

TO: Heather Merrow, President
KVCAP Board of Directors

FR: Suzanne Walsh, CEO
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2018

DA: September 20, 2017

I am pleased to present the Comprehensive Plan and Budget for Fiscal Year 2018, for your review and approval.

In this document, you will find information on current services, anticipated new service opportunities, and long-term strategic issues and opportunities, with specific reference to KVCAP's Strategic Plan. You will also find detailed budgets for each program, along with corresponding charts and graphs.

Organizational charts for each department are under Section II for easy reference.

The Agency Leadership Team will present the plan and answer questions at the September 27, 2017 meeting of the Board of Directors.

I hope that you find the report helpful and informative; and I welcome your questions, comments, and suggestions.

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KVCAP's Mission & Vision

(Board approved: 1/25/17)

KVCAP's Mission: We strengthen individuals, families and communities by providing direct services and by partnering with others to create sustainable solutions to poverty in an ever changing environment.

KVCAP Vision: Our vision for the Kennebec Valley Region is thriving communities made up of individuals and families who are healthy, financially secure and able to reach their fullest potential.

Management Philosophy

(Board approved 6/25/97)

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

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

Chain of Command

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

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

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

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

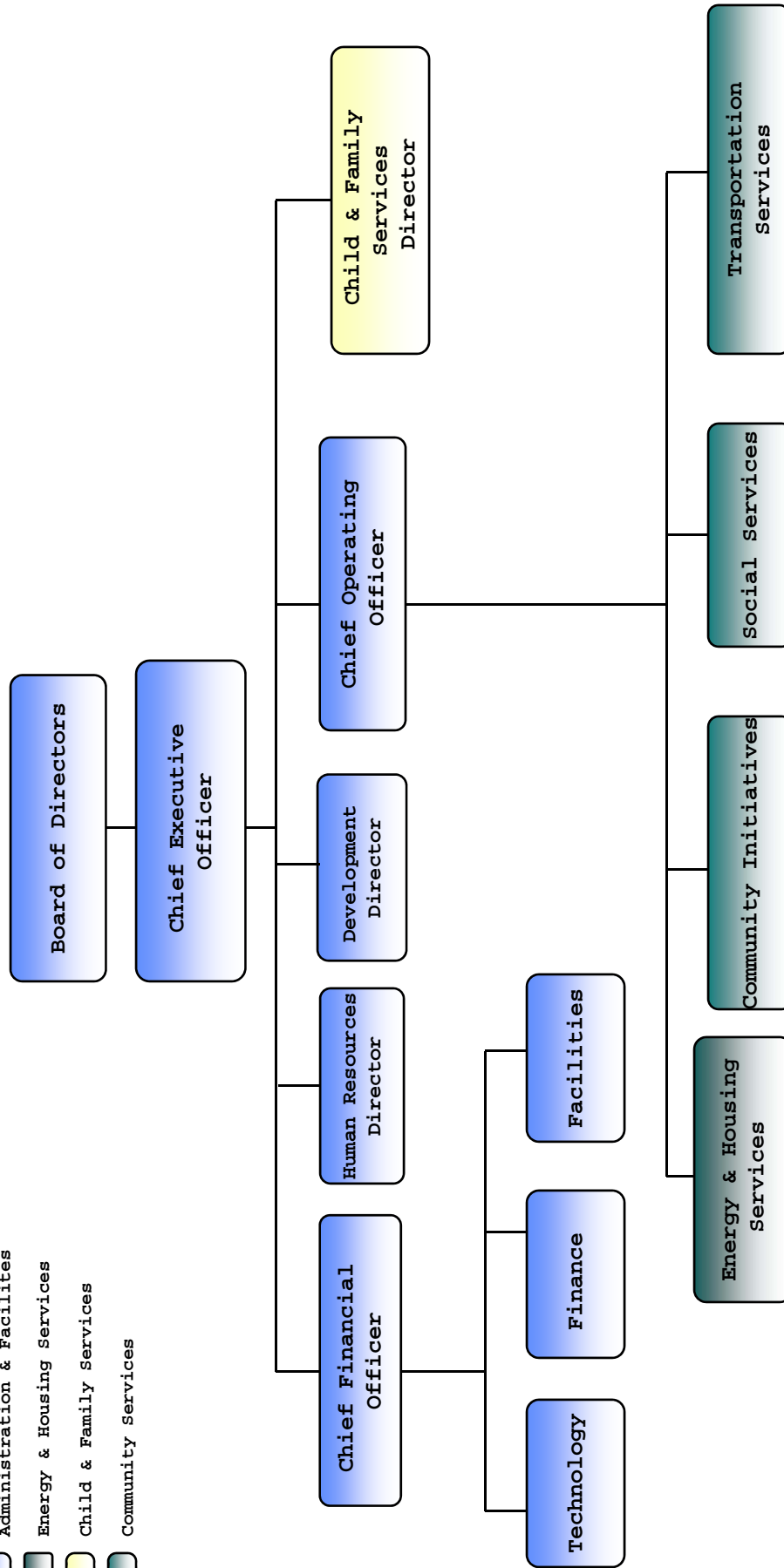
The performance of the Chief Executive Officer will be formally evaluated by the Board of Directors annually.

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

Organizational Chart Revised: 9/2017

KVCAP Management Chain of Command

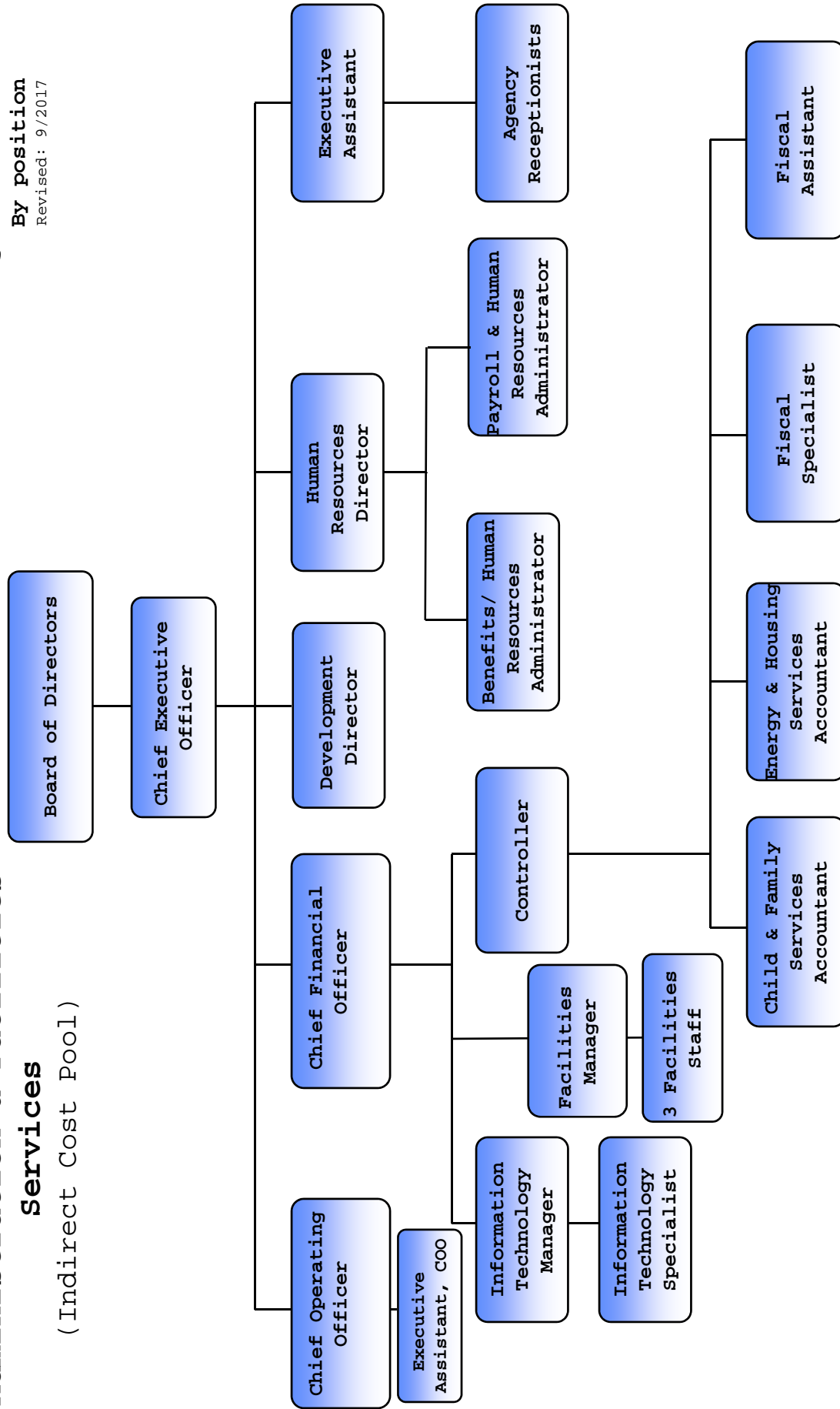
- Administration & Facilities
- Energy & Housing Services
- Child & Family Services
- Community Services



Administration & Facilities Services

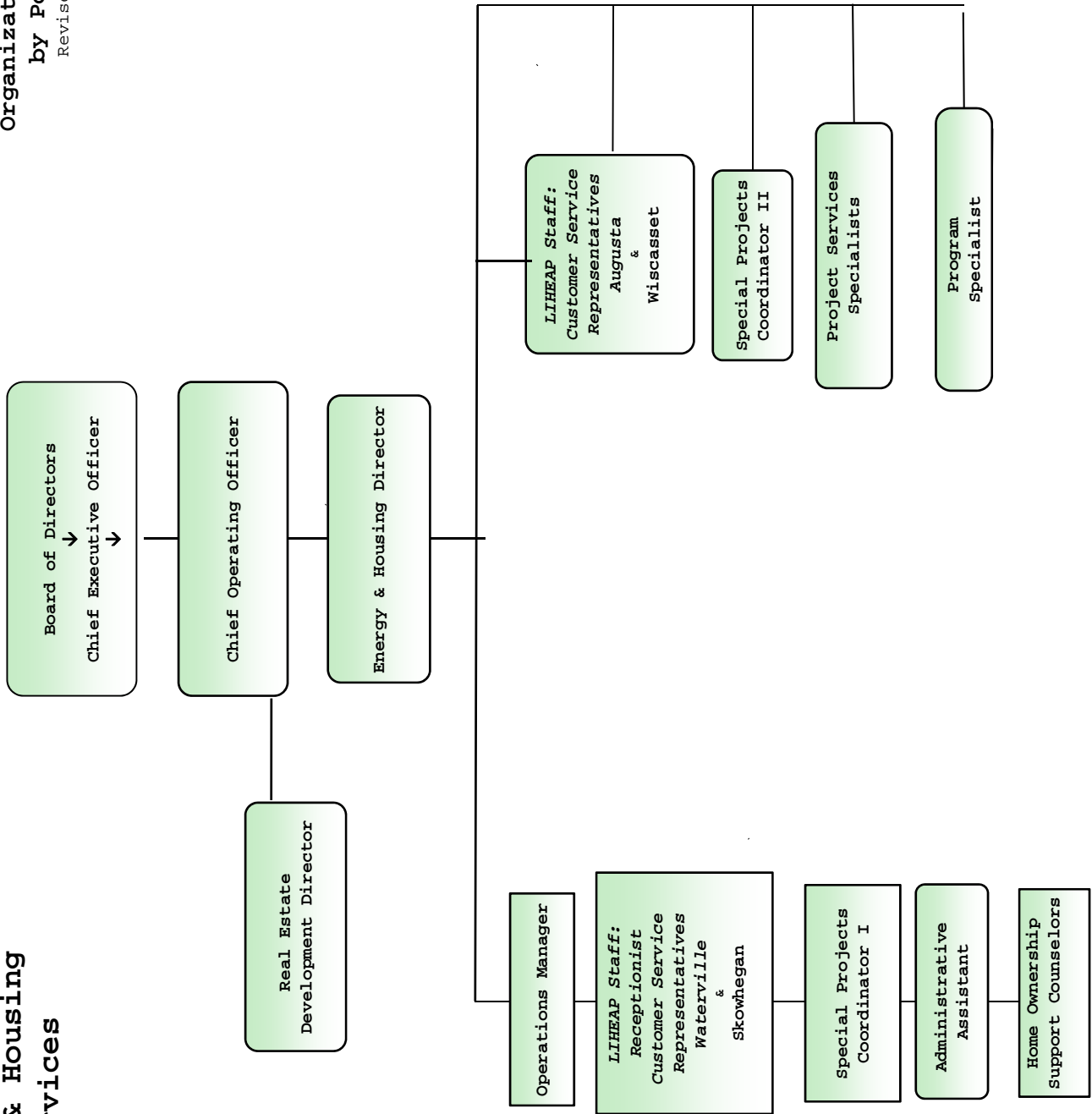
(Indirect Cost Pool)

Organizational Chart
By position
Revised: 9/2017



Energy & Housing Services

Organizational Chart by Position Revised 9/2017

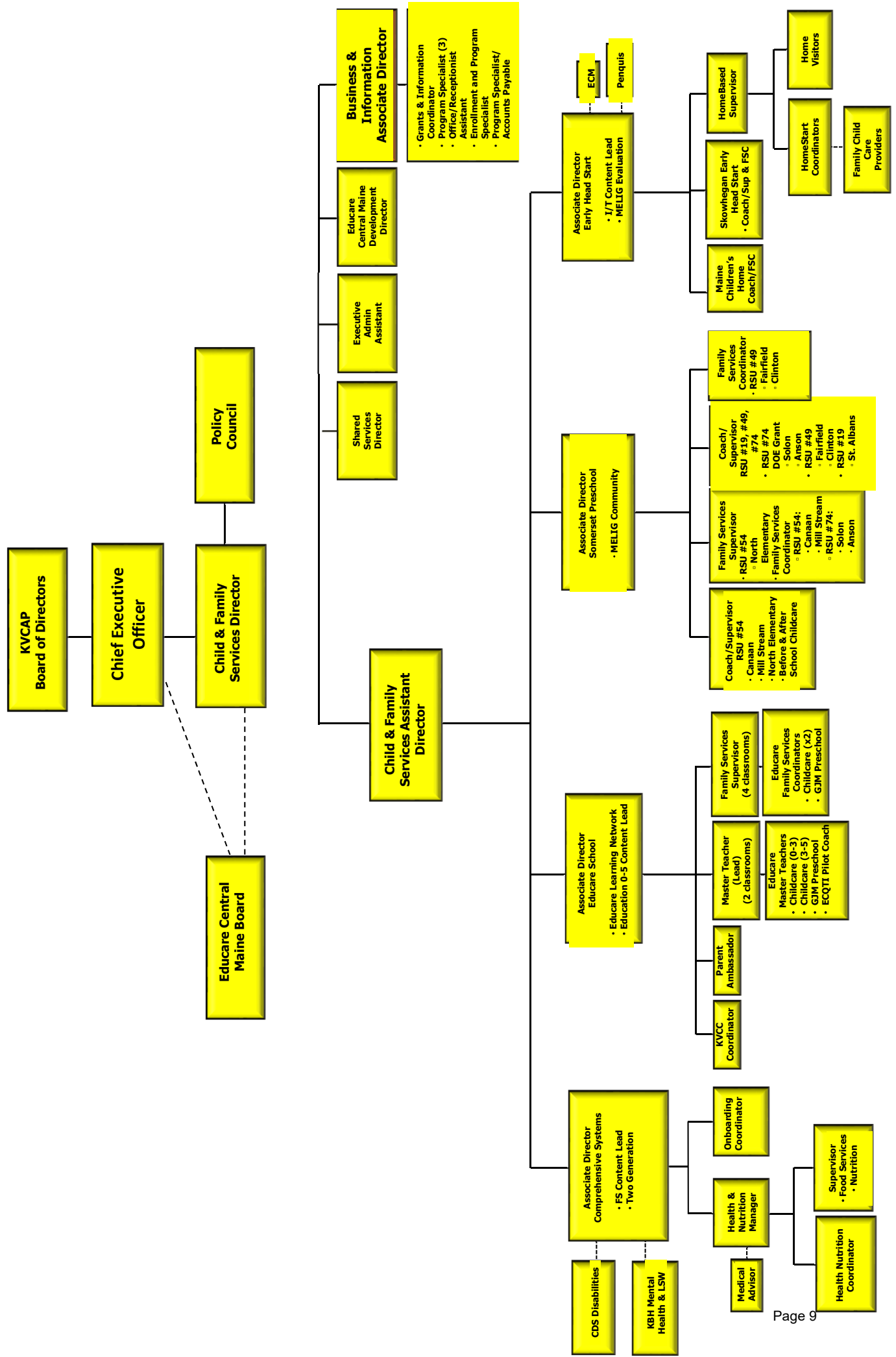


Child & Family Services Outline

Organizational Chart

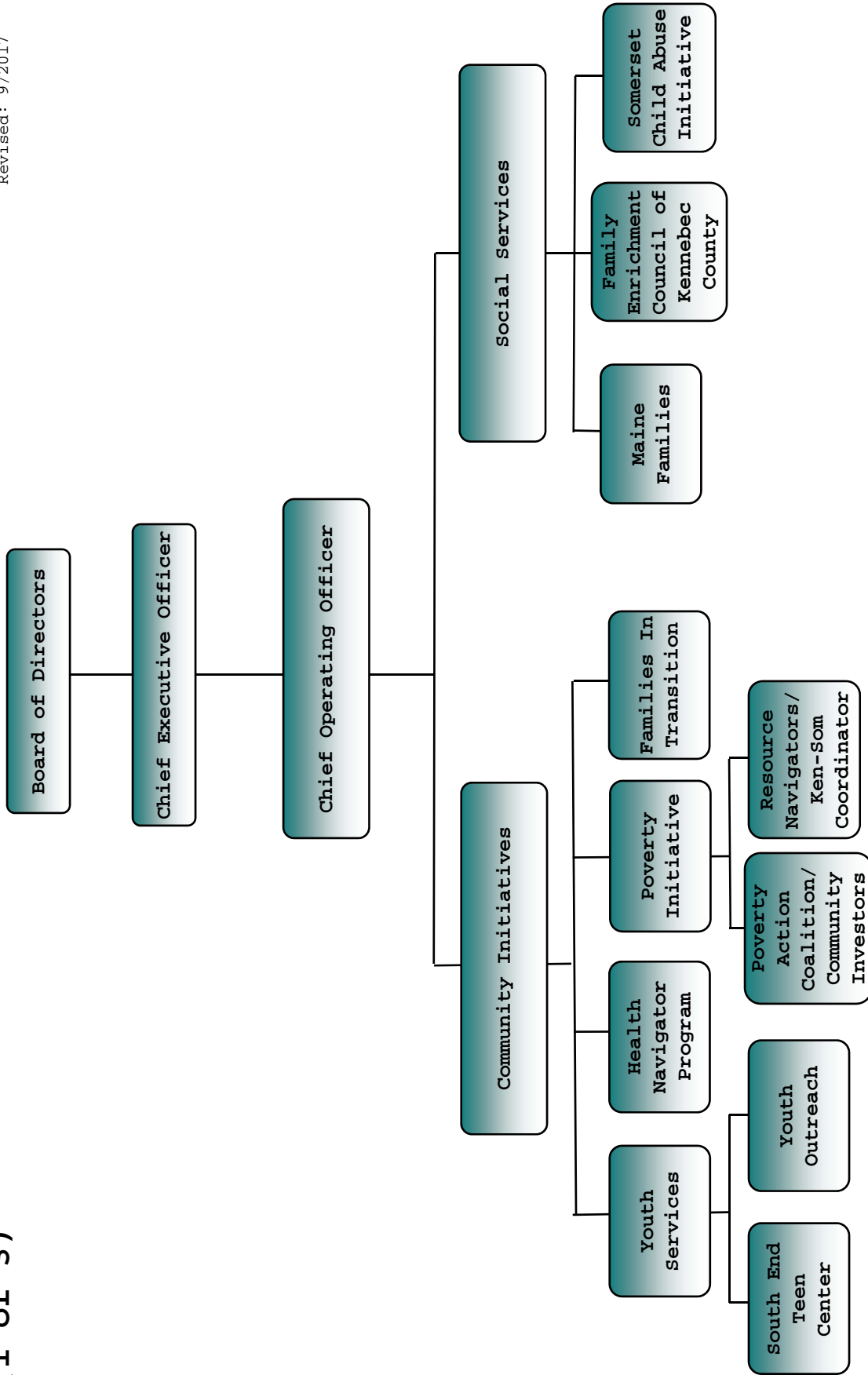
By Program

Revised: 9/2017



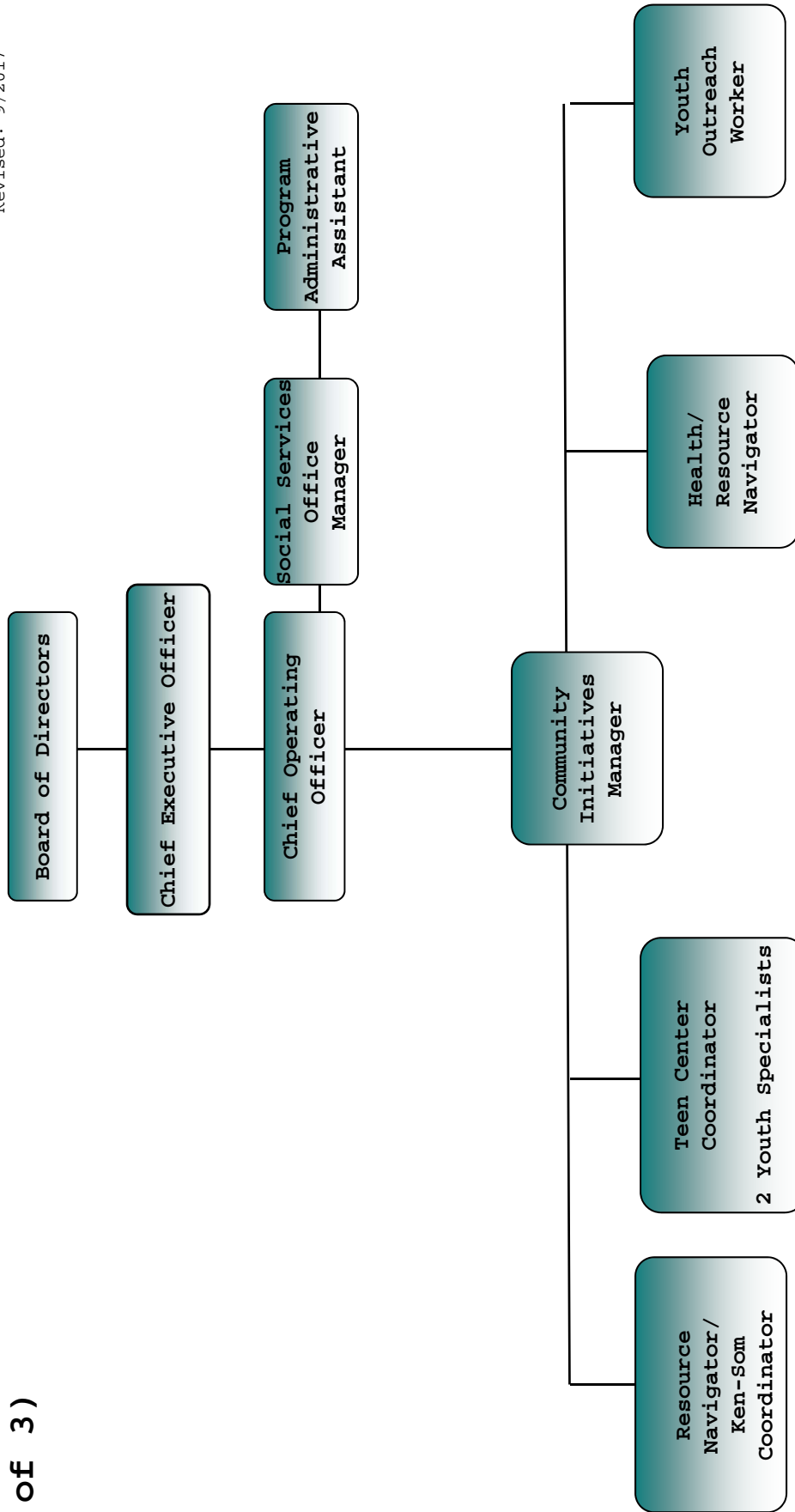
Community Initiatives & Social Services Outline (1 of 3)

Organizational Chart
By Program
Revised: 9/2017



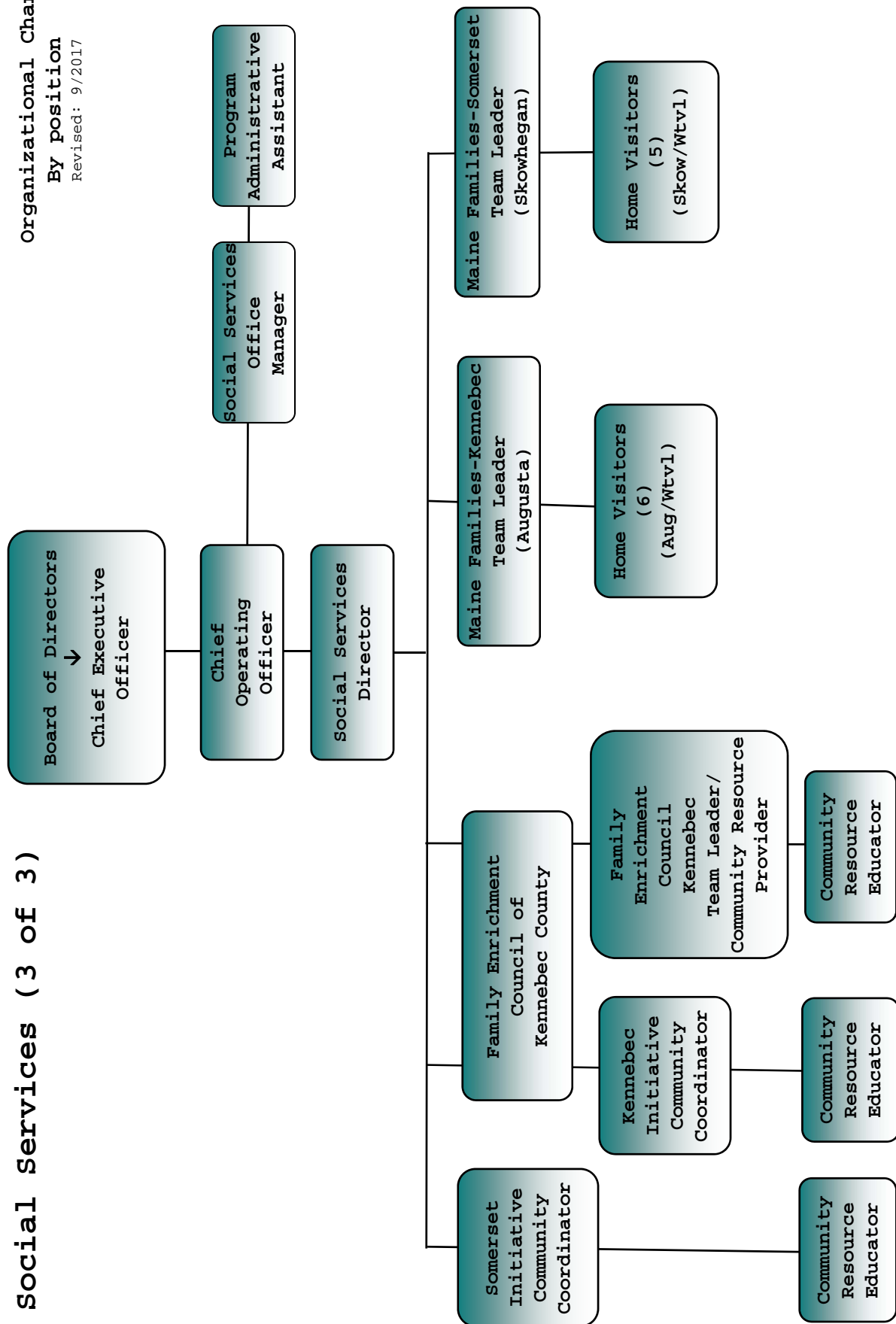
Community Initiatives(2 of 3)

Organizational Chart
By position
Revised: 9/2017



Social Services (3 of 3)

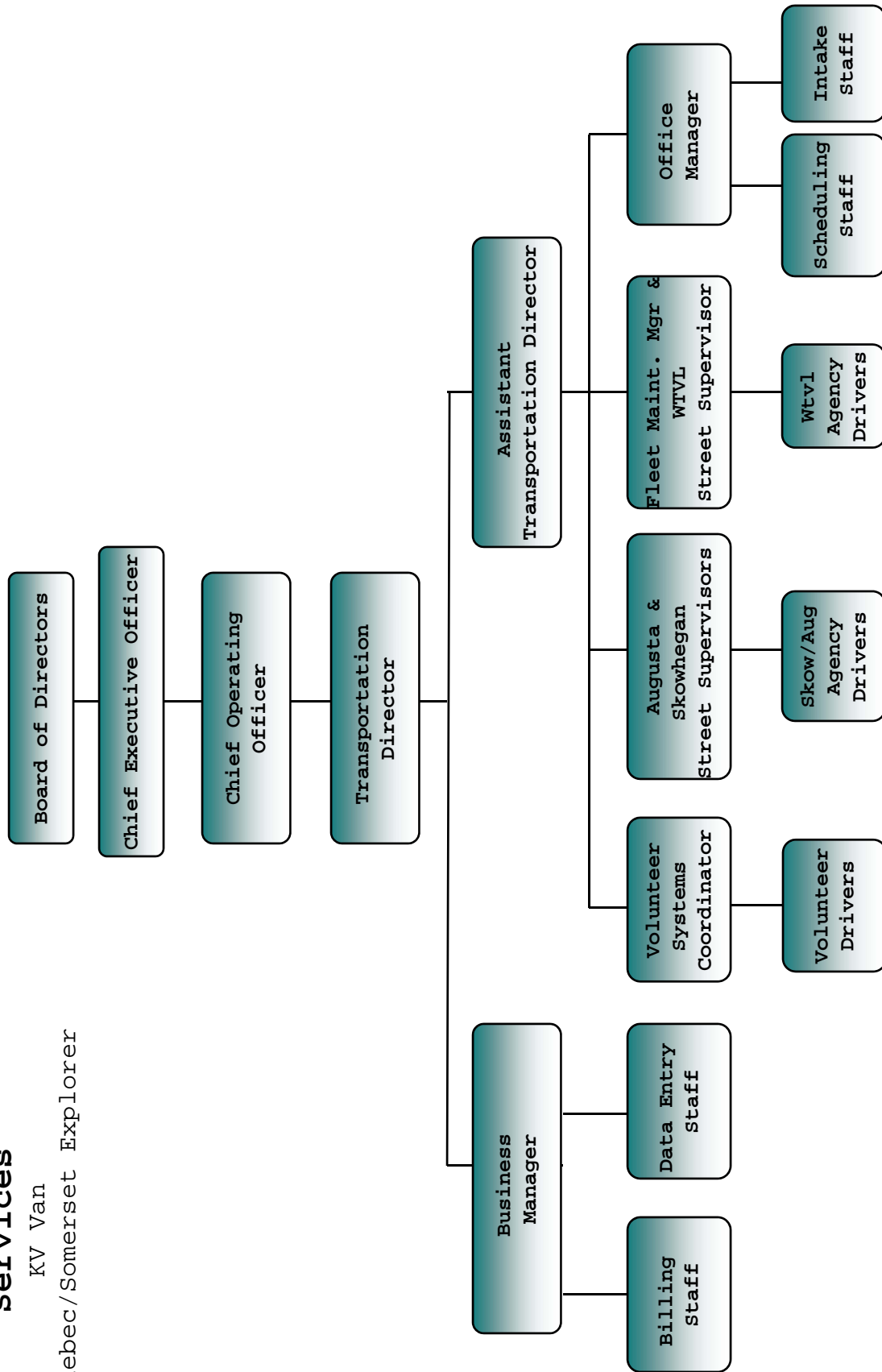
Organizational Chart By position Revised: 9/2017



Transportation Services

KV Van
Kennebec/Somerset Explorer

Organizational Chart
By position
Revised: 9/2017

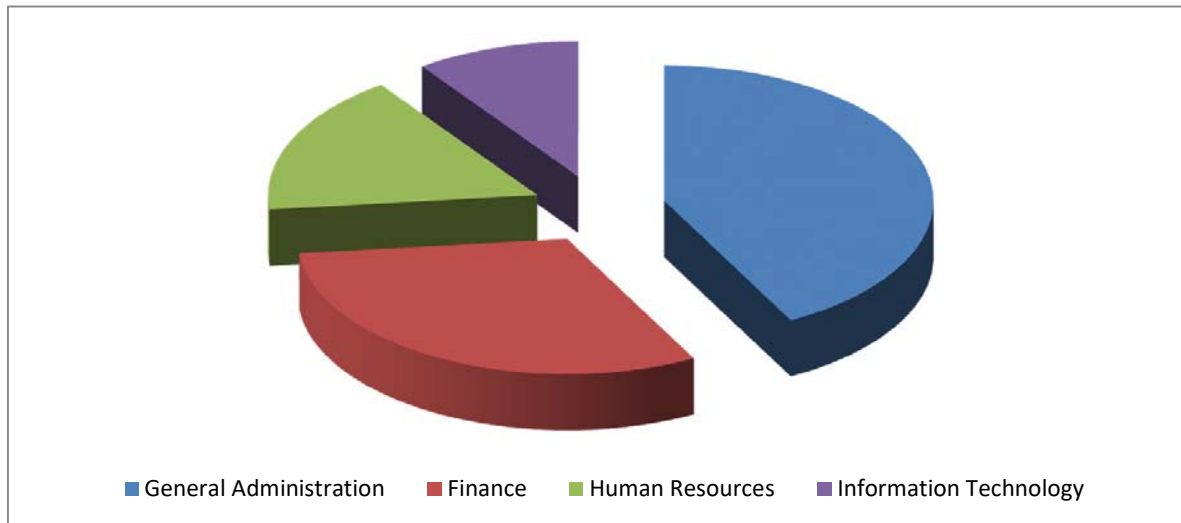


Kennebec Valley Community Action Program
Administration (Indirect Cost Pool) Operating Budgets
October 1, 2017 - September 30, 2018

Expenses:	General Administration	Finance	Human Resources	Information Technology	Total
Personnel	\$ 490,952	\$ 415,454	\$ 208,847	\$ 112,283	\$ 1,227,536
Payroll Taxes & Employee Benefits	\$ 110,401	\$ 96,736	\$ 52,647	\$ 23,953	\$ 283,737
Staff Development	\$ 40,000	\$ 12,500	\$ 5,000	\$ 7,500	\$ 65,000
Travel	\$ 21,000	\$ 15,750	\$ 1,750	\$ 4,500	\$ 43,000
Office Costs	\$ 60,100	\$ 6,170	\$ 17,890	\$ 40	\$ 84,200
Insurance	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
Telecommunications	\$ 14,300	\$ 1,000	\$ 500	\$ 1,700	\$ 17,500
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 50,300	\$ 52,200	\$ 14,500	\$ 3,000	\$ 120,000
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,500	\$ 5,000	\$ 1,000	\$ 12,500	\$ 20,000
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 2,300	\$ 7,650	\$ 400	\$ 150	\$ 10,500
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 12,929	\$ 5,200	\$ 32,000	\$ 30,300	\$ 80,429
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 838,782	\$ 617,660	\$ 334,534	\$ 195,926	\$ 1,986,902

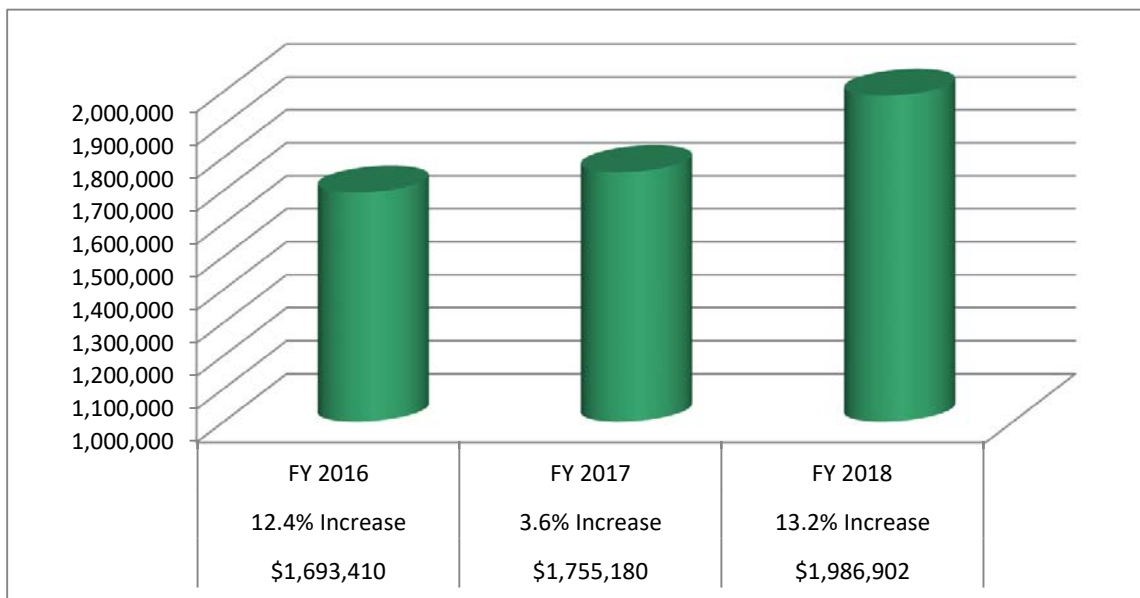
**Kennebec Valley Community Action Program
Administration (Indirect Cost Pool) Operating Budgets
October 1, 2017 - September 30, 2018**

The Administration/Indirect Cost Pool budget represents the costs and rate proposal approved annually by the US Department of Health and Human Services. This includes the following administrative areas shared by agency programs and represented in the chart below: General Administration (which makes up 42.2% of the budget), Finance (31.1%), Human Resources (16.8%), and Information Technology (9.9%).



For fiscal year 2018, the proposed Administration/Indirect Cost Pool budget is \$1,986,902. This is an increase of 13.2%, or \$231,722, compared to fiscal year 2017.

**Administrative/Indirect Cost Comparison
FY 2016 - FY 2018**



Kennebec Valley Community Action Program
Administration/Indirect Cost Pool Operating Budgets
October 1, 2017 - September 30, 2018

The agency's federally approved indirect cost rate for 2018 remained at 23.5% of program salaries. Significant changes in this year's budget are in staff development which includes expenses for the agency's training day and office costs which includes increased spending for advertising/marketing, printing/publications, and dues/subscriptions. The increase in contract services is due primarily to a reclassification of audit expenses (\$38,000) from the "other" expense line item and some additional expenses related to the agency training day and community celebration. The "other" expense line is not showing a significant decrease from this reclassification due to Increased expenses for background checks that now include fingerprinting and an increase in license/fees attached to new software purchased over the last year that offset the change.

Expenses:	FY 2017	FY 2018	Increase / (Decrease)
Personnel	\$ 1,094,947	\$ 1,227,536	\$ 132,589
Payroll Taxes & Employee Benefits	\$ 277,233	\$ 283,737	\$ 6,504
Staff Development	\$ 40,000	\$ 65,000	\$ 25,000
Travel	\$ 35,100	\$ 43,000	\$ 7,900
Office Costs	\$ 60,700	\$ 84,200	\$ 23,500
Insurance	\$ 35,000	\$ 35,000	\$ -
Telecommunications	\$ 22,500	\$ 17,500	\$ (5,000)
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 70,200	\$ 120,000	\$ 49,800
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 17,000	\$ 20,000	\$ 3,000
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 20,000	\$ 10,500	\$ (9,500)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 82,500	\$ 80,429	\$ (2,071)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 1,755,180	\$ 1,986,902	\$ 231,722

*Note: The FY 2018 budget is based on salary projections made in March 2017 at the time of the indirect cost rate proposal to US DHHS and are slightly lower than those proposed by agency departments.

The total Administration/Indirect Cost Pool budget is 8.5% of the agency's annual operating budget.

PART III. INDIRECT COST POOL/ADMINISTRATION (Chief Executive Officer: Suzanne Walsh)

A. General Administration

1. Executive Leadership/Senior Management
2. Customer Services
3. Development

B. Finance

C. Human Resources

D. Information Technology

A. GENERAL ADMINISTRATION

Budget: \$838,782

1. Executive Leadership/Senior Management

Chief Executive Officer, Suzanne Walsh, Responsible for oversight of the entire Agency and assures that KVCAP is carrying out its mission, goals and objectives as defined by the Board of Directors.

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

Chief Operating Officer, Michele Prince, Responsible for oversight of operations of Energy & Housing, Transportation, Community Initiatives and Social Services.

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

Human Resources Director, Cathy Kershner, Responsible for oversight of Human Resources, personnel policies, Workers' Compensation, wage scale, recruitment, job descriptions and evaluations, insuring compliance with all state and federal labor laws.

Staff: 5 full-time equivalents

Description of Clients: All KVCAP employees, the KVCAP Board of Directors, clients, the community, and funding sources.

Continuing Services:

Provide ongoing and effective leadership to ensure the following:

- Effective, mission-driven operations of the entire Agency.
- Compliance with requirements of all funding sources.
- Assessment of community needs as well as seeking partnership opportunities to support programs.
- Provision of high quality services.
- A highly trained and skilled workforce.
- Ensure financial capability and sustainability.

Anticipated New Service Opportunities:

- Provide leadership and oversight of the implementation of the Strategic Plan for 2017, in partnership with the Agency Leadership Team and the Board of Directors.
- Develop and utilize a reporting format for the Strategic Plan that will demonstrate the impact of the Strategic Plan.
- Coordinate and implement an Agency Training Day for all staff that will include professional development opportunities along with networking activities to enhance both mission competency and team building, agency wide.
- Ensure organizational capacity, viability, and sustainability through enhanced professional development of board, executive, and program staff as well as development of a succession planning process.
- Seek initiatives and/or resources that enhance the financial strength of the organization through both program and unrestricted dollars.
- Communicate a compelling and inspired vision or sense of mission, both internally and externally.
- Maintain focus on and develop a succession planning strategy for senior management staff, to ensure continuity and quality of leadership

2. Customer Services (Executive Assistant: Sheila Avila)

Staff: 3 full-time equivalents

Description of Clients: All KVCAP employees, the KVCAP Board of Directors, the community, and clients.

Continuing Services:

- Provide high quality receptionist, telephone support, and customer service to agency programs, clients, and customers.
- Attend trainings on customer service.
- Enhance trainings with customer service themes and host networking meetings with other program receptionists as needed.
- Work with Facilities staff to evaluate client traffic flow and make recommendations.

3. Development (Director: Andrea Pasco)

Budget: \$53,070

Staff: 1 full time equivalent

Description of Clients: All KVCAP employees, the KVCAP Board of Directors, private foundations, donors, businesses, and community members.

Continuing Services:

- Identify, cultivate, and solicit philanthropic support and public/private funding.
- Develop and implement fundraising and public relations activities.
- Develop marketing resources and publications.
- Provide technical assistance to programs on grant writing and public relations.

Anticipated New Service Opportunities:

- Organize and promote the 2018 Charitable Contributions Campaign at KVCAP.
- Continue to identify, cultivate, and solicit new and continuing donors for events and through the 2017 fall appeal, the 2018 spring appeal, and the 2018 employee appeal.
- Plan and execute the 4th Annual Golf Tournament and the Community Celebration outreach event.
- Lead MCAA's Two-Gen resource development workgroup and assist with securing funds for each CAP agency to advance their Two-Gen efforts

Strategic Plan Action Items:

(Goal IV. Strategy B. Initiative 1): Develop and implement a Public Relations plan that will build KVCAP's brand and demonstrate KVCAP's value, by communicating what KVCAP does holistically, and that includes messaging resources and education for staff and Board.

(Goal IV. Strategy C. Initiative 1): Develop and implement a Fundraising Plan for the next three years, including annual fundraising goals.

(Goal IV. Strategy C. Initiative 2): Provide an annual education program for managers and Board members to increase capacity to achieve the goals of the Fundraising Plan.

B. FINANCE (Chief Financial Officer: Mark Johnston, Controller: Trish Walker)

Budget: \$617,660

Staff: 6 full-time equivalents

Description of Clients:

All KVCAP employees, the KVCAP Board of Directors, and agency funding sources.

Continuing Services:

- Manage the financial systems within the agency to allow programs to track revenues and expenditures and to monitor performance to established budgets.
- Provide assistance in developing budgets, resolving financial issues with funding sources, and ensuring adherence to contract guidelines.
- Provide assistance in preparing and presenting quarterly financial accountability reports to the Board of Directors.
- Provide one-on-one assistance to agency managers, hold quarterly meetings to review financial information, create specialized reporting formats, and offer financial trainings for agency managers and staff as necessary.

Anticipated New Service Opportunities:

- Continue to work on risk assessment activities as they pertain to agency finances and compliance by collaborating with agency staff and to maintain and update necessary reporting mechanisms and agency compliance policies and procedures manuals.
- Continue to work on fiscal compliance and reference manuals for agency management and staff that grow and expand with changing regulations.
- Continue to seek ways to utilize technology to streamline processes, which will include expanding the ACOM EZContent Manager program to include document management and routing of contracts and other key program documentation.

Strategic Plan Action Items:

- Provide financial recording and documentation support to agency and program management to reach the goals as outlined within the strategic plan.

C. HUMAN RESOURCES (Director: Cathy Kershner)

Budget: \$334,534

Staff: 3 full-time equivalents

Description of Clients: All KVCAP employees.

Continuing Services:

1) Create and maintain 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 allow for expansion and change, and appropriately place skilled employees within those structures.

3) Provide agency training options for 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
- Emergency Response Procedures

4) Oversee an Agency Wellness Program in order to support a healthy lifestyle by designing and/or offering programs that benefit the health and wellbeing of all staff such as a wellness component of the Agency's health insurance plan, reimbursement for gym memberships, and Weight Watchers, regardless of health insurance status through KVCAP.

Anticipated New Service Opportunities:

- Reinstate a revised New Employee Orientation program.
- Explore a system for electronic PAF's.
- Update Affirmative Action Plan
- Work with programs to develop standards pertaining to background check requirements including finger printing

- Update Supervisor's Manual
- Work with hiring supervisors to be certain that agency expectations around poverty are included with interview questions.
- Develop a questionnaire for new employees pertaining to their orientation period in an effort to enhance the orientation process.

Strategic Plan Action Items:

(Goal III. Strategy A. Initiative 1): Maintain a minimum hourly pay rate that exceeds the legal minimum wage rate.

(Goal III. Strategy B. Initiative 1): Develop a comprehensive hiring and orientation process that is mission driven.

(Goal III, Strategy B. Initiative 2): Develop and implement an agency-wide training plan focusing on the KVCAP mission/role of community action, poverty competency and service integration to increase staff skills in order to better serve the community.

(Goal III. Strategy B. Initiative 3): Develop a strategy to increase opportunity for staff across the agency to access higher education.

D. Information Technology (Director: Eric Caron)

Budget: \$195,926

Staff: 2 Full-time equivalents

Description of Clients: All KVCAP employees.

Continuing Services:

- Maintain and ensure the secure and trouble-free operation of the agency's information systems and telecommunications infrastructure.
- Provide technology support for all four main and Head Start locations.
- Provide computer/telephone support via "Help Desk", in person, and/or through e-mail.

Anticipated New Service Opportunities:

- Work with Transportation to go live with the new HSB software platform. Upgrade all drivers/staff to smart devices that will utilize route planning applications.
- Increase Google Gmail security by implementing 2FA authentication for all agency users.
- Update MITEL phone controllers for all sites, with updated hardware and software versions.
- Update client security and malware protection agency wide to a new platform.
- Improve and redesign technology in our Waterville meeting room spaces, which includes; improved audio, screen, and interactive capabilities

Strategic Plan Action Items:

(Goal III. Strategy C. Initiative 1): Develop a prioritized recommendation to Senior Management, including cost estimates and implementation timeline, to ensure strong and adequate controls of the Agency's information technology systems.

(Goal III. Strategy C. Initiative 2): Develop and implement a plan for data integration across programs in order to support Agency-wide reporting and the ability to tell a comprehensive story about the impact of KVCAP on individuals, families and communities.

Facilities Operating Budget
October 1, 2017 - September 30, 2018

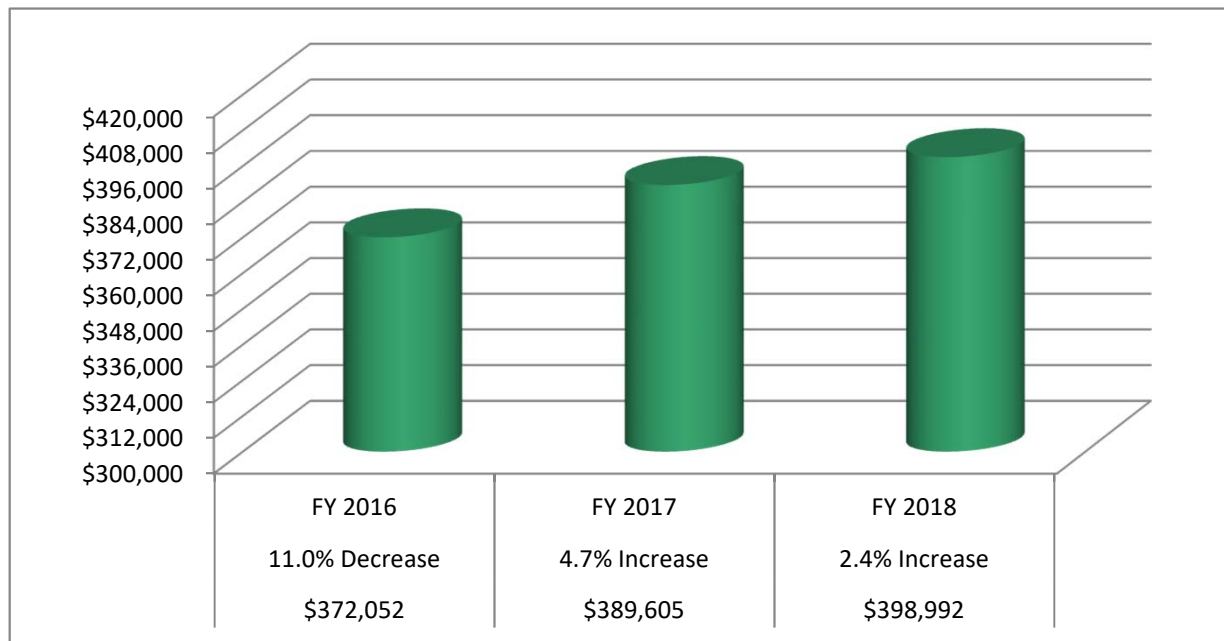
Expenses:	
Personnel	\$ 129,030
Payroll Taxes & Employee Benefits	\$ 33,848
Staff Development	\$ 100
Travel	\$ 300
Office Costs	\$ 400
Insurance	\$ 8,558
Telecommunications	\$ 1,820
Space & Occupancy	\$ 94,660
Contract Services	\$ 19,900
Vehicle	\$ 6,496
Housing Property Costs	\$ -
Materials & Supplies	\$ 12,300
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 30,322
Interest	\$ 6,500
Depreciation	\$ 53,558
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 1,200
Inkind	\$ -
Total Expenses:	\$ 398,992

**Kennebec Valley Community Action Program
Facilities Operating Budget
October 1, 2017 - September 30, 2018**

The facilities budget represents the costs associated with the normal maintenance and upkeep of KVCAP's five office centers.

For fiscal year 2018, the proposed budget is \$398,992, and represents a 2.4%, or \$9,387 increase compared to fiscal year 2017.

**Facilities Cost Comparison
FY 2016 - FY 2018**



The increase in the Facilities budget for 2018 shows very few significant changes. Materials and supplies is showing an increase in the new year. The variance on this line item relates to some renovations taking place in the fall and the reclassification of expenses from contract services (maintenance and repair expense) to materials to provide a more accurate accounting of the expense.

Space and occupancy costs showed an increase. When broken down into individual expense lines, rent expense, water and sewer expenses and rubbish removal expenses all showed no change between 2017 and 2018. Electricity is showing a small decrease of (5.5%) or (\$1,310) and is bring the budget inline with actual expenses. Fuel expense showed an 8.3%, or \$2,360 increase to bring inline with actual after the conversion from oil to natural gas at the Waterville campus in 2017. Snow removal/landscaping showed the largest increase at 71.4%, or \$5,000 in anticipation of another hard winter season predicted for 2018.

Kennebec Valley Community Action Program
Facilities Operating Budgets
October 1, 2017 - September 30, 2018

Expenses:	FY 2017	FY 2018	Increase/ (Decrease)
Personnel	\$ 129,030	\$ 129,030	\$ -
Payroll Taxes & Employee Benefits	\$ 33,848	\$ 33,848	\$ -
Staff Development	\$ 100	\$ 100	\$ -
Travel	\$ 300	\$ 300	\$ -
Office Costs	\$ 400	\$ 400	\$ -
Insurance	\$ 8,558	\$ 8,558	\$ -
Telecommunications	\$ 1,820	\$ 1,820	\$ -
Space & Occupancy	\$ 88,610	\$ 94,660	\$ 6,050
Contract Services	\$ 24,400	\$ 19,900	\$ (4,500)
Vehicle	\$ 5,696	\$ 6,496	\$ 800
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 5,050	\$ 12,300	\$ 7,250
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 30,322	\$ 30,322	\$ -
Interest	\$ 6,500	\$ 6,500	\$ -
Depreciation	\$ 53,771	\$ 53,558	\$ (213)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,200	\$ 1,200	\$ -
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 389,605	\$ 398,992	\$ 9,387

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

Rent (2018 budget amount = \$22,690 - 0% increase compared to 2017)

Electricity (\$22,690 - 5.5% decrease)

Fuel (\$30,880 - 8.3% increase)

Water/Sewer (\$3,000 - 0% increase)

Rubbish Removal (\$3,400 - 0% increase)

Snow Removal/Landscaping (\$12,000 - 71.4% increase)

PART IV: FACILITIES (Mark Johnston, Chief Financial Officer; Jeff Paquette, Facilities Manager)

Budget: \$398,992

Staff: 3 full-time equivalents

Description of Clients: Agency staff and all KVCAP programs

Continuing Services:

- Maintain all agency facilities including:
 - * Augusta Office at the Buker School
 - * Skowhegan Office
 - * Skowhegan Early Head Start
 - * Bloomfield Elementary School
 - * Waterville Campus
 - 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
- To monitor, evaluate, and improve building and parking lot security at all sites

Kennebec Valley Community Action Program
Agency Operating Budgets
October 1, 2017 - September 30, 2018

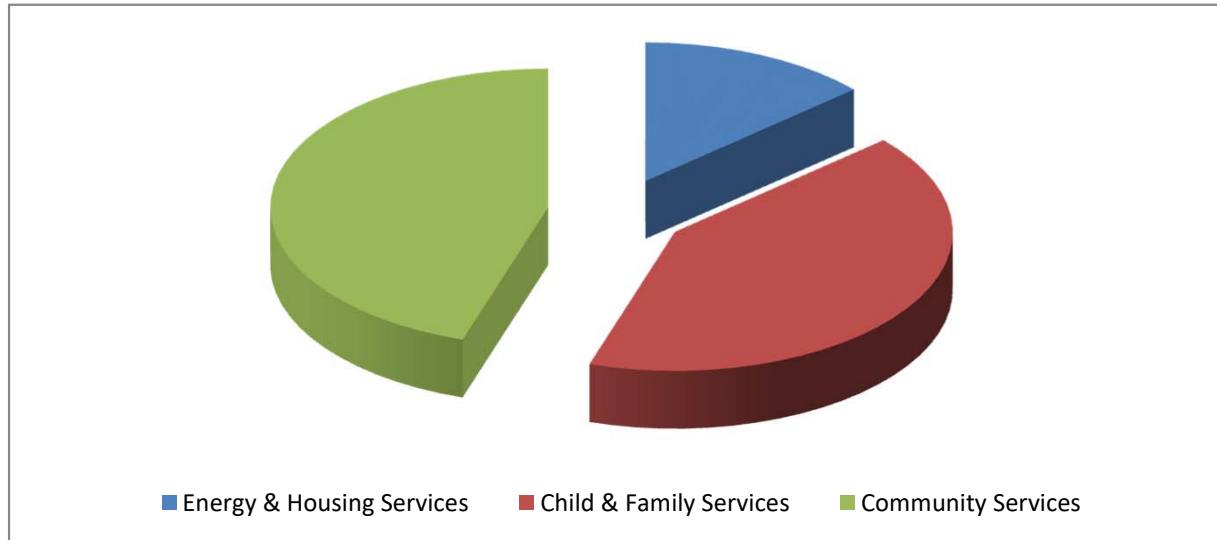
Revenue:	Energy & Housing Services	Child & Family Services	Community Services	Total
Grants & Contracts	\$ 3,116,658	\$ 7,191,271	\$ 3,531,740	\$ 13,839,669
Program Revenue	\$ 37,279	\$ 1,306,632	\$ 6,814,702	\$ 8,158,613
Other Revenue	\$ -	\$ 110,356	\$ 155,750	\$ 266,106
Inkind	\$ -	\$ 1,058,865	\$ -	\$ 1,058,865
Total Revenue:	\$ 3,153,937	\$ 9,667,124	\$ 10,502,192	\$ 23,323,253

Expenses:				
Personnel	\$ 837,070	\$ 4,428,203	\$ 2,946,232	\$ 8,211,505
Payroll Taxes & Employee Benefits	\$ 342,916	\$ 1,495,431	\$ 1,027,865	\$ 2,866,212
Staff Development	\$ 26,256	\$ 57,774	\$ 29,794	\$ 113,824
Travel	\$ 4,200	\$ 84,286	\$ 85,199	\$ 173,685
Office Costs	\$ 65,833	\$ 61,497	\$ 55,248	\$ 182,578
Insurance	\$ 8,211	\$ 7,638	\$ 1,080	\$ 16,929
Telecommunications	\$ 41,235	\$ 33,737	\$ 83,787	\$ 158,759
Space & Occupancy	\$ 133,386	\$ 176,956	\$ 222,061	\$ 532,403
Contract Services	\$ 468,393	\$ 796,954	\$ 110,435	\$ 1,375,782
Vehicle	\$ 45,308	\$ -	\$ 625,885	\$ 671,193
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 936,782	\$ 236,736	\$ 40,646	\$ 1,214,164
Direct Client Assistance	\$ -	\$ 400	\$ 2,142,493	\$ 2,142,893
Administration (Indirect)	\$ 233,711	\$ 1,042,473	\$ 684,595	\$ 1,960,779
Interest	\$ -	\$ 116,808	\$ -	\$ 116,808
Depreciation	\$ -	\$ 1,128	\$ 93,513	\$ 94,641
Common Carrier	\$ -	\$ -	\$ 2,052,000	\$ 2,052,000
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 10,636	\$ 68,238	\$ 55,203	\$ 134,077
Inkind	\$ -	\$ 1,058,865	\$ -	\$ 1,058,865
Total Expenses:	\$ 3,153,937	\$ 9,667,124	\$ 10,256,036	\$ 23,077,097

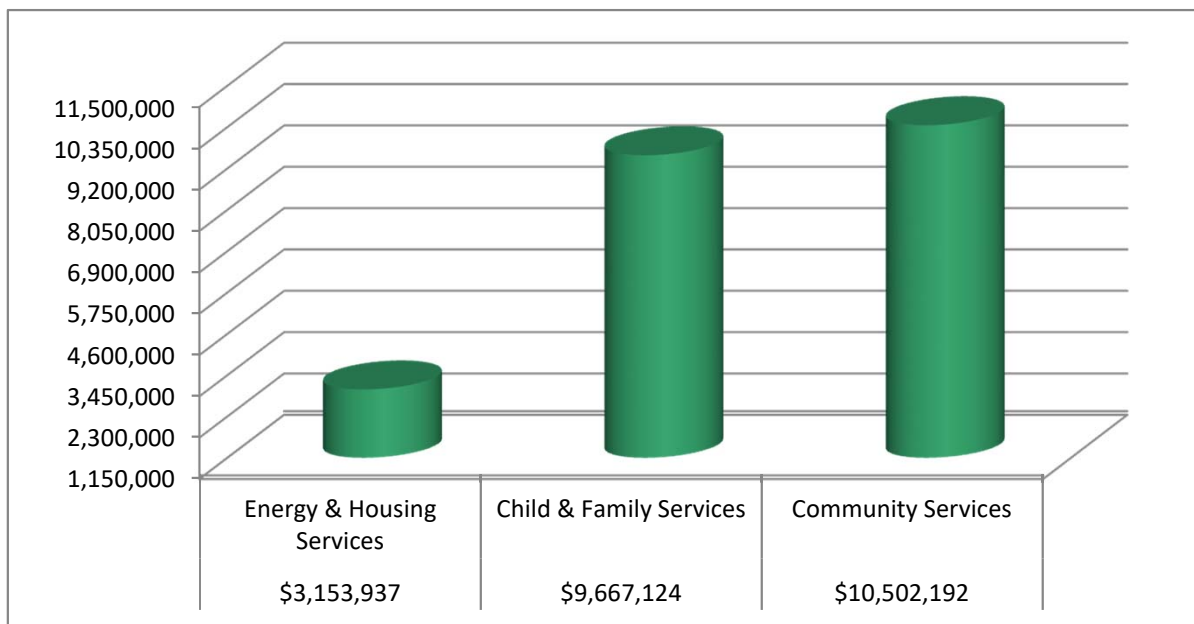
Surplus/(Deficit)	\$ -	\$ -	\$ 246,156	\$ 246,156
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Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2017 - September 30, 2018

The agency's operating budget consists of its three major departments - Energy and Housing Services (which contributes 13.5% of the budget), Child and Family Services (41.5%), and Community Services (45.0%).



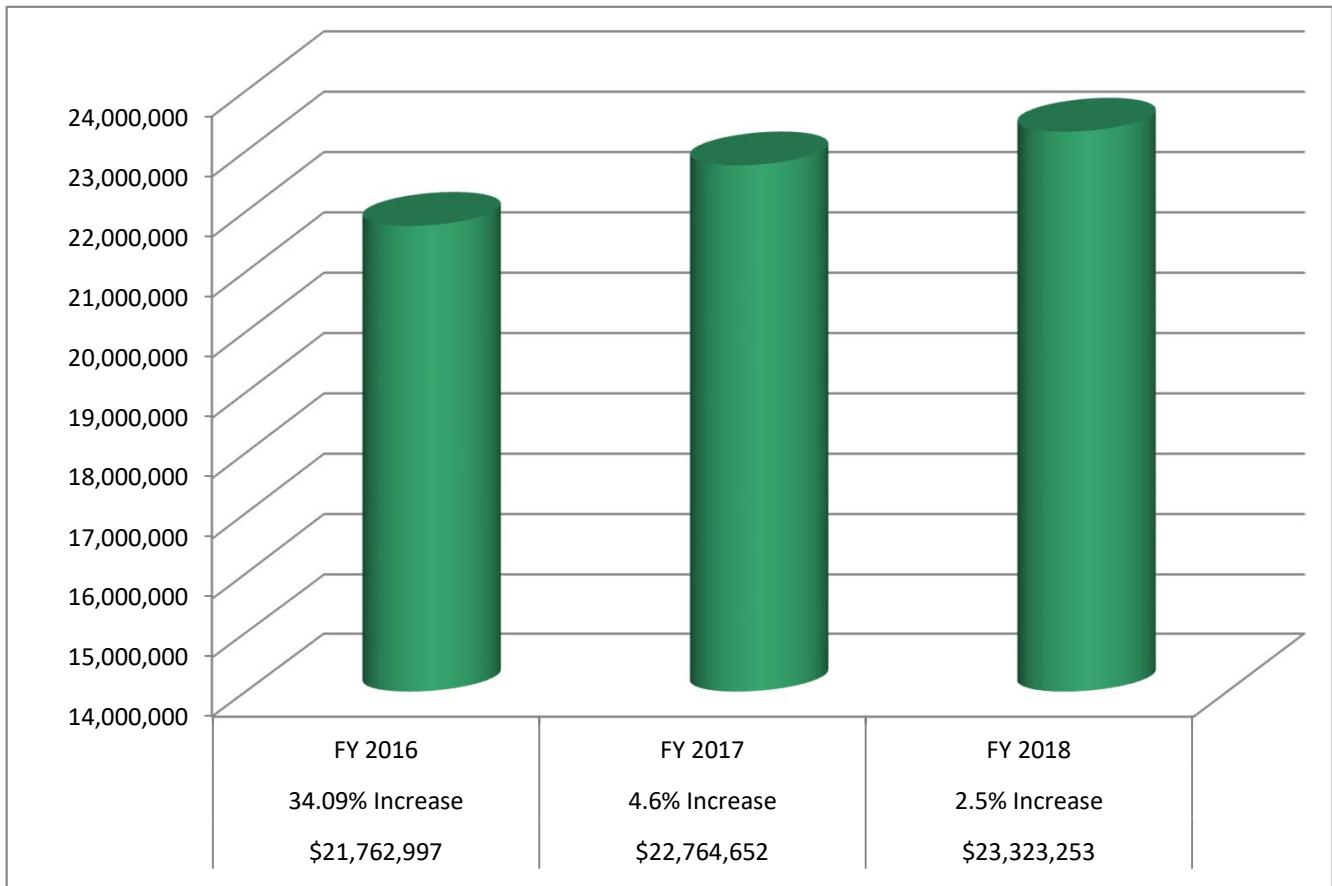
Budget by Department
FY 2018



Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2017 - September 30, 2018

For fiscal year 2018, a \$23,323,253 budget is proposed. This budget represents an 2.5%, or \$558,601 increase compared to fiscal year 2017.

Agency Operating Budget Comparison
FY 2016 - FY 2018



By department, Energy & Housing Services shows a (9.5%) decrease, Child & Family Services shows a 2.6% increase, and Community Services shows a 6.5% increase. Please see each department listing for more details.

Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2017 - September 30, 2018

Revenue:	FY 2017	FY 2018	Increase/ (Decrease)
Grants & Contracts	\$ 13,256,237	\$ 13,839,669	\$ 583,432
Program Revenue	\$ 8,161,001	\$ 8,158,613	\$ (2,388)
Other Revenue	\$ 348,300	\$ 266,106	\$ (82,194)
Inkind	\$ 999,114	\$ 1,058,865	\$ 59,751
Total Revenue:	\$ 22,764,652	\$ 23,323,253	\$ 558,601

Expenses:			
Personnel	\$ 7,679,655	\$ 8,211,505	\$ 531,850
Payroll Taxes & Employee Benefits	\$ 2,636,622	\$ 2,866,212	\$ 229,590
Staff Development	\$ 131,167	\$ 113,824	\$ (17,343)
Travel	\$ 151,100	\$ 173,685	\$ 22,585
Office Costs	\$ 191,421	\$ 182,578	\$ (8,843)
Insurance	\$ 27,385	\$ 16,929	\$ (10,456)
Telecommunications	\$ 148,497	\$ 158,759	\$ 10,262
Space & Occupancy	\$ 554,019	\$ 532,403	\$ (21,616)
Contract Services	\$ 1,713,716	\$ 1,375,782	\$ (337,934)
Vehicle	\$ 625,822	\$ 671,193	\$ 45,371
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,205,496	\$ 1,214,164	\$ 8,668
Direct Client Assistance	\$ 2,169,361	\$ 2,142,893	\$ (26,468)
Administration (Indirect)	\$ 1,826,580	\$ 1,960,779	\$ 134,199
Interest	\$ 116,808	\$ 116,808	\$ -
Depreciation	\$ 66,513	\$ 94,641	\$ 28,128
Common Carrier	\$ 2,040,180	\$ 2,052,000	\$ 11,820
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 184,643	\$ 134,077	\$ (50,566)
Inkind	\$ 999,114	\$ 1,058,865	\$ 59,751
Total Expenses:	\$ 22,468,099	\$ 23,077,097	\$ 608,998

Surplus/(Deficit)	\$ 296,553	\$ 246,156	\$ (50,397)
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Kennebec Valley Community Action Program
Energy & Housing Services Operating Budgets
October 1, 2017 - September 30, 2018

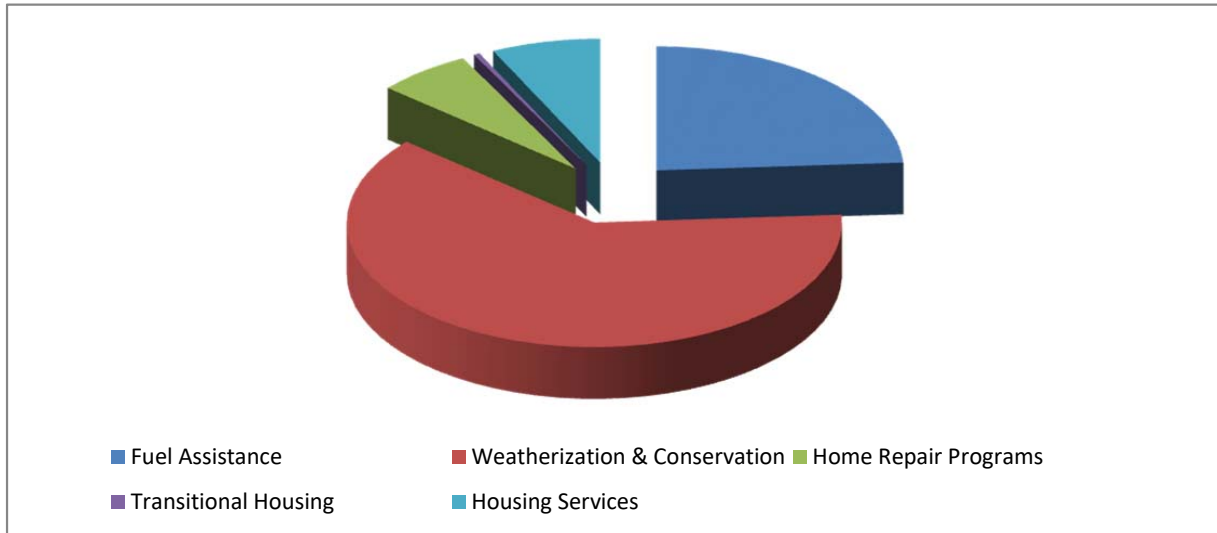
Revenue:	Fuel Assistance	Weatherization & Conservation	Home Repair Programs	Transitional Housing	Housing Services	Total
Grants & Contracts	\$ 757,008	\$ 1,963,670	\$ 196,000	\$ -	\$ 199,980	\$ 3,116,658
Program Revenue	\$ -	\$ -	\$ -	\$ 12,439	\$ 24,840	\$ 37,279
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 757,008	\$ 1,963,670	\$ 196,000	\$ 12,439	\$ 224,820	\$ 3,153,937

Expenses:						
Personnel	\$ 390,792	\$ 325,365	\$ 25,884	\$ -	\$ 95,029	\$ 837,070
Payroll Taxes & Employee Benefits	\$ 189,612	\$ 107,876	\$ 8,916	\$ -	\$ 36,512	\$ 342,916
Staff Development	\$ -	\$ 8,496	\$ 600	\$ -	\$ 17,160	\$ 26,256
Travel	\$ -	\$ -	\$ -	\$ -	\$ 4,200	\$ 4,200
Office Costs	\$ 33,948	\$ 24,415	\$ 396	\$ 36	\$ 7,038	\$ 65,833
Insurance	\$ -	\$ 7,647	\$ -	\$ 564	\$ -	\$ 8,211
Telecommunications	\$ 8,196	\$ 28,788	\$ 660	\$ 240	\$ 3,351	\$ 41,235
Space & Occupancy	\$ 42,624	\$ 55,032	\$ 4,660	\$ 8,863	\$ 22,207	\$ 133,386
Contract Services	\$ -	\$ 376,137	\$ 73,500	\$ 2,556	\$ 16,200	\$ 468,393
Vehicle	\$ -	\$ 43,508	\$ 1,800	\$ -	\$ -	\$ 45,308
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 863,102	\$ 73,500	\$ 180	\$ -	\$ 936,782
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 91,836	\$ 113,472	\$ 6,084	\$ -	\$ 22,319	\$ 233,711
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 9,832	\$ -	\$ -	\$ 804	\$ 10,636
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 757,008	\$ 1,963,670	\$ 196,000	\$ 12,439	\$ 224,820	\$ 3,153,937

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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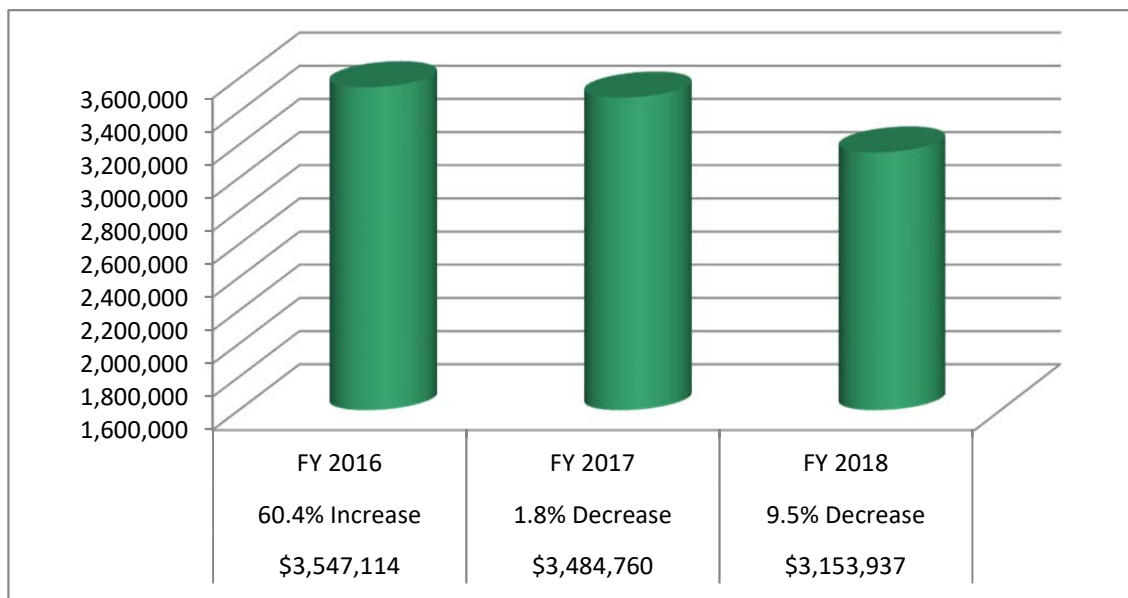
Kennebec Valley Community Action Program
Energy & Housing Services Operating Budget
October 1, 2017 - September 30, 2018

The Energy & Housing Services budget consists of the following programming: Fuel Assistance (which contributes 24.0% of the budget), Weatherization & Conservation (62.3%), Home Repair Programs (6.2%), Transitional Housing (0.4%), and Housing Services (7.1%).



For fiscal year 2018, the proposed Energy & Housing Services budget is \$3,153,937. This is a decrease of 9.5%, or (\$330,823), compared to fiscal year 2017.

Energy & Housing Services Comparison
FY 2016 - FY 2018



Kennebec Valley Community Action Program
Energy & Housing Services Operating Budget
October 1, 2017 - September 30, 2018

The decrease in the Energy & Housing Services budget for 2018 of (\$330,823) is primarily due to not having the Maine Housing Home Repair program (\$275,364) included and the end of funding through NeighborWorks for foreclosure mitigation (\$33,840). The remaining difference is a result of offsets within Fuel Assistance programming, which saw an increase in funding of \$89,140, and Weatherization programming, which saw a decrease in funding of (\$113,128) as multi-year programming through DOE and HEAP Wx are coming to an end.

Key variances in expenditures include the following:

- an increase in staffing within Fuel Assistance that resulted in more employees being benefits eligible and electing to participate in the agency's benefits plan,
- a decrease in staff development due to less training and technical assistance funds being a part of the current DOE contract compared to that of the previous year,
- a decrease in travel and an increase in telecommunications expenses are related to a changes in fuel assistance and weatherization due to new data applications that require hotspots and use of tablets, and less traveling on the part of fuel assistance staff for client intake, and
- a decrease in contract services that relates to not having the Maine Housing Home Repair program for FY18 and the reductions in DOE and HEAP Wthz.

Revenue:	FY 2017	FY 2018	Increase/ (Decrease)
Grants & Contracts	\$ 3,447,481	\$ 3,116,658	\$ (330,823)
Program Revenue	\$ 37,279	\$ 37,279	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 3,484,760	\$ 3,153,937	\$ (330,823)

Expenses:			
Personnel	\$ 819,235	\$ 837,070	\$ 17,835
Payroll Taxes & Employee Benefits	\$ 291,812	\$ 342,916	\$ 51,104
Staff Development	\$ 31,816	\$ 26,256	\$ (5,560)
Travel	\$ 14,532	\$ 4,200	\$ (10,332)
Office Costs	\$ 61,619	\$ 65,833	\$ 4,214
Insurance	\$ 8,211	\$ 8,211	\$ -
Telecommunications	\$ 34,085	\$ 41,235	\$ 7,150
Space & Occupancy	\$ 145,284	\$ 133,386	\$ (11,898)
Contract Services	\$ 832,986	\$ 468,393	\$ (364,593)
Vehicle	\$ 41,286	\$ 45,308	\$ 4,022
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 944,215	\$ 936,782	\$ (7,433)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 221,497	\$ 233,711	\$ 12,214
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 10,636	\$ 10,636	\$ -
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 3,457,214	\$ 3,153,937	\$ (303,277)

Surplus/(Deficit)	\$ 27,546	\$ -	\$ (27,546)
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Kennebec Valley Community Action Program
Fuel Assistance Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	* LIHEAP	* LIAP	Total
Grants & Contracts	\$ 690,000	\$ 67,008	\$ 757,008
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 690,000	\$ 67,008	\$ 757,008

Expenses:					
Personnel	\$ 358,020	\$ 32,772	\$ 390,792		
Payroll Taxes & Employee Benefits	\$ 168,912	\$ 20,700	\$ 189,612		
Staff Development	\$ -	\$ -	\$ -		
Travel	\$ -	\$ -	\$ -		
Office Costs	\$ 33,948	\$ -	\$ 33,948		
Insurance	\$ -	\$ -	\$ -		
Telecommunications	\$ 8,196	\$ -	\$ 8,196		
Space & Occupancy	\$ 36,792	\$ 5,832	\$ 42,624		
Contract Services	\$ -	\$ -	\$ -		
Vehicle	\$ -	\$ -	\$ -		
Housing Property Costs	\$ -	\$ -	\$ -		
Materials & Supplies	\$ -	\$ -	\$ -		
Direct Client Assistance	\$ -	\$ -	\$ -		
Administration (Indirect)	\$ 84,132	\$ 7,704	\$ 91,836		
Interest	\$ -	\$ -	\$ -		
Depreciation	\$ -	\$ -	\$ -		
Common Carrier	\$ -	\$ -	\$ -		
Bad Debt Expense	\$ -	\$ -	\$ -		
Other	\$ -	\$ -	\$ -		
Inkind	\$ -	\$ -	\$ -		
Total Expenses:	\$ 690,000	\$ 67,008	\$ 757,008		

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

*LIAP = Low-Income Assistance Program

Kennebec Valley Community Action Program
Weatherization & Conservation Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	*DOE	* HEAP Wthz	* CHIP	DEP Tank Replacement	Total
Grants & Contracts	\$ 534,214	\$ 699,516	\$ 566,340	\$ 163,600	\$ 1,963,670
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 534,214	\$ 699,516	\$ 566,340	\$ 163,600	\$ 1,963,670

Expenses:					
Personnel	\$ 94,797	\$ 105,360	\$ 100,392	\$ 24,816	\$ 325,365
Payroll Taxes & Employee Benefits	\$ 31,004	\$ 35,688	\$ 32,052	\$ 9,132	\$ 107,876
Staff Development	\$ 1,000	\$ 2,496	\$ 5,000	\$ -	\$ 8,496
Travel	\$ -	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ 4,000	\$ 12,492	\$ 5,000	\$ 2,923	\$ 24,415
Insurance	\$ 7,647	\$ -	\$ -	\$ -	\$ 7,647
Telecommunications	\$ 8,004	\$ 7,116	\$ 9,996	\$ 3,672	\$ 28,788
Space & Occupancy	\$ 15,000	\$ 20,232	\$ 12,600	\$ 7,200	\$ 55,032
Contract Services	\$ 111,444	\$ 154,668	\$ -	\$ 110,025	\$ 376,137
Vehicle	\$ 10,000	\$ 23,504	\$ 10,004	\$ -	\$ 43,508
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 208,642	\$ 295,264	\$ 359,196	\$ -	\$ 863,102
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 32,844	\$ 42,696	\$ 32,100	\$ 5,832	\$ 113,472
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 9,832	\$ -	\$ -	\$ -	\$ 9,832
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 534,214	\$ 699,516	\$ 566,340	\$ 163,600	\$ 1,963,670

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

* HEAP Wthz. = Home Energy Assistance Program Weatherization

* CHIP = Central Heating Improvement Program

* DEP = Department of Environmental Protection

Kennebec Valley Community Action Program
Home Repair Programs Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	DECD/CDBG Home Repair
Grants & Contracts	\$ 196,000
Program Revenue	\$ -
Other Revenue	\$ -
Inkind	\$ -
Total Revenue:	\$ 196,000

Expenses:	
Personnel	\$ 25,884
Payroll Taxes & Employee Benefits	\$ 8,916
Staff Development	\$ 600
Travel	\$ -
Office Costs	\$ 396
Insurance	\$ -
Telecommunications	\$ 660
Space & Occupancy	\$ 4,660
Contract Services	\$ 73,500
Vehicle	\$ 1,800
Housing Property Costs	\$ -
Materials & Supplies	\$ 73,500
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 6,084
Interest	\$ -
Depreciation	\$ -
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ -
Inkind	\$ -
Total Expenses:	\$ 196,000

Surplus/(Deficit)	\$ -
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Kennebec Valley Community Action Program
Transitional Housing
October 1, 2017 - September 30, 2018

Revenue:	Transitional Housing
Grants & Contracts	\$ -
Program Revenue	\$ 12,439
Other Revenue	\$ -
Inkind	\$ -
Total Revenue:	\$ 12,439

Expenses:	
Personnel	\$ -
Payroll Taxes & Employee Benefits	\$ -
Staff Development	\$ -
Travel	\$ -
Office Costs	\$ 36
Insurance	\$ 564
Telecommunications	\$ 240
Space & Occupancy	\$ 8,863
Contract Services	\$ 2,556
Vehicle	\$ -
Housing Property Costs	\$ -
Materials & Supplies	\$ 180
Direct Client Assistance	\$ -
Administration (Indirect)	\$ -
Interest	\$ -
Depreciation	\$ -
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ -
Inkind	\$ -
Total Expenses:	\$ 12,439

Surplus/(Deficit)	\$ -
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Kennebec Valley Community Action Program
Housing Services Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	Home Buyer Education	Foreclosure Counseling	Neighborhoods Housing Counseling	Home Ownership Ed/Counsel	Neighborhoods Administration	Total
Grants & Contracts	\$ 10,800	\$ 53,128	\$ 24,000	\$ 62,052	\$ 50,000	\$ 199,980
Program Revenue	\$ 24,840	\$ -	\$ -	\$ -	\$ -	\$ 24,840
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 35,640	\$ 53,128	\$ 24,000	\$ 62,052	\$ 50,000	\$ 224,820

Expenses:						
Personnel	\$ 9,444	\$ 24,625	\$ 10,572	\$ 25,368	\$ 25,020	\$ 95,029
Payroll Taxes & Employee Benefits	\$ 3,828	\$ 9,396	\$ 3,948	\$ 9,540	\$ 9,800	\$ 36,512
Staff Development	\$ -	\$ 1,740	\$ 600	\$ 10,020	\$ 4,800	\$ 17,160
Travel	\$ -	\$ -	\$ -	\$ 1,200	\$ 3,000	\$ 4,200
Office Costs	\$ 540	\$ 2,658	\$ 840	\$ 3,000	\$ -	\$ 7,038
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 660	\$ 1,503	\$ 228	\$ 960	\$ -	\$ 3,351
Space & Occupancy	\$ 2,760	\$ 6,619	\$ 5,328	\$ 6,000	\$ 1,500	\$ 22,207
Contract Services	\$ 16,200	\$ -	\$ -	\$ -	\$ -	\$ 16,200
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 2,208	\$ 5,783	\$ 2,484	\$ 5,964	\$ 5,880	\$ 22,319
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 804	\$ -	\$ -	\$ -	\$ 804
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 35,640	\$ 53,128	\$ 24,000	\$ 62,052	\$ 50,000	\$ 224,820

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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PART VI: ENERGY & HOUSING SERVICES (Chief Operating Officer: Michele Prince)

- A. Energy & Housing Services
- B. Homeownership Services
- C. Real Estate Development

A. ENERGY & HOUSING SERVICES (Director: Monica Grady)

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

Budget: \$757,008 (\$690,000 - LIHEAP Administrative - \$67,008 - LIAP)

Staff: 8 full-time equivalents, 6 temporary/seasonal employees

Description of Clients: Income eligible households

Number of Households to be Served in FY 2018: 10,000

Continuing Services:

- **LIHEAP:** Provide a fuel assistance benefit to income eligible households.
- **LIAP (Low-Income Assistance Program):** Assist income eligible customers pay their electric bills based on criteria set by Central Maine Power and Madison Electric.
- **ECIP (Emergency Crisis Intervention Program):** Provide funds for households experiencing heat related emergencies, from November to March.

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 who meet CMP's eligibility criteria.

Number of Clients to be Served in FY 2018: 5

Continuing Services:

- Provide CMP customers with eligibility certification for CMP's Line Extension Assistance Program for the cost of pole and line installation to new residences.

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

Budget: \$1,233,727

Staff: 4 full-time equivalents

Description of Clients: LIHEAP-eligible households

Number of Clients to be Served in FY 2018: 150

Continuing Services:

- Provide weatherization services to Low-Income Home Energy Assistance Program (LIHEAP) eligible households to reduce home heating costs and to conserve energy.

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

Budget: \$566,340

Staff: 2 full-time equivalents

Description of Clients: LIHEAP eligible households

Number of Clients to be Served in FY 2018: 325

Continuing Services:

- Provide heating system replacement and repairs to Low-Income Home Energy Assistance Program (LIHEAP) eligible households.

Anticipated New Service Opportunities:

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

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

Budget: \$163,600

Staff: 1 full-time equivalent

Description of Clients: Income eligible households

Number of Households to be Served in FY 2018: 44

Continuing Services:

- Provide oil tank replacements to Low-Income Home Energy Assistance Program (LIHEAP) eligible homeowners.

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

Budget: \$196,000

Description of Clients: Income single family homeowners

Staff: 2 full-time equivalents

Number of Families to be Served in FY 2018: 60

Continuing Services:

- Offer resources to provide home repair services to homeowners so that they can maintain a safe, decent living environment. The program allows for 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.

B. HOMEOWNERSHIP SERVICES (Director: Monica Grady)

Homeownership Education & Counseling

Budget: \$174,820

Staff: 2 full-time equivalents

Description of Clients: No Income Restrictions

Estimated Number of Clients to be Served in FY 2018: 420

Continuing Services:

- **Financial Literacy Education & Counseling** - Promote housing sustainability for renters and homeowners by providing workshops as well as one-on-one coaching for financial literacy and capability, including budget preparation/management with a focus on saving and building credit.
- **Pre-Purchase Education & Counseling** - Facilitate Homebuyer Education courses in live classes and an online format to assist potential homebuyers with budgeting, financing, ownership and energy efficiency to ensure a successful experience as a first-

time homebuyer. Provide one on one consultations and analysis to help potential homebuyers identify barriers and set goals.

- **Post-Purchase Counseling** – Provide one-on-one consultation and analysis to assist homeowners with budgeting, home maintenance, refinancing, hazard insurance, etc. to help them succeed as homeowners.
- **Foreclosure Prevention Education & Counseling** – Provide 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.

C. Real Estate Development (Director: David Pelton)

Budget: \$102,911

Staff: 1 FTE

Cony Village LLC:

Description of Clients: Low to Moderate Income Households

Households to be Served in FY 2018: 17

Continuing Services:

- Coordinate Homeowners Association meetings periodically throughout the year.
- Build and sell two new energy efficient homes.

Anticipated New Opportunities:

- Long-term goal is to develop this 26 acres of land in Augusta into 43 units of affordable, energy efficient housing. Fifteen homes have been built to date and KVCAP continues to work with a real estate agent to market the lots as “build to suit.”

The Gerald Senior Residence:

Description of Clients: 50%-60% of area median income, age 55 and over

Households to be Served in FY 2018: 28

Continuing Services:

- Offers 26 one-bedroom apartment units and 2 two-bedroom apartment units that are managed by C&C Realty Management services.
- Continue to lease retail space within the building, contributing to efforts to revitalize downtown Fairfield.

Other Affordable Housing initiatives:

Anticipated New Service Opportunities:

- Currently the KVCAP-owned Boulette office building in Skowhegan is not fully occupied. Efforts are underway to explore the potential for repurposing the building into an affordable housing project to meet area housing needs.
- Explore and evaluate other potential opportunities to create affordable housing options for residents in Kennebec and Somerset Counties.

Strategic Plan Action Items: (Related to Energy and Housing & Real Estate Development)

- **(Goal I. Strategy A. Initiative 1):** Foster a culture where people seeking our services are made aware of everything KVCAP has to offer them, no matter what program or service they contact first by ensuring that all KVCAP staff has the training and tools to identify and connect clients to the full array of KVCAP Services for which they qualify.
- **(Goal I. Strategy A. Initiative 2):** Develop a comprehensive process for collection and management of client data that enables KVCAP to identify the full range of needs of individual clients and families, that is based on specifications determined by staff from across all KVCAP programs, and that takes into account confidentiality and security concerns.
- **(Goal I. Strategy A. Initiative 3):** Successfully implement an integrated intake and referral process.
- **(Goal I. Strategy C. Initiative 1):** Work with current community groups focused on senior issues to identify gaps in services for seniors and to develop resources. This will include prioritizing potential KVCAP program expansions to be pursued in response to unmet needs of seniors that fall within KVCAP service areas/categories.
- **(Goal II. Strategy A. Initiative 2):** Develop the plan to convert the Boulette Building to affordable senior housing; build at least one house targeted for low-income at Cony Village.
- **(Goal II. Strategy A. Initiative 2):** Work in collaboration with key housing provider partners to assist seniors to remain in their homes through accessing home repair services or reducing household energy costs.
- **(Goal II. Strategy A. Initiative 3):** Increase the capacity of the KVCAP housing department to assume a bigger role in addressing housing issues.
- **(Goal II. Strategy A. Initiative 4):** Engage the Housing Committee of the Board to develop a plan and expectations for ways in which the Committee can support the housing initiative.

Kennebec Valley Community Action Program
Child & Family Services Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	Head Start/Early Head Start	*CACFP	Other Child & Family Services	Total
Grants & Contracts	\$ 4,881,551	\$ 162,710	\$ 2,147,010	\$ 7,191,271
Program Revenue	\$ 100,000	\$ -	\$ 1,206,632	\$ 1,306,632
Other Revenue	\$ -	\$ -	\$ 110,356	\$ 110,356
Inkind	\$ 1,058,865	\$ -	\$ -	\$ 1,058,865
Total Revenue:	\$ 6,040,416	\$ 162,710	\$ 3,463,998	\$ 9,667,124

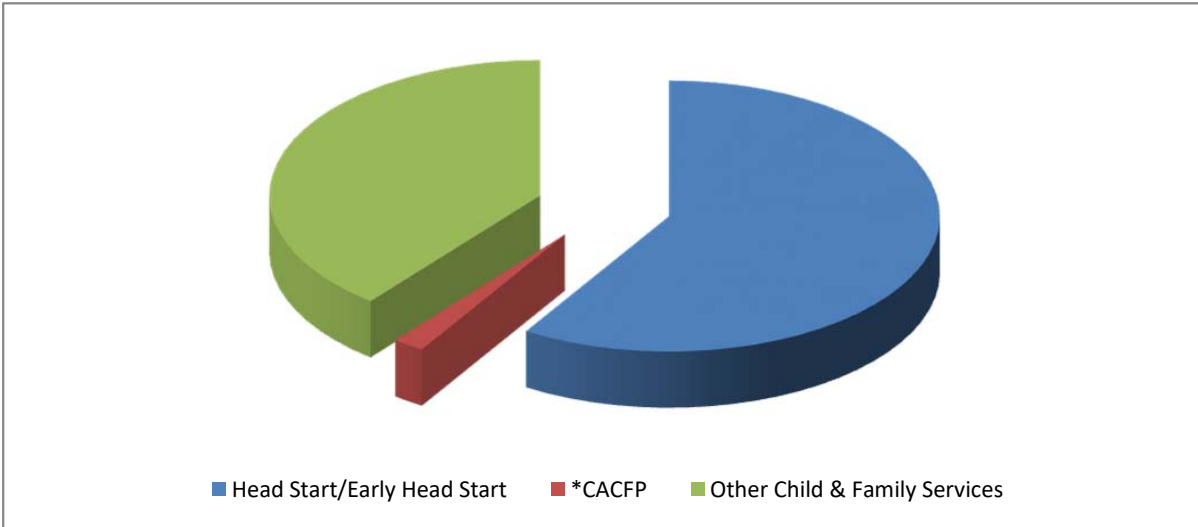
Expenses:				
Personnel	\$ 2,701,391	\$ 29,747	\$ 1,697,065	\$ 4,428,203
Payroll Taxes & Employee Benefits	\$ 891,725	\$ 11,153	\$ 592,553	\$ 1,495,431
Staff Development	\$ 47,168	\$ -	\$ 10,606	\$ 57,774
Travel	\$ 53,001	\$ -	\$ 31,285	\$ 84,286
Office Costs	\$ 39,674	\$ -	\$ 21,823	\$ 61,497
Insurance	\$ 5,439	\$ -	\$ 2,199	\$ 7,638
Telecommunications	\$ 16,795	\$ -	\$ 16,942	\$ 33,737
Space & Occupancy	\$ 37,474	\$ -	\$ 139,482	\$ 176,956
Contract Services	\$ 445,034	\$ -	\$ 351,920	\$ 796,954
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 80,468	\$ 114,818	\$ 41,450	\$ 236,736
Direct Client Assistance	\$ 400	\$ -	\$ -	\$ 400
Administration (Indirect)	\$ 634,931	\$ 6,992	\$ 400,550	\$ 1,042,473
Interest	\$ -	\$ -	\$ 116,808	\$ 116,808
Depreciation	\$ 1,128	\$ -	\$ -	\$ 1,128
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 26,923	\$ -	\$ 41,315	\$ 68,238
Inkind	\$ 1,058,865	\$ -	\$ -	\$ 1,058,865
Total Expenses:	\$ 6,040,416	\$ 162,710	\$ 3,463,998	\$ 9,667,124

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

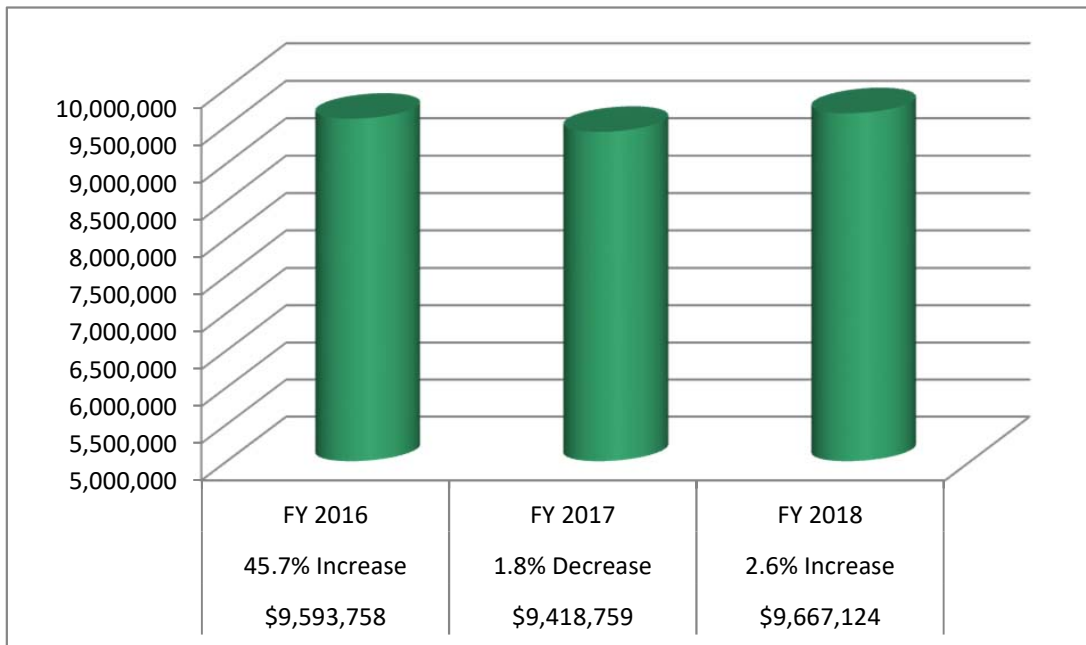
**Kennebec Valley Community Action Program
Child & Family Services Operating Budget
October 1, 2017 - September 30, 2018**

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 62.5% of the budget), the Child and Adult Care Food Program [CACFP] (1.7%), and Other Child & Family Services (35.8%).



For fiscal year 2018, the proposed Child & Family Services budget is \$9,667,124. This is an increase of 2.6%, or \$248,365, compared to fiscal year 2017.

**Child & Family Services Comparison
FY 2016 - FY 2018**



Kennebec Valley Community Action Program
Child & Family Services Operating Budget
October 1, 2017 - September 30, 2018

The majority of the increase in the Child & Family Services budget for 2018 totaling \$248,365 is within Head Start programming that saw an increase in Head Start and Early Head Start funding of \$281,911 and a decrease in the Early Head Start/Child Care Partnership funding of (\$50,230). There was also some offsetting fluctuations within the Other Services programming. A decrease in AOS 92 funding at Educare due to their state reimbursement and some program revenue related to fees and reimbursements (\$100,406) was offset by increased funding through other site collaborations and the program revenue related to those services (\$126,493). Also, reductions in the Parent Ambassador program (\$50,417) and the Early Childhood Quality Grant program (\$33,299) was offset with an increase in Elevate Maine funding through the addition of a \$100,000 grant from the Kellogg Foundation.

There were no significant changes on the expense side of the budget. Increases in personnel and payroll expenses are the result of the wage scale increase, standard merit increases, and increased benefit costs. Decreases in staff development, contract services, materials and supplies, and other expenses are related to the decreased funding mentioned above, while decreases in insurance and telecommunications were to bring those line items inline with actual costs.

Revenue:	FY 2017	FY 2018	Increase/ (Decrease)
Grants & Contracts	\$ 6,960,950	\$ 7,191,271	\$ 230,321
Program Revenue	\$ 1,348,338	\$ 1,306,632	\$ (41,706)
Other Revenue	\$ 110,357	\$ 110,356	\$ (1)
Inkind	\$ 999,114	\$ 1,058,865	\$ 59,751
Total Revenue:	\$ 9,418,759	\$ 9,667,124	\$ 248,365

Expenses:			
Personnel	\$ 4,259,539	\$ 4,428,203	\$ 168,664
Payroll Taxes & Employee Benefits	\$ 1,452,647	\$ 1,495,431	\$ 42,784
Staff Development	\$ 68,584	\$ 57,774	\$ (10,810)
Travel	\$ 72,768	\$ 84,286	\$ 11,518
Office Costs	\$ 65,904	\$ 61,497	\$ (4,407)
Insurance	\$ 18,095	\$ 7,638	\$ (10,457)
Telecommunications	\$ 43,784	\$ 33,737	\$ (10,047)
Space & Occupancy	\$ 178,520	\$ 176,956	\$ (1,564)
Contract Services	\$ 803,035	\$ 796,954	\$ (6,081)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 260,121	\$ 236,736	\$ (23,385)
Direct Client Assistance	\$ 250	\$ 400	\$ 150
Administration (Indirect)	\$ 1,000,971	\$ 1,042,473	\$ 41,502
Interest	\$ 116,808	\$ 116,808	\$ -
Depreciation	\$ -	\$ 1,128	\$ 1,128
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 78,619	\$ 68,238	\$ (10,381)
Inkind	\$ 999,114	\$ 1,058,865	\$ 59,751
Total Expenses:	\$ 9,418,759	\$ 9,667,124	\$ 248,365

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

Kennebec Valley Community Action Program
Head Start/Early Head Start Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	State Head Start - Educare	Head Start - Educare	Head Start - All Other Centers	Early Head Start - Educare	Early Head Start - All Other Centers	*EHS/CC Partnership - Educare	*EHS/CC Partnership - All Other Centers	*T&TA - Educare	*T&TA - All Other Centers	Total
Grants & Contracts	\$ 237,421	\$ 1,212,927	\$ 1,174,208	\$ 482,473	\$ 362,923	\$ 200,144	\$ 1,133,050	\$ 62,822	\$ 15,583	\$ 4,881,551
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ 820,759	\$ -	\$ -	\$ -	\$ 238,106	\$ -	\$ -	\$ 1,058,865
Total Revenue:	\$ 237,421	\$ 1,212,927	\$ 1,994,967	\$ 482,473	\$ 362,923	\$ 200,144	\$ 1,471,156	\$ 62,822	\$ 15,583	\$ 6,040,416

Expenses:										
Personnel	\$ 140,117	\$ 725,258	\$ 694,638	\$ 295,107	\$ 212,880	\$ 130,903	\$ 495,388	\$ 7,100	\$ -	\$ 2,701,391
Payroll Taxes & Employee Benefits	\$ 64,140	\$ 242,506	\$ 208,907	\$ 91,143	\$ 67,928	\$ 30,497	\$ 184,442	\$ 2,162	\$ -	\$ 891,725
Staff Development	\$ -	\$ 1,874	\$ 6,444	\$ -	\$ 1,022	\$ -	\$ -	\$ 28,601	\$ 9,227	\$ 47,168
Travel	\$ 238	\$ 2,157	\$ 8,769	\$ 1,024	\$ 8,140	\$ 271	\$ 10,757	\$ 16,205	\$ 5,440	\$ 53,001
Office Costs	\$ -	\$ 12,274	\$ 13,686	\$ 3,121	\$ 3,068	\$ 1,758	\$ 5,767	\$ -	\$ -	\$ 39,674
Insurance	\$ -	\$ 1,405	\$ 1,499	\$ 471	\$ 1,038	\$ 342	\$ 684	\$ -	\$ -	\$ 5,439
Telecommunications	\$ -	\$ 3,203	\$ 5,669	\$ 759	\$ 1,457	\$ 60	\$ 5,647	\$ -	\$ -	\$ 16,795
Space & Occupancy	\$ -	\$ 3,013	\$ 22,796	\$ 882	\$ 2,190	\$ -	\$ 8,593	\$ -	\$ -	\$ 37,474
Contract Services	\$ -	\$ 16,632	\$ 21,741	\$ 4,565	\$ 6,123	\$ 1,434	\$ 390,139	\$ 4,400	\$ -	\$ 445,034
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 26,566	\$ 18,733	\$ 13,363	\$ 6,161	\$ 3,686	\$ 10,759	\$ 1,200	\$ -	\$ 80,468
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ 400
Administration (Indirect)	\$ 32,926	\$ 170,436	\$ 163,241	\$ 69,350	\$ 50,025	\$ 30,763	\$ 116,520	\$ 1,670	\$ -	\$ 634,931
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,128	\$ -	\$ -	\$ 1,128
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 7,603	\$ 8,085	\$ 2,688	\$ 2,491	\$ 430	\$ 3,226	\$ 1,484	\$ 916	\$ 26,923
Inkind	\$ -	\$ -	\$ 820,759	\$ -	\$ -	\$ -	\$ 238,106	\$ -	\$ -	\$ 1,058,865
Total Expenses:	\$ 237,421	\$ 1,212,927	\$ 1,994,967	\$ 482,473	\$ 362,923	\$ 200,144	\$ 1,471,156	\$ 62,822	\$ 15,583	\$ 6,040,416

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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*EHS/CC = Early Head Start/Child Care

*T&TA = Training & Technical Assistance

Kennebec Valley Community Action Program
***CACFP Operating Budgets**
October 1, 2017 - September 30, 2018

Revenue:	CACFP - *EHS/CC Partnership - Educare	CACFP - Educare	CACFP - *EHS/CC Partnership - Skowhegan CC	Total
Grants & Contracts	\$ 9,319	\$ 137,016	\$ 16,375	\$ 162,710
Program Revenue	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 9,319	\$ 137,016	\$ 16,375	\$ 162,710

Expenses:				
Personnel	\$ -	\$ 29,747	\$ -	\$ 29,747
Payroll Taxes & Employee Benefits	\$ -	\$ 11,153	\$ -	\$ 11,153
Staff Development	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 9,319	\$ 89,124	\$ 16,375	\$ 114,818
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ 6,992	\$ -	\$ 6,992
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 9,319	\$ 137,016	\$ 16,375	\$ 162,710

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

*EHS = Early Head Start

*CC = Child Care

Kennebec Valley Community Action Program
Other Child & Family Services Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	Elevate Maine - All Other Centers	Elevate Maine- Educare	GSPHC - Move More Kids	Parent Ambassadors	Early Childhood Quality Grant	Other Services - Educare	Other Services - All Other Centers	Educare Facilities	Total
Grants & Contracts	\$ 193,553	\$ 100,000	\$ 6,000	\$ 102,475	\$ 79,017	\$ 708,561	\$ 957,404	\$ -	\$ 2,147,010
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100,026	\$ 106,606	\$ -	\$ 1,206,632
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 11,300	\$ -	\$ 95,056	\$ 110,356
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 193,553	\$ 100,000	\$ 6,000	\$ 102,475	\$ 83,017	\$ 1,819,887	\$ 1,064,010	\$ 95,056	\$ 3,463,998

Expenses:									
Personnel	\$ 55,942	\$ 64,989	\$ 857	\$ 22,547	\$ 49,801	\$ 749,012	\$ 680,495	\$ 73,422	\$ 1,697,065
Payroll Taxes & Employee Benefits	\$ 19,582	\$ 20,459	\$ 295	\$ 6,493	\$ 11,453	\$ 264,430	\$ 240,455	\$ 29,386	\$ 592,553
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ 3,184	\$ 2,997	\$ 4,425	\$ -	\$ 10,606
Travel	\$ -	\$ -	\$ -	\$ 3,666	\$ 4,538	\$ 7,209	\$ 15,872	\$ -	\$ 31,285
Office Costs	\$ -	\$ -	\$ -	\$ 2,612	\$ 300	\$ 7,209	\$ 11,702	\$ -	\$ 21,823
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 863	\$ 1,336	\$ -	\$ 2,199
Telecommunications	\$ -	\$ -	\$ -	\$ 36	\$ 352	\$ 2,355	\$ 6,178	\$ 8,021	\$ 16,942
Space & Occupancy	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 8,612	\$ 14,362	\$ 109,508	\$ 139,482
Contract Services	\$ 97,500	\$ -	\$ -	\$ 49,007	\$ -	\$ 157,452	\$ 22,253	\$ 25,708	\$ 351,920
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 4,647	\$ -	\$ -	\$ 11,426	\$ 25,377	\$ -	\$ 41,450
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 13,529	\$ 14,552	\$ 201	\$ 6,114	\$ 11,789	\$ 176,017	\$ 161,094	\$ 17,254	\$ 400,550
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 116,808	\$ 116,808
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ 12,000	\$ 1,600	\$ 11,766	\$ 7,749	\$ 8,200	\$ 41,315
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 193,553	\$ 100,000	\$ 6,000	\$ 102,475	\$ 83,017	\$ 1,399,348	\$ 1,191,298	\$ 388,307	\$ 3,463,998

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 420,539	\$ (127,288)	\$ (293,251)	\$ -
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* GSPHC = Greater Somerset Public Health Collaborative

PART VII. CHILD & FAMILY SERVICES (Director: Kathy Colfer)

Budget: \$9,667,124

Staff: 161

Description of Clients: Children ages 6 weeks to 5 years of age and their families

Number of Clients/Households to be served in FY 2018: 529 children

Continuing Services:

- Comprehensive, high quality early care and education services for 529 children ages birth through age 5 and their families.
- Professional partnerships with community providers to support high quality learning environments for children from all socio-economic groups.
- Of the 529 children being served, 60 are funded through Federal Early Head Start Child Care Partnerships, 56 funded by Federal Early Head Start, 257 funded by Federal Head Start, 10 funded by State Head Start, 141 private enrollment opportunities (non-Head Start children ages 0-5) funded by public schools, private and philanthropic partners.
- Services options are center based, family child care and home visiting.
- Provide high quality, comprehensive services that include: nutritious meals, health services (medical, mental, dental, physical) and special services for children with disabilities.
- Work with partners such as MaineGeneral and Redington Fairview Hospital to ensure access to lead screenings for children.
- Partner with Kennebec Behavioral Health partners, parents and the program to deliver effective mental health supports for children.
- Partner with Community Dental partners in the delivery of onsite dental services to ensure children have access to ongoing and accessible, preventative dental care.
- Partner with Child Development Services and Two Rivers (IDEA Parts B and C) in the delivery of services to children with identified special needs.
- Work closely with the medical community to facilitate comprehensive service delivery.
- Provide social service, advocacy and support services to all families based upon individual needs.
- Connect parents with education and community support resources to promote parenting education, workforce and education development, and connections to community resources to support improved family functioning.
- Engage parents through Policy Council, Parent Ambassadors, Parent Committees, training and networking opportunities, the Health Advisory Council, goal setting, home visits, classroom participation, surveys, focus groups, and curriculum planning.
- Support and promote engagement of the whole family, including male involvement and grandparent caregivers.
- Partner with parents in school readiness efforts.

- Partner with 10 community providers, 9 public school locations, 25 caregivers through Maine Shared Services Alliance and Maine’s professional development network, as well as have over fifty collaborative agreements throughout our service area.

Anticipated New Service Opportunities:

- Add enrollment opportunities for 3 year olds.
- Partner with Colby College to provide child care.
- Design and implement a lab school.
- Deepen multi-generation work throughout C&FS service regions.
- Expand “value added supports” through training and technical assistance to child care community partnerships and stakeholders.
- Deepen community and stakeholder knowledge of the issues of poverty through strengthening the Parent Ambassador program.

Strategic Plan Action Items:

- **(Goal I. Strategy A. Initiative 1):** Foster a culture where people seeking our services are made aware of everything KVCAP has to offer them, no matter what program or service they contact first by ensuring that all KVCAP staff has the training and tools to identify and connect clients to the full array of KVCAP Services for which they qualify.
- **(Goal I. Strategy A. Initiative 2):** Develop a comprehensive process for collection and management of client data that enables KVCAP to identify the full range of needs of individual clients and families, that is based on specifications determined by staff from across all KVCAP programs, and that takes into account confidentiality and security concerns.
- **(Goal I. Strategy A. Initiative 3):** Successfully implement an integrated intake and referral process.
- **(Goal I. Strategy B. Initiative 1):** Integrate Two Gen pilot learnings into C&FS Family Partnerships and seek funding to expand opportunities.
- **(Goal II. Strategy B. Initiative 2):** Engage in internal discussion about needs of clients and develop plan to address needs.
- **(Goal II. Strategy C. Initiative 1):** Develop plan and timeline for full implementation for ECM as lab school.
- **(Goal II. Strategy C. Initiative 2):** Assess capacity, and identify training topics and key priorities to expand technical assistance supports and implement an apprenticeship program.
- **(Goal II. Strategy C. Initiative 3):** Identify and meet with potential funders to expand three year old programming.
- **(Goal II. Strategy E. Initiative 3):** Enhance advocacy efforts through expansion and increased funding for the Parent Ambassador program.

Kennebec Valley Community Action Program
Community Services Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	Community Initiatives	Social Services	Transportation Services	*CSBG	Total
Grants & Contracts	\$ 131,125	\$ 1,479,337	\$ 1,531,771	\$ 389,507	\$ 3,531,740
Program Revenue	\$ 4,612	\$ 11,050	\$ 6,799,040	\$ -	\$ 6,814,702
Other Revenue	\$ 30,000	\$ 17,000	\$ 108,750	\$ -	\$ 155,750
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 165,737	\$ 1,507,387	\$ 8,439,561	\$ 389,507	\$ 10,502,192

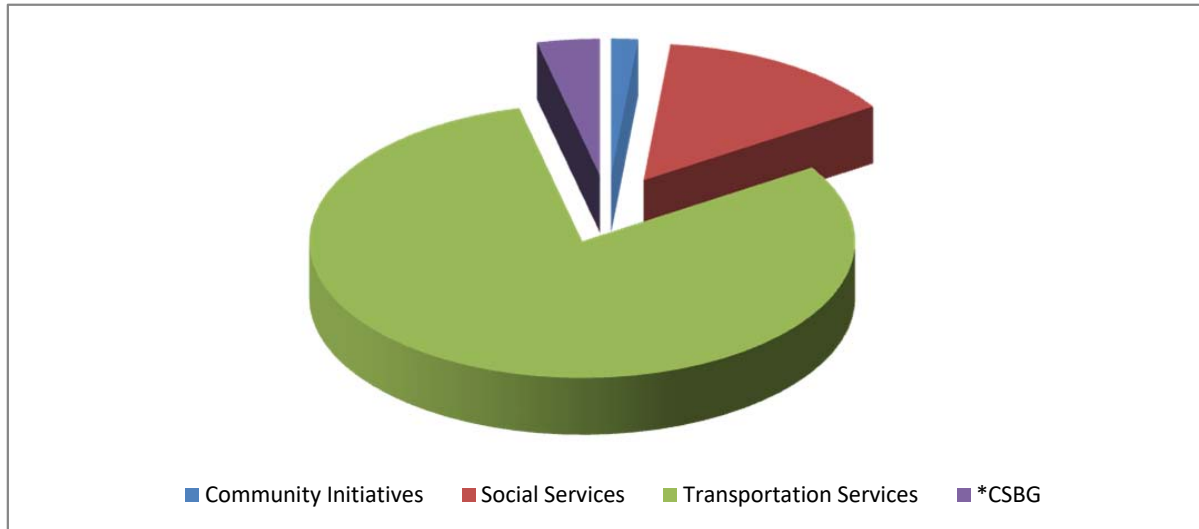
Expenses:					
Personnel	\$ 90,181	\$ 797,213	\$ 1,861,041	\$ 197,797	\$ 2,946,232
Payroll Taxes & Employee Benefits	\$ 30,137	\$ 249,536	\$ 685,467	\$ 62,725	\$ 1,027,865
Staff Development	\$ 820	\$ 11,750	\$ 14,724	\$ 2,500	\$ 29,794
Travel	\$ 2,202	\$ 67,178	\$ 9,900	\$ 5,919	\$ 85,199
Office Costs	\$ 2,089	\$ 16,504	\$ 32,350	\$ 4,305	\$ 55,248
Insurance	\$ -	\$ -	\$ 500	\$ 580	\$ 1,080
Telecommunications	\$ 1,435	\$ 23,188	\$ 53,400	\$ 5,764	\$ 83,787
Space & Occupancy	\$ 4,061	\$ 92,738	\$ 92,425	\$ 32,837	\$ 222,061
Contract Services	\$ 9,000	\$ 21,620	\$ 64,980	\$ 14,835	\$ 110,435
Vehicle	\$ -	\$ -	\$ 625,885	\$ -	\$ 625,885
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 547	\$ 25,999	\$ 14,000	\$ 100	\$ 40,646
Direct Client Assistance	\$ -	\$ -	\$ 2,142,493	\$ -	\$ 2,142,493
Administration (Indirect)	\$ 21,195	\$ 186,381	\$ 430,537	\$ 46,482	\$ 684,595
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ 92,000	\$ 1,513	\$ 93,513
Common Carrier	\$ -	\$ -	\$ 2,052,000	\$ -	\$ 2,052,000
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 4,070	\$ 15,280	\$ 21,703	\$ 14,150	\$ 55,203
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 165,737	\$ 1,507,387	\$ 8,193,405	\$ 389,507	\$ 10,256,036

Surplus/(Deficit)	\$ -	\$ -	\$ 246,156	\$ -	\$ 246,156
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*CSBG = Community Services Block Grant

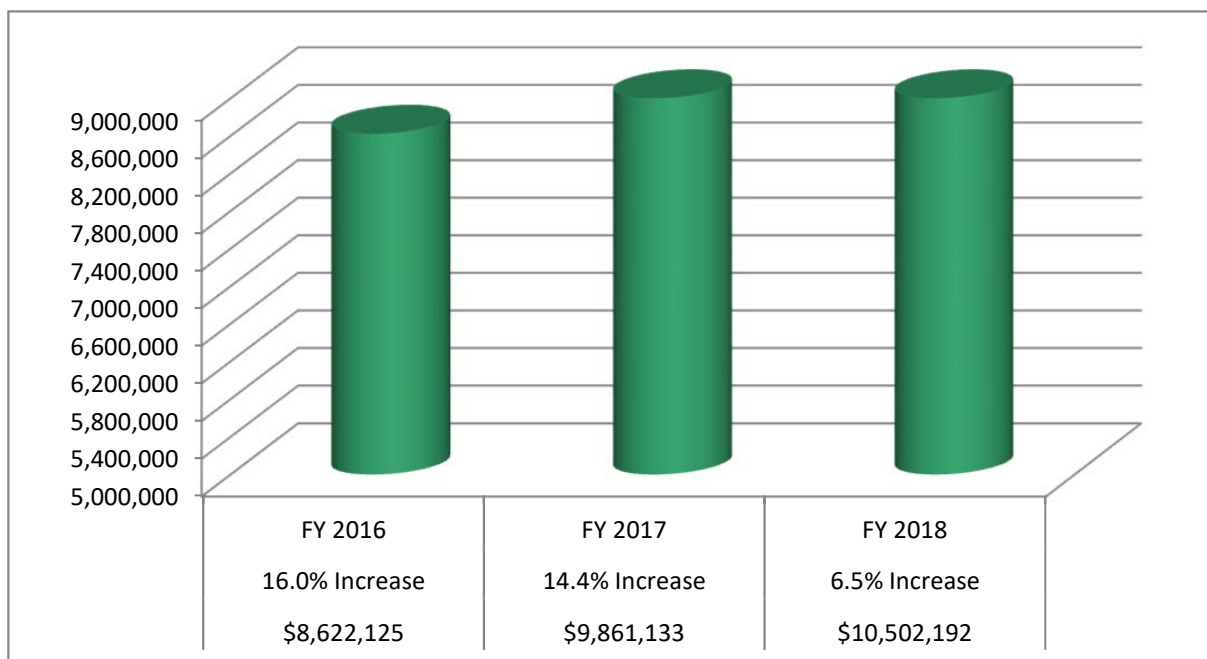
Kennebec Valley Community Action Program
Community Services Operating Budget
October 1, 2017 - September 30, 2018

The Community Services budget consists of Community Initiatives programs (which contribute 1.6% of the budget), Social Services (14.3%), Transportation Services (80.4%), and Community Services Block Grant (3.7%).



For fiscal year 2018, the proposed Community Services budget is \$10,502,192. This is an increase of 6.5%, or \$641,059, compared to fiscal year 2017.

Community Services Comparison
FY 2016 - FY 2018



Kennebec Valley Community Action Program
Community Services Operating Budget
October 1, 2017 - September 30, 2018

The Community Services budget saw increases in funding in three of the four program areas. Community Initiatives saw an increase through the Youth Outreach program (\$5,246) and the inclusion of the Work Ready program (\$9,612); Social Services saw an increase in Maine Families (\$45,462), Somerset Initiative (\$14,500), and Kennebec Initiative (\$138,900) programs; and Transportation saw an increase in the Explorer program (net \$126,532 - increase in federal and state dollars and a decrease in match) and in the KV Van program (\$301,559) through Child Protective Services transportation through the state grant.

On the expense side of the budget, significant variances in personnel, payroll taxes and benefits, and administration are in part due to the change in the agency's wage scale and standard merit increases, as well as increased funding which required some additional staffing. Increases in travel are related to additional funding for Maine Families and the two Initiative programs; in telecommunications are due to new data applications within both Social Services and Transportation; and in contract services are from the inclusion of Work Ready and the Community Needs Assessment conducted through CSBG.

Revenue:	FY 2017	FY 2018	Increase/ (Decrease)
Grants & Contracts	\$ 2,847,806	\$ 3,531,740	\$ 683,934
Program Revenue	\$ 6,775,384	\$ 6,814,702	\$ 39,318
Other Revenue	\$ 237,943	\$ 155,750	\$ (82,193)
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 9,861,133	\$ 10,502,192	\$ 641,059

Expenses:			
Personnel	\$ 2,600,881	\$ 2,946,232	\$ 345,351
Payroll Taxes & Employee Benefits	\$ 892,163	\$ 1,027,865	\$ 135,702
Staff Development	\$ 30,767	\$ 29,794	\$ (973)
Travel	\$ 63,800	\$ 85,199	\$ 21,399
Office Costs	\$ 63,898	\$ 55,248	\$ (8,650)
Insurance	\$ 1,079	\$ 1,080	\$ 1
Telecommunications	\$ 70,628	\$ 83,787	\$ 13,159
Space & Occupancy	\$ 230,215	\$ 222,061	\$ (8,154)
Contract Services	\$ 77,695	\$ 110,435	\$ 32,740
Vehicle	\$ 584,536	\$ 625,885	\$ 41,349
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 34,004	\$ 40,646	\$ 6,642
Direct Client Assistance	\$ 2,169,111	\$ 2,142,493	\$ (26,618)
Administration (Indirect)	\$ 604,112	\$ 684,595	\$ 80,483
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 66,513	\$ 93,513	\$ 27,000
Common Carrier	\$ 2,040,180	\$ 2,052,000	\$ 11,820
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 62,544	\$ 55,203	\$ (7,341)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 9,592,126	\$ 10,256,036	\$ 663,910

Surplus/(Deficit)	\$ 269,007	\$ 246,156	\$ (22,851)
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Kennebec Valley Community Action Program
Community Initiatives Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	Youth Outreach	Connecting Kids to Coverage	Health Navigator	Community Investors	Work Ready	*SETC - UWMM	*SETC - Oak Grove Foundation	Total
Grants & Contracts	\$ 74,625	\$ 12,500	\$ 40,000	\$ -	\$ -	\$ -	\$ 4,000	\$ 131,125
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ 4,612	\$ -	\$ -	\$ 4,612
Other Revenue	\$ -	\$ -	\$ -	\$ 3,000	\$ 5,000	\$ 22,000	\$ -	\$ 30,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 74,625	\$ 12,500	\$ 40,000	\$ 3,000	\$ 9,612	\$ 22,000	\$ 4,000	\$ 165,737

Expenses:								
Personnel	\$ 41,483	\$ 8,436	\$ 23,261	\$ 1,764	\$ 348	\$ 12,568	\$ 2,321	\$ 90,181
Payroll Taxes & Employee Benefits	\$ 16,953	\$ 1,162	\$ 4,080	\$ 821	\$ 182	\$ 6,054	\$ 885	\$ 30,137
Staff Development	\$ 500	\$ -	\$ 320	\$ -	\$ -	\$ -	\$ -	\$ 820
Travel	\$ 1,352	\$ 300	\$ 550	\$ -	\$ -	\$ -	\$ -	\$ 2,202
Office Costs	\$ 650	\$ 347	\$ 1,092	\$ -	\$ -	\$ -	\$ -	\$ 2,089
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 540	\$ -	\$ 895	\$ -	\$ -	\$ -	\$ -	\$ 1,435
Space & Occupancy	\$ -	\$ -	\$ 4,061	\$ -	\$ -	\$ -	\$ -	\$ 4,061
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ -	\$ -	\$ 9,000
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 272	\$ 275	\$ -	\$ -	\$ -	\$ -	\$ 547
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 9,749	\$ 1,983	\$ 5,466	\$ 415	\$ 82	\$ 2,954	\$ 546	\$ 21,195
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 3,398	\$ -	\$ -	\$ -	\$ -	\$ 424	\$ 248	\$ 4,070
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 74,625	\$ 12,500	\$ 40,000	\$ 3,000	\$ 9,612	\$ 22,000	\$ 4,000	\$ 165,737

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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*MEHAF = Maine Health Access Foundation

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Kennebec Valley Community Action Program
Social Services Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	Maine Families	*MCT - Maine Families Subcontract	*UWKV - PBS/BTIO	*UWMM - PBS/BTIO	*MCT Grants	Kids First	Somerset Initiative	Kennebec Initiative	Total
Grants & Contracts	\$ 1,078,695	\$ 40,000	\$ -	\$ -	\$ 2,042	\$ 10,600	\$ 174,000	\$ 174,000	\$ 1,479,337
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,050	\$ -	\$ -	\$ 11,050
Other Revenue	\$ -	\$ -	\$ 7,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 1,078,695	\$ 40,000	\$ 7,000	\$ 10,000	\$ 2,042	\$ 21,650	\$ 174,000	\$ 174,000	\$ 1,507,387

Expenses:									
Personnel	\$ 568,483	\$ 25,408	\$ 3,687	\$ 5,845	\$ 1,068	\$ 4,827	\$ 92,637	\$ 95,258	\$ 797,213
Payroll Taxes & Employee Benefits	\$ 182,085	\$ 8,151	\$ 1,449	\$ 2,150	\$ 150	\$ 2,200	\$ 30,368	\$ 22,983	\$ 249,536
Staff Development	\$ 7,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,650	\$ 1,200	\$ 11,750
Travel	\$ 57,776	\$ 470	\$ 698	\$ 552	\$ 424	\$ -	\$ 3,258	\$ 4,000	\$ 67,178
Office Costs	\$ 7,373	\$ -	\$ -	\$ 78	\$ 150	\$ 2,953	\$ 2,250	\$ 3,700	\$ 16,504
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 18,528	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ 2,290	\$ 2,070	\$ 23,188
Space & Occupancy	\$ 74,116	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,641	\$ 9,981	\$ 92,738
Contract Services	\$ 7,060	\$ -	\$ -	\$ -	\$ -	\$ 10,560	\$ 1,000	\$ 3,000	\$ 21,620
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 10,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,100	\$ 7,399	\$ 25,999
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 133,594	\$ 5,971	\$ 866	\$ 1,375	\$ 250	\$ 1,110	\$ 21,306	\$ 21,909	\$ 186,381
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 11,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 2,500	\$ 15,280
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 1,078,695	\$ 40,000	\$ 7,000	\$ 10,000	\$ 2,042	\$ 21,650	\$ 174,000	\$ 174,000	\$ 1,507,387

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

* PBS = Personal Body Safety

* UWKV = United Way Kennebec Valley

* BTIO = Baby Think It Over

* UWMM = United Way Mid-Maine

Kennebec Valley Community Action Program
Transportation Services Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	KV Transit	KV Van	Transportation Brokerage	Total
Grants & Contracts	\$ 717,412	\$ 814,359	\$ -	\$ 1,531,771
Program Revenue	\$ 90,000	\$ 25,000	\$ 6,684,040	\$ 6,799,040
Other Revenue	\$ 103,750	\$ 5,000	\$ -	\$ 108,750
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 911,162	\$ 844,359	\$ 6,684,040	\$ 8,439,561

Expenses:				
Personnel	\$ 404,410	\$ 916,212	\$ 540,419	\$ 1,861,041
Payroll Taxes & Employee Benefits	\$ 147,582	\$ 314,562	\$ 223,323	\$ 685,467
Staff Development	\$ 3,000	\$ 3,360	\$ 8,364	\$ 14,724
Travel	\$ 1,500	\$ 1,200	\$ 7,200	\$ 9,900
Office Costs	\$ 8,399	\$ 3,123	\$ 20,828	\$ 32,350
Insurance	\$ -	\$ 55	\$ 445	\$ 500
Telecommunications	\$ 4,000	\$ 21,300	\$ 28,100	\$ 53,400
Space & Occupancy	\$ 15,000	\$ 15,000	\$ 62,425	\$ 92,425
Contract Services	\$ -	\$ 13,325	\$ 51,655	\$ 64,980
Vehicle	\$ 229,585	\$ 396,300	\$ -	\$ 625,885
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 1,526	\$ 12,474	\$ 14,000
Direct Client Assistance	\$ -	\$ 335,493	\$ 1,807,000	\$ 2,142,493
Administration (Indirect)	\$ 95,036	\$ 215,310	\$ 120,191	\$ 430,537
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 83,800	\$ 8,200	\$ 92,000
Common Carrier	\$ -	\$ 160,000	\$ 1,892,000	\$ 2,052,000
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,650	\$ 14,198	\$ 4,855	\$ 21,703
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 911,162	\$ 2,494,764	\$ 4,787,479	\$ 8,193,405

Surplus/(Deficit)	\$ -	\$ (1,650,405)	\$ 1,896,561	\$ 246,156
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Kennebec Valley Community Action Program
Community Services Block Grant Operating Budgets
October 1, 2017 - September 30, 2018

Revenue:	South End Teen Center	Families in Transition	Family Enrichment Council	Community Health & Prevention	Training & Community Assessment	Poverty Initiatives	Total
Grants & Contracts	\$ 91,763	\$ 19,825	\$ 83,753	\$ 24,445	\$ 41,449	\$ 128,272	\$ 389,507
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 91,763	\$ 19,825	\$ 83,753	\$ 24,445	\$ 41,449	\$ 128,272	\$ 389,507

Expenses:							
Personnel	\$ 46,670	\$ 11,175	\$ 45,128	\$ 14,237	\$ 16,639	\$ 63,948	\$ 197,797
Payroll Taxes & Employee Benefits	\$ 16,789	\$ 2,453	\$ 16,401	\$ 3,253	\$ 4,159	\$ 19,670	\$ 62,725
Staff Development	\$ 500	\$ -	\$ 200	\$ -	\$ -	\$ 1,800	\$ 2,500
Travel	\$ 850	\$ 174	\$ 1,200	\$ 100	\$ 280	\$ 3,315	\$ 5,919
Office Costs	\$ 460	\$ 150	\$ 1,130	\$ 375	\$ 1,065	\$ 1,125	\$ 4,305
Insurance	\$ 580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 580
Telecommunications	\$ 1,799	\$ 298	\$ 1,160	\$ 119	\$ 208	\$ 2,180	\$ 5,764
Space & Occupancy	\$ 6,000	\$ 2,949	\$ 7,929	\$ 3,015	\$ 2,488	\$ 10,456	\$ 32,837
Contract Services	\$ 3,335	\$ -	\$ -	\$ -	\$ 11,500	\$ -	\$ 14,835
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 10,967	\$ 2,626	\$ 10,605	\$ 3,346	\$ 3,910	\$ 15,028	\$ 46,482
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,513
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,200	\$ -	\$ -	\$ -	\$ 1,200	\$ 10,750	\$ 14,150
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 91,763	\$ 19,825	\$ 83,753	\$ 24,445	\$ 41,449	\$ 128,272	\$ 389,507

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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PART VIII. COMMUNITY SERVICES (Chief Operating Officer: Michele Prince)

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

A. COMMUNITY INITIATIVES (Community Initiatives Manager: Cheryl Leonard)

Families in Transition (FIT)

Budget: \$19,825

Staff: 3 part-time (case management, building management, administrative)

Description of Clients: Families headed by parent(s) aged 18-23, who are homeless.

Number of Households to be served in FY2018: 3 families (at any given time)

Continuing Services:

- Provide case management and life skills education services to families living in KVCAP's Augusta transitional house.

Anticipated New Service Opportunities:

- Work with Maine State Housing Authority this year to determine future use of the property since the 20 year commitment is nearing closure.

Health Navigator

Budget: \$52,500

Staff: 2 part-time staff

Description of Clients: Residents and businesses seeking information about the Affordable Care Act and those needing assistance navigating the Health Marketplace and MaineCare.

Number of Clients to be Served in FY2018: Approximately 1,800 (through outreach events and individual appointments)

Continuing Services:

- Provide Health Navigator services in Central Maine, with a focus on the Health Marketplace as well as connecting residents to MaineCare and other subsidized health options.
- Offer outreach events to educate the community about the Affordable Care Act, the Marketplace and MaineCare.
- Assist people to research their options, determine if they are eligible for subsidized healthcare, enroll in healthcare plans, and increase health literacy as they learn to navigate being a consumer of a health insurance plan.
- Provide technical support and resources to Community Assistors in Central Maine who provide enrollment assistance to consumers at health clinics.

Anticipated New Service Opportunities:

- Increase outreach to area schools in an effort to increase enrollments in MaineCare.
- There is significant volatility regarding health insurance/Medicaid at this time, which will impact the direction of the program moving forward.

South End Teen Center (SETC)

Budget: \$117,163

Staff: 1.675 full time equivalents (direct service and administration)

Description of Clients: Middle and high school youth living in the South End of Waterville.

Number of Clients to be Served in FY2018: Approximately 80

Continuing Services:

- Provide a safe, healthy environment for teens during after school hours.
- Offer 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.
- Offer the Teen Stars program which rewards positive behaviors based on a point system as well as other programming/activities such as weekly cooking activities; arts/crafts; discussion groups; field trips; use of computers/chrome books; support and education around employment; and a game room.
- Refer youth who are at risk for dropping out or failing in school to the on-site Youth Outreach program.
- Provide summer programming that includes, a free Summer Lunch Program site for children ages 0-18 (food provided by the Waterville Public School System) and the Summer Blast program, with opportunities to participate in field trips and outings to several recreational venues throughout Maine.

- Offer two scholarship programs providing opportunities for SETC members, including the J&J Driver's Ed Scholarship program and the Heritage Tour Scholarship program.
- Work closely with key community partners including the Alford Youth Center/Waterville Area Boys/Girls Club/YMCA; South End Neighborhood Association; Waterville Public School/Resource Officer; Colby College and Thomas Colleges.

Anticipated New Service Opportunities:

- Expand hours during the summer and seek resources to extend hours/opportunities for youth during the week and on weekends.

Youth Outreach

Budget: \$74,625

Staff: 1.15 full time equivalents (direct service and administration)

Description of Clients: Middle and high school youth who are students of AOS 92 and/or South End Teen Center members.

Number of Clients to be Served in FY 2018: Approximately 36

Continuing Services:

- Build on the success of the first year, assisting at-risk youth to remain enrolled in school and avoid dropping out.
- Assist youth to be successful in school; to build employment skills and assist teens in obtaining part-time employment; and to raise aspirations and assist youth to explore potential post-secondary options/resources.
- Youth Outreach Worker will meet with youth at the SETC, at school and at home and will also assist their families to connect to needed resources.

Anticipated New Service Opportunities:

- Seek to increase partnerships with the business community through the SETC Coordinator's network.

Poverty Initiative

Budget: \$131,272

Staff: 1.7 full-time equivalents (direct service, coalition participation/coordination)

Description of Clients: Kennebec and Somerset County communities and residents

Number of Clients to be Served in FY 2018:

- 30 families through Community Investors, 85 families through Resource Navigator and an additional 125 families that are provided I&R intervention by phone; and 30 WorkReady students.

Continuing Services:

- Provide direct services to KVCAP clients through the Resource Navigator program.
- Offers support, resources and referrals to people to help them to overcome barriers to family stability and work on goal planning/skill building with those who seek to achieve greater self-sufficiency, including through employment.
- Oversee the Poverty Action Coalition (PAC) of the Waterville area and its two initiatives (Community Investors/Hope Fund and Laundry Fund) and the Somerset Community Investors Initiative. These groups focus on raising community awareness of poverty issues, advocating for policy and systems changes to improve opportunities for those living in poverty, and providing direct supportive services to individuals/families through donations made by the Community Investors.
- Oversee the Ken-Som Transition Team which works closely with Rapid Response to mobilize resources when a business/organization significantly reduces its workforce.
- Oversee funding and reporting for WorkReady programs offered through Mid-Maine Regional Community Adult Education, Skowhegan Adult Education and Lawrence Adult Education.
- Assist with several job fairs in the two county area.
- Provide child care subsidies to families under 125% of poverty.

Anticipated New Opportunities:

- The KVCAP Employment Services program will merge with this initiative to allow for the expansion of Resource Navigator services to Somerset County.
- The Maine Community Action Association is working with Maine State Housing to allow the use of Assurance 16 funds for programs that use a multi-gen/resource navigation model. There is a potential to increase the number of Resource Navigators in the upcoming year, using the funds along with potential private donor funds.
- Oversee the launching of the Community Investors Initiative in Somerset County.
- Work closely with the Somerset County Jail to offer Resource Navigator services to inmates ready to transition to the community.

Strategic Planning Action Items for Community Initiatives programs:

(Goal I. Strategy A. Initiative 1): Foster a culture where people seeking our services are made aware of everything KVCAP has to offer them, no matter what program or service they contact first by ensuring that all KVCAP staff has the training and tools to identify and connect clients to the full array of KVCAP Services for which they qualify.

(Goal I. Strategy A. Initiative 2): Develop a comprehensive process for collection and management of client data that enables KVCAP to identify the full range of needs of individual clients and families, that is based on specifications determined by staff from across all KVCAP programs, and that takes into account confidentiality and security concerns.

(Goal I. Strategy A. Initiative 3): Successfully implement an integrated intake and referral process.

(Goal I. Strategy C. Initiative 1): Work with current community groups focused on senior issues to identify gaps in services for seniors and to develop resources. This will include prioritizing potential KVCAP program expansions to be pursued in response to unmet needs of seniors that fall within KVCAP service areas/categories.

(Goal I. Strategy C. Initiative 2): Working with area providers of services to seniors, develop a needs assessment tool to be used with all seniors accessing KVCAP programs; identify unmet needs that fall within KVCAP service areas/categories, and gaps that are not being met by any area provider.

(Goal I. Strategy C. Initiative 3): Identify and develop current staff positions as KVCAP senior services experts.

B. SOCIAL SERVICES (Director: Lanelle Freeman)

Maine Families

Budget: \$1,118,695

Staff: 13 full-time equivalents

Description of Clients: Pregnant women, expectant fathers, and parents or primary caregivers of children prenatally to age three in Kennebec and Somerset counties. There is no income eligibility to participate and services are voluntary and free of charge

Number of Clients to be Served in FY 2018: 348

Continuing Services:

- Maine Families Home Visiting is an evidence based program that is delivered by trained specialists to promote safe and healthy growth and development for babies and young children and to provide key connections to needed services.
- Family Visitors are well-trained by professionals who are up-to-date on the latest early childhood and parenting research and are certified by the national home visiting Parents As Teachers model.
- Provide 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.

New Service Opportunities:

- Through a new partnership Maine Families, Public Health Nursing and the Maine CDC, KVCAP Maine Families will be part of the referral network called CRADLE ME. This network resource is working with hospital and community members in an effort to offer services to all parents at the time of delivery.

Kennebec & Somerset County Child Abuse Prevention Councils (Family Enrichment Councils)

Budget: \$472,445

Staff: 4.5 full-time equivalents

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

Number of Clients to be served in FY 2018: Approximately 3,000

Continuing Services:

- Operate the Child Abuse Prevention Councils in Kennebec and Somerset Counties.
- Work collaboratively with other community efforts that are interested in preventing child abuse in all its forms.
- Seek to prevent child abuse and neglect by raising awareness, increasing knowledge and skills, mobilizing resources, and providing training and education.
- 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.
- Continue to participate in a demonstration pilot program through the Maine Children's Trust (MCT). The MCT has executed a three year MOU with the DHHS Commissioner's office for MCT to lead an effort to invest in and coordinate prevention services through the CAN prevention council network throughout Maine. Kennebec County brought on as a demonstration site in February 2017. Somerset County was chosen to be an initial demonstration site and will be entering into year three of the agreement.

- Provide community trainings which will include: Strengthening Maine Families, Infant Safe Sleep, Period of Purple Crying and Mandated Reporter Training.
- Begin implementing the prevention plan that was developed.

Anticipated New Service Opportunities:

- The development of a county wide approach to reducing child abuse and neglect through the two demonstration sites.

Strategic Planning Action Items for Child Abuse Prevention Programs:

(Goal I, Strategy A., Initiative 1): Foster a culture where people seeking our services are made aware of everything KVCAP has to offer them, no matter what program or service they contact first by ensuring that all KVCAP staff has the training and tools to identify and connect clients to the full array of KVCAP Services for which they qualify.

(Goal II, Strategy D., Initiative D.) Work in partnership with local communities and stakeholders to develop plans and resources to reduce child abuse and neglect.

C. TRANSPORTATION SERVICES (Director: James Wood)

Budget: \$8,439,561

Number of Staff: 59 full-time equivalents, 100 volunteers

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

Number of Clients/ Households to be served in 2018: 5,000

Continuing Services:

Brokerage

- Work in partnership with Penquis Brokerage to broker rides to MaineCare covered services for eligible members.
- Rides are arranged with KVCAP Agency Vehicles, volunteers and taxis.

KV Van

- Full-service regional transportation provider.
- Para-transit van and volunteer driver services.
- DHHS low-income Friend & Family Driver program.
- MaineCare services provided under contract with Penquis Brokerage.
- Provide transportation to children with special needs, children and families under protective custody, and children going to a variety of medical/developmental services.

- General medical and social service transportation to low income, elderly and disabled individuals via agreements with the Maine Department of Health & Human Services, United Way, Inland Hospital, and others in addition to some general public service.

Kennebec Explorer

- 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. New routes include service to China and Vassalboro twice weekly.
- The program also operates 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-Madison area three days a week year round.
- The program 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.
- Service is provided within the communities of Jackman and Bingham one day per week with intercity service from Jackman to Skowhegan on Fridays

Anticipated New Service Opportunities:

- Enhance public transit services throughout the region with particular focuses on additional services in the Waterville area covering Colby College and Thomas College.
- Explore/develop new service connecting Southern Somerset and Northern Kennebec Counties, including employers such as Backyard Farms and student access to KVCC facilities in Fairfield and Hinckley.
- Enhance current partnerships and develop new ones in order to secure required match funds to support ongoing efforts to expand transportation options throughout the two-county area.

Strategic Plan Action Items:

(Goal I. Strategy A., Initiative 1): Foster a culture where people seeking our services are made aware of everything KVCAP has to offer them, no matter what program or service they contact first by ensuring that all KVCAP staff has the training and tools to identify and connect clients to the full array of KVCAP Services for which they qualify.

(Goal I. Strategy A., Initiative 2): Develop a comprehensive process for collection and management of client data that enables KVCAP to identify the full range of needs of individual clients and families, that is based on specifications determined by staff from

across all KVCAP programs, and that takes into account confidentiality and security concerns.

(Goal I. Strategy A, Initiative 3): Successfully implement an integrated intake and referral process.

(Goal II. Strategy B, Initiative 1): Expand Public Transportation routes in rural communities and commuter corridors.

(Goal II. Strategy B, Initiative 2): Collaborate internally to develop transportation services for KVCAP clients to access needed services.

D. COMMUNITY SERVICES BLOCK GRANT

Budget: \$389,507

CSBG currently supports six program/agency capacity components including a portion of 16 staff positions.

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 community action agencies such as 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 three national goals of Community Action are:

Goal 1: Individuals and families with low incomes are stable and achieve economic security.

Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.

Goal 3: People with low incomes are engaged and active in building opportunities in the community.

CSBG requires that agencies utilize the Results Oriented Management and Accountability (ROMA) model, based on a cycle of assessment, planning, implementation, achievement of results and evaluation. Community Action agencies are governed by a Tri-Partite Board of Directors and are held to 58 Organizational Standards related to: Maximum Feasible Participation (of clients/community); Vision and Direction; and Operations and Accountability.

The following programming domains are allowable expenditures of CSBG funds:

- Employment
- Education and Cognitive Development
- Income, Infrastructure, and Asset Building
- Housing
- Health and Social/Behavioral Development
- Civic Engagement and Community Involvement
- Services Supporting Multiple Domains

- Linkages (partnerships that support multiple domains)
- Agency Capacity Building
- Other (emergency management/disaster relief)

The Community Assessment and Training component that is funded through CSBG (\$41,449) helps to fulfill the CSBG requirements to carry out a comprehensive, agency-wide needs assessment and planning process. This component also focuses on increasing agency capacity to meet the required Organizational Standards and 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.

The Health and Prevention Component that is also funded through CSBG (\$24,445) supports the work of staff who represent KVCAP on several community coalitions throughout Kennebec and Somerset Counties, focusing on health, senior issues and food security. These groups work to identify community needs and gaps in service and seek to secure resources and solutions to these community needs.

The other programs/components that CSBG supports includes Families in Transition; South End Teen Center; Poverty Initiative; and Community and School Based Education through the Family Enrichment Council.

KVCAP Strategic Plan
Action Plan
Year One - July 1, 2017 to June 20, 2017

Goal: I. INDIVIDUALS & FAMILIES:

KVCAP will be purposeful and effective in serving multi-generational family systems in need, helping individuals and families across generations move toward greater self-sufficiency and wellbeing. **(ROMA Goal 1)**

Strategy: A. Integrate KVCAP's intake processes so that no matter which entry point, individuals and families are able to access the full array of KVCAP services for which they qualify in seamless fashion.

Initiative: 1. Foster a culture where people seeking our services are made aware of everything KVCAP has to offer them, no matter what program or service they contact first by ensuring that all KVCAP staff has the training and tools to identify and connect clients to the full array of KVCAP services for which they qualify.

Year One: Convene key members of all programs to work on determining how to best assess the needs of clients and ensure effective internal referrals.

Action Plan for Year One:

- Identify key members of all programs to serve on a sub-committee.
- Develop standardized assessment questions to be incorporated across programs, with some questions specific to target populations, such as children with families or seniors.
- Develop a process to ensure that effective, internal referrals are made across programs.
- Identify opportunities and barriers in working toward a common or centralized intake process.
- Develop a common assessment tool (short and long version) and a plan for incorporating it into current intake and assessment processes that exist in each program.
- Create a training plan for implementation in Year 2.

Initiative Owner/ Leader: Michele Prince and Kathy Colfer

Resources: ALT members', subcommittee members, initiative leaders, current intake/assessment tools utilized within the agency.

Year One Indicator(s):

- Assessment tool created to be implemented in Year 2.
- Number of staff who are trained to use the tool and make referrals.

Year Three Indicator(s):

- Common intake/assessment used throughout the agency.
- Number of internal referrals and outcomes of the referrals.

Goal: I. INDIVIDUALS & FAMILIES:

KVCAP will be purposeful and effective in serving multi-generational family systems in need, helping individuals and families across generations move toward greater self-sufficiency and wellbeing. **(ROMA Goal 1)**

Strategy: A. Integrate KVCAP's intake processes so that no matter which entry point, individuals and families are able to access the full array of KVCAP services for which they qualify in seamless fashion.

Initiative: 2. Develop a comprehensive process for collection and management of client data that enables KVCAP to identify the full range of needs of individual clients and families that is based on specifications determined by staff from across all KVCAP programs, and that takes into account confidentiality and security concerns.

Year One: Work with an identified vendor to customize, install, and initiate the use of a new data management system.

Action Plan for Year One:

- Begin work with the vendor (chosen by MCAA), including determining the set-up, installation, and an implementation and training plan. Anticipated target date – by end of July.
- Map client eligibility requirements, both financial and programmatic, to be incorporated into the data system. Q4 2017
- Determine demographic data to capture across programs to include all data elements required by CSBG and that programs want or need to collect (also see Goal 3-C-2). Q4 2017
- Training will occur during Q4 2017 and Q1 2018.

Initiative Owner/ Leader: Michele Prince and Data Management Committee

Resources: Initiative leaders' time, funds to purchase software, and cover accessibility costs (to upgrade/connect all offices, may be a need to purchase hardware) and guidance/decisions from MCAA/DHHS.

Year One Indicator(s):

- The implementation and training plan was implemented.
- Number of programs that have eligibility requirements and demographic data incorporated into the system.

Year Three Indicator(s):

- Number of unduplicated clients served.
- Average Number of KVCAP services accessed by each household.

Goal: I. INDIVIDUALS & FAMILIES:

KVCAP will be purposeful and effective in serving multi-generational family systems in need, helping individuals and families across generations move toward greater self-sufficiency and wellbeing. **(ROMA Goal 1)**

Strategy: A. Integrate KVCAP's intake processes so that no matter which entry point, individuals and families are able to access the full array of KVCAP services for which they qualify in seamless fashion.

Initiative 3: Successfully implement an integrated intake and referral process.

Year One: No work in Year One, dependent on successful completion of other Year One Initiatives.

Initiative Owner/ Leader: NA

Resources: NA

Year One Indicator(s):
NA

Year Three Indicator(s):
Number of programs utilizing common intake/assessment tools.
(Also see Initiative 1 and 2 Indicators)

Goal: I. INDIVIDUALS & FAMILIES:

KVCAP will be purposeful and effective in serving multi-generational family systems in need, helping individuals and families across generations move toward greater self-sufficiency and well-being. **(ROMA Goal 1)**

Strategy: B. Collaborate with workforce training and education partners to help parents – particularly the parents of children being served in some capacity by KVCAP – improve workforce skills that support movement toward sustainable employment.

Initiative: 1. Build on the momentum of the multi-gen workforce pilots to align community resources, including KVCAP’s long-term approach to connecting parents with workforce services, to most efficiently offer the key service components.

Year One: Continue current activities, seek and respond to opportunities, collect data, analyze lessons learned, and deliver a report with recommendations for KVCAP approach.

Action Plan for Year One:

- Continue to collect data already collecting and additional data identified as desirable to collect.
- Determine which agency programs will provide data to contribute to the Year Three Indicator.
- Continue to work with community partners identified through the Educare 2-Gen pilot and add partners, as appropriate. In addition, connect with the Somerset 2-Gen pilot and look for opportunities to collaborate.
- Seek/respond to other opportunities to collaborate, apply for funding, etc.
- Collect data from internal (and, if possible, external) local 2-Gen projects.
- Develop a report, with recommendations to Senior Management on how to move forward in connecting parents to workforce, by end of Q3, 2018.

Initiative Owner/ Leader: Michele Prince and Kristen Holzinger.

Resources: Higher education and adult education community partners and workforce development partners, including Career Centers, Somerset Economic Development Corp. Initiative leaders’ time and other staff time (specific C&FS and CI staff members).

Year One Indicator(s):

- Completion of report.

Year Three Indicator(s):

- Number of parents (of children being served by KVCAP) that have obtained a job that pays wages and offers benefits sufficient to support a stable family life.

Goal: I. INDIVIDUALS & FAMILIES:

KVCAP will be purposeful and effective in serving multi-generational family systems in need, helping individuals and families across generations move toward greater self-sufficiency and wellbeing. **(ROMA Goal 1)**

Strategy: C. Increase the wellbeing of low- to moderate-income seniors served by KVCAP by connecting individuals to services and by working with community partners to develop strategies for filling unmet needs.

Initiative: 1. Work with current community groups focused on senior issues to identify gaps in services for seniors and to develop resources. This will include prioritizing potential KVCAP program expansions to be pursued in response to unmet needs of seniors that fall within KVCAP service areas/categories.

Year One: Identify and join community groups focused on senior issues as an engaged, proactive partner; together with other members of the groups, identify unmet needs of seniors.

Action Plan for Year One:

- Identify community groups focused on senior issues and assign staff to attend and be actively engaged in the work of the groups. Q4 2017
- Work with these partners to identify potential funding and other opportunities for senior services, being proactive particularly around anticipated new opportunities in response to the aging population.
- Identify areas that KVCAP can take the lead on in regard to increasing resources for seniors.

Initiative Owner/ Leader: Monica Grady, Cheryl Leonard and Jim Wood

Resources: Staff time. (no specific funding for this)

Year One Indicator(s):

- Number of senior focused groups that KVCAP is represented on.
- Number of staff members who are actively engaged in working with these groups.

Year Three Indicator(s):

- Number of new resources developed for seniors, at KVCAP and/or in the community.

Goal: I. INDIVIDUALS & FAMILIES:

KVCAP will be purposeful and effective in serving multi-generational family systems in need, helping individuals and families across generations move toward greater self-sufficiency and wellbeing. **(ROMA Goal 1)**

Strategy: C. Increase the wellbeing of low- to moderate-income seniors served by KVCAP by connecting individuals to services and by working with community partners to develop strategies for filling unmet needs.

Initiative: 2. Working with area providers of services to seniors, develop a needs assessment tool to be used with all seniors accessing KVCAP programs; identify unmet needs that fall within KVCAP service areas/categories, and gaps that are not being met by any area provider.

Year One: In coordination with Goal 1.A.1, develop KVCAP needs assessment tool that incorporates questions unique to seniors to identify their needs.

Action Plan for Year One:

- See Action plan for 1.A.1 – ensure that the work group incorporates questions that address senior issues/needs Examine KVCAP structure and opportunities to re-align KVCAP programs to better fill unmet needs. Q2 2018
- Representatives attending community groups focused on seniors will report to ALT on unmet needs of seniors, gaps in services to seniors, and opportunities to re-align KVCAP programs. Q3 2018

Initiative Owner/ Leader: Michele Prince(with assistance from Monica Grady, Cheryl Leonard, and Jim Wood)

Resources: Staff time, current tools that are in use, tools available/used by other CAPs and providers.

Year One Indicator(s):

- Assessment tool is identified and/or developed and ready to be implemented in Year 2.

Year Three Indicator(s):

- Assessment tool is used regularly across the agency, as appropriate.
- Number of new or expanded resources targeted for seniors developed either at KVCAP or in collaboration with other partners.

Goal: I. INDIVIDUALS & FAMILIES:

KVCAP will be purposeful and effective in serving multi-generational family systems in need, helping individuals and families across generations move toward greater self-sufficiency and wellbeing. **(ROMA Goal 1)**

Strategy: C. Increase the wellbeing of low- to moderate-income seniors served by KVCAP by connecting individuals to services and by working with community partners to develop strategies for filling unmet needs.

Initiative: 3. Identify and develop current staff positions as KVCAP senior services experts.

Year One:**Action Plan for Year One:**

- Research available resource guides targeted for seniors and ensure that such resources are available to staff (and that the tool(s) cover all four counties that we serve). Will look to include explore the use of technology in the development of these resources. Complete research by end of December, 2017.
- Program Directors and Managers meet to determine what current job positions and potential future positions are most appropriate to focus on for development as senior “experts” by end of December, 2017.
- Program Directors and Managers will determine what role the senior experts will have within the agency.
- Program Directors and Managers, working with HR, will create a training plan in order to provide the necessary support to develop these experts.

Initiative Owner/ Leader: Michele Prince(with assistance from Monica Grady, Cheryl Leonard, and Jim Wood)

Resources: Staff time, Senior Spectrum, 211.

Year One Indicator(s):

- One or more quick reference guides for seniors will be available for all staff.
- Positions will be identified and a training plan developed for implementation in year two.

Year Three Indicator(s):

- All staff will have resource tools available to enhance their referrals for seniors.
- A number of senior issues “experts” will be available in the agency.

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: A. Work with relevant partners to maintain existing resources for safe, affordable housing options and to expand options, prioritizing (but not exclusive to) low-income seniors.

Initiative: 1. Work in collaboration with key housing provider partners, to increase the number of safe, affordable housing units for low-income seniors in KVCAP service area.

Year One Develop the plan to convert the Boulette Building to affordable senior housing; build at least one house targeted for low-income at Cony Village.

Action Plan for Year One:

Boulette Building:

- Identify and bring on board additional partners to be involved in the development process – Q1.
- Utilize funding, if awarded, from NeighborWorks to move the project forward to implementation phase within one year, including the development of an implementation plan – complete plan by Q3.
- Apply for other funding to move the project forward, ie, Historic Tax credit funding, FHLB funding and other potential sources Q1 and Q2.
- Explore options and make a decision regarding Skowhegan office space by Q3.

Cony Village:

- Develop plans to build a single family home, including determining costs.
- Hire a contractor to build the home.
- Work with Lori Dube, Sprague and Curtis to market the home (and other homes as “build to suit”).
- Continue work with Skowhegan Savings Bank on creative loan packages for potential customers.

Initiative Owner/ Leader: Senior Management and Real Estate Development Director

Resources: Funding, grant writer, current staff (Monica Grady, Mark Johnston, and Michele Prince).

Year One Indicator(s):

- Boulette: Completed development plan and funding secured.
- Cony Village: One house built; loan package developed.

Year Three Indicator(s):

- Number of senior housing units developed (for low to moderate income).
- Number of Cony Village houses built/sold.

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: A. Work with relevant partners to maintain existing resources for safe, affordable housing options and to expand options, prioritizing (but not exclusive to) low-income seniors.

Initiative: 2. Work in collaboration with key housing provider partners to assist seniors to remain in their homes through accessing home repair services or reducing household energy costs.

Year One: Research funding opportunities (including Maine Housing) to expand home repair services and to address energy costs.

Action Plan for Year One:

- Research avenues to acquire unrestricted funds to increase the ability to address housing repair and weatherization needs for seniors who don't meet current program guidelines
- As opportunities become available, apply for funds to expand services.
- Determine ways to incorporate addressing energy costs with seniors using Assurance 16 funds.

Initiative Owner/ Leader: Monica Grady

Resources: Time, sources of unrestricted funds.

Year One Indicator(s):

- Number of completed applications for funding.
- Number and amount of grant awards.

Year Three Indicator(s):

- Number of expanded services available through KVCAP, either through new, traditional funding opportunities or other resources.
- Amount of unrestricted funds available to meet senior housing needs.

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: A. Work with relevant partners to maintain existing resources for safe, affordable housing options and to expand options, prioritizing (but not exclusive to) low-income seniors.

Initiative: 3. Increase the capacity of the KVCAP housing department to assume a bigger role in addressing housing issues.

Year One: Explore the feasibility of KVCAP re-entering the lending market as a line of business. Continue to build the homeownership line of business.

Action Plan for Year One:

Exploration of lending:

- Apply for Supplemental funding from NeighborWorks to hire a consultant (or employee) to do a feasibility study around lending. Reach out to the other Maine CAP agencies that are in the lending business to learn about their successes and failures (include visits with Penquis and CCI).
- Consult with the Housing Committee in weighing the decision to pursue the lending line of business.

Building Home Ownership line of business:

- Reach out to potential new partners for offering Homebuyer Education classes.
- Support a staff person to gain certification in pre-purchase counseling and financial capability.

Initiative Owner/ Leader: Monica Grady, TBD – Real Estate Development Director and Mark Johnston

Resources: Will need to secure funding; NeighborWorks TA; staff time; Housing Committee.

Year One Indicator(s):

- Lending: Completion of feasibility study regarding lending.
- Homeownership: One staff member certified in Pre-purchase and financial capability.

Year Three Indicator(s):

- Lending Line of business established (based on outcome of feasibility study).
- Pre-purchase and financial capability lines of business re-established.

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: A. Work with relevant partners to maintain existing resources for safe, affordable housing options and to expand options, prioritizing (but not exclusive to) low-income seniors.

Initiative: 4. Engage the Housing Committee of the Board to develop a plan and expectations for ways in which the Committee can support the housing initiative.

Year One: A housing plan will be developed that will be approved by the Housing Committee to include its role in supporting KVCAP housing initiatives.

Action Plan for Year One:

- Plan will be completed and it will be approved by the Housing Committee by end of October, 2017.
- Plan will include the Committee's role in the following:
 - Current projects in various stages of development (Boulette, Cony Village).
 - Representation on Cony Village Board determined.
 - The formalization of a Real Estate Development line of business, to include exploration of re-establishment as a lender.
 - Incorporating a sense of community in the projects that are developed.

Initiative Owner/ Leader: Real Estate Development Director, Michele Prince

Resources: Staff and committee member time.

Year One Indicator(s):

- Completed plan with Housing Committee role defined.

Year Three Indicator(s):

- Number of completed housing projects and new initiatives established

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: B. Expand public transportation services to more fully serve rural communities and commuter corridors.

Initiative: 1. Expand KVCAP transportation routes in rural communities and commuter corridors.

Year One: Continue current initiatives working with local government and other partners that will result in expansion.

Action Plan for Year One:

- Expand the Jackman pilot project to include Bingham and Moscow.
- Assess the impact of the pilot to determine the feasibility of ongoing service (by end of October, 2017)
- Work with Backyard Farms, KVCC and Catholic Charities on potential development of Skowhegan/Madison to Waterville corridor.
- Develop an on-demand route for Vassalboro and China.
- Work with Dick Dyer to develop new or expanded sources of match funds to stabilize and expand the Explorer system.

Initiative Owner/ Leader: Jim Wood

Resources: Consultant (KSB grant); community partners; staff time; results of previous assessments/forums.

Year One Indicator(s):

- Number of routes.
- Number of rides.
- Amount of new matching funds.
- Number of communities, organizations, and businesses collaborating on transportation with KVCAP.

Year Three Indicator(s):

- Number of routes.
- Number of rides.

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: B. Expand public transportation services to more fully serve rural communities and commuter corridors.

Initiative: 2. Collaborate internally to develop transportation services for KVCAP clients to access needed services.

Year One: Determine the internal transportation needs of KVCAP clients and explore ways to address the needs.

Action Plan for Year One:

- Convene an initial meeting with managers from all programs to identify the needs.
- Develop a plan to address the needs.
- Explore potential funding through non-traditional transportation funding streams. to meet the needs of various target populations.
- Develop a process for including transportation in community fundraising requests.
- Explore creative ways to utilize the low-income transportation funds.

Initiative Owner/ Leader: Jim Wood

Resources: Program input, Development Director.

Year One Indicator(s):

- A fully developed plan with resources identified to meet the need of at least one target population.

Year Three Indicator(s):

- Number of initiatives created.
- Number of rides provided.

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: C. Strengthen high quality early childhood education throughout the region through curriculum integration, training, technical assistance, and direct services.

Initiative: 1. Work with partners in the Central Maine higher education community to develop and execute a collaborative plan to utilize Educare Central Maine as a lab school.

Year One: Convene group and develop a concept paper and plan for implementation.

Action Plan for Year One:

- Document ground work already done.
- Collect and analyze related data.
- Higher education assessments for partners.
- Define ECM Lab School.

Initiative Owner/ Leader: Kathy Colfer, Tracy Fortin, Rhonda Kaiser

Resources: Additional administrative support for Educare Manager.

Year One Indicator(s):

- Plan has been developed and finalized.
- Revenue sources have been identified.
- Stronger relationships with higher education institutions have been built.

Year Three Indicator(s):

- Lab school concept has been operationalized.
- Number of students served.

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: C. Strengthen high quality early childhood education throughout the region through curriculum integration, training, technical assistance, and direct services.

Initiative: 2. Expand existing programming to improve quality in early childhood settings by engaging with new partners to offer programming and/or training and technical assistance.

Year One: Identify gaps in services, and training/technical needs of providers, identify funding sources and secure funding, and identify resource partners.

Action Plan for Year One:

- Develop key priorities.
- Identify key training topics.
- Develop budget and secure resources.
- Explore production of local exemplar vignettes to fill current gaps.

Initiative Owner/ Leader: Kathy Colfer, Tracye Fortin, Rhonda Kaiser

Resources: Additional staff time to complete comprehensive assessment of needs and funds to support associated activities.

Year One Indicator(s):

- Implementation plan has developed, including resource plan.

Year Three Indicator(s):

- Number of providers receiving training and technical assistance.

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: C. Strengthen high quality early childhood education throughout the region through curriculum integration, training, technical assistance, and direct services.

Initiative: 3. Sponsor and support a working group to identify gaps in services to three-year-olds, design programmatic/service responses, and identify funding sources to support those responses.

Year One:

Action Plan for Year One:

- Identify potential community partners with the desire and ability to implement comprehensive, high quality services to children and their families.
- Map community funding resources.
- Meetings with potential partners.

Initiative Owner/ Leader: Tracye Fortin, Nicole Chaplin, Rhonda Kaiser

Resources: Staff time.

Year One Indicator(s):

- Implementation plan has been developed, including identification of appropriate space and funding.

Year Three Indicator(s):

- Number of additional 3-year-old enrollment opportunities.

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: D. Work in partnership with local communities and stakeholders to develop plans and resources to reduce child abuse and neglect.

Initiative: 1. Lead the implementation of the strategic plans to prevent child abuse and neglect developed through the Somerset and Kennebec Initiatives in collaboration with community partners.

Year One: Kennebec Initiative**Action Plan for Year One:**

- Convene a multi-sector community advisory group.
- Hold community meetings to share County OCFS data to create awareness of CAN.
- Schedule focus groups, community meetings, interviews.
- Complete the templates, which will provide a summary of key findings from our data.
- Develop prevention work plan.

Year One: Somerset Initiative**Action Plan for Year One**

- Increase Protective Factors among mothers prenatally and/or with children 0-1 years old.
- Continue to convene Advisory Group to share updated information on child abuse and neglect in Somerset County.
- Develop and disseminate anticipatory guidelines, typical child development and response strategies.
- Engage with local chambers of commerce, Rotary, Kiwanis, Lions, and other community focused organizations to provide information and strategies around community support and parenting strategies, importance of early attachment, and age appropriate expectations for ages 0-1.
- Work with Maine Children's Trust on Public Awareness Campaign involving protective factors and community strategies.

Initiative Owner/ Leader: Lanelle Freeman

Resources: Advisory groups, CAN Councils, staff, Maine Children's Trust.

Year One Indicator(s)**Kennebec:**

- 15 community data presentations completed to raise awareness of

the child abuse and neglect rates county wide.

- Completed year 1 Prevention Plan based on priority needs.

Year Three Indicator(s)

Kennebec:

- 10 % Reduction in child abuse and neglect.

Year One Indicator(s)

Somerset:

- An established Breast Feeding Support Group will be in place (Addresses the protective factors: Concrete Support in Time of Need, Parental Resilience and Social Connections).

Year Three Indicator(s)

Somerset:

- 10 % reduction in child abuse and neglect.

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: E. Lead efforts to expand and promote grassroots advocacy and education about the realities of poverty and its solutions.

Initiative: 1. Develop and implement an ongoing education process for KVCAP Board and staff about the realities of poverty in order to build cultural competency, increase trust between KVCAP and the clients and communities it serves, and improve KVCAP policies, services and interactions with people experiencing poverty. [See Objective 4 under “Agency.”]

Year One: Develop new training module for staff and Board education program, include training in Staff Day and deliver education program to Board.

Action Plan for Year One:

- Develop new training module for new staff to be provided twice a year.
- Include a short introduction to poverty training in new employee orientation.
- Expand use of cultural competency questions in hiring interviews agency-wide.
- Develop education program for Board and deliver education program to Board.
- Research to determine if a tool exists to measure staff members’ poverty competency.
- Incorporate a question on the Staff Evaluation Form to determine staff training needs specific to understanding/serving clients.

Initiative Owner/ Leader: Cathy Kershner

Resources: Cheryl Leonard

Year One Indicator(s):

- % of KVCAP staff who have received poverty competency training.

Year Three Indicator(s):

- Percentage of increase in poverty competency throughout the agency. (dependent upon finding a valid tool for measurement)

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: E. Lead efforts to expand and promote grassroots advocacy and education about the realities of poverty and its solutions.

Initiative: 2. Increase awareness and knowledge about the realities of poverty in the areas KVCAP serves to reduce stigma, combat myths, and increase the extent to which poverty is seen and owned as a community issue.

Year One: Identify the work on the initiative that will be accomplished by the end of Year One.

Action Plan for Year One:

- Increase membership in the KVCAP Poverty Action Coalition.
- Serve as a mentor for the Somerset Poverty Action Coalition.
- Add new communities to the Community Investors projects.
- Develop concise, effective messages about how poverty impacts the people we serve taking into account the variety of populations, including a focus on seniors.
- Each department will contribute a Letter to the Editor in the local newspaper addressing poverty and its impacts, including on those we serve.
- Map how we are currently engaging in our most rural communities.
- Share stories regarding how KVCAP is positively helping those we serve. Examples include developing a story bank that can be accessed by all in agency; sharing stories on Facebook, newsletter, etc.
- Invite/Include local public officials and civic leaders to participate in PAC meetings, community events and other forums as well as to visit our locations to learn about our work.

Initiative Owner/ Leader: Cheryl Leonard (Michele Prince and Andrea Pasco)

Resources: Kristen Holzinger; PAC members.

Year One Indicator(s):

- Number of community engagement opportunities provided.
- Number of new Community Investors.
- Number of Letters to Editor.
- Number of shared stories “banked”.
- Number of new communities served by Community Investors.

Year Three Indicator(s):

- Number of community members actively engaged in efforts addressing poverty issues.
- Number of increased resources.

Goal: II. COMMUNITY:

KVCAP's presence in the region will be stronger through the expansion of its services and programs to underserved areas and by leading collaborative, community-driven processes to find sustainable solutions to the conditions of poverty. (**ROMA Goal 2, ROMA Goal 3**)

Strategy: E. Lead efforts to expand and promote grassroots advocacy and education about the realities of poverty and its solutions.

Initiative: 3. Enhance advocacy efforts to bring attention to the need for lasting solutions to the problems of poverty in Maine by ensuring the voices of our clients are heard at the state and local level.

Year One: Support the empowerment of clients to tell personal, impactful stories.

Action Plan for Year One:

- Connect with Community – Identify community forums where client voices should be heard to build advocacy capacity within communities.
- Offering support to clients in developing their “stories”.
- Target Audiences – Develop talking points for clients and staff regarding empowerment strategies.
- Publicize and promote - Identify key community partners, including marketing and Social Media.

Initiative Owner/ Leader: Suzanne Walsh and Senior Leadership Team

Resources: Resources to hire consultant and additional staff time.

Year One Indicator(s):

- Number of community venues targeted for client participation/storytelling.
- Staff talking points developed.
- Number of client engaged in learning how to “tell their story”.
- Marketing plan developed.

Year Three Indicator(s):

- Number of clients participating in telling their story in community venues.
- Number of clients engaged in legislative process.
- Number of staff utilizing talking points.
- Number of marketing opportunities utilized.

Goal: III. AGENCY:

KVCAP will be an employer of choice, a place known for making a positive impact on the wellbeing of not only clients and communities, but also its employees.

Strategy: A. Offer competitive wages and benefits.

Initiative: 1. Maintain a minimum hourly pay rate that exceeds the legal minimum wage rate.

Year One:

Action Plan for Year One:

- Review the recommendation to raise the pay grades by \$.75/hr. and make final decision by the end of October 2017.
- Solicit information from program directors regarding the cost to programs.
- Review benefits package and provide recommendation to the board before March 2018.

Initiative Owner/ Leader: HR and Senior Management

Resources: ALT, HR Department, Board of Directors.

Year One Indicator(s):

- The minimum pay will be \$10.75/hr.
- A competitive benefits package will be board approved.

Year Three Indicator(s):

- The minimum pay available through KVCAP is above the state minimum wage at \$12.25/hour.
- The price of health insurance is affordable with a value plan option.

Goal: III. AGENCY:

KVCAP will be an employer of choice, a place known for making a positive impact on the wellbeing of not only clients and communities, but also its employees.

Strategy: B. Develop the resources and processes to assure that staff across all programs has the knowledge and skills to be effective and successful, by providing access to training and education for existing staff, and by developing a comprehensive hiring and orientation process for new staff.

Initiative: 1. Develop a comprehensive hiring and orientation process that is mission driven.

Year One:**Action Plan for Year One:**

- Develop interview questions that include agency expectations around poverty to be asked by all programs during any and all interviews.
- Provide a single page of “Key Points/Information” about programs for new/all staff.
- Send a questionnaire to new employees after 4 months of employment to find out how things are going, what, if anything we can do to assist with the orientation process, what helped them during their orientation, etc.
- If a specific department is having a training, post to the Bulletin Board and open trainings up to all staff.
- Development of a New Employee Orientation that will consist of the following:
 - “The World of Community Action”
 - History of Community Action and KVCAP
 - Mission of KVCAP
 - Management Philosophy
 - Department Information (KVCAP services offered)
 - Employee/Client Guest speaker (Experience at KVCAP)

Initiative Owner/ Leader: ALT

Resources: Staff time.

Year One Indicator(s):

- Number of new processes developed.

Year Three Indicator(s):

- Number of new employees who have attended New Employee Orientation.
- Number of employees that complete follow up questionnaires.

Goal: III. AGENCY:

KVCAP will be an employer of choice, a place known for making a positive impact on the wellbeing of not only clients and communities, but also its employees.

Strategy: B. Develop the resources and processes to assure that staff across all programs has the knowledge and skills to be effective and successful, by providing access to training and education for existing staff, and by developing a comprehensive hiring and orientation process for new staff.

Initiative: 2. Develop and implement an agency-wide training plan focusing on the KVCAP mission/role of community action, poverty competency and service integration to increase staff skills in order to better serve the community.

Year One:

Action Plan for Year One:

- Convene a workgroup to develop a plan to increase knowledge and skills around mission, poverty and service integration (coordinate with the branding work and orientation plan that is being developed) by September, 2017.
- Develop a plan, to include training modules and opportunities to provide relevant training to staff, such as on Agency Training Day.

Initiative Owner/ Leader: Cathy Kershner and Senior Management

Resources: Cheryl Leonard

Year One Indicator(s):

- 70% of KVCAP employees access professional development opportunities related to mission, poverty and/or service integration.

Year Three Indicator(s):

- The Employee Engagement Survey weighted average response to the statement “KVCAP supports my professional growth through training and development opportunities” increases from 4.35 in 2016 to 4.6 by the end of Year Three (June 2020).

Goal: III. AGENCY:

KVCAP will be an employer of choice, a place known for making a positive impact on the wellbeing of not only clients and communities, but also its employees.

Strategy: B. Develop the resources and processes to assure that staff across all programs has the knowledge and skills to be effective and successful, by providing access to training and education for existing staff, and by developing a comprehensive hiring and orientation process for new staff.

Initiative: 3. Develop a strategy to increase opportunity for staff across the agency to access higher education.

Year One:

Action Plan for Year One:

- Determine the resources available to support staff to pursue a degree or certification, by October 1, 2017.
- Develop criteria for staff to access financial assistance to pursue higher education by December 1, 2017.

Initiative Owner/ Leader: Senior Management

Resources: ALT

Year One Indicator(s):

- A Financial Assistance plan to support higher education is in place.

Year Three Indicator(s):

- Number of staff members that access the Financial Assistance plan.
- Number of staff members that earn a certificate or degree.

Goal: III. AGENCY:

KVCAP will be an employer of choice, a place known for making a positive impact on the wellbeing of not only clients and communities, but also its employees.

Strategy: C. Maintain IT systems to support the growth, security and changing needs of the agency, including the ability to integrate data across programs, determine KVCAP's effectiveness, and tell others about the agency's mission and impact.

Initiative: 1. Develop a prioritized recommendation to Senior Management, including cost estimates and implementation timeline, to ensure strong and adequate controls of the Agency's information technology systems.

Year One:

Action Plan for Year One:

- The IT Committee will review the agency needs around technology in regard to security.
- The IT Committee will develop a plan, with timelines and cost estimates in order to meet the needs that were determined. Recommendations to be complete by December 31, 2017.

Initiative Owner/ Leader: Mark Johnston, Eric Caron

Resources: IT Committee

Year One Indicator(s):

- Plan with recommendations is provided to Senior Management.

Year Three Indicator(s):

- TBD, based on plan that is developed.

Goal: III. AGENCY:

KVCAP will be an employer of choice, a place known for making a positive impact on the wellbeing of not only clients and communities, but also its employees.

Strategy: C. Maintain IT systems to support the growth, security and changing needs of the agency, including the ability to integrate data across programs, determine KVCAP's effectiveness, and tell others about the agency's mission and impact.

Initiative: 2. Develop and implement a plan for data integration across programs in order to support Agency-wide reporting and the ability to tell a comprehensive story about the impact of KVCAP on individuals, families and communities.

Year One: Install approved data system with appropriate data points and outcomes included in the initial set up.

Action Plan for Year One:

Data Committee will:

- Meet with the approved vendor (TBD by MCAA) to plan for the installation.
- Determine/map the demographic data that we want collected agency wide (use the CSBG Demographic report as a starting point). Q4, 2017
- Determine/map the outcomes that we want to be able to report on across the agency and/or from specific programs (use CSBG Annual report National Performance Indicators as a starting point). Q4, 2017
- Work with vendor to determine the various reports that we want to derive from the system.
- Work with vendor to determine which programs will enter data directly into the system and which programs will use a different method and the associated costs.

ALT will:

- Discuss and determine philosophically if client data is considered to be "KVCAP data" or "program" data and what this decision means in regard to implementation of the data system plan.
- Determine how to pay for data integration work.

Initiative Owner/ Leader: Michele Prince, Eric Caron and Data Committee

Resources: Data vendor, Data Committee, IT department.

Year One Indicator(s):

- Data system has been chosen/installed with data points.
- Agency has determined the "ownership" of client data.

Year Three Indicator(s):

- Agency can produce an unduplicated count and outcomes that are agency-wide.

Goal: IV. SUSTAINABILITY:

KVCAP will be fiscally strong, having diversified its fundraising capacity and sources and created greater flexibility to lead community initiatives addressing poverty and its sources.

Strategy: A. Monitor political situation closely for indications of funding changes and engage in scenario planning.

Initiative: 1. Monitor the political situation closely, immediately and on an ongoing basis, and develop contingency and risk management plans in response to possible funding cuts/changes, including impact on the Strategic Plan.

Year One:**Action Plan for Year One:**

- Senior Management will regularly review and disseminate information from a variety of forums keeping agency management up to date regarding state and federal budget work, potential threats and opportunities, and decisions.
- Senior Management will review potential opportunities and/or threats at each SM meeting (or sooner, if a situation arises immediately) and make recommendations.
- The board will be kept apprised of potential threats, opportunities and plans to mitigate any cuts to funding.

Initiative Owner/ Leader: Suzanne Walsh and Senior Leadership Team

Resources: Various industry newsletters, alerts; NCAF, MCAA.

Year One Indicator(s):

- Plans have been developed in response to any changes in funding originating at the state or federal level.

Year Three Indicator(s):

- Amount of Annual budget compared to 2017.

Goal: IV. SUSTAINABILITY:

KVCAP will be fiscally strong, having diversified its fundraising capacity and sources and created greater flexibility to lead community initiatives addressing poverty and its sources.

Strategy: B. Develop a unifying and recognized brand - internally and externally.

Initiative: 1. Develop and implement a Public Relations plan that will build KVCAP's brand and demonstrate KVCAP's value, by communicating what KVCAP does holistically, and that includes messaging resources and education for staff and Board.

Year One: Develop a plan to increase agency staff and board members' ability to communicate the goals, mission, and vision of KVCAP, in order to build internal and external support for addressing poverty-related issues within our service area and beyond.

Action Plan for Year One:

- Create an internal committee to assess current logo and tagline and explore the potential benefits and/or risks of aligning either/both with the National Community Action Partnership or utilize a completely new logo and tagline.
- Develop and implement a pilot branding training for all levels of agency staff, in order to identify messaging that will build and strengthen our brand ambassadors over the course of three years.
- Develop an internal process that ensures all KVCAP-developed materials are using the correct logo and presenting a unified and consistent overall agency message, and develop a timeline in order to create an internal clearinghouse.
- Develop the process for implementing an internal story bank (see Goal II, E 2), which will include submissions from staff that highlight the success of clients who are willing to share their stories, to use as mechanisms to tell our story externally and gain public understanding and support of KVCAP services.

Initiative Owner/ Leader: Andrea Pasco

Resources: Agency Leadership Team, Board of Directors, all employees.

Year One Indicator(s):

- 75% of new staff will attend an Employee Orientation, to include a branding component, within 6 months of employment.
- 40 employees (mixture of agency leadership, managers, and front-line staff) will participate in a pilot branding training and provide feedback to improve the experience in order to provide to all staff in year 2.
- 50% of all board members will participate in a minimum of one branding training by the end of year one.

Year Three Indicator(s):

- All staff/board will be trained brand ambassadors for KVCAP

Goal: IV. SUSTAINABILITY:

KVCAP will be fiscally strong, having diversified its fundraising capacity and sources and created greater flexibility to lead community initiatives addressing poverty and its sources.

Strategy: C. Increase our fundraising capacity and performance.

Initiative: 1. Develop and implement a Fundraising Plan for the next three years, including annual fundraising goals.

Year One: Initiate strategic discussions about funding opportunities, to identify the most likely ways to diversify funding sources beyond state and federal government.

Action Plan for Year One:

- Draft a 3-year fundraising plan in collaboration with Senior Management, to include specific measures with regard to agency appeals, fundraising events, and private grant funding opportunities.
- Review draft fundraising plan with the Agency Leadership Team and Board of Directors for input, and to identify roles and responsibilities in order to successfully implement the plan.
- Participate in the Resource Developers Committee of the Maine Community Action Association, to explore new funding sources for statewide efforts to implement the 2-Generation model in Community Action Agencies across the state.

Initiative Owner/ Leader: Andrea Pasco

Resources: Agency Leadership Team, Board of Directors

Year One Indicator(s):

- Fundraising plan will be complete and ready to begin implementation by October 1, 2017.
- Measurable results of year 1 fundraising plan.
- The number of Board members who assist with a fundraising activity (e.g. events, appeals, etc.)

Year Three Indicator (s):

- The amount of funds raised through private entities (donors, corporations, foundations, etc.) is increased.

Goal: IV. SUSTAINABILITY:

KVCAP will be fiscally strong, having diversified its fundraising capacity and sources and created greater flexibility to lead community initiatives addressing poverty and its sources.

Strategy: C. Increase our fundraising capacity and performance.

Initiative: 2. Provide an annual education program for managers and Board members to increase capacity to achieve the goals of the Fundraising Plan.

Action Plan for Year One:

- Develop a training for Board members and managers to increase their knowledge, skills, and ability to positively impact agency fundraising efforts.
- Hold a minimum of one Board training and one staff training in year one.

Initiative Owner/ Leader: Andrea Pasco/Suzanne Walsh

Resources: Agency Leadership Team, Board of Directors, Operations Managers.

Year One Indicator(s):

- The number of staff and board members who participate in a training on fundraising and development.
- The number of Board members who contribute to KVCAP's Annual Appeal.
- The number of staff members who contribute to KVCAP's Annual Employee Appeal.

Year Three Indicator(s):

- Increased number of staff and Board members who are actively engaged in KVCAP's fundraising process.