

TO: Sheryl Gregory, President  
KVCAP Board of Directors

FR: Patricia Kosma, CEO  
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2015

DA: September 17, 2014

The management of KVCAP is very pleased to present to the Board of Directors the Comprehensive Plan and Budget for the fiscal year 2015. 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 24, 2014 meeting of the Board of Directors.

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

**CONTENTS**

**PART I. Corporate Philosophy**

Mission Statement .....3  
Management Philosophy .....4

**PART II. Organizational Charts**

Organizational Charts .....6

**PART III. Indirect Cost Pool/Administration**

Operating Budgets .....14  
A. General Administration .....17  
B. Finance .....18  
C. Human Resources .....19  
D. Information Technology .....21

**PART IV. Facilities**

Operating Budgets .....22  
Facilities .....25

**PART V. Agency Operating Budgets**

Agency Operating Budgets .....26

**PART VI. Energy & Housing Services**

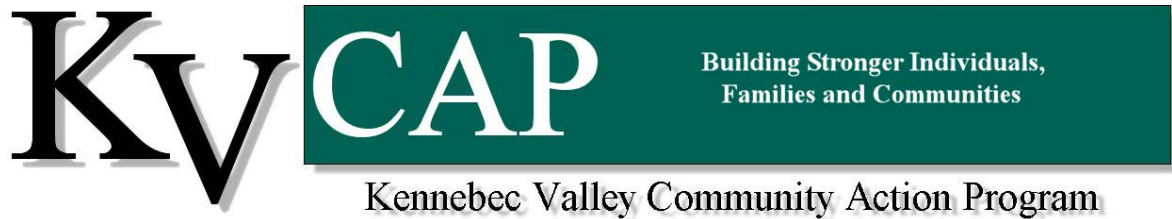
Operating Budgets .....30  
A. Energy Services.....38  
B. Home Ownership Services.....43

**PART VII. Child and Family Services**

Operating Budgets .....45  
Child and Family Services .....51

**PART VIII. Community Services**

Operating Budgets .....54  
A. Community Initiatives .....61  
B. Social Services .....65  
C. Transportation Services .....67  
D. Community Services Block Grant .....68



### **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.

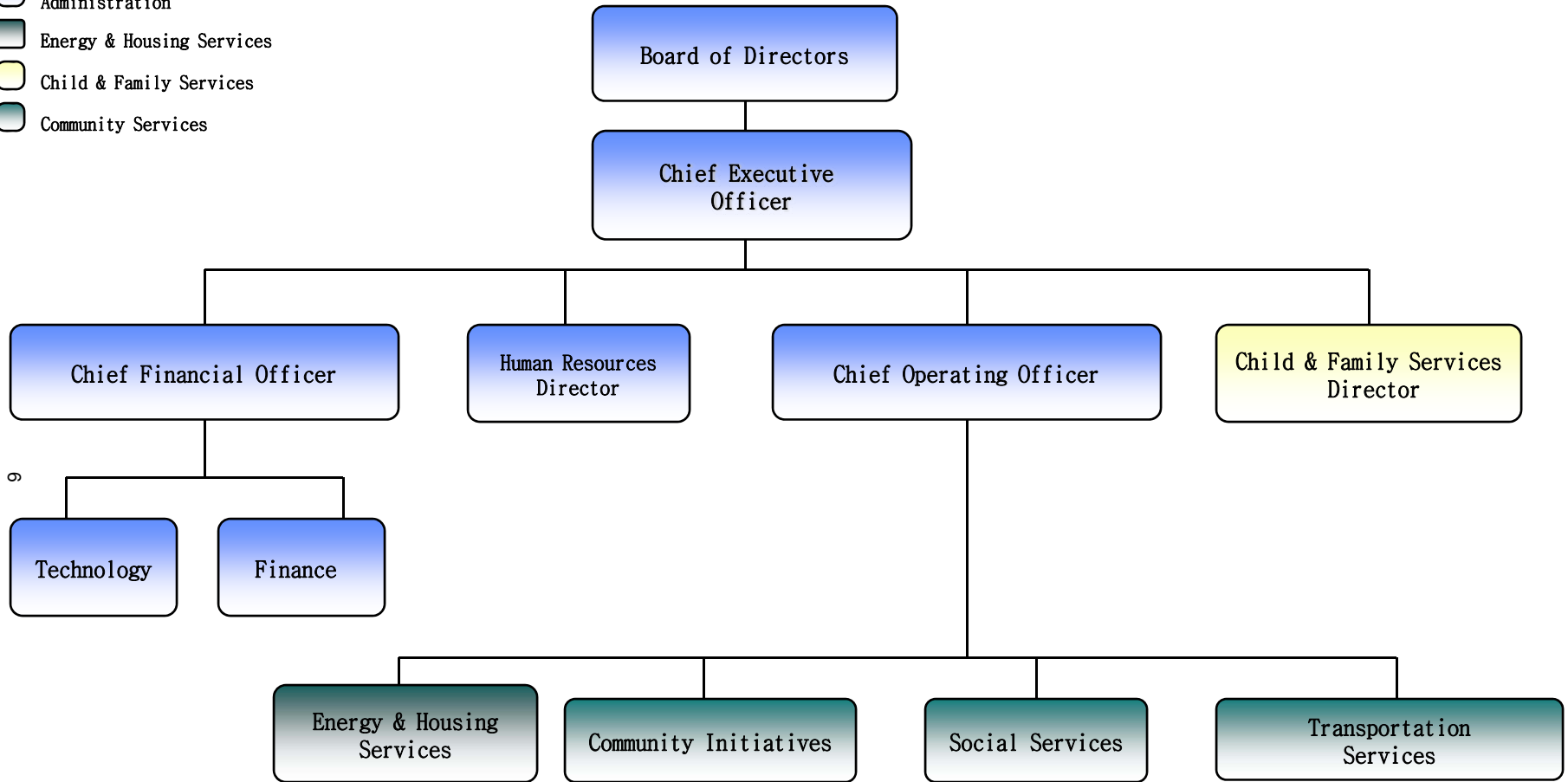
Note: The board's acceptance of the annual review of the chief executive officer constitutes its endorsement of her/his management strategy and style. When complaints arise regarding the chief executive officer's management of the agency, the board will assume that he/she has behaved appropriately in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

# KVCAP Management Chain of Command

# Organizational Chart

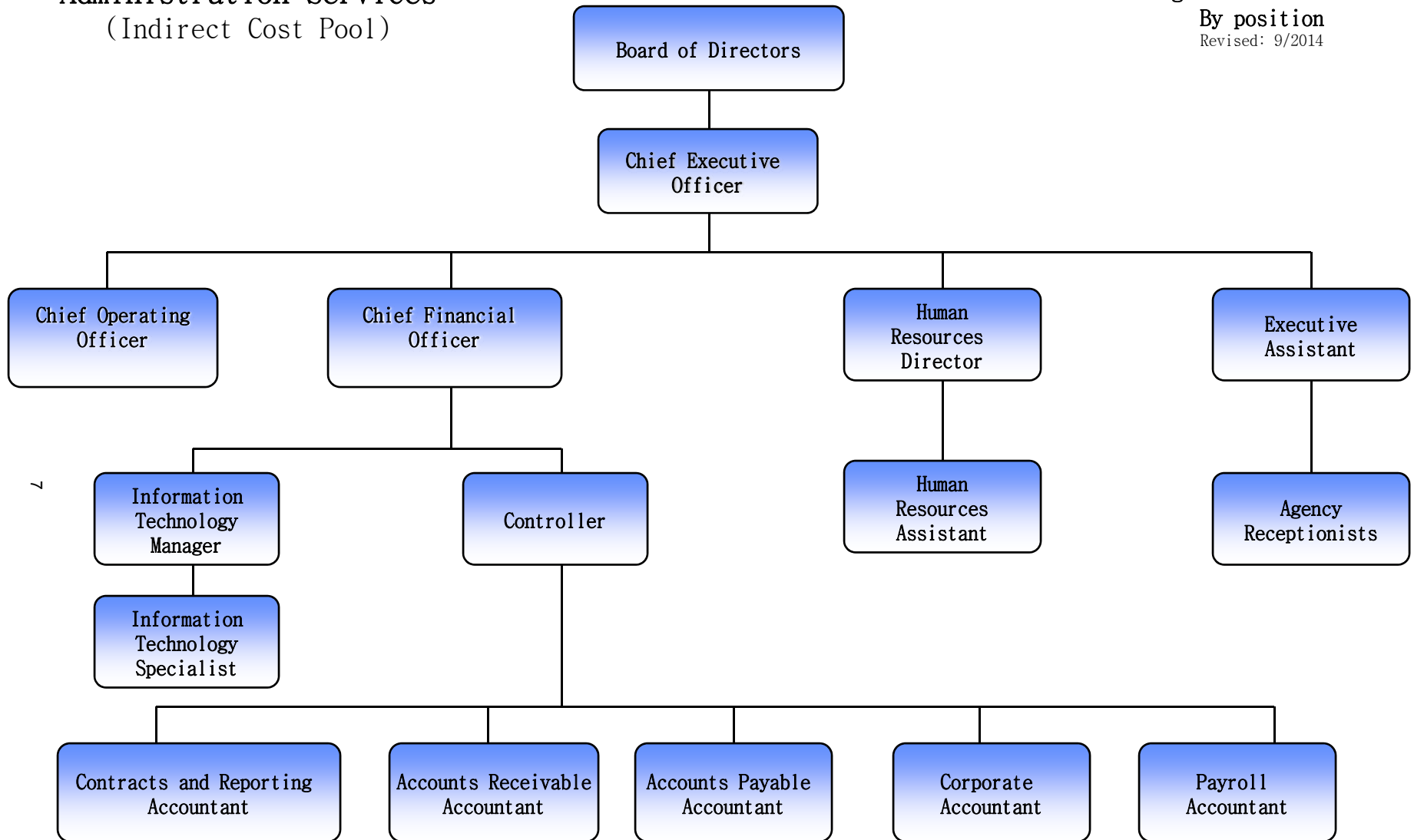
Revised: 9/2014

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



Administration Services  
(Indirect Cost Pool)

Organizational Chart  
By position  
Revised: 9/2014

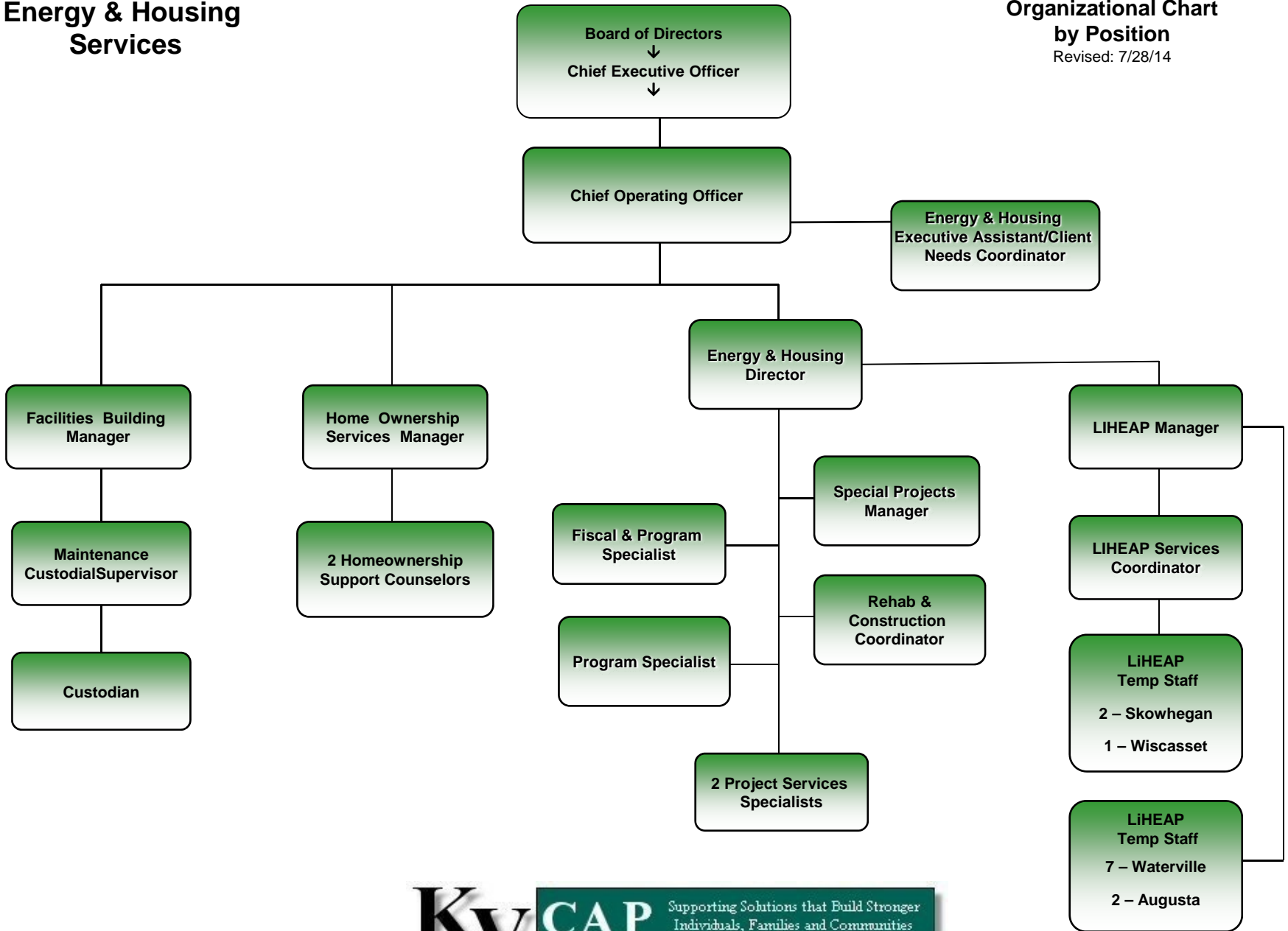


# Energy & Housing Services

## Organizational Chart by Position

Revised: 7/28/14

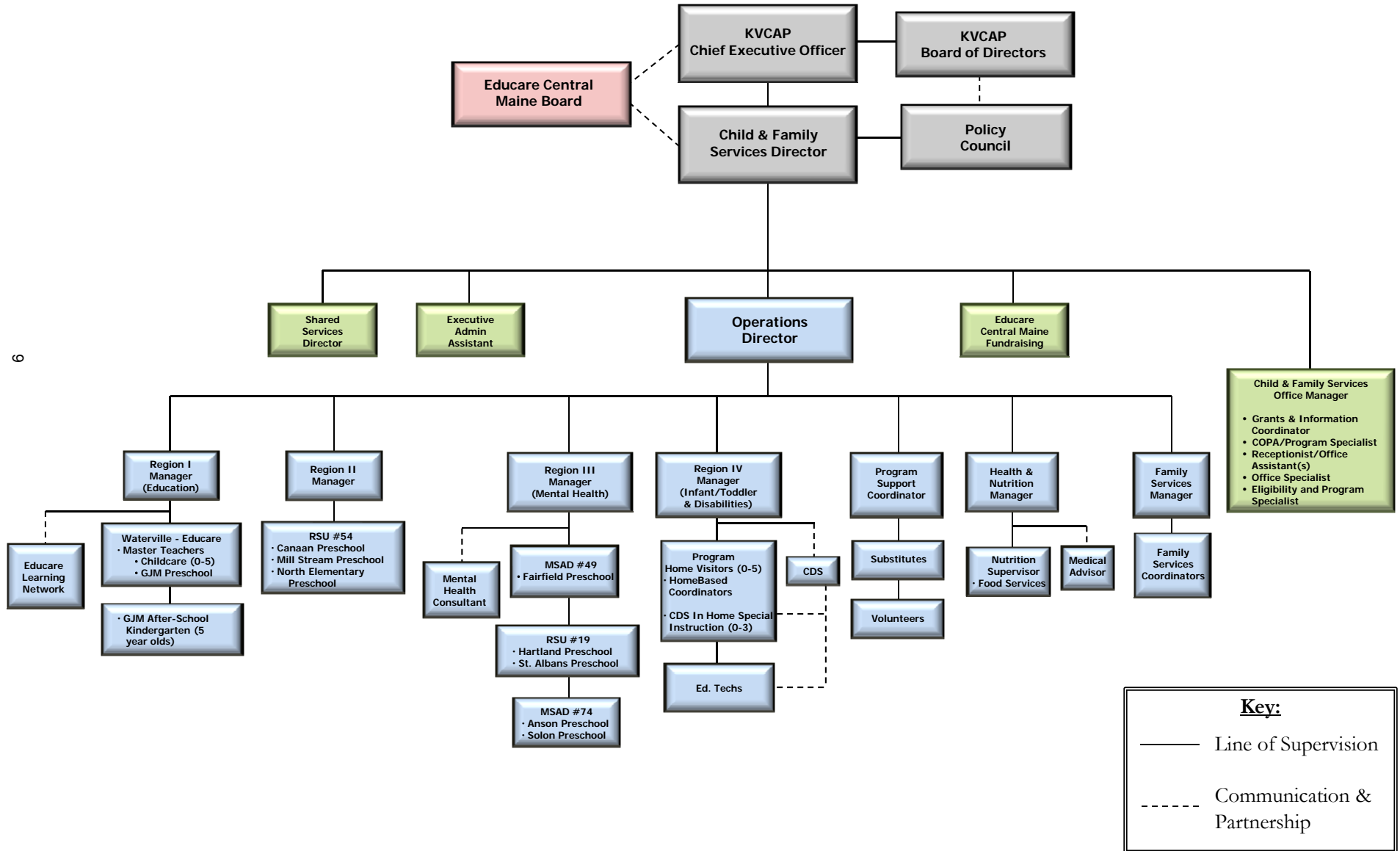
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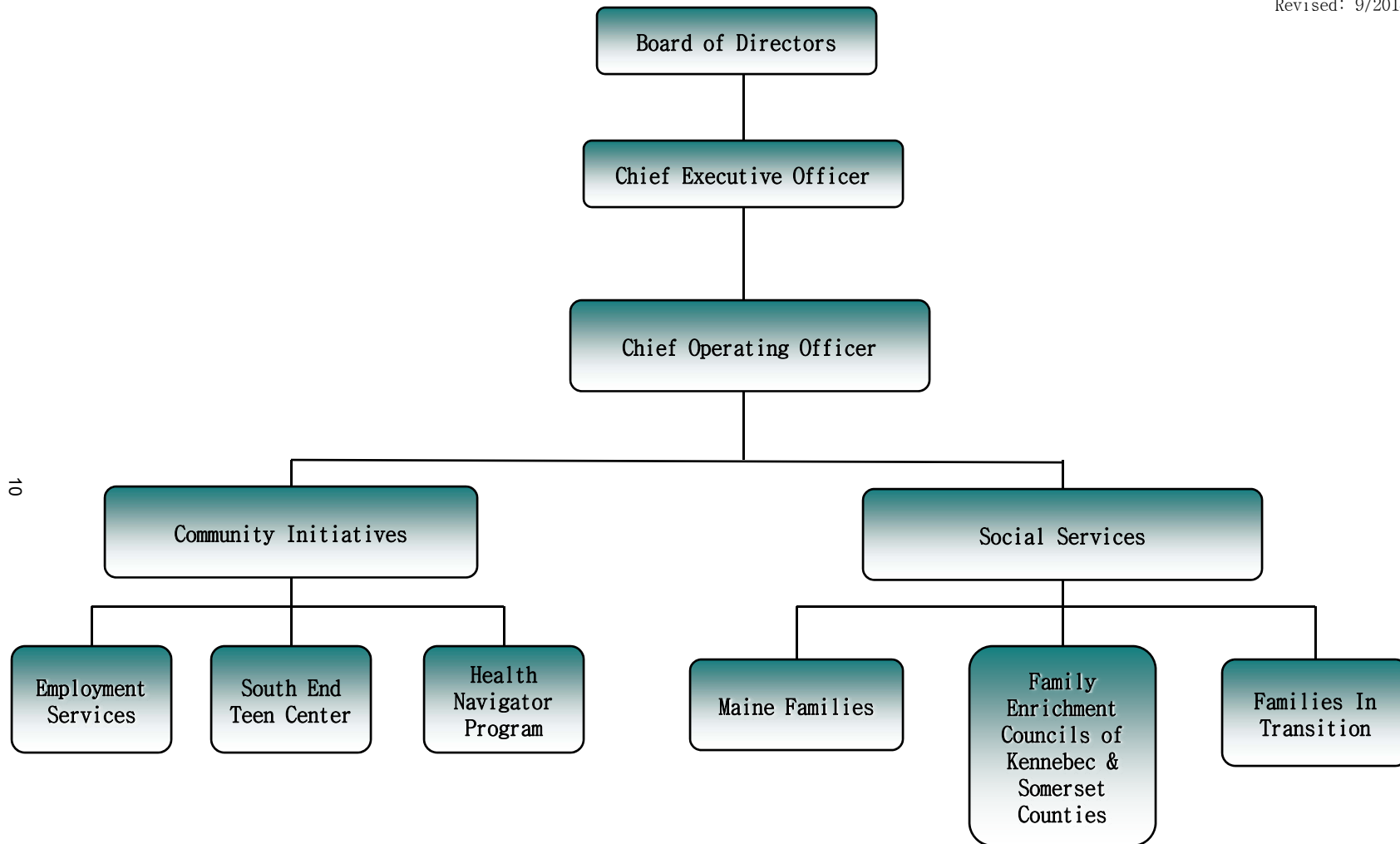




# Child and Family Services

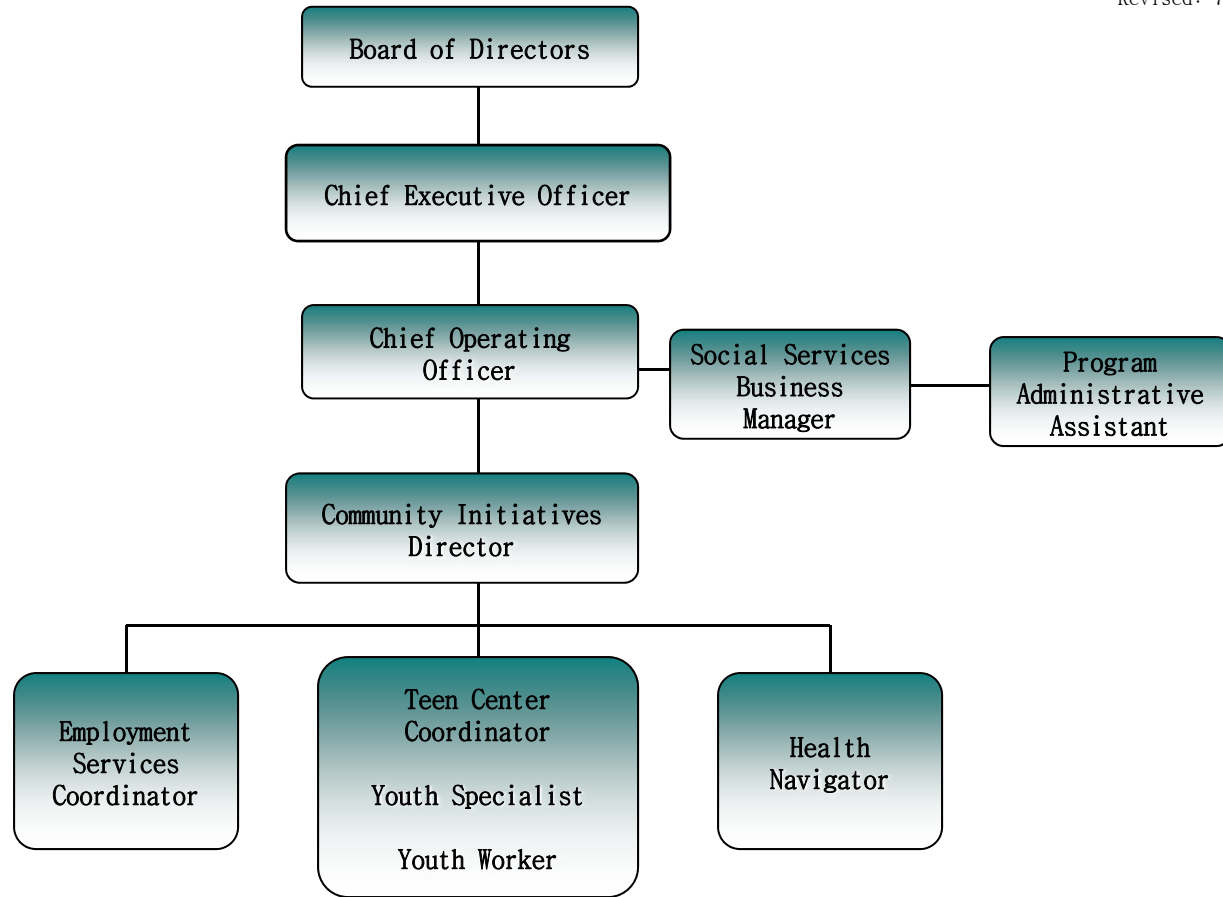
## 2013 - 2014





10

# Community Initiatives(2 of 3)

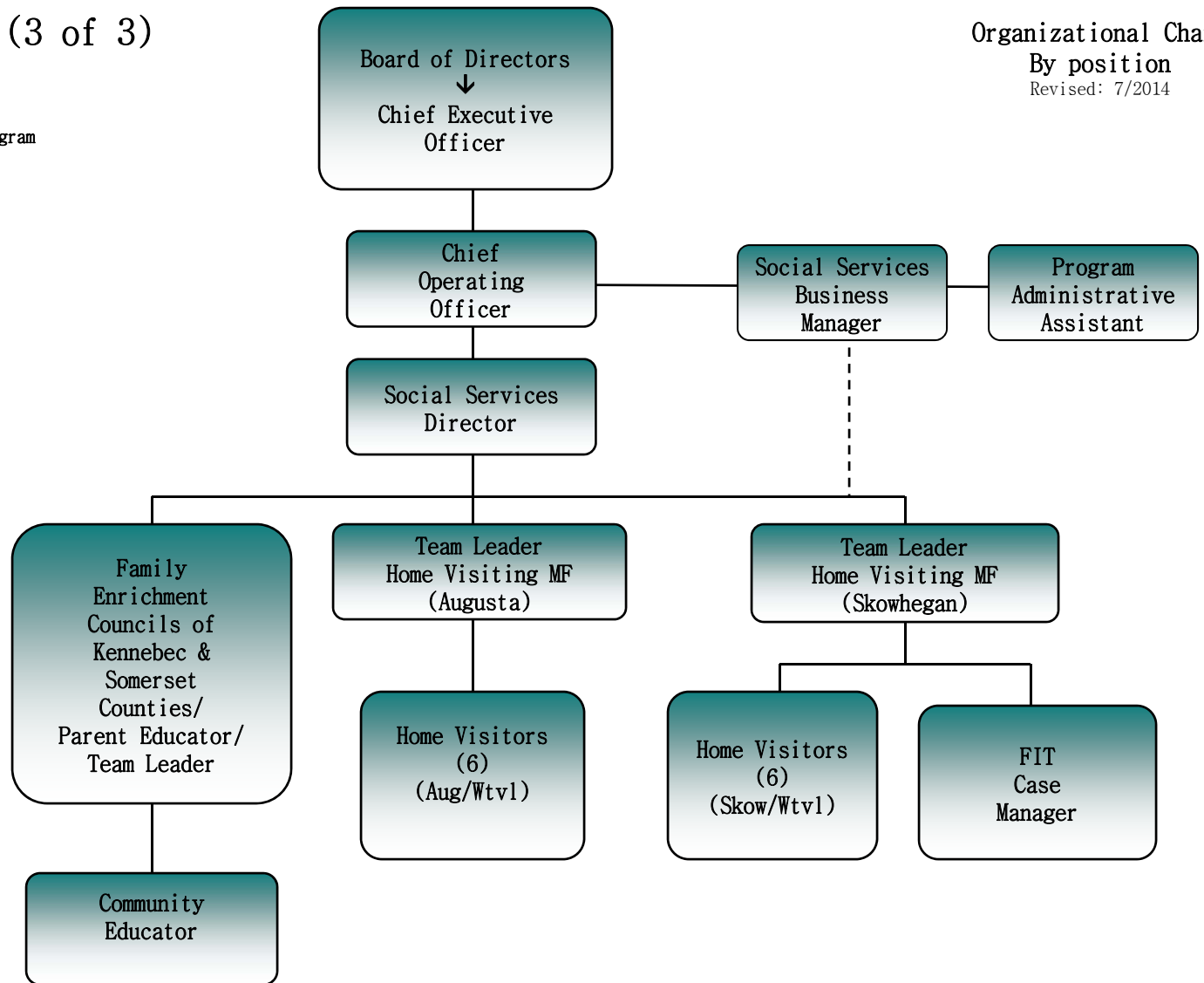


11

# Social Services (3 of 3)

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

Organizational Chart  
By position  
Revised: 7/2014



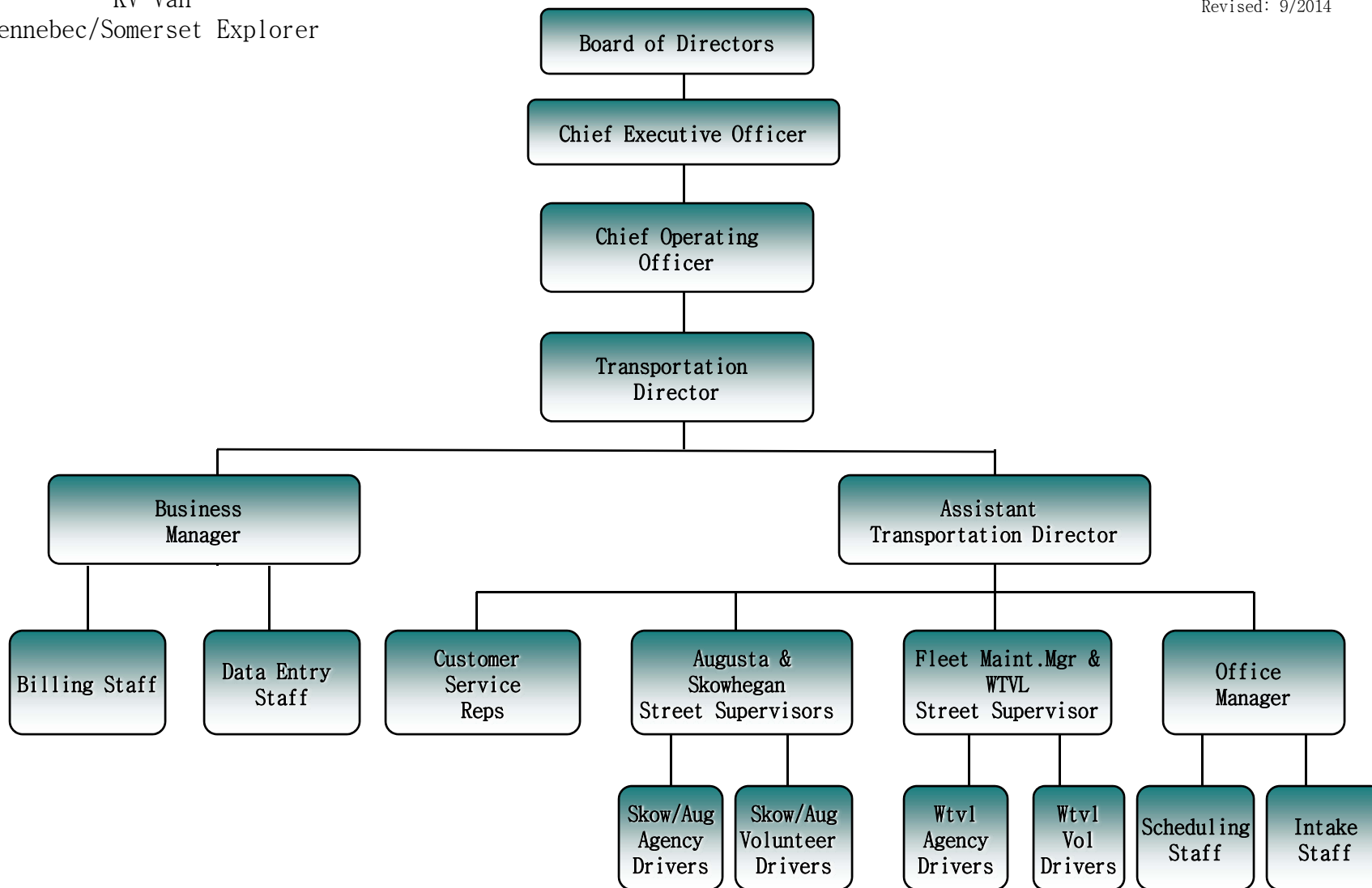
# Transportation Services

KV Van  
Kennebec/Somerset Explorer

Organizational Chart

By position

Revised: 9/2014



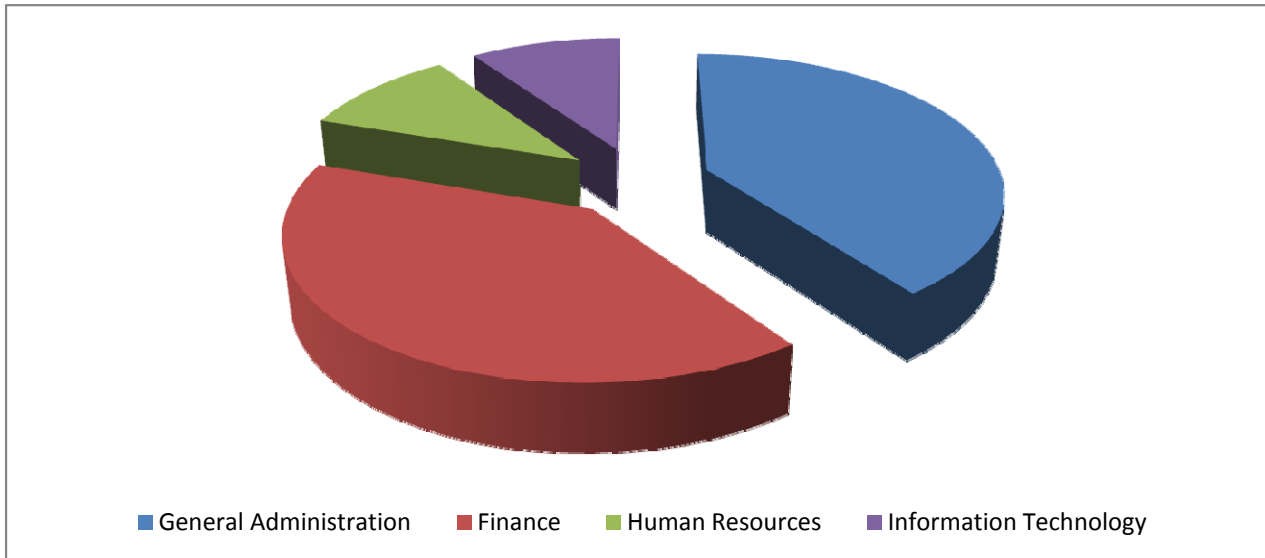
13

**Kennebec Valley Community Action Program  
Administration (Indirect Cost Pool) Operating Budgets  
October 1, 2014 - September 30, 2015**

<b>Expenses:</b>	<b>General Administration</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Information Technology</b>	<b>Total</b>
Personnel	\$ 376,718	\$ 414,383	\$ 111,216	\$ 100,712	\$ 1,003,029
Payroll Taxes & Employee Benefits	\$ 88,430	\$ 105,949	\$ 22,017	\$ 31,331	\$ 247,727
Staff Development	\$ 4,760	\$ 5,000	\$ 2,500	\$ 2,200	\$ 14,460
Travel	\$ 6,645	\$ 5,000	\$ 450	\$ 1,000	\$ 13,095
Office Costs	\$ 26,350	\$ 6,700	\$ 8,350	\$ -	\$ 41,400
Insurance	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Telecommunications	\$ 19,040	\$ 1,000	\$ 460	\$ 2,000	\$ 22,500
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 23,646	\$ 8,500	\$ 4,000	\$ 1,250	\$ 37,396
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 4,500	\$ -	\$ -	\$ 4,500
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,500	\$ -	\$ -	\$ -	\$ 1,500
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 30,164	\$ 54,000	\$ 4,500	\$ 7,000	\$ 95,664
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 602,253	\$ 605,032	\$ 153,493	\$ 145,493	\$ 1,506,271

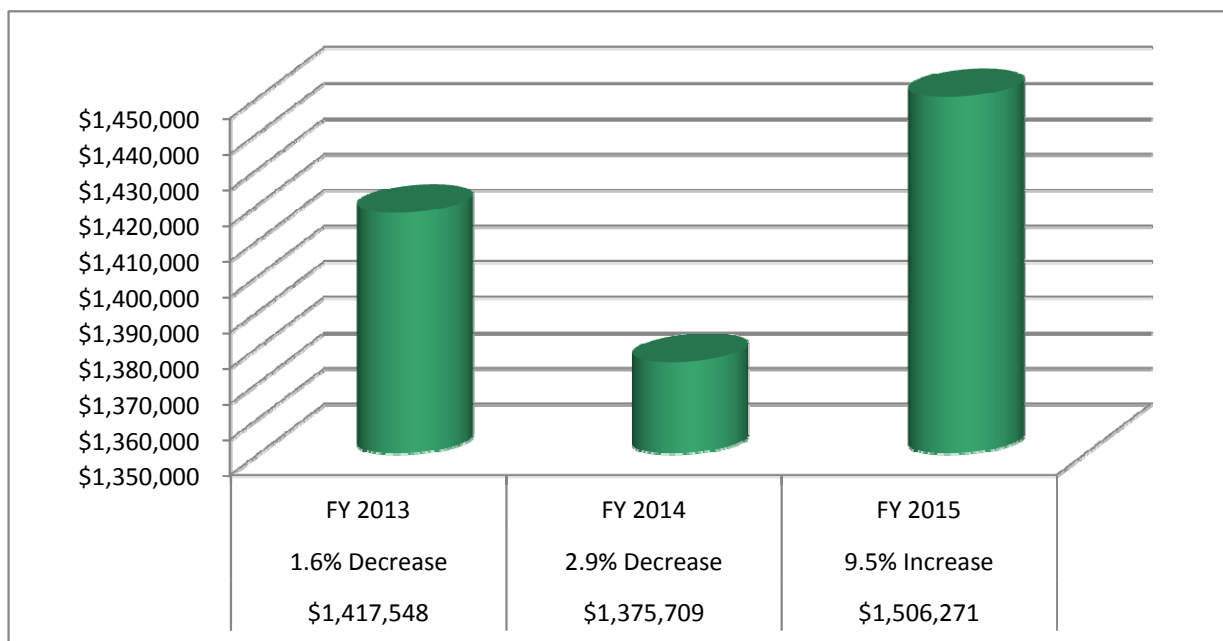
**Kennebec Valley Community Action Program  
Administration / Indirect Cost Pool Operating Budget  
October 1, 2014 - September 30, 2015**

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 40.0% of the budget), Finance (40.1%), Human Resources (10.2%), and Information Technology (9.7%).



For fiscal year 2015, a \$1,506,271 budget is proposed. The budget represents a 9.5%, or \$130,562, increase compared to fiscal year 2014.

**Administrative/Indirect Cost Comparison  
FY 2013 - FY 2015**



**Kennebec Valley Community Action Program  
Administration/Indirect Cost Pool Operating Budgets  
October 1, 2014 - September 30, 2015**

The indirect cost rate is based on agency salaries. For this fiscal year, we are seeing an increase in the operating salary base compared to that of fiscal year 2014. We are also seeing some increased expenses in insurance, legal, and audit fees; as well as, a large under recovery from FY 2013 (\$25,564). Because of these increased expenses, it was determined that there also needed to be an increase in the indirect rate to accommodate for these increases. The US Department of Health and Human Services, the agency that reviews and approves our indirect proposal, has approved a rate increase from 23% of salaries to 23.5%. The only other line items that are seeing an increase are Personnel and Payroll Taxes & Employee Benefits. The increases in these lines is because we are looking at the possibility of hiring a development director and also due to increases in health insurance premiums.

<b>Expenses:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Increase/ (Decrease)</b>
Personnel	\$ 954,342	\$ 1,003,029	\$ 48,687
Payroll Taxes & Employee Benefits	\$ 220,057	\$ 247,727	\$ 27,670
Staff Development	\$ 9,460	\$ 14,460	\$ 5,000
Travel	\$ 10,700	\$ 13,095	\$ 2,395
Office Costs	\$ 51,700	\$ 41,400	\$ (10,300)
Insurance	\$ 15,000	\$ 25,000	\$ 10,000
Telecommunications	\$ 21,000	\$ 22,500	\$ 1,500
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 26,000	\$ 37,396	\$ 11,396
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 4,500	\$ 4,500	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 6,500	\$ 1,500	\$ (5,000)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 56,450	\$ 95,664	\$ 39,214
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 1,375,709</b>	<b>\$ 1,506,271</b>	<b>\$ 130,562</b>

\*Note: The total Administrative/Indirect Cost Pool budget is 9.3% of the agency's annual operating budget.



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

### **A. General Administration**

1. Management Structure - Senior Managers
2. Customer Services
3. Wellness

### **B. Finance**

### **C. Human Resources**

### **D. Information Technology**

## **A. GENERAL ADMINISTRATION**

*Budget:* \$602,253

### **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 to support programs in their efforts to maintain strong customer services.

*Staff:* 2 full-time equivalents

*Description of Clients:* All KVCAP managers, supervisors, employees, members of the board of directors, 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. 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 continued to implement programs to benefit the health and well-being of staff. Some of those programs were as follows:

- All employees, including those who did not purchase Agency health insurance, benefit from the wellness initiatives and programs, including reimbursement for gym memberships and Weight Watchers programs.
- Flu shots were administered to approximately 100 employees.
- Held a Maintain Not Gain Program during November, December and January
- Continued the implementation of the Health Risk Assessment program for all interested staff.

**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:* \$605,032

*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 2014, 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. Department staff have worked with program managers on updating systems to meet current and proposed contract regulations. This has included developing cost pools for programs with blended funding sources, updating procedures manuals, and starting the process for developing a risk assessment program. We saw the implementation of the mileage reimbursement feature through our electronic time sheet system successfully completed. Program managers participated in a webinar with department staff on personal activity records (PARs) and we have worked together to develop a process within our current time sheet system to meet this federal requirement. This past fiscal year seemed to be the year of reviews starting with our annual audit, which produced an unqualified opinion and no audit adjustments or findings. We also had several funding source reviews and as of the date of this publication all went well with no areas of financial concern being reported. Also, this past year,

we initiated an RFP for property/liability insurance agent. Senior Managers interviewed five agencies and selected Cross Insurance as our new agent.

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

- To continue to work on risk assessment activities as they pertain to agency finances and compliance matters by collaborating with agency staff and to maintain and update as necessary reporting mechanisms and agency compliance policies and procedures manuals;
- To continue to work on our fiscal compliance and reference manuals for agency management/staff - this is a work in progress that will continue to grow and expand as regulations continue to change and become more stringent;
- To work out a process of generating and distributing financial statements to agency management on a more timely basis;
- And, to continue to look into ways that we can utilize technology to streamline processes and move toward a paperless environment, which will include offering managers and other key employees the ability to generate financial reports through our agency's accounting system, electronic vouchering options, and document management.

The Finance Department staff recognized the importance of professional development training. As a department, we determined that all staff should participate in a minimum of 25 hours of professional development activities over the course of a fiscal year. This new requirement will go into effect October 1, 2014.

We look forward to continuing our efforts and exploring new options to not only move the department, and eventually the agency, into a more efficient and "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:* \$153,493

*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 place or move 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 eighth 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) Conducted several one-on-one ergonomic assessments on staff and made numerous recommendation for changes to improve the comfort level of employees working behind a desk.
- 5) Organized KVCAP's charitable giving campaign for another successful year of contributions.
- 6) Finalized, printed and distributed the updated Personnel Policies to all employees.
- 7) Provided employees the opportunity to attend a training related to budgeting, saving and retirement planning.
- 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) Provided on-going training to new and current supervisors
- 10) Converted the HR Database to a Payroll/HR Module

*Anticipated New Service Opportunities:*

- 1) Continue to 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) Provide Hazard Communication training to all staff
- 5) Provide Sexual Harassment training to all staff

## **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:* \$145,493

*Staff:* 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:*

- Provided Gerald Senior Residence with WiFi access, office connectivity, community room PC access, and assisted commercial space with new internet services.
- Updated our Augusta location server and improved data access and accessibility for staff.
- Improved our connections between main offices with upgraded routers and equipment.
- Reduced our agency cell phone costs by another 20-25% due to new billing plans and continued monitoring.
- Reduced Educare monthly telecommunications and data connectivity costs due to new contract renegotiations.
- Integrated secure messaging and phone conferencing into our Gmail Apps services, saving on monthly service fees. \*Fall 2014\*
- Updated Finance department's software to latest Microsoft product line. \*Summer 2014\*
- Updated many Transportation PC's with solid state drives, repurposing older hardware to keep PC replacement costs down.
- Provided Transportation with a low cost phone solution for five staff to connect into our new Broker's phone system.
- Created a new meeting/media room in Drapeau, adding an HD display and video conferencing options. \*PC connectivity Fall 2014\*
- Continuing to become more energy conscious and virtualized when possible and purchase Energy Star rated printers and power supplies.

*Anticipated New Service Opportunities:*

- Replace current MS Office product line with Office 2013 agency wide.
- Update our main MITEL communications platform with new hardware.
- Update Drapeau data wiring to improve speeds and reliability.
- Continue to work with Finance to provide a full document management solution, as well electronic signature possibilities.

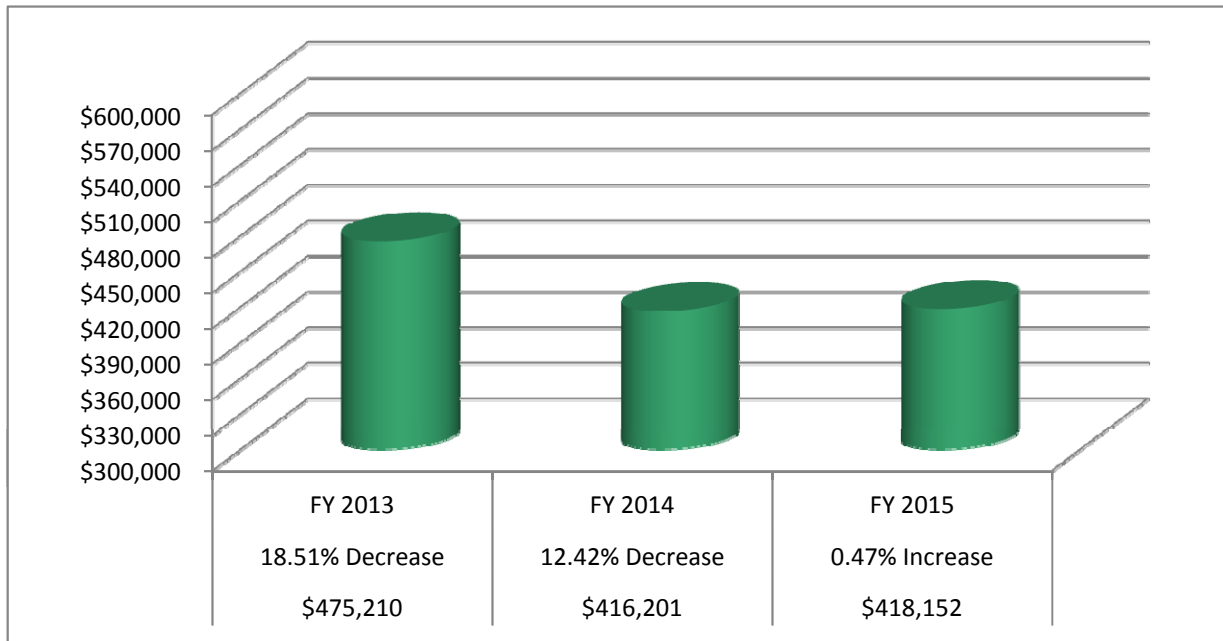
**Kennebec Valley Community Action Program**  
**Facilities Operating Budgets**  
**October 1, 2014 - September 30, 2015**

<b>Expenses:</b>	
Personnel	\$ 124,640
Payroll Taxes & Employee Benefits	\$ 34,665
Staff Development	\$ 100
Travel	\$ 300
Office Costs	\$ 400
Insurance	\$ 21,362
Telecommunications	\$ 2,570
Space & Occupancy	\$ 104,740
Contract Services	\$ 24,800
Vehicle	\$ 4,400
Housing Property Costs	\$ -
Materials & Supplies	\$ 4,850
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 28,667
Interest	\$ 17,800
Depreciation	\$ 47,858
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 1,000
Inkind	\$ -
<b>Total Expenses:</b>	<b>\$ 418,152</b>

**Kennebec Valley Community Action Program  
Facilities Operating Budget  
October 1, 2014 - September 30, 2015**

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 the Robert E. Drapeau Center, the George Keller Building, the Transportation Center, the KVCAP office in Augusta, and the Mitchell Boulette and Little Boulette Centers.

For fiscal year 2015, a \$418,152 budget is proposed. The budget represents a 0.47%, or \$1,951, increase compared to fiscal year 2014.



**Kennebec Valley Community Action Program**  
**Facilities Operating Budgets**  
**October 1, 2014 - September 30, 2015**

There is not much significant change between the FY 2014 and FY 2015 budget. This, in itself, is significant considering that in FY 2014 the Boulette Centers were only being charged to the Facilities Cost Pool at 60% due to the remaining 40% being declared idle facilities and unallowable under our grant agreements. In FY 2015, the Boulette Center is back to 100% as we are again occupying the main building for client services. The minimal increase in the budget is reflective of the work that the facilities staff have put into managing our facilities costs and finding cost savings where they can.

<b>Expenses:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Increase/ (Decrease)</b>
Personnel	\$ 118,480	\$ 124,640	\$ 6,160
Payroll Taxes & Employee Benefits	\$ 34,915	\$ 34,665	\$ (250)
Staff Development	\$ 100	\$ 100	\$ -
Travel	\$ 240	\$ 300	\$ 60
Office Costs	\$ 500	\$ 400	\$ (100)
Insurance	\$ 21,500	\$ 21,362	\$ (138)
Telecommunications	\$ 5,050	\$ 2,570	\$ (2,480)
Space & Occupancy*	\$ 85,914	\$ 104,740	\$ 18,826
Contract Services	\$ 28,100	\$ 24,800	\$ (3,300)
Vehicle	\$ 4,000	\$ 4,400	\$ 400
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 6,050	\$ 4,850	\$ (1,200)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 27,251	\$ 28,667	\$ 1,416
Interest	\$ 31,400	\$ 17,800	\$ (13,600)
Depreciation	\$ 52,051	\$ 47,858	\$ (4,193)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 650	\$ 1,000	\$ 350
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 416,201</b>	<b>\$ 418,152</b>	<b>\$ 1,951</b>

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

- Rent (2015 budget amount = \$11,584 - 2.5% decrease compared to 2014)
- Electricity (\$24,000 - 1.8% decrease)
- Fuel (\$52,956 - 67.6% increase)
- Water/Sewer (\$4,600 - 16.4% decrease)
- Rubbish Removal (\$4,600 - 16.4% decrease)
- Snow Removal/Landscaping (\$7,000 - no change)



**PART IV: FACILITIES** (Suzanne Walsh, Chief Operating Officer; Jeff Paquette, Facilities Manager)

*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:* \$418,152

*Facilities Committee:* This committee is comprised of all Agency Leadership Team members as well as the Facilities Manager and the Energy and Housing Executive Assistant. It is a standing item on the ALT agenda every month.

*Description of clients:* All KVCAP programs and Agency staff

*Continuing Services:*

1) Maintain 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 monitor, assess, and enhance building safety and security at all sites.

**Kennebec Valley Community Action Program**  
**Agency Operating Budgets**  
**October 1, 2014 - September 30, 2015**

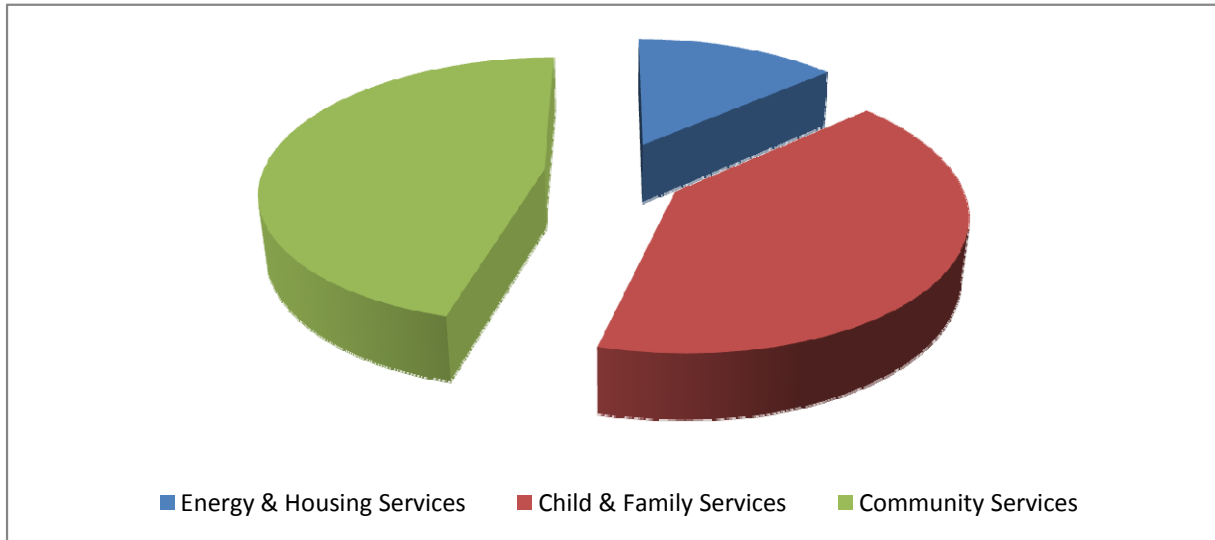
<b>Revenue:</b>	<b>Energy &amp; Housing Services</b>	<b>Child &amp; Family Services</b>	<b>Community Services</b>	<b>Total</b>
Grants & Contracts	\$ 2,182,210	\$ 4,634,298	\$ 2,496,651	\$ 9,313,159
Program Revenue	\$ 28,736	\$ 1,081,362	\$ 4,548,055	\$ 5,658,153
Other Revenue	\$ -	\$ 128,256	\$ 388,698	\$ 516,954
Inkind	\$ -	\$ 742,394	\$ -	\$ 742,394
<b>Total Revenue:</b>	<b>\$ 2,210,946</b>	<b>\$ 6,586,310</b>	<b>\$ 7,433,404</b>	<b>\$ 16,230,660</b>

<b>Expenses:</b>				
Personnel	\$ 689,006	\$ 3,112,184	\$ 2,278,539	\$ 6,079,729
Payroll Taxes & Employee Benefits	\$ 175,165	\$ 1,012,046	\$ 744,661	\$ 1,931,872
Staff Development	\$ 4,158	\$ 47,539	\$ 39,300	\$ 90,997
Travel	\$ 14,379	\$ 37,204	\$ 81,775	\$ 133,358
Office Costs	\$ 50,283	\$ 47,561	\$ 59,429	\$ 157,273
Insurance	\$ 5,849	\$ 15,570	\$ 1,080	\$ 22,499
Telecommunications	\$ 33,638	\$ 36,226	\$ 87,138	\$ 157,002
Space & Occupancy	\$ 139,842	\$ 199,350	\$ 218,499	\$ 557,691
Contract Services	\$ 438,523	\$ 263,456	\$ 98,768	\$ 800,747
Vehicle	\$ 50,887	\$ -	\$ 594,215	\$ 645,102
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 440,452	\$ 193,054	\$ 22,598	\$ 656,104
Direct Client Assistance	\$ -	\$ 1,100	\$ 2,025,020	\$ 2,026,120
Administration (Indirect)	\$ 153,088	\$ 731,367	\$ 535,424	\$ 1,419,879
Interest	\$ -	\$ 116,808	\$ -	\$ 116,808
Depreciation	\$ -	\$ -	\$ 70,513	\$ 70,513
Common Carrier	\$ -	\$ -	\$ 500,000	\$ 500,000
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 15,676	\$ 30,451	\$ 76,445	\$ 122,572
Inkind	\$ -	\$ 742,394	\$ -	\$ 742,394
<b>Total Expenses:</b>	<b>\$ 2,210,946</b>	<b>\$ 6,586,310</b>	<b>\$ 7,433,404</b>	<b>\$ 16,230,660</b>

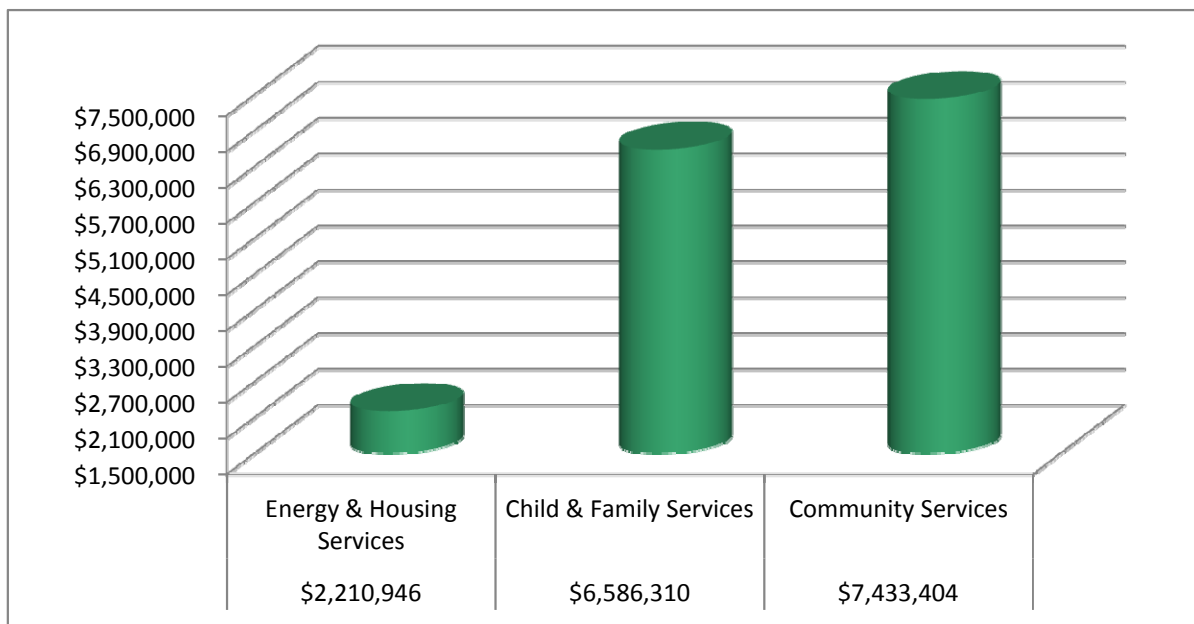
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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**Kennebec Valley Community Action Program  
Agency Operating Budget  
October 1, 2014 - September 30, 2015**

The agency's operating budget consists of its three major departments - Energy and Housing Services (which contributes 13.6% of the budget), Child and Family Services (40.6%), and Community Services (45.8%).



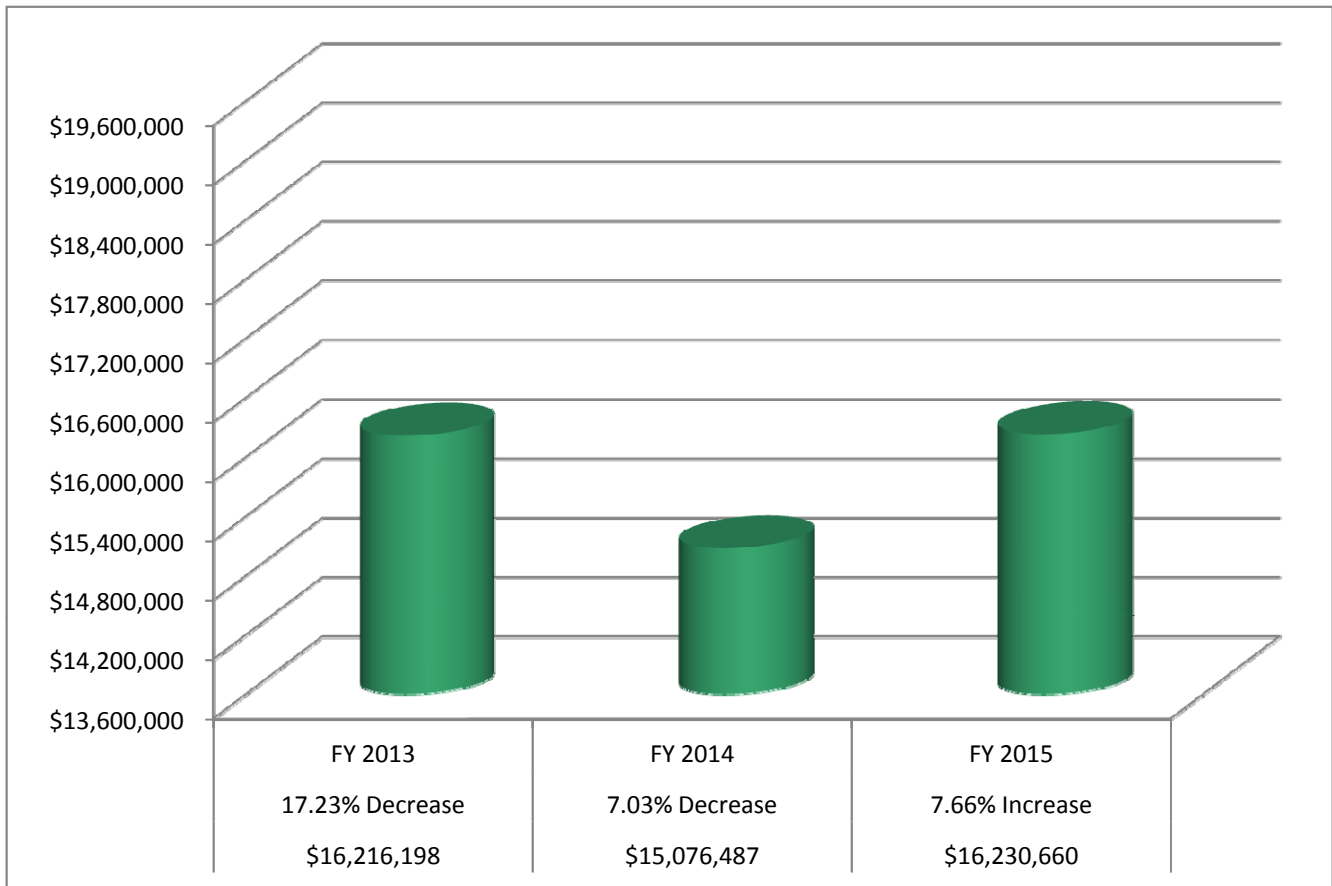
**Budget by Department  
FY 2015**



**Kennebec Valley Community Action Program  
Agency Operating Budget  
October 1, 2014 - September 30, 2015**

For fiscal year 2015, a \$16,230,660 budget is proposed. This budget represents a 7.66%, or \$1,154,173 increase compared to 2014's 7.03 % decrease.

**Agency Operating Budget Comparison  
FY 2013 - FY 2015**



By department, Energy & Housing Services shows a 23.9% decrease, Child & Family Services shows a 4.8% increase, and Community Services shows a 26.4% increase. Please see each department listing for more details.

**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 9,453,211	\$ 9,313,159	\$ (140,052)
Program Revenue	\$ 4,555,419	\$ 5,658,153	\$ 1,102,734
Other Revenue	\$ 444,801	\$ 516,954	\$ 72,153
Inkind	\$ 623,056	\$ 742,394	\$ 119,338
<b>Total Revenue:</b>	<b>\$ 15,076,487</b>	<b>\$ 16,230,660</b>	<b>\$ 1,154,173</b>

<b>Expenses:</b>			
Personnel	\$ 5,853,901	\$ 6,079,729	\$ 225,828
Payroll Taxes & Employee Benefits	\$ 1,749,219	\$ 1,931,872	\$ 182,653
Staff Development	\$ 89,008	\$ 90,997	\$ 1,989
Travel	\$ 123,844	\$ 133,358	\$ 9,514
Office Costs	\$ 150,533	\$ 157,273	\$ 6,740
Insurance	\$ 23,855	\$ 22,499	\$ (1,356)
Telecommunications	\$ 144,173	\$ 157,002	\$ 12,829
Space & Occupancy	\$ 570,447	\$ 557,691	\$ (12,756)
Contract Services	\$ 1,266,161	\$ 800,747	\$ (465,414)
Vehicle	\$ 601,301	\$ 645,102	\$ 43,801
Housing Property Costs	\$ 81,178	\$ -	\$ (81,178)
Materials & Supplies	\$ 709,412	\$ 656,104	\$ (53,308)
Direct Client Assistance	\$ 1,520,400	\$ 2,026,120	\$ 505,720
Administration (Indirect)	\$ 1,324,087	\$ 1,419,879	\$ 95,792
Interest	\$ 123,190	\$ 116,808	\$ (6,382)
Depreciation	\$ 13,032	\$ 70,513	\$ 57,481
Common Carrier	\$ -	\$ 500,000	\$ 500,000
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 109,690	\$ 122,572	\$ 12,882
Inkind	\$ 623,056	\$ 742,394	\$ 119,338
<b>Total Expenses:</b>	<b>\$ 15,076,487</b>	<b>\$ 16,230,660</b>	<b>\$ 1,154,173</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2014 - September 30, 2015**

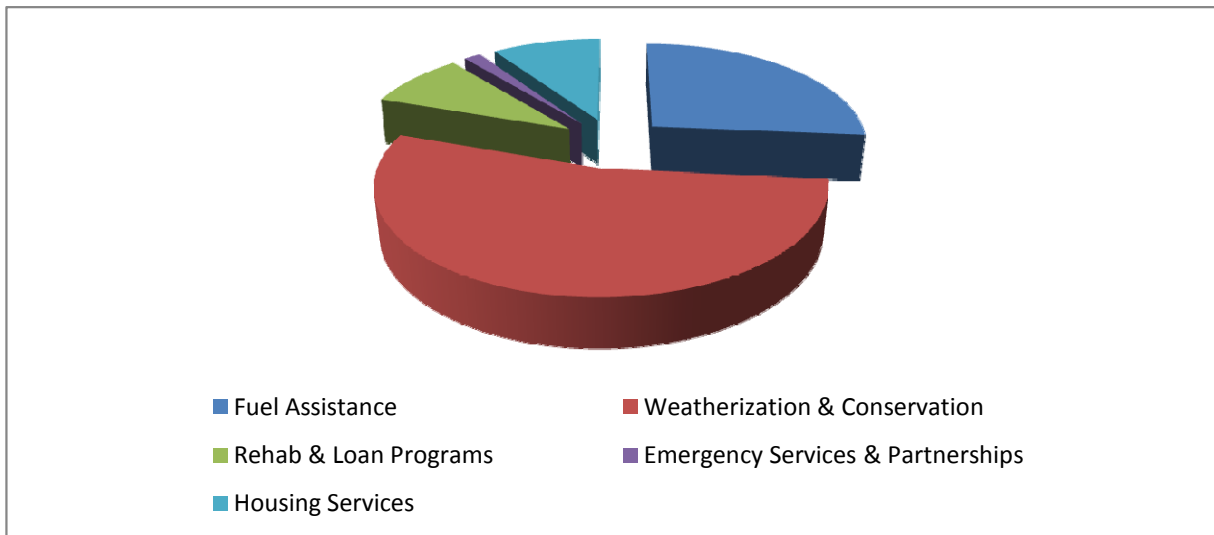
<b>Revenue:</b>	<b>Fuel Assistance</b>	<b>Weatherization &amp; Conservation</b>	<b>Rehab &amp; Loan Programs</b>	<b>Emergency Services &amp; Partnerships</b>	<b>Housing Services</b>	<b>Total</b>
Grants & Contracts	\$ 583,598	\$ 1,190,848	\$ 192,613	\$ 18,100	\$ 197,051	\$ 2,182,210
Program Revenue	\$ -	\$ -	\$ -	\$ 14,452	\$ 14,284	\$ 28,736
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 583,598	\$ 1,190,848	\$ 192,613	\$ 32,552	\$ 211,335	\$ 2,210,946

<b>Expenses:</b>						
Personnel	\$ 323,710	\$ 231,393	\$ 14,237	\$ 7,839	\$ 111,827	\$ 689,006
Payroll Taxes & Employee Benefits	\$ 84,637	\$ 59,809	\$ 4,720	\$ 2,491	\$ 23,508	\$ 175,165
Staff Development	\$ -	\$ -	\$ -	\$ 285	\$ 3,873	\$ 4,158
Travel	\$ 3,894	\$ -	\$ -	\$ 1,373	\$ 9,112	\$ 14,379
Office Costs	\$ 29,079	\$ 10,419	\$ 193	\$ 1,626	\$ 8,966	\$ 50,283
Insurance	\$ -	\$ 5,249	\$ -	\$ 600	\$ -	\$ 5,849
Telecommunications	\$ 11,934	\$ 14,641	\$ 833	\$ 870	\$ 5,360	\$ 33,638
Space & Occupancy	\$ 44,934	\$ 65,658	\$ 333	\$ 12,586	\$ 16,331	\$ 139,842
Contract Services	\$ 10,291	\$ 252,024	\$ 168,184	\$ 1,974	\$ 6,050	\$ 438,523
Vehicle	\$ -	\$ 50,049	\$ 838	\$ -	\$ -	\$ 50,887
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 440,250	\$ -	\$ 180	\$ 22	\$ 440,452
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 74,704	\$ 49,618	\$ 3,275	\$ 1,833	\$ 23,658	\$ 153,088
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 415	\$ 11,738	\$ -	\$ 895	\$ 2,628	\$ 15,676
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 583,598	\$ 1,190,848	\$ 192,613	\$ 32,552	\$ 211,335	\$ 2,210,946

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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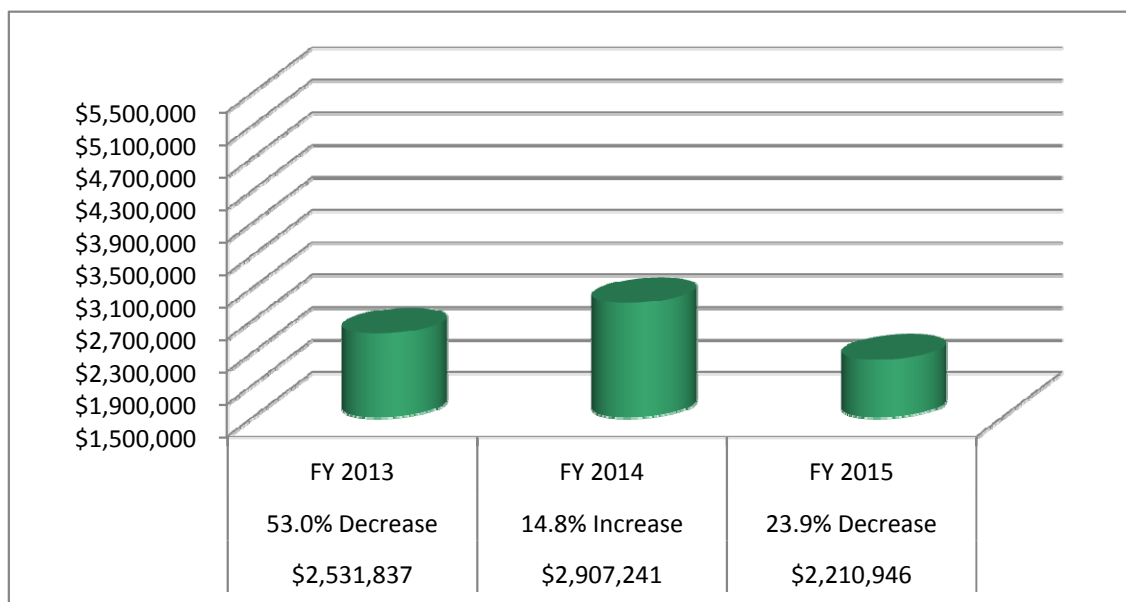
**Kennebec Valley Community Action Program  
Energy & Housing Services Operating Budget  
October 1, 2014 - September 30, 2015**

The Energy & Housing Services budget consists of the following programming: Fuel Assistance (which contributes 26.4% of the budget), Weatherization & Conservation (53.9%), Rehab Loan Programs (8.7%), Emergency Services & Partnerships (1.5%), and Housing Services (9.5%).



For fiscal year 2015, a \$2,210,946 budget is proposed. This budget represents a 23.9%, or (\$696,295) decrease compared to fiscal year 2014's budget.

**Energy & Housing Services Comparison  
FY 2013 - FY 2015**



## Kennebec Valley Community Action Program

### Energy & Housing Services Operating Budget

October 1, 2014 - September 30, 2015

In FY 2015, Energy & Housing Services is seeing a decrease to their budget of (\$696,295). The decrease is due to the following contributing factors: a net decrease in Weatherization funding totaling (\$236,844) - the net of a reduction in DOE and an increase in Supplemental programming, a decrease in Rehab & Loan Program funding of (\$438,277) - cut of the Home Repair Network funding and one-time CDBG funding, a decrease in Emergency Services & Partnerships of (\$15,536) that was related to rent at the T-House, and a decrease in Housing Services of (\$123,518) which is primarily due to no development project being scheduled for FY 2015. All these decreases were offset by an increase in Fuel Assistance funding that totaled \$117,880.

Looking at the two year comparison presented below, the change in line items are directly related to the programming changes mentioned above. The largest decreases occurring in Space & Occupancy, Contract Services, Housing Property Costs, and Materials & Supplies are directly related to reductions in DOE, Home Repair, CDBG funding, and Real Estate Development.

Revenue:	FY 2014	FY 2015	Increase/ (Decrease)
Grants & Contracts	\$ 2,551,653	\$ 2,182,210	\$ (369,443)
Program Revenue	\$ 355,588	\$ 28,736	\$ (326,852)
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 2,907,241</b>	<b>\$ 2,210,946</b>	<b>\$ (696,295)</b>

Expenses:			
Personnel	\$ 698,928	\$ 689,006	\$ (9,922)
Payroll Taxes & Employee Benefits	\$ 198,113	\$ 175,165	\$ (22,948)
Staff Development	\$ 5,119	\$ 4,158	\$ (961)
Travel	\$ 17,230	\$ 14,379	\$ (2,851)
Office Costs	\$ 53,303	\$ 50,283	\$ (3,020)
Insurance	\$ 7,520	\$ 5,849	\$ (1,671)
Telecommunications	\$ 34,802	\$ 33,638	\$ (1,164)
Space & Occupancy	\$ 180,807	\$ 139,842	\$ (40,965)
Contract Services	\$ 894,069	\$ 438,523	\$ (455,546)
Vehicle	\$ 55,923	\$ 50,887	\$ (5,036)
Housing Property Costs	\$ 81,178	\$ -	\$ (81,178)
Materials & Supplies	\$ 518,417	\$ 440,452	\$ (77,965)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 140,758	\$ 153,088	\$ 12,330
Interest	\$ 4,382	\$ -	\$ (4,382)
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 16,692	\$ 15,676	\$ (1,016)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 2,907,241</b>	<b>\$ 2,210,946</b>	<b>\$ (696,295)</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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**Kennebec Valley Community Action Program**  
**Fuel Assistance Operating Budgets**  
**October 1, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>*LIHEAP</b>	<b>*LIAP</b>	<b>Total</b>
Grants & Contracts	\$ 521,719	\$ 61,879	\$ 583,598
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 521,719	\$ 61,879	\$ 583,598

<b>Expenses:</b>			
Personnel	\$ 289,300	\$ 34,410	\$ 323,710
Payroll Taxes & Employee Benefits	\$ 75,783	\$ 8,854	\$ 84,637
Staff Development	\$ -	\$ -	\$ -
Travel	\$ 3,894	\$ -	\$ 3,894
Office Costs	\$ 24,118	\$ 4,961	\$ 29,079
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 10,760	\$ 1,174	\$ 11,934
Space & Occupancy	\$ 40,368	\$ 4,566	\$ 44,934
Contract Services	\$ 10,291	\$ -	\$ 10,291
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 66,790	\$ 7,914	\$ 74,704
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 415	\$ -	\$ 415
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 521,719	\$ 61,879	\$ 583,598

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
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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, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>*DOE</b>	<b>* HEAP Wthz</b>	<b>* CHIP</b>	<b>Weatherization Supplemental</b>	<b>DEP Tank Replacement</b>	<b>Total</b>
Grants & Contracts	\$ 108,655	\$ 513,896	\$ 171,299	\$ 294,098	\$ 102,900	\$ 1,190,848
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 108,655</b>	<b>\$ 513,896</b>	<b>\$ 171,299</b>	<b>\$ 294,098</b>	<b>\$ 102,900</b>	<b>\$ 1,190,848</b>

<b>Expenses:</b>						
Personnel	\$ 17,959	\$ 121,786	\$ 36,265	\$ 46,383	\$ 9,000	\$ 231,393
Payroll Taxes & Employee Benefits	\$ 4,441	\$ 30,988	\$ 9,406	\$ 11,974	\$ 3,000	\$ 59,809
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ 1,035	\$ 6,708	\$ 136	\$ 2,135	\$ 405	\$ 10,419
Insurance	\$ 1,038	\$ 3,000	\$ -	\$ 1,211	\$ -	\$ 5,249
Telecommunications	\$ 2,056	\$ 8,188	\$ 285	\$ 3,977	\$ 135	\$ 14,641
Space & Occupancy	\$ 12,120	\$ 24,802	\$ 2,696	\$ 25,140	\$ 900	\$ 65,658
Contract Services	\$ 23,441	\$ 150,013	\$ -	\$ 78,570	\$ -	\$ 252,024
Vehicle	\$ 9,367	\$ 19,697	\$ 2,400	\$ 18,585	\$ -	\$ 50,049
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 31,551	\$ 115,589	\$ 111,344	\$ 94,376	\$ 87,390	\$ 440,250
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 3,403	\$ 26,330	\$ 8,635	\$ 9,180	\$ 2,070	\$ 49,618
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,244	\$ 6,795	\$ 132	\$ 2,567	\$ -	\$ 11,738
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 108,655</b>	<b>\$ 513,896</b>	<b>\$ 171,299</b>	<b>\$ 294,098</b>	<b>\$ 102,900</b>	<b>\$ 1,190,848</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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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, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>MSHA Rehab Loan Program</b>
Grants & Contracts	\$ 192,613
Program Revenue	\$ -
Other Revenue	\$ -
Inkind	\$ -
<b>Total Revenue:</b>	<b>\$ 192,613</b>

<b>Expenses:</b>	
Personnel	\$ 14,237
Payroll Taxes & Employee Benefits	\$ 4,720
Staff Development	\$ -
Travel	\$ -
Office Costs	\$ 193
Insurance	\$ -
Telecommunications	\$ 833
Space & Occupancy	\$ 333
Contract Services	\$ 168,184
Vehicle	\$ 838
Housing Property Costs	\$ -
Materials & Supplies	\$ -
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 3,275
Interest	\$ -
Depreciation	\$ -
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ -
Inkind	\$ -
<b>Total Expenses:</b>	<b>\$ 192,613</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>
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**Kennebec Valley Community Action Program**  
**Emergency Services & Partnerships Operating Budgets**  
**October 1, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>*TEFAP</b>	<b>**Family Violence Project</b>	<b>Transitional Housing</b>	<b>Total</b>
Grants & Contracts	\$ 18,100	\$ -	\$ -	\$ 18,100
Program Revenue	\$ -	\$ 2,700	\$ 11,752	\$ 14,452
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 18,100	\$ 2,700	\$ 11,752	\$ 32,552

<b>Expenses:</b>				
Personnel	\$ 6,928	\$ 911	\$ -	\$ 7,839
Payroll Taxes & Employee Benefits	\$ 2,209	\$ 282	\$ -	\$ 2,491
Staff Development	\$ 285	\$ -	\$ -	\$ 285
Travel	\$ 887	\$ 486	\$ -	\$ 1,373
Office Costs	\$ 1,575	\$ 27	\$ 24	\$ 1,626
Insurance	\$ -	\$ -	\$ 600	\$ 600
Telecommunications	\$ 510	\$ 240	\$ 120	\$ 870
Space & Occupancy	\$ 3,192	\$ 540	\$ 8,854	\$ 12,586
Contract Services	\$ -	\$ -	\$ 1,974	\$ 1,974
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 180	\$ 180
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 1,619	\$ 214	\$ -	\$ 1,833
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 895	\$ -	\$ -	\$ 895
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 18,100	\$ 2,700	\$ 11,752	\$ 32,552

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
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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, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>Home Buyer Education</b>	<b>Foreclosure Counseling</b>	<b>Doree Taylor Foundation Grant</b>	<b>Neighborworks Foreclosure Mitigation</b>	<b>Neighborworks Housing Counseling</b>	<b>Neighborworks Emergency Home Loan Program</b>	<b>Neighborworks Administration</b>	<b>Total</b>
Grants & Contracts	\$ 10,800	\$ 40,000	\$ 15,000	\$ 32,400	\$ 30,451	\$ 7,000	\$ 61,400	\$ 197,051
Program Revenue	\$ 14,284	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,284
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 25,084</b>	<b>\$ 40,000</b>	<b>\$ 15,000</b>	<b>\$ 32,400</b>	<b>\$ 30,451</b>	<b>\$ 7,000</b>	<b>\$ 61,400</b>	<b>\$ 211,335</b>

<b>Expenses:</b>								
Personnel	\$ 6,458	\$ 23,659	\$ 8,744	\$ 19,632	\$ 17,639	\$ 4,440	\$ 31,255	\$ 111,827
Payroll Taxes & Employee Benefits	\$ 1,085	\$ 3,806	\$ 2,751	\$ 3,984	\$ 2,333	\$ 495	\$ 9,054	\$ 23,508
Staff Development	\$ -	\$ 407	\$ 200	\$ -	\$ -	\$ -	\$ 3,266	\$ 3,873
Travel	\$ 1,200	\$ 345	\$ -	\$ 600	\$ -	\$ -	\$ 6,967	\$ 9,112
Office Costs	\$ 4,625	\$ 929	\$ 200	\$ 1,465	\$ -	\$ 80	\$ 1,667	\$ 8,966
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 320	\$ 1,164	\$ -	\$ 1,956	\$ -	\$ 940	\$ 980	\$ 5,360
Space & Occupancy	\$ 3,078	\$ 4,250	\$ -	\$ 155	\$ 6,695	\$ -	\$ 2,153	\$ 16,331
Contract Services	\$ 4,950	\$ -	\$ 1,100	\$ -	\$ -	\$ -	\$ -	\$ 6,050
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22	\$ 22
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 968	\$ 5,440	\$ 2,005	\$ 4,608	\$ 3,784	\$ 1,045	\$ 5,808	\$ 23,658
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 228	\$ 2,628
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 25,084</b>	<b>\$ 40,000</b>	<b>\$ 15,000</b>	<b>\$ 32,400</b>	<b>\$ 30,451</b>	<b>\$ 7,000</b>	<b>\$ 61,400</b>	<b>\$ 211,335</b>

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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## **PART VI: ENERGY & HOUSING SERVICES**

Energy and Housing Services Mission Statement: Energy and Housing Services is dedicated to developing strategies for those struggling with economic insecurity and working with 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 & HOUSING SERVICES (Director: Monica Buck)**

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

*Budget:* \$583,598 (\$521,719 - LIHEAP Administrative & Other Benefits \$61,879 - LIAP)

*Staff:* 3 full-time equivalent, 8 temporary employees

*Description of clients:* Low-income households

*Number of households to be served in FY 2015:* 13,000

#### *Continuing Services:*

*LIHEAP:* Provides a fuel assistance benefit to income eligible households. Applications are taken from August 18 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 2015:* 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 Program (Department of Energy/HEAP Weatherization/Weatherization Supplemental) – Kennebec, Somerset, Lincoln, Sagadahoc**

*Budget:* \$916,649

*Staff:* 4 full-time equivalents

*Description of clients:* LIHEAP-eligible households

*Number of clients to be served in FY 2015:* 144

*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

*Staff:* 3 full-time equivalents

*Description of clients:* LIHEAP eligible households

*Number of clients to be served in FY 2015:* 58

*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 purchases material 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

*Staff:* 1 full-time equivalent

*Description of clients:* Low-Income households

*Number of households to be served in FY 2015:* 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:* \$192,613

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

*Staff:* 1 full-time equivalent and 1 part-time equivalent

*Number of families to be served in FY 2015:* 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.

## **Keeping Seniors Home**

*Description of clients:* Elderly Homeowners (55 and over)

*Staff:* 2 part-time equivalent

*Number of Clients to be served in FY 2015:* 50

*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 2015:* 37 Food Banks/Soup Kitchens

*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 2015:* 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:* \$11,752

*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 2015:* 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. HOMEOWNERSHIP SERVICES (Director: Suzanne Walsh)**

*Mission:* The mission of Homeownership 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.

### **Homeownership Education & Counseling**

*Budget:* \$211,335

*Staff:* 3 full-time equivalents

*Description of clients:* No Income Restrictions

*Estimated number of clients to be served in FY 2015:* 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:* Low to Moderate Income Households

*Estimated number of households to be served in FY 2015:* 1

*Continuing Services:* Develop and sell single family homes using sustainable and energy-efficient 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. One home is currently complete and for sale in FY 2015. There are no plans to build any new homes this fiscal year given that we have in our inventory one new home and the modular (which has been used as a community building), both of which will be on the market.

**Cony Village /School Projects:** In the past we have partnered 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 a total of 5 homes. The most current house plan was a smaller home with a budget of approximately \$135,000.00.

**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budgets**  
**October 1, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>Head Start/Early Head Start</b>	<b>*CACFP</b>	<b>Other Child &amp; Family Services</b>	<b>Total</b>
Grants & Contracts	\$ 3,125,737	\$ 126,307	\$ 1,382,254	\$ 4,634,298
Program Revenue	\$ 7,500	\$ -	\$ 1,073,862	\$ 1,081,362
Other Revenue	\$ -	\$ -	\$ 128,256	\$ 128,256
Inkind	\$ 742,394	\$ -	\$ -	\$ 742,394
<b>Total Revenue:</b>	<b>\$ 3,875,631</b>	<b>\$ 126,307</b>	<b>\$ 2,584,372</b>	<b>\$ 6,586,310</b>

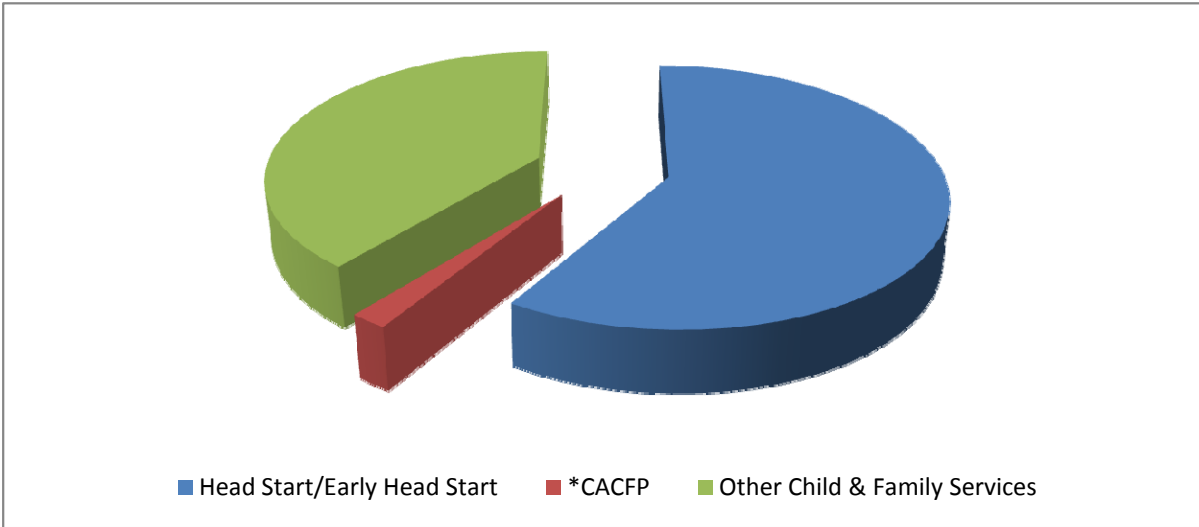
<b>Expenses:</b>				
Personnel	\$ 1,840,261	\$ 17,177	\$ 1,254,746	\$ 3,112,184
Payroll Taxes & Employee Benefits	\$ 594,064	\$ 6,007	\$ 411,975	\$ 1,012,046
Staff Development	\$ 43,551	\$ -	\$ 3,988	\$ 47,539
Travel	\$ 28,350	\$ 56	\$ 8,798	\$ 37,204
Office Costs	\$ 31,753	\$ -	\$ 15,808	\$ 47,561
Insurance	\$ 4,099	\$ -	\$ 11,471	\$ 15,570
Telecommunications	\$ 10,644	\$ -	\$ 25,582	\$ 36,226
Space & Occupancy	\$ 25,778	\$ -	\$ 173,572	\$ 199,350
Contract Services	\$ 54,541	\$ 1,000	\$ 207,915	\$ 263,456
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 49,512	\$ 98,031	\$ 45,511	\$ 193,054
Direct Client Assistance	\$ 250	\$ -	\$ 850	\$ 1,100
Administration (Indirect)	\$ 432,463	\$ 4,036	\$ 294,868	\$ 731,367
Interest	\$ -	\$ -	\$ 116,808	\$ 116,808
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 17,971	\$ -	\$ 12,480	\$ 30,451
Inkind	\$ 742,394	\$ -	\$ -	\$ 742,394
<b>Total Expenses:</b>	<b>\$ 3,875,631</b>	<b>\$ 126,307</b>	<b>\$ 2,584,372</b>	<b>\$ 6,586,310</b>

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

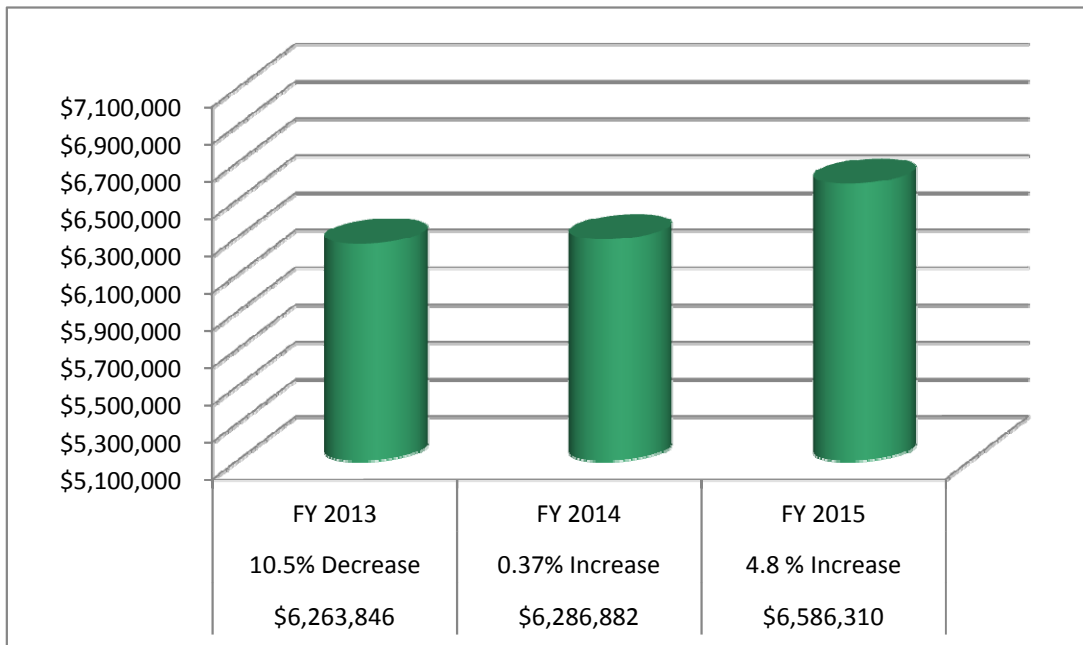
**Kennebec Valley Community Action Program  
Child & Family Services Operating Budget  
October 1, 2014 - September 30, 2015**

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 58.9% of the budget), the Child and Adult Care Food Program [CACFP] (1.9%), and all other Child & Family Services (39.2%).



For fiscal year 2015, a \$6,586,310 budget is proposed. This budget represents a 4.8%, or \$299,428 increase compared to fiscal year 2014's budget.

**Child & Family Services Comparison  
FY 2013 - FY 2015**



**Kennebec Valley Community Action Program**

**Child & Family Services Operating Budget**

**October 1, 2014 - September 30, 2015**

Child and Family Services is showing an increase in their budget for FY 2015. There was a reduction in funding in both State and Federal Head Start funds; however, there were increases in revenue from our public school partners for other services that offset the reductions and account for the increase in the overall budget.

Any significant increases in expense lines are mostly staff related. The large increase in Payroll Taxes and Employee Benefits is due to the increase in health insurance benefits and the large increase in Inkind is per grant requirements about non-federal match within the Head Start program.

<b>Revenue:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 4,474,539	\$ 4,634,298	\$ 159,759
Program Revenue	\$ 1,050,031	\$ 1,081,362	\$ 31,331
Other Revenue	\$ 139,256	\$ 128,256	\$ (11,000)
Inkind	\$ 623,056	\$ 742,394	\$ 119,338
<b>Total Revenue:</b>	<b>\$ 6,286,882</b>	<b>\$ 6,586,310</b>	<b>\$ 299,428</b>

<b>Expenses:</b>			
Personnel	\$ 3,050,514	\$ 3,112,184	\$ 61,670
Payroll Taxes & Employee Benefits	\$ 912,753	\$ 1,012,046	\$ 99,293
Staff Development	\$ 46,539	\$ 47,539	\$ 1,000
Travel	\$ 37,371	\$ 37,204	\$ (167)
Office Costs	\$ 50,192	\$ 47,561	\$ (2,631)
Insurance	\$ 15,240	\$ 15,570	\$ 330
Telecommunications	\$ 39,126	\$ 36,226	\$ (2,900)
Space & Occupancy	\$ 172,850	\$ 199,350	\$ 26,500
Contract Services	\$ 303,077	\$ 263,456	\$ (39,621)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 179,675	\$ 193,054	\$ 13,379
Direct Client Assistance	\$ 1,050	\$ 1,100	\$ 50
Administration (Indirect)	\$ 701,612	\$ 731,367	\$ 29,755
Interest	\$ 116,808	\$ 116,808	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 37,019	\$ 30,451	\$ (6,568)
Inkind	\$ 623,056	\$ 742,394	\$ 119,338
<b>Total Expenses:</b>	<b>\$ 6,286,882</b>	<b>\$ 6,586,310</b>	<b>\$ 299,428</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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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, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>State Head Start - Educare</b>	<b>Head Start - Educare</b>	<b>Head Start - All Other Centers</b>	<b>Early Head Start - Educare</b>	<b>Early Head Start - All Other Centers</b>	<b>*T&amp;TA - Educare</b>	<b>*T&amp;TA - All Other Centers</b>	<b>Total</b>
Grants & Contracts	\$ 175,454	\$ 970,065	\$ 1,239,437	\$ 400,615	\$ 294,177	\$ 31,179	\$ 14,810	\$ 3,125,737
Program Revenue	\$ -	\$ 3,300	\$ 2,000	\$ 2,000	\$ 200	\$ -	\$ -	\$ 7,500
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ 742,394	\$ -	\$ -	\$ -	\$ -	\$ 742,394
<b>Total Revenue:</b>	\$ 175,454	\$ 973,365	\$ 1,983,831	\$ 402,615	\$ 294,377	\$ 31,179	\$ 14,810	\$ 3,875,631

<b>Expenses:</b>								
Personnel	\$ 110,176	\$ 532,128	\$ 787,888	\$ 302,621	\$ 107,448	\$ -	\$ -	\$ 1,840,261
Payroll Taxes & Employee Benefits	\$ 39,316	\$ 178,875	\$ 232,895	\$ 108,623	\$ 34,355	\$ -	\$ -	\$ 594,064
Staff Development	\$ -	\$ 2,657	\$ 1,717	\$ 432	\$ 96	\$ 26,572	\$ 12,077	\$ 43,551
Travel	\$ 70	\$ 1,877	\$ 12,376	\$ 629	\$ 6,058	\$ 4,607	\$ 2,733	\$ 28,350
Office Costs	\$ -	\$ 12,068	\$ 13,902	\$ 3,179	\$ 2,604	\$ -	\$ -	\$ 31,753
Insurance	\$ -	\$ 1,655	\$ 1,668	\$ 453	\$ 323	\$ -	\$ -	\$ 4,099
Telecommunications	\$ -	\$ 3,109	\$ 5,634	\$ 637	\$ 1,264	\$ -	\$ -	\$ 10,644
Space & Occupancy	\$ -	\$ 7,244	\$ 15,627	\$ -	\$ 2,907	\$ -	\$ -	\$ 25,778
Contract Services	\$ -	\$ 20,719	\$ 24,094	\$ 5,675	\$ 4,053	\$ -	\$ -	\$ 54,541
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 19,987	\$ 13,445	\$ 13,409	\$ 2,671	\$ -	\$ -	\$ 49,512
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ -	\$ -	\$ 250
Administration (Indirect)	\$ 25,892	\$ 125,049	\$ 185,157	\$ 71,115	\$ 25,250	\$ -	\$ -	\$ 432,463
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 6,811	\$ 8,220	\$ 1,986	\$ 954	\$ -	\$ -	\$ 17,971
Inkind	\$ -	\$ -	\$ 742,394	\$ -	\$ -	\$ -	\$ -	\$ 742,394
<b>Total Expenses:</b>	\$ 175,454	\$ 912,179	\$ 2,045,017	\$ 508,759	\$ 188,233	\$ 31,179	\$ 14,810	\$ 3,875,631

<b>Surplus/(Deficit)</b>	\$ -	\$ 61,186	\$ (61,186)	\$ (106,144)	\$ 106,144	\$ -	\$ -	\$ -
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\*T&TA = Training & Technical Assistance



**Kennebec Valley Community Action Program**

**\*CACFP Operating Budgets**

**October 1, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>CACFP - Educare</b>	<b>CACFP - Educare After School</b>	<b>Total</b>
Grants & Contracts	\$ 124,689	\$ 1,618	\$ 126,307
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 124,689</b>	<b>\$ 1,618</b>	<b>\$ 126,307</b>

<b>Expenses:</b>			
Personnel	\$ 17,177	\$ -	\$ 17,177
Payroll Taxes & Employee Benefits	\$ 6,007	\$ -	\$ 6,007
Staff Development	\$ -	\$ -	\$ -
Travel	\$ 56	\$ -	\$ 56
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 1,000	\$ -	\$ 1,000
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 97,217	\$ 814	\$ 98,031
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 4,036	\$ -	\$ 4,036
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 125,493</b>	<b>\$ 814</b>	<b>\$ 126,307</b>

<b>Surplus/(Deficit)</b>	<b>\$ (804)</b>	<b>\$ 804</b>	<b>\$ -</b>
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\*CACFP = Child and Adult Care Food Program

**Kennebec Valley Community Action Program  
Other Child & Family Services Operating Budgets  
October 1, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>21st Century Grant - Educare After School</b>	<b>GSPHC - Move More Kids</b>	<b>Other Services - Educare</b>	<b>Other Services - All Other Centers</b>	<b>Educare Facilities</b>	<b>Total</b>
Grants & Contracts	\$ 37,037	\$ 5,000	\$ 762,674	\$ 577,543	\$ -	\$ 1,382,254
Program Revenue	\$ -	\$ -	\$ 1,044,857	\$ 29,005	\$ -	\$ 1,073,862
Other Revenue	\$ -	\$ -	\$ 24,000	\$ 9,200	\$ 95,056	\$ 128,256
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 37,037	\$ 5,000	\$ 1,831,531	\$ 615,748	\$ 95,056	\$ 2,584,372

<b>Expenses:</b>						
Personnel	\$ 18,384	\$ -	\$ 859,349	\$ 377,013	\$ -	\$ 1,254,746
Payroll Taxes & Employee Benefits	\$ 5,466	\$ -	\$ 290,812	\$ 115,697	\$ -	\$ 411,975
Staff Development	\$ 1,000	\$ -	\$ 1,640	\$ 1,348	\$ -	\$ 3,988
Travel	\$ 176	\$ -	\$ 6,579	\$ 2,043	\$ -	\$ 8,798
Office Costs	\$ 100	\$ -	\$ 5,107	\$ 10,601	\$ -	\$ 15,808
Insurance	\$ 270	\$ -	\$ 608	\$ 1,668	\$ 8,925	\$ 11,471
Telecommunications	\$ -	\$ -	\$ 3,295	\$ 5,487	\$ 16,800	\$ 25,582
Space & Occupancy	\$ -	\$ -	\$ 15,530	\$ 15,920	\$ 142,122	\$ 173,572
Contract Services	\$ -	\$ -	\$ 168,879	\$ 22,136	\$ 16,900	\$ 207,915
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 5,931	\$ 5,000	\$ 11,860	\$ 22,720	\$ -	\$ 45,511
Direct Client Assistance	\$ 600	\$ -	\$ 250	\$ -	\$ -	\$ 850
Administration (Indirect)	\$ 4,320	\$ -	\$ 201,948	\$ 88,600	\$ -	\$ 294,868
Interest	\$ -	\$ -	\$ -	\$ -	\$ 116,808	\$ 116,808
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 790	\$ -	\$ 3,413	\$ 8,277	\$ -	\$ 12,480
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 37,037	\$ 5,000	\$ 1,569,270	\$ 671,510	\$ 301,555	\$ 2,584,372

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ 262,261	\$ (55,762)	\$ (206,499)	\$ -
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\* GSPHC = Greater Somerset Public Health Collaborative

## **PART VII. CHILD AND FAMILY SERVICES (Director: Kathryn Colfer)**

### **Early Care and Education Programs**

*Mission:* Through an interdisciplinary 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:* \$6,586,310

*Staff:* 106

Child & Family Services (C&FS) delivered comprehensive, high quality early care and education services to approximately 500 children and their families during the past program year (2013-14). 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 all families and 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 committee, leadership, 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. Parents and staff are partners in school readiness effort for children.

Health and dental services are also 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 support 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 for success in kindergarten.

***Head Start (HS) 2014-15.*** Federal Head Start funded enrollment increased by 34 due to a partial reinstatement of sequestration cuts. HS service will be provided in mixed socioeconomic 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. Only 48% of children (ages 3-4) who qualify for Head Start service, receive service.

***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. Only 11% of children who qualify for Early Head Start service, receive service.

***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.

***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 3 year old programming; 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, professional development through coaching and reflective practices, mental health and transportation assistance; improved compensation package 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, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>Community Initiatives</b>	<b>Social Services</b>	<b>Transportation Services</b>	<b>*CSBG</b>	<b>Total</b>
Grants & Contracts	\$ 56,700	\$ 1,072,700	\$ 977,745	\$ 389,506	\$ 2,496,651
Program Revenue	\$ -	\$ -	\$ 4,548,055	\$ -	\$ 4,548,055
Other Revenue	\$ 31,468	\$ 29,500	\$ 327,730	\$ -	\$ 388,698
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 88,168	\$ 1,102,200	\$ 5,853,530	\$ 389,506	\$ 7,433,404

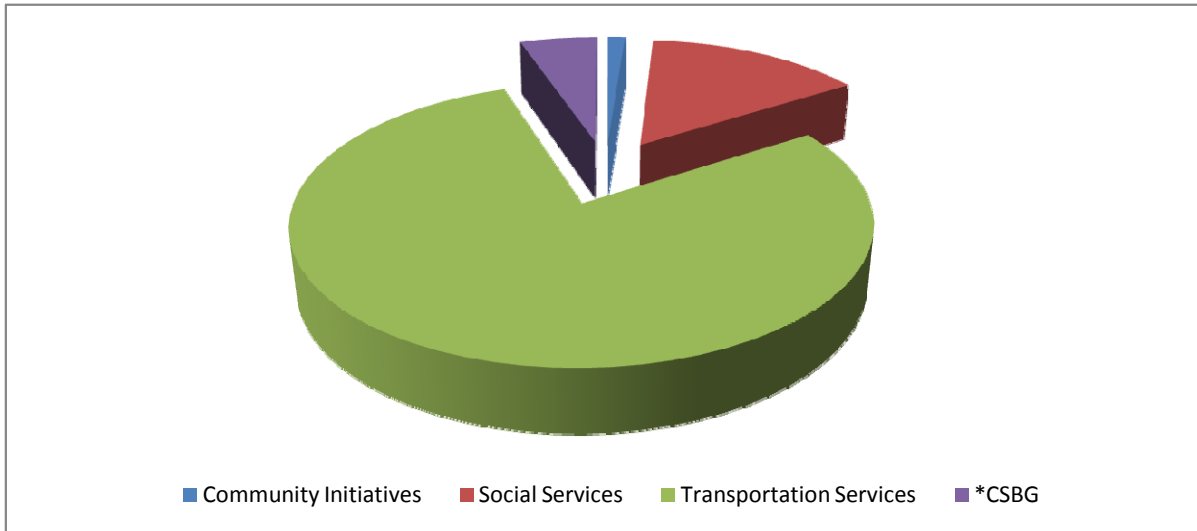
<b>Expenses:</b>					
Personnel	\$ 44,753	\$ 588,744	\$ 1,441,433	\$ 203,609	\$ 2,278,539
Payroll Taxes & Employee Benefits	\$ 8,840	\$ 204,227	\$ 477,645	\$ 53,949	\$ 744,661
Staff Development	\$ 100	\$ 6,700	\$ 32,500	\$ -	\$ 39,300
Travel	\$ 875	\$ 44,857	\$ 28,660	\$ 7,383	\$ 81,775
Office Costs	\$ 786	\$ 10,442	\$ 48,201	\$ -	\$ 59,429
Insurance	\$ -	\$ -	\$ 500	\$ 580	\$ 1,080
Telecommunications	\$ 1,031	\$ 17,466	\$ 62,700	\$ 5,941	\$ 87,138
Space & Occupancy	\$ 3,964	\$ 62,739	\$ 106,200	\$ 45,596	\$ 218,499
Contract Services	\$ 11,200	\$ 13,710	\$ 72,980	\$ 878	\$ 98,768
Vehicle	\$ -	\$ -	\$ 594,215	\$ -	\$ 594,215
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,025	\$ 2,625	\$ 14,000	\$ 4,948	\$ 22,598
Direct Client Assistance	\$ -	\$ -	\$ 2,025,020	\$ -	\$ 2,025,020
Administration (Indirect)	\$ 10,517	\$ 138,330	\$ 338,729	\$ 47,848	\$ 535,424
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ 69,000	\$ 1,513	\$ 70,513
Common Carrier	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 5,077	\$ 12,360	\$ 41,747	\$ 17,261	\$ 76,445
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 88,168	\$ 1,102,200	\$ 5,853,530	\$ 389,506	\$ 7,433,404

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

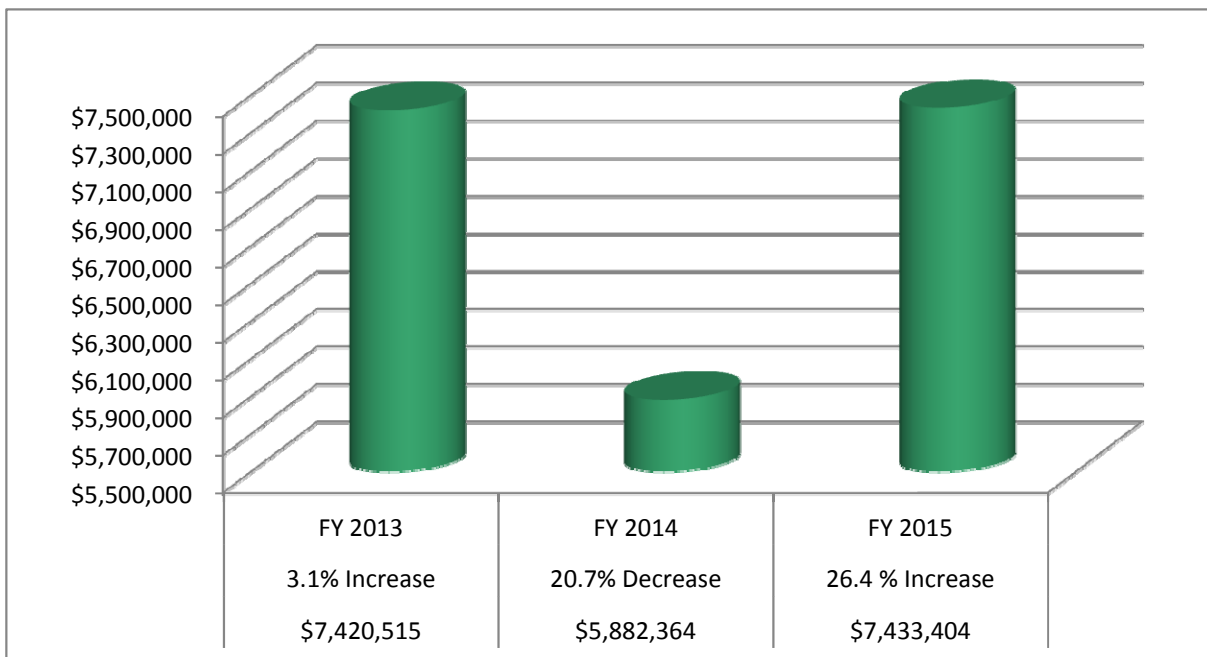
**Kennebec Valley Community Action Program  
Community Services Operating Budget  
October 1, 2014 - September 30, 2015**

The Community Services budget consists of Community Initiatives programs (which contribute 1.2% of the budget), Social Services (14.8%), Transportation Services (78.8%), and Community Services Block Grant (5.2%).



For fiscal year 2015, a \$7,433,404 budget is proposed. This budget represents a 26.4%, or \$1,551,040 increase compared to fiscal year 2014's budget.

**Community Services Comparison  
FY 2013 - FY 2015**



## Kennebec Valley Community Action Program

### Community Services Operating Budget

October 1, 2014 - September 30, 2015

The FY 2015 budget for Community Services is showing an increase compared to that of FY 2014 and it is entirely due to the change in service delivery within the KV Van program. With another change to the brokerage model, as we are now partnering with Penquis CAP, we are seeing a recovery in the budget of expected revenues lost due to the CTS provider-only model from FY 2014. This is shown in the large increases 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.

Community Initiatives is projecting an increase of \$6,925 to their budget from several new small grants for the teen center. Social Services is projecting a (\$6,980) decrease to their budget from reduced funding from the United Way and in the Active Parenting programming. CSBG is also showing a small increase in funding totaling \$7,181 for FY 2015.

Revenue:	FY 2014	FY 2015	Increase/ (Decrease)
Grants & Contracts	\$ 2,427,019	\$ 2,496,651	\$ 69,632
Program Revenue	\$ 3,149,800	\$ 4,548,055	\$ 1,398,255
Other Revenue	\$ 305,545	\$ 388,698	\$ 83,153
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 5,882,364</b>	<b>\$ 7,433,404</b>	<b>\$ 1,551,040</b>

Expenses:			
Personnel	\$ 2,104,459	\$ 2,278,539	\$ 174,080
Payroll Taxes & Employee Benefits	\$ 638,353	\$ 744,661	\$ 106,308
Staff Development	\$ 37,350	\$ 39,300	\$ 1,950
Travel	\$ 69,243	\$ 81,775	\$ 12,532
Office Costs	\$ 47,038	\$ 59,429	\$ 12,391
Insurance	\$ 1,095	\$ 1,080	\$ (15)
Telecommunications	\$ 70,245	\$ 87,138	\$ 16,893
Space & Occupancy	\$ 216,790	\$ 218,499	\$ 1,709
Contract Services	\$ 69,015	\$ 98,768	\$ 29,753
Vehicle	\$ 545,378	\$ 594,215	\$ 48,837
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 11,320	\$ 22,598	\$ 11,278
Direct Client Assistance	\$ 1,519,350	\$ 2,025,020	\$ 505,670
Administration (Indirect)	\$ 481,717	\$ 535,424	\$ 53,707
Interest	\$ 2,000	\$ -	\$ (2,000)
Depreciation	\$ 13,032	\$ 70,513	\$ 57,481
Common Carrier	\$ -	\$ 500,000	\$ 500,000
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 55,979	\$ 76,445	\$ 20,466
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 5,882,364</b>	<b>\$ 7,433,404</b>	<b>\$ 1,551,040</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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**Kennebec Valley Community Action Program**

**Community Initiatives Operating Budgets**

**October 1, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>*UWMM - Work Ready</b>	<b>Health Navigator</b>	<b>*SETC - Mid-State Machine Foundation</b>	<b>*SETC - UWMM</b>	<b>*SETC - People's United Community Foundation</b>	<b>*SETC - Oak Grove Foundation</b>	<b>South End Teen Center</b>	<b>Total</b>
Grants & Contracts	\$ 11,200	\$ 40,000	\$ 2,000	\$ -	\$ 2,000	\$ 1,500	\$ -	\$ 56,700
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ 24,468	\$ -	\$ -	\$ 7,000	\$ 31,468
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 11,200	\$ 40,000	\$ 2,000	\$ 24,468	\$ 2,000	\$ 1,500	\$ 7,000	\$ 88,168

<b>Expenses:</b>								
Personnel	\$ -	\$ 23,284	\$ 1,086	\$ 15,756	\$ 1,426	\$ 720	\$ 2,481	\$ 44,753
Payroll Taxes & Employee Benefits	\$ -	\$ 4,338	\$ 159	\$ 3,582	\$ 239	\$ 111	\$ 411	\$ 8,840
Staff Development	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100
Travel	\$ -	\$ 875	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 875
Office Costs	\$ -	\$ 786	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 786
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ 1,031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,031
Space & Occupancy	\$ -	\$ 3,964	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,964
Contract Services	\$ 11,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,200
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,025	\$ 1,025
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ 5,472	\$ 255	\$ 3,703	\$ 335	\$ 169	\$ 583	\$ 10,517
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 150	\$ 500	\$ 1,427	\$ -	\$ 500	\$ 2,500	\$ 5,077
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 11,200	\$ 40,000	\$ 2,000	\$ 24,468	\$ 2,000	\$ 1,500	\$ 7,000	\$ 88,168

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

\*SETC = South End Teen Center

**Kennebec Valley Community Action Program**  
**Social Services Operating Budgets**  
**October 1, 2014 - September 30, 2015**

Revenue:	Maine Families	*MCT - Maine Families Subcontract	*UWKV - PBS/BTIO	*UWMM - PBS/BTIO	Nurturing Fathers	Community Nurturing	Kids First	Active Parenting / 1234 Parents	Total
Grants & Contracts	\$ 999,900	\$ 40,000	\$ -	\$ -	\$ 9,500	\$ 6,000	\$ 10,600	\$ 6,700	\$ 1,072,700
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 9,500	\$ -	\$ 29,500
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 999,900	\$ 40,000	\$ 10,000	\$ 10,000	\$ 9,500	\$ 6,000	\$ 20,100	\$ 6,700	\$ 1,102,200

Expenses:									
Personnel	\$ 539,968	\$ 25,523	\$ 6,432	\$ 5,772	\$ 2,798	\$ 1,658	\$ 4,908	\$ 1,685	\$ 588,744
Payroll Taxes & Employee Benefits	\$ 189,295	\$ 8,369	\$ 1,511	\$ 2,146	\$ 936	\$ 558	\$ 886	\$ 526	\$ 204,227
Staff Development	\$ 6,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,700
Travel	\$ 42,750	\$ 110	\$ 546	\$ 338	\$ 700	\$ -	\$ -	\$ 413	\$ 44,857
Office Costs	\$ 6,002	\$ -	\$ -	\$ 225	\$ 964	\$ 244	\$ 2,557	\$ 450	\$ 10,442
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 17,303	\$ -	\$ -	\$ 163	\$ -	\$ -	\$ -	\$ -	\$ 17,466
Space & Occupancy	\$ 62,739	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 62,739
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ 1,170	\$ 900	\$ 10,560	\$ 1,080	\$ 13,710
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ 975	\$ 750	\$ -	\$ 900	\$ 2,625
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 126,893	\$ 5,998	\$ 1,511	\$ 1,356	\$ 657	\$ 390	\$ 1,129	\$ 396	\$ 138,330
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 8,250	\$ -	\$ -	\$ -	\$ 1,300	\$ 1,500	\$ 60	\$ 1,250	\$ 12,360
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 999,900	\$ 40,000	\$ 10,000	\$ 10,000	\$ 9,500	\$ 6,000	\$ 20,100	\$ 6,700	\$ 1,102,200

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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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, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>Explorer</b>	<b>KV Van</b>	<b>Transportation Brokerage</b>	<b>Total</b>
Grants & Contracts	\$ 519,186	\$ 458,559	\$ -	\$ 977,745
Program Revenue	\$ 75,000	\$ 19,000	\$ 4,454,055	\$ 4,548,055
Other Revenue	\$ 180,218	\$ 147,512	\$ -	\$ 327,730
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 774,404	\$ 625,071	\$ 4,454,055	\$ 5,853,530

<b>Expenses:</b>				
Personnel	\$ 363,971	\$ 660,697	\$ 416,765	\$ 1,441,433
Payroll Taxes & Employee Benefits	\$ 104,806	\$ 220,812	\$ 152,027	\$ 477,645
Staff Development	\$ 3,500	\$ 3,161	\$ 25,839	\$ 32,500
Travel	\$ 750	\$ 7,178	\$ 20,732	\$ 28,660
Office Costs	\$ 11,400	\$ 4,012	\$ 32,789	\$ 48,201
Insurance	\$ -	\$ 55	\$ 445	\$ 500
Telecommunications	\$ 1,100	\$ 6,714	\$ 54,886	\$ 62,700
Space & Occupancy	\$ 8,200	\$ 10,682	\$ 87,318	\$ 106,200
Contract Services	\$ -	\$ 7,865	\$ 65,115	\$ 72,980
Vehicle	\$ 192,000	\$ 402,215	\$ -	\$ 594,215
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 1,526	\$ 12,474	\$ 14,000
Direct Client Assistance	\$ -	\$ 299,924	\$ 1,725,096	\$ 2,025,020
Administration (Indirect)	\$ 85,527	\$ 155,264	\$ 97,938	\$ 338,729
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 64,545	\$ 4,455	\$ 69,000
Common Carrier	\$ -	\$ -	\$ 500,000	\$ 500,000
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 3,150	\$ 20,291	\$ 18,306	\$ 41,747
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 774,404	\$ 1,864,941	\$ 3,214,185	\$ 5,853,530

<b>Surplus/(Deficit)</b>	\$ -	\$ (1,239,870)	\$ 1,239,870	\$ -
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**Kennebec Valley Community Action Program**  
**Community Services Block Grant Operating Budgets**  
**October 1, 2014 - September 30, 2015**

<b>Revenue:</b>	<b>Employment Services</b>	<b>South End Teen Center</b>	<b>Families in Transition</b>	<b>Family Enrichment Council</b>	<b>Community Initiatives</b>	<b>Training &amp; Community Assessment</b>	<b>Housing Services</b>	<b>Poverty Initiatives</b>	<b>Total</b>
Grants & Contracts	\$ 84,302	\$ 80,451	\$ 21,858	\$ 83,431	\$ 35,080	\$ 33,845	\$ 17,589	\$ 32,950	\$ 389,506
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 84,302	\$ 80,451	\$ 21,858	\$ 83,431	\$ 35,080	\$ 33,845	\$ 17,589	\$ 32,950	\$ 389,506

<b>Expenses:</b>									
Personnel	\$ 45,933	\$ 44,887	\$ 10,727	\$ 39,570	\$ 20,820	\$ 16,417	\$ 10,352	\$ 14,903	\$ 203,609
Payroll Taxes & Employee Benefits	\$ 14,938	\$ 6,908	\$ 3,480	\$ 15,914	\$ 3,847	\$ 2,789	\$ 3,872	\$ 2,201	\$ 53,949
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ 850	\$ 700	\$ 80	\$ 3,775	\$ 840	\$ 538	\$ -	\$ 600	\$ 7,383
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ 580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 580
Telecommunications	\$ 1,763	\$ 1,008	\$ 244	\$ 1,950	\$ 244	\$ 488	\$ -	\$ 244	\$ 5,941
Space & Occupancy	\$ 8,424	\$ 10,317	\$ 4,451	\$ 11,723	\$ 3,316	\$ 4,806	\$ 709	\$ 1,850	\$ 45,596
Contract Services	\$ -	\$ 878	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 878
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 575	\$ 1,275	\$ 255	\$ 700	\$ 670	\$ 1,250	\$ 223	\$ -	\$ 4,948
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 10,794	\$ 10,548	\$ 2,521	\$ 9,299	\$ 4,893	\$ 3,858	\$ 2,433	\$ 3,502	\$ 47,848
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 1,513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,513
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,025	\$ 1,837	\$ 100	\$ 500	\$ 450	\$ 3,699	\$ -	\$ 9,650	\$ 17,261
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 84,302	\$ 80,451	\$ 21,858	\$ 83,431	\$ 35,080	\$ 33,845	\$ 17,589	\$ 32,950	\$ 389,506

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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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)

**Community Initiatives, Health and Prevention**

*Budget:* \$35,080 (CSBG and in-kind from several agency staff)

*Staff:* CSBG pays for part-time management staff, part-time PAA and part-time Navigator; 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. KVCAP takes the lead in some initiatives while playing a supportive role in others. The agency is considered a vital partner and advocate for those living in poverty while working with community groups 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 community groups that we work with include Healthy Northern Kennebec (HNK); Healthy Communities of the Capital Area; Greater Somerset Public Health Collaborative; kNOW Violence Task Force; Youth Matter; Somerset Association of Resource Providers; 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. KVCAP also serves on the steering committee for the HNK Maine Health Access Foundation grant that is conducting focus groups to determine the health challenges and priorities that people with low-incomes face. In addition, KVCAP provides outreach to educate the community about the Affordable Care Act and the Marketplace.

*Anticipated New Service Opportunities:* KVCAP is in the early stages of conversation with partners in the health field about bringing back the Health Outreach model that we administered for several years. Due to provisions in the Affordable Care Act, there is a resurgence of interest in case management for vulnerable populations. Our health care partners are searching for funding to institute this model and believe that KVCAP is an excellent partner based on our previous experience.

*Long Term Strategic Opportunities:* KVCAP's extensive involvement in these workgroups and committees allows for the opportunity to advocate for those living in poverty 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 in which we have knowledge and expertise to share.

### **Employment Services/WorkReady**

*Budget:* \$95,502 (CSBG funds; funds from Work Ready collaboration/United Way)

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

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

*Number of clients to be served in FY 2015:* Approximately 120, (includes one-on-one assistance, 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 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 Public 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 including Mid-Maine Community Adult Education, Lawrence Adult Education and Skowhegan Adult Education to implement the classes. The Employment Coordinator assists WorkReady participants to overcome barriers that might prevent them from earning their credential and provides follow up job coaching. The KVCAP Employment Services Coordinator is a trained Work Ready instructor, the only one in the area trained to teach the 55+ curriculum.

The Employment Services Coordinator also facilitates the Ken-Som Transition Team. Members include representatives from 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 continues to work with a grant writing committee to seek funds for WorkReady Plus. Two sessions are funded for FY 2015 and the committee is charged with securing funding for an additional session. The program is also working with Educare and other local partners to develop a pilot program to provide

intensive supports to a small group of parents to assist them to increase family stability and move toward self-sufficiency.

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

### **Health Navigator**

*Budget:* \$40,000 (funded through a sub-contract with Western Maine Community Action, which has a contract with Centers for Medicaid and Medicare Services)

*Staff:* 1 full time Health Navigator and part time PAA/direct staff during open enrollment period, and part-time Health Navigator during the non-enrollment period

*Description of clients:* Community at large and those needing assistance navigating the Health Marketplace

*Number of clients to be served:* Approximately 1,800 (through outreach events and individual appointments)

*Continuing services:* KVCAP will continue to serve as a Health Navigator site based upon its success providing this service to the community in FY 2014. As part of a statewide consortium of CAP agencies, this newly developed service helped the State of Maine to exceed its goal for the number of enrollments in the Marketplace. We will continue to offer outreach events in order to educate the community about the Affordable Care Act and the Marketplace and will assist people to research their options, determine if they are eligible for subsidized healthcare and enroll in a plan that the client deems to meet their needs.

*Anticipated New Service Opportunities:* The consortium is applying for increased funding for FY 2015 which will potentially allow us to reach more people.

*Long Term Strategies Opportunities:* As the CAP network increases its expertise in this new field, we will be well positioned to apply for any future funding that becomes available to enhance the Navigator program.

### **South End Teen Center (SETC)**

*Budget:* \$117,419 (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 2015: Approximately 110*

*Continuing Services:* The SETC provides a safe, healthy environment for teens during after-school hours. 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 - some youth attend sporadically and others attend weekly or daily. The regular attendees enroll in the Teen Stars program which rewards positive behaviors based on a point system.

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. Also during the summer the teen center serves as a summer lunch program site, administered through the Waterville school department. 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 time 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:* A new driver's education scholarship opportunity was developed this past year (2 teens were granted scholarships) and there is enough funding to assist several more teens during the upcoming year.

*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 and diversify our funding as we work toward program sustainability.

## **Poverty Initiative**

*Budget:* \$32,950 (CSBG and in-kind from several agency staff)

*Staff:* Part-time management staff; part-time direct service staff

*Description of clients:* Kennebec and Somerset County communities and residents

*Anticipated New Service Opportunities:* This new component was created to focus on educating staff, providers and the community about the circumstances of those living in poverty, including strategies to assist people to move out of poverty. A growing coalition of community providers and members have joined together to study the issue and create learning opportunities for the community. One of the goals is to change the perception that people in poverty "deserve" to be there and are there due to character flaws. The education focuses on the circumstances, systems and institutions that contribute to the growing numbers of people living in poverty in our nation,



including generational poverty. In addition to changing perceptions, the coalition seeks to serve as a catalyst to develop supports that will assist people on their journey out of poverty.

*Long Term Strategic Opportunities:* KVCAP will serve as the coordinator of the coalition and will work with the members to generate funding for a “Hope Fund” to help people overcome barriers that could derail them from achieving their goals. Will also research community mentoring models and seek strategies (including funding/sustainability) to implement a model.

## **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:* \$ 21,858 (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 2015:* 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 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:* \$999,900 (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 prenatally 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 2015: 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 with intensity reflecting the families' needs, with a special focus on the 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:* \$ 10,000 (United Way of Kennebec Valley – Baby Think It Over/Personal Body Safety)  
\$ 10,000 (United Way of Mid Maine – Personal Body Safety)  
\$ 10,300 (Maine Children's Trust Guiding Community Nurturing and Active Parenting Now)  
\$20,100 (Kids First)  
\$11,900 (Maine Children's Trust/DHHS Active Parenting, 1234 Parents, Nurturing Fathers))  
\$83,431 (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 2015:* 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 \$22,500 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.

*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)

Budget: \$5,853,530

Staff: 50 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 2015:* 5,000+

#### *Continuing Services:*

**KV Van** - The KV Van program provides the following services: Full-service regional transportation; para-transit van and volunteer driver services; and DHHS low-income Friend & Family Driver program. MaineCare services are provided under contract with Penquis CAP. 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, commuters 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** – Somerset Explorer 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 between the Waterville and Skowhegan areas and enhanced commuter services.

*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 continues to adapt 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 and rural Kennebec 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 2015 is \$389,506, which 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 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 to maximize service delivery and resources. Programs recommended for funding include goals and strategies at the individual/family level, community level and agency level. 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 a Community Assessment and Training component to fulfill the CSBG requirements to carry out a comprehensive, agency-wide needs assessment and planning process as well as to increase agency capacity to effectively and efficiently achieve results and attain high standards of performance. This includes the provision of ROMA training and other essential training throughout the agency and to the Board of Directors.