



TO: Sheryl Gregory, President
KVCAP Board of Directors

FR: Patricia Kosma, CEO
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2013

DA: September 19, 2012

The management of KVCAP is very pleased to present to the Board of Directors the Comprehensive Plan and Budget for the fiscal year 2013. In this document, you will find information on current services, anticipated new service opportunities, and long-term strategic issues and opportunities. Organizational charts for each department are under one section for an easy reference. You will also find budgets for all the programs, along with useful charts and graphs.

Staff will be prepared to present the plan at the September 26, 2012 meeting of the Board of Directors.

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

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Mission Statement

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

Approved by Board of Directors: March 2007

Vision Statement

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

Approved by Board of Directors: April 2007

Management Philosophy

(Board approved 6/25/97)

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

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

Chain of Command

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

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

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

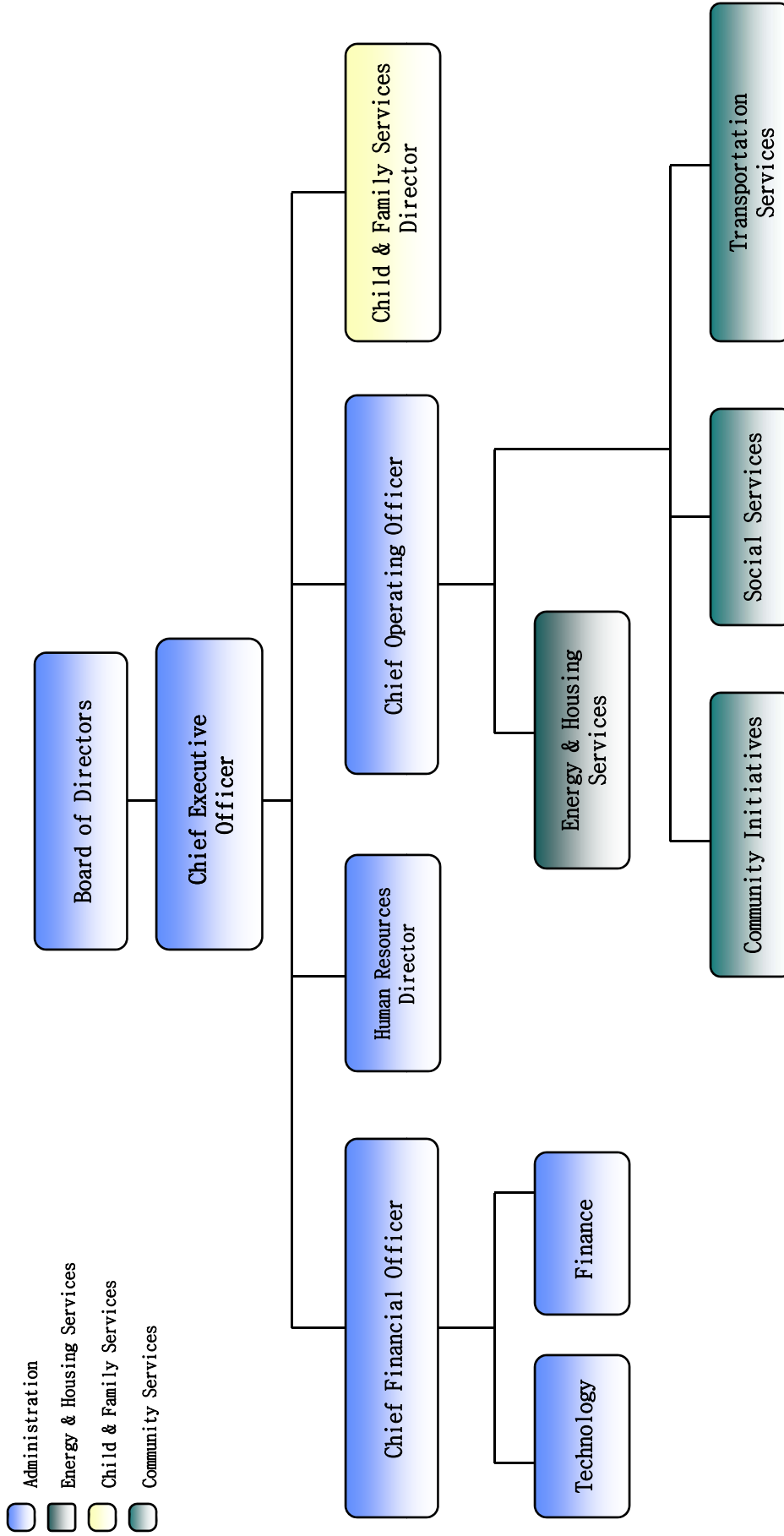
The chief executive officer will see that all staff of the agency is regularly evaluated and appropriate action is taken regarding staff tenure, promotion and other employment related decisions. Evaluations of employees will be solely based on objective measurement of their performance of the tasks assigned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

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

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

KVCAP Management Chain of Command

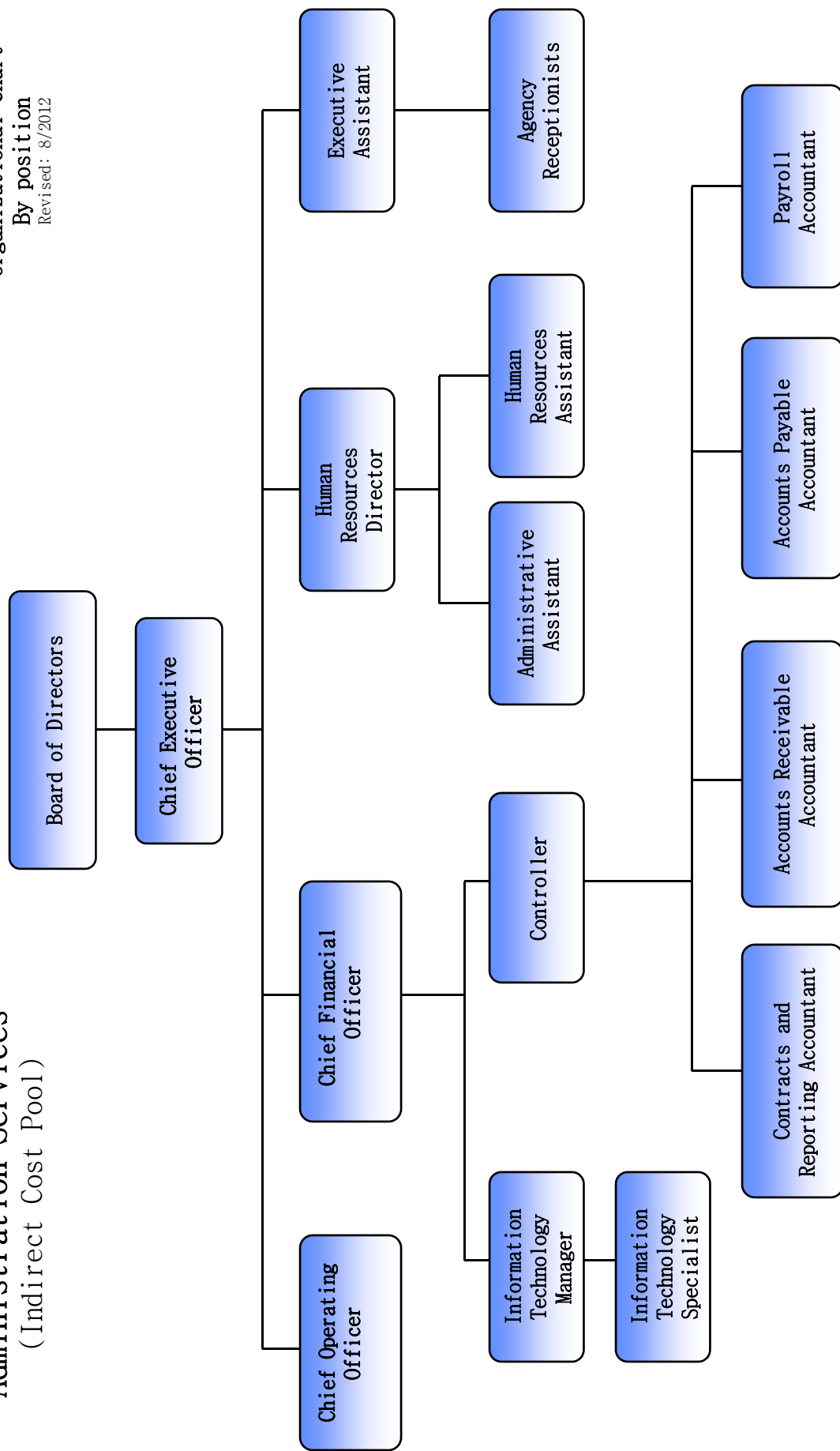
Organizational Chart
Revised: 1/2012



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

Administration Services (Indirect Cost Pool)

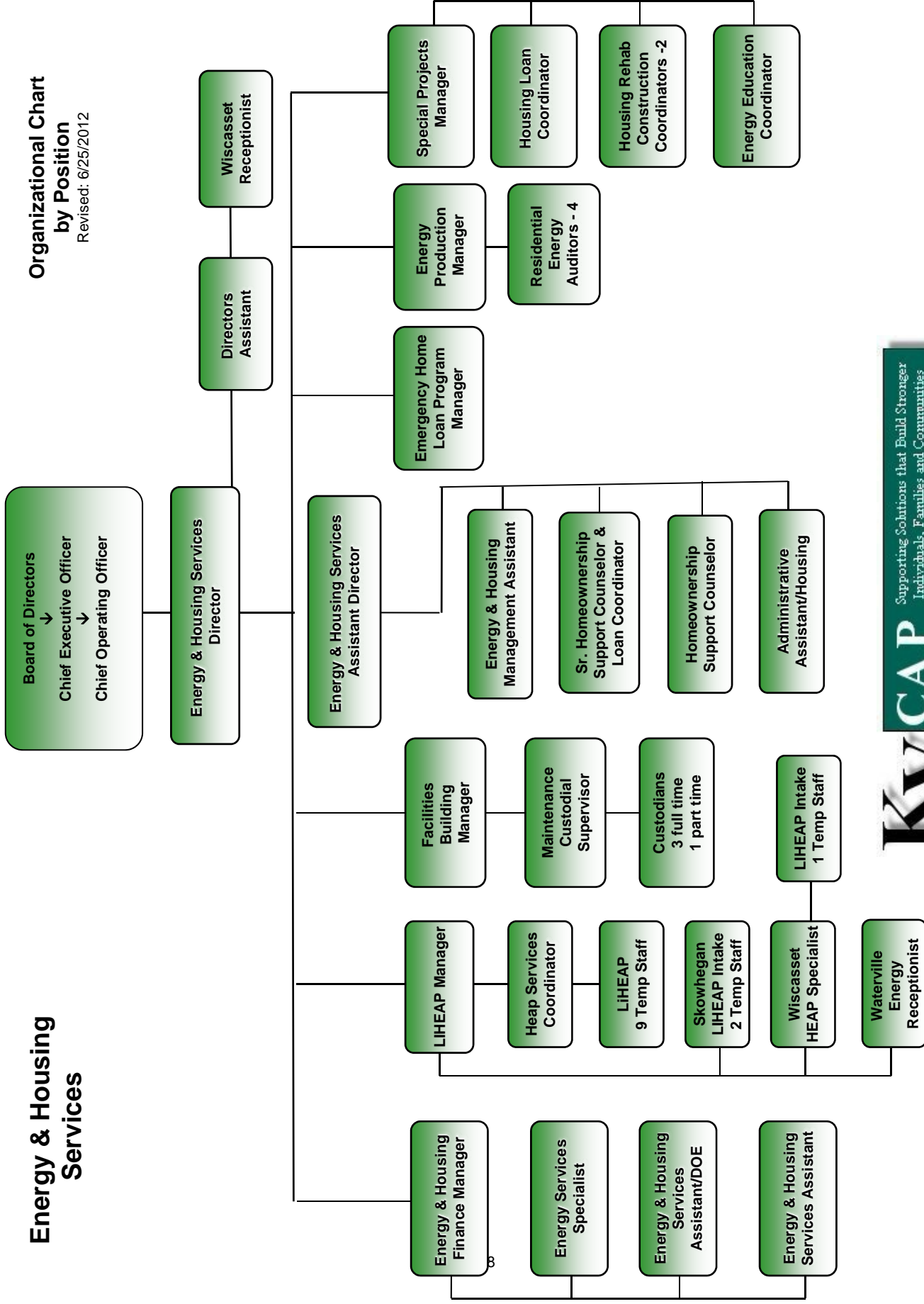
Organizational Chart By position Revised: 8/2012



Energy & Housing Services

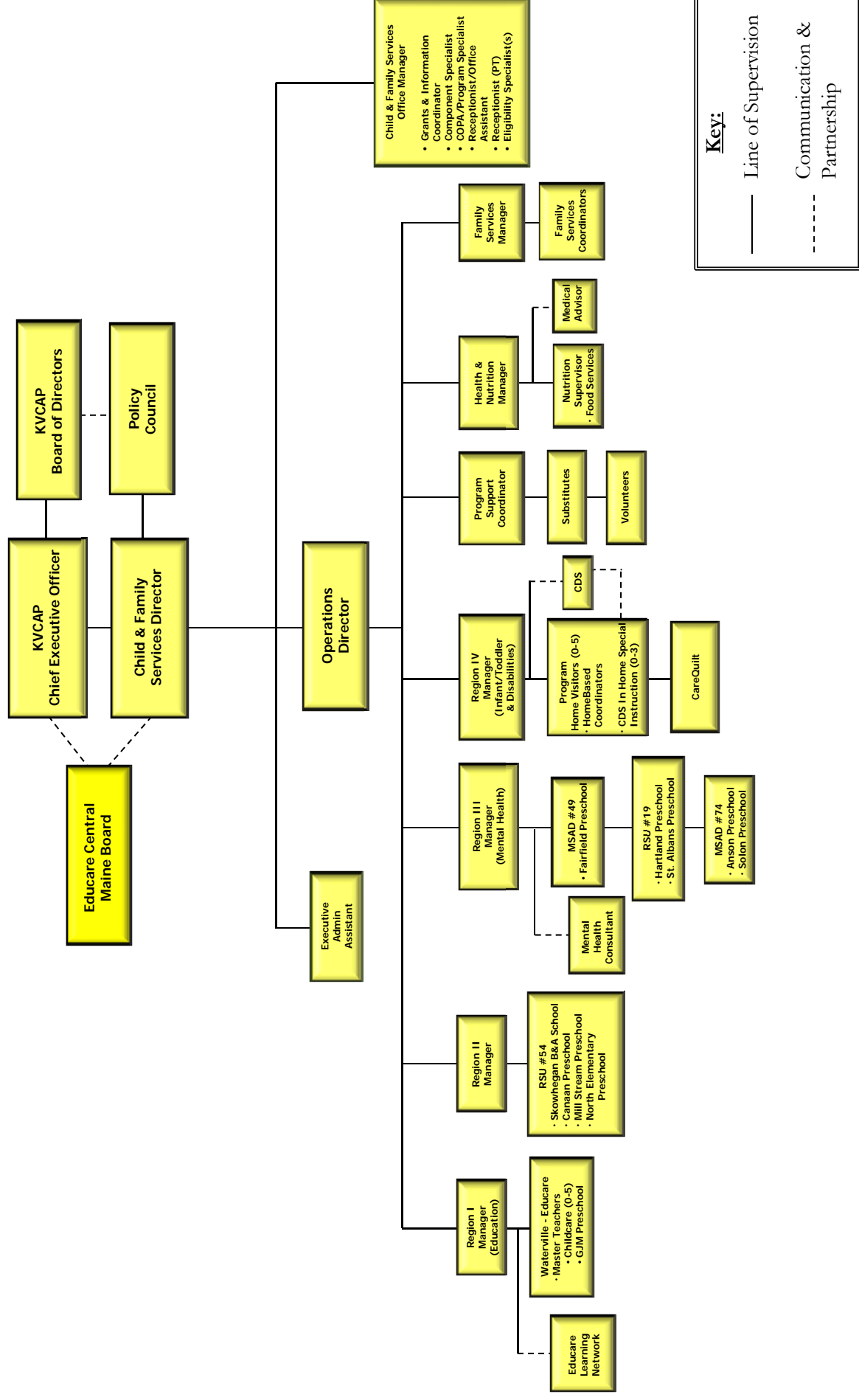
Organizational Chart by Position

Revised: 6/25/2012



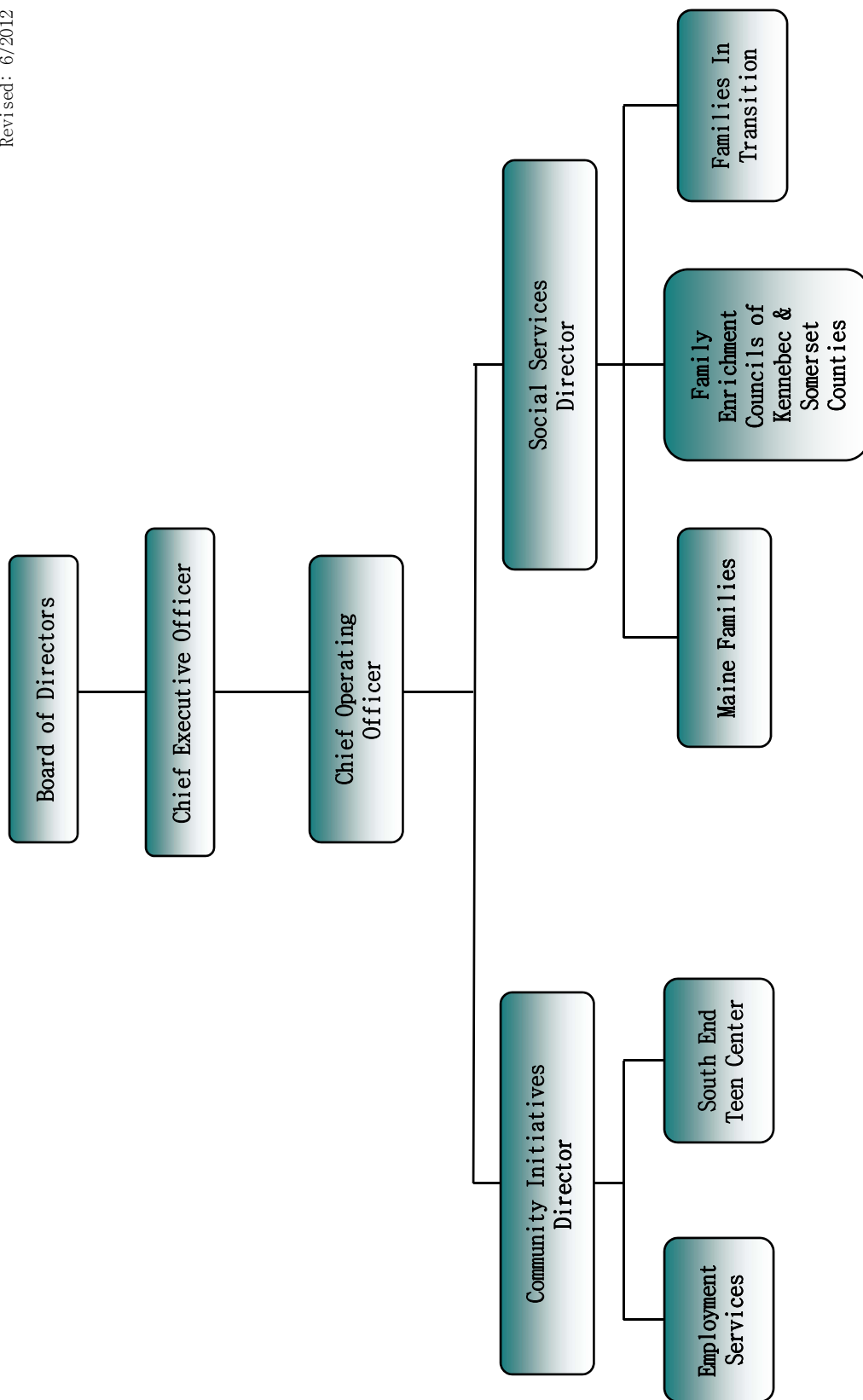
Child and Family Services

2012 - 2013



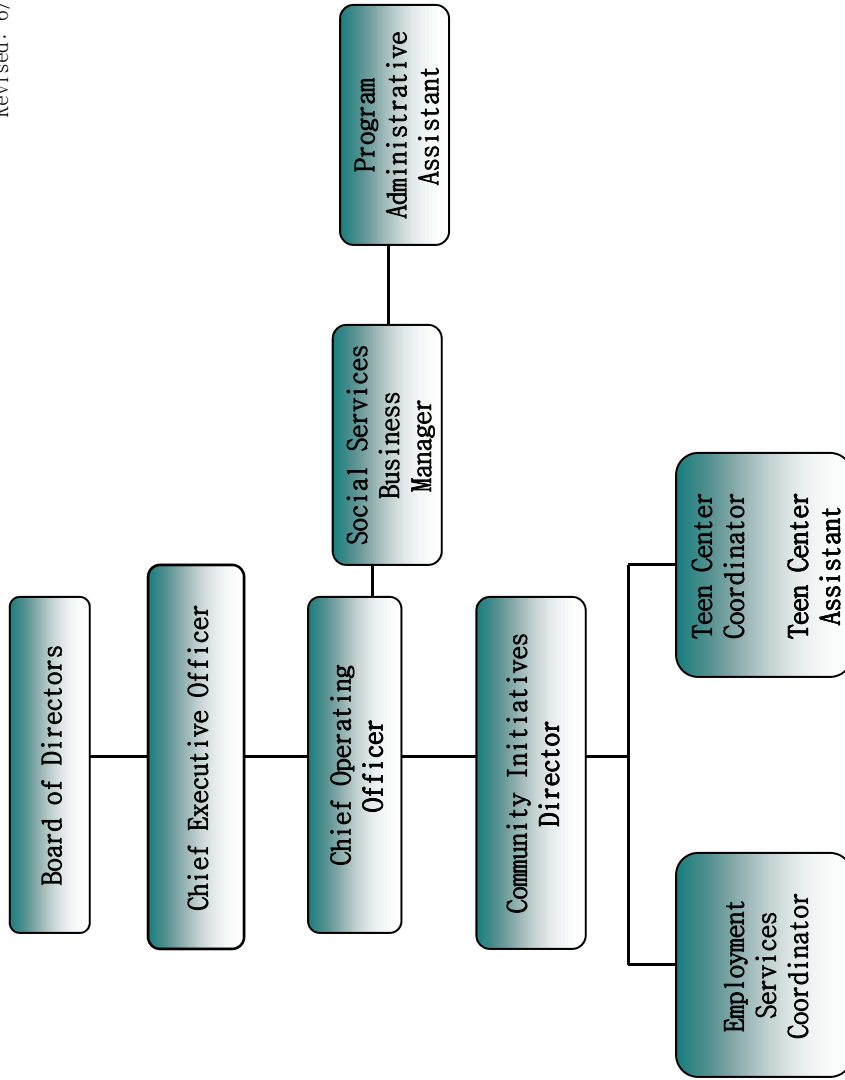
Community Initiatives & Social Services Outline (1 of 3)

Organizational Chart
By position
Revised: 6/2012



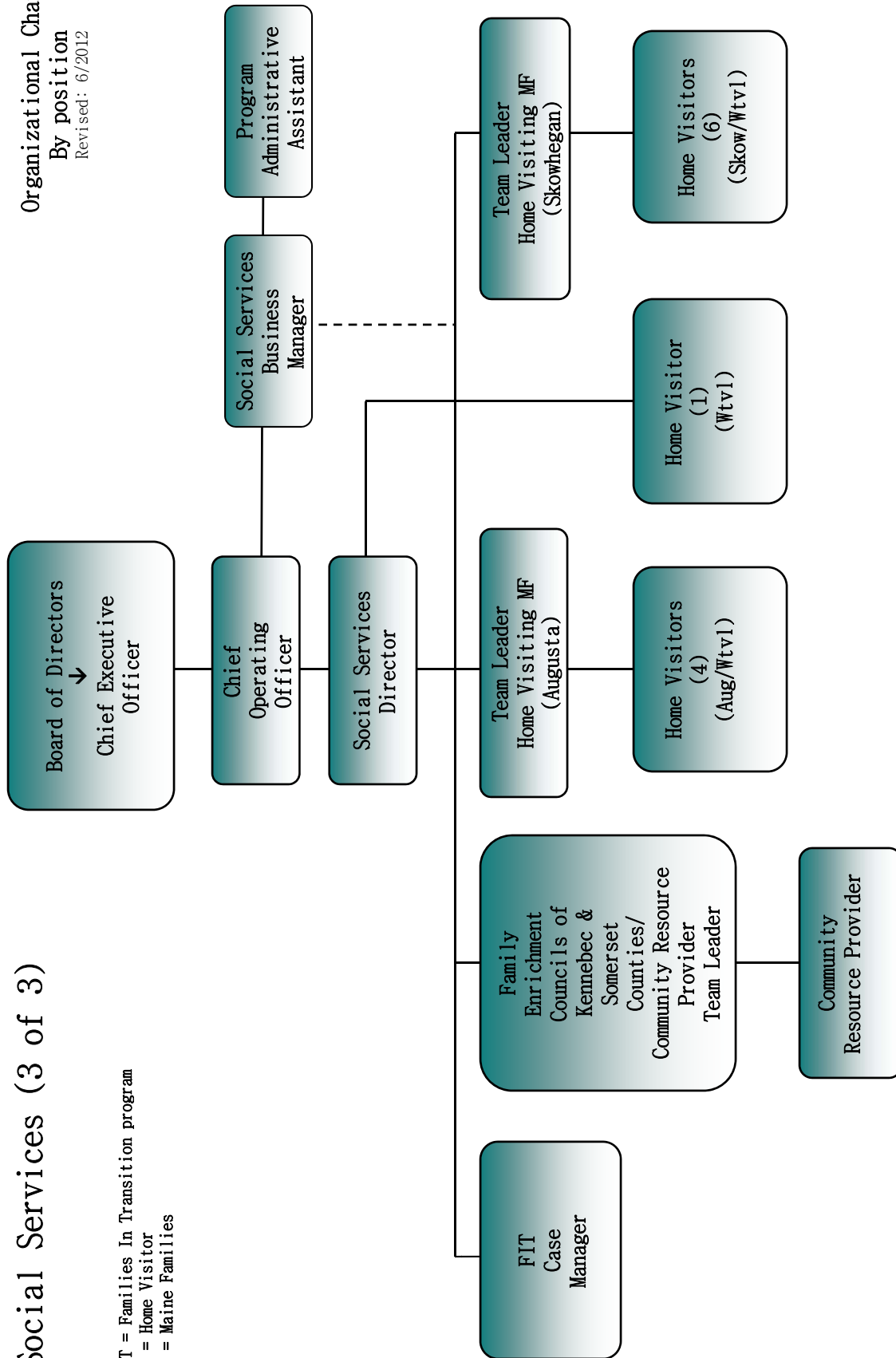
Community Initiatives(2 of 3)

Organizational Chart
By position
Revised: 6/2012



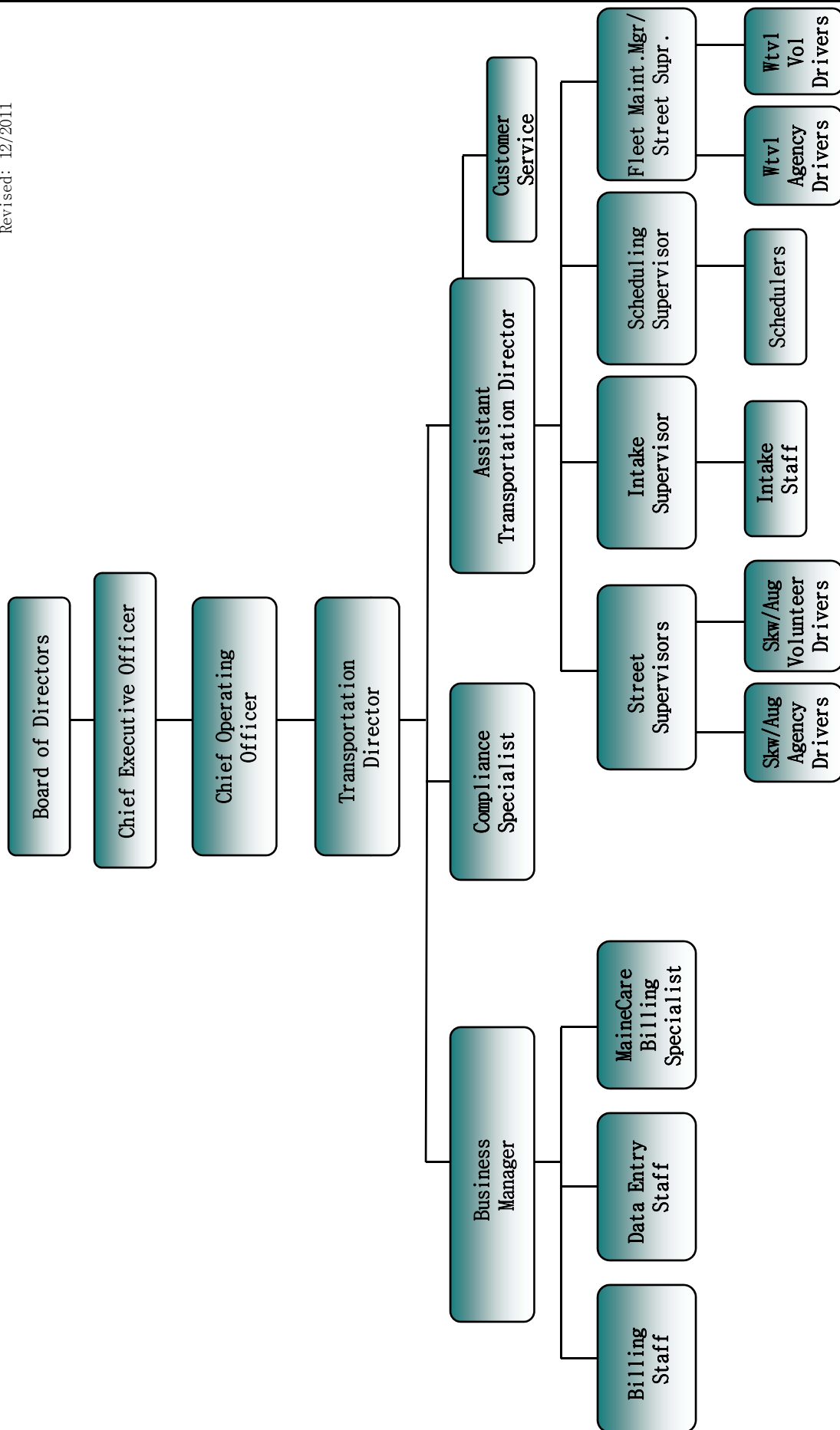
Social Services (3 of 3)

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



Transportation Services

Organizational Chart
By position
Revised: 12/2011

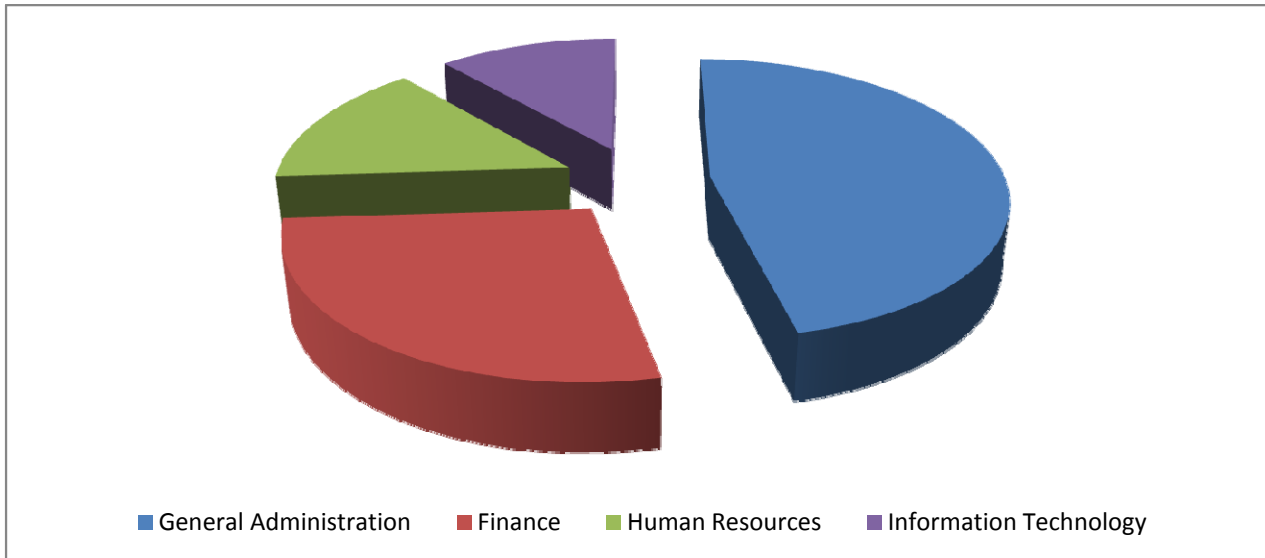


Kennebec Valley Community Action Program
Administration (Indirect Cost Pool) Operating Budgets
October 1, 2012 - September 30, 2013

Expenses:	General Administration	Finance	Human Resources	Information Technology	Total
Personnel	\$ 449,071	\$ 246,247	\$ 146,498	\$ 101,549	\$ 943,365
Payroll Taxes & Employee Benefits	\$ 84,847	\$ 63,540	\$ 27,021	\$ 28,140	\$ 203,548
Staff Development	\$ 6,500	\$ 5,000	\$ 2,500	\$ 3,500	\$ 17,500
Travel	\$ 11,035	\$ 1,440	\$ 1,525	\$ 2,000	\$ 16,000
Office Costs	\$ 30,350	\$ 24,050	\$ 13,525	\$ -	\$ 67,925
Insurance	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
Telecommunications	\$ 23,000	\$ 750	\$ 750	\$ 2,000	\$ 26,500
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 28,634	\$ 750	\$ 7,500	\$ 5,000	\$ 41,884
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ 13,800	\$ 13,800
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,228	\$ 5,272	\$ -	\$ -	\$ 6,500
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 9,726	\$ 42,600	\$ 6,100	\$ 7,100	\$ 65,526
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 659,391	\$ 389,649	\$ 205,419	\$ 163,089	\$ 1,417,548

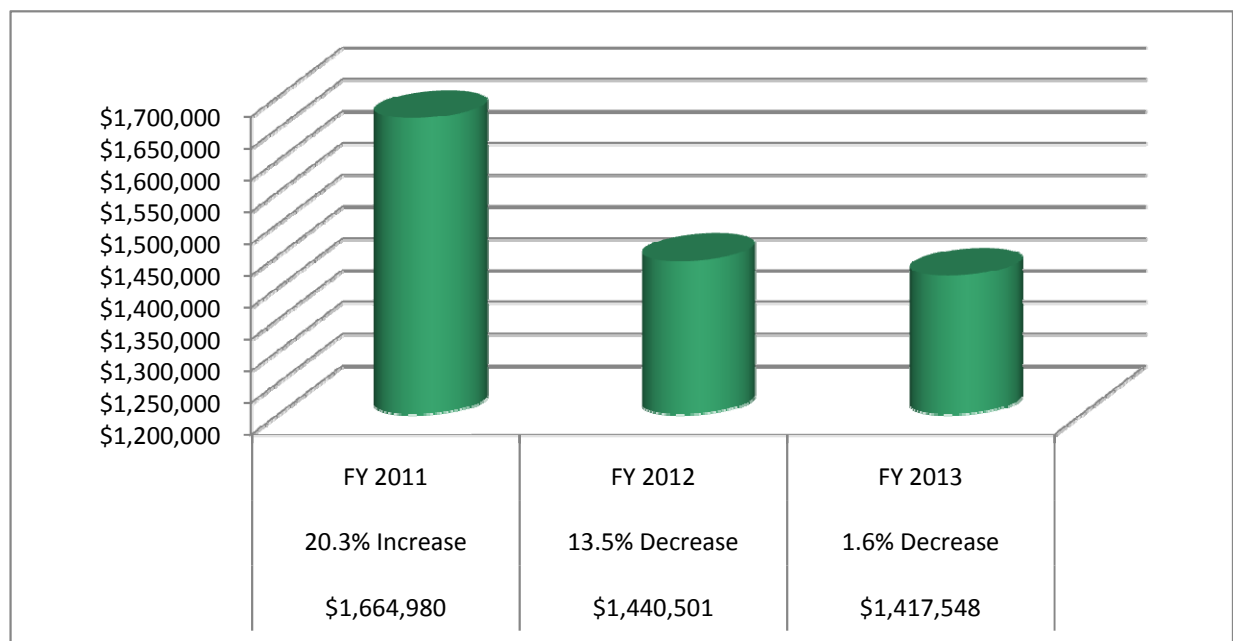
**Kennebec Valley Community Action Program
Administration / Indirect Cost Pool Operating Budget
October 1, 2012 - September 30, 2013**

The Administration/Indirect Cost Pool budget represents the costs that are approved through our annual indirect cost rate proposal. These costs cover the following areas shared by agency programs and represented in the chart below: General Administration (which makes up 46.5% of the budget), Finance (27.5%), Human Resources (14.5%), and Information Technology (11.5%).



For fiscal year 2013, a \$1,417,548 budget is proposed. The budget represents a 1.6%, or \$22,953, decrease compared to fiscal year 2012.

**Administrative/Indirect Cost Comparison
FY 2011 - FY 2013**



Kennebec Valley Community Action Program
Administration/Indirect Cost Pool Operating Budgets
October 1, 2012 - September 30, 2013

The indirect cost rate is based on agency salaries. For this fiscal year, we have seen a decrease in the operating salary base compared to that of fiscal year 2012. In order to maintain our 23% indirect cost rate, expenses within the Administrative Services Cost Pool were again scrutinized to find areas of cost savings. Reductions in personnel and payroll taxes & employee benefits are reflective of the reduction of the merit increase scale which took effect in 2012. Cost savings are being found in staff development as staff are opting to participate in webinar trainings instead of out of the office training seminars; in office costs, we are seeing reduced expenses in printing and publications as well as dues and subscriptions through improving our use of technology; and in insurance as we bring the budget in line with the savings experienced during our renewals over the past couple years.

Expenses:	FY 2012	FY 2013	Increase/ (Decrease)
Personnel	\$ 955,585	\$ 943,365	\$ (12,220)
Payroll Taxes & Employee Benefits	\$ 221,536	\$ 203,548	\$ (17,988)
Staff Development	\$ 22,500	\$ 17,500	\$ (5,000)
Travel	\$ 16,388	\$ 16,000	\$ (388)
Office Costs	\$ 76,925	\$ 67,925	\$ (9,000)
Insurance	\$ 22,700	\$ 15,000	\$ (7,700)
Telecommunications	\$ 19,175	\$ 26,500	\$ 7,325
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 25,850	\$ 41,884	\$ 16,034
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 11,250	\$ 13,800	\$ 2,550
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 6,500	\$ 6,500	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 62,092	\$ 65,526	\$ 3,434
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 1,440,501	\$ 1,417,548	\$ (22,953)

*Note: The total Administrative/Indirect Cost Pool budget is 8.7% of the agency's annual operating budget.

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

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

A. General Administration

Budget: \$659,391

1. Management Structure – Senior Managers

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

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

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

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

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

2. Customer Services (Executive Assistant: Sheila Avila)

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

Staff: 2 full-time equivalents

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

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

Anticipated New Service Opportunities: Enhance trainings

with customer service themes, hold networking meetings with other program receptionists as needed.

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

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

- All employees, including those who do not purchase Agency health insurance, benefit from the wellness initiatives and programs, including reimbursement for gym membership and Weight Watchers programs.
- Flu shots were administered to approximately 100 employees.
- Organized a six week Nutrition challenge for all staff
- Held a Maintain Not Gain Program during November, December and January
- Conducted a Move More campaign in April
- Celebrated national Employee Health and Fitness Day
- Continue to explore strategies that will enable all staff, especially those harder to reach staff such as drivers, classroom staff, staff at outlying sites, etc. to be able to participate in wellness activities
- Continue to work with MGMC Workplace Health to implement a Health Risk Assessment program for all interested staff

The Wellness Committee is charged with improving upon past activities and implementing new activities that will meet the goals and objectives of the wellness committee including the need for increased employee participation and the importance of meaningful incentives. The Wellness Committee is lead by KVCAP's Wellness Nurse. Any newly created programs have resulted in employees who normally did not take part in Wellness activities to get involved. Senior Management continues to advocate for the Wellness program and supports activities that are implemented for all employees. We continue to explore ways to design programming and incentives that are unique and meaningful, as well as meeting the needs of a wide variety of employees.

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

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

Budget: \$389,649

Staff: 6.4 full-time equivalents

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

Continuing Services: The KVCAP Finance Department will continue to manage the financial systems within the agency to allow programs to track revenues and expenditures and monitor performance to established budgets. We provide assistance in developing budgets, resolving financial issues with funding sources, and ensuring adherence to contract guidelines; as well as, assistance in preparing and presenting quarterly financial accountability reports to the Board of Directors. This is accomplished by providing one-on-one assistance to agency managers, holding monthly meetings to review financial information, creating specialized reporting formats, and offering financial trainings for agency managers and agency staff as appropriate and necessary.

Prior Year Accomplishments: In Fiscal Year 2012, the Finance Department has continued to be focused on wrapping up our agency's ARRA contracts and reporting, working with our program managers through the uncertainty of state and federal budgets and the potential impacts it would have on their programs, and expanding our financial work for Cony Village and Educare Central Maine. The latter part of Fiscal Year 2011 saw the agency close on a New Markets Tax Credit transaction related to Educare Central Maine and the programming that KVCAP provides there. This transaction has led to increased fiscal support due to new reporting requirements as related to the tax credit. We continue to work closely with the program and our independent auditors to ensure that these requirements are met. The agency has also taken on a new tax credit project in the Gerald Hotel Project which is to create elderly housing in the old Gerald Hotel on Main Street in Fairfield. Two new entities were created to work on this project – KVCAP Real Estate Development Inc. and Gerald Hotel Associates LP, and staff are working to develop accounting structures for both entities. The final item of note is regarding the Transportation program's software design. We have worked with program staff and the software programmers regarding an automated accounts payable function to create a file that can be uploaded into the Sage Fund Accounting Software for payables processing. This was finalized, tested, and implemented in June of 2012 for the biweekly processing of volunteer driver reimbursements.

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

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

- And, to offer managers and other key employees the ability to generate financial reports through our Sage fund accounting system.

We look forward to continuing our efforts and exploring new options to not only move the department, and eventually the agency, into a “paperless” environment, but to keep up with the changing times and increased regulations as they apply to our programs and the agency as a whole.

C. Human Resources (Director: Cathy Kershner)

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

Budget: \$205,419

Staff: 2.4 full-time equivalents

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

Continuing Services:

- 1) Creating and maintaining systems that allow KVCAP to attract, retain, and promote qualified, productive and satisfied employees including:
 - Competitive wages and benefits
 - Ongoing training and support for continuing education
 - Flexible, family-friendly work schedules and policies
 - Employee recruitment and retention programs
 - Performance management tools and strategies
 - Information systems that promote effective employee relations
- 2) Work in partnership with departments to create organizational structures that will allow for expansion and change, and placing or moving skilled employees appropriately within those structures.
- 3) Provide agency training options for all supervisory staff, including updating and maintaining the Supervisors Manual in the following areas:
 - Hiring & Discrimination
 - Performance Evaluations
 - Discipline & Termination
 - Harassment & Workplace Violence
 - Employee Safety
 - Family Medical Leave & Privacy

Prior Year Accomplishments:

- 1) Administered a Partially Self Funded Health Insurance plan for the sixth year.
- 2) Continue to work with Workplace Health having all driver physicals completed at Workplace Health and assuring mandated guidelines are met.
- 3) Worked with the transportation program and developed a system to track when driver physicals are due and/or when updated information is required.
- 4) Organized KVCAP's charitable giving campaign for another record year of contributions.
- 5) Updated the Supervisors Manual
- 6) Held several trainings related to workplace ethics
- 7) Developed agency practices related to charitable donations, solicitation and working from Home
- 8) Conducted ergonomic training for all required staff
- 9) In an effort to "go green", posted open enrollment benefit sheets on KVCAP's agency bulletin board for the first time

Anticipated New Service Opportunities:

- 1) Provide all employees the opportunity to attend trainings related to budgeting and saving and retirement planning
- 2) Provide supervisory trainings on the topics indicated above to all supervisors and distribute new manuals
- 3) Update the Affirmative Action Plan
- 4) Provide all staff with mandated sexual harassment training
- 5) Create and maintain a Human Resources Practice manual
- 6) Conduct a wage study, review and make recommendations for KVCAP's wage scale

D. Information Technology (IT Manager: Eric Caron)

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

Budget: \$163,089

Staff: 2.2 full-time equivalents

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

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

Prior Year Accomplishment:

- Completed Windows 7 desktop upgrades.
- Relocated IT operations in Augusta to new leased space.

- Negotiated new copier contracts and equipment saving over \$30,000 from previous models and improving network printing and scanning capabilities.
- Negotiated new rates and changed phone carriers agency wide, saving thousands over the term of our new contracts.
- Negotiated new rates with our Verizon Wireless, cutting monthly cell phone costs
- Rolled out new security measures for Windows users.
- Installed over 25 new desktops/laptops for programs.
- Installed new media display systems at our Educare facility, scheduled for summer 2012.
- Installed additional Internet bandwidth and redundancy at our Educare Facility, scheduled for summer 2012.
- Installed and coordinated state of the art video conference equipment for our main locations, partnered with our Educare facility. Scheduled for summer/fall 2012.
- Formed a website committee and worked with all departments and a design vendor for a new agency website .

Anticipated New Service Opportunities:

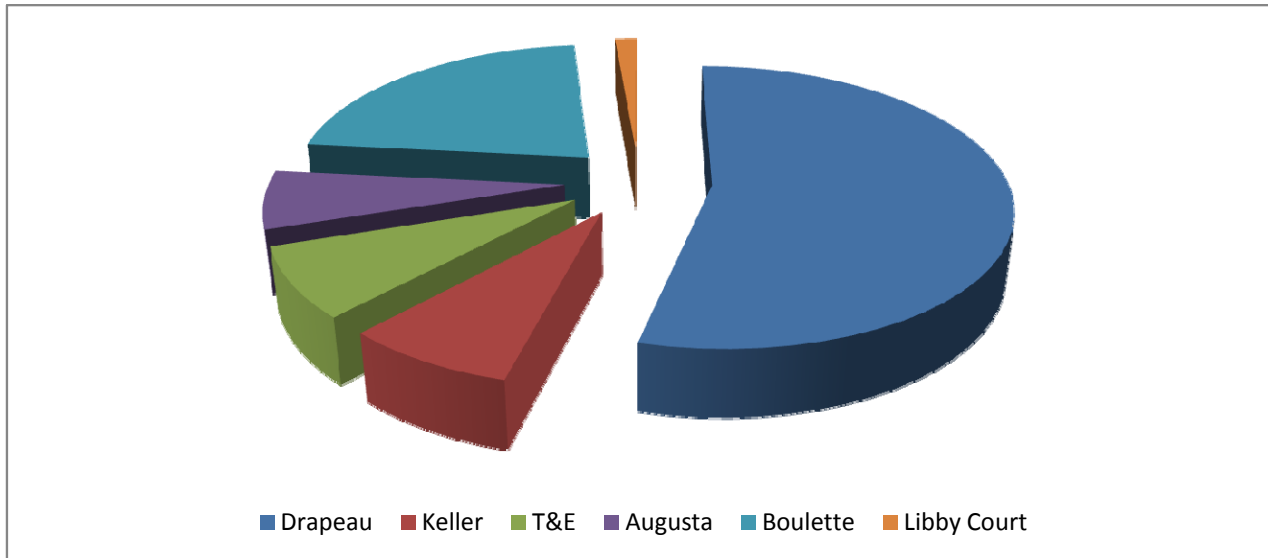
- Provide staff scan to email capabilities in all of our main locations.
- Possibly replace our FirstClass email system with a cloud solution.
- Begin to consolidate/virtualize some of our server operations.

Kennebec Valley Community Action Program
Facilities Operating Budgets
October 1, 2012 - September 30, 2013

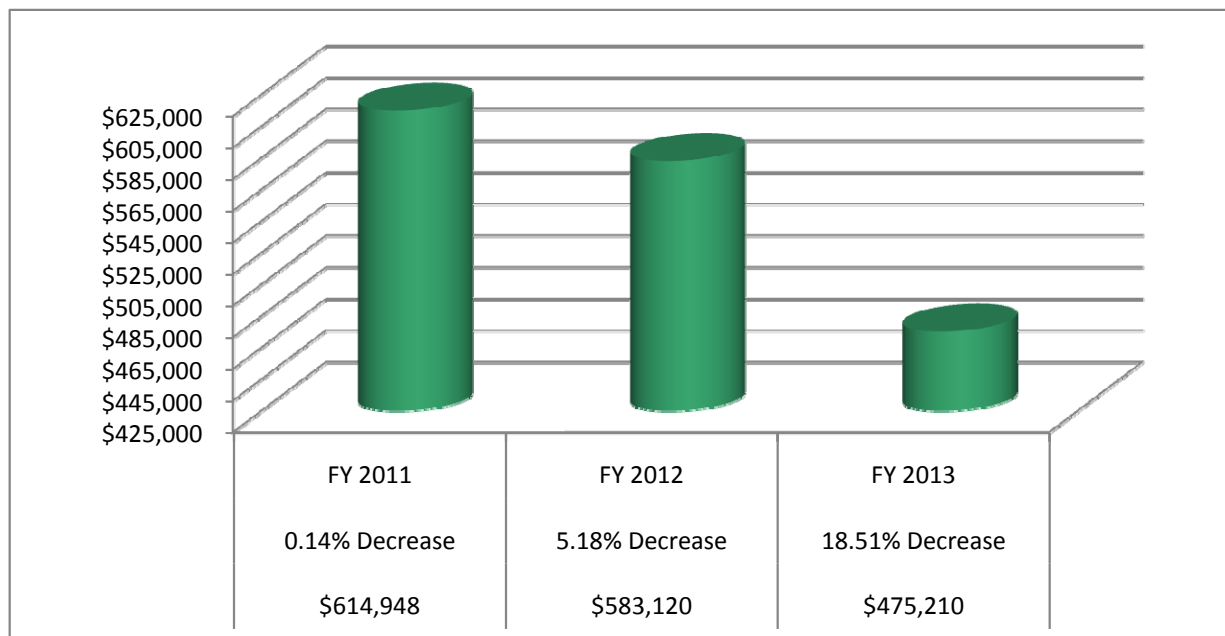
Expenses:	Drapeau	Keller	T&E	Augusta	Boulette	Libby Court	Total
Personnel	\$ 73,500	\$ 14,700	\$ 14,700	\$ 14,700	\$ 29,400	\$ -	\$ 147,000
Payroll Taxes & Employee Benefits	\$ 25,498	\$ 5,098	\$ 5,098	\$ 5,098	\$ 10,205	\$ -	\$ 50,997
Staff Development	\$ 145	\$ -	\$ -	\$ -	\$ 105	\$ -	\$ 250
Travel	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240
Office Costs	\$ 150	\$ -	\$ -	\$ -	\$ 50	\$ -	\$ 200
Insurance	\$ 11,350	\$ 950	\$ 760	\$ -	\$ 7,320	\$ 1,120	\$ 21,500
Telecommunications	\$ 3,024	\$ -	\$ -	\$ -	\$ 2,548	\$ -	\$ 5,572
Space & Occupancy	\$ 52,413	\$ 7,201	\$ 7,201	\$ 10,684	\$ 15,755	\$ 400	\$ 93,654
Contract Services	\$ 16,089	\$ 1,488	\$ 1,488	\$ -	\$ 8,435	\$ 600	\$ 28,100
Vehicle	\$ 2,400	\$ -	\$ -	\$ 800	\$ 800	\$ -	\$ 4,000
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 4,850	\$ 600	\$ 600	\$ 375	\$ 1,325	\$ -	\$ 7,750
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 27,177	\$ 1,803	\$ 1,803	\$ -	\$ 1,805	\$ -	\$ 32,588
Interest	\$ 15,039	\$ 2,360	\$ 2,360	\$ -	\$ 11,301	\$ 2,360	\$ 33,420
Depreciation	\$ 24,191	\$ 3,572	\$ 4,058	\$ -	\$ 15,505	\$ 1,913	\$ 49,239
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 640	\$ -	\$ -	\$ -	\$ 60	\$ -	\$ 700
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 256,706	\$ 37,772	\$ 38,068	\$ 31,657	\$ 104,614	\$ 6,393	\$ 475,210

Kennebec Valley Community Action Program
Facilities Operating Budget
October 1, 2012 - September 30, 2013

The facilities budget represents the costs associated with the normal maintenance and upkeep of the six office centers of the agency. These cost centers are represented in the chart below and are broken down as follows: Robert E. Drapeau Center (which makes up 54% of the budget), the George Keller Building (8%), the Transportation and Energy Center (8%), the KVCAP office in Augusta (6.7%), the Mitchell Boulette Center including the Skowhegan Child Development Center (22%), and the Energy Services Center at Libby Court (1.3%).



For fiscal year 2013, a \$475,210 budget is proposed. The budget represents an 18.51%, or (\$107,910), decrease over fiscal year 2012.



Kennebec Valley Community Action Program
Facilities Operating Budgets
October 1, 2012 - September 30, 2013

The most significant changes in the FY 2013 budget are listed below in a line by line comparison of the FY 2012 and FY 2013 budgets. The largest overall line item change is in Space and Occupancy. This shows a (\$41,626) or 30.8% decrease compared to FY 2012. This decrease can be attributed to the sale of the Augusta office at Cony Road and the rental of office space at the Buker School Center which resulted in significant savings. Also, the potential closing of the Boulette Office Building and moving agency staff into the smaller back building used as classroom space in FY 2012, and the closing of the building at 7 Libby Court and moving agency staff into the space in the Drapeau Building used by the Family Planning Association in FY 2012 are contributing factors. All other expense reductions can also be attributed to these changes with the exception of Personnel, Payroll Taxes & Employee Benefits, and Administration (Indirect) which shows a decrease due to reduced staffing and the reduction of the merit increase scale.

Expenses:	FY 2012	FY 2013	Increase/ (Decrease)
Personnel	\$ 184,248	\$ 147,000	\$ (37,248)
Payroll Taxes & Employee Benefits	\$ 59,163	\$ 50,997	\$ (8,166)
Staff Development	\$ 350	\$ 250	\$ (100)
Travel	\$ 240	\$ 240	\$ -
Office Costs	\$ 200	\$ 200	\$ -
Insurance	\$ 31,342	\$ 21,500	\$ (9,842)
Telecommunications	\$ 5,074	\$ 5,572	\$ 498
Space & Occupancy	\$ 135,280	\$ 93,654	\$ (41,626)
Contract Services	\$ 35,748	\$ 28,100	\$ (7,648)
Vehicle	\$ 3,360	\$ 4,000	\$ 640
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 13,000	\$ 7,750	\$ (5,250)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 42,377	\$ 32,588	\$ (9,789)
Interest	\$ 33,420	\$ 33,420	\$ -
Depreciation	\$ 38,468	\$ 49,239	\$ 10,771
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 850	\$ 700	\$ (150)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 583,120	\$ 475,210	\$ (107,910)

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

Rent (2013 budget amount = \$11,884 - 725.3% increase compared to 2012)

Electricity (\$28,400 - 36.9% decrease)

Fuel (\$31,590 - 49.5% decrease)

Water/Sewer (\$5,780 - 30.2% decrease)

Rubbish Removal (\$6,000 - no change)

Snow Removal/Landscaping (\$10,000 - 16.7% decrease)

PART IV: FACILITIES (Chair's Name: David Gilpatrick)

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

Budget: \$475,210

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

Description of clients: All KVCAP programs and agency staff

Continuing Services:

1) Maintaining all agency facilities including:

Augusta:

- 22 Armory Street, Augusta

Skowhegan:

- Mitchell Boulette Center, 26 Mary Street
- Skowhegan Child Development Center, Mary Street

Waterville:

- Energy Center, 7 Libby Court
- George Keller Building, 49 King Street
- Robert E. Drapeau Center, 101 Water Street
- South End Teen Center, 5 Libby Court
- Transportation Center, 97 Water Street

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

Kennebec Valley Community Action Program
Agency Operating Budgets
October 1, 2012 - September 30, 2013

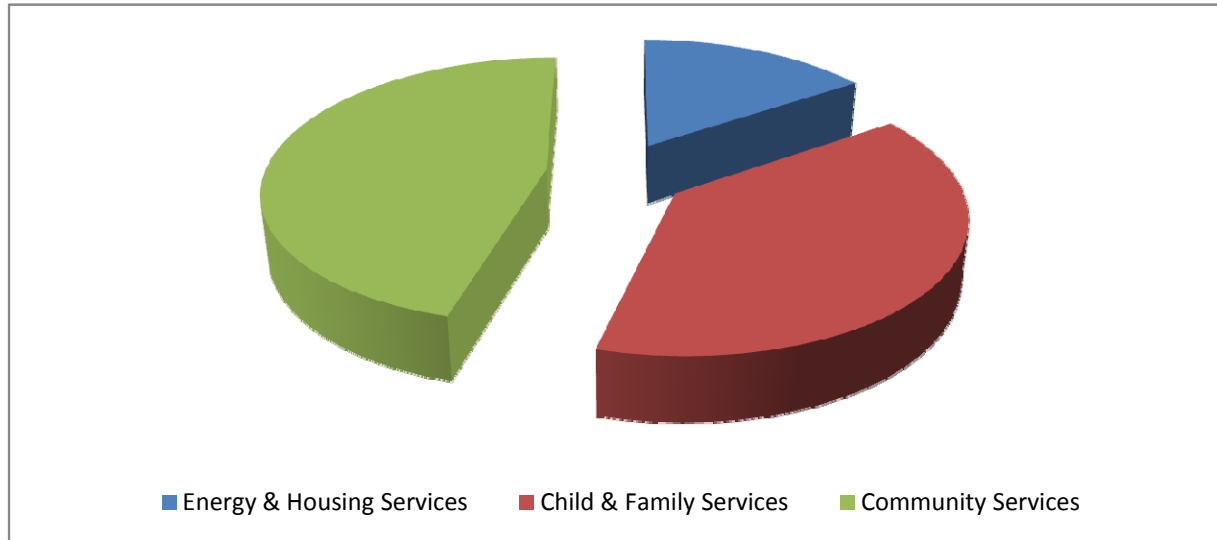
Revenue:	Energy & Housing Services	Child & Family Services	Community Services	Total
Grants & Contracts	\$ 1,853,151	\$ 4,318,944	\$ 2,202,304	\$ 8,374,399
Program Revenue	\$ 669,686	\$ 1,165,727	\$ 4,987,549	\$ 6,822,962
Other Revenue	\$ 9,000	\$ 177,431	\$ 230,662	\$ 417,093
Inkind	\$ -	\$ 601,744	\$ -	\$ 601,744
Total Revenue:	\$ 2,531,837	\$ 6,263,846	\$ 7,420,515	\$ 16,216,198

Expenses:				
Personnel	\$ 595,621	\$ 3,153,888	\$ 2,238,094	\$ 5,987,603
Payroll Taxes & Employee Benefits	\$ 200,102	\$ 932,699	\$ 664,581	\$ 1,797,382
Staff Development	\$ 6,771	\$ 47,346	\$ 49,543	\$ 103,660
Travel	\$ 21,494	\$ 40,706	\$ 64,208	\$ 126,408
Office Costs	\$ 52,608	\$ 58,829	\$ 71,892	\$ 183,329
Insurance	\$ 7,935	\$ 20,113	\$ 1,200	\$ 29,248
Telecommunications	\$ 24,171	\$ 34,501	\$ 85,536	\$ 144,208
Space & Occupancy	\$ 100,443	\$ 138,456	\$ 199,020	\$ 437,919
Contract Services	\$ 821,432	\$ 256,594	\$ 70,575	\$ 1,148,601
Vehicle	\$ 12,702	\$ -	\$ 521,702	\$ 534,404
Housing Property Costs	\$ 154,992	\$ -	\$ -	\$ 154,992
Materials & Supplies	\$ 345,226	\$ 199,989	\$ 18,128	\$ 563,343
Direct Client Assistance	\$ -	\$ 998	\$ 2,760,033	\$ 2,761,031
Administration (Indirect)	\$ 135,650	\$ 735,408	\$ 514,798	\$ 1,385,856
Interest	\$ 29,976	\$ -	\$ 5,000	\$ 34,976
Depreciation	\$ -	\$ -	\$ 22,532	\$ 22,532
Common Carrier	\$ -	\$ -	\$ 60,000	\$ 60,000
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 7,702	\$ 42,575	\$ 73,673	\$ 123,950
Inkind	\$ -	\$ 601,744	\$ -	\$ 601,744
Total Expenses:	\$ 2,516,825	\$ 6,263,846	\$ 7,420,515	\$ 16,201,186

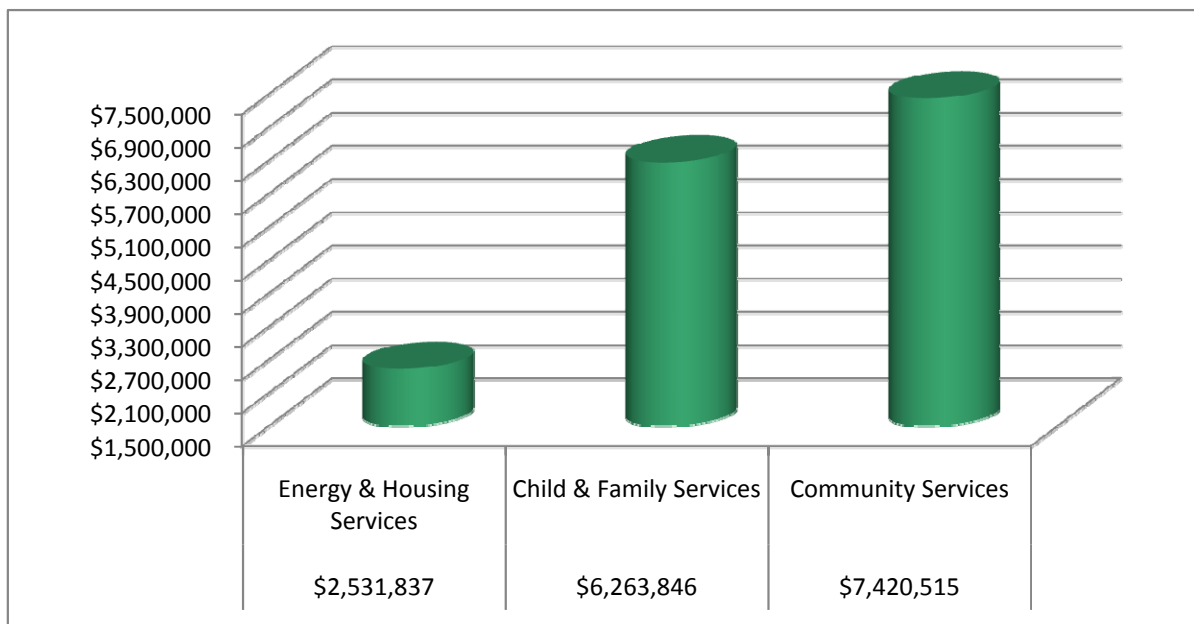
Surplus/(Deficit)	\$ 15,012	\$ -	\$ -	\$ 15,012
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Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2012 - September 30, 2013

The agency's operating budget consists of its three major departments - Energy and Housing Services (which contributes 15.6% of the budget), Child and Family Services (38.6%), and Community Services (45.8%).



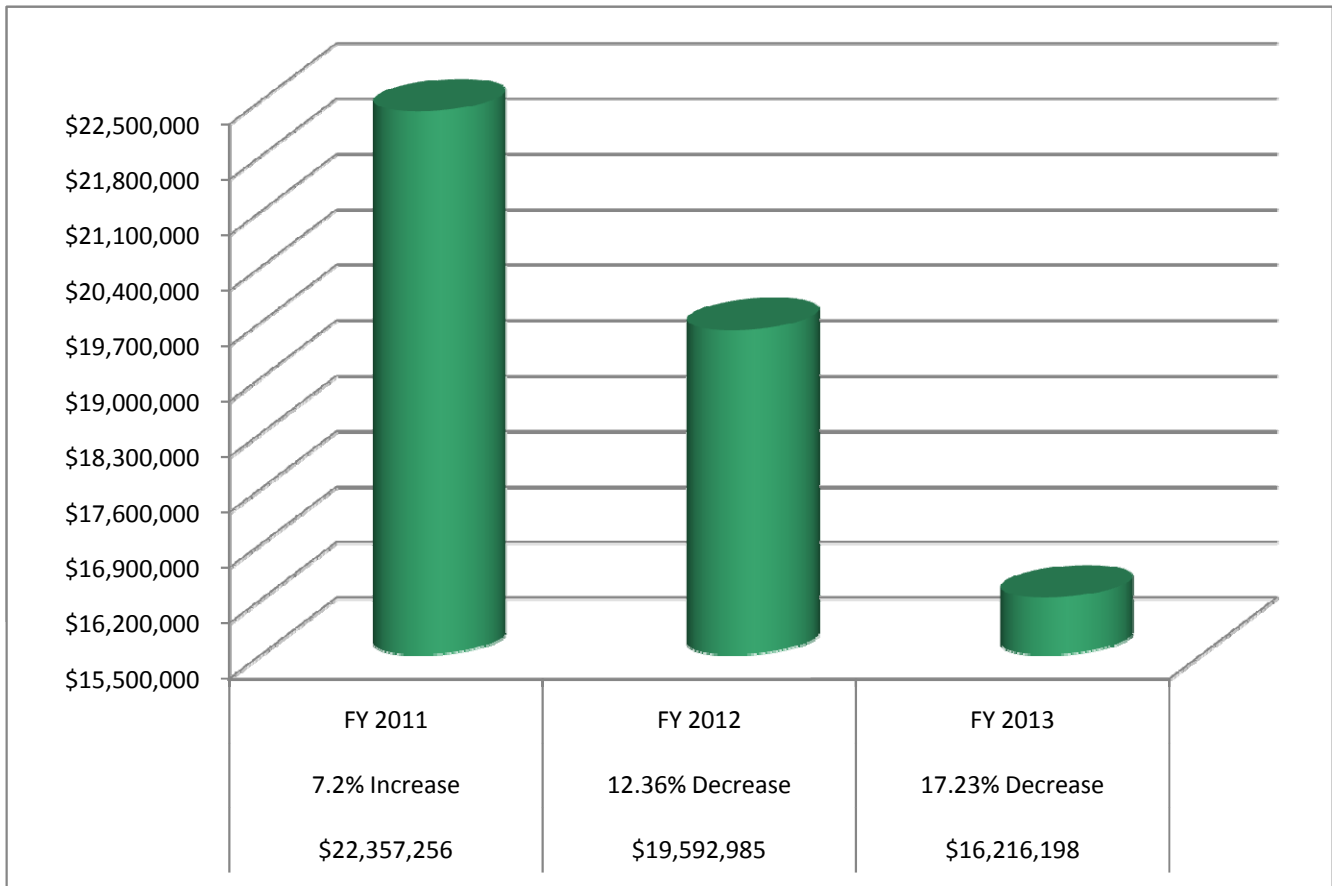
Budget by Department
FY 2013



Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2012 - September 30, 2013

For fiscal year 2013, a \$16,216,198 budget is proposed. This budget represents a 17.23%, or (\$3,376,787) decrease compared to 2012's 12.36 % decrease.

Agency Operating Budget Comparison
FY 2011 - FY 2013



By department, Energy & Housing Services shows a 53.0% decrease, Child & Family Services shows a 10.5% decrease, and Community Services shows a 3.1% increase. Please see each department listing for more details.

Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2012 - September 30, 2013

Revenue:	FY 2012	FY 2013	Increase/ (Decrease)
Grants & Contracts	\$ 11,810,315	\$ 8,374,399	\$ (3,435,916)
Program Revenue	\$ 6,921,376	\$ 6,822,962	\$ (98,414)
Other Revenue	\$ 315,196	\$ 417,093	\$ 101,897
Inkind	\$ 546,098	\$ 601,744	\$ 55,646
Total Revenue:	\$ 19,592,985	\$ 16,216,198	\$ (3,376,787)

Expenses:			
Personnel	\$ 6,857,755	\$ 5,987,603	\$ (870,152)
Payroll Taxes & Employee Benefits	\$ 2,093,290	\$ 1,797,382	\$ (295,908)
Staff Development	\$ 109,703	\$ 103,660	\$ (6,043)
Travel	\$ 134,998	\$ 126,408	\$ (8,590)
Office Costs	\$ 184,438	\$ 183,329	\$ (1,109)
Insurance	\$ 28,699	\$ 29,248	\$ 549
Telecommunications	\$ 138,196	\$ 144,208	\$ 6,012
Space & Occupancy	\$ 561,495	\$ 437,919	\$ (123,576)
Contract Services	\$ 1,714,227	\$ 1,148,601	\$ (565,626)
Vehicle	\$ 532,278	\$ 534,404	\$ 2,126
Housing Property Costs	\$ 500	\$ 154,992	\$ 154,492
Materials & Supplies	\$ 2,021,669	\$ 563,343	\$ (1,458,326)
Direct Client Assistance	\$ 2,922,282	\$ 2,761,031	\$ (161,251)
Administration (Indirect)	\$ 1,556,358	\$ 1,385,856	\$ (170,502)
Interest	\$ 9,800	\$ 34,976	\$ 25,176
Depreciation	\$ 22,532	\$ 22,532	\$ -
Common Carrier	\$ 30,000	\$ 60,000	\$ 30,000
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 104,083	\$ 123,950	\$ 19,867
Inkind	\$ 546,098	\$ 601,744	\$ 55,646
Total Expenses:	\$ 19,568,401	\$ 16,201,186	\$ (3,367,215)

Surplus/(Deficit)	\$ 24,584	\$ 15,012	\$ (9,572)
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Kennebec Valley Community Action Program
Energy & Housing Services Operating Budgets
October 1, 2012 - September 30, 2013

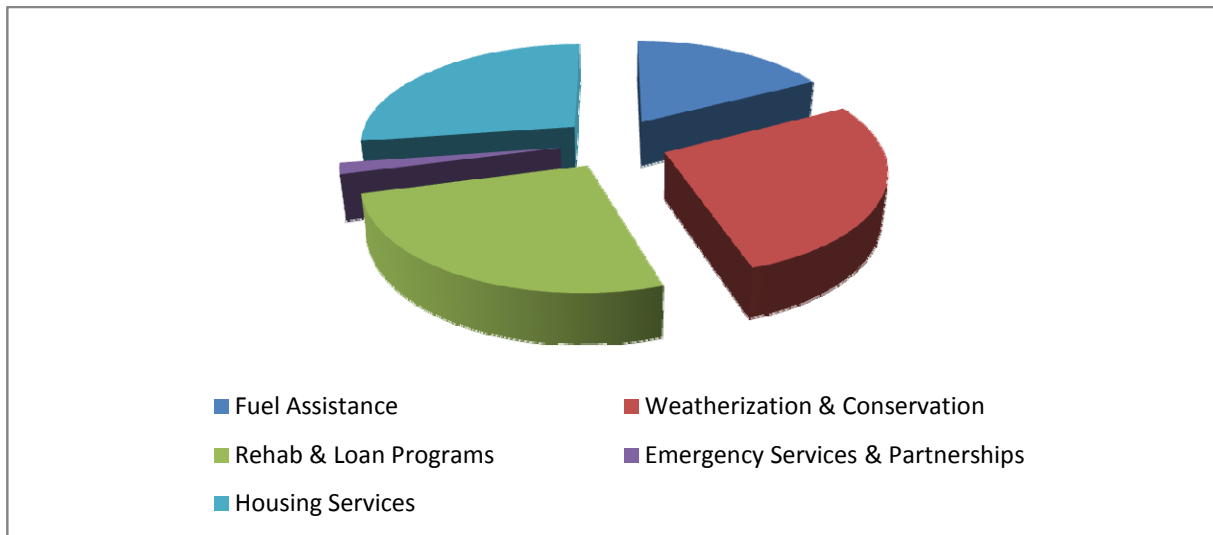
Revenue:	Fuel Assistance	Weatherization & Conservation	Rehab & Loan Programs	Emergency Services & Partnerships	Housing Services	Total
Grants & Contracts	\$ 441,189	\$ 667,135	\$ 512,577	\$ 20,800	\$ 211,450	\$ 1,853,151
Program Revenue	\$ -	\$ 32,500	\$ 143,155	\$ 23,400	\$ 470,631	\$ 669,686
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ 9,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 441,189	\$ 699,635	\$ 655,732	\$ 44,200	\$ 691,081	\$ 2,531,837

Expenses:						
Personnel	\$ 220,051	\$ 168,017	\$ 52,153	\$ 15,500	\$ 139,900	\$ 595,621
Payroll Taxes & Employee Benefits	\$ 82,503	\$ 49,702	\$ 14,382	\$ 4,047	\$ 49,468	\$ 200,102
Staff Development	\$ -	\$ 975	\$ -	\$ -	\$ 5,796	\$ 6,771
Travel	\$ 4,990	\$ 1,375	\$ -	\$ 1,327	\$ 13,802	\$ 21,494
Office Costs	\$ 32,509	\$ 8,640	\$ 300	\$ 1,493	\$ 9,666	\$ 52,608
Insurance	\$ -	\$ 2,523	\$ -	\$ 1,500	\$ 3,912	\$ 7,935
Telecommunications	\$ 10,192	\$ 4,140	\$ 900	\$ 732	\$ 8,207	\$ 24,171
Space & Occupancy	\$ 37,650	\$ 16,931	\$ 4,859	\$ 12,418	\$ 28,585	\$ 100,443
Contract Services	\$ 2,650	\$ 97,300	\$ 566,466	\$ 2,340	\$ 152,676	\$ 821,432
Vehicle	\$ -	\$ 8,025	\$ 4,677	\$ -	\$ -	\$ 12,702
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ 154,992	\$ 154,992
Materials & Supplies	\$ -	\$ 301,718	\$ -	\$ 120	\$ 43,388	\$ 345,226
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 50,644	\$ 38,539	\$ 11,995	\$ 3,564	\$ 30,908	\$ 135,650
Interest	\$ -	\$ -	\$ -	\$ -	\$ 29,976	\$ 29,976
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 1,750	\$ -	\$ 1,159	\$ 4,793	\$ 7,702
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 441,189	\$ 699,635	\$ 655,732	\$ 44,200	\$ 676,069	\$ 2,516,825

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ 15,012	\$ 15,012
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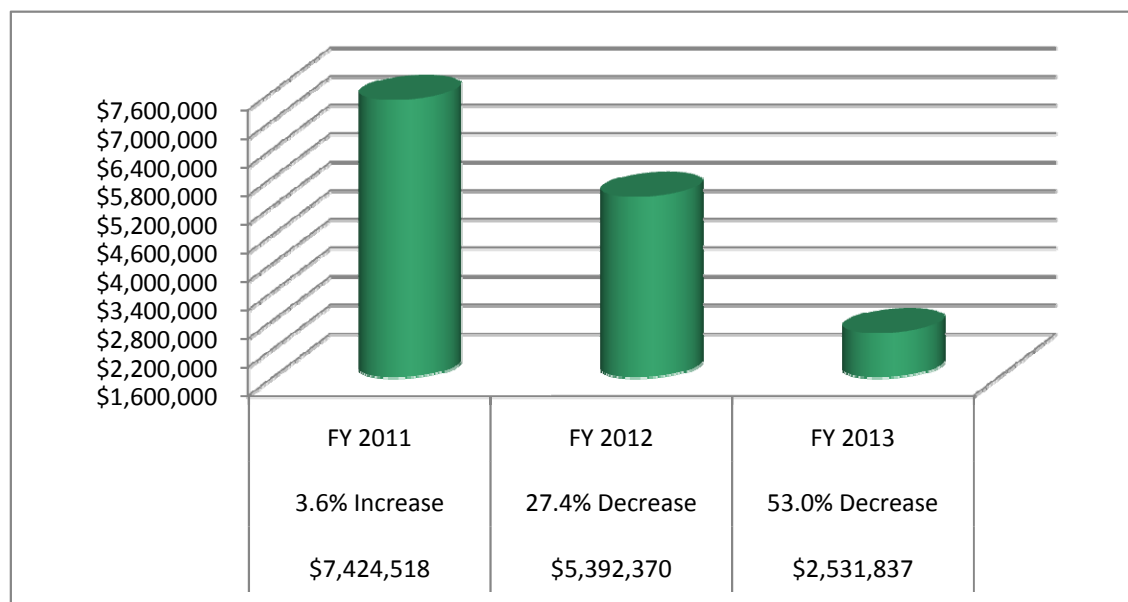
**Kennebec Valley Community Action Program
Energy & Housing Services Operating Budget
October 1, 2012 - September 30, 2013**

The Energy & Housing Services budget consists of the following programming: Fuel Assistance (which contributes 17.4% of the budget), Weatherization & Conservation (27.6%), Rehab Loan Programs (25.9%), Emergency Services & Partnerships (1.8%), and Housing Services (27.3%).



For fiscal year 2013, a \$2,531,837 budget is proposed. This budget represents a 53.0%, or (\$2,860,533) decrease compared to fiscal year 2012's budget.

**Energy & Housing Services Comparison
FY 2011 - FY 2013**



Kennebec Valley Community Action Program

Energy & Housing Services Operating Budget

October 1, 2012 - September 30, 2013

In FY 2013, Energy & Housing Services is seeing another significant decrease to their budget. The decrease is due to reduced funding in Weatherization programs that totalled \$3,022,742 with \$1,287,186 coming from weatherization programs funded with American Reinvestment and Recovery Act funding (DOE and SERC) and \$1,735,556 from weatherization funded with Home Energy Assistance Program funding (HEAP Weatherization and HEAP Weatherization Supplemental).

Looking at the two year comparison presented below, the decreases in funding and expenses are directly related to the end of the Weatherization programs mentioned above.

Revenue:	FY 2012	FY 2013	Increase/ (Decrease)
Grants & Contracts	\$ 4,824,370	\$ 1,853,151	\$ (2,971,219)
Program Revenue	\$ 497,000	\$ 669,686	\$ 172,686
Other Revenue	\$ 71,000	\$ 9,000	\$ (62,000)
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 5,392,370	\$ 2,531,837	\$ (2,860,533)

Expenses:			
Personnel	\$ 1,218,117	\$ 595,621	\$ (622,496)
Payroll Taxes & Employee Benefits	\$ 348,362	\$ 200,102	\$ (148,260)
Staff Development	\$ 11,875	\$ 6,771	\$ (5,104)
Travel	\$ 18,691	\$ 21,494	\$ 2,803
Office Costs	\$ 59,278	\$ 52,608	\$ (6,670)
Insurance	\$ 10,315	\$ 7,935	\$ (2,380)
Telecommunications	\$ 28,489	\$ 24,171	\$ (4,318)
Space & Occupancy	\$ 107,021	\$ 100,443	\$ (6,578)
Contract Services	\$ 1,489,972	\$ 821,432	\$ (668,540)
Vehicle	\$ 33,302	\$ 12,702	\$ (20,600)
Housing Property Costs	\$ 500	\$ 154,992	\$ 154,492
Materials & Supplies	\$ 1,754,054	\$ 345,226	\$ (1,408,828)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 280,060	\$ 135,650	\$ (144,410)
Interest	\$ 4,800	\$ 29,976	\$ 25,176
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 2,950	\$ 7,702	\$ 4,752
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 5,367,786	\$ 2,516,825	\$ (2,850,961)

Surplus/(Deficit)	\$ 24,584	\$ 15,012	\$ (9,572)
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Kennebec Valley Community Action Program
Fuel Assistance Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	*LIHEAP (4 counties)	*LIAP (4 counties)	Total
Grants & Contracts	\$ 378,894	\$ 62,295	\$ 441,189
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
In kind	\$ -	\$ -	\$ -
Total Revenue:	\$ 378,894	\$ 62,295	\$ 441,189

Expenses:			
Personnel	\$ 187,051	\$ 33,000	\$ 220,051
Payroll Taxes & Employee Benefits	\$ 71,598	\$ 10,905	\$ 82,503
Staff Development	\$ -	\$ -	\$ -
Travel	\$ 4,990	\$ -	\$ 4,990
Office Costs	\$ 28,109	\$ 4,400	\$ 32,509
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 9,092	\$ 1,100	\$ 10,192
Space & Occupancy	\$ 32,350	\$ 5,300	\$ 37,650
Contract Services	\$ 2,650	\$ -	\$ 2,650
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 43,054	\$ 7,590	\$ 50,644
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
In kind	\$ -	\$ -	\$ -
Total Expenses:	\$ 378,894	\$ 62,295	\$ 441,189

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

*LIAP = Low-Income Assistance Program

Kennebec Valley Community Action Program
Weatherization & Conservation Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	*DOE (4 counties)	* CHIP (4 counties)	*AGSTRP	Kennebec Valley Home Advisors	Total
Grants & Contracts	\$ 360,816	\$ 188,419	\$ 102,900	\$ 15,000	\$ 667,135
Program Revenue	\$ -	\$ -	\$ -	\$ 32,500	\$ 32,500
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 360,816	\$ 188,419	\$ 102,900	\$ 47,500	\$ 699,635

Expenses:					
Personnel	\$ 93,000	\$ 40,500	\$ 9,000	\$ 25,517	\$ 168,017
Payroll Taxes & Employee Benefits	\$ 27,366	\$ 9,766	\$ 3,000	\$ 9,570	\$ 49,702
Staff Development	\$ 975	\$ -	\$ -	\$ -	\$ 975
Travel	\$ 375	\$ -	\$ -	\$ 1,000	\$ 1,375
Office Costs	\$ 4,185	\$ 1,700	\$ 405	\$ 2,350	\$ 8,640
Insurance	\$ 2,023	\$ 500	\$ -	\$ -	\$ 2,523
Telecommunications	\$ 3,105	\$ 500	\$ 135	\$ 400	\$ 4,140
Space & Occupancy	\$ 11,237	\$ 3,500	\$ 900	\$ 1,294	\$ 16,931
Contract Services	\$ 97,300	\$ -	\$ -	\$ -	\$ 97,300
Vehicle	\$ 7,325	\$ 700	\$ -	\$ -	\$ 8,025
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 92,475	\$ 121,853	\$ 87,390	\$ -	\$ 301,718
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 21,200	\$ 9,400	\$ 2,070	\$ 5,869	\$ 38,539
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 250	\$ -	\$ -	\$ 1,500	\$ 1,750
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 360,816	\$ 188,419	\$ 102,900	\$ 47,500	\$ 699,635

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

* CHIP = Central Heating Improvement Program

* AGSTRP = Above Ground Storage Tank Removal Program

Kennebec Valley Community Action Program
Rehab & Loan Programs Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	Maine Home Repair Network	MSHA Rehab Loan Program (4 counties)	Neighborhood Stabilization	Total
Grants & Contracts	\$ 225,000	\$ 188,070	\$ 99,507	\$ 512,577
Program Revenue	\$ -	\$ -	\$ 143,155	\$ 143,155
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 225,000	\$ 188,070	\$ 242,662	\$ 655,732

Expenses:				
Personnel	\$ 19,482	\$ 12,574	\$ 20,097	\$ 52,153
Payroll Taxes & Employee Benefits	\$ 4,991	\$ 4,166	\$ 5,225	\$ 14,382
Staff Development	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ 100	\$ 100	\$ 100	\$ 300
Insurance	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 400	\$ 100	\$ 400	\$ 900
Space & Occupancy	\$ 2,000	\$ 1,000	\$ 1,859	\$ 4,859
Contract Services	\$ 191,250	\$ 166,494	\$ 208,722	\$ 566,466
Vehicle	\$ 2,296	\$ 744	\$ 1,637	\$ 4,677
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 4,481	\$ 2,892	\$ 4,622	\$ 11,995
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 225,000	\$ 188,070	\$ 242,662	\$ 655,732

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -
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Kennebec Valley Community Action Program
Emergency Services & Partnerships Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	*TEFAP	**Family Violence Project	Transitional Housing	Total
Grants & Contracts	\$ 18,100	\$ 2,700	\$ -	\$ 20,800
Program Revenue	\$ -	\$ -	\$ 23,400	\$ 23,400
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 18,100	\$ 2,700	\$ 23,400	\$ 44,200

Expenses:				
Personnel	\$ 8,556	\$ 1,613	\$ 5,331	\$ 15,500
Payroll Taxes & Employee Benefits	\$ 2,577	\$ 288	\$ 1,182	\$ 4,047
Staff Development	\$ -	\$ -	\$ -	\$ -
Travel	\$ 360	\$ 427	\$ 540	\$ 1,327
Office Costs	\$ 1,320	\$ -	\$ 173	\$ 1,493
Insurance	\$ -	\$ -	\$ 1,500	\$ 1,500
Telecommunications	\$ 480	\$ -	\$ 252	\$ 732
Space & Occupancy	\$ 1,680	\$ -	\$ 10,738	\$ 12,418
Contract Services	\$ -	\$ -	\$ 2,340	\$ 2,340
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 120	\$ 120
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 1,968	\$ 372	\$ 1,224	\$ 3,564
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,159	\$ -	\$ -	\$ 1,159
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 18,100	\$ 2,700	\$ 23,400	\$ 44,200

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

** Family Violence Project is a property management program.

Kennebec Valley Community Action Program
Housing Services Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	Home Buyer Education	Foreclosure Counseling	Neighborworks Foreclosure Mitigation	*EHLF	Doree Taylor Foundation Grant	Neighborworks Administration	Real Estate Development	Total
Grants & Contracts	\$ -	\$ 61,350	\$ 83,700	\$ -	\$ 10,000	\$ 56,400	\$ -	\$ 211,450
Program Revenue	\$ 17,000	\$ -	\$ -	\$ 33,392	\$ -	\$ -	\$ 420,239	\$ 470,631
Other Revenue	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 26,000	\$ 61,350	\$ 83,700	\$ 33,392	\$ 10,000	\$ 56,400	\$ 420,239	\$ 691,081

Expenses:								
Personnel	\$ 12,504	\$ 34,548	\$ 42,381	\$ 13,063	\$ 3,690	\$ 28,710	\$ 5,004	\$ 139,900
Payroll Taxes & Employee Benefits	\$ 5,424	\$ 11,136	\$ 13,149	\$ 8,290	\$ 1,161	\$ 8,316	\$ 1,992	\$ 49,468
Staff Development	\$ -	\$ 600	\$ 2,196	\$ -	\$ -	\$ 3,000	\$ -	\$ 5,796
Travel	\$ 300	\$ 504	\$ 5,400	\$ 698	\$ 500	\$ 6,400	\$ -	\$ 13,802
Office Costs	\$ 1,256	\$ 1,498	\$ 3,156	\$ 1,347	\$ 723	\$ 1,530	\$ 156	\$ 9,666
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,912	\$ 3,912
Telecommunications	\$ 804	\$ 2,024	\$ 1,809	\$ 2,172	\$ 498	\$ 900	\$ -	\$ 8,207
Space & Occupancy	\$ 1,200	\$ 2,496	\$ 4,662	\$ 4,817	\$ 1,646	\$ 1,980	\$ 11,784	\$ 28,585
Contract Services	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 152,076	\$ 152,676
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 154,992	\$ 154,992
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20	\$ 43,368	\$ 43,388
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 2,880	\$ 7,944	\$ 9,747	\$ 3,005	\$ 846	\$ 5,335	\$ 1,151	\$ 30,908
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,976	\$ 29,976
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,032	\$ 600	\$ 1,200	\$ -	\$ 936	\$ 209	\$ 816	\$ 4,793
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 26,000	\$ 61,350	\$ 83,700	\$ 33,392	\$ 10,000	\$ 56,400	\$ 405,227	\$ 676,069

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,012	\$ 15,012
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*EHLF = Emergency Home Loan Program

PART VI: ENERGY & HOUSING SERVICES (Director: David Gilpatrick)

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

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

A. Energy Services

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

Budget: \$441,189 (\$378,894 - LIHEAP Administrative & Other Benefits & \$62,295 - LIAP)

Staff: 2 full-time equivalents, 10 temporary employees

Description of clients: Low-income households

Number of households to be served in FY 2013: 14,500

Continuing Services:

LIHEAP: Applications are taken from August 15 through April 30. Home visits are made to homebound individuals during the first month of the program. The staff will be conducting 135 town visits this year and they will be scheduled during the months July through December. Colorful posters are placed in laundromats, stores, libraries, town offices, etc., informing possible clients about LIHEAP.

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

ECIP (Emergency Crisis Intervention Program): An emergency program dependent upon funding availability. ECIP funds may be used for households experiencing heating related emergencies.

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

Central Maine Power (CMP) Line Extension Assistance Program (4 Counties)

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 2013: 10

Continuing Services: Provide CMP customers eligibility certification for the CMP Line Extension Assistance Program for assistance in paying for installation of poles and lines to new residences.

Long-Term Strategic Issues: Continue to lobby the power companies to assist low income families with connecting to the utility.

Dept. of Energy (DOE) Weatherization – Kennebec/Somerset & Lincoln/Sagadahoc Counties

Budget: \$360,816 in Kennebec/Somerset Counties & Lincoln/Sagadahoc

Staff: 8 full-time equivalents in Kennebec/Somerset Counties & Lincoln/Sagadahoc Counties.

Description of clients: HEAP-eligible families, homeowners and renters

Number of clients to be served in FY 2013: 100 in Kennebec/Somerset Counties & Lincoln/Sagadahoc

Continuing Services: Provide housing repairs to Low-Income Home Energy Assistance Program (LIHEAP) eligible homeowners and renters in order to reduce home heating costs and to conserve energy. In addition to lower heating costs for our clients and conserving energy, this program also provides construction jobs for our subcontractors and sales for our building material vendors.

Anticipated New Service Opportunities: This program now allows more health and safety measures, rather than exclusively energy conserving measures. This improvement in program options allows us to address our clients' indoor air quality, as well as, lowering their heating costs. Electrical savings measures are also being allowed including appliance replacement and energy efficient light bulbs.

Long-Term Strategic Issues: We continue to pursue fund leveraging opportunities with local Community Development Block Grant programs and other funds whenever available. These activities will allow our weatherization funds to serve more households and completely answer all our clients' housing needs.

Long-Term Strategic Opportunities: Fund leveraging and supporting federal legislation to increase funding for this program.

Central Heating Improvement Program (CHIP) –Kennebec/Somerset & Lincoln/Sagadahoc Counties

Budget: \$188,419 in Kennebec/Somerset Counties & Lincoln and Sagadahoc

Staff: 3 full-time equivalents in Kennebec/Somerset Counties & Lincoln and Sagadahoc Counties

Description of clients: HEAP eligible families, homeowners and renters

Number of clients to be served in FY 2013: 100 in Kennebec/Somerset Counties & Lincoln/Sagadahoc Counties

Continuing Services: Provides insulation and housing repairs to Low-Income Home Energy Assistance Program (LIHEAP) eligible homeowners and renters to reduce home heating costs and to conserve energy; in addition, the program also provides construction jobs and material purchases from building supply companies, thereby stimulating local economies. Heating system replacement and repairs are provided through the CHIP program.

Anticipated New Service Opportunities: Additional LIHEAP funds may be designated for weatherization activities based upon demonstrated energy savings achieved and the “payback” of energy saved compared to rehabilitation costs.

Long-Term Strategic Issues: We need to pursue fund leveraging opportunities with state and local funds, as well as, other loan programs. These leveraging funds will enable weatherization services to be provided to more homes.

Long-Term Strategic Opportunities: Fund leveraging and supporting federal legislation to increase funding in this program.

Home Repair Program Kennebec, Somerset, Lincoln & Sagadahoc

Budget: \$413,070

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

Number of families to be served in FY 2013: 20

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

Anticipated New Service Opportunities: It is anticipated that CAP agencies will continue to receive DECD dollars for home repair activities allowing KVCAP to better serve homeowners

with additional dollars for needed home repairs.

Long-Term Strategic Issues: Continue utilizing all funding sources to provide home rehabilitation services to improve the housing stock for families we serve.

Neighborhood Stabilization Program

Budget: \$242,662

Description of clients: Very-low to Medium income families

Estimated number of clients to be served in FY2013: 4

Federal funding through the Department of Economic and Community Development (DECD) was granted to KVCAP to administer this program. KVCAP will purchase qualifying foreclosed homes in Waterville to rehab, repair or replace and then sell them to eligible buyers.

The Emergency Food Assistance Program (TEFAP) Kennebec & Somerset

Budget: \$18,100

Staff: 1 part-time equivalent

Description of clients: Food banks and soup kitchens in Kennebec and Somerset counties.

Number of clients to be served in FY 2013: 45

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

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

Family Violence Project

Budget: \$2,700

Staff: 1/2 full-time equivalents

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

Number of clients to be served in FY 2013: 6

Continuing Services: Provide oversight, leased of new tenants and maintenance for the three unit apartment building owned by Family Violence in Augusta.

Long-Term Strategic Opportunities: Continue to work with Family Violence on any new projects.

Transitional Housing

Budget: \$23,400

Staff: 1 full-time equivalent

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

Number of clients to be served in FY 2013: 4

Continuing Services: Provide subsidized rental units to clients who are homeless or who cannot afford market rents.

Anticipated New Service Opportunities: New families are always at risk of becoming homeless. As one family recovers and moves out of our transitional housing, another is ready and waiting to move in.

Long-Term Strategic Issues: We need to identify methods to reduce the costs of maintaining our transitional housing.

Long-Term Strategic Opportunities: Project planning to identify cost-saving methods. Cost analysis to identify methods to reduce costs and minimize vacancies.

B. Housing Services

Mission: The mission of Housing Services is to:

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

Budget: \$691,081

Staff: 6 full-time equivalents

Homeownership Education

Description of clients: No Income Restrictions

Estimated number of clients to be served in FY 2013: 1500

a) Pre-Purchase Counseling

The Housing Department provides one-on-one consultations and analysis to assist potential homebuyers to identify barriers and set goals to overcome those barriers. The Housing

Department also facilitates eleven Homebuyer Education classes each year throughout our service area to teach potential homebuyers the many facets of home financing, ownership and maintenance to ensure a successful experience when purchasing their first home.

b) Post-Purchase Counseling

One-on-one consultations and analysis are available to assist homeowners with budgeting, home maintenance, refinancing, hazard insurance and other questions to help them succeed as homeowners.

c) Foreclosure Counseling

Confidential counseling services are provided through 3 separate grants to provide homeowners facing delinquency in an effort to circumvent the loss of their homes through foreclosure.

Real Estate Development

Description of clients: Very Low to Moderate Income Households

Estimated number of households to be served in FY 2013: 4

This program's primary focus is on the development and sale of single family homes using sustainable and green standards for continued affordability and energy savings for the homebuyer.

a) Cony Village LLC

KVCAP and Bread of Life Ministries (Augusta) formed a separate company in 2005 to develop 26 acres of land in Augusta into 43 units of affordable housing.

b) School Projects

Through a partnership with Capital Area Technical Center (CATC), we provide students the opportunity for home-building projects by funding the materials and land costs while the school provides the technical training. At Cony Village CATC students have helped build 3 homes.

Kennebec Valley Community Action Program
Child & Family Services Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	Head Start/Early Head Start	*CACFP	Other Child & Family Services	Total
Grants & Contracts	\$ 3,659,151	\$ 121,092	\$ 538,701	\$ 4,318,944
Program Revenue	\$ -	\$ -	\$ 1,165,727	\$ 1,165,727
Other Revenue	\$ -	\$ -	\$ 177,431	\$ 177,431
In-kind	\$ 601,744	\$ -	\$ -	\$ 601,744
Total Revenue:	\$ 4,260,895	\$ 121,092	\$ 1,881,859	\$ 6,263,846

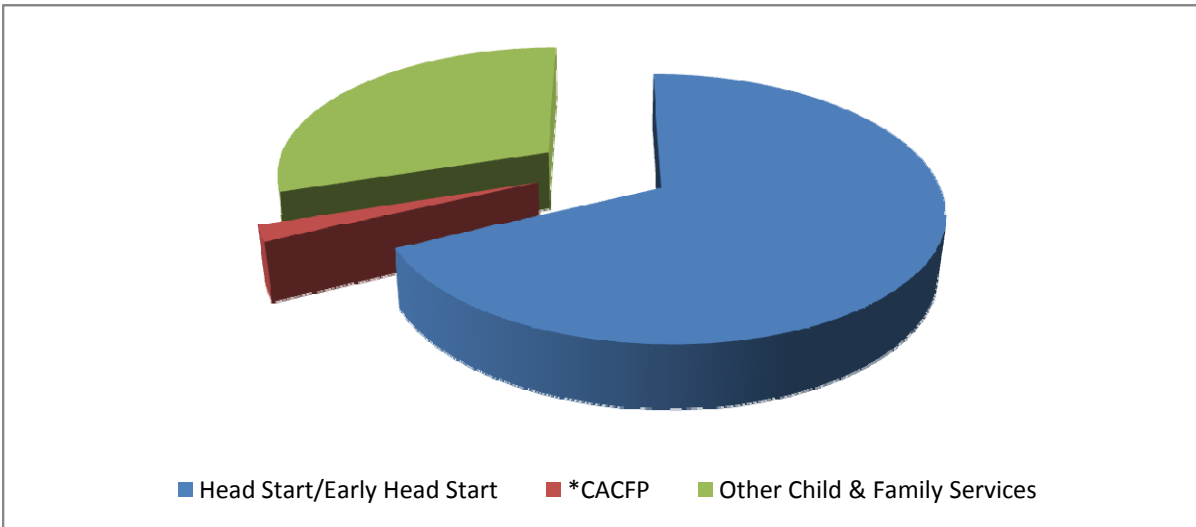
Expenses:				
Personnel	\$ 2,210,981	\$ 6,283	\$ 936,624	\$ 3,153,888
Payroll Taxes & Employee Benefits	\$ 638,032	\$ 2,368	\$ 292,299	\$ 932,699
Staff Development	\$ 43,813	\$ -	\$ 3,533	\$ 47,346
Travel	\$ 25,894	\$ 100	\$ 14,712	\$ 40,706
Office Costs	\$ 37,585	\$ -	\$ 21,244	\$ 58,829
Insurance	\$ 4,624	\$ -	\$ 15,489	\$ 20,113
Telecommunications	\$ 14,482	\$ -	\$ 20,019	\$ 34,501
Space & Occupancy	\$ 34,082	\$ -	\$ 104,374	\$ 138,456
Contract Services	\$ 50,879	\$ 1,000	\$ 204,715	\$ 256,594
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 54,612	\$ 109,883	\$ 35,494	\$ 199,989
Direct Client Assistance	\$ 248	\$ -	\$ 750	\$ 998
Administration (Indirect)	\$ 513,650	\$ 1,458	\$ 220,300	\$ 735,408
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 30,269	\$ -	\$ 12,306	\$ 42,575
In-kind	\$ 601,744	\$ -	\$ -	\$ 601,744
Total Expenses:	\$ 4,260,895	\$ 121,092	\$ 1,881,859	\$ 6,263,846

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

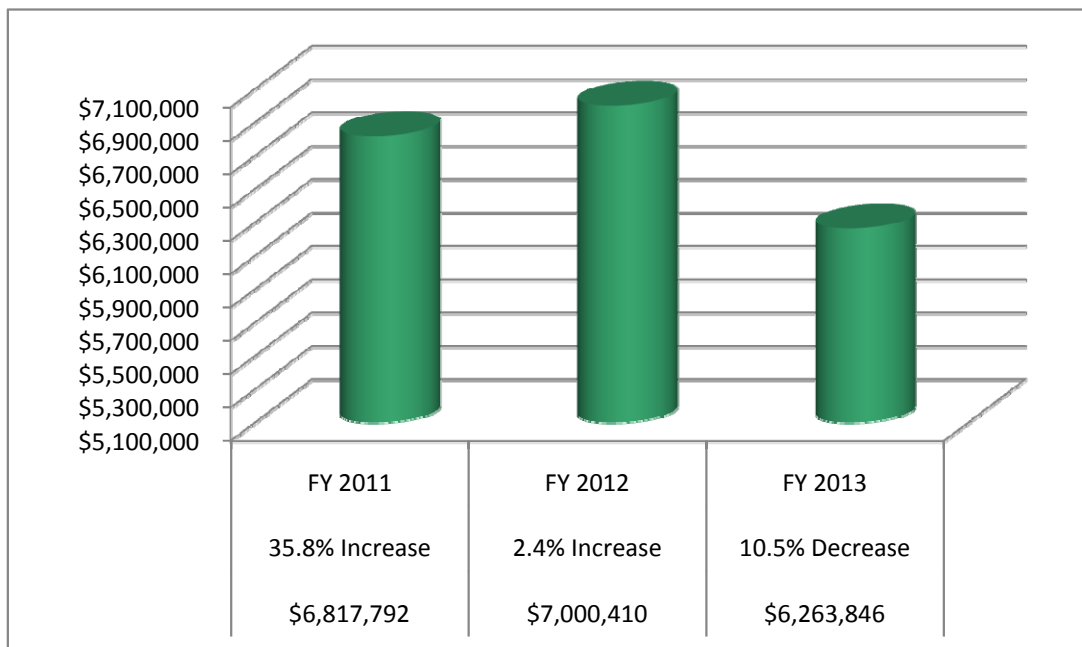
**Kennebec Valley Community Action Program
Child & Family Services Operating Budget
October 1, 2012 - September 30, 2013**

The Child & Family Services budget includes the following program areas related to the early care and education of the children in our services area and are represented in the chart below: Head Start/Early Head Start (which contributes 68.0% of the budget), the Child and Adult Food Care Program [CACFP] (2.0%), and all other Child & Family Services (30.0%).



For fiscal year 2013, a \$6,263,846 budget is proposed. This budget represents a 10.5%, or \$736,564 decrease compared to fiscal year 2012's budget.

**Child & Family Services Comparison
FY 2011 - FY 2013**



Kennebec Valley Community Action Program

Child & Family Services Operating Budget

October 1, 2012 - September 30, 2013

The decrease in the Child & Family Services budget for FY 2013 is due to budget cuts at the state level (\$291,631 cut in State Head Start funds) which resulted in a decrease in the federal draw for Head Start programming (decrease of \$376,446). There were also cuts in CACFP (\$18,629) and Other Child and Family Services programming (\$49,858).

With the decreased funding, off-setting reductions in expenses were made based on the department's needs assessment which resulted in the closing of four classrooms - two in Skowhegan, one at Educare, and one in Fairfield.

Revenue:	FY 2012	FY 2013	Increase/ (Decrease)
Grants & Contracts	\$ 5,089,545	\$ 4,318,944	\$ (770,601)
Program Revenue	\$ 1,320,533	\$ 1,165,727	\$ (154,806)
Other Revenue	\$ 44,234	\$ 177,431	\$ 133,197
Inkind	\$ 546,098	\$ 601,744	\$ 55,646
Total Revenue:	\$ 7,000,410	\$ 6,263,846	\$ (736,564)

Expenses:			
Personnel	\$ 3,576,058	\$ 3,153,888	\$ (422,170)
Payroll Taxes & Employee Benefits	\$ 1,129,825	\$ 932,699	\$ (197,126)
Staff Development	\$ 59,778	\$ 47,346	\$ (12,432)
Travel	\$ 46,578	\$ 40,706	\$ (5,872)
Office Costs	\$ 57,609	\$ 58,829	\$ 1,220
Insurance	\$ 16,302	\$ 20,113	\$ 3,811
Telecommunications	\$ 43,887	\$ 34,501	\$ (9,386)
Space & Occupancy	\$ 291,537	\$ 138,456	\$ (153,081)
Contract Services	\$ 140,215	\$ 256,594	\$ 116,379
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 250,315	\$ 199,989	\$ (50,326)
Direct Client Assistance	\$ -	\$ 998	\$ 998
Administration (Indirect)	\$ 801,631	\$ 735,408	\$ (66,223)
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 40,577	\$ 42,575	\$ 1,998
Inkind	\$ 546,098	\$ 601,744	\$ 55,646
Total Expenses:	\$ 7,000,410	\$ 6,263,846	\$ (736,564)

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

Kennebec Valley Community Action Program
Head Start/Early Head Start Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	State Head Start - Educare	State Head Start - All Other Centers	Head Start - Educare	Head Start - All Other Centers	Early Head Start - Educare	Early Head Start - All Other Centers	*T&TA - Educare	*T&TA - All Other Centers	Total
Grants & Contracts	\$ 86,160	\$ 15,936	\$ 1,150,369	\$ 1,674,821	\$ 413,426	\$ 272,450	\$ 26,079	\$ 19,910	\$ 3,659,151
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ 601,744	\$ -	\$ -	\$ -	\$ -	\$ 601,744
Total Revenue:	\$ 86,160	\$ 15,936	\$ 1,150,369	\$ 2,276,565	\$ 413,426	\$ 272,450	\$ 26,079	\$ 19,910	\$ 4,260,895

Expenses:	State Head Start - Educare	State Head Start - All Other Centers	Head Start - Educare	Head Start - All Other Centers	Early Head Start - Educare	Early Head Start - All Other Centers	*T&TA - Educare	*T&TA - All Other Centers	Total
Personnel	\$ 54,398	\$ 10,724	\$ 707,246	\$ 1,016,230	\$ 253,169	\$ 169,214	\$ -	\$ -	\$ 2,210,981
Payroll Taxes & Employee Benefits	\$ 18,680	\$ 2,260	\$ 212,946	\$ 283,363	\$ 81,304	\$ 39,479	\$ -	\$ -	\$ 638,032
Staff Development	\$ -	\$ -	\$ 675	\$ 2,006	\$ 484	\$ 189	\$ 23,758	\$ 16,701	\$ 43,813
Travel	\$ 571	\$ 372	\$ 6,824	\$ 8,885	\$ 1,663	\$ 2,049	\$ 2,321	\$ 3,209	\$ 25,894
Office Costs	\$ -	\$ -	\$ 13,484	\$ 17,487	\$ 2,848	\$ 3,766	\$ -	\$ -	\$ 37,585
Insurance	\$ -	\$ -	\$ 2,607	\$ 1,213	\$ 546	\$ 258	\$ -	\$ -	\$ 4,624
Telecommunications	\$ -	\$ -	\$ 3,249	\$ 8,361	\$ 782	\$ 2,090	\$ -	\$ -	\$ 14,482
Space & Occupancy	\$ -	\$ -	\$ -	\$ 30,511	\$ -	\$ 3,571	\$ -	\$ -	\$ 34,082
Contract Services	\$ -	\$ -	\$ 19,584	\$ 20,646	\$ 6,068	\$ 4,581	\$ -	\$ -	\$ 50,879
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 25,736	\$ 13,147	\$ 11,193	\$ 4,536	\$ -	\$ -	\$ 54,612
Direct Client Assistance	\$ -	\$ -	\$ -	\$ 68	\$ -	\$ 180	\$ -	\$ -	\$ 248
Administration (Indirect)	\$ 12,511	\$ 2,580	\$ 162,666	\$ 238,748	\$ 58,227	\$ 38,918	\$ -	\$ -	\$ 513,650
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 10,411	\$ 14,990	\$ 2,581	\$ 2,287	\$ -	\$ -	\$ 30,269
Inkind	\$ -	\$ -	\$ -	\$ 601,744	\$ -	\$ -	\$ -	\$ -	\$ 601,744
Total Expenses:	\$ 86,160	\$ 15,936	\$ 1,165,428	\$ 2,257,399	\$ 418,865	\$ 271,118	\$ 26,079	\$ 19,910	\$ 4,260,895

Surplus/(Deficit)	\$ -	\$ -	\$ (15,059)	\$ 19,166	\$ (5,439)	\$ 1,332	\$ -	\$ -	\$ -
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*T&TA = Training & Technical Assistance

Kennebec Valley Community Action Program

***CACFP Operating Budgets**

October 1, 2012 - September 30, 2013

Revenue:	CACFP - Educare	CACFP - All Other Centers	Total
Grants & Contracts	\$ 114,721	\$ 6,371	\$ 121,092
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
In kind	\$ -	\$ -	\$ -
Total Revenue:	\$ 114,721	\$ 6,371	\$ 121,092

Expenses:			
Personnel	\$ 6,283	\$ -	\$ 6,283
Payroll Taxes & Employee Benefits	\$ 2,368	\$ -	\$ 2,368
Staff Development	\$ -	\$ -	\$ -
Travel	\$ 100	\$ -	\$ 100
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 1,000	\$ -	\$ 1,000
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 103,512	\$ 6,371	\$ 109,883
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 1,458	\$ -	\$ 1,458
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
In kind	\$ -	\$ -	\$ -
Total Expenses:	\$ 114,721	\$ 6,371	\$ 121,092

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

Kennebec Valley Community Action Program
Other Child & Family Services Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	*UWMM - Skowhegan Before & After	Other Services - Educare	Other Services - All Other Centers	Educare Facilities	Total
Grants & Contracts	\$ -	\$ 257,508	\$ 281,193	\$ -	\$ 538,701
Program Revenue	\$ 80,825	\$ 819,815	\$ 121,216	\$ 143,871	\$ 1,165,727
Other Revenue	\$ 13,000	\$ 155,231	\$ 9,200	\$ -	\$ 177,431
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 93,825	\$ 1,232,554	\$ 411,609	\$ 143,871	\$ 1,881,859

Expenses:					
Personnel	\$ 52,712	\$ 796,797	\$ 87,115	\$ -	\$ 936,624
Payroll Taxes & Employee Benefits	\$ 20,640	\$ 248,832	\$ 22,827	\$ -	\$ 292,299
Staff Development	\$ 250	\$ 2,608	\$ 675	\$ -	\$ 3,533
Travel	\$ 2,227	\$ 6,132	\$ 6,353	\$ -	\$ 14,712
Office Costs	\$ 250	\$ 7,510	\$ 13,484	\$ -	\$ 21,244
Insurance	\$ 258	\$ 1,051	\$ 1,109	\$ 13,071	\$ 15,489
Telecommunications	\$ 297	\$ 1,173	\$ 3,249	\$ 15,300	\$ 20,019
Space & Occupancy	\$ -	\$ -	\$ 11,374	\$ 93,000	\$ 104,374
Contract Services	\$ -	\$ 168,967	\$ 13,748	\$ 22,000	\$ 204,715
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 2,491	\$ 13,521	\$ 19,482	\$ -	\$ 35,494
Direct Client Assistance	\$ -	\$ 750	\$ -	\$ -	\$ 750
Administration (Indirect)	\$ 12,124	\$ 188,139	\$ 20,037	\$ -	\$ 220,300
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,576	\$ 2,366	\$ 6,864	\$ 500	\$ 12,306
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 93,825	\$ 1,437,846	\$ 206,317	\$ 143,871	\$ 1,881,859

Surplus/(Deficit)	\$ -	\$ (205,292)	\$ 205,292	\$ -	\$ -
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*UWMM = United Way Mid-Maine

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

Head Start, Early Head Start, Child Care Programs

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

Budget: \$6,263,846

Staff: 100

During this past year Head Start provided comprehensive early care and education services to 283 preschool children (ages 3-5) and 77 Early Head Start children (ages 0-3), and their families. Through community partnerships, the program also offers comprehensive services to an additional 200+ children not enrolled in EHS/HS. All programs were fully enrolled during the program year. Service options include center-based and home based (home visiting). Head Start in public school settings, in some instances, operates following the district calendar year, assuring that Head Start Performance Standards and State of Maine Licensing Rules are met. Sometimes family circumstances change and, in order to continue to meet the child's needs and retain service to the child/family, Head Start service may shift from a center-based model to a home-based model.

Early Head Start is a full-day/full-year model. Full day, full year Early/Head Start services are provided in partnership with the Maine Department of Health and Human Services (DHHS) in some instances, with some service provided through the Child Care Development Block Grant. A minimum fee, as published by DHHS, is assessed. Fees are based on a sliding fee scale. Children in full-day care who lose their child care subsidy continue to receive Early/Head Start services.

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

Services for children ages 3-5 include nutritious meals, medical, dental, mental health, nutrition and special services for children with disabilities. Social service, advocacy and support services are provided to families, based upon their individual needs. Services are provided part or full day, part or year round. Services for children ages 6 weeks-3 years (Early Head Start - EHS) incorporates all of the Head Start content areas noted above into a comprehensive program for young children, operating full or part day program, year round. EHS supports an integrated continuum of care for children and families. We partner with Maine Families to offer education and support for expectant parents to gain skills and resources that promote optimal development during the critical first years of life.

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

Health and dental services are other major components of service delivery. Children had access to an ongoing source of continuous and accessible, routine, preventative, and acute **medical care** and **dental care**. Access to child dental services continues to be a challenge due to the lack of dentists in the area, especially dentists who accept MaineCare patients. However, program supports have been added through a partnership with a community dental provider that provides on-site dental exams. One systematic issue in Maine that continues to impact how many children are up-to-date on preventative/primary health care is that physicians often do not follow the Early Periodic Screening Diagnostic Test schedule, particularly related to lead screenings/tests.

Our philosophy is to partner with existing resources within the community to offer comprehensive Head Start services in mixed socio-economic groups. Options have been designed to meet the varied service needs within our communities. During this past year, partnerships include 5 school districts for preschool services and 1 school district for before and after school child care. Educare Central Maine, a state of the art early care and education learning center, served 217 children, who received high quality early care and education. All other programs are operated on agency premises.

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

Less than one-half of Early/Head Start eligible children (ages 0-5) from Grantee's service area receive Early/Head Start services.

For the upcoming program year, service delivery options are as follows:

Location	Service	# of (E)HS children	Staffing for Classrooms (for total HS/Public School Children)
EARLY HEAD START			
<u>Educare</u> - Center-based – In collaboration with Waterville Public Schools and Philanthropic Community	Full-day, full-year 12 hours/day with support from child care funding. Monday through Friday.	26	4 classrooms staffed with 8 Teachers for a 1/4 Primary Caregiving ratio, 4 Assistant Teachers and 4 Center Aides with assistance from on-site Family Services Coordinator.
<u>Home-based</u>	Services are offered year round throughout northern Kennebec and Somerset Counties for children ages 0-3 and pregnant women in partnership with Kennebec Healthy Families.	29	2.5 Home-based Coordinators provide home visits and coordinate playgroup activities.
HEAD START			
The following sessions are 3.25 hours, operating Tuesday through Friday. Hours of service and service delivery weeks meet Head Start Performance Standards.			
Location	Service	# of children	Staffing

<u>RSU #19</u> <u>Hartland Preschool</u>	Part-day, part-year. Morning and afternoon sessions.	15	CFS – Staffed by 2 Teachers with assistance from a Somerset County Family Services Coordinator. Public School provides 1 Ed. Tech.
<u>RSU #19</u> <u>St. Albans Preschool</u>	Part-day, part-year. Morning and afternoon sessions.	15	CFS - Staffed by 2 Teachers with assistance from a Somerset County Family Services Coordinator. Public school provides 1 Co-Teacher.
<u>MSAD #49</u> <u>Fairfield Preschool</u>	Part-day, part-year. Morning and afternoon sessions.	15	CFS - Staffed by 2 Teachers and 2 Assistant Teachers with assistance from a Kennebec County Family Services Coordinator. Public school provides 2 Co-Teachers and 1 Ed Tech.
The following sessions are 3.5 hours, operating Tuesday through Friday, in conjunction with and contained both within public schools. Service delivery weeks meet Head Start requirements within the public school calendar.			

<u>MSAD #54</u> – Canaan Preschool	Part-day, part-year. Morning session.	6	CFS - Staffed by 1 Teachers and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator.
<u>MSAD #54</u> – Norridgewock – Mill Stream Preschool	Part-day, part-year. Morning and afternoon sessions.	20	CFS - Staffed by 2 Teachers and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator.
<u>MSAD #54</u> – Skowhegan – North Elementary Preschool	Part-day, part-year. Morning and afternoon sessions.	23	CFS - Staffed by 3 Teachers and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator. Public School provides 1 Ed. Tech.

Location	Service	# of children	Staffing
The following sessions are 3.5 hours, operating Tuesday through Friday, in conjunction with and contained both within public schools. Service delivery weeks meet Head Start requirements within the public school calendar.			
<u>MSAD #54</u> – Canaan Preschool	Part-day, part-year. Morning session.	6	CFS - Staffed by 1 Teachers and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator.
<u>MSAD #54</u> – Norridgewock – Mill Stream Preschool	Part-day, part-year. Morning and afternoon sessions.	20	CFS - Staffed by 2 Teachers and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator.
<u>MSAD #54</u> – Skowhegan – North Elementary Preschool	Part-day, part-year. Morning and afternoon sessions.	23	CFS - Staffed by 3 Teachers and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator. Public School provides 1 Ed. Tech.
<u>MSAD #74</u> – Anson Preschool	Part-day, part-year. Morning session.	9	CFS - Staffed by 1 Teacher and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator.
<u>MSAD #74</u> – Solon Preschool	Part-day, part-year. Morning session.	9	CFS - Staffed by 1 Teacher and 1 Assistant Teacher with assistance from a Somerset County Family Services Coordinator.
<u>Educare</u> – In collaboration with Waterville Public Schools and Philanthropic Community	Part-day, part-year. Morning and afternoon sessions.	69	CFS – Staffed by 6 Teachers and 3 Assistant Teachers with assistance from an on-site Family Services Coordinator.

Location	Service	# of children	Staffing
Part-Year Home Based Service			
<u>Home-based</u>	Services are offered throughout northern Kennebec and Somerset Counties for children ages 3-5	14	1.5 Home-based Coordinators provide home visits and coordinate-playgroup activities.
The following sessions operate full-day, full-year. Service delivery weeks meet Head Start requirements.			
<u>Educare</u> – In collaboration with Waterville Public Schools and Philanthropic Community	Full-day, full year, 12 hours/day with support from child care funding. Monday through Friday.	56	Staffed by 8 Teachers, 8 Assistant Teachers and 2 Center Aides (Floaters 0-5) with assistance from an on-site Family Services Coordinator.
<u>MSAD #54 Skowhegan – North Elementary Preschool</u>	Full-day, full-year 11 hours/day with support from child care funding. Monday through Friday.	15	Staffed with 2 Teachers, 2 Assistant Teachers and 1 Center Aide with assistance from a Somerset County Family Services Coordinator.

Anticipated New Service Opportunities: Expand partners with public school to extend EHS/HS home based services to children currently not enrolled in collaborative preschool partnerships; expand service to children and their families who are experiencing homelessness and those engaged in the child welfare system, pursue opportunities to enhance community-based child care programming; continue development of preschool certified services within KVCAP child development programs; and explore development of shared services with community providers/develop alliances with other services providers to accomplish economies of scale in administrative functions (shared services); expansion of parent engagement and male involvement systems and activities; and partner with KVCAP Social Services to further develop services to pregnant women and EHS home visiting programming to create a seamless service system.

Long-term Strategic Issues/Opportunities: Strategically position CFS 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; develop seamless service options regardless of subsidized eligibility to address issue of less access for low income families due to change in state subsidy system; expand federal match contributions; identify

consistent, ongoing resources to support the need for all services, with focus on oral health, continuity of service, mental health and transportation assistance; and expand high quality early care and education via distance learning opportunities.

Develop systems to capture early care and education data to support links to DOE longitudinal data systems; devote KVCAP Child and Family Services 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 civic organizations; and develop/implement a financial strategy for funding ongoing capital improvements within CFS programs.

Kennebec Valley Community Action Program
Community Services Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	Community Initiatives	Social Services	Transportation Services	*CSBG	Total
Grants & Contracts	\$ -	\$ 995,000	\$ 815,176	\$ 392,128	\$ 2,202,304
Program Revenue	\$ -	\$ 14,830	\$ 4,972,719	\$ -	\$ 4,987,549
Other Revenue	\$ 17,274	\$ 29,500	\$ 183,888	\$ -	\$ 230,662
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 17,274	\$ 1,039,330	\$ 5,971,783	\$ 392,128	\$ 7,420,515

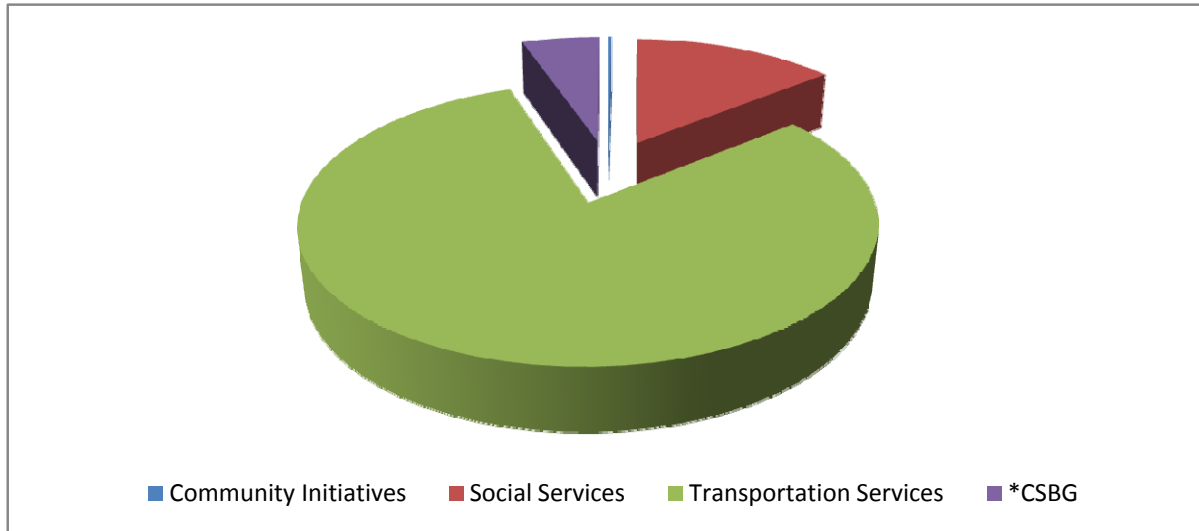
Expenses:					
Personnel	\$ 6,221	\$ 569,839	\$ 1,442,992	\$ 219,042	\$ 2,238,094
Payroll Taxes & Employee Benefits	\$ 872	\$ 175,561	\$ 433,205	\$ 54,943	\$ 664,581
Staff Development	\$ -	\$ 14,643	\$ 32,500	\$ 2,400	\$ 49,543
Travel	\$ -	\$ 33,984	\$ 23,750	\$ 6,474	\$ 64,208
Office Costs	\$ -	\$ 13,431	\$ 52,198	\$ 6,263	\$ 71,892
Insurance	\$ -	\$ -	\$ 500	\$ 700	\$ 1,200
Telecommunications	\$ -	\$ 13,925	\$ 65,100	\$ 6,511	\$ 85,536
Space & Occupancy	\$ -	\$ 54,649	\$ 106,200	\$ 38,171	\$ 199,020
Contract Services	\$ 5,500	\$ 10,560	\$ 52,980	\$ 1,535	\$ 70,575
Vehicle	\$ -	\$ -	\$ 521,702	\$ -	\$ 521,702
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,300	\$ 1,000	\$ 14,000	\$ 1,828	\$ 18,128
Direct Client Assistance	\$ -	\$ -	\$ 2,760,033	\$ -	\$ 2,760,033
Administration (Indirect)	\$ 1,485	\$ 131,061	\$ 331,873	\$ 50,379	\$ 514,798
Interest	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
Depreciation	\$ -	\$ -	\$ 21,000	\$ 1,532	\$ 22,532
Common Carrier	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,896	\$ 20,677	\$ 48,750	\$ 2,350	\$ 73,673
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 17,274	\$ 1,039,330	\$ 5,971,783	\$ 392,128	\$ 7,420,515

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

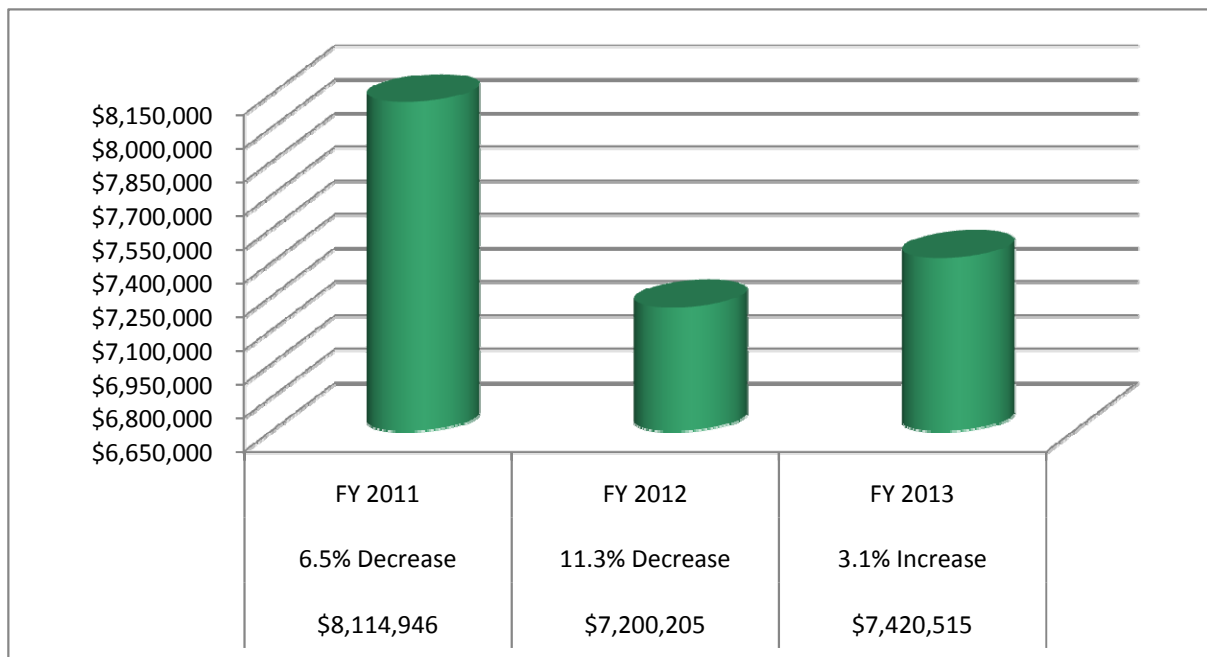
**Kennebec Valley Community Action Program
Community Services Operating Budget
October 1, 2012 - September 30, 2013**

The Community Services budget consists of Community Initiatives programs (which contribute 0.2% of the budget), Social Services (14.0%), Transportation Services (80.5%), and Community Services Block Grant (5.3%).



For fiscal year 2013, an \$7,420,515 budget is proposed. This budget represents a 3.1%, or \$220,310 increase compared to fiscal year 2012's budget.

**Community Services Comparison
FY 2011 - FY 2013**



Kennebec Valley Community Action Program

Community Services Operating Budget

October 1, 2012 - September 30, 2013

The FY 2013 budget for Community Services is seeing an increase compared to that of FY 2012 and it is entirely due to funding for the Maine Families program. Over the last couple of years, Maine Families has been slated for funding cuts at the state level and FY 2013 was no exception; however, a federal award received by the state for this program has made an impact. That award more than covered the state funding cut and offered the program additional funding as well. We should see the benefits of this award for another year beyond this budget period.

There are some projected funding cuts in the Transportation program around MaineCare funding (showing as decreases in the Program Revenue line and Direct Client Services expense line) and is a result of the anticipated broker system of service delivery that may be going into effect in January 2013.

CSBG is operating under a continued resolution at the federal level and has projected a flat funded budget for FY 2013. The program could still face funding cuts once things get sorted out in Washington.

Revenue:	FY 2012	FY 2013	Increase/ (Decrease)
Grants & Contracts	\$ 1,896,400	\$ 2,202,304	\$ 305,904
Program Revenue	\$ 5,103,843	\$ 4,987,549	\$ (116,294)
Other Revenue	\$ 199,962	\$ 230,662	\$ 30,700
Inkind		\$ -	\$ -
Total Revenue:	\$ 7,200,205	\$ 7,420,515	\$ 220,310

Expenses:			
Personnel	\$ 2,063,580	\$ 2,238,094	\$ 174,514
Payroll Taxes & Employee Benefits	\$ 615,103	\$ 664,581	\$ 49,478
Staff Development	\$ 38,050	\$ 49,543	\$ 11,493
Travel	\$ 69,729	\$ 64,208	\$ (5,521)
Office Costs	\$ 67,551	\$ 71,892	\$ 4,341
Insurance	\$ 2,082	\$ 1,200	\$ (882)
Telecommunications	\$ 65,820	\$ 85,536	\$ 19,716
Space & Occupancy	\$ 162,937	\$ 199,020	\$ 36,083
Contract Services	\$ 84,040	\$ 70,575	\$ (13,465)
Vehicle	\$ 498,976	\$ 521,702	\$ 22,726
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 17,300	\$ 18,128	\$ 828
Direct Client Assistance	\$ 2,922,282	\$ 2,760,033	\$ (162,249)
Administration (Indirect)	\$ 474,667	\$ 514,798	\$ 40,131
Interest	\$ 5,000	\$ 5,000	\$ -
Depreciation	\$ 22,532	\$ 22,532	\$ -
Common Carrier	\$ 30,000	\$ 60,000	\$ 30,000
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 60,556	\$ 73,673	\$ 13,117
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 7,200,205	\$ 7,420,515	\$ 220,310

Surplus/(Deficit)	\$ -	\$ -	\$ -
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Kennebec Valley Community Action Program
Community Initiatives Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	*UWMM - Community Initiatives, Health & Prevention	*UWMM - Work Ready	*UWMM - SETC	Total
Grants & Contracts	\$ -	\$ -	\$ -	\$ -
Program Revenue	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 3,285	\$ 5,000	\$ 8,989	\$ 17,274
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 3,285	\$ 5,000	\$ 8,989	\$ 17,274

Expenses:				
Personnel	\$ 867	\$ -	\$ 5,354	\$ 6,221
Payroll Taxes & Employee Benefits	\$ 182	\$ -	\$ 690	\$ 872
Staff Development	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 500	\$ 5,000	\$ -	\$ 5,500
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,300	\$ -	\$ -	\$ 1,300
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 200	\$ -	\$ 1,285	\$ 1,485
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 236	\$ -	\$ 1,660	\$ 1,896
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 3,285	\$ 5,000	\$ 8,989	\$ 17,274

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

Kennebec Valley Community Action Program
Social Services Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	Maine Families	*MCT - Maine Families Subcontract	*UWKV - PBS/BTIO	*UWMMM - PBS/BTIO	*MCT - Nurturing Fathers	*MCT - Guiding Good Choices	Kids First	Active Parenting / 1234 Parents	Total
Grants & Contracts	\$ 919,900	\$ 40,000	\$ -	\$ -	\$ 2,500	\$ 5,000	\$ 10,600	\$ 17,000	\$ 978,000
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,830	\$ -	\$ 14,830
Other Revenue	\$ -	\$ -	\$ 14,500	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 29,500
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 919,900	\$ 40,000	\$ 14,500	\$ 15,000	\$ 2,500	\$ 5,000	\$ 25,430	\$ 17,000	\$ 1,022,330

Expenses:									
Personnel	\$ 503,608	\$ 25,987	\$ 9,560	\$ 9,092	\$ 1,324	\$ 2,141	\$ 7,823	\$ 10,304	\$ 559,535
Payroll Taxes & Employee Benefits	\$ 156,684	\$ 7,610	\$ 2,121	\$ 3,159	\$ 279	\$ 922	\$ 1,575	\$ 3,211	\$ 172,350
Staff Development	\$ 14,643	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,643
Travel	\$ 32,000	\$ 426	\$ 261	\$ 207	\$ 321	\$ 294	\$ -	\$ 475	\$ 33,509
Office Costs	\$ 8,000	\$ -	\$ 284	\$ 225	\$ 149	\$ 750	\$ 3,673	\$ 350	\$ 13,081
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 13,500	\$ -	\$ 75	\$ 225	\$ 125	\$ -	\$ -	\$ -	\$ 13,925
Space & Occupancy	\$ 54,649	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 54,649
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,560	\$ -	\$ 10,560
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 115,830	\$ 5,977	\$ 2,199	\$ 2,092	\$ 302	\$ 493	\$ 1,799	\$ 2,369	\$ 128,692
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 19,986	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ 291	\$ 20,386
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 919,900	\$ 40,000	\$ 14,500	\$ 15,000	\$ 2,500	\$ 5,000	\$ 25,430	\$ 17,000	\$ 1,022,330

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

* PBS = Personal Body Safety

*UWKV = United Way Kennebec Valley

*BTIO = Baby Think It Over

*UWMMM = United Way Mid-Maine

Kennebec Valley Community Action Program
Transportation Services Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	KV Transit	KV Van	*SHH - Move More Program	Total
Grants & Contracts	\$ 373,617	\$ 441,559	\$ -	\$ 815,176
Program Revenue	\$ 50,000	\$ 4,922,719	\$ -	\$ 4,972,719
Other Revenue	\$ 118,807	\$ 50,081	\$ 15,000	\$ 183,888
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 542,424	\$ 5,414,359	\$ 15,000	\$ 5,971,783

Expenses:				
Personnel	\$ 254,491	\$ 1,181,105	\$ 7,396	\$ 1,442,992
Payroll Taxes & Employee Benefits	\$ 70,134	\$ 361,323	\$ 1,748	\$ 433,205
Staff Development	\$ 3,500	\$ 29,000	\$ -	\$ 32,500
Travel	\$ 750	\$ 23,000	\$ -	\$ 23,750
Office Costs	\$ 11,398	\$ 40,800	\$ -	\$ 52,198
Insurance	\$ -	\$ 500	\$ -	\$ 500
Telecommunications	\$ 1,100	\$ 64,000	\$ -	\$ 65,100
Space & Occupancy	\$ 8,200	\$ 98,000	\$ -	\$ 106,200
Contract Services	\$ -	\$ 52,980	\$ -	\$ 52,980
Vehicle	\$ 131,174	\$ 387,368	\$ 3,160	\$ 521,702
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 14,000	\$ -	\$ 14,000
Direct Client Assistance	\$ -	\$ 2,760,033	\$ -	\$ 2,760,033
Administration (Indirect)	\$ 58,527	\$ 271,650	\$ 1,696	\$ 331,873
Interest	\$ -	\$ 5,000	\$ -	\$ 5,000
Depreciation	\$ -	\$ 21,000	\$ -	\$ 21,000
Common Carrier	\$ -	\$ 60,000	\$ -	\$ 60,000
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 3,150	\$ 44,600	\$ 1,000	\$ 48,750
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 542,424	\$ 5,414,359	\$ 15,000	\$ 5,971,783

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -
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*SHH = Somerset Heart Health

Kennebec Valley Community Action Program
Community Services Block Grant Operating Budgets
October 1, 2012 - September 30, 2013

Revenue:	Community Health & Prevention	Employment Services	South End Teen Center	Families in Transition	Family Enrichment Council	Housing Services	Skowhegan Child Care	Training & Community Assessment	Total
Grants & Contracts	\$ 38,530	\$ 85,032	\$ 94,672	\$ 20,080	\$ 89,124	\$ 12,000	\$ 12,000	\$ 40,690	\$ 392,128
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 38,530	\$ 85,032	\$ 94,672	\$ 20,080	\$ 89,124	\$ 12,000	\$ 12,000	\$ 40,690	\$ 392,128

Expenses:									
Personnel	\$ 23,036	\$ 48,048	\$ 53,903	\$ 10,116	\$ 46,810	\$ 7,272	\$ 7,001	\$ 22,856	\$ 219,042
Payroll Taxes & Employee Benefits	\$ 4,202	\$ 14,727	\$ 11,368	\$ 2,161	\$ 12,443	\$ 2,448	\$ 3,185	\$ 4,409	\$ 54,943
Staff Development	\$ 400	\$ 400	\$ 400	\$ 100	\$ 400	\$ 300	\$ -	\$ 400	\$ 2,400
Travel	\$ 740	\$ 1,152	\$ 806	\$ 220	\$ 2,512	\$ -	\$ 204	\$ 840	\$ 6,474
Office Costs	\$ 725	\$ 1,385	\$ 1,050	\$ 275	\$ 1,745	\$ 308	\$ -	\$ 775	\$ 6,263
Insurance	\$ -	\$ -	\$ 700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700
Telecommunications	\$ 263	\$ 1,275	\$ 2,485	\$ 163	\$ 1,900	\$ -	\$ -	\$ 425	\$ 6,511
Space & Occupancy	\$ 3,366	\$ 6,444	\$ 7,067	\$ 4,518	\$ 11,898	\$ -	\$ -	\$ 4,878	\$ 38,171
Contract Services	\$ -	\$ -	\$ 1,535	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,535
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 200	\$ 100	\$ 678	\$ 50	\$ 400	\$ -	\$ -	\$ 400	\$ 1,828
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 5,298	\$ 11,051	\$ 12,398	\$ 2,327	\$ 10,766	\$ 1,672	\$ 1,610	\$ 5,257	\$ 50,379
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ 1,532	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,532
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 300	\$ 450	\$ 750	\$ 150	\$ 250	\$ -	\$ -	\$ 450	\$ 2,350
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 38,530	\$ 85,032	\$ 94,672	\$ 20,080	\$ 89,124	\$ 12,000	\$ 12,000	\$ 40,690	\$ 392,128

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

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

A. Community Initiatives (Director: Michele Prince)

Community Initiatives/ Health and Prevention

Budget: \$41,815 (CSBG and in-kind from all Community Initiatives/ Social Services staff)

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

Description of clients: Kennebec and Somerset County communities and residents

Continuing Services: KVCAP has participated on a number of community coalitions, boards, workgroups and committees over the years that identify needs and service gaps within the community and mobilize resources to address the needs. Whether serving as the leader in an initiative or as an active participant, KVCAP is considered a vital partner and advocate for low income people as community groups work to address the health and welfare of its residents, particularly the most vulnerable. KVCAP has worked with countless partner agencies to find creative solutions to challenges facing our communities.

Some of the current groups we participate with include Healthy Northern Kennebec; Healthy Communities of the Capital Area; Greater Somerset Public Health Collaborative; Healthy Sebecook Valley; Know Violence Task Force; Youth Matter; Somerset Association of Resource Providers; Career Pathways; Somerset Workforce Connect; Somerset Transit Committee; Youth Homeless workgroup; and Somerset County Teen Pregnancy Prevention Board.

Anticipated New Service Opportunities: During the upcoming year we will be leading efforts to expand transportation opportunities for residents in Somerset County, with a goal to expand public transit access in lower Somerset County, with connections to Waterville and beyond; we will assume the oversight and coordination of funding for WorkReady in Central Maine; we will disseminate information, materials, and resources from these workgroups to KVCAP clients; and we will work to bring new resources to communities in partnership with our wide-reaching network.

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

Employment Services

Budget: \$90,032 (CSBG funds; funds from Work Ready collaboration/United Way)

Staff: 1 full-time equivalent, part-time program management

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

Number of clients to be served in FY 2013: Approximately 120, including through classes and one-on-one work

Continuing Services: The Employment Services Coordinator works in communities to assist unemployed individuals identify and overcome barriers to employment, including providing information and referrals. Participants are connected to a variety of classes and workshops to increase their education and skills, including skills for job search and job readiness. The program offers a variety of classes and can also work with participants one-on-one to develop these skills when a class/workshop is inaccessible or not appropriate. These services are provided regularly at the Waterville Public Library and at other venues, upon request, throughout Somerset and Northern Kennebec counties.

KVCAP Employment Services is an active partner in the Career Pathways initiative, coordinated by the Waterville Public Library. This initiative works to identify the education and training needs of unemployed and underemployed residents of the greater Waterville area and develop programming to address the needs. The initiative also seeks to coordinate services amongst the partners and disseminate information about all of the local offerings for education and job skills/job preparation training.

KVCAP works closely with several partners from the Career Pathways initiative, including Mid-Maine Community Adult Education and Lawrence Adult Education, to find resources to ensure that Work Ready classes are offered to the community on a regular basis. Work Ready is a certificate program that prepares unemployed and under-employed people to identify a career path, find employment, and succeed in their job once they become employed. Classes are coordinated by adult education. The KVCAP Employment Services Coordinator is a trained instructor for Work Ready and is the only one in the area trained to teach the 55+ curriculum.

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

Anticipated New Service Opportunities: KVCAP Employment Services is one of several programs offered through the Career Pathways initiative at the Waterville Public Library. We are constantly evolving the program, in coordination with the library's Business and Career Center. Plans for the upcoming year include developing new workshops and assisting in the organization of mini-job fairs and employer panels. KVCAP will also assume the oversight and financial

management of Work Ready resources, including serving as the lead agency in applying for new grants. Our goal is to secure funding to hire a consultant to build local, financial support from the business community for Work Ready programming, which is designed to enhance the skills of the local workforce.

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

South End Teen Center

Budget: \$103,661 (funded by CSBG, United Way and private foundations)

Staff: 1 full time Teen Center Coordinator, 1 part time Teen Center Assistant, per-diem coverage, part time program management/supervision

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

Number of clients to be served in FY 2013: Approximately 100

Continuing Services: The SETC provides a safe, healthy environment for teens after-school. It offers a wide range of educational and recreational activities, as well as field trips, community-service projects, homework support, and a chance to develop supportive, positive relationships with staff and college student volunteers. Some of the programs offered at the teen center include Teen Stars, a community service program; Smart Moves, a healthy decision-making program; nutrition/cooking classes; and homework club. The Summer Blast program offers youth an opportunity to enjoy field trips and outings to several recreational venues throughout Maine. Two collaborative programs coordinated by Youth Matter in strong partnership with the SETC include the Youth Empowerment Through Employment (YETE) program, which prepares youth to enter the world of work, and Diversion to Assets, diverting youth from further involvement in the juvenile justice system. Other key community partners include the Alford Youth Center/Waterville Area Boys/Girls Club/YMCA; South End Neighborhood Association; Waterville South End Police Officer; Family Violence; and local colleges, particularly Colby College and Thomas College.

Anticipated New Service Opportunities: We look to build upon the opportunities provided to youth through the YETE program and incorporate job preparedness activities throughout the year. We are currently working with Youth Matter, serving as lead agency, on pursuing grant funding to sustain YETE. We are also pursuing grant funding to support operations and increase direct service staff time to allow the Teen Coordinator to work on developing new programming options for youth.

Long-Term Strategic Opportunities: We continue to work closely with community partners in order to increase the menu of enrichment activities for South End youth. These partnerships are a key to the development of new programming and activities and we will continue to build upon

current relationships and develop new partners. We also look forward to incorporating new fundraising strategies to increase operational support for the program.

B. Social Services (Director: Lanelle Freeman)

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

Families in Transition (FIT)

Budget: \$20,080 (CSBG Funds)

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

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

Number of clients to be served in FY 2013: 3 families (at any given time)

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

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

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

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

Maine Families (formerly KVCAP Healthy Families)

Budget: \$919,900 Department of Health and Human Services Contract

Staff: 11 full-time equivalents

Description of clients: The program is open to all interested families prenatally and families may enroll until the infant turns four months of age. If families meet additional eligibility criteria home visiting services may continue until the child turns three. The program is offered at no cost to families. Participation is voluntary, with the family's freedom of choice guiding the services.

Number of clients to be served in FY 2013: 345

Home visiting programs statewide have joined together to form a stronger presence in the state by changing the name to Maine Families. This is part of a strategic plan to renew our commitment to working together to get every family off to a great start.

Continuing Services: Maine Families emphasizes case management and education to enable client access to services, including education programs, family planning, prenatal care, substance abuse and mental health and other social services. Program goals are to promote self-sufficiency through the prevention of subsequent pregnancies and through continued education; to improve the health of parent and child through prenatal care, well child visits, immunizations and enrollment in health insurance; and to increase the safety of parent and child through parent education, and access to other needed support services. The program is universal and open to all families within the funding guidelines and are offered at no cost to families. Participation is voluntary, with the family's freedom of choice guiding the services. Visits are strength based and culturally competent and all work with the family is family-centered and individualized.

New Service Opportunities: Maine Families continues to collaborate with Southern Kennebec Child Development Corporation (SKCDC) and KVCAP Early Head Start to offer home visiting services to participants that are eligible for Early Head Start in Kennebec and Somerset counties. Maine Families will continue to solidify collaborations with existing community service programs to identify new service opportunities and eliminate duplication.

Long-Term Strategic Issues: The program will concentrate outreach efforts towards reaching families prenatally. A focus in the coming year will be to work with WIC and Family Practices that see families prenatally.

The Director will continue to serve on statewide committees for Safe Sleep and Shaken Baby Syndrome. These committees have been dedicated to bringing statewide education programs through all Maine Hospitals, home visiting programs and public health nursing.

Long-Term Strategic Opportunities: Maine has received Federal Home visiting money which became available with the Health Care Reform Act.

Kennebec and Somerset County Child Abuse Prevention Councils

Budget: \$14,500 (United Way of Kennebec Valley – Baby Think It Over/Personal Body Safety)
\$15,000 (United Way of Mid Maine – Personal Body Safety)
\$ 7,500 (Maine Children's Trust Nurturing Father's Year 2 and Guiding Good Choices)
\$25,430 (Kids First)
\$ 9,000 (Active Parenting)
\$ 8,000 (Maine Children's Trust – 1, 2, 3, 4 Parents)

Staff: 2 full-time equivalents (also partially funded through CSBG)

Description of clients: Kennebec and Somerset County communities and residents

Number of clients to be served in FY 2013: Approximately 2,000

Continuing Services: The State of Maine has established a child abuse and neglect council in every county. KVCAP operates the Kennebec and Somerset County Child Abuse Prevention Councils. The Council works collaboratively with other community efforts that are interested in

preventing child abuse in all its forms. The Council's goal is to prevent child abuse and neglect by raising awareness, increasing knowledge and skills, mobilizing resources, and providing training and education. The State Contract for services will begin in October and at the present time we do not know the amount of funding that will be distributed. Last fiscal year we received \$17,000 to provide Active Parenting classes. The Council will also continue to coordinate the Kids First Programs which is a four-hour workshop designed to help address problems and promote reduction of the negative effects of divorce.

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

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

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

C. Transportation Services (Director: James Wood)

Transportation

Budget: \$5,971,783

Staff: 45 full-time equivalents, 90+ volunteers

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

Number of clients to be served in FY 2013: 7,600+

Continuing Services:

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

Kennebec Explorer - Kennebec Explorer is a general public deviated fixed-route bus service operating throughout the greater Augusta - Waterville area. Seniors, passengers with disabilities, and low-income people use the service heavily as an affordable means of transportation. The program also operates successful late afternoon runs from the Alfond 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.

Move More Kids Summer Transit Program -The program also operates the Move More Kids public bus service in Somerset County during the summer months. 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. Initiatives are underway to expand the scope of this service to year round operation.

Anticipated New Service Opportunities: Program managers have worked closely with municipal and State officials, community advocates and a broad range of people to improve public transit access throughout our service area. Expanded bus services in Augusta, Waterville and Somerset County are all under consideration and funding opportunities are being evaluated. In addition, KVCAP plans to respond to an initiative by DHHS to implement a regional brokerage system for Medicaid transportation in Maine. This will significantly alter the delivery and funding mechanisms for Medicaid transportation and KVCAP is working to retain status as the Regional Broker for Kennebec and Somerset Counties.

Long-Term Strategic Issues: The strategic issues that the Transportation Department is addressing are as follows: Continue to improve operating efficiency and customer service; maintaining/increasing driver, dispatcher, volunteer and vehicle resources to meet increasing customer travel demands; soliciting funding and support for new transportation initiatives; and, maintaining/improving positive relationships with funding sources, service providers, and municipalities. Another long-term strategic issue will be to effectively respond to the DHHS brokerage RFP in a manner that allows KVCAP to remain strong in the non-emergency transportation field. The Agency's plans will be driven by the success and outcome of the proposal.

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

D. Community Services Block Grant

KVCAP's Community Services Block Grant (CSBG) projected allocation for fiscal year 2012 is \$392,128 and pays a portion of 14 staff in various programs.

The CSBG funds received by KVCAP fall under the jurisdiction of the Board of Directors and are assigned to the Community Services Division. CSBG funding is unique in that it allows

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

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

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

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

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

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

Goal 5: Agencies increase their capacity to achieve results.

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

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