

TO: Sheryl Gregory, President  
KVCAP Board of Directors

FR: Suzanne Walsh, CEO  
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2017

DA: September 22, 2016

The management of KVCAP is pleased to present to the Board of Directors the Comprehensive Plan and Budget for fiscal year 2017. In this document, you will find information on current services, anticipated new service opportunities, and long-term strategic issues and opportunities. Organizational charts for each department are under one section for easy reference. You will also find budgets for all the programs, along with corresponding charts and graphs.

Staff will be prepared to present the plan at the September 28, 2016 meeting of the Board of Directors.

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

## TABLE OF CONTENTS

### **PART I. Corporate Philosophy**

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

### **PART II. Organizational Charts**

Organizational Charts .....	6
-----------------------------	---

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

Operating Budgets .....	14
A. General Administration.....	17
B. Finance .....	19
C. Human Resources.....	20
D. Information Technology .....	22

### **PART IV. Facilities**

Operating Budgets .....	24
Facilities.....	27

### **PART V. Agency Operating Budgets**

Agency Operating Budgets.....	28
-------------------------------	----

### **PART VI. Energy & Housing Services**

Operating Budgets .....	32
A. Energy Services.....	40
B. Housing Services.....	43

### **PART VII. Child and Family Services**

Operating Budgets .....	46
Child and Family Services.....	52

### **PART VIII. Community Services**

Operating Budgets .....	55
A. Community Initiatives.....	62
B. Social Services .....	67
C. Transportation Services.....	69
D. Community Services Block Grant .....	71

***KVCAP's Mission***

KVCAP's mission is to partner with area residents, organizations, and local, state and federal entities, creating solutions to the conditions of poverty in order to strengthen individuals, families, and communities.

Approved by Board of Directors (1/23/13)

***KVCAP's Vision***

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

Approved by Board of Directors (3/27/13)

# **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.

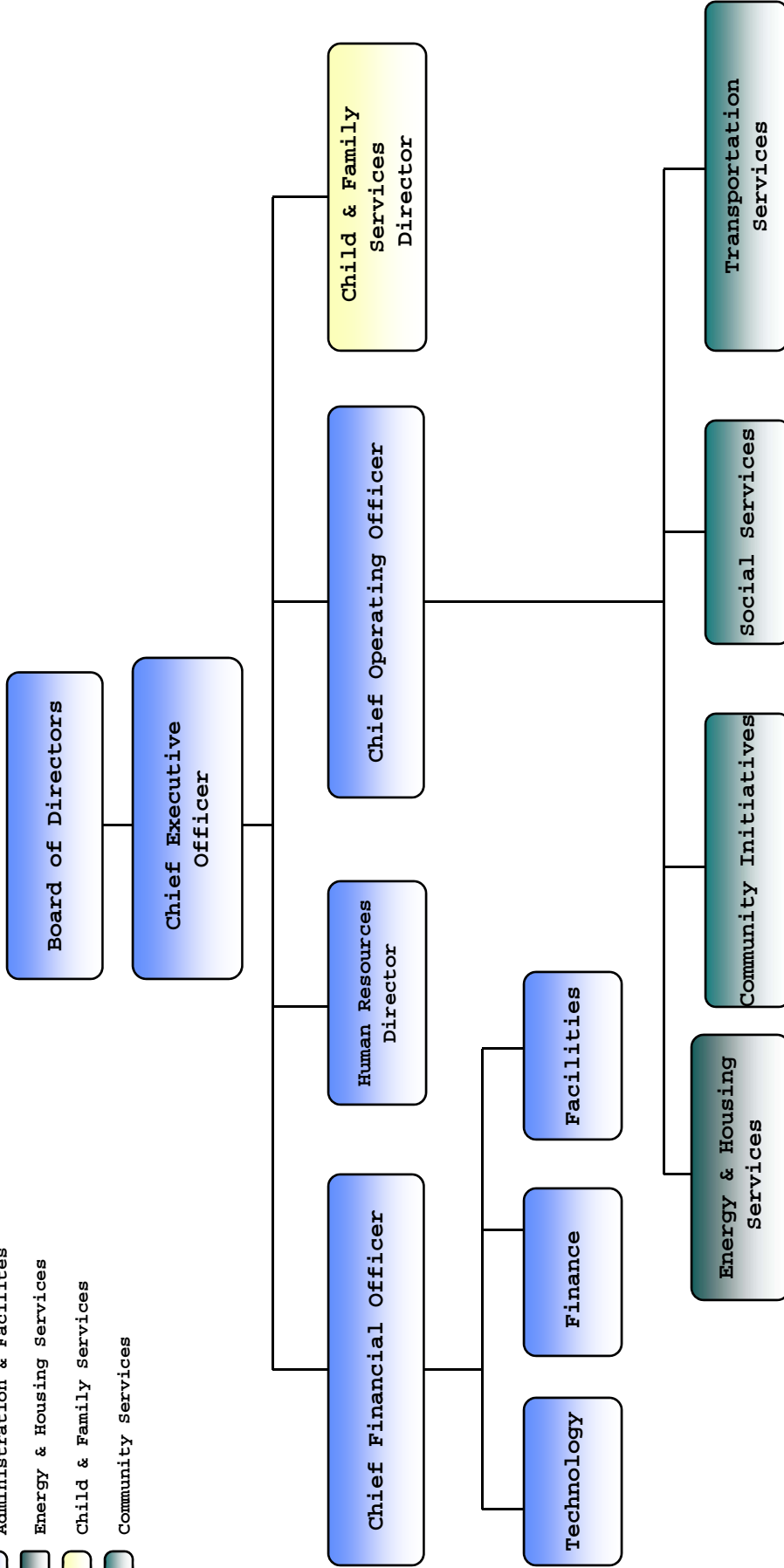
The performance of the chief executive officer will be formally evaluated by the board of directors annually.

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: 9/2015

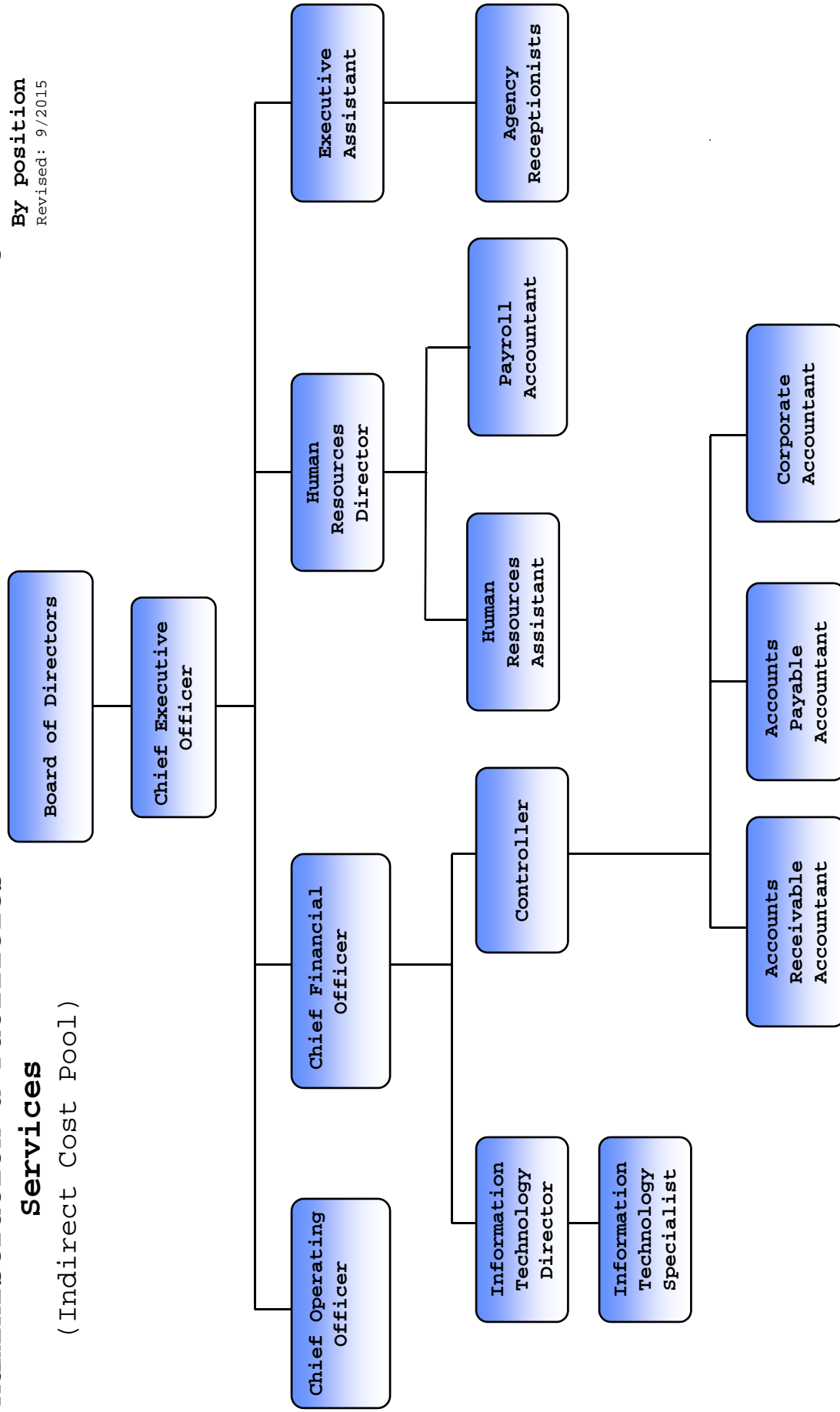
**KVCAP Management Chain of Command**

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



# Administration & Facilities Services (Indirect Cost Pool)

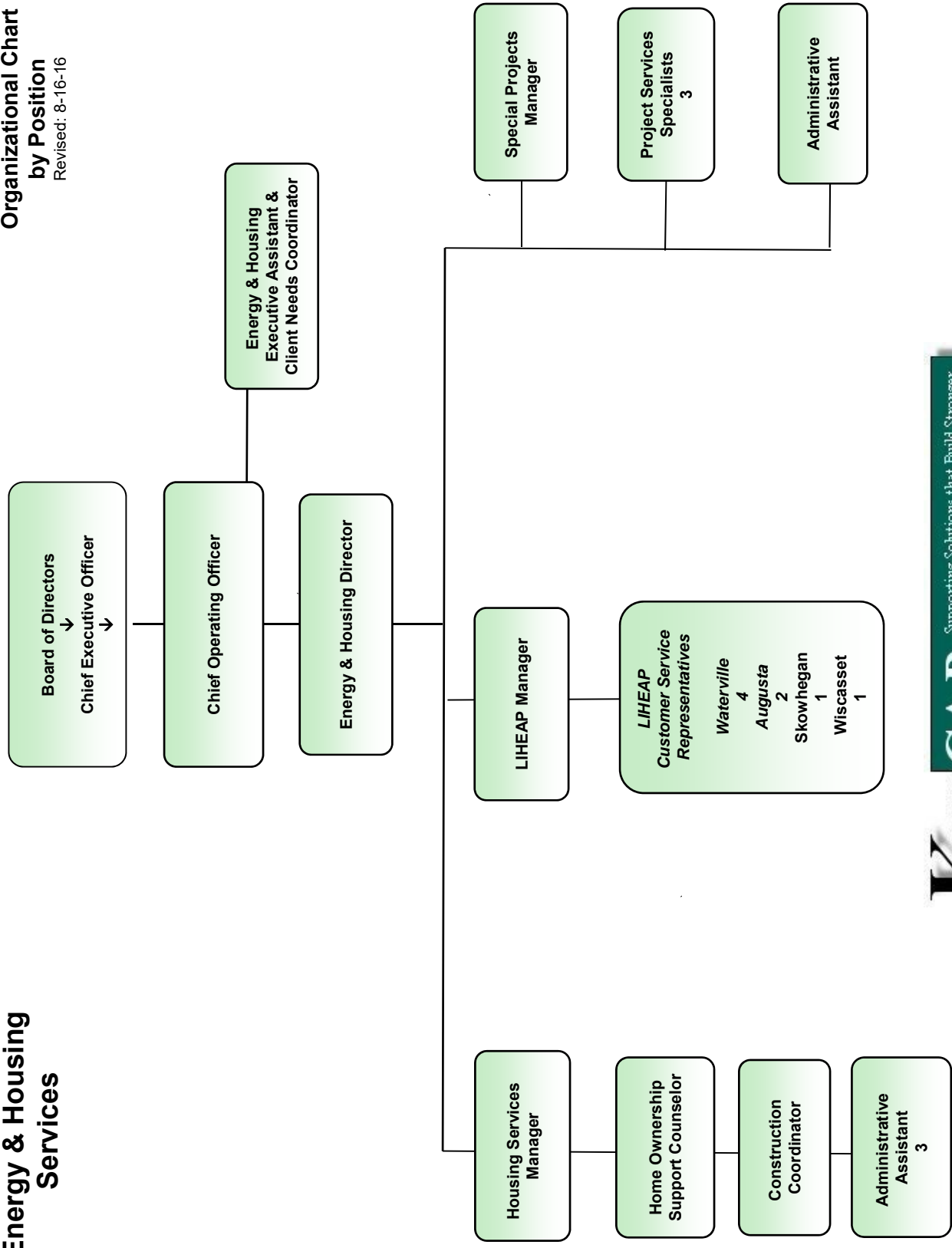
## Organizational Chart By Position Revised: 9/2015



# Energy & Housing Services

# Organizational Chart by Position

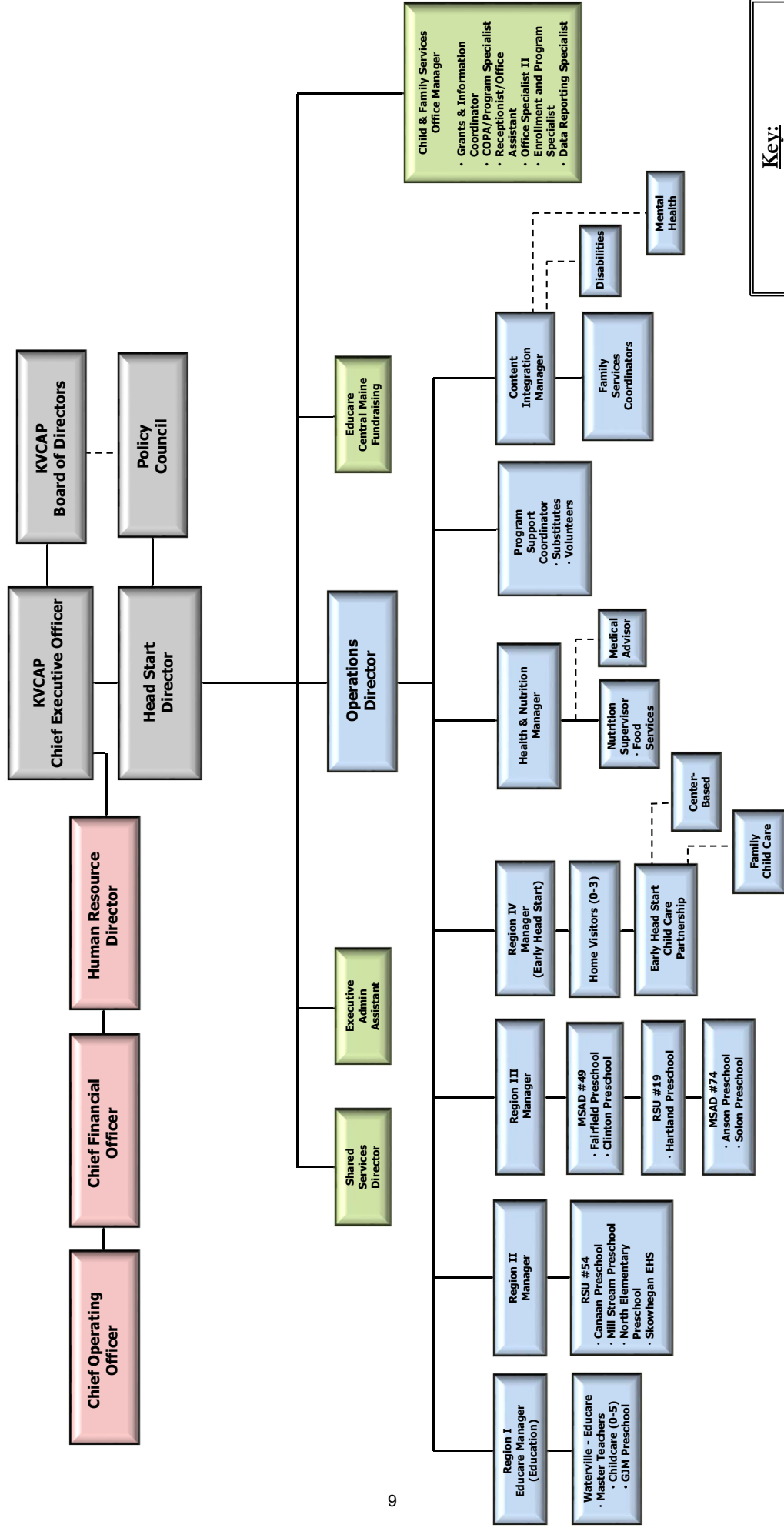
Revised: 8-16-16





# Child and Family Services

2016 - 2017

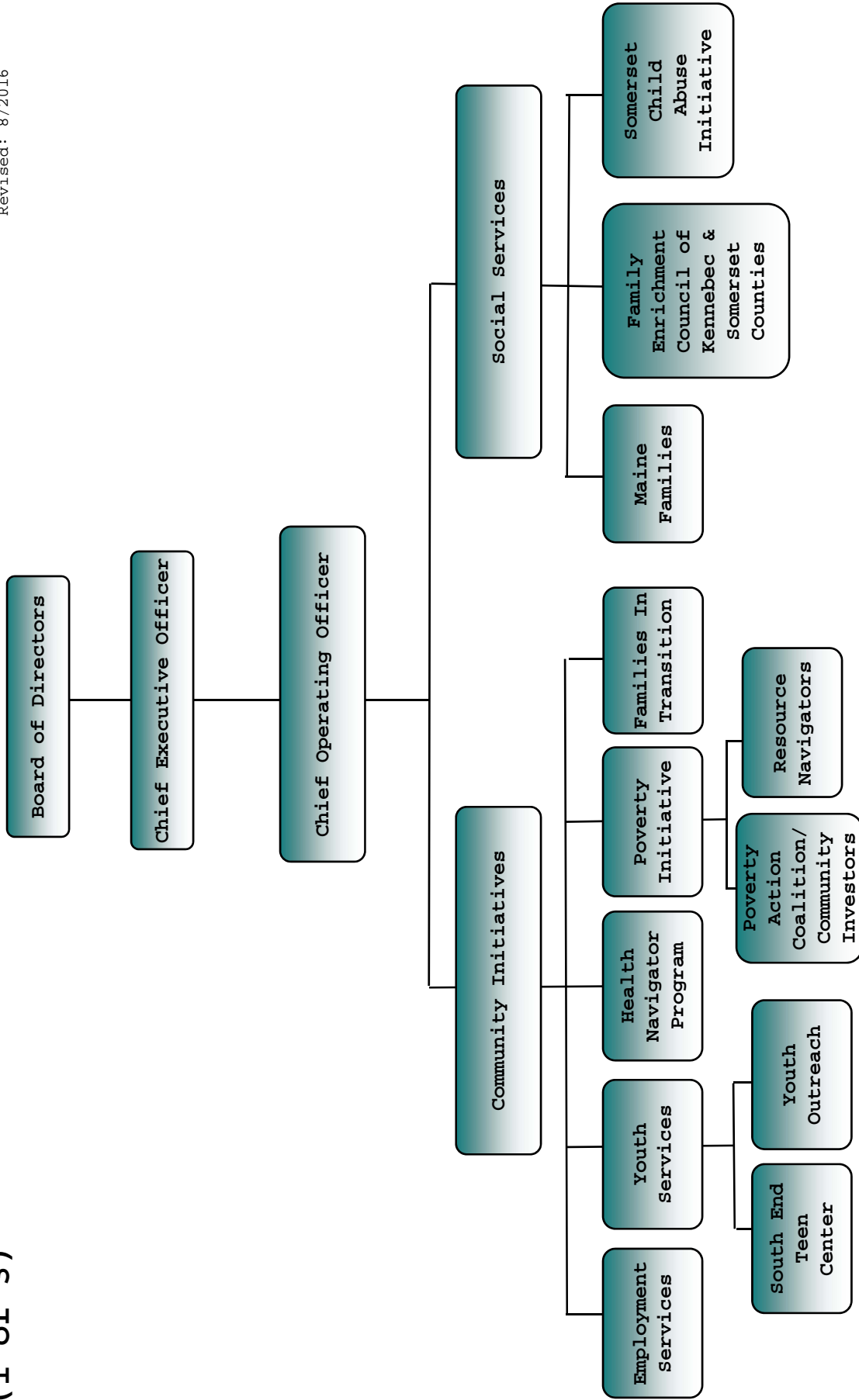


**Key:**

- Line of Supervision
- - - Communication & Partnership

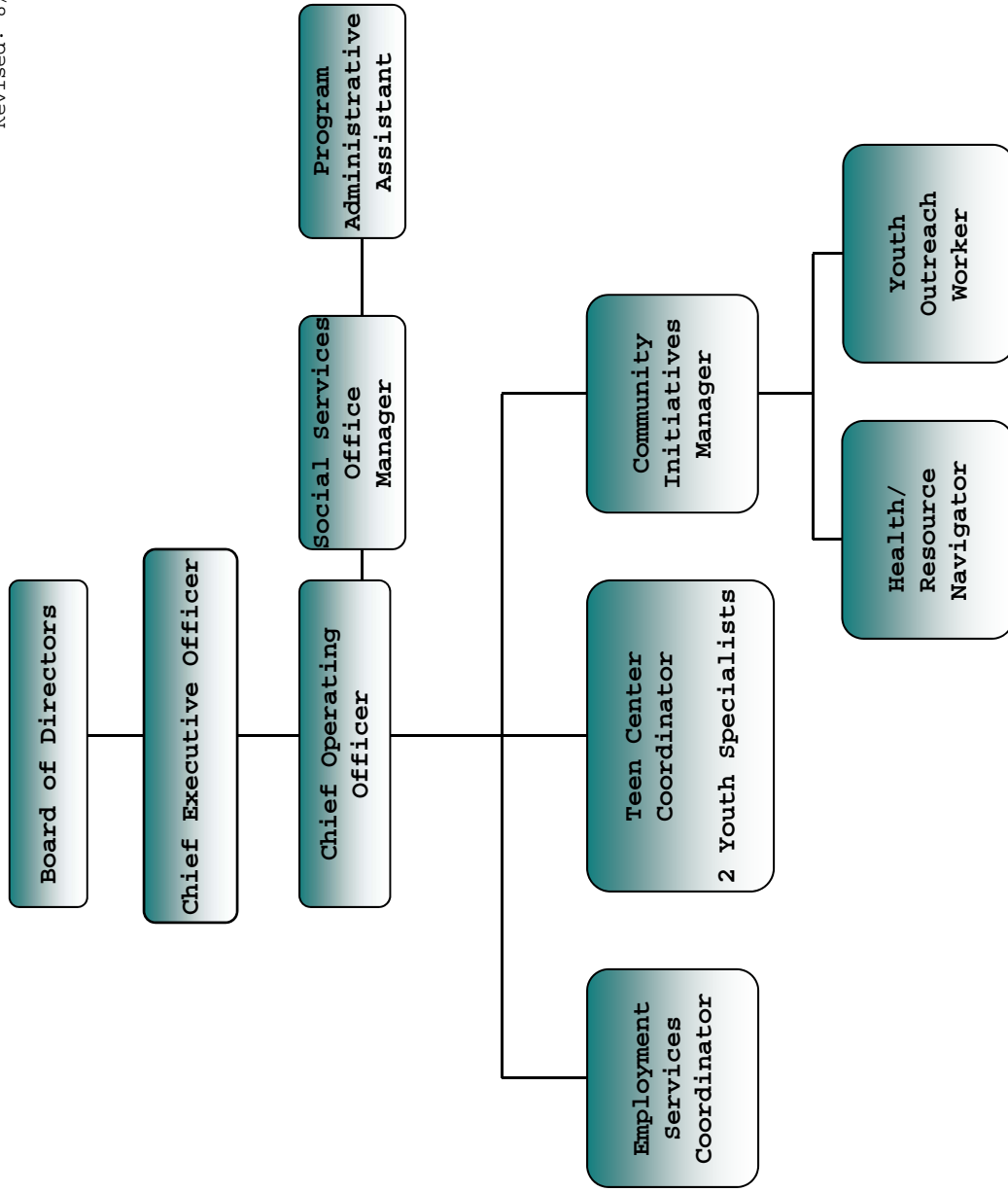
# Community Initiatives & Social Services Outline (1 of 3)

Organizational Chart  
By Program  
Revised: 8/2016



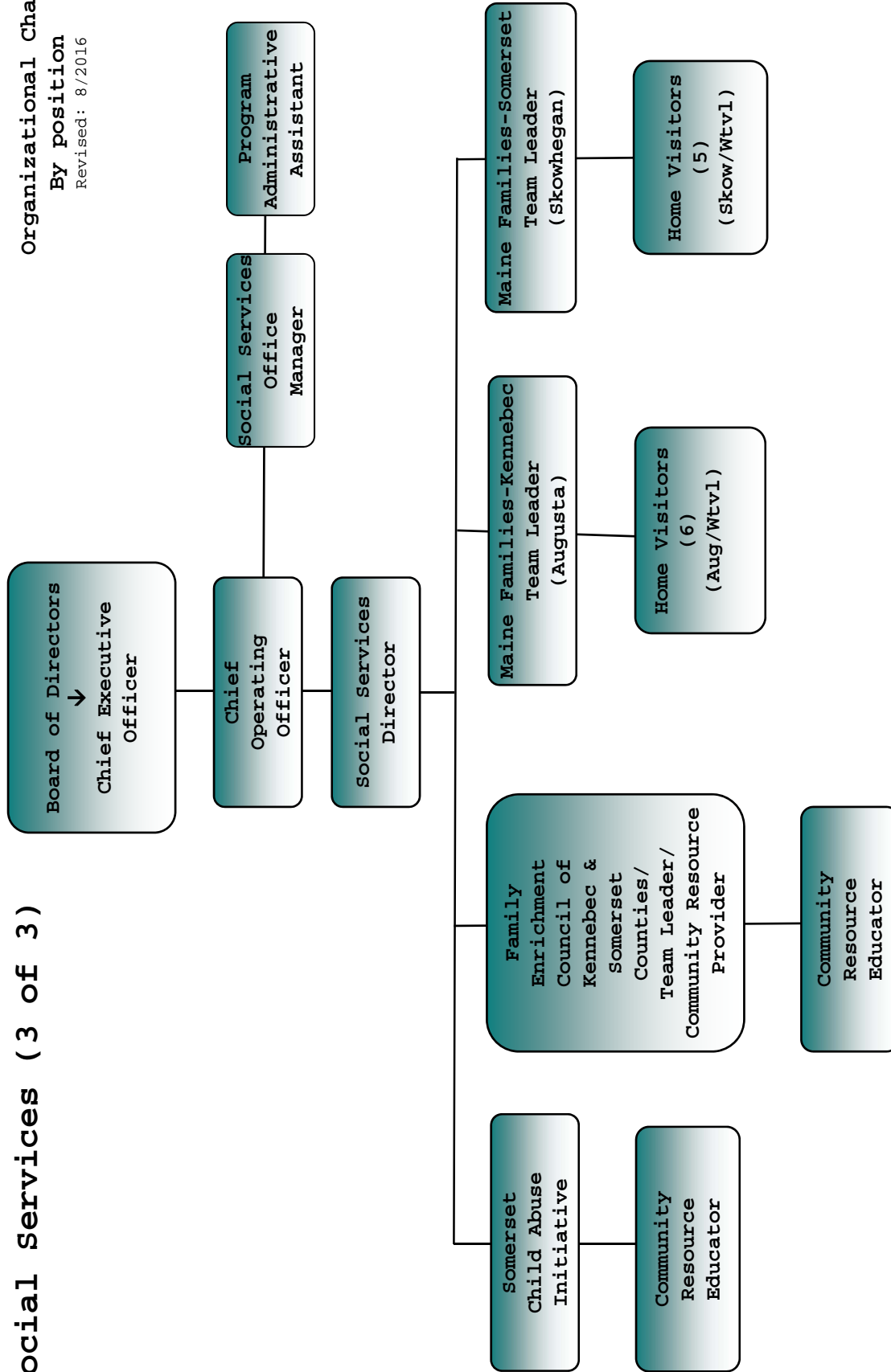
# Community Initiatives (2 of 3)

Organizational Chart  
By position  
Revised: 8/2016



# Social Services (3 of 3)

## Organizational Chart By Position Revised: 8/2016

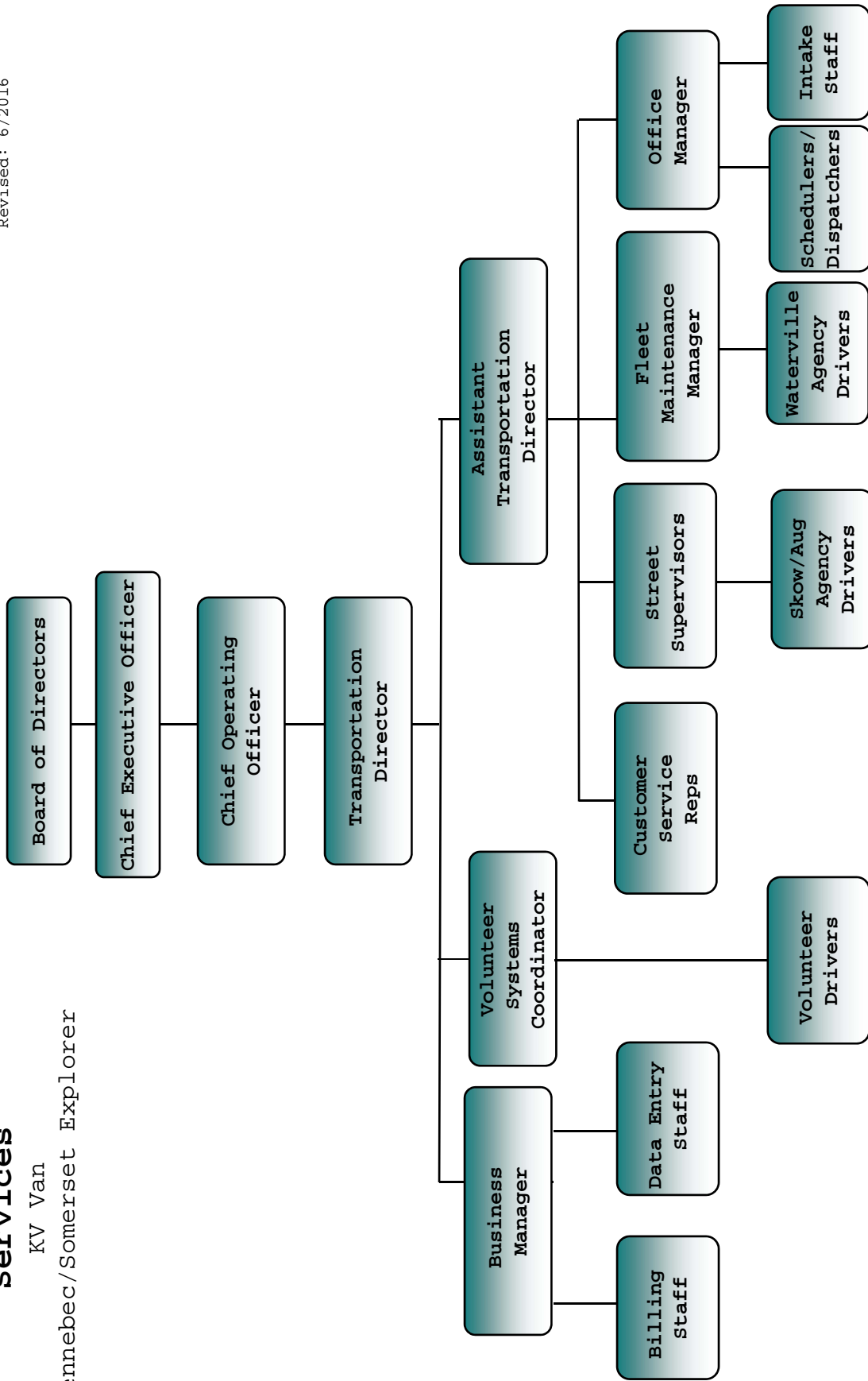


# Transportation Services

KV Van  
Kennebec/Somerset Explorer

# Organizational Chart By position

Revised: 6/2016

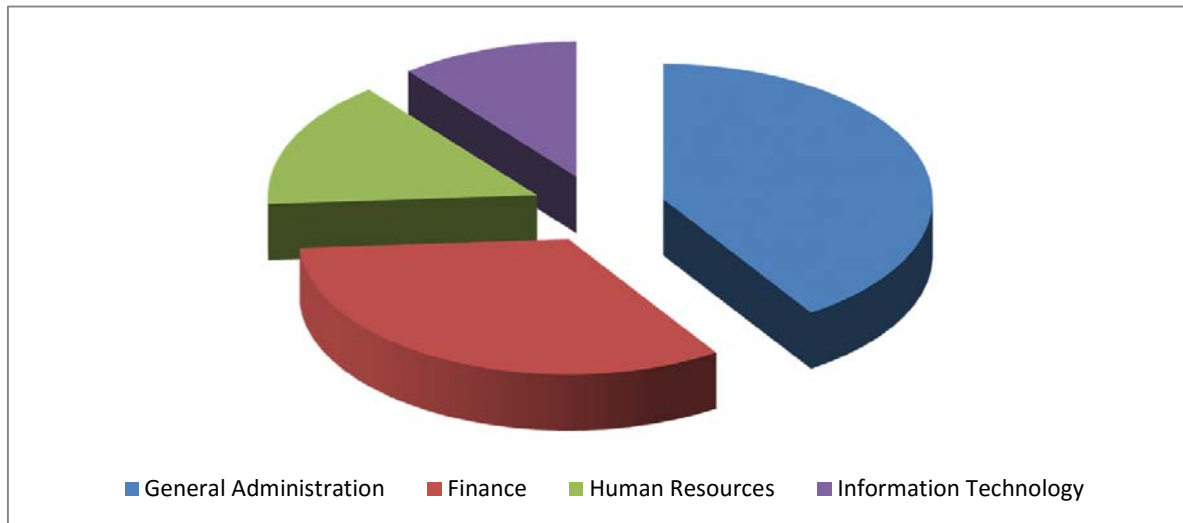


**Kennebec Valley Community Action Program  
Administration (Indirect Cost Pool) Operating Budgets  
October 1, 2016 - September 30, 2017**

<b>Expenses:</b>	<b>General Administration</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Information Technology</b>	<b>Total</b>
Personnel	\$ 419,530	\$ 397,548	\$ 169,699	\$ 108,170	\$ 1,094,947
Payroll Taxes & Employee Benefits	\$ 101,290	\$ 104,039	\$ 48,298	\$ 23,606	\$ 277,233
Staff Development	\$ 25,000	\$ 7,500	\$ 2,500	\$ 5,000	\$ 40,000
Travel	\$ 23,100	\$ 6,500	\$ 2,000	\$ 3,500	\$ 35,100
Office Costs	\$ 41,700	\$ 7,350	\$ 11,650		\$ 60,700
Insurance	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
Telecommunications	\$ 19,350	\$ 900	\$ 500	\$ 1,750	\$ 22,500
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 28,500	\$ 19,200	\$ 20,000	\$ 2,500	\$ 70,200
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 2,000	\$ 3,300	\$ 1,000	\$ 10,700	\$ 17,000
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,000	\$ 6,000	\$ 2,000	\$ 11,000	\$ 20,000
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 19,250	\$ 30,500	\$ 10,250	\$ 22,500	\$ 82,500
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 715,720	\$ 582,837	\$ 267,897	\$ 188,726	\$ 1,755,180

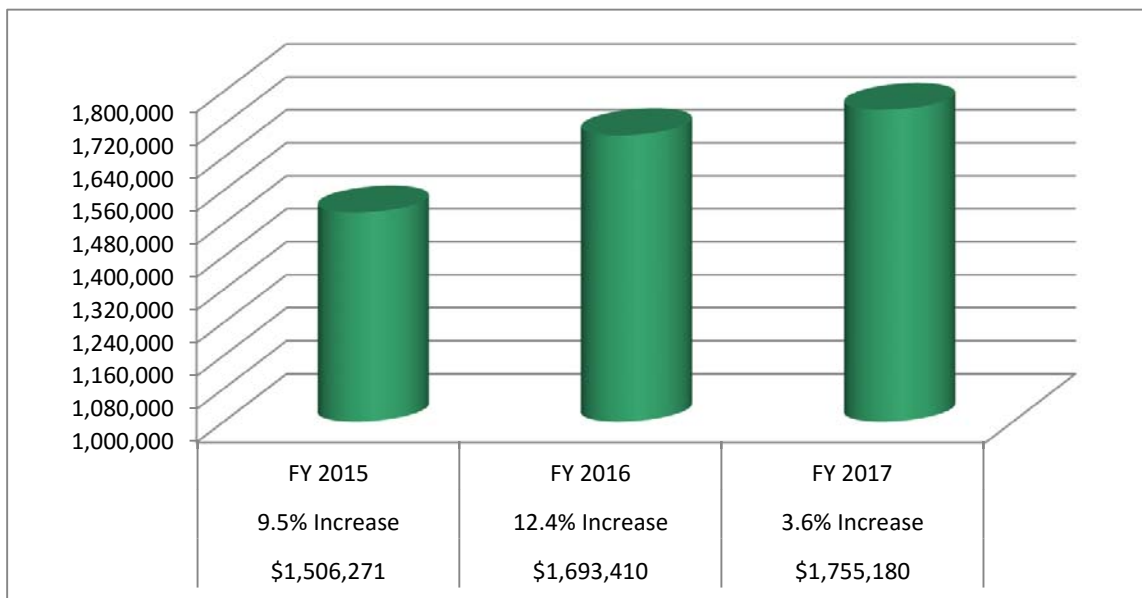
**Kennebec Valley Community Action Program  
Administration (Indirect Cost Pool) Operating Budgets  
October 1, 2016 - September 30, 2017**

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 40.8% of the budget), Finance (33.2%), Human Resources (15.3%), and Information Technology (10.7%).



For fiscal year 2017, the proposed Administration/Indirect Cost Pool budget is \$1,755,180. This is an increase of 3.6%, or \$61,770, compared to fiscal year 2016.

**Administrative/Indirect Cost Comparison  
FY 2015 - FY 2017**



**Kennebec Valley Community Action Program  
Administration/Indirect Cost Pool Operating Budgets  
October 1, 2016 - September 30, 2017**

The agency's federally approved indirect cost rate for 2017 remained at 23.5% of program salaries. Significant changes in this year's budget are in depreciation and travel expense. Travel increased by 80% to bring mileage reimbursements in line with actual, and to reflect attendance at more regional meetings that require overnight travel and travel to proposed out-of-state trainings. The increase in Depreciation is 1200% and is a result of a proposed new software purchase in Finance and upgrades to the agency's telephone system. Increases in Office Costs and Insurance are smaller and bringing those expenses in line with actual.

<b>Expenses:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Increase / (Decrease)</b>
Personnel	\$ 1,074,106	\$ 1,094,947	\$ 20,841
Payroll Taxes & Employee Benefits	\$ 296,051	\$ 277,233	\$ (18,818)
Staff Development	\$ 40,000	\$ 40,000	\$ -
Travel	\$ 19,500	\$ 35,100	\$ 15,600
Office Costs	\$ 50,450	\$ 60,700	\$ 10,250
Insurance	\$ 30,000	\$ 35,000	\$ 5,000
Telecommunications	\$ 22,500	\$ 22,500	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 60,477	\$ 70,200	\$ 9,723
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 16,760	\$ 17,000	\$ 240
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 1,500	\$ 20,000	\$ 18,500
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 82,066	\$ 82,500	\$ 434
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 1,693,410</b>	<b>\$ 1,755,180</b>	<b>\$ 61,770</b>

\*Note: The FY 2017 budget is based on salary projections made in March 2016 at the time of the indirect cost rate proposal to US DHHS and is lower than what is proposed on the agency's operating budget. The variance between the two will allow management to look at personnel vacancies and other proposed activities that may have been deferred.

The total Administration/Indirect Cost Pool budget is 7.4% of the agency's annual operating budget.



**PART III. ADMINISTRATION/INDIRECT COST POOL** (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:*** \$715,720

**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, Cathleen 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.

***Anticipated New Service Opportunities:***

- Develop and implement a comprehensive Strategic Plan for 2017, in partnership with the Board of Directors. This will be facilitated by Starboard Leadership Consulting LLC.
- Coordinate and implement an Agency Day for all staff that will include professional and staff development opportunities along with enriching and 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.

## **2. Customer Services (Executive Assistant: Sheila Avila)**

**Objective:** To enhance employees' awareness of customer service both internally and externally, as well as, support programs in their efforts to maintain high quality customer services. Coordinate and/or provide support to appropriate staff for development and marketing activities and events, e.g., Annual Report, Annual Meeting, events.

**Staff:** 2 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.

### ***Anticipated New Service Opportunities:***

- 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)**

**Objective:** To identify and secure new and ongoing funding sources by cultivating relationships with private foundations, corporations, and individual donors.

**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 on fundraising and grant writing.

***Prior Year Accomplishments:***

- Created and disseminated materials to increase community awareness of KVCAP, including: the 2015 KVCAP Impact Infographic; quarterly Agency newsletters, and other promotional materials for programs, events, and/or services.
- Developed a Communication Plan that was distributed via the Agency Leadership Team.
- Organized and implemented the 2015 Fall Appeal, the 2016 Spring Appeal for Transportation, and the Employee Appeal in May 2016.
- Organized and executed KVCAP's 2<sup>nd</sup> Annual Golf Tournament and Silent Auction, doubling the amount raised in year one (\$20,000 in restricted and unrestricted funds).
- Organized and implemented KVCAP's Community Celebration.

***Anticipated New Service Opportunities:***

- Identify and secure donor software to create a database of all current and past donors.
- Organize and promote the 2017 Charitable Contributions Campaign at KVCAP.
- Continue to identify, cultivate, and solicit new and continuing donors for events and through the 2016 fall appeal, the 2017 spring appeal, and the 2017 employee appeal.
- Plan and execute the 3<sup>rd</sup> Annual Golf Tournament and Silent Auction and the Community Celebration outreach event.

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

***Objective:*** To support agency operations in fulfilling agency and program objectives by ensuring the accurate recording of agency financial activity; timely reporting of financial results in compliance with federal and state regulations and generally accepted accounting principles; and offering support and training to agency managers and support staff in areas of financial reporting and compliance.

***Budget:*** \$582,837

***Staff:*** 5 full-time equivalents

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

***Prior Year Accomplishments:***

- Worked with program managers through various state and federal budget matters and the resulting impact to agency programming.
- Worked with program managers on updating systems to meet current and proposed contract regulations, updating procedures manuals, and developing a risk assessment program.
- Participated in several successful reviews/audits as well as the Agency annual audit which produced an unmodified opinion. We also had several funding source reviews and as of the date of this publication there were no areas of financial concern reported.
- Reviewed software upgrades to begin the process of automated accounts payable and document management.

***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/staff. This is a work in progress that will continue to grow and expand as regulations continue to change and become more stringent.
- Finalize the implementation of automated accounts payable function and document management.
- Seek ways to utilize technology to streamline processes, which will include offering managers and other key employees the ability to generate financial reports, review account/program history, and update program budget information.
- Explore options to not only move the department, and eventually the agency, into a more efficient and “paperless” environment, but to keep up with the changing times and increased regulations as they apply to programs and the agency as a whole.

**C. HUMAN RESOURCES (Director: Cathy Kershner)**

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

***Budget:*** \$267,897

**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
- 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.

**Prior Year Accomplishments:**

- Continued coordination of driver physicals completed at Workplace Health to assure all mandated guidelines are met.
- Continued to utilize Workplace Health for all work related injuries and illnesses to keep Workers' Comp rates low and get employees back to work as soon as possible after a work related injury or illness.
- Conducted one-on-one ergonomic assessments, as appropriate, and made recommendations to improve the comfort level of employees working at a desk.
- Organized KVCAP's charitable giving campaign.
- In a continued effort to "go green", posted a majority of the open enrollment benefit forms on KVCAP's agency bulletin board and/or the shared Google Drive.
- Provided on-going training to new and current supervisors.

- Coordinated review of Personnel Policies by legal counsel with recommendations for changes.
- Hired a consultant to conduct a wage/salary and benefit survey as well as develop a new job description grading tool.
- Formed a committee to work with the consultant and regrade all job descriptions.
- Merged Payroll with Human Resources.

***Anticipated New Service Opportunities:***

- Reinstated a revised New Employee Orientation program.
- Implemented Electronic PAF's.
- Completed Mandated Trainings, electronically (i.e. Ergonomics, Sexual Harassment)
- Condensed job descriptions to simplify the evaluation process.
- Reformatted job descriptions to be fully compliant with ADA requirements.
- Explored the possibility of converting to a Paid Time Off System.

**D. Information Technology (Director: Eric Caron)**

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

***Budget:*** \$188,726

***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 three main offices and Head Start locations.
- Provide computer/telephone support via "Help Desk", in person, and/or through e-mail.

***Prior Year Accomplishments:***

- Updated the agency file and remote access servers to new Windows software versions along with new hardware.
- Replaced PCs with dual stands, touchscreen capabilities and Windows 10 operating systems going into 2017.
- Increased Internet bandwidth at Educare for both Employee and Guest feeds, while reducing monthly costs.
- Updated the main MITEL communications platform software versions all sites.

- Expanded the Augusta location with new office space and connections for increased staff.
- Updated the Waterville network backbone to new switches and 10Gb speeds with fiber optics being updated to 10gbit speeds for Fall 2016

***Anticipated New Service Opportunities:***

- Provide workflow and document management to HR and Finance for 2016/2017.
- Coordinate new server platform and delivery for data retrieval in process for 2016/2017.
- Work with Facilities staff to redesign Waterville meeting room spaces, with improved audio, display, and projection technologies.
- Update communication feeds (fiber/copper) between Transportation and 7 Libby buildings for 2016/2017.
- Update the MITEL Phone fleet, agency wide, to newer improved models.
- Update the switch platforms to next generation at the Educare location.

**Facilities Operating Budget**  
**October 1, 2016 - September 30, 2017**

<b>Expenses:</b>	
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	\$ 88,610
Contract Services	\$ 24,400
Vehicle	\$ 5,696
Housing Property Costs	\$ -
Materials & Supplies	\$ 5,050
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 30,322
Interest	\$ 6,500
Depreciation	\$ 53,771
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 1,200
Inkind	\$ -
<b>Total Expenses:</b>	<b>\$ 389,605</b>

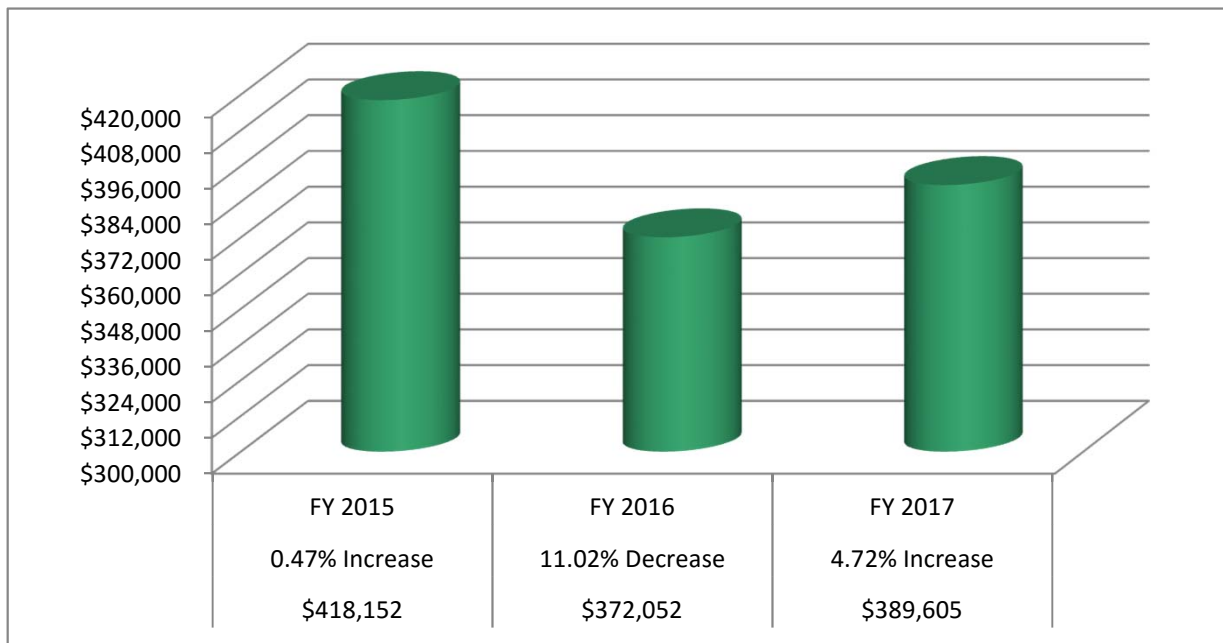


**Kennebec Valley Community Action Program  
Facilities Operating Budget  
October 1, 2016 - September 30, 2017**

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

For fiscal year 2017, the proposed budget is \$389,605, and represents a 4.72%, or \$17,553, increase compared to fiscal year 2016.

**Facilities Cost Comparison  
FY 2015 - FY 2017**



The increase in the Facilities budget is a result of offsets. Increases in personnel costs (and correspondingly in administration costs) are the result of a proposed increase in staffing and less work being completed at our partner facilities, and increases in depreciation are related to the capitalization of maintenance work completed at the Waterville campus in the latter part of Fiscal Year 2016. The offsetting decreases were in interest expense as debt on our buildings has been paid off and in insurance as we are bringing the budget back in line with actual.

Space and occupancy costs showed a small decrease. When broken down into individual expense lines, rent expense increased by 95.9%, or \$11,106 due to the expanded space agreement at the Buker Center in Augusta. Fuel expense shows 25.3%, or \$9,685 decrease as a result of the projected outcome from the change from oil to natural gas at the Waterville campus. Rubbish removal also showed a decrease of 26.1%, or \$1,200 because of a new service provider.

**Kennebec Valley Community Action Program**  
**Facilities Operating Budgets**  
**October 1, 2016 - September 30, 2017**

Expenses:	FY 2016	FY 2017	Increase/ (Decrease)
Personnel	\$ 103,922	\$ 129,030	\$ 25,108
Payroll Taxes & Employee Benefits	\$ 35,276	\$ 33,848	\$ (1,428)
Staff Development	\$ 100	\$ 100	\$ -
Travel	\$ 300	\$ 300	\$ -
Office Costs	\$ 400	\$ 400	\$ -
Insurance	\$ 19,981	\$ 8,558	\$ (11,423)
Telecommunications	\$ 2,967	\$ 1,820	\$ (1,147)
Space & Occupancy	\$ 91,279	\$ 88,610	\$ (2,669)
Contract Services	\$ 26,300	\$ 24,400	\$ (1,900)
Vehicle	\$ 4,700	\$ 5,696	\$ 996
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 4,850	\$ 5,050	\$ 200
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 24,421	\$ 30,322	\$ 5,901
Interest	\$ 13,400	\$ 6,500	\$ (6,900)
Depreciation	\$ 42,856	\$ 53,771	\$ 10,915
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,300	\$ 1,200	\$ (100)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 372,052</b>	<b>\$ 389,605</b>	<b>\$ 17,553</b>

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

- Rent (2017 budget amount = \$22,690 - 95.9% increase compared to 2016)
- Electricity (\$24,000 - 3.2% decrease)
- Fuel (\$28,520 - 25.3% decrease)
- Water/Sewer (\$3,000 - 26.8% decrease)
- Rubbish Removal (\$3,400 - 26.1% decrease)
- Snow Removal/Landscaping (\$7,000 - 12.5% decrease)

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

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

**Budget:** \$389,605

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

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

**Continuing Services:**

- Maintain all agency facilities including:
  - Augusta: 22 Armory Street, Augusta
  - Skowhegan: Mitchell Boulette Center, 26 Mary Street
  - Storage Building, 7 Libby Court
  - George Keller Building, 49 King Street
  - Robert E. Drapeau Center, 101 Water Street
  - South End Teen Center, 5 Libby Court
  - Transportation Center, 97 Water Street
  
- To monitor, assess, and enhance building safety and security at all sites

**Kennebec Valley Community Action Program**  
**Agency Operating Budgets**  
**October 1, 2016 - September 30, 2017**

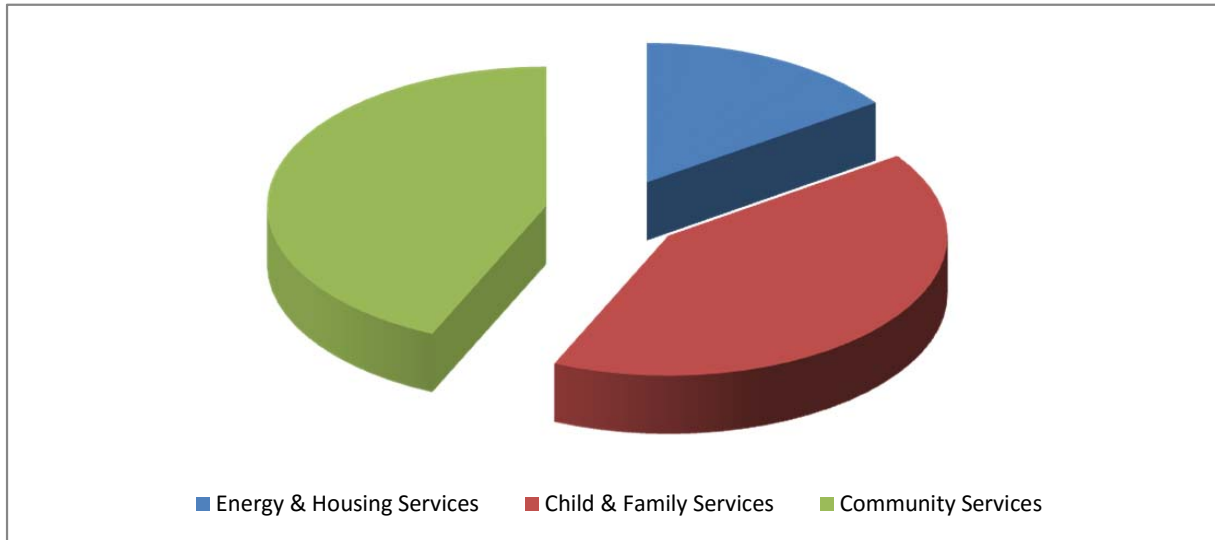
<b>Revenue:</b>	<b>Energy &amp; Housing Services</b>	<b>Child &amp; Family Services</b>	<b>Community Services</b>	<b>Total</b>
Grants & Contracts	\$ 3,447,481	\$ 6,960,950	\$ 2,847,806	\$ 13,256,237
Program Revenue	\$ 37,279	\$ 1,348,338	\$ 6,775,384	\$ 8,161,001
Other Revenue	\$ -	\$ 110,357	\$ 237,943	\$ 348,300
Inkind	\$ -	\$ 999,114	\$ -	\$ 999,114
<b>Total Revenue:</b>	<b>\$ 3,484,760</b>	<b>\$ 9,418,759</b>	<b>\$ 9,861,133</b>	<b>\$ 22,764,652</b>

<b>Expenses:</b>				
Personnel	\$ 819,235	\$ 4,259,539	\$ 2,600,881	\$ 7,679,655
Payroll Taxes & Employee Benefits	\$ 291,812	\$ 1,452,647	\$ 892,163	\$ 2,636,622
Staff Development	\$ 31,816	\$ 68,584	\$ 30,767	\$ 131,167
Travel	\$ 14,532	\$ 72,768	\$ 63,800	\$ 151,100
Office Costs	\$ 61,619	\$ 65,904	\$ 63,898	\$ 191,421
Insurance	\$ 8,211	\$ 18,095	\$ 1,079	\$ 27,385
Telecommunications	\$ 34,085	\$ 43,784	\$ 70,628	\$ 148,497
Space & Occupancy	\$ 145,284	\$ 178,520	\$ 230,215	\$ 554,019
Contract Services	\$ 832,986	\$ 803,035	\$ 77,695	\$ 1,713,716
Vehicle	\$ 41,286	\$ -	\$ 584,536	\$ 625,822
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 911,371	\$ 260,121	\$ 34,004	\$ 1,205,496
Direct Client Assistance	\$ -	\$ 250	\$ 2,169,111	\$ 2,169,361
Administration (Indirect)	\$ 221,497	\$ 1,000,971	\$ 604,112	\$ 1,826,580
Interest	\$ -	\$ 116,808	\$ -	\$ 116,808
Depreciation	\$ -	\$ -	\$ 66,513	\$ 66,513
Common Carrier	\$ -	\$ -	\$ 2,040,180	\$ 2,040,180
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 43,480	\$ 78,619	\$ 62,544	\$ 184,643
Inkind	\$ -	\$ 999,114	\$ -	\$ 999,114
<b>Total Expenses:</b>	<b>\$ 3,457,214</b>	<b>\$ 9,418,759</b>	<b>\$ 9,592,126</b>	<b>\$ 22,468,099</b>

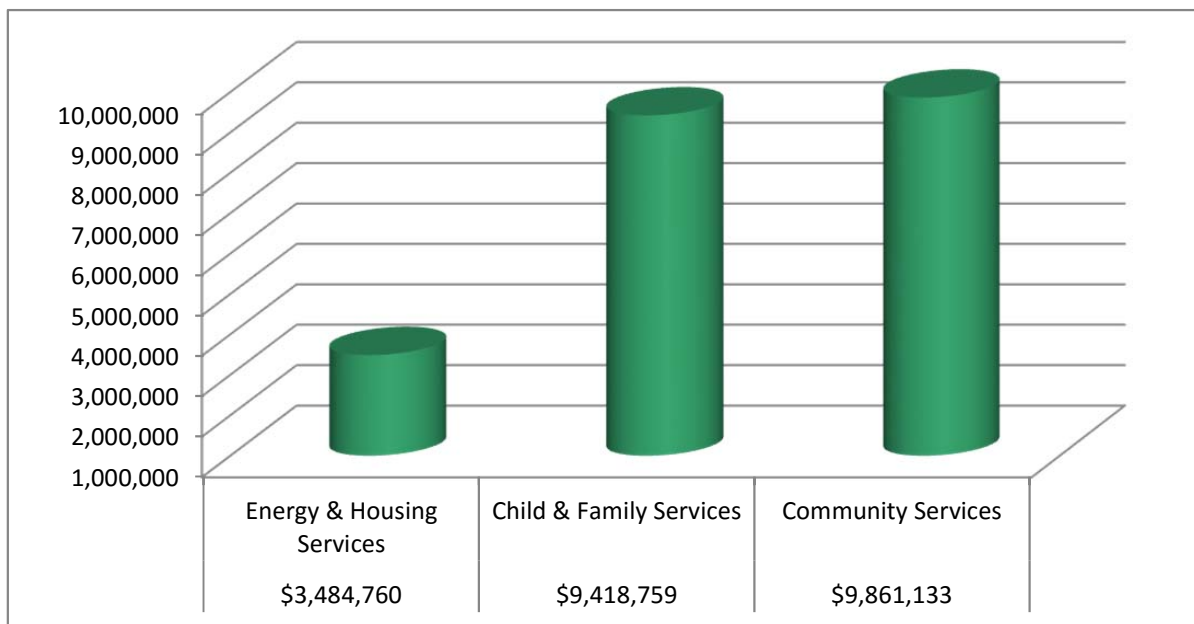
<b>Surplus/(Deficit)</b>	<b>\$ 27,546</b>	<b>\$ -</b>	<b>\$ 269,007</b>	<b>\$ 296,553</b>
--------------------------	------------------	-------------	-------------------	-------------------

**Kennebec Valley Community Action Program  
Agency Operating Budget  
October 1, 2016 - September 30, 2017**

The agency's operating budget consists of its three major departments - Energy and Housing Services (which contributes 15.3% of the budget), Child and Family Services (41.4%), and Community Services (43.3%).



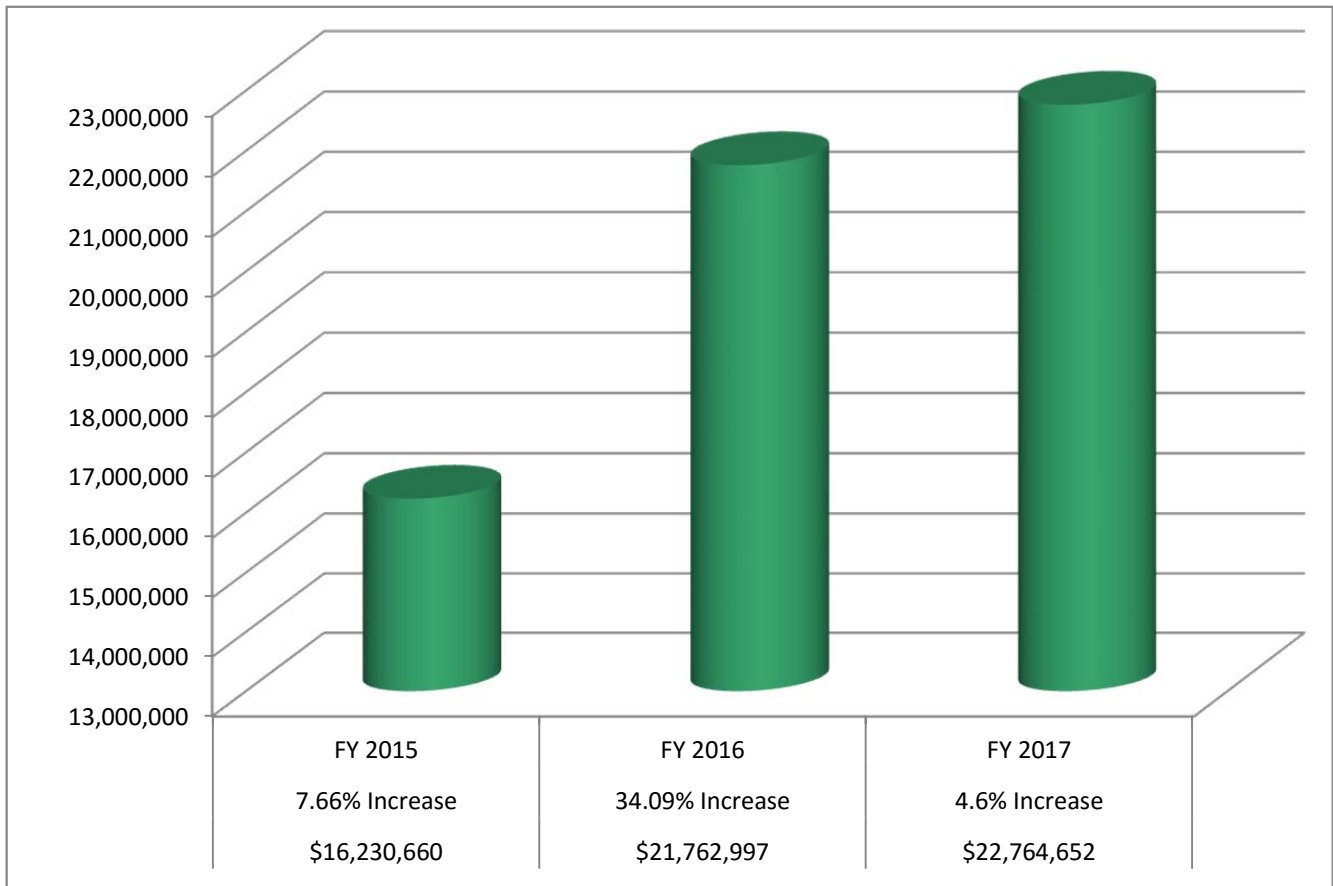
**Budget by Department  
FY 2017**



**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2016 - September 30, 2017**

For fiscal year 2017, a \$22,764,652 budget is proposed. This budget represents an 4.6%, or \$1,001,655 increase compared to fiscal year 2016.

**Agency Operating Budget Comparison**  
**FY 2015 - FY 2017**



By department, Energy & Housing Services shows a (1.8%) decrease, Child & Family Services shows a (1.8%) decrease, and Community Services shows a 14.4% increase. Please see each department listing for more details.

**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2016 - September 30, 2017**

<b>Revenue:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 12,662,899	\$ 13,256,237	\$ 593,338
Program Revenue	\$ 7,125,190	\$ 8,161,001	\$ 1,035,811
Other Revenue	\$ 395,480	\$ 348,300	\$ (47,180)
Inkind	\$ 1,579,428	\$ 999,114	\$ (580,314)
<b>Total Revenue:</b>	<b>\$ 21,762,997</b>	<b>\$ 22,764,652</b>	<b>\$ 1,001,655</b>

<b>Expenses:</b>			
Personnel	\$ 7,083,109	\$ 7,679,655	\$ 596,546
Payroll Taxes & Employee Benefits	\$ 2,403,244	\$ 2,636,622	\$ 233,378
Staff Development	\$ 259,776	\$ 131,167	\$ (128,609)
Travel	\$ 126,467	\$ 151,100	\$ 24,633
Office Costs	\$ 202,810	\$ 191,421	\$ (11,389)
Insurance	\$ 30,850	\$ 27,385	\$ (3,465)
Telecommunications	\$ 135,430	\$ 148,497	\$ 13,067
Space & Occupancy	\$ 581,286	\$ 554,019	\$ (27,267)
Contract Services	\$ 1,898,155	\$ 1,713,716	\$ (184,439)
Vehicle	\$ 730,311	\$ 625,822	\$ (104,489)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,239,834	\$ 1,205,496	\$ (34,338)
Direct Client Assistance	\$ 2,050,112	\$ 2,169,361	\$ 119,249
Administration (Indirect)	\$ 1,656,231	\$ 1,826,580	\$ 170,349
Interest	\$ 116,808	\$ 116,808	\$ -
Depreciation	\$ 69,513	\$ 66,513	\$ (3,000)
Common Carrier	\$ 1,299,387	\$ 2,040,180	\$ 740,793
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 300,246	\$ 184,643	\$ (115,603)
Inkind	\$ 1,579,428	\$ 999,114	\$ (580,314)
<b>Total Expenses:</b>	<b>\$ 21,762,997</b>	<b>\$ 22,468,099</b>	<b>\$ 705,102</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ 296,553</b>	<b>\$ 296,553</b>
--------------------------	-------------	-------------------	-------------------

**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2016 - September 30, 2017**

Revenue:	Fuel Assistance	Weatherization & Conservation	Home Repair Programs	Transitional Housing	Housing Services	Total
Grants & Contracts	\$ 667,868	\$ 2,089,441	\$ 500,364	\$ -	\$ 189,808	\$ 3,447,481
Program Revenue	\$ -	\$ -	\$ -	\$ 12,439	\$ 24,840	\$ 37,279
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 667,868	\$ 2,089,441	\$ 500,364	\$ 12,439	\$ 214,648	\$ 3,484,760

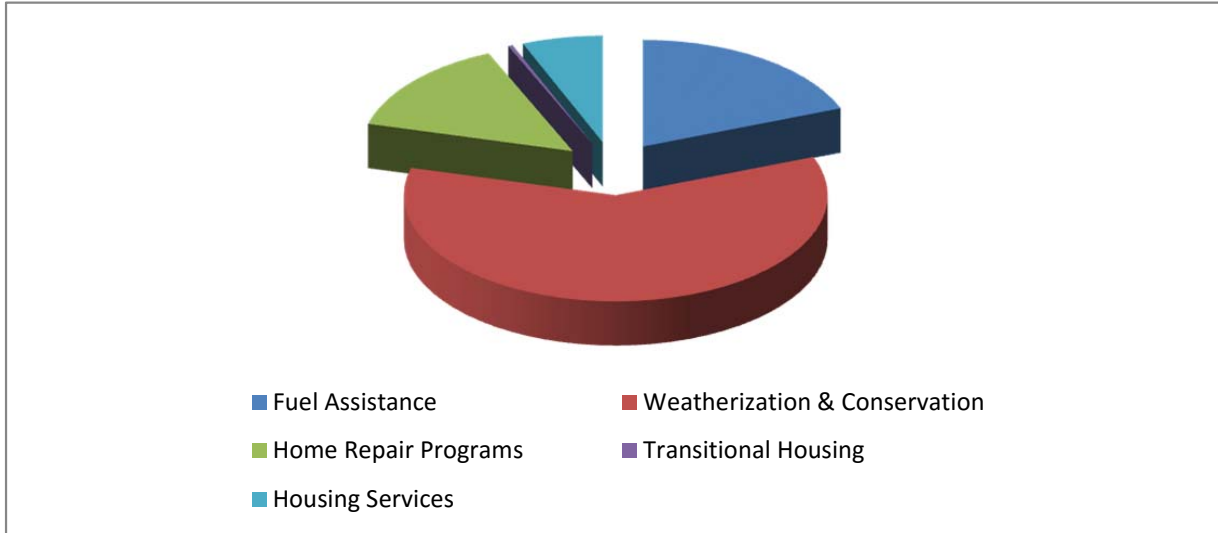
Expenses:	Fuel Assistance	Weatherization & Conservation	Home Repair Programs	Transitional Housing	Housing Services	Total
Personnel	\$ 338,340	\$ 354,695	\$ 29,424	\$ -	\$ 96,776	\$ 819,235
Payroll Taxes & Employee Benefits	\$ 130,128	\$ 114,462	\$ 9,696	\$ -	\$ 37,526	\$ 291,812
Staff Development	\$ 5,724	\$ 17,500	\$ 1,200	\$ -	\$ 7,392	\$ 31,816
Travel	\$ 7,932	\$ 3,600	\$ -	\$ -	\$ 3,000	\$ 14,532
Office Costs	\$ 38,744	\$ 15,746	\$ 721	\$ 36	\$ 6,372	\$ 61,619
Insurance	\$ -	\$ 7,647	\$ -	\$ 564	\$ -	\$ 8,211
Telecommunications	\$ 9,924	\$ 19,721	\$ 1,320	\$ 240	\$ 2,880	\$ 34,085
Space & Occupancy	\$ 57,564	\$ 47,935	\$ 9,984	\$ 8,863	\$ 20,938	\$ 145,284
Contract Services	\$ -	\$ 391,638	\$ 422,592	\$ 2,556	\$ 16,200	\$ 832,986
Vehicle	\$ -	\$ 37,686	\$ 3,600	\$ -	\$ -	\$ 41,286
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 944,035	\$ -	\$ 180	\$ -	\$ 944,215
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 79,512	\$ 112,301	\$ 6,924	\$ -	\$ 22,760	\$ 221,497
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 9,832	\$ -	\$ -	\$ 804	\$ 10,636
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 667,868	\$ 2,076,798	\$ 485,461	\$ 12,439	\$ 214,648	\$ 3,457,214

<b>Surplus/(Deficit)</b>	\$ -	\$ 12,643	\$ 14,903	\$ -	\$ -	\$ 27,546
--------------------------	------	-----------	-----------	------	------	-----------



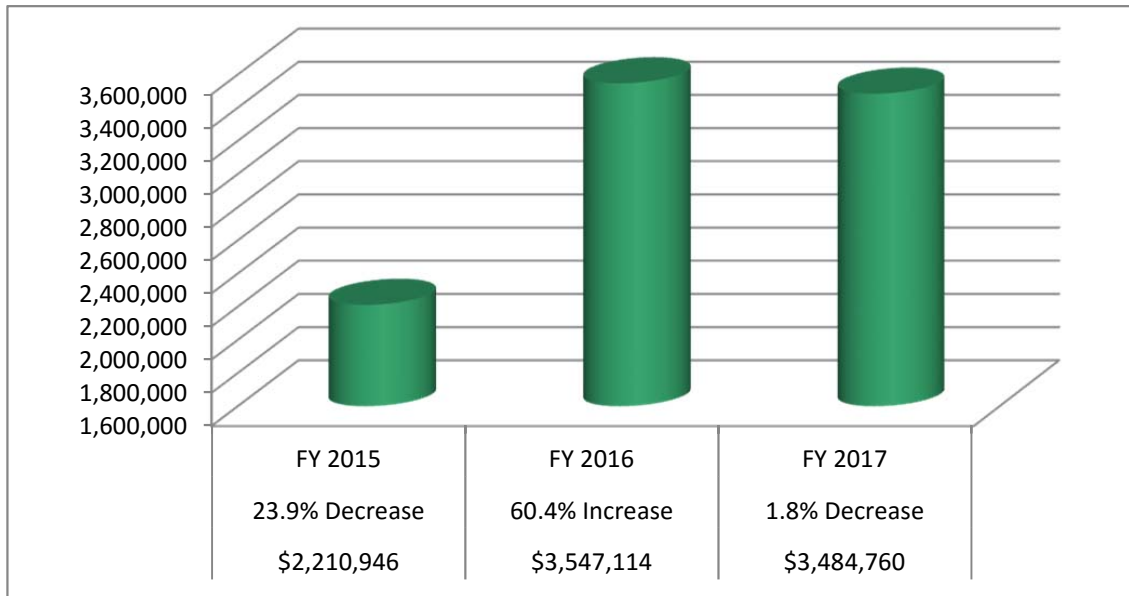
**Kennebec Valley Community Action Program  
Energy & Housing Services Operating Budget  
October 1, 2016 - September 30, 2017**

The Energy & Housing Services budget consists of the following programming: Fuel Assistance (which contributes 19.1% of the budget), Weatherization & Conservation (60.0%), Home Repair Programs (14.4%), Transitional Housing (0.4%), and Housing Services (6.1%).



For fiscal year 2017, the proposed Energy & Housing Services budget is \$3,484,760. This is a decrease of 1.8%, or (\$62,354), compared to fiscal year 2016.

**Energy & Housing Services Comparison  
FY 2015 - FY 2017**



**Kennebec Valley Community Action Program  
Energy & Housing Services Operating Budget  
October 1, 2016 - September 30, 2017**

The decrease in the Energy & Housing Services budget for 2017 of (\$62,354) is a result of offsets. Weatherization programs are showing a decrease of funding totaling (\$112,969) due to the end of a three year DOE Weatherization program and the annual carry forwards associated with that. Housing Services programs are showing an increase of funding totaling \$74,866 as a result of increased funding from NeighborWorks America for home ownership/foreclosure counseling services and the receipt of settlement funding.

Looking at expenses, the increase in Personnel, Payroll Taxes & Employee Benefits, and Administration costs are a result of additional staff being brought onboard and also annual merit increases. Staff Development increased due to an increase in dedicated funding from Maine Housing specific to training and technical assistance. The decrease in Space & Occupancy is the result of changing locations and a reduction in square footage. Contract Services reduction is primarily due to the reduced funding in Weatherization programs as it related to carry forward funding.

<b>Revenue:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 3,525,506	\$ 3,447,481	\$ (78,025)
Program Revenue	\$ 21,608	\$ 37,279	\$ 15,671
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 3,547,114</b>	<b>\$ 3,484,760</b>	<b>\$ (62,354)</b>

<b>Expenses:</b>			
Personnel	\$ 657,670	\$ 819,235	\$ 161,565
Payroll Taxes & Employee Benefits	\$ 294,763	\$ 291,812	\$ (2,951)
Staff Development	\$ 19,573	\$ 31,816	\$ 12,243
Travel	\$ 11,563	\$ 14,532	\$ 2,969
Office Costs	\$ 70,085	\$ 61,619	\$ (8,466)
Insurance	\$ 11,157	\$ 8,211	\$ (2,946)
Telecommunications	\$ 30,940	\$ 34,085	\$ 3,145
Space & Occupancy	\$ 200,875	\$ 145,284	\$ (55,591)
Contract Services	\$ 1,067,038	\$ 832,986	\$ (234,052)
Vehicle	\$ 45,746	\$ 41,286	\$ (4,460)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 970,410	\$ 944,215	\$ (26,195)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 154,577	\$ 221,497	\$ 66,920
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 12,717	\$ 10,636	\$ (2,081)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 3,547,114</b>	<b>\$ 3,457,214</b>	<b>\$ (89,900)</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ 27,546</b>	<b>\$ 27,546</b>
--------------------------	-------------	------------------	------------------

**Kennebec Valley Community Action Program**  
**Fuel Assistance Operating Budgets**  
**October 1, 2016 - September 30, 2017**

<b>Revenue:</b>	<b>* LIHEAP</b>	<b>* LIAP</b>	<b>Total</b>
Grants & Contracts	\$ 603,944	\$ 63,924	\$ 667,868
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 603,944</b>	<b>\$ 63,924</b>	<b>\$ 667,868</b>

<b>Expenses:</b>				
Personnel	\$ 305,568	\$ 32,772	\$ 338,340	
Payroll Taxes & Employee Benefits	\$ 109,428	\$ 20,700	\$ 130,128	
Staff Development	\$ 5,724	\$ -	\$ 5,724	
Travel	\$ 7,932	\$ -	\$ 7,932	
Office Costs	\$ 38,744	\$ -	\$ 38,744	
Insurance	\$ -	\$ -	\$ -	
Telecommunications	\$ 9,924	\$ -	\$ 9,924	
Space & Occupancy	\$ 54,816	\$ 2,748	\$ 57,564	
Contract Services	\$ -	\$ -	\$ -	
Vehicle	\$ -	\$ -	\$ -	
Housing Property Costs	\$ -	\$ -	\$ -	
Materials & Supplies	\$ -	\$ -	\$ -	
Direct Client Assistance	\$ -	\$ -	\$ -	
Administration (Indirect)	\$ 71,808	\$ 7,704	\$ 79,512	
Interest	\$ -	\$ -	\$ -	
Depreciation	\$ -	\$ -	\$ -	
Common Carrier	\$ -	\$ -	\$ -	
Bad Debt Expense	\$ -	\$ -	\$ -	
Other	\$ -	\$ -	\$ -	
Inkind	\$ -	\$ -	\$ -	
<b>Total Expenses:</b>	<b>\$ 603,944</b>	<b>\$ 63,924</b>	<b>\$ 667,868</b>	

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

\*LIHEAP = Low-Income Home Energy Assistance Program  
\*LIAP = Low-Income Assistance Program

**Kennebec Valley Community Action Program  
Weatherization & Conservation Operating Budgets  
October 1, 2016 - September 30, 2017**

Revenue:	*DOE	* HEAP Wthz	* CHIP	DEP Tank Replacement	Total
Grants & Contracts	\$ 681,879	\$ 759,338	\$ 543,224	\$ 105,000	\$ 2,089,441
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 681,879	\$ 759,338	\$ 543,224	\$ 105,000	\$ 2,089,441

Expenses:					
Personnel	\$ 98,700	\$ 163,320	\$ 83,459	\$ 9,216	\$ 354,695
Payroll Taxes & Employee Benefits	\$ 33,289	\$ 46,044	\$ 32,280	\$ 2,849	\$ 114,462
Staff Development	\$ 7,500	\$ 5,000	\$ 5,000	\$ -	\$ 17,500
Travel	\$ -	\$ 3,600	\$ -	\$ -	\$ 3,600
Office Costs	\$ 5,506	\$ 5,000	\$ 5,000	\$ 240	\$ 15,746
Insurance	\$ 7,647	\$ -	\$ -	\$ -	\$ 7,647
Telecommunications	\$ 5,881	\$ 7,880	\$ 5,000	\$ 960	\$ 19,721
Space & Occupancy	\$ 20,015	\$ 15,000	\$ 8,000	\$ 4,920	\$ 47,935
Contract Services	\$ 181,216	\$ 138,422	\$ -	\$ 72,000	\$ 391,638
Vehicle	\$ 14,686	\$ 13,000	\$ 10,000	\$ -	\$ 37,686
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 266,977	\$ 314,373	\$ 362,685	\$ -	\$ 944,035
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 30,630	\$ 47,699	\$ 31,800	\$ 2,172	\$ 112,301
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 9,832	\$ -	\$ -	\$ -	\$ 9,832
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 681,879	\$ 759,338	\$ 543,224	\$ 92,357	\$ 2,076,798

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ 12,643	\$ 12,643
--------------------------	------	------	------	-----------	-----------

\* 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, 2016 - September 30, 2017**

<b>Revenue:</b>	<b>Maine Housing Home Repair</b>	<b>DECD/CDBG Home Repair</b>	<b>Total</b>
Grants & Contracts	\$ 275,364	\$ 225,000	\$ 500,364
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 275,364</b>	<b>\$ 225,000</b>	<b>\$ 500,364</b>

<b>Expenses:</b>			
Personnel	\$ 13,548	\$ 15,876	\$ 29,424
Payroll Taxes & Employee Benefits	\$ 4,464	\$ 5,232	\$ 9,696
Staff Development	\$ 600	\$ 600	\$ 1,200
Travel	\$ -	\$ -	\$ -
Office Costs	\$ 325	\$ 396	\$ 721
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 660	\$ 660	\$ 1,320
Space & Occupancy	\$ 4,992	\$ 4,992	\$ 9,984
Contract Services	\$ 242,592	\$ 180,000	\$ 422,592
Vehicle	\$ 1,800	\$ 1,800	\$ 3,600
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 3,192	\$ 3,732	\$ 6,924
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 272,173</b>	<b>\$ 213,288</b>	<b>\$ 485,461</b>

<b>Surplus/(Deficit)</b>	<b>\$ 3,191</b>	<b>\$ 11,712</b>	<b>\$ 14,903</b>
--------------------------	-----------------	------------------	------------------

**Kennebec Valley Community Action Program**  
**Transitional Housing**  
**October 1, 2016 - September 30, 2017**

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

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	\$ -
<b>Total Expenses:</b>	<b>\$ 12,439</b>

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

**Kennebec Valley Community Action Program**  
**Housing Services Operating Budgets**  
**October 1, 2016 - September 30, 2017**

Revenue:	Home Buyer Education	Foreclosure Counseling	Neighborworks Foreclosure Mitigation	Neighborworks Housing Counseling	Home Ownership Ed/Counsel	Neighborworks Administration	Total
Grants & Contracts	\$ 10,800	\$ 57,500	\$ 33,840	\$ 24,000	\$ 13,668	\$ 50,000	\$ 189,808
Program Revenue	\$ 24,840	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,840
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 35,640	\$ 57,500	\$ 33,840	\$ 24,000	\$ 13,668	\$ 50,000	\$ 214,648

Expenses:	Home Buyer Education	Foreclosure Counseling	Neighborworks Foreclosure Mitigation	Neighborworks Housing Counseling	Home Ownership Ed/Counsel	Neighborworks Administration	Total
Personnel	\$ 7,656	\$ 26,115	\$ 18,017	\$ 11,868	\$ 8,100	\$ 25,020	\$ 96,776
Payroll Taxes & Employee Benefits	\$ 3,162	\$ 10,245	\$ 6,591	\$ 4,068	\$ 3,660	\$ 9,800	\$ 37,526
Staff Development	\$ -	\$ 1,992	\$ -	\$ 600	\$ -	\$ 4,800	\$ 7,392
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000
Office Costs	\$ 1,836	\$ 3,696	\$ -	\$ 840	\$ -	\$ -	\$ 6,372
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 660	\$ 1,668	\$ 324	\$ 228	\$ -	\$ -	\$ 2,880
Space & Occupancy	\$ 4,326	\$ 6,840	\$ 4,672	\$ 3,600	\$ -	\$ 1,500	\$ 20,938
Contract Services	\$ 16,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,200
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 1,800	\$ 6,140	\$ 4,236	\$ 2,796	\$ 1,908	\$ 5,880	\$ 22,760
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 804	\$ -	\$ -	\$ -	\$ -	\$ 804
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 35,640	\$ 57,500	\$ 33,840	\$ 24,000	\$ 13,668	\$ 50,000	\$ 214,648

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

**PART VI: ENERGY & HOUSING SERVICES (Chief Operating Officer: Michele Prince)**

**Objective:** To develop strategies for those struggling with economic insecurity and to work with households in the community to:

- Improve energy efficiency and reduce the energy burden.
- Support affordable housing.
- Sustain opportunities for homeownership.

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

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

**Budget:** \$667,868 (\$603,944 - LIHEAP Administrative - \$63,924 - LIAP)

**Staff:** 5 full-time equivalent, 7 temporary employees

**Description of Clients:** Low-income households

**Number of Households to be Served in FY 2017:** 11,000

**Continuing Services:**

- **LIHEAP:** Provide a fuel assistance benefit to income eligible households. Applications are taken from August through April, including home visits to home bound individuals during the first month of the program and town visits September through November.
- **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.

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

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

**Budget:** Fee for service

**Staff:** 1 part-time equivalent

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



***Number of Clients to be Served in FY 2017: 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.

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

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

***Budget:*** \$1,441,217

***Staff:*** 4 full-time equivalents

***Description of Clients:*** LIHEAP-eligible households

***Number of Clients to be Served in FY 2017:*** 166

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

***Anticipated New Service Opportunities:*** Offer more health and safety measures, in addition to energy conservation measures to address clients' indoor air quality as well as heating costs.

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

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

***Budget:*** \$543,224

***Staff:*** 3 full-time equivalents

***Description of Clients:*** LIHEAP eligible households

***Number of Clients to be Served in FY 2017:*** 250

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

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

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

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

**Budget:** \$105,000

**Staff:** 1 full-time equivalent

**Description of Clients:** Low-Income households

**Number of Households to be Served in FY 2017:** 25

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

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

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

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

**Budget:** \$500,364

**Description of Clients:** Low-income single family homeowners

**Staff:** 2 full-time equivalents

**Number of Families to be Served in FY 2017:** 60

**Continuing Services:** Offers 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.

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

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

## **Keeping Seniors Home**

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

*Staff:* portion of a 1 full-time equivalent (provided in-kind)

*Number of Clients to be Served in FY 2017:* 35

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

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

*Long-Term Strategic Opportunities:* Continue discussions with Maine Community Action Association and Western Maine Community Action Agency as well as other funders and interested parties to explore opportunities to expand resources for elderly homeowners.

## **Augusta Transitional Housing (Families In Transition)**

*Budget:* \$12,439

*Staff:* 1 part-time equivalent

*Description of Clients:* Low income families who are homeless

*Number of Clients to be Served in FY 2017:* 3

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

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

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

## **B. HOMEOWNERSHIP SERVICES (Director: Monica Grady)**

*Objective:* To educate, empower, and advocate for customers to obtain and maintain safe, decent, and affordable housing; to support homeownership opportunities in our service area; and to promote economic and community pride in our service area.

### **Homeownership Education & Counseling**

*Budget:* \$164,648

**Staff:** 2 full-time equivalents

**Description of Clients:** No Income Restrictions

**Estimated Number of Clients to be Served in FY 2017:** 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.

**Real Estate Development**

**Description of Clients:** Low to Moderate Income Households

**Estimated Number of Households to be Served in FY 2017:** 1

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

**Cony Village LLC:** Develop 26 acres of land in Augusta into 43 units of affordable, smart growth housing. Thirteen homes have been built to date and KVCAP currently has one home listed for sale and continues to work with a real estate agent to market the lots as “build to suit.”

**Waterville Land Trust (WLT):** KVCAP partnered with WLT to provide funds from our Neighborhood Stabilization Grant to revitalize homes in the South End neighborhood. KVCAP owned 181 Water St and an agreement was made to sell this property to WLT and provide the funds to rehab the property. Once the rehab work is complete the property will be listed for sale.

## **Other Affordable Housing Projects**

### ***The Gerald Senior Residence***

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

***Estimated Number of Households to be Served in FY 2017:*** 28

***Continuing Services:*** Offers 26 one-bedroom apartment units and 2 two-bedroom apartment units that are managed by C&C Realty Management services.

Considered the flagship building of downtown Fairfield, this building was purchased by KVCAP in 2012 and the renovation/preservation began shortly thereafter and continued through most of 2013. This project was considered not only an affordable and historic housing development project, but also a catalyst for more development to occur in the town.

A portion of the ground floor is separate from the residence and plans included leasing this as retail or office space. In May 2014, KVCAP leased this space to three local businessmen who opened a food and beverage retail shop called Meridian's, specializing in locally made products.

### ***Boulette Building***

***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.

**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budgets**  
**October 1, 2016 - September 30, 2017**

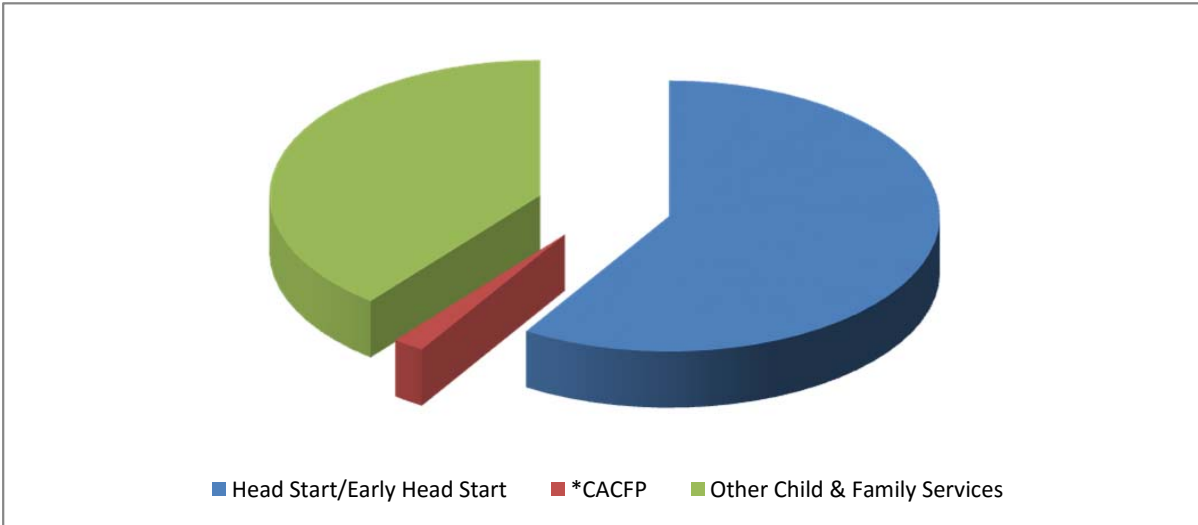
Revenue:	Head Start/Early Head Start	*CACFP	Other Child & Family Services	Total
Grants & Contracts	\$ 4,604,091	\$ 162,199	\$ 2,194,660	\$ 6,960,950
Program Revenue	\$ 199,530	\$ -	\$ 1,148,808	\$ 1,348,338
Other Revenue	\$ 6,000	\$ -	\$ 104,357	\$ 110,357
Inkind	\$ 999,114	\$ -	\$ -	\$ 999,114
<b>Total Revenue:</b>	<b>\$ 5,808,735</b>	<b>\$ 162,199</b>	<b>\$ 3,447,825</b>	<b>\$ 9,418,759</b>

Expenses:	Head Start/Early Head Start	*CACFP	Other Child & Family Services	Total
Personnel	\$ 2,537,563	\$ 22,584	\$ 1,699,392	\$ 4,259,539
Payroll Taxes & Employee Benefits	\$ 868,239	\$ 7,539	\$ 576,869	\$ 1,452,647
Staff Development	\$ 57,902	\$ -	\$ 10,682	\$ 68,584
Travel	\$ 49,513	\$ -	\$ 23,255	\$ 72,768
Office Costs	\$ 41,700	\$ -	\$ 24,204	\$ 65,904
Insurance	\$ 6,175	\$ -	\$ 11,920	\$ 18,095
Telecommunications	\$ 17,337	\$ -	\$ 26,447	\$ 43,784
Space & Occupancy	\$ 36,424	\$ -	\$ 142,096	\$ 178,520
Contract Services	\$ 453,673	\$ -	\$ 349,362	\$ 803,035
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 97,459	\$ 126,771	\$ 35,891	\$ 260,121
Direct Client Assistance	\$ 250	\$ -	\$ -	\$ 250
Administration (Indirect)	\$ 596,316	\$ 5,305	\$ 399,350	\$ 1,000,971
Interest	\$ -	\$ -	\$ 116,808	\$ 116,808
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 47,070	\$ -	\$ 31,549	\$ 78,619
Inkind	\$ 999,114	\$ -	\$ -	\$ 999,114
<b>Total Expenses:</b>	<b>\$ 5,808,735</b>	<b>\$ 162,199</b>	<b>\$ 3,447,825</b>	<b>\$ 9,418,759</b>
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\*CACFP = Child and Adult Care Food Program

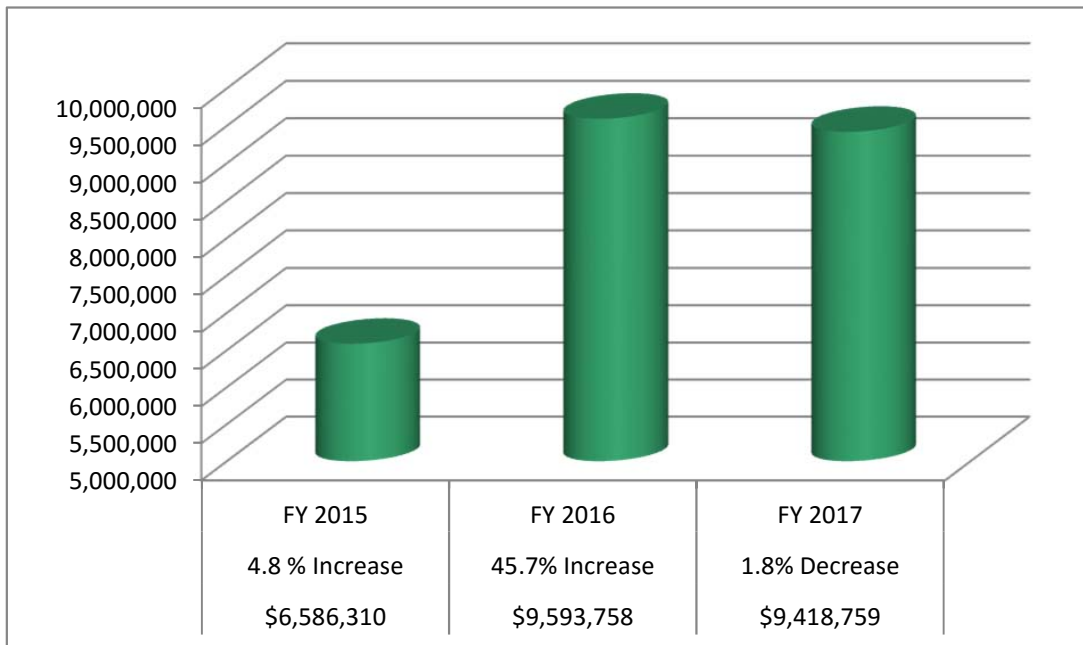
**Kennebec Valley Community Action Program  
Child & Family Services Operating Budget  
October 1, 2016 - September 30, 2017**

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 60.9% of the budget), the Child and Adult Care Food Program [CACFP] (1.7%), and Other Child & Family Services (37.4%).



For fiscal year 2017, the proposed Child & Family Services budget is \$9,228,453. This is a decrease of (1.8%), or (\$174,999), compared to fiscal year 2016.

**Child & Family Services Comparison  
FY 2015 - FY 2017**



**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budget**  
**October 1, 2016 - September 30, 2017**

The decrease in the Child & Family Services budget for 2017 is the result of offsets. An increase in funding for the two acceleration grants from the Buffett Early Childhood Foundation (Parent Ambassadors & Early Childhood Quality Grant) in the amount of \$48,745 and new funding from Elevate Maine in the amount of \$219,250 minimized the effect of a (\$580,314) reduction from Inkind that was needed for our federally funded head start programs.

On the expense side, the large reduction in Staff Development is due to a shift in funding in our EHS/CC Partnership program from the focus on training and technical assistance in the first year to overall programming in the second. Personnel, Payroll Taxes & Employee Benefits, Contract Services, and Administration expense lines saw an increase to reflect this change and that of the new funding received.

<b>Revenue:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 6,647,242	\$ 6,960,950	\$ 313,708
Program Revenue	\$ 1,258,032	\$ 1,348,338	\$ 90,306
Other Revenue	\$ 109,056	\$ 110,357	\$ 1,301
Inkind	\$ 1,579,428	\$ 999,114	\$ (580,314)
<b>Total Revenue:</b>	\$ 9,593,758	\$ 9,418,759	\$ (174,999)

<b>Expenses:</b>			
Personnel	\$ 3,991,790	\$ 4,259,539	\$ 267,749
Payroll Taxes & Employee Benefits	\$ 1,318,312	\$ 1,452,647	\$ 134,335
Staff Development	\$ 216,728	\$ 68,584	\$ (148,144)
Travel	\$ 53,251	\$ 72,768	\$ 19,517
Office Costs	\$ 71,214	\$ 65,904	\$ (5,310)
Insurance	\$ 18,613	\$ 18,095	\$ (518)
Telecommunications	\$ 39,664	\$ 43,784	\$ 4,120
Space & Occupancy	\$ 168,855	\$ 178,520	\$ 9,665
Contract Services	\$ 736,897	\$ 803,035	\$ 66,138
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 248,398	\$ 260,121	\$ 11,723
Direct Client Assistance	\$ 1,050	\$ 250	\$ (800)
Administration (Indirect)	\$ 938,109	\$ 1,000,971	\$ 62,862
Interest	\$ 116,808	\$ 116,808	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 94,641	\$ 78,619	\$ (16,022)
Inkind	\$ 1,579,428	\$ 999,114	\$ (580,314)
<b>Total Expenses:</b>	\$ 9,593,758	\$ 9,418,759	\$ (174,999)

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

\* 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, 2016 - September 30, 2017

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	\$ 1,139,058	\$ 1,110,215	\$ 476,119	\$ 231,179	\$ 199,418	\$ 1,132,276	\$ 34,728	\$ 43,677	\$ 4,604,091
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,286	\$ 153,244	\$ -	\$ -	\$ 199,530
Other Revenue	\$ -	\$ 2,800	\$ 1,000	\$ 2,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000
Inkind	\$ -	\$ -	\$ 808,808	\$ -	\$ -	\$ -	\$ 190,306	\$ -	\$ -	\$ 999,114
<b>Total Revenue:</b>	\$ 237,421	\$ 1,141,858	\$ 1,920,023	\$ 478,319	\$ 231,179	\$ 245,704	\$ 1,475,826	\$ 34,728	\$ 43,677	\$ 5,808,735

Expenses:	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
Personnel	\$ 152,900	\$ 671,360	\$ 648,445	\$ 287,130	\$ 142,821	\$ 141,479	\$ 493,428	\$ -	\$ -	\$ 2,537,563
Payroll Taxes & Employee Benefits	\$ 48,503	\$ 240,120	\$ 199,027	\$ 98,113	\$ 36,201	\$ 54,463	\$ 191,812	\$ -	\$ -	\$ 868,239
Staff Development	\$ -	\$ 2,899	\$ 3,822	\$ 267	\$ 274	\$ -	\$ 2,000	\$ 24,035	\$ 24,605	\$ 57,902
Travel	\$ 86	\$ 968	\$ 10,078	\$ 439	\$ 2,991	\$ 1,350	\$ 11,836	\$ 9,709	\$ 12,056	\$ 49,513
Office Costs	\$ -	\$ 10,103	\$ 14,320	\$ 2,807	\$ 2,116	\$ 2,490	\$ 9,864	\$ -	\$ -	\$ 41,700
Insurance	\$ -	\$ 1,805	\$ 2,529	\$ 471	\$ 408	\$ 278	\$ 684	\$ -	\$ -	\$ 6,175
Telecommunications	\$ -	\$ 2,703	\$ 6,363	\$ 759	\$ 1,236	\$ 402	\$ 5,874	\$ -	\$ -	\$ 17,337
Space & Occupancy	\$ -	\$ 3,013	\$ 18,141	\$ 882	\$ 3,226	\$ -	\$ 11,162	\$ -	\$ -	\$ 36,424
Contract Services	\$ -	\$ 22,908	\$ 25,094	\$ 5,910	\$ 3,504	\$ 1,088	\$ 393,169	\$ -	\$ 2,000	\$ 453,673
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 20,767	\$ 17,039	\$ 11,478	\$ 3,386	\$ 7,718	\$ 33,471	\$ -	\$ 3,600	\$ 97,459
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ 250
Administration (Indirect)	\$ 35,932	\$ 157,769	\$ 152,386	\$ 67,475	\$ 33,565	\$ 33,244	\$ 115,945	\$ -	\$ -	\$ 596,316
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 7,443	\$ 13,971	\$ 2,588	\$ 1,201	\$ 3,192	\$ 16,275	\$ 984	\$ 1,416	\$ 47,070
Inkind	\$ -	\$ -	\$ 808,808	\$ -	\$ -	\$ -	\$ 190,306	\$ -	\$ -	\$ 999,114
<b>Total Expenses:</b>	\$ 237,421	\$ 1,141,858	\$ 1,920,023	\$ 478,319	\$ 231,179	\$ 245,704	\$ 1,475,826	\$ 34,728	\$ 43,677	\$ 5,808,735

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

\*EHS/CC = Early Head Start/Child Care

\*T&TA = Training & Technical Assistance

**Kennebec Valley Community Action Program**  
**\*CACFP Operating Budgets**  
**October 1, 2016 - September 30, 2017**

Revenue:	CACFP - *EHS/CC Partnership - Educare	CACFP - Educare	CACFP - *EHS/CC Partnership - Skowhegan CC	Total
Grants & Contracts	\$ 9,388	\$ 134,689	\$ 18,122	\$ 162,199
Program Revenue	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 9,388</b>	<b>\$ 134,689</b>	<b>\$ 18,122</b>	<b>\$ 162,199</b>

Expenses:	CACFP - *EHS/CC Partnership - Educare	CACFP - Educare	CACFP - *EHS/CC Partnership - Skowhegan CC	Total
Personnel	\$ -	\$ 22,584	\$ -	\$ 22,584
Payroll Taxes & Employee Benefits	\$ -	\$ 7,539	\$ -	\$ 7,539
Staff Development	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 9,388	\$ 99,261	\$ 18,122	\$ 126,771
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ 5,305	\$ -	\$ 5,305
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 9,388</b>	<b>\$ 134,689</b>	<b>\$ 18,122</b>	<b>\$ 162,199</b>

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

\*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, 2016 - September 30, 2017**

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	\$ 135,930	\$ 83,320	\$ 6,500	\$ 152,892	\$ 116,316	\$ 797,716	\$ 901,986	\$ -	\$ 2,194,660
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,113,277	\$ 35,531	\$ -	\$ 1,148,808
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,300	\$ -	\$ 95,057	\$ 104,357
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 135,930	\$ 83,320	\$ 6,500	\$ 152,892	\$ 116,316	\$ 1,920,293	\$ 937,517	\$ 95,057	\$ 3,447,825

Expenses:	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
Personnel	\$ 40,878	\$ -	\$ 648	\$ 25,285	\$ 72,506	\$ 969,977	\$ 590,098	\$ -	\$ 1,699,392
Payroll Taxes & Employee Benefits	\$ 14,618	\$ -	\$ 203	\$ 9,933	\$ 17,271	\$ 336,863	\$ 197,981	\$ -	\$ 576,869
Staff Development	\$ -	\$ -	\$ -	\$ 3,000	\$ 2,000	\$ 1,672	\$ 4,010	\$ -	\$ 10,682
Travel	\$ -	\$ -	\$ 125	\$ 5,500	\$ 2,118	\$ 9,207	\$ 6,305	\$ -	\$ 23,255
Office Costs	\$ -	\$ -	\$ -	\$ 3,948	\$ 1,000	\$ 7,591	\$ 11,665	\$ -	\$ 24,204
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 863	\$ 1,636	\$ 9,421	\$ 11,920
Telecommunications	\$ -	\$ -	\$ -	\$ 84	\$ 480	\$ 2,855	\$ 6,228	\$ 16,800	\$ 26,447
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,612	\$ 14,362	\$ 119,122	\$ 142,096
Contract Services	\$ 70,830	\$ 83,320	\$ 3,000	\$ 84,200	\$ 1,200	\$ 74,459	\$ 18,453	\$ 13,900	\$ 349,362
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 1,550	\$ -	\$ 2,200	\$ 13,886	\$ 18,255	\$ -	\$ 35,891
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 9,604	\$ -	\$ 149	\$ 5,942	\$ 17,041	\$ 227,944	\$ 138,670	\$ -	\$ 399,350
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 116,808	\$ 116,808
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 825	\$ 15,000	\$ 500	\$ 7,976	\$ 7,248	\$ -	\$ 31,549
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 135,930	\$ 83,320	\$ 6,500	\$ 152,892	\$ 116,316	\$ 1,661,905	\$ 1,014,911	\$ 276,051	\$ 3,447,825

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 258,388	\$ (77,394)	\$ (180,994)	\$ -
--------------------------	------	------	------	------	------	------------	-------------	--------------	------

\* GSPHC = Greater Somerset Public Health Collaborative

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

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

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

**Budget:** \$9,418,759

*The 2016-17 budget includes revenues to support a full year of operational support for Early Head Start: Child Care Partnerships, Pre-School Expansion funds from the Department of Education in partnership with MSAD #74, as well as additional funds from the Buffett Early Childhood Acceleration Grants (Two Generation, Parent Ambassador, and Quality Teaching Practices).*

**Staff:** 128

**Description of Clients:** Children ages 6 weeks to school age and their families/caregivers.

**Number of Clients to be Served in FY 2017:** 524 children (approximately)

#### **Continuing Services/Accomplishments:**

- Delivered comprehensive, high quality early care and education services to approximately 524 children and their families during the past program year.
- Of these children and families, 378 were from low income families, of which 61 were Early Head Start, 60 were Early Head Start Child Care Partnerships, and 257 were Head Start children (ages 3-5).
- Awarded an Early Head Start: Child Care Partnership Grant in the amount of \$1.296 million per year. This is a four and one half year grant with a start period of 18 months and serves infants and toddlers in center based settings, and infants, toddlers and three year olds in family child care homes. The purpose of the grant is to partner with community providers to assist them in meeting Head Start Performance Standards. Currently, KVCAP has five partners offering center based services and eight partners in family child care homes.
- Provide high quality comprehensive services for children including nutritious meals, medical, dental, mental health, nutrition and special services for children with disabilities. Social service, advocacy and support services are provided to all families and based upon their individual needs.
- Partner with community resources to offer education and support for parents to gain skills and resources that promote optimal development during the critical first years of their child's life.
- Parent engagement is a cornerstone of service delivery. Parent engagement opportunities include decision making, program planning and evaluation, Policy Council, parent

committee, leadership, training and networking opportunities, comprehensive health services for their children, and curriculum planning. Parents participate in goal setting, home visits, planning, training or direct participation in their child's classroom. The program promotes the engagement of the whole family and coordinates specific activities to encourage male involvement. Parents and staff are partners in school readiness effort for children.

- Health and dental services are also major components of service delivery. Children have access to an ongoing source of continuous and accessible, routine, preventative, and acute medical care and dental care. On-site dental exams are provided by a contracted community dental provider.
- C&FS partners with MaineGeneral and Redington Fairview Hospital to ensure access to lead screenings for children.
- Our philosophy is to partner with existing resources within the community to offer comprehensive, high quality early care and education in mixed socio-economic groups. Options have been designed to meet the varied service needs within our communities.
- We collaborate with 5 school districts for preschool services, as well as work with the Mid-Maine Homeless Shelter to support the needs of families with young children experiencing homelessness.
- Child Development Services (Project PEDS and Two Rivers, {IDEA Parts B and C}), are integral partners in delivery of service for children with special needs in all settings. Every effort is made to prepare all children for success in kindergarten.

### ***Program Components and Opportunities:***

***Federal Head Start*** funded enrollment will remain the same as 2015-16 numbers. Early Head Start service will be provided in mixed socioeconomic groups in public school settings; most classrooms operating the public school's calendar year, but always assuring that Head Start Performance Standards and State of Maine Licensing Rules are met. Head Start service may shift from a full-day, full-year option (provided in conjunction with DHHS) to a part-day, part-year option, based upon child or family needs. It is estimated that slightly more than one-half of children who qualify for Head Start services receive service.

Services in MSAD #74 (Anson and Solon) expanded from part-day, part-year to full day services through a Maine Department of Education Grant. This grant prioritizes enrollment of children from households with annual incomes equal to or less than 200% of federal poverty level. Additional, summer services are offered for 4 weeks in the summer.

Child & Family Services has also applied to extend the length of day (6 hours) and days per year of service for four (part-day) classrooms for Head Start preschool children; two in MSAD #54 Skowhegan and two at Educare Central Maine.

***Early Head Start*** is a full-year model, with services offered in a home-based (home visiting) or center-based option. Full-day, full-year Early Head Start services will be provided through partnerships with DHHS and the philanthropic community. Early Head Start service may shift from a full-day, full-year option to a home-based option, based upon child or family needs. It is estimated that one-quarter of children who qualify for Early Head Start services receive service.

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

***Anticipated New Service Opportunities:***

- Expand programming to three year olds as well as children and their families who are experiencing homelessness
- Expand partnership with the child welfare system
- Continue to pursue opportunities to enhance community-based child care programming
- Develop an effective shared services model with community providers
- Lead community planning and organizing for the purpose of improving fourth grade reading scores
- Continue to expand parent and male engagement systems and activities
- Continue to further develop community collaborations to create seamless service system.

***Long-term Strategic Issues/Opportunities:***

- Strategically position C&FS to maximize funding and service potential as state and local regionalization efforts materialize
- Secure additional funding for expanded family service supports
- Develop endowment fund for all program options
- Maximize opportunities for growth and development of current/new programming which will also insure that the 15% federal administrative threshold is not exceeded
- Expand federal match contributions
- Continue to expand identification of ongoing resources to support the need for all services, with focus on oral health, continuity of service, professional development through coaching and reflective practices, mental health, and transportation assistance; improved compensation package and expand high quality early care and education via distance learning opportunities.
- Develop systems to capture early care and education data to support links to DOE longitudinal data systems
- Devote C&FS resources to the community development approach to engage community-based partners interested in the well-being of children and families to create a seamless system of care for children (ages 0-5 years) and their families
- Strengthen marketing message and present to business community and civic organizations
- Develop/implement a financial strategy for funding ongoing capital improvements within C&FS programs.

**Kennebec Valley Community Action Program**  
**Community Services Operating Budgets**  
**October 1, 2016 - September 30, 2017**

Revenue:	Community Initiatives	Social Services	Transportation Services	*CSBG	Total
Grants & Contracts	\$ 119,879	\$ 1,280,475	\$ 1,057,946	\$ 389,506	\$ 2,847,806
Program Revenue	\$ -	\$ 13,700	\$ 6,761,684	\$ -	\$ 6,775,384
Other Revenue	\$ 32,750	\$ 15,700	\$ 189,493	\$ -	\$ 237,943
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 152,629	\$ 1,309,875	\$ 8,009,123	\$ 389,506	\$ 9,861,133

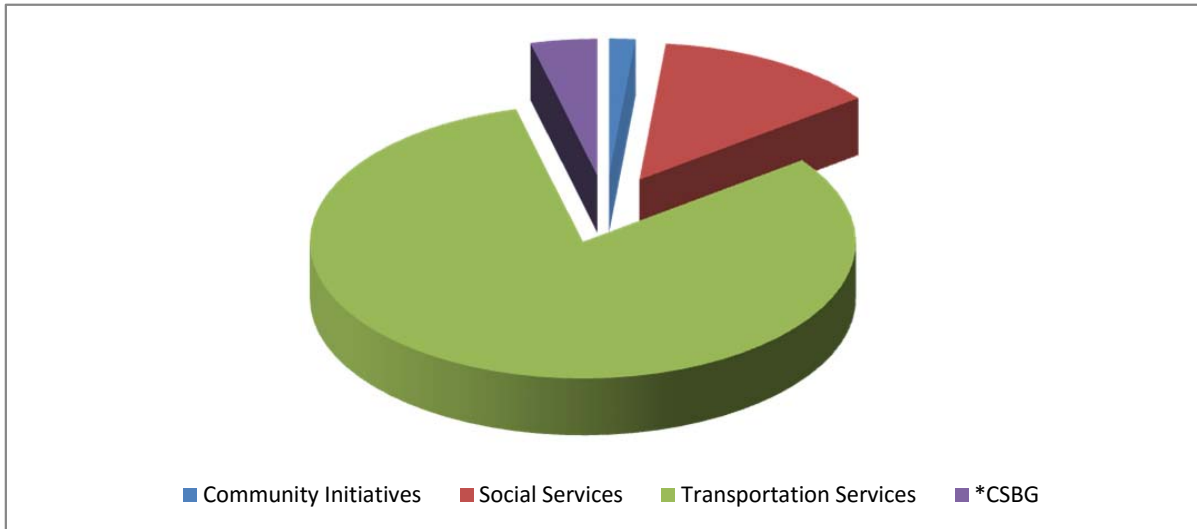
Expenses:	Community Initiatives	Social Services	Transportation Services	*CSBG	Total
Personnel	\$ 81,996	\$ 705,894	\$ 1,617,593	\$ 195,398	\$ 2,600,881
Payroll Taxes & Employee Benefits	\$ 34,172	\$ 239,818	\$ 556,155	\$ 62,018	\$ 892,163
Staff Development	\$ 820	\$ 14,422	\$ 13,725	\$ 1,800	\$ 30,767
Travel	\$ 2,038	\$ 44,323	\$ 12,350	\$ 5,089	\$ 63,800
Office Costs	\$ 2,294	\$ 16,348	\$ 39,896	\$ 5,360	\$ 63,898
Insurance	\$ -	\$ -	\$ 499	\$ 580	\$ 1,079
Telecommunications	\$ 1,564	\$ 18,486	\$ 43,500	\$ 7,078	\$ 70,628
Space & Occupancy	\$ 4,686	\$ 70,744	\$ 110,118	\$ 44,667	\$ 230,215
Contract Services	\$ -	\$ 11,760	\$ 64,980	\$ 955	\$ 77,695
Vehicle	\$ -	\$ -	\$ 584,536	\$ -	\$ 584,536
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,500	\$ 12,401	\$ 14,003	\$ 6,100	\$ 34,004
Direct Client Assistance	\$ -	\$ -	\$ 2,169,111	\$ -	\$ 2,169,111
Administration (Indirect)	\$ 19,194	\$ 165,430	\$ 373,570	\$ 45,918	\$ 604,112
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ 65,000	\$ 1,513	\$ 66,513
Common Carrier	\$ -	\$ -	\$ 2,040,180	\$ -	\$ 2,040,180
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 4,365	\$ 10,249	\$ 34,900	\$ 13,030	\$ 62,544
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 152,629	\$ 1,309,875	\$ 7,740,116	\$ 389,506	\$ 9,592,126

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ 269,007	\$ -	\$ 269,007
--------------------------	------	------	------------	------	------------

\*CSBG = Community Services Block Grant

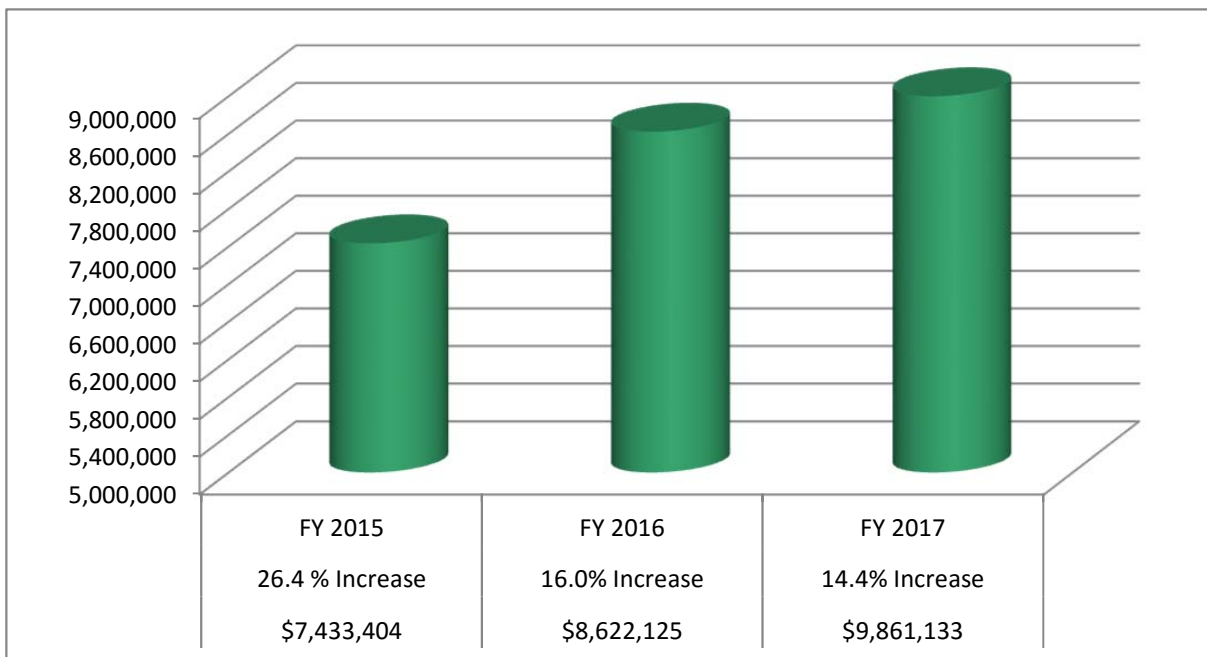
**Kennebec Valley Community Action Program  
Community Services Operating Budget  
October 1, 2016 - September 30, 2017**

The Community Services budget consists of Community Initiatives programs (which contribute 1.6% of the budget), Social Services (13.3%), Transportation Services (81.2%), and Community Services Block Grant (3.9%).



For fiscal year 2017, the proposed Community Services budget is \$9,861,133. This is an increase of 14.4%, or \$1,239,008, compared to fiscal year 2016.

**Community Services Comparison  
FY 2015 - FY 2017**





**Kennebec Valley Community Action Program**  
**Community Services Operating Budget**  
**October 1, 2016 - September 30, 2017**

The increase in the Community Services budget for 2017 is seen across Community Initiatives which has two new grants this year to provide youth outreach services (\$60,565); Social Services is due to increased funding in Maine Families and the inclusion of the Somerset Initiative grant (\$196,025); and Transportation which is due to the rate increase under the Brokerage (\$982,418).

Increased funding means increased expenses. The significant increases in Personnel, Payroll Taxes & Employee Benefits, Direct Client Services, and Common Carrier are related to these funding increases. There are two significant expense decreases to mention - the first is Vehicle which is from a decrease in fuel costs and a planned vehicle purchase, and the second is Other which is the result of a reclassification for a direct client service.

<b>Revenue:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 2,490,151	\$ 2,847,806	\$ 357,655
Program Revenue	\$ 5,845,550	\$ 6,775,384	\$ 929,834
Other Revenue	\$ 286,424	\$ 237,943	\$ (48,481)
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 8,622,125	\$ 9,861,133	\$ 1,239,008

<b>Expenses:</b>			
Personnel	\$ 2,433,649	\$ 2,600,881	\$ 167,232
Payroll Taxes & Employee Benefits	\$ 790,169	\$ 892,163	\$ 101,994
Staff Development	\$ 23,475	\$ 30,767	\$ 7,292
Travel	\$ 61,653	\$ 63,800	\$ 2,147
Office Costs	\$ 61,511	\$ 63,898	\$ 2,387
Insurance	\$ 1,080	\$ 1,079	\$ (1)
Telecommunications	\$ 64,826	\$ 70,628	\$ 5,802
Space & Occupancy	\$ 211,556	\$ 230,215	\$ 18,659
Contract Services	\$ 94,220	\$ 77,695	\$ (16,525)
Vehicle	\$ 684,565	\$ 584,536	\$ (100,029)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 21,026	\$ 34,004	\$ 12,978
Direct Client Assistance	\$ 2,049,062	\$ 2,169,111	\$ 120,049
Administration (Indirect)	\$ 563,545	\$ 604,112	\$ 40,567
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 69,513	\$ 66,513	\$ (3,000)
Common Carrier	\$ 1,299,387	\$ 2,040,180	\$ 740,793
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 192,888	\$ 62,544	\$ (130,344)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 8,622,125	\$ 9,592,126	\$ 970,001

<b>Surplus/(Deficit)</b>	\$ -	\$ 269,007	\$ 269,007
--------------------------	------	------------	------------

**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budgets**  
**October 1, 2016 - September 30, 2017**

Revenue:	Youth Outreach	Connecting Kids to Coverage	Health Navigator	Community Investors	*SETC - UWMM	*SETC - People's United Community Foundation	*SETC - Oak Grove Foundation	Total
Grants & Contracts	\$ 69,379	\$ 10,000	\$ 40,500		\$ -	\$ -	\$ -	\$ 119,879
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ 5,500	\$ 21,250	\$ 3,000	\$ 3,000	\$ 32,750
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 69,379	\$ 10,000	\$ 40,500	\$ 5,500	\$ 21,250	\$ 3,000	\$ 3,000	\$ 152,629

Expenses:								
Personnel	\$ 36,860	\$ 6,027	\$ 21,153	\$ 3,119	\$ 12,549	\$ 1,144	\$ 1,144	\$ 81,996
Payroll Taxes & Employee Benefits	\$ 16,335	\$ 1,915	\$ 6,398	\$ 1,423	\$ 5,165	\$ 1,468	\$ 1,468	\$ 34,172
Staff Development	\$ 500	\$ -	\$ 320	\$ -	\$ -	\$ -	\$ -	\$ 820
Travel	\$ 798	\$ 308	\$ 782	\$ -	\$ 150	\$ -	\$ -	\$ 2,038
Office Costs	\$ 920	\$ 334	\$ 1,040	\$ -	\$ -	\$ -	\$ -	\$ 2,294
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 564	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,564
Space & Occupancy	\$ -	\$ -	\$ 4,686	\$ -	\$ -	\$ -	\$ -	\$ 4,686
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 8,662	\$ 1,416	\$ 4,971	\$ 733	\$ 2,886	\$ 263	\$ 263	\$ 19,194
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 3,240	\$ -	\$ 150	\$ 225	\$ 500	\$ 125	\$ 125	\$ 4,365
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 69,379	\$ 10,000	\$ 40,500	\$ 5,500	\$ 21,250	\$ 3,000	\$ 3,000	\$ 152,629

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

\*UWMM = United Way Mid-Maine

\*MEHAF = Maine Health Access Foundation

\*SETC = South End Teen Center

**Kennebec Valley Community Action Program**  
**Social Services Operating Budgets**  
**October 1, 2016 - September 30, 2017**

Revenue:	Maine Families	*MCT - Maine Families Subcontract	*UWKV - PBS/BTIO	*UWMM - PBS/BTIO	*MCT Grants	Kids First	Somerset Initiative	Total
Grants & Contracts	\$ 1,033,233	\$ 40,000	\$ -	\$ -	\$ 37,142	\$ 10,600	\$ 159,500	\$ 1,280,475
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,700	\$ -	\$ 13,700
Other Revenue	\$ -	\$ -	\$ 7,000	\$ 8,700	\$ -	\$ -	\$ -	\$ 15,700
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,033,233	\$ 40,000	\$ 7,000	\$ 8,700	\$ 37,142	\$ 24,300	\$ 159,500	\$ 1,309,875

Expenses:	Maine Families	*MCT - Maine Families Subcontract	*UWKV - PBS/BTIO	*UWMM - PBS/BTIO	*MCT Grants	Kids First	Somerset Initiative	Total
Personnel	\$ 563,369	\$ 25,421	\$ 4,149	\$ 4,772	\$ 16,828	\$ 5,985	\$ 85,370	\$ 705,894
Payroll Taxes & Employee Benefits	\$ 192,497	\$ 8,322	\$ 878	\$ 1,881	\$ 6,017	\$ 2,686	\$ 27,537	\$ 239,818
Staff Development	\$ 10,072	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 3,850	\$ 14,422
Travel	\$ 37,672	\$ 283	\$ 668	\$ 850	\$ 2,050	\$ -	\$ 2,800	\$ 44,323
Office Costs	\$ 9,337	\$ -	\$ -	\$ 76	\$ 992	\$ 3,693	\$ 2,250	\$ 16,348
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 16,656	\$ -	\$ 330	\$ -	\$ -	\$ -	\$ 1,500	\$ 18,486
Space & Occupancy	\$ 62,786	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,958	\$ 70,744
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ 1,200	\$ 10,560	\$ -	\$ 11,760
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 670	\$ -	\$ -	\$ -	\$ 3,631	\$ -	\$ 8,100	\$ 12,401
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 132,394	\$ 5,974	\$ 975	\$ 1,121	\$ 3,955	\$ 1,376	\$ 19,635	\$ 165,430
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 7,780	\$ -	\$ -	\$ -	\$ 1,969	\$ -	\$ 500	\$ 10,249
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,033,233	\$ 40,000	\$ 7,000	\$ 8,700	\$ 37,142	\$ 24,300	\$ 159,500	\$ 1,309,875

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

\* 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, 2016 - September 30, 2017**

Revenue:	KV Transit	KV Van	Transportation Brokerage	Total
Grants & Contracts	\$ 520,146	\$ 537,800	\$ -	\$ 1,057,946
Program Revenue	\$ 80,000	\$ -	\$ 6,681,684	\$ 6,761,684
Other Revenue	\$ 184,493	\$ 5,000	\$ -	\$ 189,493
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 784,639</b>	<b>\$ 542,800</b>	<b>\$ 6,681,684</b>	<b>\$ 8,009,123</b>

Expenses:				
Personnel	\$ 344,731	\$ 763,218	\$ 509,644	\$ 1,617,593
Payroll Taxes & Employee Benefits	\$ 130,474	\$ 219,930	\$ 205,751	\$ 556,155
Staff Development	\$ 3,000	\$ 3,161	\$ 7,564	\$ 13,725
Travel	\$ 750	\$ 1,100	\$ 10,500	\$ 12,350
Office Costs	\$ 10,400	\$ 3,353	\$ 26,143	\$ 39,896
Insurance	\$ -	\$ 54	\$ 445	\$ 499
Telecommunications	\$ 1,100	\$ 21,016	\$ 21,384	\$ 43,500
Space & Occupancy	\$ 8,200	\$ 14,600	\$ 87,318	\$ 110,118
Contract Services	\$ -	\$ 7,865	\$ 57,115	\$ 64,980
Vehicle	\$ 202,328	\$ 382,208	\$ -	\$ 584,536
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 1,529	\$ 12,474	\$ 14,003
Direct Client Assistance	\$ -	\$ 269,627	\$ 1,899,484	\$ 2,169,111
Administration (Indirect)	\$ 81,006	\$ 178,212	\$ 114,352	\$ 373,570
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 60,545	\$ 4,455	\$ 65,000
Common Carrier	\$ -	\$ -	\$ 2,040,180	\$ 2,040,180
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,650	\$ 15,366	\$ 16,884	\$ 34,900
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 784,639</b>	<b>\$ 1,941,784</b>	<b>\$ 5,013,693</b>	<b>\$ 7,740,116</b>

<b>Surplus/(Deficit)</b>	\$ -	\$ (1,398,984)	\$ 1,667,991	\$ 269,007
--------------------------	------	----------------	--------------	------------

**Kennebec Valley Community Action Program**  
**Community Services Block Grant Operating Budgets**  
**October 1, 2016 - September 30, 2017**

Revenue:	Employment Services	South End Teen Center	Families in Transition	Family Enrichment Council	Community Health & Prevention	Training & Community Assessment	Poverty Initiatives	Total
Grants & Contracts	\$ 66,095	\$ 67,095	\$ 19,953	\$ 87,619	\$ 23,345	\$ 25,219	\$ 100,180	\$ 389,506
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 66,095	\$ 67,095	\$ 19,953	\$ 87,619	\$ 23,345	\$ 25,219	\$ 100,180	\$ 389,506

Expenses:	Employment Services	South End Teen Center	Families in Transition	Family Enrichment Council	Community Health & Prevention	Training & Community Assessment	Poverty Initiatives	Total
Personnel	\$ 34,576	\$ 34,223	\$ 9,407	\$ 44,844	\$ 13,107	\$ 9,606	\$ 49,635	\$ 195,398
Payroll Taxes & Employee Benefits	\$ 13,740	\$ 9,075	\$ 3,271	\$ 17,447	\$ 3,059	\$ 2,165	\$ 13,261	\$ 62,018
Staff Development	\$ 150	\$ 150	\$ -	\$ 200	\$ 350	\$ 200	\$ 750	\$ 1,800
Travel	\$ 650	\$ 475	\$ 174	\$ 1,350	\$ 700	\$ 740	\$ 1,000	\$ 5,089
Office Costs	\$ 725	\$ 965	\$ 150	\$ 1,160	\$ 1,060	\$ 815	\$ 485	\$ 5,360
Insurance	\$ -	\$ 580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 580
Telecommunications	\$ 1,201	\$ 2,011	\$ 328	\$ 1,474	\$ 66	\$ 231	\$ 1,767	\$ 7,078
Space & Occupancy	\$ 6,528	\$ 6,776	\$ 4,412	\$ 10,606	\$ 1,873	\$ 3,054	\$ 11,418	\$ 44,667
Contract Services	\$ -	\$ 955	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 955
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 600	\$ -	\$ -	\$ -	\$ 5,500	\$ -	\$ 6,100
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 8,125	\$ 8,042	\$ 2,211	\$ 10,538	\$ 3,080	\$ 2,258	\$ 11,664	\$ 45,918
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 1,513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,513
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 400	\$ 1,730	\$ -	\$ -	\$ 50	\$ 650	\$ 10,200	\$ 13,030
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 66,095	\$ 67,095	\$ 19,953	\$ 87,619	\$ 23,345	\$ 25,219	\$ 100,180	\$ 389,506

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

## **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 (Director: Michele Prince)**

#### **Community Initiatives, Health and Prevention**

**Budget:** \$23,345 (CSBG and in-kind from several agency staff across programs)

**Staff:** .23 FTEs staff time from a variety of programs, per the CSBG Workplan.

**Description of Clients:** Kennebec and Somerset County communities and residents.

#### **Continuing Services:**

- Participate on a variety of community coalitions, boards and workgroups to identify community needs and gaps in service to work toward securing resources to fill the gaps.
- Serve a key role in these groups/initiatives to ensure that the voice of those living in poverty is represented as community groups address the health and welfare of residents.
- Help build the capacity and skills of clients that we serve through KVCAP by encouraging them to join some of these groups.
- Serve on the board/coalitions of three area Health Coalitions: Healthy Northern Kennebec (HNK); Healthy Communities of the Capital Area; and Somerset Public Health as well as other prevention focused coalitions and projects including kNOwViolence Task Force; Youth Matter; Somerset Association of Resource Providers; Somerset Workforce Connect; the Somerset Transit Committee; and Healthy Waterville, which focuses on access to quality food and community engagement.
- Lead the effort of two key work groups in our area including the Somerset Initiative Community Advisory group and the Poverty Action Coalition in greater Waterville.

#### **Anticipated New Service Opportunities:**

- Work closely with groups and coalitions in both counties, seeking creative and innovative solutions to address the transportation barriers that affect the health and welfare of low income people, seniors, and people with disabilities.
- Work with Healthy Waterville and the Somerset Public Health Collaborative on food initiatives, including exploring potential grant opportunities to address food insecurity.

**Long Term Strategic Opportunities:** KVCAP's involvement in these workgroups/committees allows for the opportunity to advocate for those living in poverty when resources are sought and programming is planned at the community level. It also provides opportunity for KVCAP to take the lead on or provide technical assistance on projects that fit within our mission.

## **Employment Services/WorkReady**

**Budget:** \$66,095 (CSBG funds; funds from Work Ready collaboration/United Way)

**Staff:** 1 full-time Employment Coordinator, a part time PAA and sub-contracts with local adult education programs for WorkReady classes

**Description of Clients:** Unemployed/underemployed residents of Kennebec and Somerset County communities.

**Number of Clients to be Served in FY 2017:** Approximately 165, (includes one-on-one assistance, WorkReady students and workshop participants) and an additional 300+ at job fairs.

### ***Continuing Services:***

- Assist unemployed individuals to identify and overcome barriers to employment, by increasing job search skills, and through the provision of information and referrals.
- Offers several workshops throughout the year at a variety of sites throughout Somerset and Kennebec counties.
- Provide one-on-one services at the Waterville KVCAP office, at the Waterville Public Library, and at other sites, by appointment.
- Seek funding and manage grants to ensure that WorkReady classes continue to be offered in Central Maine.
- Sub-contract with local adult education programs including Mid-Maine Regional Adult Community Education, Lawrence Adult Education and Skowhegan Adult Education to implement classes and teach at least one class per year through KVCAP staff.
- Facilitate the Ken-Som Transition Team which works closely with Rapid Response to mobilize resources when a business/organization significantly reduces its workforce.

### ***Anticipated New Service Opportunities:***

- Funds are available to hold two sessions of WorkReady in the coming year. Last year the WorkReady collaborative experimented with combining WorkReady with a hard skills program such as a CNA class, which significantly increased the number of people enrolling in WorkReady. The collaborative will utilize this strategy in the upcoming year.
- Additionally, the program was recently approached by Local Union 36 from Madison Paper to administer and manage a fund that would be accessible to Union members laid off due to the closing of the mill.

**Long-Term Strategic Opportunities:** Continue to work closely with Somerset Workforce Connect, the Workforce Practitioners group, Career Center and WorkReady Collaborative to explore strategies to increase employment opportunities for residents in Kennebec and Somerset Counties. In addition, Sheltering Arms two-generational approach workgroup through Educare continues to progress, exploring ways to incorporate workforce training/support for families.

## **Families in Transition (FIT)**

**Budget:** \$19,953 (funded by CSBG)

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

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

**Number of Clients to be Served in FY 2017:** 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:** At this time, there are no plans to develop more transitional houses.

**Long-Term Strategic Opportunities:** KVCAP will explore the potential to sell the transitional house once the mortgage is paid and the grant requirements are met.

## **Health Navigator**

**Budget:** \$50,500 (funded through two sub-contracts, one with Western Maine Community Action and one with Consumers for Affordable Health Care based on grants from the Centers for Medicaid and Medicare Services.).

**Staff:** 1 part-time manger; 2 part time Health Navigators; and 1 part-time PAA

**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:** Approximately 1,800 (through outreach events and individual appointments)

### **Continuing Services:**

- Establish expertise in and 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:*** A new grant this year through Consumers for Affordable Health Care will focus on outreach and enrollment assistance for the MaineCare program, with a specific focus on enrolling eligible children who are currently not covered.

***Long Term Strategies Opportunities:*** The CAP network has an excellent track record in providing Navigator services and developing best practices which are then shared with the Navigator network nationwide. This reputation and expertise continues to keep the network well-positioned to apply for future funding to enhance the Navigator program.

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

***Budget:*** \$94,345 (operations are funded by CSBG, United Way of Mid- Maine, and private foundations (Oak-Grove Foundation and People’s United Community Foundation as well as community donations/fundraising for Teen Stars incentives/special activities/equipment)

***Staff:*** 1 full time Teen Center Coordinator, 2 part time Youth Specialists, part time PAA

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

***Number of Clients to be Served in FY 2017:*** Approximately 90

### ***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.
- Provide summer programming that includes, a free Summer Lunch Program site for children ages 0-18, with 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:*** A new offering this year is the Youth Outreach program, housed at the teen center. This will provide members who are at risk of failing/dropping out of school to receive additional support, including support/resources to build job skills and find part-time jobs. The Youth Outreach Worker will work closely with teen center staff to identify resources to further benefit youth.

**Long-Term Strategic Opportunities:** To strengthen current community relationships with supporters, funders and collaborators as well as build new relationships in order to expand our base of support and financial resources.

## **Youth Outreach**

**Budget:** \$69,379 funded by an Improving Youth Outcomes grant through Maine DHHS

**Staff:** 1 full time Youth Outreach Worker, 1 part time manager and 1 part time PAA

**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 2017:** Approximately 36

**Pilot Project:** This new program is one of only four funded programs in the state, with funding committed for three years. The primary goal is to assist at-risk youth to remain enrolled in school and avoid dropping out. Secondary goals include assisting 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. The 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.

**Long-Term Strategic Opportunities:** To work closely with DHHS to monitor program outcomes and explore the potential for funding after the three year period as well as expanded funding.

## **Poverty Initiative**

**Budget:** \$105,680 (CSBG; United Way; donations and in-kind from several agency staff)

**Staff:** Part-time manager, 2 part-time Resource Navigators, small portion of Housing Counseling staff and a part time PAA

**Description of Clients:** Kennebec and Somerset County communities and residents, with a focus on the greater Waterville area

**Number of Clients to be Served in FY 2017:** Approximately 30 families through Community Investors and 55 families through Resource Navigator and an additional 75 families that are provided I&R intervention by phone.

## **Continuing Services:**

- Oversees the Poverty Action Coalition (PAC) of the Waterville area, which focuses on raising community awareness of poverty issues, advocating for policy and systems

changes to improve opportunities for those living in poverty, and working with the community to increase resources.

- Oversees two PAC initiatives: the *Community Investors/Hope Fund* which brings together resources through a network of Community Investors for those facing a challenge to family stability and/or barrier to self-sufficiency; and *Laundry Days*, providing assistance to low-income people who must use the laundromat.
- Provides direct services to KVCAP clients through the Resource Navigator program that was piloted last year. This component provides support and resources/referrals to people to help them to overcome barriers to family stability and to work on goal planning/skill building with those who seek to achieve greater self-sufficiency.

***Anticipated New Opportunities:***

- Engage more community members particularly those with low-income, to join the coalition.
- Expand the number of Community Investors in order to assist more people through the initiative.
- Expand the reach of the Resource Navigator program by hiring another part-time Navigator.

***Long Term Strategic Opportunities:***

- Provide technical assistance to other groups or coalitions looking to start similar coalitions and initiatives in their regions.
- Provide support and technical assistance to KVCAP staff are currently involved in efforts to create a similar coalition and/or Community Investors initiative in the greater Skowhegan area.
- Seek other funding sources to expand the reach of the Resource Navigator program, including one potential area with work being done through MaineGeneral's Partnerships Through Community Health grant.
- Seek or partner on funding opportunities for an emerging need at the community level for access to Resource Navigators for medical practices to refer their patients to (very similar to past work done by KVCAP through the Health Outreach program).

**B. SOCIAL SERVICES (Director: Lanelle Freeman)**

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

**Maine Families**

***Budget:*** \$1,033,233 (18 month contract Maine Childrens Trust)

\$ 40,000 (Maine Children's Trust – Technical Support Agreement)

***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.

**Number of Clients to be Served in FY 2017:** 348

**Continuing Services:**

- Provide Maine Families Home Visiting services, which is an evidence-based program focused on services in response to families' needs. The program is delivered by professional home visitors to ensure safe home environments, promotion of healthy growth and development for babies and young children, and to provide key connections to needed services. There is no income eligibility to participate and services are voluntary and free of charge.
- 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 state Office of Child and Family Services, KVCAP will offer "**Bridging**" services to families with identified needs around substance use and drug affected babies. This collaboration will increase supports for vulnerable infants and their families that will enhance and ensure that a plan of safe care is made for each identified child.

**Long-Term Strategic Issues:** Concentrate outreach efforts towards increasing prenatal enrollment and continue to serve on statewide committees for Safe Sleep and Shaken Baby Syndrome. These committees have been dedicated to providing statewide education programs through all Maine Hospitals, Home Visiting programs and Public Health nursing.

**Long-Term Strategic Opportunities:** Maine Families will begin the formal Endorsement Process with Parents as Teachers in October 2016. Programs that earn the Quality Endorsement are recognized by the national Parents as Teachers offices as exemplary blue ribbon affiliates, as a result of delivering high quality services to children and families. .

**Family Enrichment Council (Kennebec & Somerset County Child Abuse Prevention)**

**Budget:**

\$ 7,000 (United Way of Kennebec Valley – Baby Think It Over/Personal Body Safety)

\$ 8,700 (United Way of Mid Maine – Personal Body Safety)

\$24,300 (Kids First)

\$37,142 (Maine Children's Trust- Parenting Education, BTIO Hancock County, Community initiatives)

\$159,500 (Maine Children's Trust - Somerset Initiative)

\$87,619 (CSBG)

**Total** - \$324,261

**Staff:** 4 full-time equivalents

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

**Number of Clients to be served in FY 2017:** Approximately 3,000

**Continuing Services:**

- Operate the Family Enrichment Council 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. Somerset County was chosen to be an initial demonstration site and will be entering into year two 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:** It is anticipated that Kennebec County will be brought in as a demonstration site within the next year as part of the Maine Children's Trust (MCT) project (noted above).

**Long-Term Strategic Issues:** Continue to work on building a presence in the community with a focus on collaboration and community assessment that looks at child abuse risk factors.

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

**C. TRANSPORTATION SERVICES (Director: James Wood)**

**Budget:** \$8,009,123

**Staff:** 57 full-time equivalents, 100+ volunteers

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

***Number of Clients to be Served in FY 2017: 5,000+***

***Continuing Services:***

**KV Van** - Offers the following services:

- Full-service regional transportation; para-transit van and volunteer driver services; and DHHS low-income Friend & Family Driver program.
- MaineCare services provided under contract with Penquis Brokerage.
- Transportation services 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, John T Gorman Foundation and others in addition to some general public service.

**Kennebec Explorer** – Offers the following services:

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

**Somerset Explorer/Move More Kids Transit Program** – Offers the following services:

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

***Anticipated New Service Opportunities:***

- Provide, through KV Van, enhanced transportation for cancer treatment, increased services for seniors and Medicare recipients, and alternative transportation projects.
- Expanded routes in the Explorer program between the Waterville and Skowhegan areas and enhanced commuter services.
- Develop new service in the Jackman and Manchester areas and to assist students at Thomas College.

***Long-Term Strategic Issues:***

- Continue to improve operating efficiency and customer service
- Maintain/increase driver, dispatcher, volunteer and vehicle resources to meet increasing customer travel demands
- Solicit funding and support for new transportation initiatives
- Maintain/improve positive relationships with funding sources, service providers, and municipalities.
- Continues to adapt to new service delivery models under the MaineCare brokerage system and DHHS Child Welfare/Low Income transportation system and adjust services as necessary.

***Long-Term Strategic Opportunities:***

- Solicit new funding resources to expand services and support new initiatives
- Improve transportation for the general public
- Enhance public transit opportunities in Somerset County and rural Kennebec County, focusing on commuter and senior transportation
- Enhance children’s transportation services
- Increase public awareness of the program’s services.

**D. COMMUNITY SERVICES BLOCK GRANT**

KVCAP’s Community Services Block Grant (CSBG) projected allocation for fiscal year 2017 is \$389,506. This funding will support seven program components in the fiscal year and a portion of 15 staff positions within those program components.

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 activities funded by CSBG reflect a major emphasis on prevention and collaboration. All CSBG funded programs rely on working collaboratively with other programs and organizations, both internal and external, in order to maximize funds and provide an array of services that are comprehensive, “seamless,” and easy to access.

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

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

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

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

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

Goal 5: Agencies increase their capacity to achieve results.

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

The State of Maine further requires that at least 50% of CSBG funds must be spent on programming that results in outcomes under Goals 1 and 6.

CSBG funding is referenced in several of the programs throughout the Plan and Budget Narrative and currently supports seven program/agency capacity components. The Community Assessment and Training component (\$25,219) 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.