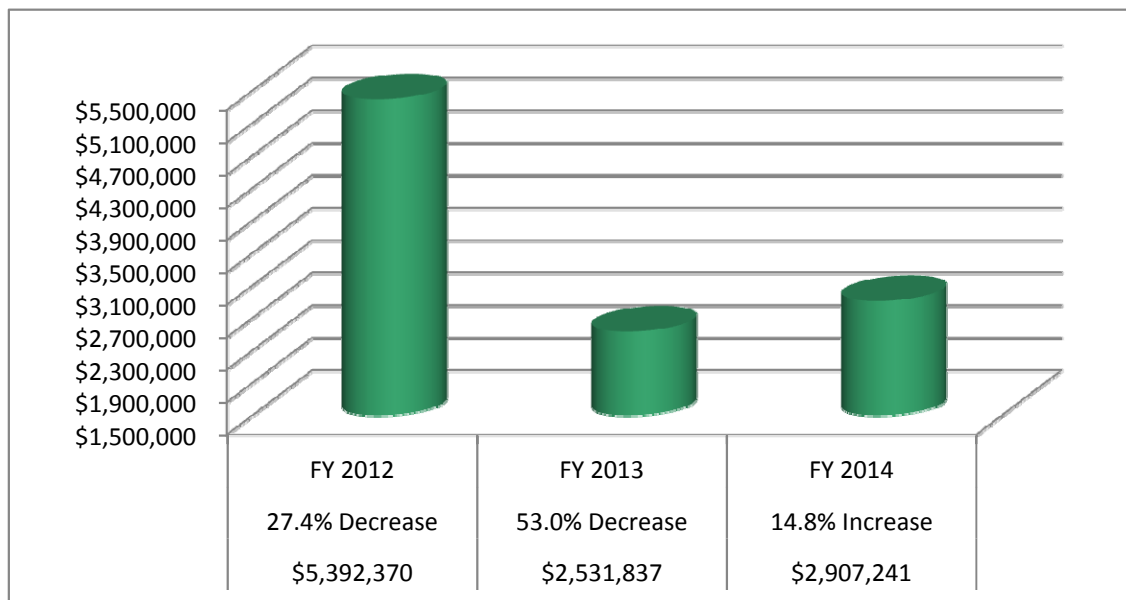
**Kennebec Valley Community Action Program
Energy & Housing Services Operating Budget
October 1, 2013 - September 30, 2014**

The Energy & Housing Services budget consists of the following programming: Fuel Assistance (which contributes 16.0% of the budget), Weatherization & Conservation (49.1%), Rehab Loan Programs (21.7%), Emergency Services & Partnerships (1.7%), and Housing Services (11.5%).



For fiscal year 2014, a \$2,907,241 budget is proposed. This budget represents a 14.8%, or \$375,404 increase compared to fiscal year 2013's budget.

**Energy & Housing Services Comparison
FY 2012 - FY 2014**



Kennebec Valley Community Action Program

Energy & Housing Services Operating Budget

October 1, 2013 - September 30, 2014

In FY 2014, Energy & Housing Services is seeing an increase to their budget of \$375,404. The increase is primarily due to the reinstatement of funding in Weatherization programs that totalled \$728,057. This was offset by a reduction in activity in Housing Services programming with the end of EHLF (\$33,392), a reduction in foreclosure counseling funding (\$45,360) and real estate development only budgeting for one project during the upcoming year (\$270,227).

Looking at the two year comparison presented below, the change in line items are directly related to the programming changes mentioned above. The reinstatement of weatherization programming contributes to the increases in personnel related categories, contract services, and materials and labor, while reductions in real estate development are responsible for the reduced costs in housing property costs and interest.

Revenue:	FY 2013	FY 2014	Increase/ (Decrease)
Grants & Contracts	\$ 1,853,151	\$ 2,551,653	\$ 698,502
Program Revenue	\$ 669,686	\$ 355,588	\$ (314,098)
Other Revenue	\$ 9,000	\$ -	\$ (9,000)
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 2,531,837	\$ 2,907,241	\$ 375,404

Expenses:			
Personnel	\$ 595,621	\$ 698,928	\$ 103,307
Payroll Taxes & Employee Benefits	\$ 200,102	\$ 198,113	\$ (1,989)
Staff Development	\$ 6,771	\$ 5,119	\$ (1,652)
Travel	\$ 21,494	\$ 17,230	\$ (4,264)
Office Costs	\$ 52,608	\$ 53,303	\$ 695
Insurance	\$ 7,935	\$ 7,520	\$ (415)
Telecommunications	\$ 24,171	\$ 34,802	\$ 10,631
Space & Occupancy	\$ 100,443	\$ 180,807	\$ 80,364
Contract Services	\$ 821,432	\$ 894,069	\$ 72,637
Vehicle	\$ 12,702	\$ 55,923	\$ 43,221
Housing Property Costs	\$ 154,992	\$ 81,178	\$ (73,814)
Materials & Supplies	\$ 345,226	\$ 518,417	\$ 173,191
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 135,650	\$ 140,758	\$ 5,108
Interest	\$ 29,976	\$ 4,382	\$ (25,594)
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 7,702	\$ 16,692	\$ 8,990
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 2,516,825	\$ 2,907,241	\$ 390,416

Surplus/(Deficit)	\$ 15,012	\$ -	\$ (15,012)
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Kennebec Valley Community Action Program
Fuel Assistance Operating Budgets
October 1, 2013 - September 30, 2014

Revenue:	*LIHEAP	*LIAP	Total
Grants & Contracts	\$ 403,839	\$ 61,879	\$ 465,718
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 403,839	\$ 61,879	\$ 465,718

Expenses:			
Personnel	\$ 196,334	\$ 34,410	\$ 230,744
Payroll Taxes & Employee Benefits	\$ 59,438	\$ 8,854	\$ 68,292
Staff Development	\$ -	\$ -	\$ -
Travel	\$ 4,000	\$ -	\$ 4,000
Office Costs	\$ 21,250	\$ 4,961	\$ 26,211
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 14,000	\$ 1,174	\$ 15,174
Space & Occupancy	\$ 78,000	\$ 4,566	\$ 82,566
Contract Services	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 29,790	\$ 7,914	\$ 37,704
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,027	\$ -	\$ 1,027
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 403,839	\$ 61,879	\$ 465,718

Surplus/(Deficit)	\$ -	\$ -	\$ -
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*LIHEAP = Low-Income Home Energy Assistance Program

*LIAP = Low-Income Assistance Program

**Kennebec Valley Community Action Program
Weatherization & Conservation Operating Budgets
October 1, 2013 - September 30, 2014**

Revenue:	*DOE	* HEAP Wthz	* CHIP	WeatherizationS upplemental	DEP Tank Replacement	Total
Grants & Contracts	\$ 496,654	\$ 513,896	\$ 171,299	\$ 142,943	\$ 102,900	\$ 1,427,692
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 496,654	\$ 513,896	\$ 171,299	\$ 142,943	\$ 102,900	\$ 1,427,692

Expenses:						
Personnel	\$ 110,020	\$ 121,786	\$ 36,265	\$ 29,741	\$ 9,000	\$ 306,812
Payroll Taxes & Employee Benefits	\$ 25,800	\$ 30,988	\$ 9,406	\$ 8,312	\$ 3,000	\$ 77,506
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ 6,000	\$ 6,708	\$ 136	\$ 2,002	\$ 405	\$ 15,251
Insurance	\$ 3,020	\$ 3,000	\$ -	\$ -	\$ -	\$ 6,020
Telecommunications	\$ 5,000	\$ 8,188	\$ 285	\$ 1,001	\$ 135	\$ 14,609
Space & Occupancy	\$ 35,000	\$ 24,802	\$ 2,696	\$ 7,252	\$ 900	\$ 70,650
Contract Services	\$ 146,122	\$ 150,013	\$ -	\$ 48,471	\$ -	\$ 344,606
Vehicle	\$ 26,000	\$ 19,697	\$ 2,400	\$ 4,748	\$ -	\$ 52,845
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 112,037	\$ 115,589	\$ 111,344	\$ 34,801	\$ 87,390	\$ 461,161
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 24,735	\$ 26,330	\$ 8,635	\$ 6,364	\$ 2,070	\$ 68,134
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,920	\$ 6,795	\$ 132	\$ 251	\$ -	\$ 10,098
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 496,654	\$ 513,896	\$ 171,299	\$ 142,943	\$ 102,900	\$ 1,427,692

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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* DOE = Department of Energy (Weatherization)

* CHIP = Central Heating Improvement Program

* HEAP Wthz. = Home Energy Assistance Program Weatherization

Kennebec Valley Community Action Program
Rehab & Loan Programs Operating Budgets
October 1, 2013 - September 30, 2014

Revenue:	Maine Home Repair Network	MSHA Rehab Loan Program	CDBG - Kennebec & Somerset	Total
Grants & Contracts	\$ 225,000	\$ 221,890	\$ -	\$ 446,890
Program Revenue	\$ -	\$ -	\$ 184,000	\$ 184,000
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 225,000	\$ 221,890	\$ 184,000	\$ 630,890

Expenses:				
Personnel	\$ 19,482	\$ 13,983	\$ 11,503	\$ 44,968
Payroll Taxes & Employee Benefits	\$ 4,991	\$ 4,635	\$ 4,321	\$ 13,947
Staff Development	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ 100	\$ 105	\$ -	\$ 205
Insurance	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 400	\$ 105	\$ -	\$ 505
Space & Occupancy	\$ 2,000	\$ 1,052	\$ -	\$ 3,052
Contract Services	\$ 191,250	\$ 198,185	\$ 120,600	\$ 510,035
Vehicle	\$ 2,296	\$ 782	\$ -	\$ 3,078
Housing Property Costs	\$ -	\$ -	\$ 45,000	\$ 45,000
Materials & Supplies	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 4,481	\$ 3,043	\$ 2,576	\$ 10,100
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 225,000	\$ 221,890	\$ 184,000	\$ 630,890

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -
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Kennebec Valley Community Action Program
Emergency Services & Partnerships Operating Budgets
October 1, 2013 - September 30, 2014

Revenue:	*TEFAP	**Family Violence Project	Transitional Housing	Total
Grants & Contracts	\$ 18,100	\$ -	\$ -	\$ 18,100
Program Revenue	\$ -	\$ 2,700	\$ 27,288	\$ 29,988
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 18,100	\$ 2,700	\$ 27,288	\$ 48,088

Expenses:				
Personnel	\$ 6,470	\$ 1,157	\$ 5,499	\$ 13,126
Payroll Taxes & Employee Benefits	\$ 2,330	\$ 913	\$ 3,342	\$ 6,585
Staff Development	\$ 240	\$ -	\$ -	\$ 240
Travel	\$ 1,400	\$ 244	\$ 600	\$ 2,244
Office Costs	\$ 1,980	\$ -	\$ 84	\$ 2,064
Insurance	\$ -	\$ -	\$ 1,500	\$ 1,500
Telecommunications	\$ 600	\$ 120	\$ 600	\$ 1,320
Space & Occupancy	\$ 3,192	\$ -	\$ 11,038	\$ 14,230
Contract Services	\$ -	\$ -	\$ 3,240	\$ 3,240
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 120	\$ 120
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 1,488	\$ 266	\$ 1,265	\$ 3,019
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 400	\$ -	\$ -	\$ 400
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 18,100	\$ 2,700	\$ 27,288	\$ 48,088

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -
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*TEFAP = The Emergency Food Assistance Program

** Family Violence Project is a property management program.

Kennebec Valley Community Action Program

**Housing Services Operating Budgets
October 1, 2013 - September 30, 2014**

Revenue:	Home Buyer Education	Foreclosure Counseling	Doree Taylor Foundation Grant	Neighborworks Foreclosure Mitigation	Neighborworks Housing Counseling	Neighborworks Making Home Affordable	Neighborworks Administration	Real Estate Development	Total
Grants & Contracts	\$ 13,200	\$ 42,013	\$ 15,000	\$ 38,340	\$ 12,500	\$ 10,800	\$ 61,400	\$ -	\$ 193,253
Program Revenue	\$ 6,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,000	\$ 141,600
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 19,800	\$ 42,013	\$ 15,000	\$ 38,340	\$ 12,500	\$ 10,800	\$ 61,400	\$ 135,000	\$ 334,853

Expenses:									
Personnel	\$ 6,458	\$ 23,659	\$ 8,744	\$ 19,413	\$ 7,815	\$ 5,934	\$ 31,255	\$ -	\$ 103,278
Payroll Taxes & Employee Benefits	\$ 1,555	\$ 7,630	\$ 2,751	\$ 6,022	\$ 2,935	\$ 1,836	\$ 9,054	\$ -	\$ 31,783
Staff Development		\$ 407	\$ 200	\$ 1,006	\$ -	\$ -	\$ 3,266	\$ -	\$ 4,879
Travel	\$ 1,200	\$ 345	\$ -	\$ 2,474	\$ -	\$ -	\$ 6,967	\$ -	\$ 10,986
Office Costs	\$ 3,568	\$ 1,025	\$ 200	\$ 1,447	\$ -	\$ 1,665	\$ 1,667	\$ -	\$ 9,572
Insurance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications		\$ 1,386	\$ -	\$ 828	\$ -	\$ -	\$ 980	\$ -	\$ 3,194
Space & Occupancy	\$ 2,001	\$ 1,710	\$ -	\$ 2,135	\$ -	\$ -	\$ 2,153	\$ 2,310	\$ 10,309
Contract Services	\$ 1,650	\$ -	\$ 1,100	\$ -	\$ -	\$ -	\$ -	\$ 33,438	\$ 36,188
Vehicle		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,178	\$ 36,178
Materials & Supplies		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22	\$ 57,114	\$ 57,136
Direct Client Assistance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 968	\$ 5,440	\$ 2,005	\$ 4,465	\$ 1,750	\$ 1,365	\$ 5,808	\$ -	\$ 21,801
Interest		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,382	\$ 4,382
Depreciation		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,400	\$ 411	\$ -	\$ 550	\$ -	\$ -	\$ 228	\$ 1,578	\$ 5,167
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 19,800	\$ 42,013	\$ 15,000	\$ 38,340	\$ 12,500	\$ 10,800	\$ 61,400	\$ 135,000	\$ 334,853

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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PART VI: ENERGY & HOUSING SERVICES (Director: Suzanne Walsh)

Energy and Housing Services Mission Statement:

Energy and Housing Services is dedicated to developing strategies for those struggling with economic insecurity and working families in the community to:

- Improve energy efficiency to reduce the energy burden.
- Support affordable housing.
- Sustain opportunities for homeownership.
- Collaborate with organizations and the community to help prevent hunger.

A. ENERGY SERVICES

Low-Income Home Energy Assistance Program (LIHEAP) - Kennebec, Somerset, Lincoln, Sagadahoc

Budget: \$465,718 (\$403,839 - LIHEAP Administrative & Other Benefits & \$61,879 - LIAP)

Staff: 1 full-time equivalent, 11 temporary employees

Description of clients: Low-income households

Number of households to be served in FY 2014: 13,000

Continuing Services:

LIHEAP: Provides a fuel assistance benefit to income eligible households. Applications are taken from August 15 through April 30. Home visits are made to home bound individuals during the first month of the program. Staff will conduct 40 town visits during the months August through November. Colorful posters are placed in laundromats, stores, libraries, town offices, etc. to inform the community about LIHEAP.

LIAP (Low-Income Assistance Program): Assists eligible low-income customers pay their electric bills. Central Maine Power's LIAP benefit is calculated based on the relationship between the customer's total household income and the customer's annual Kilowatt usage. Madison Electric's LIAP benefit is based upon the customer's percent of household income compared to the Federal Poverty Guidelines.

ECIP (Emergency Crisis Intervention Program): Provides funds for households experiencing heating related emergencies, dependent upon funding availability from November to March.

Long-Term Strategic Issues: Ensure that all eligible households are afforded the opportunity to apply for LIHEAP and LIAP and to advocate for funding in both programs to better serve the lowest income, highest consumption households.

Central Maine Power (CMP) Line Extension Assistance Program - Kennebec, Somerset, Lincoln, Sagadahoc

Budget: Fee for service

Staff: 1 part-time equivalent

Description of clients: CMP customers with up to 115% medium income who are establishing new residential electric service.

Number of clients to be served in FY 2014: 10

Continuing Services: Provides CMP customers eligibility certification for the CMP Line Extension Assistance Program to assist with the cost for installation of poles and lines to new residences.

Long-Term Strategic Issues: Advocate for power companies to assist low income households.

Weatherization (Department of Energy/HEAP Weatherization/Weatherization Supplemental) – Kennebec, Somerset, Lincoln, Sagadahoc

Budget: \$1,153,493 (based on previous year's allocation)

Staff: 4 full-time equivalents

Description of clients: LIHEAP-eligible households

Number of clients to be served in FY 2014: 116

Continuing Services: Provides weatherization services to Low-Income Home Energy Assistance Program (LIHEAP) eligible households to reduce home heating costs and to conserve energy. In addition to lower heating costs for clients and conserving energy, this program stimulates the economy by providing jobs to local weatherization contractors and purchasing of materials from area vendors.

Anticipated New Service Opportunities: Offer more health and safety measures, rather than exclusively energy conservation measures. This enhancement addresses clients' indoor air quality as well as heating costs.

Long-Term Strategic Issues: Pursue funding leveraging opportunities with local Community Development Block Grant programs and other resources as they become available to allow weatherization funds to serve more households and assist clients with housing needs.

Long-Term Strategic Opportunities: Leverage current funding and advocate for increased program funding to improve client homes and decrease their energy burden.

Central Heating Improvement Program (CHIP)– Kennebec, Somerset, Lincoln, Sagadahoc

Budget: \$171,299 (based on previous year’s allocation)

Staff: 3 full-time equivalents

Description of clients: LIHEAP eligible households

Number of clients to be served in FY 2014: 55

Continuing Services: Provides heating system replacement and repairs to Low-Income Home Energy Assistance Program (LIHEAP) eligible households. This program provides jobs to heating vendors and material purchases from building supply companies which help to stimulate the local economy.

Anticipated New Service Opportunities: Utilize a designated portion of LIHEAP funds for weatherization activities based on demonstrated energy savings and payback of energy saved compared to rehabilitation costs.

Long-Term Strategic Issues: Leverage opportunities with state, grant programs and local funds to enable CHIP services to be provided to more homes.

Long-Term Strategic Opportunities: Leverage funds and advocate for increased program funding.

DEP Home Heating Oil Tank Replacement Program –Kennebec, Somerset, Lincoln, Sagadahoc

Budget: \$102,900 (based on previous year’s allocation)

Staff: 1 full-time equivalent

Description of clients: Low-Income households

Number of households to be served in FY 2014: 45

Continuing Services: Provide oil tank replacements to Low-Income Home Energy Assistance Program (LIHEAP) eligible homeowners. This program stimulates the economy by providing jobs to heating vendors and purchasing of supplies.

Anticipated New Service Opportunities: Continue to receive DEP dollars for tank replacement activities allowing KVCAP to better serve homeowners with additional dollars for needed CHIP services.

Long-Term Strategic Issues: Continue to pursue fund leveraging opportunities.

Home Repair Network Program - Kennebec, Somerset, Lincoln, Sagadahoc

Budget: \$446,890

Description of clients: Low-income and very low-income single family homeowners

Staff: 3 part time equivalents

Number of families to be served in FY 2014: 50

Continuing Services: Offers resources to provide home repair services to homeowners so that they may maintain a safe, decent living environment. The program allows funds from DECD grants/loans, MSHA grants and 1% septic loans to be combined to address home repair needs that otherwise might not be covered.

Anticipated New Service Opportunities: Continue to receive DECD dollars for home repair activities allowing KVCAP to better serve homeowners with leveraged dollars.

Long-Term Strategic Issues: Continue to utilize all funding sources to provide home rehabilitation services and improve the housing stock.

Neighborhood Stabilization Program/Waterville CDBG

Budget: \$135,000

Description of clients: Very-low to moderate income families

Staff: 3 part time equivalents

Estimated number of clients to be served in FY2014: NSP – 1; CDBG 10

Continuing Services: Sell the last remaining NSP home to a low to moderate income family. Federal funding through the Department of Economic and Community Development (DECD) was granted to KVCAP to administer this program. KVCAP purchased qualifying foreclosed homes in Waterville to rehab, repair or replace and then sell them to eligible buyers. Proceeds from the property sale are put back into CDBG funds to use in the City of Waterville.

Long-Term Strategic Opportunities: Utilize the funds from the sale of NSP homes as a CDBG project in the City of Waterville.

Keeping Seniors Home

Description of clients: Elderly Homeowners (55 and over)

Staff: 2 part-time equivalent

Number of Clients to be served in FY 2014: 20

Continuing Services: Provides an evaluation of health and safety for participating elderly homeowners as well as energy education and related services through weatherization, home repair, etc. Referrals are made to other elderly serving organizations, as needed.

Long-Term Strategic Issues: Advocate for increased funding that can be used for “bricks and mortar” to expand the home modification services that can be provided.

Long-Term Strategic Opportunities: Continue discussions with MCAA and WMCA to explore opportunities to expand resources for elderly homeowners.

The Emergency Food Assistance Program (TEFAP) - Kennebec & Somerset

Budget: \$18,100

Staff: 1 part-time equivalent

Description of clients: Food banks, soup kitchens and food emergency households

Number of clients to be served in FY 2014: 70

Continuing Services: Coordinates and enhances existing community food resources in order to have a positive impact on the serious hunger problem. Services include facilitating a food distribution network, coordinating hunger prevention activities, providing information and training to community food resources, and coordinating transportation of donated commodities to area food assistance programs.

Long-Term Strategic Opportunities: Expand partnerships with local food growers to increase the availability of fresh, seasonal crops.

Family Violence Project

Budget: \$2,700

Staff: 1 part-time equivalent

Description of clients: Low –income families from domestic abuse situations

Number of clients to be served in FY 2014: 5

Continuing Services: Provide oversight, lease up of new tenants and maintenance for a three unit apartment building owned by Family Violence Project in Augusta.

Transitional Housing

Budget: \$27,288

Staff: 1 part-time equivalent

Description of clients: Low- and very low-income families in need of housing

Number of clients to be served in FY 2014: 5

Continuing Services: Provide subsidized rental units to low income clients who are homeless.

Anticipated New Service Opportunities: Collaborate with homeless shelters and social service providers to identify homeless low income families and create a waiting list to fill vacancies.

Long-Term Strategic Issues: Identify methods to reduce cost of maintaining transitional housing.

B. HOUSING SERVICES

Mission: The mission of Housing Services is to:

- Educate, empower, and advocate for our customers to obtain and maintain safe, decent, and affordable housing.
- Support homeownership opportunities in our service area.
- Promote economic and community pride in our service area.

Budget:

Staff: 5 full-time equivalents

Homeownership Education & Counseling

Budget: \$199,853

Description of clients: No Income Restrictions

Estimated number of clients to be served in FY 2014: 1,500

- a) Financial Literacy Education & Counseling** - Promotes housing sustainability as a renter or homeowner by providing workshops and courses as well as one-on-one coaching for financial literacy and capability, including budget preparation/management with focus on savings and building credit.
- b) Pre-Purchase Education & Counseling** - Facilitates Homebuyer Education courses in live classes and an online format to assist potential homebuyers with understanding budgeting, financing, ownership and energy efficiency to ensure a successful experience

as a first-time homebuyer. Provides one-on-one consultations and analysis to help potential homebuyers identify barriers and set goals.

- c) **Post-Purchase Counseling** - Provides one-on-one consultation and analysis to assist homeowners with budgeting, home maintenance, refinancing, hazard insurance, etc. to help them succeed as homeowners.
- d) **Foreclosure Prevention Education & Counseling** – Provides education as part of the Maine Foreclosure Diversion Program to homeowners planning to participate in mediation with servicers. One-on-one counseling is also provided to evaluate and assist homeowners with loan modifications under the federal Making Home Affordable program or in-house opportunities with individual servicers.

Real Estate Development

Description of clients: Very Low to Moderate Income Households

Estimated number of households to be served in FY 2014: 1

Continuing Services: Develop and sell single family homes using sustainable and green standards for continued affordability and energy savings for the homebuyer.

Cony Village LLC: Develop 26 acres of land in Augusta into 43 units of affordable, smart growth housing through a joint venture between KVCAP and Bread of Life Ministries.

Cony Village /School Projects: Partner with Capital Area Technical Center (CATC) to provide students with the opportunity for home-building projects. KVCAP funds the materials and land costs while the school provides the technical training on-site at Cony Village. CATC students have helped build 3 homes. The current house plan is a smaller home with a budget of approximately \$135,000.00 and the construction will coincide with this year's CATC curriculum.

Kennebec Valley Community Action Program
Child & Family Services Operating Budgets
October 1, 2013 - September 30, 2014

Revenue:	Head Start/Early Head Start	*CACFP	Other Child & Family Services	Total
Grants & Contracts	\$ 3,441,011	\$ 121,712	\$ 911,816	\$ 4,474,539
Program Revenue	\$ 10,000	\$ -	\$ 1,040,031	\$ 1,050,031
Other Revenue	\$ -	\$ -	\$ 139,256	\$ 139,256
Inkind	\$ 623,056	\$ -	\$ -	\$ 623,056
Total Revenue:	\$ 4,074,067	\$ 121,712	\$ 2,091,103	\$ 6,286,882

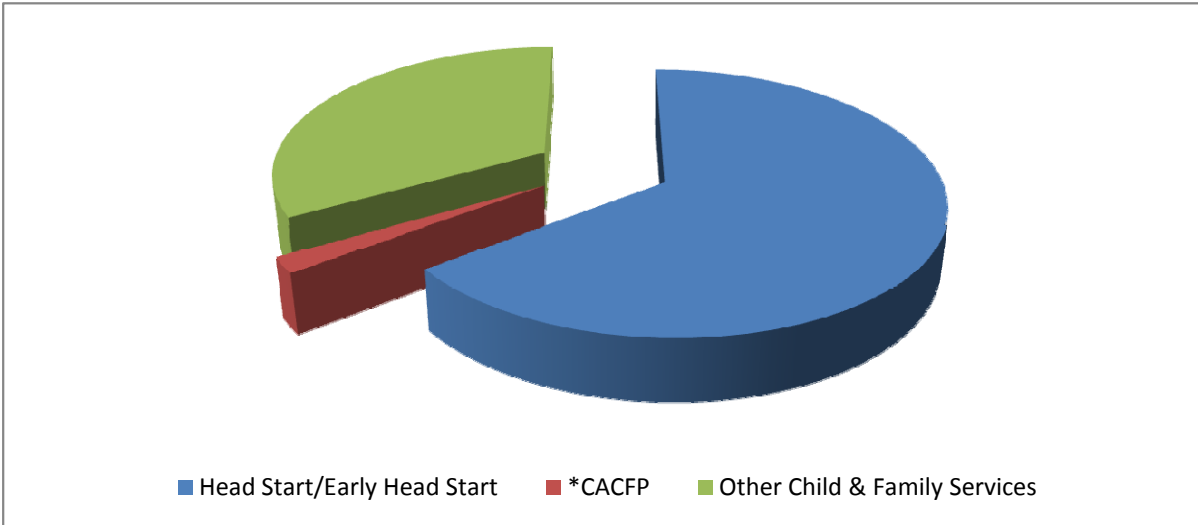
Expenses:				
Personnel	\$ 2,091,544	\$ 10,958	\$ 948,012	\$ 3,050,514
Payroll Taxes & Employee Benefits	\$ 626,822	\$ 3,795	\$ 282,136	\$ 912,753
Staff Development	\$ 41,258	\$ -	\$ 5,281	\$ 46,539
Travel	\$ 25,826	\$ 50	\$ 11,495	\$ 37,371
Office Costs	\$ 33,210	\$ -	\$ 16,982	\$ 50,192
Insurance	\$ 3,416	\$ -	\$ 11,824	\$ 15,240
Telecommunications	\$ 13,212	\$ -	\$ 25,914	\$ 39,126
Space & Occupancy	\$ 35,627	\$ -	\$ 137,223	\$ 172,850
Contract Services	\$ 41,172	\$ 1,000	\$ 260,905	\$ 303,077
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 41,874	\$ 103,389	\$ 34,412	\$ 179,675
Direct Client Assistance	\$ 250	\$ -	\$ 800	\$ 1,050
Administration (Indirect)	\$ 481,054	\$ 2,520	\$ 218,038	\$ 701,612
Interest	\$ -	\$ -	\$ 116,808	\$ 116,808
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 15,746	\$ -	\$ 21,273	\$ 37,019
Inkind	\$ 623,056	\$ -	\$ -	\$ 623,056
Total Expenses:	\$ 4,074,067	\$ 121,712	\$ 2,091,103	\$ 6,286,882

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -
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*CACFP = Child and Adult Care Food Program

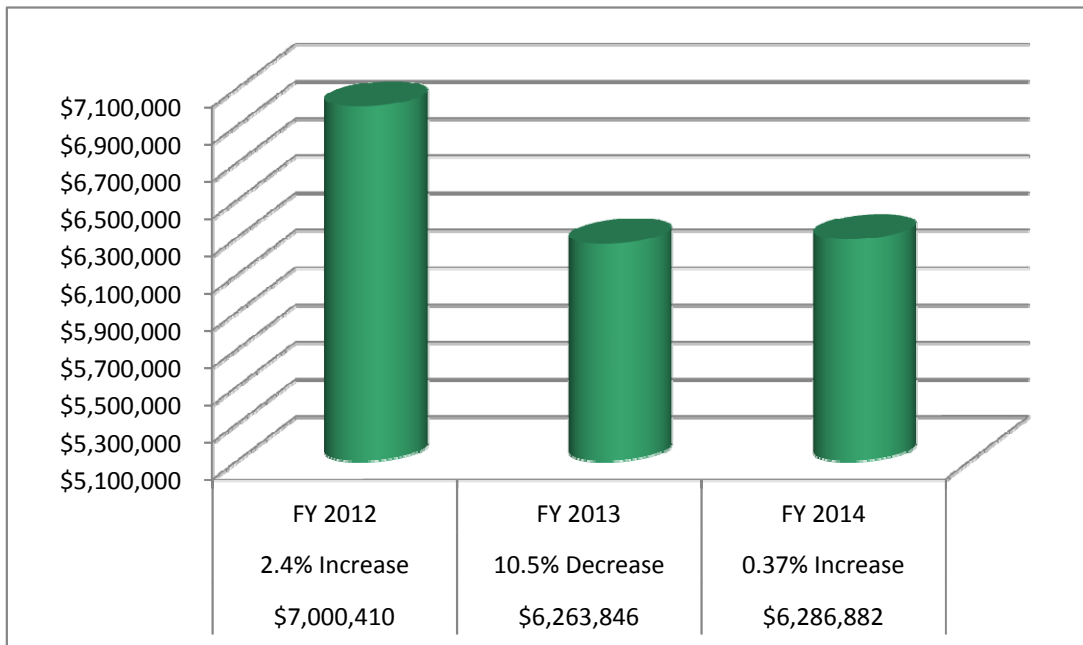
**Kennebec Valley Community Action Program
Child & Family Services Operating Budget
October 1, 2013 - September 30, 2014**

The Child & Family Services budget includes the following program areas related to the early care and education of the children in our service area and are represented in the chart below: Head Start/Early Head Start (which contributes 64.8% of the budget), the Child and Adult Care Food Program [CACFP] (1.9%), and all other Child & Family Services (33.3%).



For fiscal year 2014, a \$6,286,882 budget is proposed. This budget represents a 0.37%, or \$23,036 increase compared to fiscal year 2013's budget.

**Child & Family Services Comparison
FY 2012 - FY 2014**



Kennebec Valley Community Action Program

Child & Family Services Operating Budget

October 1, 2013 - September 30, 2014

Child & Family Services is showing a slight increase in their budget for FY 2014. Comparing the two year budgets, we are seeing decreases in Head Start funding of (\$186,828) and resulted in a reduction in classrooms being operated; however, there are offsetting increases in the Other Child & Family Services programming of \$209,244 from new grant applications related to Educare services and new program opportunities through a 21st Century Grant with AOS 92 and the Project 2020 program.

Increases in the expense lines with the exception of Direct Client Assistance and Inkind are due to increases related to the lease of the Educare facility. All decreases in expense lines are related to the closing of classrooms and the corresponding reduction in force.

Revenue:	FY 2013	FY 2014	Increase/ (Decrease)
Grants & Contracts	\$ 4,318,944	\$ 4,474,539	\$ 155,595
Program Revenue	\$ 1,165,727	\$ 1,050,031	\$ (115,696)
Other Revenue	\$ 177,431	\$ 139,256	\$ (38,175)
Inkind	\$ 601,744	\$ 623,056	\$ 21,312
Total Revenue:	\$ 6,263,846	\$ 6,286,882	\$ 23,036

Expenses:			
Personnel	\$ 3,153,888	\$ 3,050,514	\$ (103,374)
Payroll Taxes & Employee Benefits	\$ 932,699	\$ 912,753	\$ (19,946)
Staff Development	\$ 47,346	\$ 46,539	\$ (807)
Travel	\$ 40,706	\$ 37,371	\$ (3,335)
Office Costs	\$ 58,829	\$ 50,192	\$ (8,637)
Insurance	\$ 20,113	\$ 15,240	\$ (4,873)
Telecommunications	\$ 34,501	\$ 39,126	\$ 4,625
Space & Occupancy	\$ 138,456	\$ 172,850	\$ 34,394
Contract Services	\$ 256,594	\$ 303,077	\$ 46,483
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 199,989	\$ 179,675	\$ (20,314)
Direct Client Assistance	\$ 998	\$ 1,050	\$ 52
Administration (Indirect)	\$ 735,408	\$ 701,612	\$ (33,796)
Interest	\$ -	\$ 116,808	\$ 116,808
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 42,575	\$ 37,019	\$ (5,556)
Inkind	\$ 601,744	\$ 623,056	\$ 21,312
Total Expenses:	\$ 6,263,846	\$ 6,286,882	\$ 23,036

Surplus/(Deficit)	\$ -	\$ -	\$ -
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* This budget excludes prepaid interest and depreciation related to the New Markets Tax Credit capital lease and funded separately.

Kennebec Valley Community Action Program
Head Start/Early Head Start Operating Budgets
October 1, 2013 - September 30, 2014

Revenue:	State Head Start - Educare	Head Start - Educare	Head Start - All Other Centers	Early Head Start - Educare	Early Head Start - All Other Centers	*T&TA - Educare	*T&TA - All Other Centers	Total
Grants & Contracts	\$ 236,464	\$ 1,133,844	\$ 1,374,984	\$ 395,474	\$ 254,256	\$ 32,553	\$ 13,436	\$ 3,441,011
Program Revenue	\$ -	\$ 5,000	\$ 2,000	\$ 3,000	\$ -	\$ -	\$ -	\$ 10,000
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ 623,056	\$ -	\$ -	\$ -	\$ -	\$ 623,056
Total Revenue:	\$ 236,464	\$ 1,138,844	\$ 2,000,040	\$ 398,474	\$ 254,256	\$ 32,553	\$ 13,436	\$ 4,074,067

Expenses:								
Personnel	\$ 149,268	\$ 738,903	\$ 800,790	\$ 246,127	\$ 156,456	\$ -	\$ -	\$ 2,091,544
Payroll Taxes & Employee Benefits	\$ 51,205	\$ 231,994	\$ 234,239	\$ 71,342	\$ 38,042	\$ -	\$ -	\$ 626,822
Staff Development	\$ -	\$ 787	\$ 392	\$ 611	\$ 36	\$ 29,893	\$ 9,539	\$ 41,258
Travel	\$ 1,659	\$ 4,813	\$ 3,484	\$ 2,415	\$ 6,898	\$ 2,660	\$ 3,897	\$ 25,826
Office Costs	\$ -	\$ 15,921	\$ 11,057	\$ 3,851	\$ 2,381	\$ -	\$ -	\$ 33,210
Insurance	\$ -	\$ 1,320	\$ 1,775	\$ 321	\$ -	\$ -	\$ -	\$ 3,416
Telecommunications	\$ -	\$ 2,063	\$ 8,362	\$ 619	\$ 2,168	\$ -	\$ -	\$ 13,212
Space & Occupancy	\$ -	\$ -	\$ 29,964	\$ -	\$ 5,663	\$ -	\$ -	\$ 35,627
Contract Services	\$ -	\$ 18,739	\$ 14,311	\$ 4,559	\$ 3,563	\$ -	\$ -	\$ 41,172
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 16,684	\$ 11,366	\$ 11,643	\$ 2,181	\$ -	\$ -	\$ 41,874
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ -	\$ -	\$ 250
Administration (Indirect)	\$ 34,332	\$ 169,946	\$ 184,181	\$ 56,611	\$ 35,984	\$ -	\$ -	\$ 481,054
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 5,744	\$ 6,999	\$ 1,729	\$ 1,274	\$ -	\$ -	\$ 15,746
Inkind	\$ -	\$ -	\$ 623,056	\$ -	\$ -	\$ -	\$ -	\$ 623,056
Total Expenses:	\$ 236,464	\$ 1,206,914	\$ 1,929,976	\$ 399,828	\$ 254,896	\$ 32,553	\$ 13,436	\$ 4,074,067

Surplus/(Deficit)	\$ -	\$ (68,070)	\$ 70,064	\$ (1,354)	\$ (640)	\$ -	\$ -	\$ -
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*T&TA = Training & Technical Assistance

Kennebec Valley Community Action Program

***CACFP Operating Budgets**

October 1, 2013 - September 30, 2014

Revenue:	CACFP - Educare	Total
Grants & Contracts	\$ 121,712	\$ 121,712
Program Revenue	\$ -	\$ -
Other Revenue	\$ -	\$ -
Inkind	\$ -	\$ -
Total Revenue:	\$ 121,712	\$ 121,712

Expenses:		
Personnel	\$ 10,958	\$ 10,958
Payroll Taxes & Employee Benefits	\$ 3,795	\$ 3,795
Staff Development	\$ -	\$ -
Travel	\$ 50	\$ 50
Office Costs	\$ -	\$ -
Insurance	\$ -	\$ -
Telecommunications	\$ -	\$ -
Space & Occupancy	\$ -	\$ -
Contract Services	\$ 1,000	\$ 1,000
Vehicle	\$ -	\$ -
Housing Property Costs	\$ -	\$ -
Materials & Supplies	\$ 103,389	\$ 103,389
Direct Client Assistance	\$ -	\$ -
Administration (Indirect)	\$ 2,520	\$ 2,520
Interest	\$ -	\$ -
Depreciation	\$ -	\$ -
Common Carrier	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -
Other	\$ -	\$ -
Inkind	\$ -	\$ -
Total Expenses:	\$ 121,712	\$ 121,712

Surplus/(Deficit)	\$ -	\$ -
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*CACFP = Child and Adult Care Food Program

Kennebec Valley Community Action Program
Other Child & Family Services Operating Budgets
October 1, 2013 - September 30, 2014

Revenue:	21st Century Grant - Educare After School	Project 2020	Other Services - Educare	Other Services - All Other Centers	Educare Facilities	Total
Grants & Contracts	\$ 37,037	\$ 75,830	\$ 477,967	\$ 320,982	\$ -	\$ 911,816
Program Revenue	\$ -	\$ -	\$ 1,040,031	\$ -	\$ -	\$ 1,040,031
Other Revenue	\$ -	\$ -	\$ 35,000	\$ 9,200	\$ 95,056	\$ 139,256
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 37,037	\$ 75,830	\$ 1,552,998	\$ 330,182	\$ 95,056	\$ 2,091,103

Expenses:						
Personnel	\$ 19,147	\$ 21,806	\$ 680,058	\$ 227,001	\$ -	\$ 948,012
Payroll Taxes & Employee Benefits	\$ 7,641	\$ 5,310	\$ 212,327	\$ 56,858	\$ -	\$ 282,136
Staff Development	\$ 500	\$ -	\$ 1,951	\$ 2,830	\$ -	\$ 5,281
Travel	\$ 176	\$ -	\$ 7,088	\$ 4,231	\$ -	\$ 11,495
Office Costs	\$ 50	\$ 4,200	\$ 8,665	\$ 4,067	\$ -	\$ 16,982
Insurance	\$ 240	\$ -	\$ 559	\$ 2,100	\$ 8,925	\$ 11,824
Telecommunications	\$ -	\$ 500	\$ 1,517	\$ 4,697	\$ 19,200	\$ 25,914
Space & Occupancy	\$ -	\$ -	\$ -	\$ 29,101	\$ 108,122	\$ 137,223
Contract Services	\$ -	\$ 29,000	\$ 201,768	\$ 13,237	\$ 16,900	\$ 260,905
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 4,091	\$ -	\$ 14,462	\$ 15,859	\$ -	\$ 34,412
Direct Client Assistance	\$ 550	\$ -	\$ 250	\$ -	\$ -	\$ 800
Administration (Indirect)	\$ 4,402	\$ 5,014	\$ 156,414	\$ 52,208	\$ -	\$ 218,038
Interest	\$ -	\$ -	\$ -	\$ -	\$ 116,808	\$ 116,808
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 240	\$ 10,000	\$ 4,482	\$ 6,551	\$ -	\$ 21,273
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 37,037	\$ 75,830	\$ 1,289,541	\$ 418,740	\$ 269,955	\$ 2,091,103

Surplus/(Deficit)	\$ -	\$ -	\$ 263,457	\$ (88,558)	\$ (174,899)	\$ -
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PART VII. CHILD AND FAMILY SERVICES (Director: Kathryn Colfer)

Early Care and Education Programs

Mission: Through an integrated approach, provide each child with the high quality early care and education that honors her/his unique characteristics and promotes the development of social, emotional, physical, and cognitive skills essential for a healthy, successful, and productive life.

Budget: \$6,286,882

Staff: 113

Child & Family Services delivered comprehensive, high quality early care and education services to over 500 children and their families during the past program year. Of these children and families, 313 were from low income families, of which 56 were Early Head Start (EHS) and 257 were Head Start (HS) children (ages 3-5). The majority of children and families enrolled in full-day program options were able to remain enrolled throughout the program year as the result of funding from the Maine Department of Health and Human Services (DHHS), the Child Care Development Block Grant, and private organizations that support continuity of service. Continuity of service funding assisted in supporting service for children when there were lapses in other funding supports from state or federal entities. In instances where financial support is received through the Child Care Development Block Grant, a minimum fee, as published by DHHS, is assessed. Fees are based on a sliding fee scale. Children in full-day care who lose their child care subsidy continue to receive EHS or HS services.

Services for children include nutritious meals, medical, dental, mental health, nutrition and special services for children with disabilities. Social service, advocacy and support services are provided to families based upon their individual needs. We partner with community resources to offer education and support for parents to gain skills and resources that promote optimal development during the critical first years of life.

Parent engagement is a cornerstone of service delivery. Parent engagement opportunities include decision making, program planning and evaluation, Policy Council, parent committees, training and networking opportunities, comprehensive health services for their children, and curriculum planning. Parents participate in goal setting, home visits, planning, training or direct participation in their child's classroom. The program promotes the engagement of the whole family and coordinates specific activities to encourage male involvement.

Health and dental services are other major components of service delivery. Children have access to an ongoing source of continuous and accessible, routine, preventative, and acute medical care and dental care. On-site dental exams are provided by Community Dental. One systematic issue

in Maine that continues to impact how many children are up-to-date on preventative/primary health care is that physicians often do not follow the Early Periodic Screening Diagnostic Test schedule, particularly related to lead screenings/tests. Therefore, C&FS partners with Maine General and Redington Fairview Hospital to ensure access to lead screenings for children.

Our philosophy is to partner with existing resources within the community to offer comprehensive, high quality early care and education in mixed socio-economic groups. Options have been designed to meet the varied service needs within our communities. We collaborate with 5 school districts for preschool services, as well as work with the Mid-Maine Homeless Shelter to meet the needs of homeless families with young children.

Child Development Services (Project PEDS and Two Rivers, {IDEA Parts B and C}), are integral partners in delivery of service in all settings. Every effort is made to prepare all children to succeed in kindergarten.

Head Start (HS) 2013-14. Service will look different due to funding cuts from sequestration, as HS will have 34 less enrollment opportunities. HS service will be provided in mixed socio-economic groups in public school settings; often operating the public school's calendar year, but always assuring that Head Start Performance Standards and State of Maine Licensing Rules are met. HS service may shift from a full-day, full-year option (provided in conjunction with DHHS) to a part-day, part year option, based upon child or family needs.

Early Head Start (EHS). Early Head Start is a full-year model, with services offered in a home based (home visiting) or center-based option. Full-day, full-year EHS services will be provided through partnerships with DHHS and philanthropic community. EHS service may shift from a full-day, full-year option to a home-based option, based upon child or family needs.

CareQuilt is a service enhancement that extends service to other care providers (family/friend/neighbor) of children enrolled in E/HS. The goal of CareQuilt is to enhance stability in a child's world by offering support through communication, home visits, educational materials, and health and safety equipment and resources – such as car seats, highchairs, smoke alarms, first aid kits, fire extinguishers, safety gates, and educational toys and books.

Private Enrollment Opportunities. C&FS makes a select number of enrollment opportunities available to private pay clients. These clients are supported by philanthropic scholarships to ensure that the full cost of care is financially supported.

Less than one-half of Early/Head Start eligible children (ages 0-5) from Grantee's service area receive E/HS services. For the upcoming program year, service delivery options are as follows:

Location	Service	# of (E)HS children	Staffing for Classrooms (for total HS/Public School Children)
EARLY HEAD START			
<u>Educare</u> - Center-based – In collaboration with Waterville Public Schools and Philanthropic Community	Full-day, full-year 12 hours/day with support from child care funding. Monday through Friday.	27	4 classrooms staffed with 8 Teachers for a 1/4 Primary Caregiving ratio, 4 Assistant Teachers and 4 Center Aides with assistance from on-site Family Services Coordinator.
<u>Home-based</u>	Services are offered year round throughout northern Kennebec and Somerset Counties for children ages 0-3 and pregnant women in partnership with Maine Families.	29	2.5 Home-based Coordinators provide home visits and coordinate playgroup activities.
HEAD START			
The following sessions are 3.25 hours, operating Tuesday through Friday, in conjunction with and contained within public schools. Hours of service and service delivery weeks meet Head Start Performance Standards.			
<u>RSU #19 Hartland Preschool</u>	Part-day, part-year. Morning and afternoon sessions.	20	CFS – Staffed by 2 Teachers with assistance from a Somerset County Family Services Coordinator. Public School provides 1 Ed. Tech.
<u>MSAD #49 Fairfield Preschool</u>	Part-day, part-year. Morning and afternoon sessions.	16	CFS - Staffed by 1 Teacher and 1 Assistant Teacher with assistance from a Kennebec County Family Services Coordinator. Public school provides 2 Co-Teachers and 1 Ed Tech.
<u>MSAD #54 – Skowhegan – North Elementary Preschool</u>	Part-day, part-year. Morning and afternoon sessions.	33	CFS - Staffed by 4 Teachers and 2 Assistant Teachers with assistance from a Somerset County Family Services Coordinator. Public School provides 1 Ed. Tech.

The following sessions are 3.5 hours, operating Tuesday through Friday, in conjunction with and contained within public schools. Hours of service and service delivery weeks meet Head Start Performance Standards.

<u>MSAD #54</u> – Canaan Preschool	Part-day, part-year. Morning session.	12	CFS - Staffed by 1 Teacher and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator.
<u>MSAD #54</u> – Norridgewock – Mill Stream Preschool	Part-day, part-year. Morning and afternoon sessions.	7	CFS - Staffed by 2 Teachers and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator.
<u>MSAD #74</u> – Anson Preschool	Part-day, part-year. Morning session.	9	CFS - Staffed by 1 Teacher and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator.
<u>MSAD #74</u> – Solon Preschool	Part-day, part-year. Afternoon session.	7	CFS - Staffed by 1 Teacher and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator.
<u>Educare</u> – In collaboration with Waterville Public Schools, Child Development Services, and Philanthropic Community	Part-day, part-year. Morning and afternoon sessions.	56	CFS – Staffed by 6 Teachers and 3 Assistant Teachers with assistance from an on-site Family Services Coordinator.
<u>RSU #19</u> <u>St. Albans Preschool</u>	Part-day, part-year. Morning session.	5	CFS - Staffed by 1 Teacher with assistance from a Somerset County Family Services Coordinator. Public school provides 1 Co-Teacher.

The following sessions operate full-day, full-year. Service delivery weeks meet Head Start requirements.			
Educare – In collaboration with Waterville Public Schools and Philanthropic Community	Full-day, full year, 12 hours/day with support from child care funding. Monday through Friday.	58	Staffed by 8 Teachers, 8 Assistant Teachers and 2 Center Aides (Floaters 0-5) with assistance from an on-site Family Services Coordinator.

Anticipated New Service Opportunities: Expand partners with public schools to extend E/HS home based services to children currently not enrolled in collaborative preschool partnerships; expand service to children and their families who are experiencing homelessness and those engaged in the child welfare system, pursue opportunities to enhance community-based child care programming; develop an effective shared services model with community providers; lead community planning and organizing for the purpose of improving fourth grade reading scores; continue to expand parent and male engagement systems and activities; and continue to further develop community collaborations to a create seamless service system.

Long-term Strategic Issues/Opportunities: Strategically position C&FS to maximize funding and service potential as state and local regionalization efforts materialize; secure additional funding for expanded family service supports; develop endowment fund for all program options; maximize opportunities for growth and development of current/new programming which will also insure that the 15% federal administrative threshold is not exceeded; expand federal match contributions; continue to expand identification of ongoing resources to support the need for all services, with focus on oral health, continuity of service, mental health and transportation assistance; and expand high quality early care and education via distance learning opportunities.

Develop systems to capture early care and education data to support links to DOE longitudinal data systems; devote KVCAP C&FS resources to the community development approach to engage community-based partners interested in the well being of children and families to create a seamless system of care for children (ages 0-5 years) and their families; strengthen marketing message and present to business community and civic organizations; and develop/implement a financial strategy for funding ongoing capital improvements within C&FS programs.

Kennebec Valley Community Action Program
Community Services Operating Budgets
October 1, 2013 - September 30, 2014

Revenue:	Community Initiatives	Social Services	Transportation Services	*CSBG	Total
Grants & Contracts	\$ 44,125	\$ 1,075,280	\$ 925,289	\$ 382,325	\$ 2,427,019
Program Revenue	\$ -	\$ 9,400	\$ 3,140,400	\$ -	\$ 3,149,800
Other Revenue	\$ 37,118	\$ 24,500	\$ 243,927	\$ -	\$ 305,545
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 81,243	\$ 1,109,180	\$ 4,309,616	\$ 382,325	\$ 5,882,364

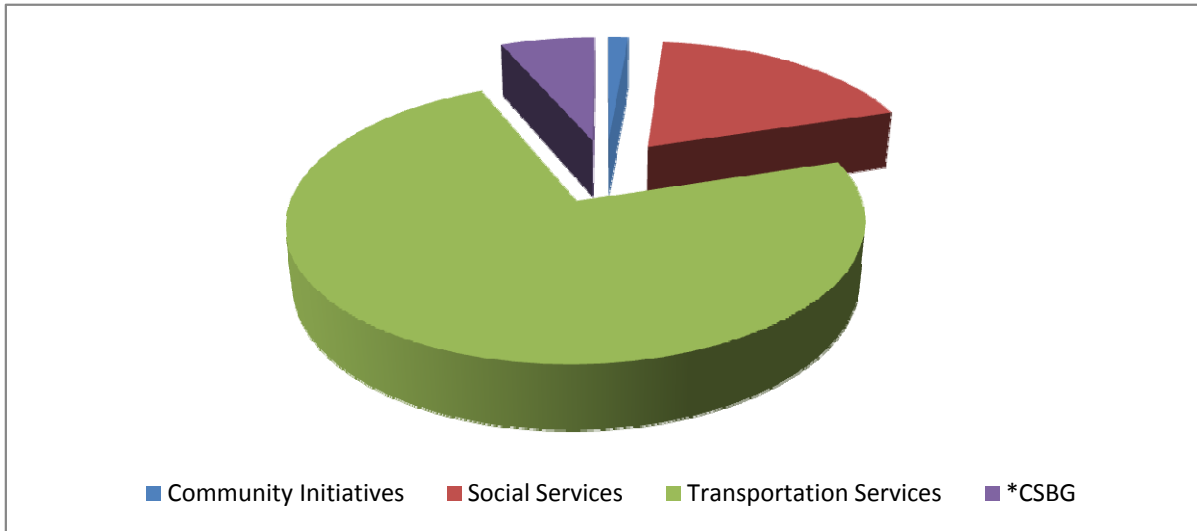
Expenses:					
Personnel	\$ 38,136	\$ 595,061	\$ 1,264,105	\$ 207,157	\$ 2,104,459
Payroll Taxes & Employee Benefits	\$ 14,999	\$ 191,556	\$ 382,343	\$ 49,455	\$ 638,353
Staff Development	\$ -	\$ 7,900	\$ 27,500	\$ 1,950	\$ 37,350
Travel	\$ 500	\$ 57,105	\$ 5,750	\$ 5,888	\$ 69,243
Office Costs	\$ 538	\$ 10,225	\$ 31,800	\$ 4,475	\$ 47,038
Insurance	\$ -	\$ -	\$ 500	\$ 595	\$ 1,095
Telecommunications	\$ 540	\$ 15,925	\$ 47,100	\$ 6,680	\$ 70,245
Space & Occupancy	\$ 3,129	\$ 70,056	\$ 100,200	\$ 43,405	\$ 216,790
Contract Services	\$ 11,200	\$ 13,060	\$ 43,003	\$ 1,752	\$ 69,015
Vehicle	\$ -	\$ -	\$ 545,378	\$ -	\$ 545,378
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,670	\$ -	\$ 8,700	\$ 950	\$ 11,320
Direct Client Assistance	\$ -	\$ -	\$ 1,519,350	\$ -	\$ 1,519,350
Administration (Indirect)	\$ 8,772	\$ 136,863	\$ 288,436	\$ 47,646	\$ 481,717
Interest	\$ -	\$ -	\$ 2,000	\$ -	\$ 2,000
Depreciation	\$ -	\$ -	\$ 11,500	\$ 1,532	\$ 13,032
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,759	\$ 11,429	\$ 31,951	\$ 10,840	\$ 55,979
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 81,243	\$ 1,109,180	\$ 4,309,616	\$ 382,325	\$ 5,882,364

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -
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*CSBG = Community Services Block Grant

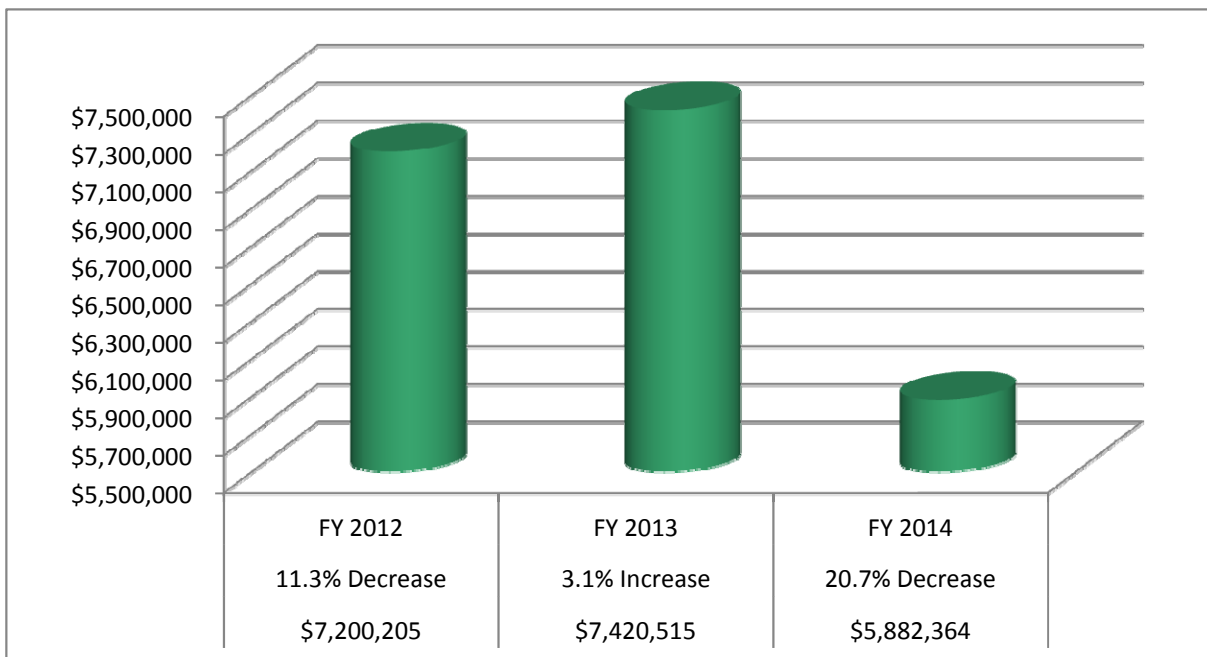
**Kennebec Valley Community Action Program
Community Services Operating Budget
October 1, 2013 - September 30, 2014**

The Community Services budget consists of Community Initiatives programs (which contribute 1.4 of the budget), Social Services (18.9%), Transportation Services (73.2%), and Community Services Block Grant (6.5%).



For fiscal year 2014, an \$5,882,364 budget is proposed. This budget represents a 20.7%, or (\$1,538,151) decrease compared to fiscal year 2013's budget.

**Community Services Comparison
FY 2012 - FY 2014**



Kennebec Valley Community Action Program

Community Services Operating Budget

October 1, 2013 - September 30, 2014

The FY 2014 budget for Community Services is showing a decrease compared to that of FY 2013 and it is entirely due to the change in service delivery within the KV Van program, which shows a decrease of (\$1,842,816). This is shown in the large decreases within the program revenue line, as well as, those in the personnel (including taxes and benefits and administration), direct client services, and common carrier expense lines.

There were some offsetting increases in the KV Transit program (\$180,649) due to the expansion of service into Somerset County and also in Maine Families which saw its contract increase by \$79,280. CSBG is showing a small reduction of funds (\$9,803) and is less than the anticipated cut due to the federal sequestration.

Revenue:	FY 2013	FY 2014	Increase/ (Decrease)
Grants & Contracts	\$ 2,202,304	\$ 2,427,019	\$ 224,715
Program Revenue	\$ 4,987,549	\$ 3,149,800	\$ (1,837,749)
Other Revenue	\$ 230,662	\$ 305,545	\$ 74,883
Inkind	\$ -		\$ -
Total Revenue:	\$ 7,420,515	\$ 5,882,364	\$ (1,538,151)

Expenses:			
Personnel	\$ 2,238,094	\$ 2,104,459	\$ (133,635)
Payroll Taxes & Employee Benefits	\$ 664,581	\$ 638,353	\$ (26,228)
Staff Development	\$ 49,543	\$ 37,350	\$ (12,193)
Travel	\$ 64,208	\$ 69,243	\$ 5,035
Office Costs	\$ 71,892	\$ 47,038	\$ (24,854)
Insurance	\$ 1,200	\$ 1,095	\$ (105)
Telecommunications	\$ 85,536	\$ 70,245	\$ (15,291)
Space & Occupancy	\$ 199,020	\$ 216,790	\$ 17,770
Contract Services	\$ 70,575	\$ 69,015	\$ (1,560)
Vehicle	\$ 521,702	\$ 545,378	\$ 23,676
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 18,128	\$ 11,320	\$ (6,808)
Direct Client Assistance	\$ 2,760,033	\$ 1,519,350	\$ (1,240,683)
Administration (Indirect)	\$ 514,798	\$ 481,717	\$ (33,081)
Interest	\$ 5,000	\$ 2,000	\$ (3,000)
Depreciation	\$ 22,532	\$ 13,032	\$ (9,500)
Common Carrier	\$ 60,000	\$ -	\$ (60,000)
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 73,673	\$ 55,979	\$ (17,694)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 7,420,515	\$ 5,882,364	\$ (1,538,151)

Surplus/(Deficit)	\$ -	\$ -	\$ -
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Kennebec Valley Community Action Program

Community Initiatives Operating Budgets

October 1, 2013 - September 30, 2014

Revenue:	*UWMM - Work Ready	Work Ready	Health Navigator	Colby Grant - SETC	*UWMM - SETC	Total
Grants & Contracts	\$ -	\$ 3,625	\$ 36,500	\$ 4,000	\$ -	\$ 44,125
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 11,200	\$ 1,450	\$ -	\$ -	\$ 24,468	\$ 37,118
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 11,200	\$ 5,075	\$ 36,500	\$ 4,000	\$ 24,468	\$ 81,243

Expenses:						
Personnel	\$ -	\$ 3,050	\$ 20,264	\$ 1,980	\$ 12,842	\$ 38,136
Payroll Taxes & Employee Benefits	\$ -	\$ 1,153	\$ 4,918	\$ 1,565	\$ 7,363	\$ 14,999
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ 500
Office Costs	\$ -	\$ -	\$ 538	\$ -	\$ -	\$ 538
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ 540	\$ -	\$ -	\$ 540
Space & Occupancy	\$ -	\$ -	\$ 3,129	\$ -	\$ -	\$ 3,129
Contract Services	\$ 11,200	\$ -	\$ -	\$ -	\$ -	\$ 11,200
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 170	\$ 1,500	\$ -	\$ -	\$ 1,670
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ 702	\$ 4,661	\$ 455	\$ 2,954	\$ 8,772
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 450	\$ -	\$ 1,309	\$ 1,759
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 11,200	\$ 5,075	\$ 36,500	\$ 4,000	\$ 24,468	\$ 81,243

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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*UWMM = United Way Mid-Maine

Kennebec Valley Community Action Program
Social Services Operating Budgets
October 1, 2013 - September 30, 2014

Revenue:	Maine Families	*MCT - Maine Families Subcontract	*UWKV - PBS/BTIO	*UWMM - PBS/BTIO	*MCT - Nurturing Communities / Guiding Good Choices	Kids First	Active Parenting / 1234 Parents	Total
Grants & Contracts	\$ 999,180	\$ 40,000	\$ -	\$ -	\$ 7,500	\$ 10,600	\$ 18,000	\$ 1,075,280
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,400	\$ -	\$ 9,400
Other Revenue	\$ -	\$ -	\$ 14,500	\$ 10,000	\$ -	\$ -	\$ -	\$ 24,500
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 999,180	\$ 40,000	\$ 14,500	\$ 10,000	\$ 7,500	\$ 20,000	\$ 18,000	\$ 1,109,180

Expenses:								
Personnel	\$ 535,275	\$ 25,987	\$ 9,308	\$ 5,865	\$ 3,223	\$ 4,818	\$ 10,585	\$ 595,061
Payroll Taxes & Employee Benefits	\$ 174,688	\$ 7,610	\$ 2,150	\$ 1,998	\$ 1,274	\$ 1,000	\$ 2,836	\$ 191,556
Staff Development	\$ 7,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,900
Travel	\$ 53,964	\$ 426	\$ 400	\$ 338	\$ 1,297	\$ -	\$ 680	\$ 57,105
Office Costs	\$ 6,460	\$ -	\$ 301	\$ 225	\$ 215	\$ 2,514	\$ 510	\$ 10,225
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 15,500	\$ -	\$ 200	\$ 225	\$ -	\$ -	\$ -	\$ 15,925
Space & Occupancy	\$ 70,056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,056
Contract Services	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ 10,560	\$ -	\$ 13,060
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 123,114	\$ 5,977	\$ 2,141	\$ 1,349	\$ 741	\$ 1,108	\$ 2,433	\$ 136,863
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 9,723	\$ -	\$ -	\$ -	\$ 750	\$ -	\$ 956	\$ 11,429
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 999,180	\$ 40,000	\$ 14,500	\$ 10,000	\$ 7,500	\$ 20,000	\$ 18,000	\$ 1,109,180

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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* MCT = Maine Children's Trust
 * PBS = Personal Body Safety

*UWKV = United Way Kennebec Valley
 *BTIO = Baby Think It Over

*UWMM = United Way Mid-Maine

Kennebec Valley Community Action Program
Transportation Services Operating Budgets
October 1, 2013 - September 30, 2014

Revenue:	KV Transit	KV Van	Total
Grants & Contracts	\$ 483,730	\$ 441,559	\$ 925,289
Program Revenue	\$ 70,000	\$ 3,070,400	\$ 3,140,400
Other Revenue	\$ 184,343	\$ 59,584	\$ 243,927
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 738,073	\$ 3,571,543	\$ 4,309,616

Expenses:			
Personnel	\$ 360,271	\$ 903,834	\$ 1,264,105
Payroll Taxes & Employee Benefits	\$ 103,833	\$ 278,510	\$ 382,343
Staff Development	\$ 3,500	\$ 24,000	\$ 27,500
Travel	\$ 750	\$ 5,000	\$ 5,750
Office Costs	\$ 11,400	\$ 20,400	\$ 31,800
Insurance	\$ -	\$ 500	\$ 500
Telecommunications	\$ 1,100	\$ 46,000	\$ 47,100
Space & Occupancy	\$ 8,200	\$ 92,000	\$ 100,200
Contract Services	\$ -	\$ 43,003	\$ 43,003
Vehicle	\$ 163,010	\$ 382,368	\$ 545,378
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 8,700	\$ 8,700
Direct Client Assistance	\$ -	\$ 1,519,350	\$ 1,519,350
Administration (Indirect)	\$ 82,858	\$ 205,578	\$ 288,436
Interest	\$ -	\$ 2,000	\$ 2,000
Depreciation	\$ -	\$ 11,500	\$ 11,500
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 3,151	\$ 28,800	\$ 31,951
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 738,073	\$ 3,571,543	\$ 4,309,616

Surplus/(Deficit)	\$ -	\$ -	\$ -
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Kennebec Valley Community Action Program
Community Services Block Grant Operating Budgets
October 1, 2013 - September 30, 2014

Revenue:	Community Initiatives	Employment Services	South End Teen Center	Families in Transition	Family Enrichment Council	Housing Services	Training & Community Assessment	Total
Grants & Contracts	\$ 53,121	\$ 82,003	\$ 84,544	\$ 22,310	\$ 86,143	\$ 14,090	\$ 40,114	\$ 382,325
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 53,121	\$ 82,003	\$ 84,544	\$ 22,310	\$ 86,143	\$ 14,090	\$ 40,114	\$ 382,325

Expenses:								
Personnel	\$ 26,787	\$ 45,814	\$ 46,476	\$ 10,785	\$ 45,309	\$ 8,477	\$ 23,509	\$ 207,157
Payroll Taxes & Employee Benefits	\$ 5,103	\$ 13,472	\$ 8,819	\$ 3,666	\$ 11,435	\$ 2,828	\$ 4,132	\$ 49,455
Staff Development	\$ 400	\$ 300	\$ 300	\$ 100	\$ 450	\$ -	\$ 400	\$ 1,950
Travel	\$ 580	\$ 800	\$ 900	\$ 105	\$ 2,865	\$ -	\$ 638	\$ 5,888
Office Costs	\$ 710	\$ 1,070	\$ 715	\$ 305	\$ 950	\$ 115	\$ 610	\$ 4,475
Insurance	\$ -	\$ -	\$ 595	\$ -	\$ -	\$ -	\$ -	\$ 595
Telecommunications	\$ 570	\$ 1,460	\$ 2,000	\$ 250	\$ 2,075	\$ -	\$ 325	\$ 6,680
Space & Occupancy	\$ 3,366	\$ 8,550	\$ 9,475	\$ 4,518	\$ 11,898	\$ 720	\$ 4,878	\$ 43,405
Contract Services	\$ -	\$ -	\$ 1,752	\$ -	\$ -	\$ -	\$ -	\$ 1,752
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 600	\$ -	\$ 350	\$ -	\$ -	\$ 950
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 6,161	\$ 10,537	\$ 10,689	\$ 2,481	\$ 10,421	\$ 1,950	\$ 5,407	\$ 47,646
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ 1,532	\$ -	\$ -	\$ -	\$ -	\$ 1,532
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 9,444	\$ -	\$ 691	\$ 100	\$ 390	\$ -	\$ 215	\$ 10,840
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 53,121	\$ 82,003	\$ 84,544	\$ 22,310	\$ 86,143	\$ 14,090	\$ 40,114	\$ 382,325

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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PART VIII. COMMUNITY SERVICES (Director: Suzanne Walsh)

- A. Community Initiatives
- B. Social Services
- C. Transportation Services
- D. Community Services Block Grant

A. Community Initiatives (Director: Michele Prince)

Health and Prevention

Budget: \$53,121 (CSBG and in-kind from all Community Initiatives/Social Services staff)

Staff: Part-time management staff; part-time PAA: in-kind, part-time management and direct staff from several programs

Description of clients: Kennebec and Somerset County communities and residents

Continuing Services: KVCAP continues to participate on a number of community coalitions, boards and workgroups to identify community needs, gaps in service, and to work toward securing resources to fill the gaps. KVCAP takes the lead in some initiatives while playing a supportive role in others. The agency is considered a vital partner and advocate for low income people as community groups work to address the health and welfare of its residents, particularly the most vulnerable. KVCAP has worked with countless partner agencies to find creative solutions to challenges facing our communities.

Current groups that we work with include Healthy Northern Kennebec; Healthy Communities of the Capital Area; Greater Somerset Public Health Collaborative; Healthy Seabasticook Valley; Know Violence Task Force; Youth Matter; Somerset Association of Resource Providers; Career Pathways; Somerset Workforce Connect; and the Somerset Transit Committee. The KVCAP Transportation Director is a key leader working with local communities to expand transportation opportunities to support the health and welfare of its residents.

Anticipated New Service Opportunities: During the upcoming year we will continue to lead efforts to expand public transportation throughout the two-county area. We will also continue to lead efforts to expand WorkReady programming, partnering with local adult education programs in Waterville, Fairfield and Skowhegan as well as a grant writing committee including several partners committed to raising the funds necessary for this programming. We will work with Healthy Northern Kennebec on a project (if funded), to reach out to low income and vulnerable populations to get their input on choosing 1-2 health issues to focus on with future MEHAF funding. We will be a site for Health Navigators, focused on assisting people to enroll in the Health Marketplace when the Affordable Care Act reaches full implementation in 2014. And finally, we will continue to promote a wide range of community health and prevention programs and distribute materials to our clients.

Long Term Strategic Opportunities: KVCAP's extensive involvement in all of these workgroups/committees allows us to advocate for low-income people as resources are sought and programming is planned at the community level. It also allows for KVCAP to take the lead on and/or provide technical support and assistance to projects that benefit low-income individuals, families and their communities.

Employment Services/WorkReady

Budget: \$98,278 (CSBG funds; funds from Work Ready collaboration/United Way; Gender Equity project funds; donation)

Staff: 1 full-time equivalent, part-time program management, part time PAA and sub-contracts with local adult ed for WorkReady classes

Description of clients: Unemployed residents of Kennebec and Somerset County communities .

Number of clients to be served in FY 2014: Approximately 120, (one-on-one clients, WorkReady students and workshop participants) and an additional 300+ at job fairs

Continuing Services: The Employment Services Coordinator works in communities to assist unemployed individuals identify and overcome barriers to employment, including assistance with career planning, teaching job search skills, and providing information and referrals. The program offers several workshops throughout the year at a variety of sites throughout Somerset and Kennebec counties. One-on-one services are offered at the Waterville KVCAP office by appointment; at the Waterville library on Tuesdays (and other times by appointment); and at other sites, as needed, by appointment.

KVCAP seeks funding and manages grants to ensure ongoing WorkReady classes in Central Maine. KVCAP sub-contracts with local adult education programs, such as Mid-Maine Community Adult Education, Lawrence Adult Education and Skowhegan Adult Education to implement the classes. The Employment Coordinator provides case management and follow up job coaching with WorkReady participants, and assists in setting up mock interviews for each session. Additionally, the KVCAP Employment Services Coordinator is a trained Work Ready instructor, and is the only one in the area trained to teach the 55+ curriculum.

The Employment Services Coordinator also coordinates the Ken-Som Transition Team. Members include a wide range of state and local labor, education, and social service agencies as well as representatives from federal congressional offices. The team works closely with Rapid Response to mobilize resources when a business/organization significantly reduces its workforce. The team meets regularly to share information and resources, as well as to plan activities that contribute to workforce development, such as coordinating job fairs.

Anticipated New Service Opportunities: KVCAP Employment Services is working with a grant writing committee to seek funds for WorkReady Plus, to support four sessions per year as well as the ongoing job-coaching, grant management and data collection that is provided through

KVCAP. The Coordinator is also working on a Gender Equity project coordinated by KVCC, which could lead to future opportunities and funding.

Long-Term Strategic Opportunities: We will continue to work with the Waterville Library and Work Ready Plus Partners to identify and pursue potential funding to expand services for people who are seeking employment.

Health Navigator

Budget: \$36,500 (funded through a sub-contract with Western Maine Community Action, which has received federal funds)

Staff: 1 full time Health Navigator, part time PAA

Description of clients: Community members that need assistance navigating the newly created Health Marketplace

Number of clients to be served: Undetermined

Anticipated New Service Opportunities: This newly created program will provide outreach education to the community about the Affordable Care Act and the new Health Marketplace. The trained Health Navigator will also assist people to research their options, determine if they are eligible for subsidized healthcare and enroll in a plan that the clients deem meets their needs. The program will partner with a wide variety of community organizations and businesses in order to educate the public about the opportunities available to individuals and families under the Affordable Care Act. In addition to the full time Health Navigator, several KVCAP staff in other programs will become certified Health Navigators in order to assist the individual and families that they currently serve.

Long Term Strategies Opportunities: There may be future funding available to continue to provide Navigator services beyond the one year funding. In addition, all KVCAP staff that are trained will have the option of renewing their certification each year.

South End Teen Center

Budget: \$113,012 (funded by CSBG, United Way, private foundations, donations, and fundraising activities)

Staff: 1 full time Teen Center Coordinator, 2 part time Youth Specialists, part time program management/supervision, part time PAA

Description of clients: Middle and high school youth, primarily low income

Number of clients to be served in FY 2014: Approximately 110

Continuing Services: The SETC provides a safe, healthy environment for teens after-school. It

offers a wide range of educational and recreational activities, as well as field trips, community-service projects, homework support, and a chance to develop supportive, positive relationships with staff and college student volunteers. The teen center operates as a drop-in center, with some youth attending sporadically and others that attend weekly or nearly every day. The regular attendees usually enroll in the Teen Stars program which rewards positive behaviors based on a point system. Points are earned for school attendance, good grades, participation in extra-curricular activities, teen center attendance, behavior, and participation in activities, and completing community service projects.

Other programming/activities include: weekly cooking activities; arts/crafts; discussion groups; field trips; use of computer lab and game room. The Summer Blast program offers youth an opportunity to enjoy field trips and outings to several recreational venues throughout Maine. During the spring and summer we collaborate with Youth Matter on their Youth Empowerment Through Employment (YETE) program, which prepares youth to enter the world of work through classroom work and a paid internship. Other key community partners include the Alford Youth Center/Waterville Area Boys/Girls Club/YMCA; South End Neighborhood Association; Waterville School Resource Officer; Family Violence; Colby College and Thomas College.

Anticipated New Service Opportunities: We will continue to work on community projects with the South End Neighborhood Association, which serves as our Advisory Committee. This collaboration has led to some financial support for FY 2014. We will focus on recruiting more Teen Stars participants in FY 2014 as well as expand our data collection in order to increase our understanding of the impact we have on youth.

Long-Term Strategic Opportunities: We look forward to strengthening current relationships with supporters and collaborators as well as building new ones in order to expand our base of support to diversify our funding as we work toward program sustainability.

B. Social Services (Director: Lanelle Freeman)

Social Services Mission: KVCAP Social Services improves communities by building on the strengths of people through encouragement, support, information and education.

Families in Transition (FIT)

Budget: \$ 22,310 (funded by CSBG)

Staff: 1 part-time Case Manager; part-time manager

Description of clients: Augusta families who are homeless and/or at risk of becoming homeless.

Number of clients to be served in FY 2014: 3 families (at any given time)

Continuing Services: Families in Transition provides case management and life skills education services to families living in KVCAP's Augusta transitional house.

Anticipated New Service Opportunities: At this time, there are no plans to develop more transitional houses.

Long-Term Strategic Issues: Case management for the Augusta T-House is funded by solely by CSBG.

Long-Term Strategic Opportunities: KVCAP has been exploring the possibility of transferring ownership of the FIT house to another social service organization.

Maine Families

Budget: \$999,180 (Department of Health and Human Services Contract)

Staff: 12 full-time equivalents

Description of clients: Maine Families is a state-administered home visiting program for pregnant women, expectant fathers, and parents or primary caregivers of children from birth to age three. The program is offered at no cost to families and participation is voluntary, with the family's freedom of choice guiding the services.

Number of clients to be served in FY 2014: 345

Continuing Services: Maine Families Home Visiting is an evidence-based program providing focused services in response to families needs. The program is delivered by professional home visitors to ensure safe home environments, promotion of healthy growth and development for babies and young children, and to provide key connections to needed services.

New Service Opportunities: Maine Families provides ongoing educational and support services to the most vulnerable families at and intensity reflecting the families' needs, with a special focus on highest risk babies who are drug-affected or exposed to violence. *Long-Term Strategic Issues:* The program will concentrate outreach efforts towards increasing prenatal enrollment. The Director will continue to serve on statewide committees for Safe Sleep and Shaken Baby Syndrome. These committees have been dedicated to bringing statewide education programs through all Maine Hospitals, Home Visiting programs and Public Health nursing.

Long-Term Strategic Opportunities: Maine has received a four- year Maternal, Infant and Early Childhood Home Visiting federal grant to expand Maine Families capacity to serve more vulnerable families statewide.

Family Enrichment Council (Kennebec and Somerset County Child Abuse Prevention Council)

Budget: \$ 14,500 (United Way of Kennebec Valley – Baby Think It Over/Personal Body Safety)
\$ 10,000 (United Way of Mid Maine – Personal Body Safety)
\$ 7,500 (Maine Children’s Trust Guiding Good Choices and Nurturing Communities)
\$20,000 (Kids First)
\$10,000 (Active Parenting)
\$ 8,000 (1, 2, 3, 4 Parents)
\$86,143 (CSBG)

Staff: 2 full-time equivalents

Description of clients: Kennebec and Somerset County residents and service providers

Number of clients to be served in FY 2014: Approximately 3,000

Continuing Services: The State of Maine has established a child abuse and neglect council in every county. KVCAP operates the Family Enrichment Council in Kennebec and Somerset Counties. The Council works collaboratively with other community efforts that are interested in Preventing child abuse in all its forms. The Council’s goal is to prevent child abuse and neglect by raising awareness, increasing knowledge and skills, mobilizing resources, and providing training and education. The State Contract for services will begin in October and at the present time we do not know the amount of funding that will be distributed. Last fiscal year we received \$18,000 to provide Active Parenting classes. The Council will also continue to coordinate the Kids First Programs which is a four-hour workshop designed to help address problems and promote reduction of the negative effects of divorce.

Anticipated New Service Opportunities: The Council will continue to offer workshops on mandated reporting. The target audience will be social service professionals, educators and community members. All councils statewide will be participating in the National Click for Babies awareness campaign in conjunction with the hospitals and community partners. This campaign continues the education and awareness of Shaken Baby Syndrome. The Social Service Director is coordinating this statewide effort.

Long-Term Strategic Issues: The Council continues to work on building a presence in the community. In the upcoming year the focus will be community events and awareness activities during National Child Abuse Prevention Month in April. We will expand to include an event in Southern Kennebec County in collaboration with SKCDC.

Long-Term Strategic Opportunities: The Council will be organizing a widespread community awareness strategy for the upcoming year. Management will continue to work at the state level to assist in the development of statewide events targeted to raise the awareness of the issue of child abuse and neglect.

C. Transportation Services (Director: James Wood)

Transportation

Budget: \$4,309,616

Staff: 40 full-time equivalents, 70+ volunteers

Description of clients: low-income, elderly, disabled, special needs children, general public

Number of clients to be served in FY 2014: 4,000+

Continuing Services:

KV Van - The KV Van program provides the following services: Full-service regional transportation provider; para-transit van and volunteer driver services; and DHHS low-income Friend & Family Driver program. MaineCare services are provided under contract with Coordinated Transportation Solutions. The program also provides transportation services to children with special needs, children and families under protective custody, and children going to a variety of medical and developmental services. Other services include general medical and social service transportation to low income, elderly and disabled individuals via agreements with the Maine Department of Health & Human Services, Child Development Services, United Way, Inland Hospital and others in addition to some general public service.

Kennebec Explorer - Kennebec Explorer is a general public flex-route bus service operating throughout the greater Augusta - Waterville area. Seniors, passengers with disabilities, students and low-income people use the service heavily as an affordable means of transportation. The program also operates successful late afternoon runs from the Alford Youth Center to Waterville's North and South End areas, and from the Augusta Boys & Girls Club for Teens, which allows disadvantaged children an opportunity to attend after-school programming and have a safe, reliable ride home.

Somerset Explorer/Move More Kids Transit Program –In November 2012, the program launched the Somerset Explorer that provides flex route public transit service to the greater Skowhegan area three days a week year round. The program also expands the service to include the Move More Kids public bus service in Somerset County during the summer months. Through summer, two buses operate five days a week. The routes operate throughout lower Somerset County and are designed to offer area youth free transit access to services that promote physical activity. The program operates during the summer months and is funded primarily by the New Balance Foundation.

Anticipated New Service Opportunities: The KV Van program plans to provide enhanced dialysis transportation, increase services for seniors and Medicare recipients, and alternative transportation projects. The Explorer program is planning route expansions in association with the opening of the new Alford Center for Health Care. The program is continuing its' work with

the Somerset Transit Committee to obtain funding to enhance public bus routes in the Greater Skowhegan area with connections to the Waterville area.

Long-Term Strategic Issues: The strategic issues that the Transportation department is addressing are as follows: Continue to improve operating efficiency and customer service; maintaining/increasing driver, dispatcher, volunteer and vehicle resources to meet increasing customer travel demands; soliciting funding and support for new transportation initiatives; and, maintaining/improving positive relationships with funding sources, service providers, and municipalities. The program is adapting to new service delivery models under the MaineCare brokerage system and will be adjusting services as necessary.

Long-Term Strategic Opportunities: New opportunities include the following: Soliciting new funding resources to expand services and support new initiatives; improving transportation for the general public; enhancing public transit opportunities in Somerset County, focusing on commuter and senior transportation; enhancing children's transportation services; and increasing public awareness of the program's services.

D. Community Services Block Grant

KVCAP's Community Services Block Grant (CSBG) projected allocation for fiscal year 2014 \$382,325 and pays a portion of 16 staff member positions in various programs.

The CSBG funds received by KVCAP fall under the jurisdiction of the Board of Directors and are assigned for management to the Community Services Division. CSBG funding is unique in that it allows KVCAP the flexibility to design and implement programs that are innovative, client-driven, and intended to fill identified gaps in existing services, as identified through a comprehensive community needs assessment. When possible, CSBG funds are linked with other funding sources to maximize service delivery and resources. Programs recommended for funding represent a direct approach to programming. The activities funded by CSBG reflect a major emphasis on prevention and collaboration. All CSBG-funded programs rely on working collaboratively with other organizations, both internal and external, in order to maximize funds and provide an array of services that are comprehensive, "seamless," and easy to access.

Programs funded through CSBG must fall into one or more of the following service categories: employment, education, self-sufficiency, linkages, health, housing, emergency, nutrition, income management, youth, and seniors. In addition, CSBG funded programs must work toward and report on one or more of the six federally mandated goals as follows:

Goal 1: Low-income people become more self-sufficient.

Goal 2: The conditions in which low-income people live are improved.

Goal 3: Low-income people own a stake in their community.

Goal 4: Partnerships among supporters and providers of services to low-income people are achieved.

Goal 5: Agencies increase their capacity to achieve results.

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

CSBG funding is referenced in several of the programs throughout the Plan and Budget narrative. In addition, the funding supports staff time to fulfill the CSBG requirements for community action agencies to carry out a comprehensive, agency-wide needs assessment and planning process as well as increase their capacity to effectively and efficiently achieve results and attain high standards of performance. This includes assessment and planning activities and the provision of ROMA training and other essential training throughout the agency and to the Board of Directors.