

TO: Sheryl Gregory, President  
KVCAP Board of Directors

FR: Suzanne Walsh, CEO  
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2016

DA: September 16, 2015

On behalf of the KVCAP management team, I am pleased to present to the Board of Directors the Comprehensive Plan and Budget for fiscal year 2016.

In this document, you will find information on current services, anticipated new service opportunities, and long-term strategic issues and opportunities. Organizational charts for each department are under one section for easy reference. You will also find budgets for all programs as well as useful charts and graphs.

Staff will present this plan at the September 23, 2015 meeting of the Board of Directors.

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

Thank you.

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***KVCAP's Mission***

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

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

***KVCAP's Vision***

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

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

# **Management Philosophy**

(Board approved 6/25/97)

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

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

## **Chain of Command**

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

The board carries out its responsibility by establishing policy, hiring the executive director, and monitoring his/her ongoing management of the agency. As the sole employee of the board, the executive director 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 executive director 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 executive director and staff designated by him/her will contribute to the development of agency policies subject to the approval of the board, and the executive director 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 executive director 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 executive director 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 executive director will be formally evaluated by the board of directors annually.

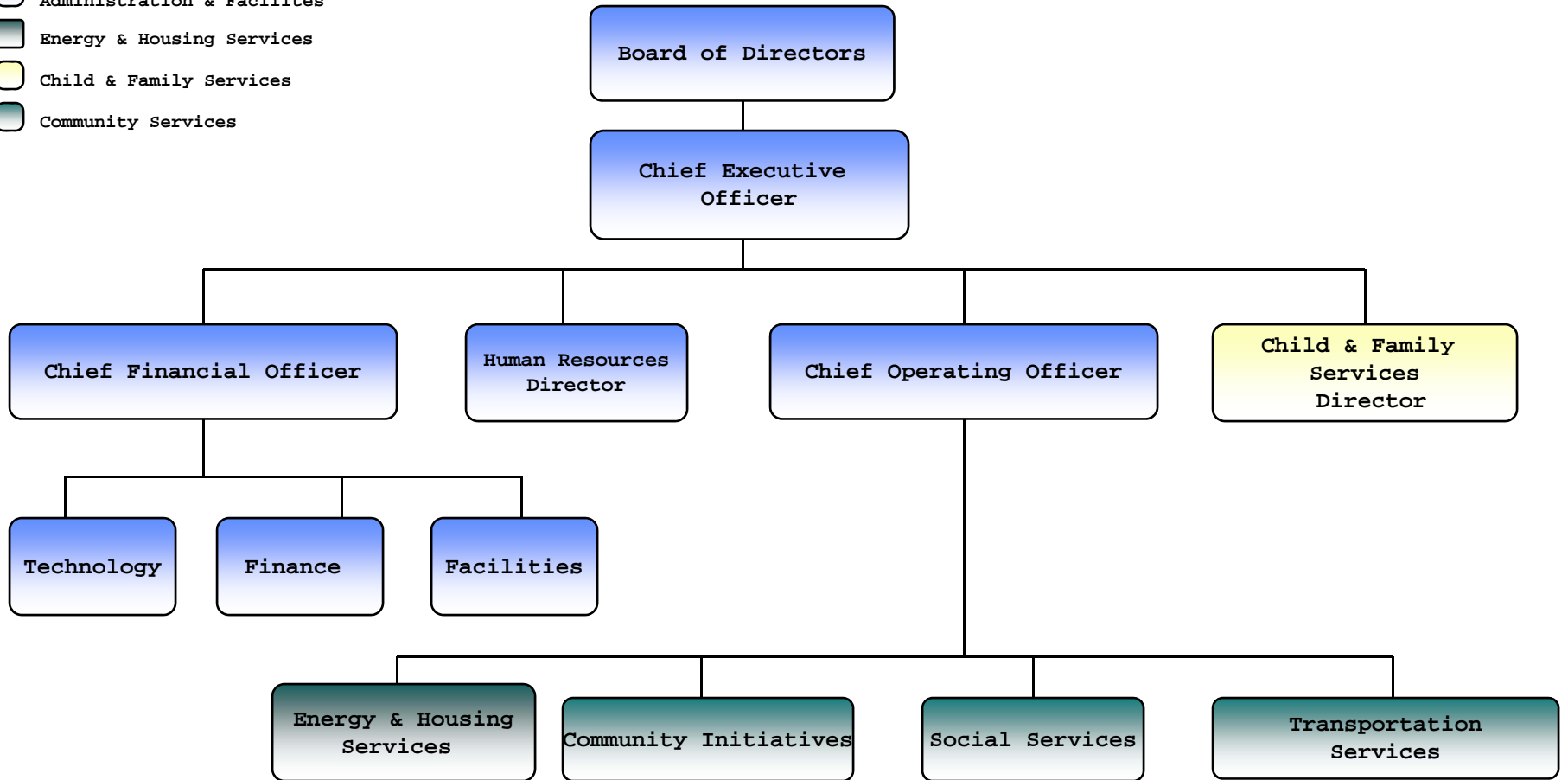
Note: The board's acceptance of the annual review of the executive director constitutes its endorsement of her/his management strategy and style. When complaints arise regarding the executive director's management of the agency, the board will assume that he/she has behaved appropriately in the operation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

**KVCAP Management Chain of Command**

**Organizational Chart**

Revised: 9/2015

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



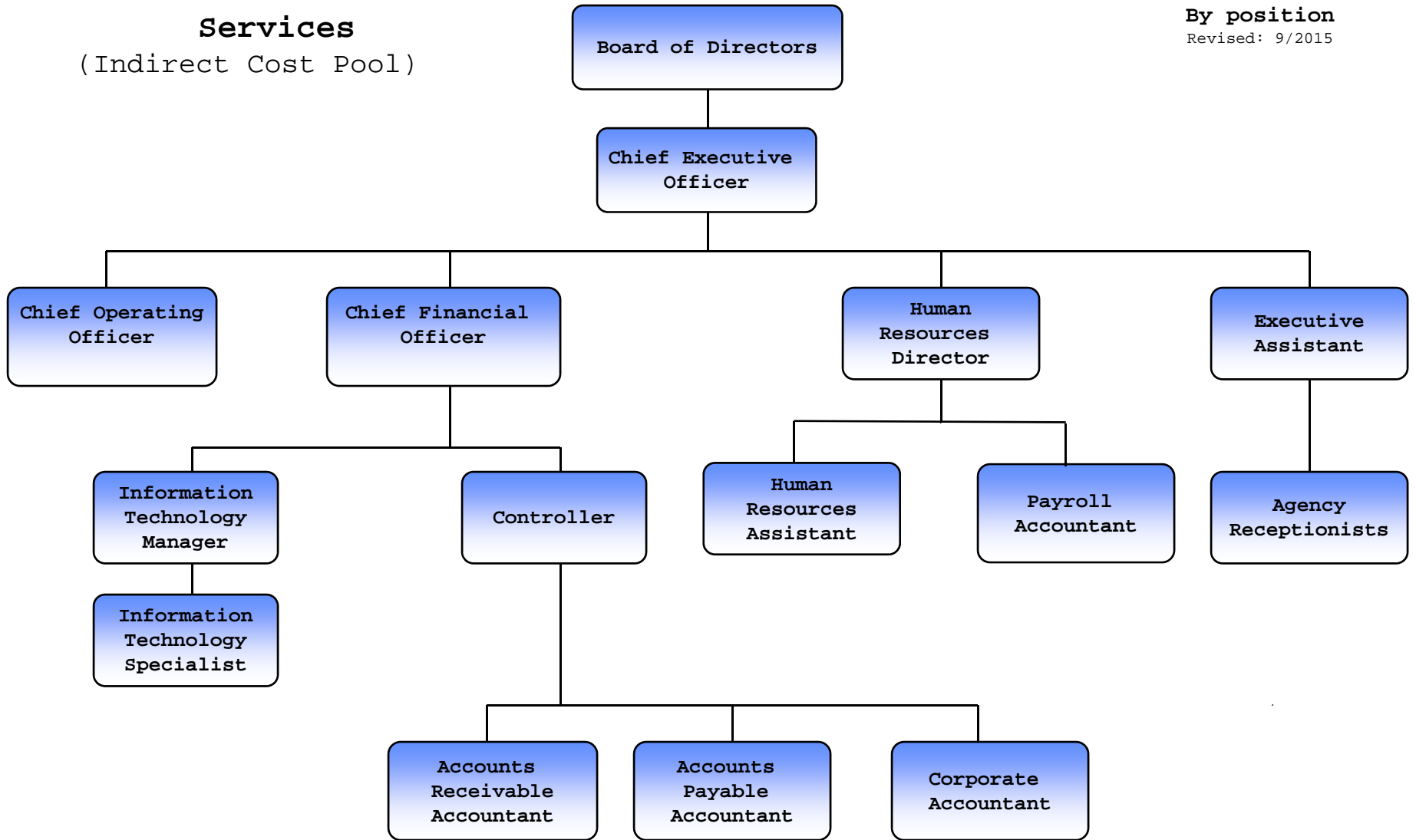
**Administration & Facilities  
Services**

(Indirect Cost Pool)

Organizational Chart

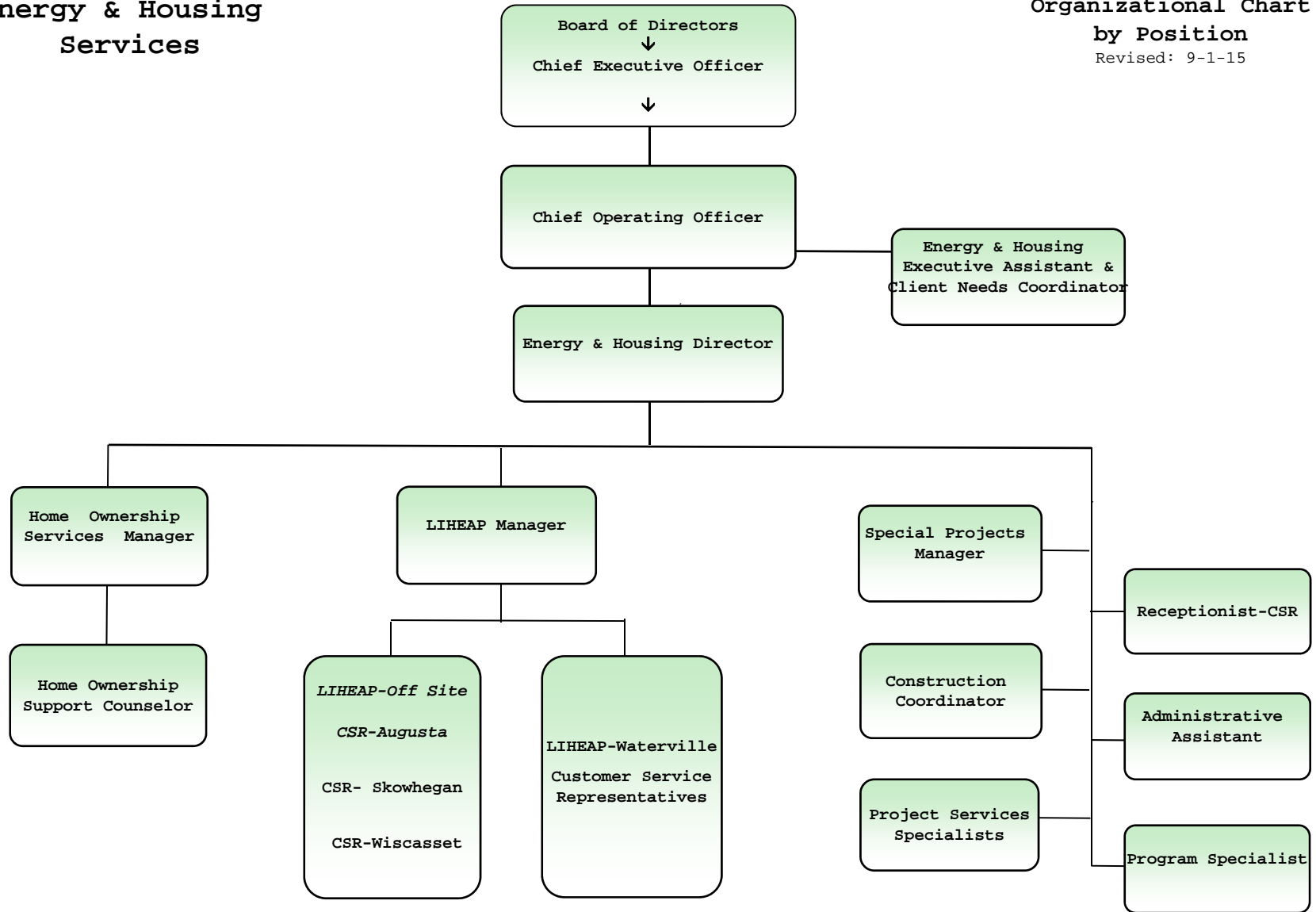
By position

Revised: 9/2015



# Energy & Housing Services

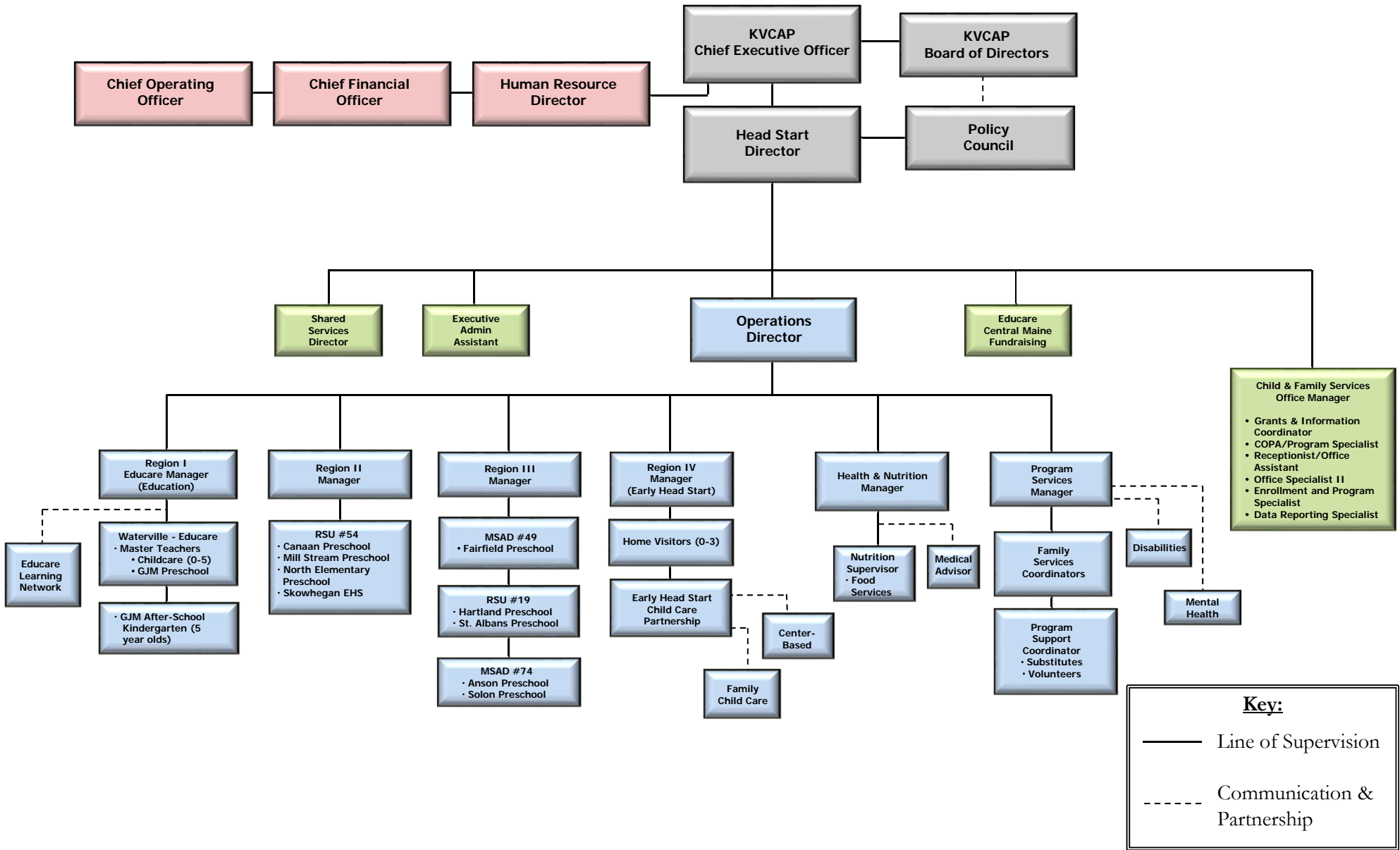
## Organizational Chart by Position Revised: 9-1-15





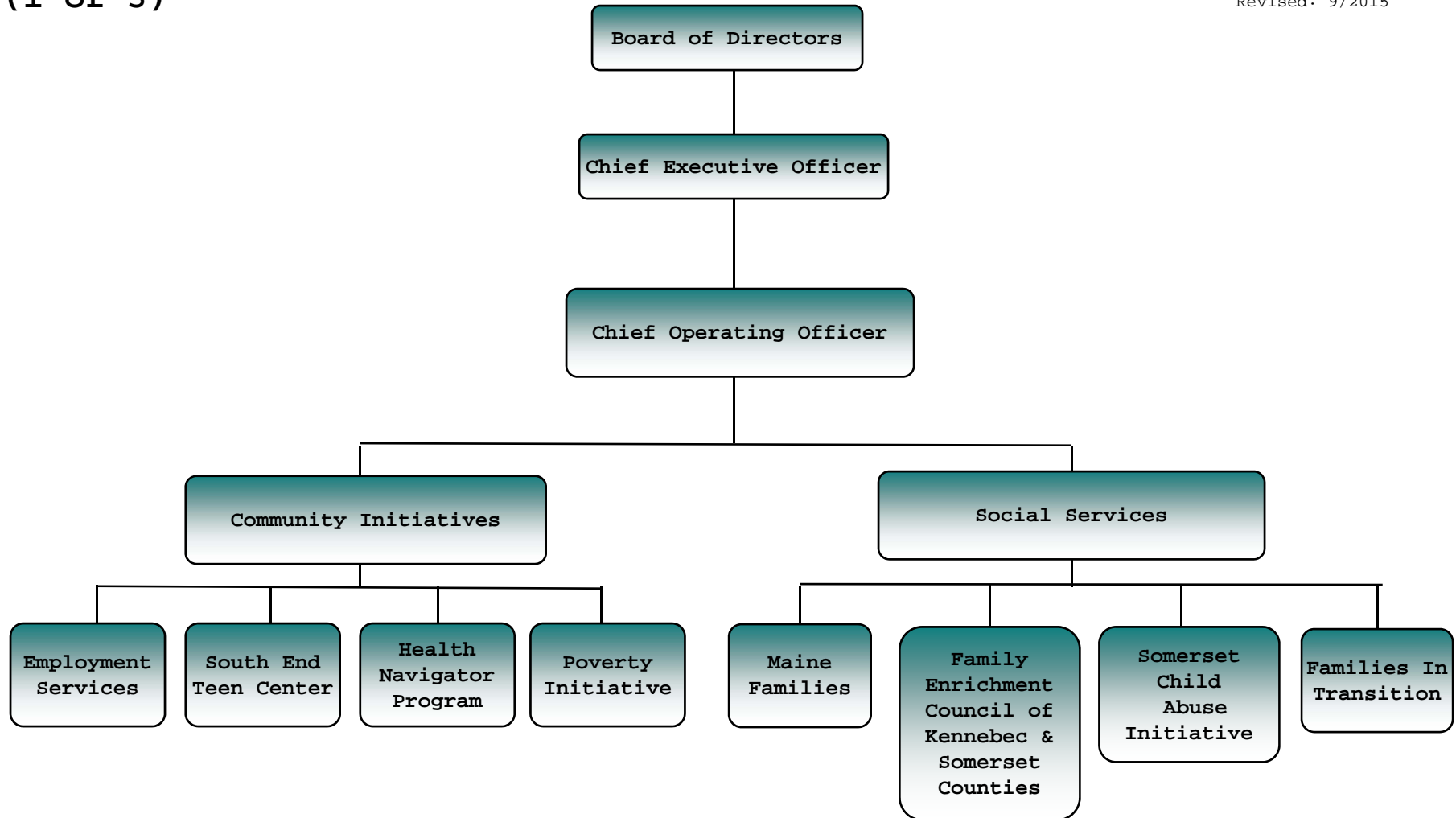
# Child and Family Services

## 2015 - 2016



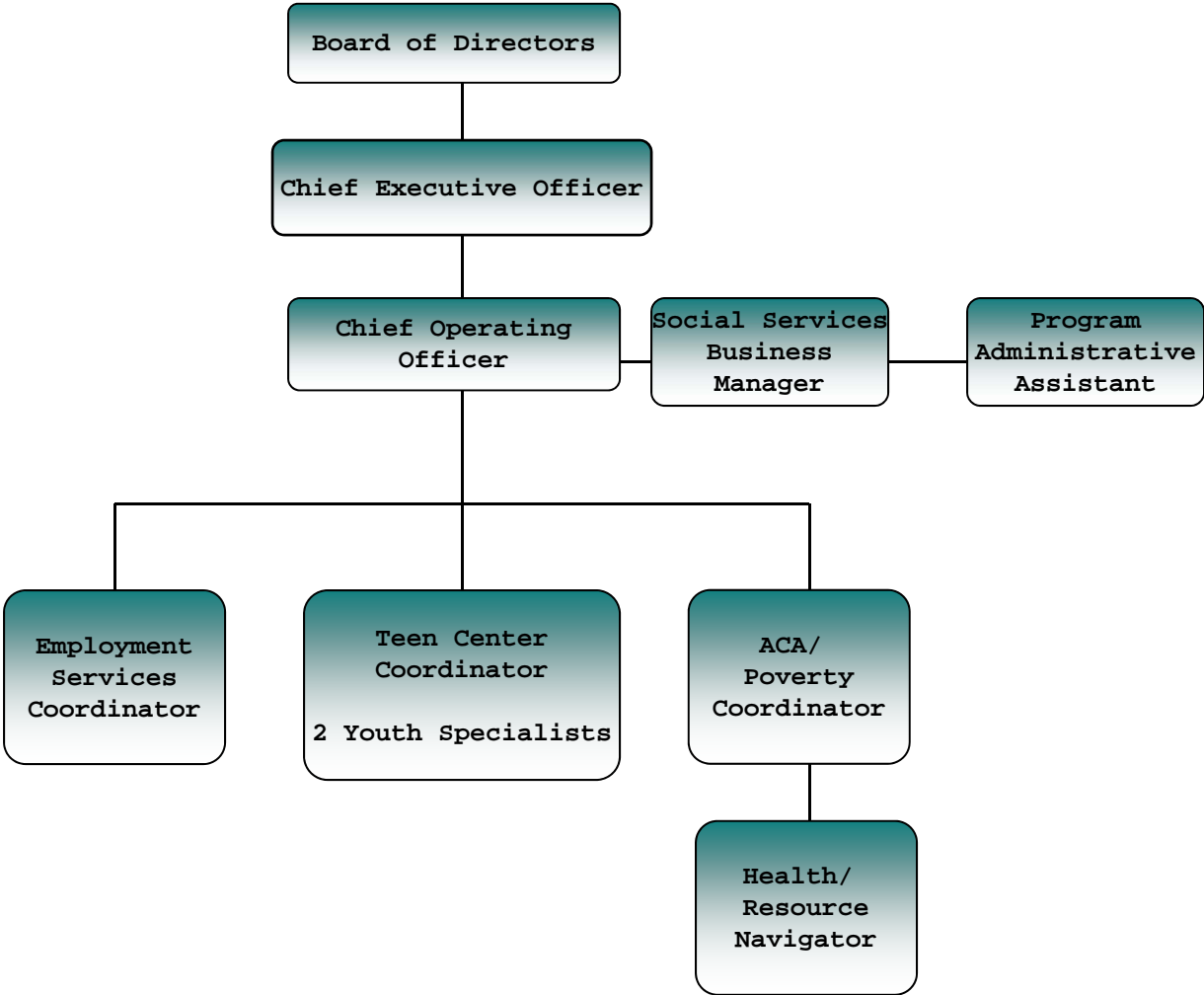
# Community Initiatives & Social Services Outline (1 of 3)

Organizational Chart  
By Program  
Revised: 9/2015



Community Initiatives(2  
of 3)

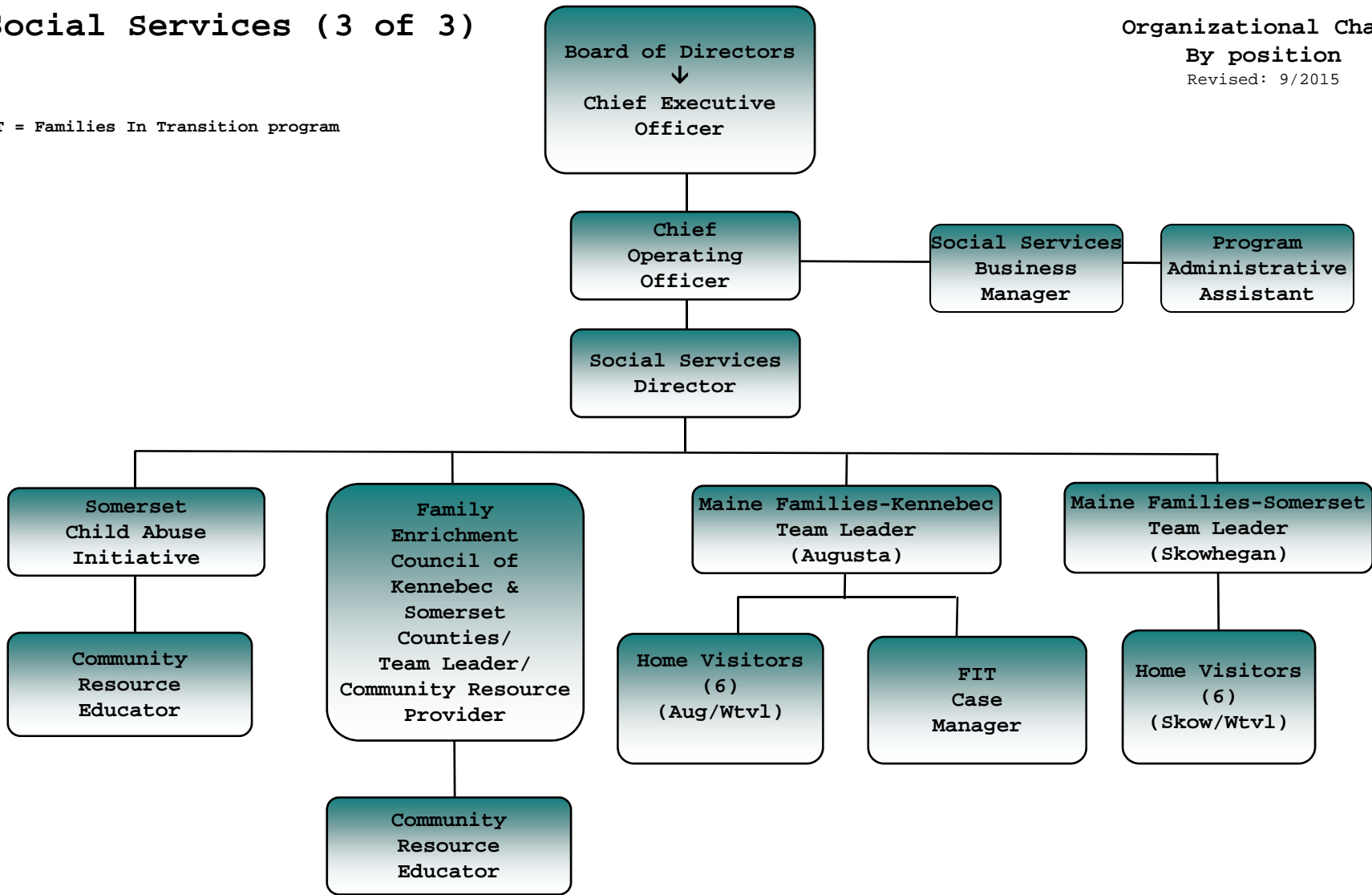
Organizational Chart  
By position  
Revised: 9/2015



# Social Services (3 of 3)

Organizational Chart  
By position  
Revised: 9/2015

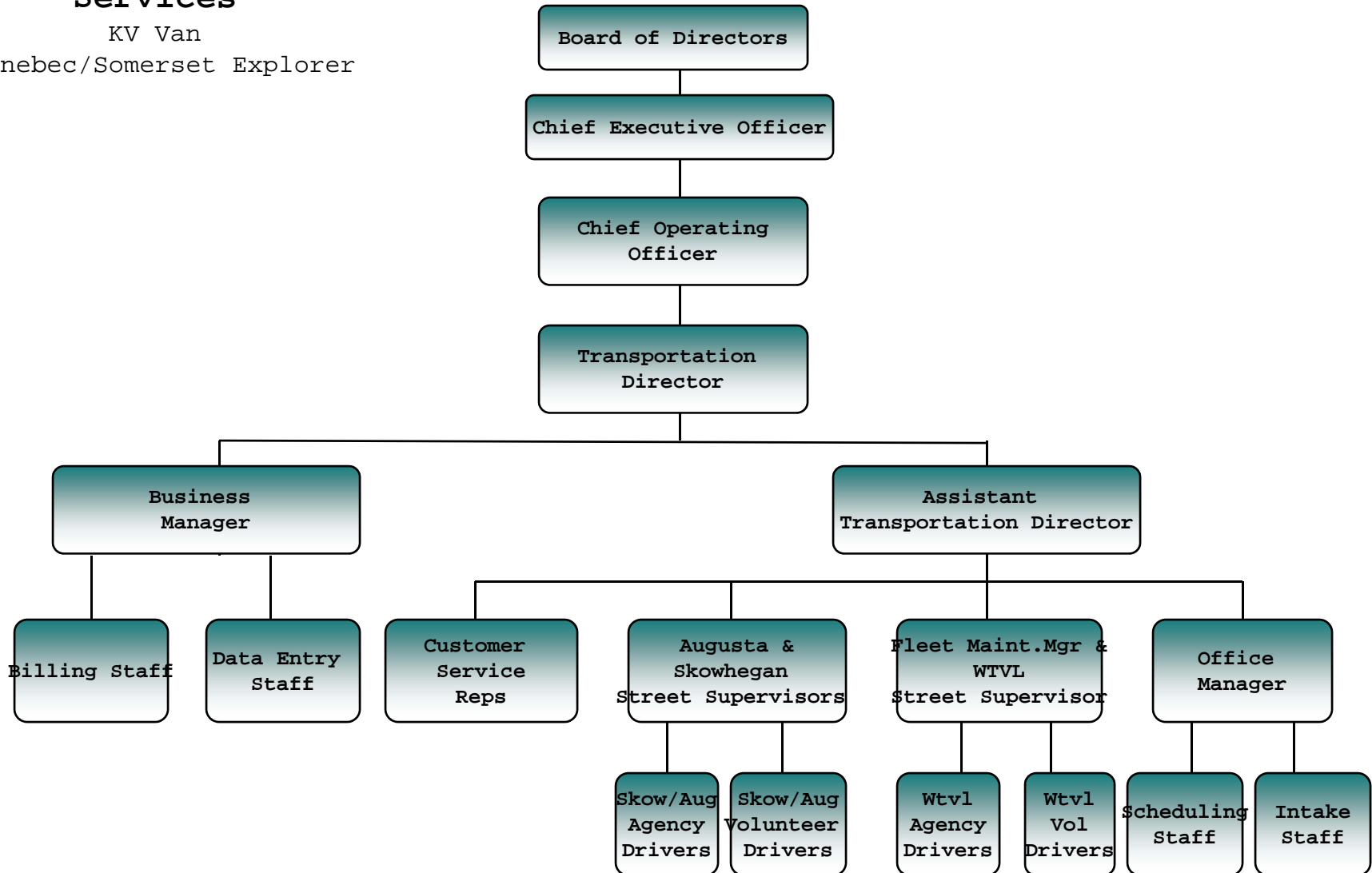
FIT = Families In Transition program



# Transportation Services

KV Van  
Kennebec/Somerset Explorer

Organizational Chart  
By position  
Revised: 9/2015

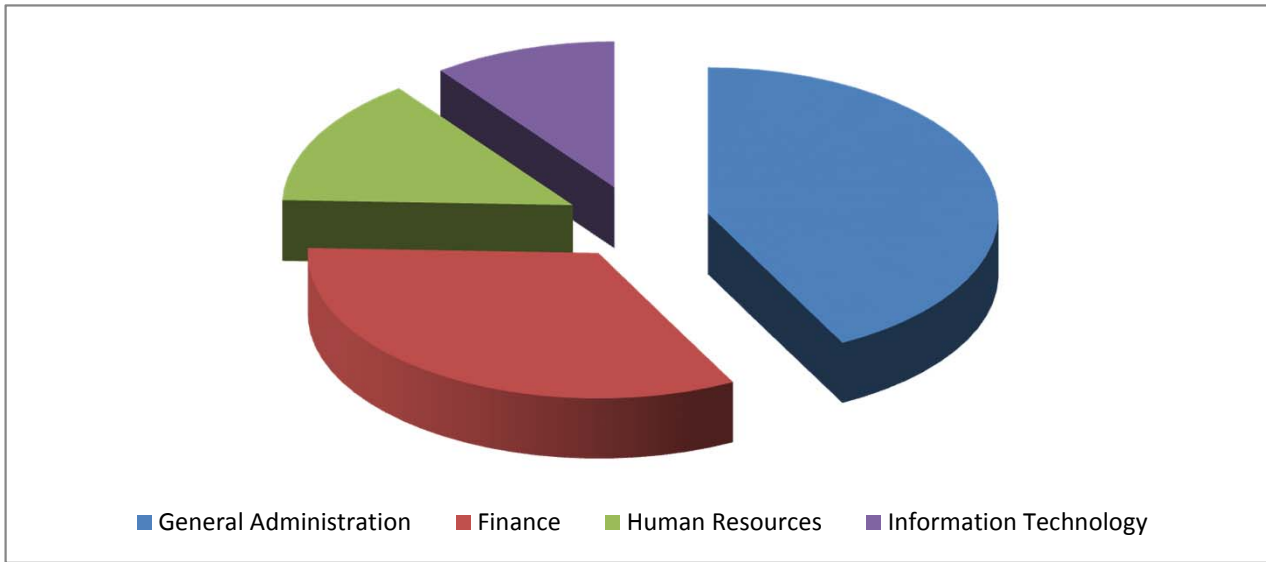


**Kennebec Valley Community Action Program  
Administration (Indirect Cost Pool) Operating Budgets  
October 1, 2015 - September 30, 2016**

<b>Expenses:</b>	<b>General Administration</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Information Technology</b>	<b>Total</b>
Personnel	\$ 438,463	\$ 374,783	\$ 157,156	\$ 103,704	\$ 1,074,106
Payroll Taxes & Employee Benefits	\$ 115,525	\$ 100,709	\$ 47,445	\$ 32,372	\$ 296,051
Staff Development	\$ 20,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 40,000
Travel	\$ 9,000	\$ 9,000	\$ 500	\$ 1,000	\$ 19,500
Office Costs	\$ 33,700	\$ 6,700	\$ 10,000	\$ 50	\$ 50,450
Insurance	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Telecommunications	\$ 19,280	\$ 1,000	\$ 720	\$ 1,500	\$ 22,500
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 25,477	\$ 15,000	\$ 17,500	\$ 2,500	\$ 60,477
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 2,750	\$ 14,010	\$ 16,760
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,500	\$ -	\$ -	\$ -	\$ 1,500
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 24,203	\$ 45,000	\$ 50	\$ 12,813	\$ 82,066
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 717,148	\$ 562,192	\$ 241,121	\$ 172,949	\$ 1,693,410

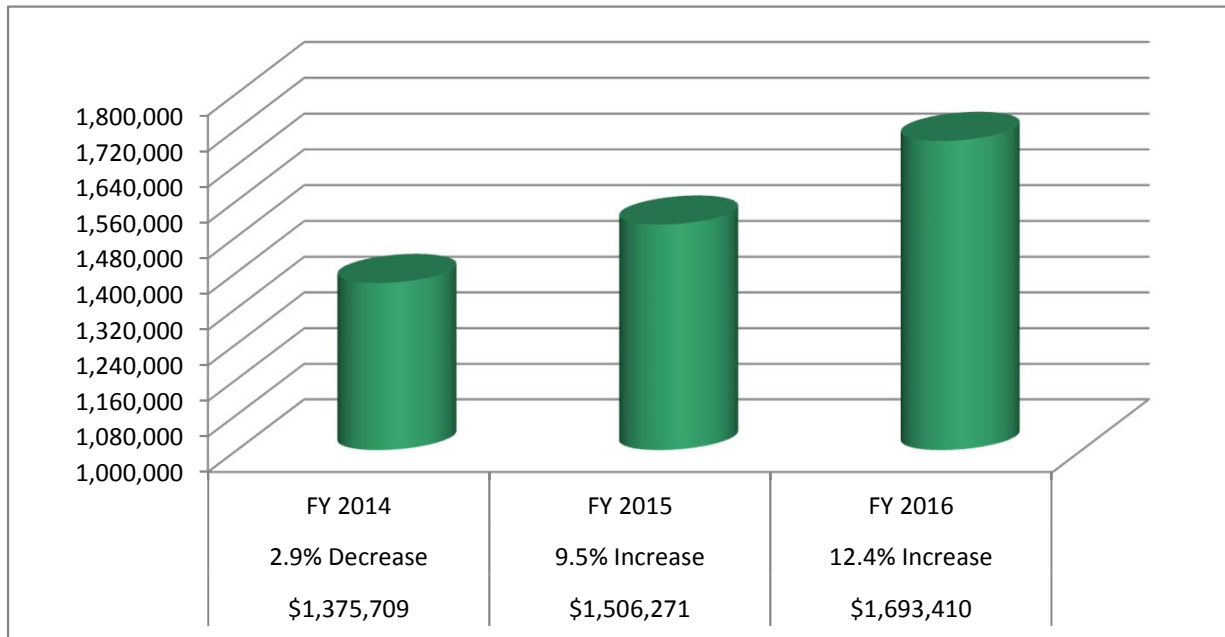
**Kennebec Valley Community Action Program  
 Kennebec Valley Community Action Program  
 Administration / Indirect Cost Pool Operating Budget  
 October 1, 2015 - September 30, 2016**

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 42.4% of the budget), Finance (33.2%), Human Resources (14.2%), and Information Technology (10.2%).



For fiscal year 2016, a \$1,693,410 budget is proposed. The budget represents a 12.4%, or \$187,139, increase compared to fiscal year 2015.

**Administrative/Indirect Cost Comparison  
 FY 2014 - FY 2016**



**Kennebec Valley Community Action Program  
Administration/Indirect Cost Pool Operating Budgets  
October 1, 2015 - September 30, 2016**

The indirect cost rate is based on agency salaries. For this fiscal year, we are seeing an increase in the operating salary base compared to that of fiscal year 2015. In April, the agency submitted our annual indirect cost proposal to the US Department of Health and Human Services maintaining the 23.5% rate that was approved for 2015. With the increased salary base, this has afforded up to budget for increased staff development/professional development expenses and contract services for meeting compliance requirements and working on strategic planning. The only other line item increases are in Personnel and Payroll Taxes & Employee Benefits. The increases in these lines are based on merit increases and filling vacant positions within Administration, as well as increased health insurance premiums.

<b>Expenses:</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>Increase/ (Decrease)</b>
Personnel	\$ 1,003,029	\$ 1,074,106	\$ 71,077
Payroll Taxes & Employee Benefits	\$ 247,727	\$ 296,051	\$ 48,324
Staff Development	\$ 14,460	\$ 40,000	\$ 25,540
Travel	\$ 13,095	\$ 19,500	\$ 6,405
Office Costs	\$ 41,400	\$ 50,450	\$ 9,050
Insurance	\$ 25,000	\$ 30,000	\$ 5,000
Telecommunications	\$ 22,500	\$ 22,500	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 37,396	\$ 60,477	\$ 23,081
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 4,500	\$ 16,760	\$ 12,260
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 1,500	\$ 1,500	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 95,664	\$ 82,066	\$ (13,598)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 1,506,271</b>	<b>\$ 1,693,410</b>	<b>\$ 187,139</b>

\*Note: The total Administrative/Indirect Cost Pool budget is 7.8% of the agency's annual operating budget.



### **PART III. ADMINISTRATION/INDIRECT COST POOL (Director: Suzanne Walsh)**

#### A. General Administration

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

#### B. Finance

#### C. Human Resources

#### D. Information Technology

#### A. General Administration

*Budget:* \$717,148

#### 1. Management Structure – Senior Managers

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

- Chief Executive Officer, Suzanne Walsh, Responsible for oversight of the entire agency.
- Chief Financial Officer, Mark Johnston, Responsible for oversight of agency finances, and information and technology systems, and facilities.
- Chief Operating Officer, Michele Prince, 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.
- Human Resources Director, Cathleen Kershner, Responsible for oversight of agency personnel, personnel policies, workers compensation, wage scale, recruitment, job descriptions and evaluations, insuring compliance with all state and federal labor laws.

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

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

*Staff:* 2 full-time equivalents

*Description of Clients:* All KVCAP managers, supervisors, employees, members of the KVCAP Board of Directors, and program clients

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

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

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

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

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

### 4. Development Department (Development Director: Andrea Pasco)

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

*Staff:* 1 full-time equivalent

*Description of clients:* All KVCAP managers, supervisors, employees, members of the board of directors, private foundations, donors, community members

*Continuing Services:* The KVCAP Development Department will continue to identify, cultivate, and solicit philanthropic support and public/private funding; develop and implement fundraising and public relations activities; serve as development liaison to Agency departments; develop marketing resources and publications; provide technical assistance on fundraising and grant writing; and develop and maintain partnerships with community leaders, businesses and organizations as well as state, county and local government officials that lead to the creation of new programs and/or resources.

*Prior Year Accomplishments (note - development activities began in December 2014):*

- Created and disseminated a "KVCAP Impact" infographic to increase community awareness of KVCAP's diverse programs and services and the number of people reached in 2014.
- Created and disseminated the first two quarterly editions of the Agency's newsletter, the KVCAP Connector.
- Revived the Agency's Fundraising Committee and facilitated monthly meetings and ad hoc groups.
- Provided technical assistance to staff with identifying and submitting grant proposals to private foundations.

- Organized and implemented KVCAP's 50<sup>th</sup> Anniversary Community Celebration; secured donations and sponsorships to cover the full cost of the event; more than 500 community members attended.
- Organized and executed KVCAP's first annual Golf Tournament and Silent Auction, raising more than \$10,000 in restricted and unrestricted funds.
- Maintained the Agency website by updating old information, uploading new information, and increasing the ease for donors to give through our online portal.
- Increased the number of people who follow our Facebook page by 100%.
- Increased the number of on-line donations by more than 100%.

*Anticipated New Service Opportunities:*

- Utilize *Donor Pro* software, in collaboration with Educare Central Maine, to create a working database of all current and past donors.
- Implement a strategic process to increase the number of donors and amount of funding secured through the FY2016 Annual Appeal.
- Create an internal Communication Plan, to ensure consistency in all materials developed by KVCAP Departments.
- Continue to facilitate monthly Fundraising Committee meetings and increase the number of Board Members who are actively involved in fundraising and outreach activities.
- Plan and implement a minimum of one community outreach event and one fundraising event.
- Continue to identify, cultivate, and solicit new and continuing donors.
- Continue to develop public relations and marketing materials to increase awareness of KVCAP's programs and services.

**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:* \$562,192

*Staff:* 5 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 at minimum quarterly 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 2015, the Finance Department has continued work with our program managers through various state and federal budget matters and the potential impacts to agency programming. Department staff have continued to work with program managers on updating systems to meet current and proposed contract regulations, developing and implementing cost pools for programs with blended funding sources, updating procedures manuals, and starting the process for developing a risk assessment program. Program managers and department staff participated in a webinar on the updated Office of Management and Budget's Uniform Guidance that went into effect during the fiscal year. In 2015, the agency participated in several reviews/audits. Our annual audit, produced an unmodified opinion and no audit adjustments or findings were presented. We also had several funding source reviews and as of the date of this publication all went well with no areas of financial concern being reported. In 2015, the Finance Department also implemented a professional development requirement for all Finance staff to participate in a minimum of 25 hours of professional development activities. All department staff had met this requirement within 10 months of it going into effect.

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

- To continue to work on risk assessment activities as they pertain to agency finances and compliance matters by collaborating with agency staff and to maintain and update as necessary reporting mechanisms and agency compliance policies and procedures manuals;
- To continue to work on our fiscal compliance and reference manuals for agency management/staff - this is a work in progress that will continue to grow and expand as regulations continue to change and become more stringent;
- To work out a process of generating and distributing financial statements to agency management on a more timely basis;
- And, to continue to look into ways that we can utilize technology to streamline processes and move toward a paperless environment, which will include offering managers and other key employees the ability to generate financial reports through our agency's accounting system, electronic vouchering options, and document management.
- We will continue our efforts and explore new options to not only move the department, and eventually the agency, into a more efficient and "paperless" environment, but to keep up with the changing times and increased regulations as they apply to our programs and the agency as a whole.

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

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

*Budget:* \$241,121

*Staff:* 2 full-time equivalents

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

*Continuing Services:*

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

Competitive wages and benefits

Ongoing training and support for continuing education

Flexible, family-friendly work schedules and policies

Employee recruitment and retention programs

Performance management tools and strategies

Information systems that promote effective employee relations

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

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

Hiring & Discrimination

Performance Evaluations

Discipline & Termination

Harassment & Workplace Violence

Employee Safety

Family Medical Leave & Privacy

*Prior Year Accomplishments:*

- 1) Administered a Partially Self Funded Health Insurance plan for the ninth year.
- 2) Continue coordination of driver physicals being completed at Workplace Health to assure all mandated guidelines are met.
- 3) Continue to utilize Workplace Health for all work related injuries and illnesses to keep Workers Comp rates low and get employees back to work as soon as possible after a work related injury or illness.
- 4) Conducted several one-on-one ergonomic assessments on staff and made numerous recommendation for changes to improve the comfort level of employees working behind a desk.
- 5) Organized KVCAP's charitable giving campaign for another successful year of contributions.
- 6) In a continued effort to "go green", posted a majority of the open enrollment benefit forms and informational pages on KVCAP's agency bulletin board.
- 9) Provided on-going training to new and current supervisors

**D. Information Technology (Director: 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:* \$172,949

*Staff:* 2 Full-time equivalents

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

*Continuing Services:*

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

*Prior Year Accomplishments:*

- Replaced current MS Office product line with Office 2013 agency wide.
- Update our main MITEL communications platform with new hardware and software versions all sites.
- Updated Voicemail hardware and software and provide new voicemail to email playback (Summer 2015).
- Integrated secure messaging into our Gmail platform for all staff.
- Updated Drapeau meeting room systems and display technologies.

- Replaced and updated the entire Energy Services desktop and laptop fleet with newer technology.

*Anticipated New Service Opportunities:*

- Updating our agency file and remote access servers to new Windows software versions along with new hardware.
- Beginning PC replacements with touchscreen capabilities and Windows 10 operating systems going into 2016.
- Assisting HR in providing digital HR/PAF forms for digital signature and routing.
- Providing hosted document management with quick storage and retrieval, decreasing our file storage and reducing the need to print.

**Kennebec Valley Community Action Program**  
**Facilities Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Expenses:</b>	
Personnel	\$ 103,922
Payroll Taxes & Employee Benefits	\$ 35,276
Staff Development	\$ 100
Travel	\$ 300
Office Costs	\$ 400
Insurance	\$ 19,981
Telecommunications	\$ 2,967
Space & Occupancy	\$ 91,279
Contract Services	\$ 26,300
Vehicle	\$ 4,700
Housing Property Costs	\$ -
Materials & Supplies	\$ 4,850
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 24,421
Interest	\$ 13,400
Depreciation	\$ 42,856
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 1,300
Inkind	\$ -
<b>Total Expenses:</b>	<b>\$ 372,052</b>

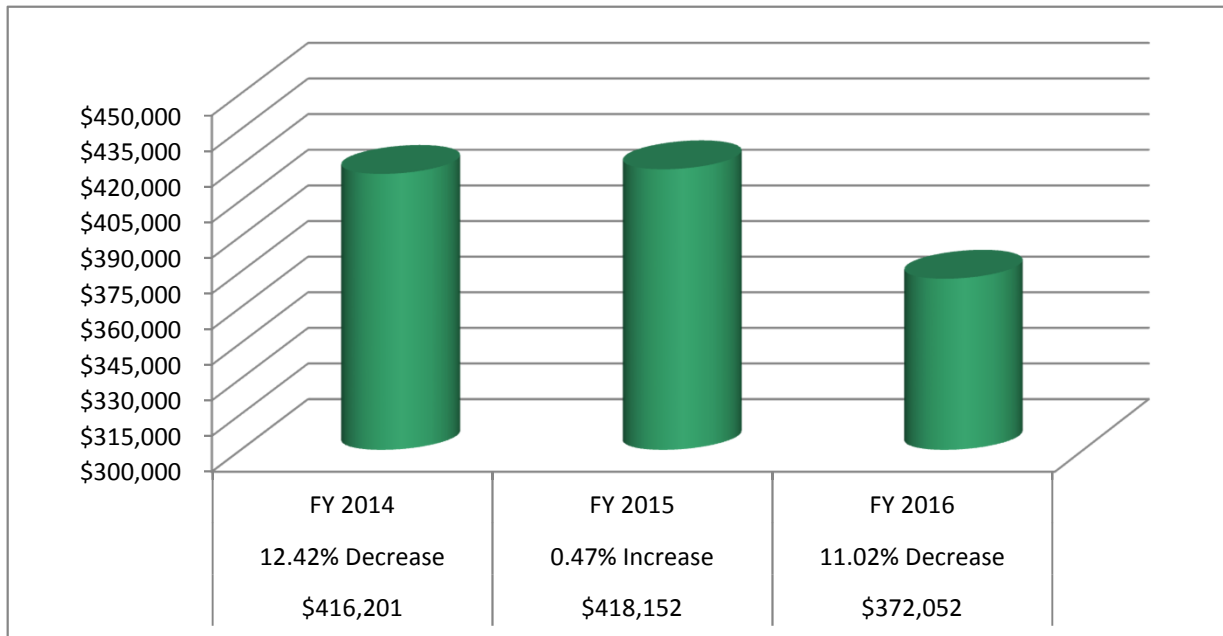


**Kennebec Valley Community Action Program  
Facilities Operating Budget  
October 1, 2015 - September 30, 2016**

The facilities budget represents the costs associated with the normal maintenance and upkeep of the five office centers of the agency. These cost centers are the Robert E. Drapeau Center, the George Keller Building, the Transportation Center, the KVCAP office in Augusta, and the Mitchell Boulette Center.

For fiscal year 2016, a \$372,052 budget is proposed. The budget represents an 11.02%, or (\$46,100), decrease compared to fiscal year 2015.

**Facilities Cost Comparison  
FY 2014 - FY 2016**



**Kennebec Valley Community Action Program**  
**Facilities Operating Budgets**  
**October 1, 2015 - September 30, 2016**

For fiscal year 2016, KVCAP's Facilities budget is showing a decrease of (\$46,100). This decrease is most specifically noted in personnel costs (and correspondingly in administration costs), as well as space and occupancy costs. The reduction in personnel costs is related to work that facilities staff participate in at the Educare Central Maine facility and Gerald Senior Residences. Space and occupancy costs as reported in the note below shows a significant decrease in fuel expenses for FY 2016 going from \$52,956 to \$38,195 in projected expenses, a decrease of (\$14,761). This decrease is due to a much better negotiated cost per gallon on our fuel contract (from \$3.23 per gallon to \$2.24). Facilities staff continue to manage expenses and find cost savings measures where they can, and this is reflected in their budget.

<b>Expenses:</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>Increase/ (Decrease)</b>
Personnel	\$ 124,640	\$ 103,922	\$ (20,718)
Payroll Taxes & Employee Benefits	\$ 34,665	\$ 35,276	\$ 611
Staff Development	\$ 100	\$ 100	\$ -
Travel	\$ 300	\$ 300	\$ -
Office Costs	\$ 400	\$ 400	\$ -
Insurance	\$ 21,362	\$ 19,981	\$ (1,381)
Telecommunications	\$ 2,570	\$ 2,967	\$ 397
Space & Occupancy	\$ 104,740	\$ 91,279	\$ (13,461)
Contract Services	\$ 24,800	\$ 26,300	\$ 1,500
Vehicle	\$ 4,400	\$ 4,700	\$ 300
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 4,850	\$ 4,850	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 28,667	\$ 24,421	\$ (4,246)
Interest	\$ 17,800	\$ 13,400	\$ (4,400)
Depreciation	\$ 47,858	\$ 42,856	\$ (5,002)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,000	\$ 1,300	\$ 300
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 418,152</b>	<b>\$ 372,052</b>	<b>\$ (46,100)</b>

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

- Rent (2016 budget amount = \$11,584 - no change compared to 2015)
- Electricity (\$24,800 - 3.3% increase)
- Fuel (\$38,195 - 27.9% decrease)
- Water/Sewer (\$4,100 - 10.9% decrease)
- Rubbish Removal (\$4,600 - no change)
- Snow Removal/Landscaping (\$8,000 - 14.3% increase)

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

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

*Budget:* \$372,052

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

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

*Continuing Services:*

1) Maintain all agency facilities including:

- Augusta:

- 22 Armory Street, Augusta

- Skowhegan:

- Mitchell Boulette Center, 26 Mary Street

- Storage Building, 7 Libby Court

- George Keller Building, 49 King Street

- Robert E. Drapeau Center, 101 Water Street

- South End Teen Center, 5 Libby Court

- Transportation Center, 97 Water Street

2) To monitor, assess, and enhance building safety and security at all sites.

**Kennebec Valley Community Action Program**  
**Agency Operating Budgets**  
**October 1, 2015 - September 30, 2016**

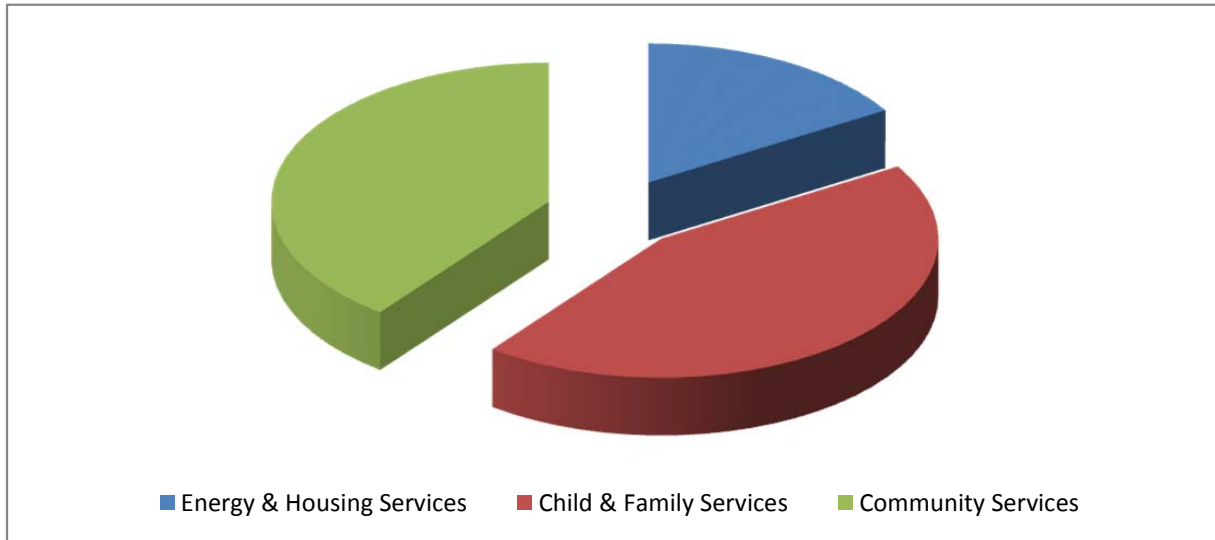
<b>Revenue:</b>	<b>Energy &amp; Housing Services</b>	<b>Child &amp; Family Services</b>	<b>Community Services</b>	<b>Total</b>
Grants & Contracts	\$ 3,525,506	\$ 6,647,242	\$ 2,490,151	\$ 12,662,899
Program Revenue	\$ 21,608	\$ 1,258,032	\$ 5,845,550	\$ 7,125,190
Other Revenue	\$ -	\$ 109,056	\$ 286,424	\$ 395,480
Inkind	\$ -	\$ 1,579,428	\$ -	\$ 1,579,428
<b>Total Revenue:</b>	<b>\$ 3,547,114</b>	<b>\$ 9,593,758</b>	<b>\$ 8,622,125</b>	<b>\$ 21,762,997</b>

<b>Expenses:</b>				
Personnel	\$ 657,670	\$ 3,991,790	\$ 2,433,649	\$ 7,083,109
Payroll Taxes & Employee Benefits	\$ 294,763	\$ 1,318,312	\$ 790,169	\$ 2,403,244
Staff Development	\$ 19,573	\$ 216,728	\$ 23,475	\$ 259,776
Travel	\$ 11,563	\$ 53,251	\$ 61,653	\$ 126,467
Office Costs	\$ 70,085	\$ 71,214	\$ 61,511	\$ 202,810
Insurance	\$ 11,157	\$ 18,613	\$ 1,080	\$ 30,850
Telecommunications	\$ 30,940	\$ 39,664	\$ 64,826	\$ 135,430
Space & Occupancy	\$ 200,875	\$ 168,855	\$ 211,556	\$ 581,286
Contract Services	\$ 1,067,038	\$ 736,897	\$ 94,220	\$ 1,898,155
Vehicle	\$ 45,746	\$ -	\$ 684,565	\$ 730,311
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 970,410	\$ 248,398	\$ 21,026	\$ 1,239,834
Direct Client Assistance	\$ -	\$ 1,050	\$ 2,049,062	\$ 2,050,112
Administration (Indirect)	\$ 154,577	\$ 938,109	\$ 563,545	\$ 1,656,231
Interest	\$ -	\$ 116,808	\$ -	\$ 116,808
Depreciation	\$ -	\$ -	\$ 69,513	\$ 69,513
Common Carrier	\$ -	\$ -	\$ 1,299,387	\$ 1,299,387
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 12,717	\$ 94,641	\$ 192,888	\$ 300,246
Inkind	\$ -	\$ 1,579,428	\$ -	\$ 1,579,428
<b>Total Expenses:</b>	<b>\$ 3,547,114</b>	<b>\$ 9,593,758</b>	<b>\$ 8,622,125</b>	<b>\$ 21,762,997</b>

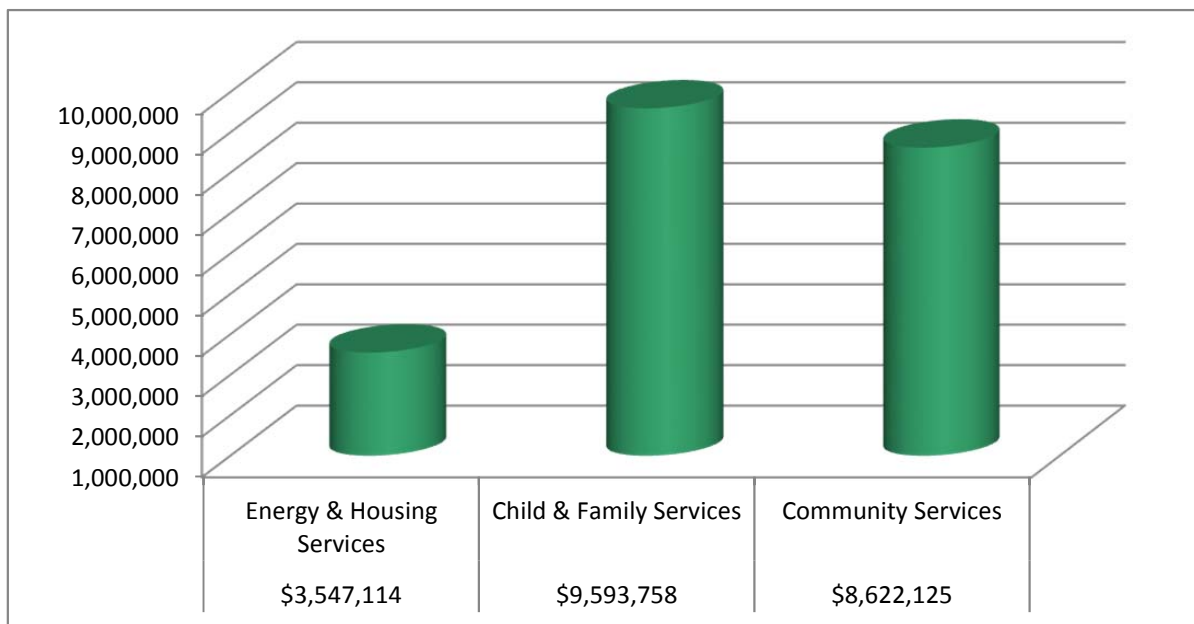
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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**Kennebec Valley Community Action Program  
Agency Operating Budget  
October 1, 2015 - September 30, 2016**

The agency's operating budget consists of its three major departments - Energy and Housing Services (which contributes 16.3% of the budget), Child and Family Services (44.1%), and Community Services (39.6%).



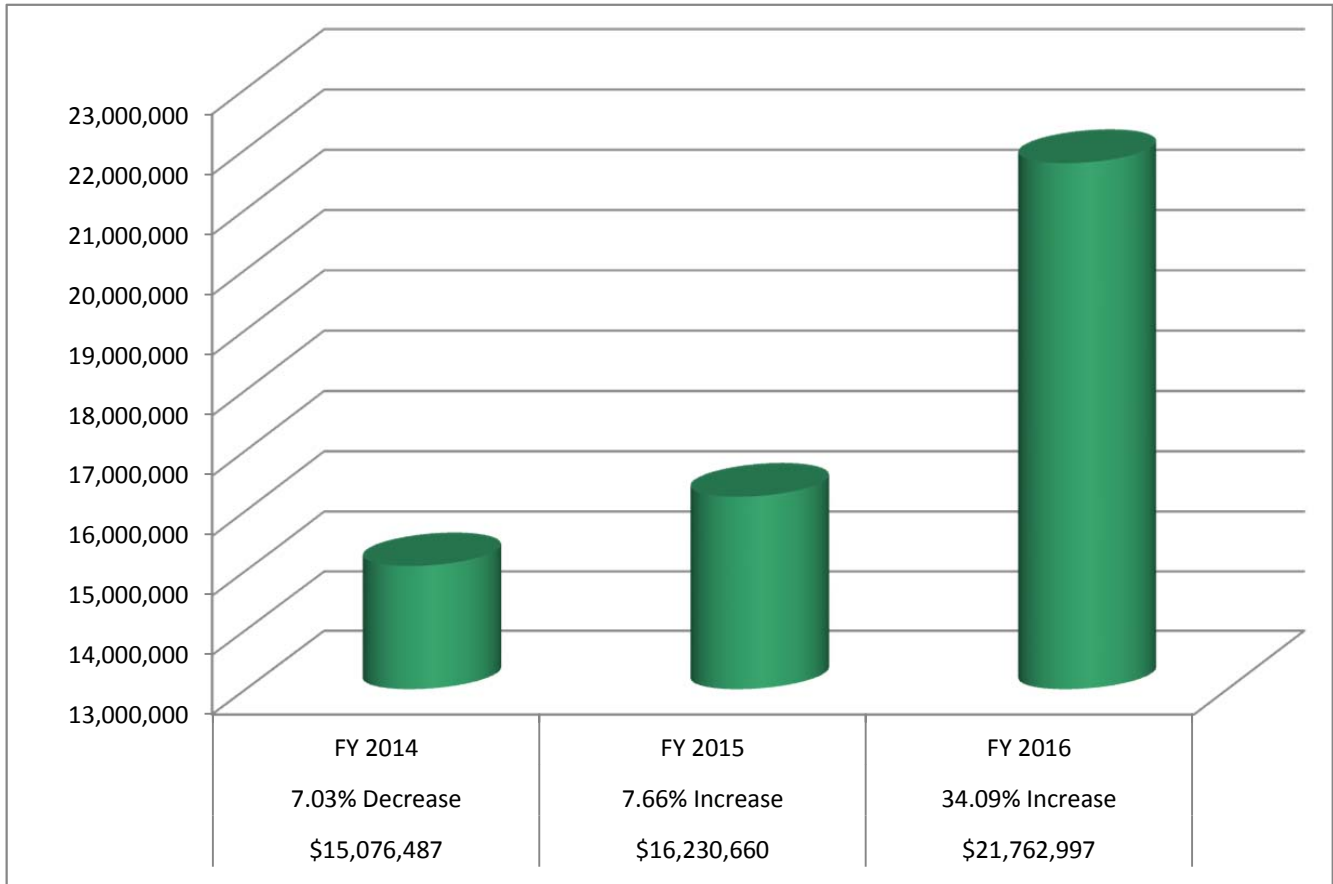
**Budget by Department  
FY 2016**



**Kennebec Valley Community Action Program  
Agency Operating Budget  
October 1, 2015 - September 30, 2016**

For fiscal year 2016, a \$21,762,997 budget is proposed. This budget represents an 34.09%, or \$5,532,337 increase compared to 2015's 7.66 % increase.

**Agency Operating Budget Comparison  
FY 2014 - FY 2016**



By department, Energy & Housing Services shows a 60.4% increase, Child & Family Services shows a 45.7% increase, and Community Services shows a 16.0% increase. Please see each department listing for more details.

**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 9,313,159	\$ 12,662,899	\$ 3,349,740
Program Revenue	\$ 5,658,153	\$ 7,125,190	\$ 1,467,037
Other Revenue	\$ 516,954	\$ 395,480	\$ (121,474)
Inkind	\$ 742,394	\$ 1,579,428	\$ 837,034
<b>Total Revenue:</b>	\$ 16,230,660	\$ 21,762,997	\$ 5,532,337

<b>Expenses:</b>			
Personnel	\$ 6,079,729	\$ 7,083,109	\$ 1,003,380
Payroll Taxes & Employee Benefits	\$ 1,931,872	\$ 2,403,244	\$ 471,372
Staff Development	\$ 90,997	\$ 259,776	\$ 168,779
Travel	\$ 133,358	\$ 126,467	\$ (6,891)
Office Costs	\$ 157,273	\$ 202,810	\$ 45,537
Insurance	\$ 22,499	\$ 30,850	\$ 8,351
Telecommunications	\$ 157,002	\$ 135,430	\$ (21,572)
Space & Occupancy	\$ 557,691	\$ 581,286	\$ 23,595
Contract Services	\$ 800,747	\$ 1,898,155	\$ 1,097,408
Vehicle	\$ 645,102	\$ 730,311	\$ 85,209
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 656,104	\$ 1,239,834	\$ 583,730
Direct Client Assistance	\$ 2,026,120	\$ 2,050,112	\$ 23,992
Administration (Indirect)	\$ 1,419,879	\$ 1,656,231	\$ 236,352
Interest	\$ 116,808	\$ 116,808	\$ -
Depreciation	\$ 70,513	\$ 69,513	\$ (1,000)
Common Carrier	\$ 500,000	\$ 1,299,387	\$ 799,387
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 122,572	\$ 300,246	\$ 177,674
Inkind	\$ 742,394	\$ 1,579,428	\$ 837,034
<b>Total Expenses:</b>	\$ 16,230,660	\$ 21,762,997	\$ 5,532,337

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
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**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>Fuel Assistance</b>	<b>Weatherization &amp; Conservation</b>	<b>Home Repair Programs</b>	<b>Emergency Services &amp; Partnerships</b>	<b>Housing Services</b>	<b>Total</b>
Grants & Contracts	\$ 676,071	\$ 2,202,410	\$ 516,171	\$ -	\$ 130,854	\$ 3,525,506
Program Revenue	\$ -	\$ -	\$ -	\$ 12,680	\$ 8,928	\$ 21,608
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 676,071	\$ 2,202,410	\$ 516,171	\$ 12,680	\$ 139,782	\$ 3,547,114

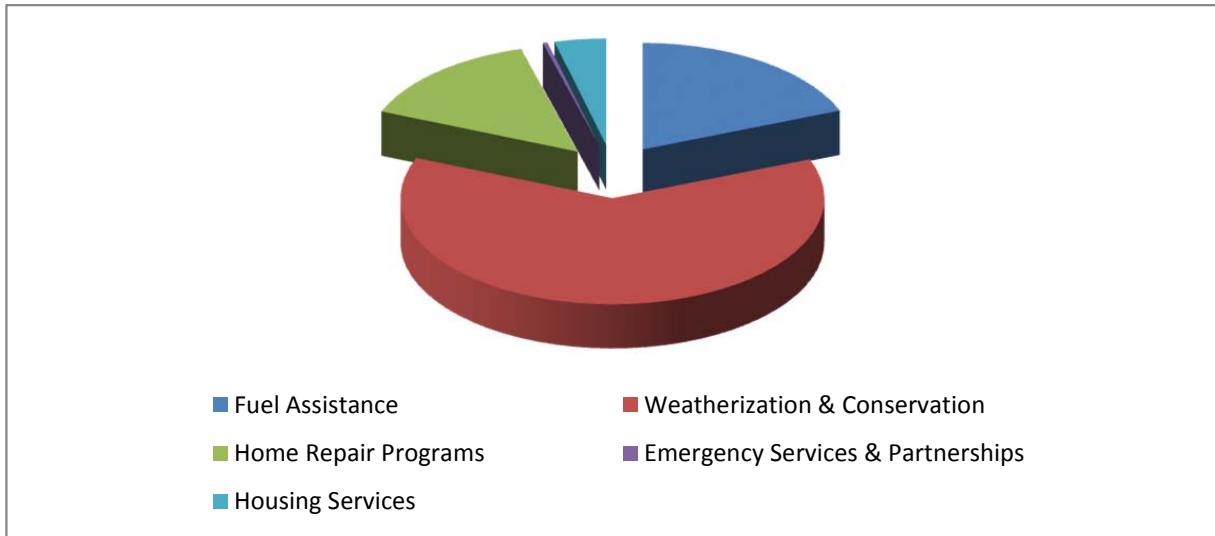
<b>Expenses:</b>						
Personnel	\$ 298,391	\$ 239,530	\$ 54,938	\$ -	\$ 64,811	\$ 657,670
Payroll Taxes & Employee Benefits	\$ 155,959	\$ 84,623	\$ 29,629	\$ -	\$ 24,552	\$ 294,763
Staff Development	\$ 2,367	\$ 13,940	\$ -	\$ -	\$ 3,266	\$ 19,573
Travel	\$ 5,748	\$ -	\$ -	\$ -	\$ 5,815	\$ 11,563
Office Costs	\$ 41,781	\$ 19,228	\$ 6,728	\$ -	\$ 2,348	\$ 70,085
Insurance	\$ -	\$ 10,557	\$ -	\$ 600	\$ -	\$ 11,157
Telecommunications	\$ 16,588	\$ 9,800	\$ 2,800	\$ 120	\$ 1,632	\$ 30,940
Space & Occupancy	\$ 85,112	\$ 61,976	\$ 25,300	\$ 9,260	\$ 19,227	\$ 200,875
Contract Services	\$ -	\$ 678,618	\$ 382,940	\$ 2,580	\$ 2,900	\$ 1,067,038
Vehicle	\$ -	\$ 44,829	\$ 917	\$ -	\$ -	\$ 45,746
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 970,290	\$ -	\$ 120	\$ -	\$ 970,410
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 70,125	\$ 56,302	\$ 12,919	\$ -	\$ 15,231	\$ 154,577
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 12,717	\$ -	\$ -	\$ -	\$ 12,717
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 676,071	\$ 2,202,410	\$ 516,171	\$ 12,680	\$ 139,782	\$ 3,547,114

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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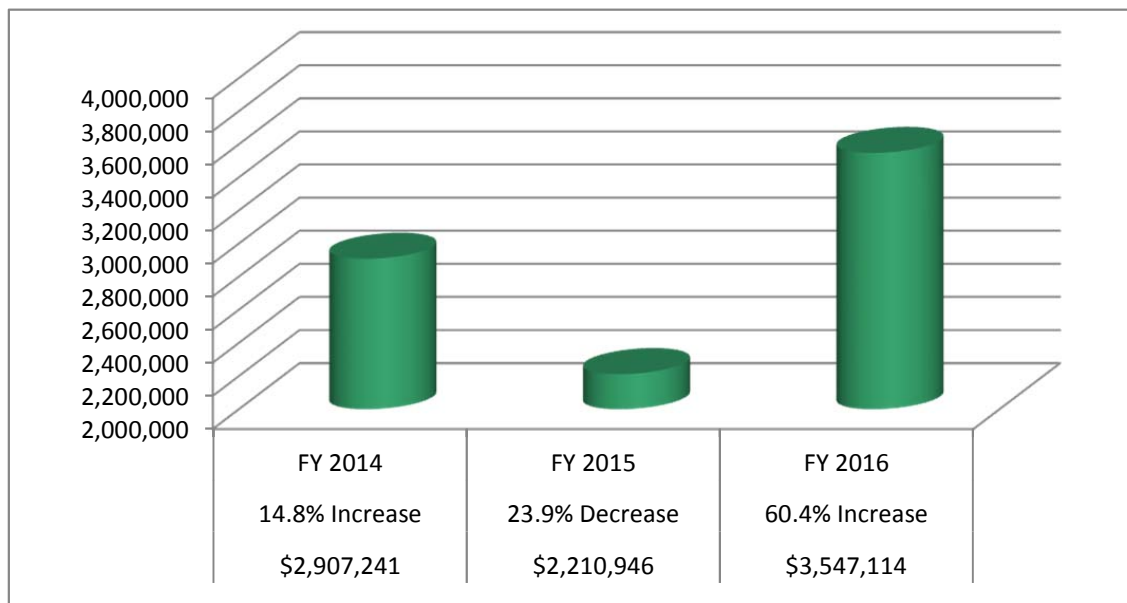
**Kennebec Valley Community Action Program  
Energy & Housing Services Operating Budget  
October 1, 2015 - September 30, 2016**

The Energy & Housing Services budget consists of the following programming: Fuel Assistance (which contributes 19.1% of the budget), Weatherization & Conservation (62.1%), Home Repair Programs (14.5%), Emergency Services & Partnerships (0.4%), and Housing Services (3.9%).



For fiscal year 2016, a \$3,547,114 budget is proposed. This budget represents a 60.4%, or \$1,336,168 increase compared to fiscal year 2015's budget.

**Energy & Housing Services Comparison  
FY 2014 - FY 2016**



## Kennebec Valley Community Action Program

### Energy & Housing Services Operating Budget

October 1, 2015 - September 30, 2016

In FY 2016, Energy & Housing Services is showing an increase to their budget of \$1,336,168. This increase is due to increased funding to Fuel Assistance (\$92,473), to Weatherization (\$1,011,562), and to Home Repair with the renewal of the Home Repair Network funding (\$225,000) and an increase in Common Home (formerly Maine Housing Home Repair) funding (\$98,558). These increases were offset by reductions in funding in Emergency Services & Partnerships with the end of TEFAP (\$18,100) and the Family Violence Partnership property management program (\$2,700), and in Housing Services with a reduction in Neighborworks funding (\$30,475) and the end of the Doree Taylor Foundation Grant (\$15,000).

Looking at expenses, the change in Contract Services and Materials & Supplies line items are directly related to the increases in Weatherization and Home Repair programs with the majority of the new funding going to client benefits. The increase in Payroll Taxes & Employee Benefits is bringing this expense more inline with actual and accounting for an increase in health insurance expenses.

Revenue:	FY 2015	FY 2016	Increase/ (Decrease)
Grants & Contracts	\$ 2,182,210	\$ 3,525,506	\$ 1,343,296
Program Revenue	\$ 28,736	\$ 21,608	\$ (7,128)
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 2,210,946</b>	<b>\$ 3,547,114</b>	<b>\$ 1,336,168</b>

Expenses:			
Personnel	\$ 689,006	\$ 657,670	\$ (31,336)
Payroll Taxes & Employee Benefits	\$ 175,165	\$ 294,763	\$ 119,598
Staff Development	\$ 4,158	\$ 19,573	\$ 15,415
Travel	\$ 14,379	\$ 11,563	\$ (2,816)
Office Costs	\$ 50,283	\$ 70,085	\$ 19,802
Insurance	\$ 5,849	\$ 11,157	\$ 5,308
Telecommunications	\$ 33,638	\$ 30,940	\$ (2,698)
Space & Occupancy	\$ 139,842	\$ 200,875	\$ 61,033
Contract Services	\$ 438,523	\$ 1,067,038	\$ 628,515
Vehicle	\$ 50,887	\$ 45,746	\$ (5,141)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 440,452	\$ 970,410	\$ 529,958
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 153,088	\$ 154,577	\$ 1,489
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 15,676	\$ 12,717	\$ (2,959)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 2,210,946</b>	<b>\$ 3,547,114</b>	<b>\$ 1,336,168</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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**Kennebec Valley Community Action Program**  
**Fuel Assistance Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>*LIHEAP</b>	<b>*LIAP</b>	<b>Total</b>
Grants & Contracts	\$ 609,432	\$ 66,639	\$ 676,071
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 609,432	\$ 66,639	\$ 676,071

<b>Expenses:</b>			
Personnel	\$ 282,780	\$ 15,611	\$ 298,391
Payroll Taxes & Employee Benefits	\$ 121,170	\$ 34,789	\$ 155,959
Staff Development	\$ 1,962	\$ 405	\$ 2,367
Travel	\$ 5,748	\$ -	\$ 5,748
Office Costs	\$ 40,356	\$ 1,425	\$ 41,781
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 14,688	\$ 1,900	\$ 16,588
Space & Occupancy	\$ 76,272	\$ 8,840	\$ 85,112
Contract Services	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 66,456	\$ 3,669	\$ 70,125
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 609,432	\$ 66,639	\$ 676,071

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

\*LIAP = Low-Income Assistance Program

**Kennebec Valley Community Action Program  
Weatherization & Conservation Operating Budgets  
October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>*DOE</b>	<b>* HEAP Wthz</b>	<b>* CHIP</b>	<b>DEP Tank Replacement</b>	<b>Total</b>
Grants & Contracts	\$ 819,498	\$ 744,479	\$ 533,433	\$ 105,000	\$ 2,202,410
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 819,498	\$ 744,479	\$ 533,433	\$ 105,000	\$ 2,202,410

<b>Expenses:</b>					
Personnel	\$ 87,096	\$ 67,294	\$ 82,836	\$ 2,304	\$ 239,530
Payroll Taxes & Employee Benefits	\$ 26,016	\$ 28,646	\$ 27,387	\$ 2,574	\$ 84,623
Staff Development	\$ 6,924	\$ 2,000	\$ 3,000	\$ 2,016	\$ 13,940
Travel	\$ -	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ 5,200	\$ 6,128	\$ 7,000	\$ 900	\$ 19,228
Insurance	\$ 7,557	\$ 3,000	\$ -	\$ -	\$ 10,557
Telecommunications	\$ 4,500	\$ 2,500	\$ 2,500	\$ 300	\$ 9,800
Space & Occupancy	\$ 23,980	\$ 22,000	\$ 13,500	\$ 2,496	\$ 61,976
Contract Services	\$ 341,595	\$ 244,695	\$ -	\$ 92,328	\$ 678,618
Vehicle	\$ 9,524	\$ 19,524	\$ 14,239	\$ 1,542	\$ 44,829
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 276,917	\$ 329,878	\$ 363,495	\$ -	\$ 970,290
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 20,472	\$ 15,814	\$ 19,476	\$ 540	\$ 56,302
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 9,717	\$ 3,000	\$ -	\$ -	\$ 12,717
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 819,498	\$ 744,479	\$ 533,433	\$ 105,000	\$ 2,202,410

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

\* CHIP = Central Heating Improvement Program

\* HEAP Wthz. = Home Energy Assistance Program Weatherization

**Kennebec Valley Community Action Program**  
**Home Repair Programs Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>Common Home</b>	<b>Maine Home Repair Network</b>	<b>Total</b>
Grants & Contracts	\$ 291,171	\$ 225,000	\$ 516,171
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 291,171	\$ 225,000	\$ 516,171

<b>Expenses:</b>			
Personnel	\$ 32,078	\$ 22,860	\$ 54,938
Payroll Taxes & Employee Benefits	\$ 17,065	\$ 12,564	\$ 29,629
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ 6,128	\$ 600	\$ 6,728
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 2,500	\$ 300	\$ 2,800
Space & Occupancy	\$ 22,000	\$ 3,300	\$ 25,300
Contract Services	\$ 202,940	\$ 180,000	\$ 382,940
Vehicle	\$ 917	\$ -	\$ 917
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 7,543	\$ 5,376	\$ 12,919
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 291,171	\$ 225,000	\$ 516,171

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
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**Kennebec Valley Community Action Program**  
**Emergency Services & Partnerships Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>Transitional Housing</b>
Grants & Contracts	\$ -
Program Revenue	\$ 12,680
Other Revenue	\$ -
Inkind	\$ -
<b>Total Revenue:</b>	<b>\$ 12,680</b>

<b>Expenses:</b>	
Personnel	\$ -
Payroll Taxes & Employee Benefits	\$ -
Staff Development	\$ -
Travel	\$ -
Office Costs	\$ -
Insurance	\$ 600
Telecommunications	\$ 120
Space & Occupancy	\$ 9,260
Contract Services	\$ 2,580
Vehicle	\$ -
Housing Property Costs	\$ -
Materials & Supplies	\$ 120
Direct Client Assistance	\$ -
Administration (Indirect)	\$ -
Interest	\$ -
Depreciation	\$ -
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ -
Inkind	\$ -
<b>Total Expenses:</b>	<b>\$ 12,680</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>
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**Kennebec Valley Community Action Program**  
**Housing Services Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>Home Buyer Education</b>	<b>Foreclosure Counseling</b>	<b>Neighborworks Foreclosure Mitigation</b>	<b>Neighborworks Housing Counseling</b>	<b>Neighborworks Administration</b>	<b>Total</b>
Grants & Contracts	\$ 9,600	\$ 39,996	\$ 27,540	\$ 22,793	\$ 30,925	\$ 130,854
Program Revenue	\$ 8,928	\$ -	\$ -	\$ -	\$ -	\$ 8,928
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 18,528	\$ 39,996	\$ 27,540	\$ 22,793	\$ 30,925	\$ 139,782

<b>Expenses:</b>						
Personnel	\$ 9,456	\$ 21,747	\$ 12,803	\$ 11,850	\$ 8,955	\$ 64,811
Payroll Taxes & Employee Benefits	\$ 1,404	\$ 5,456	\$ 10,841	\$ 2,930	\$ 3,921	\$ 24,552
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ 3,266	\$ 3,266
Travel	\$ -	\$ -	\$ -	\$ -	\$ 5,815	\$ 5,815
Office Costs	\$ -	\$ 976	\$ 888	\$ -	\$ 484	\$ 2,348
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 240	\$ 1,100	\$ -	\$ -	\$ 292	\$ 1,632
Space & Occupancy	\$ 3,205	\$ 5,607	\$ -	\$ 5,228	\$ 5,187	\$ 19,227
Contract Services	\$ 2,000	\$ -	\$ -	\$ -	\$ 900	\$ 2,900
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 2,223	\$ 5,110	\$ 3,008	\$ 2,785	\$ 2,105	\$ 15,231
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 18,528	\$ 39,996	\$ 27,540	\$ 22,793	\$ 30,925	\$ 139,782

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**PART VI: ENERGY & HOUSING SERVICES** (Director: Monica Grady, Chief Operating Officer: Michele Prince)

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

Improve energy efficiency to reduce the energy burden.

Support affordable housing.

Sustain opportunities for homeownership.

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

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

*Budget:* \$676,071 (\$609,432 - LIHEAP Administrative & Other Benefits \$66,639 - LIAP)

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

*Description of clients:* Low-income households

*Number of households to be served in FY 2016:* 13,000

*Continuing Services:*

*LIHEAP:* Provides a fuel assistance benefit to income eligible households. Applications are taken from August 18 through April 30. Home visits are made to home bound individuals during the first month of the program. Staff conduct town visits during the months of August through November. Colorful posters are placed in laundromats, stores, libraries, town offices, etc. to inform the community about LIHEAP.

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

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

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



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

*Budget:* Fee for service

*Staff:* 1 part-time equivalent

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

*Number of clients to be served in FY 2015:* 10

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

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

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

*Budget:* \$1,563,977

*Staff:* 4 full-time equivalents

*Description of clients:* LIHEAP-eligible households

*Number of clients to be served in FY 2016:* 166

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

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

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

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

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

*Budget:* \$533,433

*Staff:* 3 full-time equivalents

*Description of clients:* LIHEAP eligible households

*Number of clients to be served in FY 2016:* 130

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

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

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

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

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

*Budget:* \$105,000

*Staff:* 1 full-time equivalent

*Description of clients:* Low-Income households

*Number of households to be served in FY 2016:* 22

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

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

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

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

*Budget:* \$516,171

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

*Staff:* 2 full-time equivalent

*Number of families to be served in FY 2016:* 75

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

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

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

### **Keeping Seniors Home**

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

*Staff:* 2 part-time equivalent

*Number of Clients to be served in FY 2016:* 50

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

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

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

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

*Budget:* \$12,680

*Staff:* 1 part-time equivalent

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

*Number of clients to be served in FY 2015:* 5

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

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

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

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

*Mission:* The mission of Homeownership Services is to:

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

### **Homeownership Education & Counseling**

*Budget:* \$139,782

*Staff:* 2 full-time equivalents

*Description of clients:* No Income Restrictions

*Estimated number of clients to be served in FY 2016:* 500

**a) Financial Literacy Education & Counseling** - Promotes housing sustainability as a renter or homeowner by providing workshops and courses as well as one-on-one coaching for financial literacy and capability, including budget preparation/management with a focus on savings and building credit.

**b) Pre-Purchase Education & Counseling** - Facilitates Homebuyer Education courses in live classes and an online format to assist potential homebuyers with understanding budgeting, financing, ownership and energy efficiency to ensure a successful experience

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

**c) Post-Purchase Counseling** - Provides one-on-one consultation and analysis to assist homeowners with budgeting, home maintenance, refinancing, hazard insurance, etc. to help them succeed as homeowners.

**d) Foreclosure Prevention Education & Counseling** – Provides education as part of the Maine Foreclosure Diversion Program to homeowners planning to participate in mediation with servicers. One-on-one counseling is also provided to evaluate and assist homeowners with loan modifications under the federal Making Home Affordable program or in-house opportunities with individual servicers.

## **Real Estate Development**

*Description of clients:* Low to Moderate Income Households

*Estimated number of households to be served in FY 2016:* 1

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

**Cony Village LLC/Patriots Point:** Develop 26 acres of land in Augusta into 43 units of affordable, smart growth housing through a joint venture between KVCAP and Bread of Life Ministries-Veterans Program. We currently have two homes listed for sale in FY 2015.

**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>Head Start/Early Head Start</b>	<b>*CACFP</b>	<b>Other Child &amp; Family Services</b>	<b>Total</b>
Grants & Contracts	\$ 4,601,900	\$ 163,713	\$ 1,881,629	\$ 6,647,242
Program Revenue	\$ 252,035	\$ -	\$ 1,005,997	\$ 1,258,032
Other Revenue	\$ -	\$ -	\$ 109,056	\$ 109,056
Inkind	\$ 1,579,428	\$ -	\$ -	\$ 1,579,428
<b>Total Revenue:</b>	<b>\$ 6,433,363</b>	<b>\$ 163,713</b>	<b>\$ 2,996,682</b>	<b>\$ 9,593,758</b>

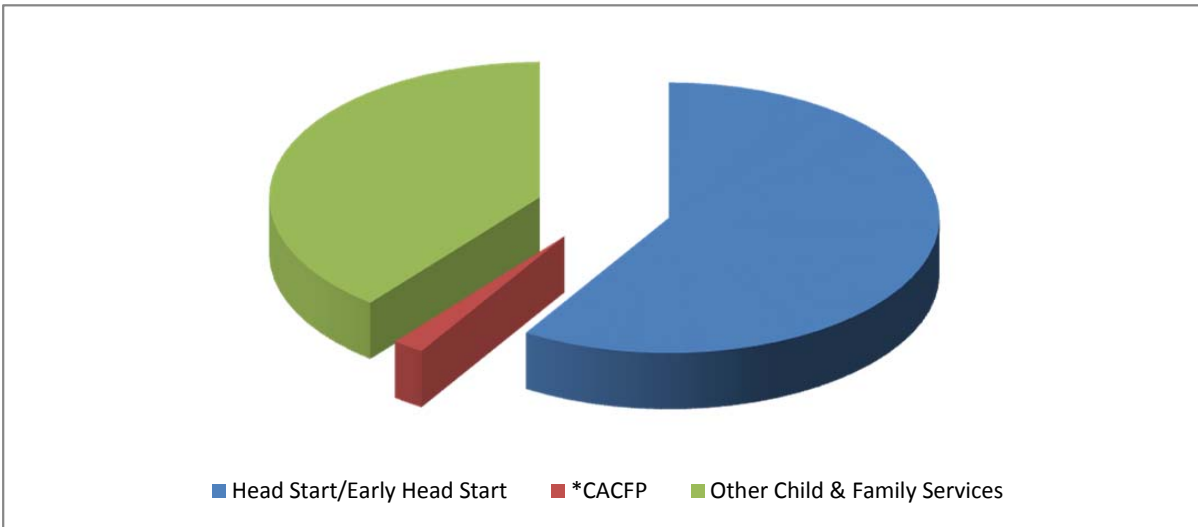
<b>Expenses:</b>				
Personnel	\$ 2,520,749	\$ 28,013	\$ 1,443,028	\$ 3,991,790
Payroll Taxes & Employee Benefits	\$ 807,804	\$ 9,939	\$ 500,569	\$ 1,318,312
Staff Development	\$ 209,691	\$ -	\$ 7,037	\$ 216,728
Travel	\$ 25,042	\$ -	\$ 28,209	\$ 53,251
Office Costs	\$ 49,390	\$ -	\$ 21,824	\$ 71,214
Insurance	\$ 5,965	\$ -	\$ 12,648	\$ 18,613
Telecommunications	\$ 14,251	\$ -	\$ 25,413	\$ 39,664
Space & Occupancy	\$ 29,065	\$ -	\$ 139,790	\$ 168,855
Contract Services	\$ 470,324	\$ -	\$ 266,573	\$ 736,897
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 85,445	\$ 119,184	\$ 43,769	\$ 248,398
Direct Client Assistance	\$ 250	\$ -	\$ 800	\$ 1,050
Administration (Indirect)	\$ 592,378	\$ 6,577	\$ 339,154	\$ 938,109
Interest	\$ -	\$ -	\$ 116,808	\$ 116,808
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 43,581	\$ -	\$ 51,060	\$ 94,641
Inkind	\$ 1,579,428	\$ -	\$ -	\$ 1,579,428
<b>Total Expenses:</b>	<b>\$ 6,433,363</b>	<b>\$ 163,713</b>	<b>\$ 2,996,682</b>	<b>\$ 9,593,758</b>

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

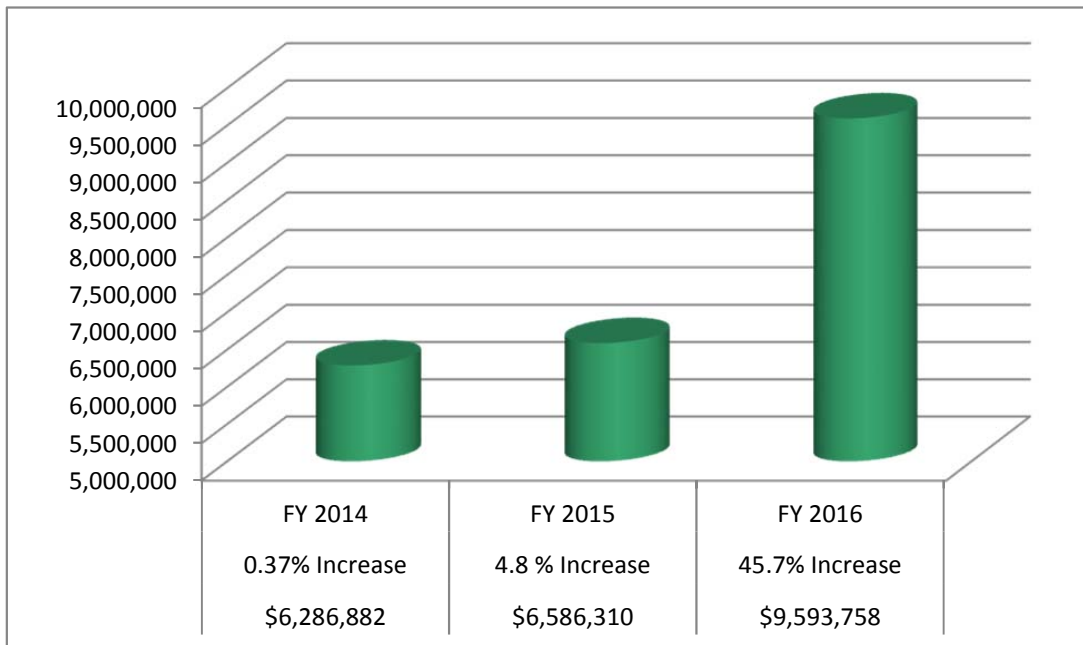
**Kennebec Valley Community Action Program  
Child & Family Services Operating Budget  
October 1, 2015 - September 30, 2016**

The Child & Family Services budget includes the following program areas related to the early care and education of the children in our service area and are represented in the chart below: Head Start/Early Head Start (which contributes 67.1% of the budget), the Child and Adult Care Food Program [CACFP] (1.7%), and Other Child & Family Services (31.2%).



For fiscal year 2016, a \$9,593,758 budget is proposed. This budget represents a 45.7%, or \$3,007,448 increase compared to fiscal year 2015's budget.

**Child & Family Services Comparison  
FY 2014 - FY 2016**



## Kennebec Valley Community Action Program

### Child & Family Services Operating Budget

October 1, 2015 - September 30, 2016

Child and Family Services is showing a \$3,007,448 increase in their budget for FY 2016. This budget reflects a 66% increase in Head Start Services from a small increase in State Head Start funding and the new Early Head Start/Child Care Partnership grant (\$2,557,732), a 30% increase in CACFP (\$37,406), and a 16% increase in Other Child & Family Services from two new Acceleration Grants and the MSAD #74 expansion (\$412,310).

All increases in expense lines are due to the new funding/program opportunities.

Revenue:	FY 2015	FY 2016	Increase/ (Decrease)
Grants & Contracts	\$ 4,634,298	\$ 6,647,242	\$ 2,012,944
Program Revenue	\$ 1,081,362	\$ 1,258,032	\$ 176,670
Other Revenue	\$ 128,256	\$ 109,056	\$ (19,200)
Inkind	\$ 742,394	\$ 1,579,428	\$ 837,034
<b>Total Revenue:</b>	<b>\$ 6,586,310</b>	<b>\$ 9,593,758</b>	<b>\$ 3,007,448</b>

Expenses:			
Personnel	\$ 3,112,184	\$ 3,991,790	\$ 879,606
Payroll Taxes & Employee Benefits	\$ 1,012,046	\$ 1,318,312	\$ 306,266
Staff Development	\$ 47,539	\$ 216,728	\$ 169,189
Travel	\$ 37,204	\$ 53,251	\$ 16,047
Office Costs	\$ 47,561	\$ 71,214	\$ 23,653
Insurance	\$ 15,570	\$ 18,613	\$ 3,043
Telecommunications	\$ 36,226	\$ 39,664	\$ 3,438
Space & Occupancy	\$ 199,350	\$ 168,855	\$ (30,495)
Contract Services	\$ 263,456	\$ 736,897	\$ 473,441
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 193,054	\$ 248,398	\$ 55,344
Direct Client Assistance	\$ 1,100	\$ 1,050	\$ (50)
Administration (Indirect)	\$ 731,367	\$ 938,109	\$ 206,742
Interest	\$ 116,808	\$ 116,808	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 30,451	\$ 94,641	\$ 64,190
Inkind	\$ 742,394	\$ 1,579,428	\$ 837,034
<b>Total Expenses:</b>	<b>\$ 6,586,310</b>	<b>\$ 9,593,758</b>	<b>\$ 3,007,448</b>

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



**Kennebec Valley Community Action Program**  
**Head Start/Early Head Start Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>State Head Start Educare</b>	<b>Head Start - Educare</b>	<b>Head Start - All Other Centers</b>	<b>Early Head Start Educare</b>	<b>Early Head Start - All Other Centers</b>	<b>*EHS/CC Partnership - Educare</b>	<b>*EHS/CC Partnership - All Other Centers</b>	<b>*T&amp;TA - Educare</b>	<b>*T&amp;TA - All Other Centers</b>	<b>Total</b>
Grants & Contracts	\$ 193,191	\$ 1,119,172	\$ 1,090,330	\$ 465,489	\$ 229,303	\$ 194,583	\$ 1,101,761	\$ 30,406	\$ 177,665	\$ 4,601,900
Program Revenue	\$ -	\$ 3,300	\$ 2,000	\$ 2,000	\$ 200	\$ 52,599	\$ 191,936	\$ -	\$ -	\$ 252,035
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ 742,394	\$ -	\$ -	\$ -	\$ 837,034	\$ -	\$ -	\$ 1,579,428
<b>Total Revenue:</b>	\$ 193,191	\$ 1,122,472	\$ 1,834,724	\$ 467,489	\$ 229,503	\$ 247,182	\$ 2,130,731	\$ 30,406	\$ 177,665	\$ 6,433,363

<b>Expenses:</b>										
Personnel	\$ 124,385	\$ 650,912	\$ 656,542	\$ 275,027	\$ 145,543	\$ 155,953	\$ 512,387	\$ -	\$ -	\$ 2,520,749
Payroll Taxes & Employee Benefits	\$ 38,929	\$ 231,423	\$ 193,583	\$ 98,595	\$ 32,374	\$ 46,510	\$ 166,390	\$ -	\$ -	\$ 807,804
Staff Development	\$ -	\$ 2,778	\$ 1,788	\$ 499	\$ 104	\$ -	\$ 2,000	\$ 26,779	\$ 175,743	\$ 209,691
Travel	\$ 645	\$ 1,505	\$ 11,278	\$ 162	\$ 2,203	\$ 250	\$ 4,850	\$ 2,709	\$ 1,440	\$ 25,042
Office Costs	\$ -	\$ 13,241	\$ 12,498	\$ 5,475	\$ 2,744	\$ 986	\$ 14,446	\$ -	\$ -	\$ 49,390
Insurance	\$ -	\$ 2,135	\$ 2,152	\$ 500	\$ 434	\$ 248	\$ 496	\$ -	\$ -	\$ 5,965
Telecommunications	\$ -	\$ 4,045	\$ 5,415	\$ 1,041	\$ 1,030	\$ -	\$ 2,720	\$ -	\$ -	\$ 14,251
Space & Occupancy	\$ -	\$ 12,905	\$ 10,511	\$ 3,028	\$ 2,621	\$ -	\$ -	\$ -	\$ -	\$ 29,065
Contract Services	\$ -	\$ 23,231	\$ 22,436	\$ 5,443	\$ 3,193	\$ 1,872	\$ 414,149	\$ -	\$ -	\$ 470,324
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 20,151	\$ 13,292	\$ 10,599	\$ 3,740	\$ 3,447	\$ 34,216	\$ -	\$ -	\$ 85,445
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ 250
Administration (Indirect)	\$ 29,232	\$ 152,965	\$ 154,286	\$ 64,631	\$ 34,203	\$ 36,648	\$ 120,413	\$ -	\$ -	\$ 592,378
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 7,181	\$ 8,549	\$ 2,489	\$ 1,064	\$ 1,268	\$ 21,630	\$ 918	\$ 482	\$ 43,581
Inkind	\$ -	\$ -	\$ 742,394	\$ -	\$ -	\$ -	\$ 837,034	\$ -	\$ -	\$ 1,579,428
<b>Total Expenses:</b>	\$ 193,191	\$ 1,122,472	\$ 1,834,724	\$ 467,489	\$ 229,503	\$ 247,182	\$ 2,130,731	\$ 30,406	\$ 177,665	\$ 6,433,363

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

\*T&TA = Training & Technical Assistance

**Kennebec Valley Community Action Program**

**\*CACFP Operating Budgets**

**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>CACFP - *EHS/CC Partnership - Educare</b>	<b>CACFP - Educare</b>	<b>CACFP - Educare After School</b>	<b>CACFP - *EHS/CC Partnership - Skowhegan CC</b>	<b>Total</b>
Grants & Contracts	\$ 9,135	\$ 134,689	\$ 1,684	\$ 18,205	\$ 163,713
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 9,135	\$ 134,689	\$ 1,684	\$ 18,205	\$ 163,713

<b>Expenses:</b>					
Personnel	\$ 1,591	\$ 22,871	\$ 372	\$ 3,179	\$ 28,013
Payroll Taxes & Employee Benefits	\$ 914	\$ 7,189	\$ 73	\$ 1,763	\$ 9,939
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 6,258	\$ 99,254	\$ 1,155	\$ 12,517	\$ 119,184
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 372	\$ 5,375	\$ 84	\$ 746	\$ 6,577
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 9,135	\$ 134,689	\$ 1,684	\$ 18,205	\$ 163,713

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

\*EHS = Early Head Start

\*CC = Child Care

**Kennebec Valley Community Action Program**  
**Other Child & Family Services Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>21st Century Grant - Educare After School</b>	<b>GSPHC - Move More Kids</b>	<b>Parent Ambassadors</b>	<b>Early Childhood Quality Grant</b>	<b>Other Services - Educare</b>	<b>Other Services - All Other Centers</b>	<b>Educare Facilities</b>	<b>Total</b>
Grants & Contracts	\$ 31,936	\$ 6,000	\$ 145,800	\$ 74,663	\$ 668,736	\$ 954,494	\$ -	\$ 1,881,629
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ 975,436	\$ 30,561	\$ -	\$ 1,005,997
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ 14,000	\$ -	\$ 95,056	\$ 109,056
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 31,936	\$ 6,000	\$ 145,800	\$ 74,663	\$ 1,658,172	\$ 985,055	\$ 95,056	\$ 2,996,682

<b>Expenses:</b>								
Personnel	\$ 17,777	\$ -	\$ 25,737	\$ 48,653	\$ 782,818	\$ 568,043	\$ -	\$ 1,443,028
Payroll Taxes & Employee Benefits	\$ 5,764	\$ -	\$ 7,815	\$ 12,905	\$ 293,105	\$ 180,980	\$ -	\$ 500,569
Staff Development	\$ 500	\$ -	\$ -	\$ -	\$ 1,710	\$ 4,827	\$ -	\$ 7,037
Travel	\$ 25	\$ 200	\$ 14,000	\$ 522	\$ 8,027	\$ 5,435	\$ -	\$ 28,209
Office Costs	\$ 50	\$ -	\$ 2,850	\$ -	\$ 6,853	\$ 12,071	\$ -	\$ 21,824
Insurance	\$ 240	\$ -	\$ -	\$ -	\$ 868	\$ 2,119	\$ 9,421	\$ 12,648
Telecommunications	\$ -	\$ -	\$ -	\$ -	\$ 2,040	\$ 6,573	\$ 16,800	\$ 25,413
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ 4,638	\$ 16,030	\$ 119,122	\$ 139,790
Contract Services	\$ -	\$ -	\$ 55,200	\$ -	\$ 171,616	\$ 22,857	\$ 16,900	\$ 266,573
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 2,381	\$ 3,500	\$ 1,150	\$ 1,150	\$ 13,838	\$ 21,750	\$ -	\$ 43,769
Direct Client Assistance	\$ 550	\$ -	\$ -	\$ -	\$ 250	\$ -	\$ -	\$ 800
Administration (Indirect)	\$ 4,220	\$ -	\$ 6,048	\$ 11,433	\$ 183,961	\$ 133,492	\$ -	\$ 339,154
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 116,808	\$ 116,808
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 429	\$ 2,300	\$ 33,000	\$ -	\$ 4,453	\$ 10,878	\$ -	\$ 51,060
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 31,936	\$ 6,000	\$ 145,800	\$ 74,663	\$ 1,474,177	\$ 985,055	\$ 279,051	\$ 2,996,682

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ 183,995	\$ -	\$ (183,995)	\$ -
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\* GSPHC = Greater Somerset Public Health Collaborative

**PART VII. CHILD AND FAMILY SERVICES (Director: Kathryn Colfer)**  
**Early Care and Education Programs**

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

*Budget:* \$9,593,758

*Staff:* 127

Child & Family Services (C&FS) delivered comprehensive, high quality early care and education services to approximately 500 children and their families during the past program year (2014-15). Of these children and families, 318 were from low income families, of which 61 were Early Head Start (EHS) and 257 were Head Start (HS) children (ages 3-5).

In February of 2015, the Child & Family Services Department was awarded a coveted Early Head Start: Child Care Partnership Grant in the amount of \$1.296 million per year. This is a four and one half year grant with a start period of 18 months and will serve infants and toddlers in center based settings, and infants, toddlers and three year olds in family child care homes. The purpose of the grant is for KVCAP to partner with community providers to assist them in meeting the Early Head Start Performance Standards. This grant will serve both center and family child care.

The majority of children and families enrolled in full-day program options were able to remain enrolled throughout the program year as the result of funding from the Maine Department of Health and Human Services (DHHS), the Child Care Development Block Grant, and private organizations that support continuity of service. Continuity of service funding assisted in supporting service for children when there were lapses in other funding supports from state or federal entities. In instances where financial support is received through the Child Care Development Block Grant, a minimum fee, as published by DHHS, is assessed. Fees are based on a sliding fee scale. Children in full-day care who lose their child care subsidy continue to receive EHS or HS services.

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

Parent engagement is a cornerstone of service delivery. Parent engagement opportunities include decision making, program planning and evaluation, Policy Council, parent committee, leadership, training and networking opportunities, comprehensive health services for their children, and curriculum planning. Parents participate in goal setting, home visits, planning, training or direct participation in their child's classroom. The program promotes the engagement

of the whole family and coordinates specific activities to encourage male involvement. Parents and staff are partners in school readiness effort for children.

Health and dental services are also major components of service delivery. Children have access to an ongoing source of continuous and accessible, routine, preventative, and acute medical care and dental care. On-site dental exams are provided by Community Dental. One systematic issue in Maine that continues to impact how many children are up-to-date on preventative/primary health care is that physicians often do not follow the Early Periodic Screening Diagnostic Test schedule, particularly related to lead screenings/tests. Therefore, C&FS partners with MaineGeneral and Redington Fairview Hospital to ensure access to lead screenings for children.

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

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

**2015-16.** The 2015-16 budget will increase approximately 45% as it includes revenues to support a full year of operational support for EHS: Child Care Partnerships (versus partial year support in 2014-15), Pre-School Expansion funds from the Department of Education in partnership with MSAD #74, as well as additional funds from the Buffett Early Childhood Acceleration Grants (Two Generation, Parent Ambassador, and Quality Teaching Practices). The 2015-16 budget will increase to \$9,593,758.

***Federal Head Start (HS)*** funded enrollment will remain the same as 2014-15 numbers. HS service will be provided in mixed socioeconomic groups in public school settings; often operating the public school's calendar year, but always assuring that Head Start Performance Standards and State of Maine Licensing Rules are met. HS service may shift from a full-day, full-year option (provided in conjunction with DHHS) to a part-day, part-year option, based upon child or family needs. It is estimated that slightly more than one-half of children who qualify for HS services receive service.

Services in MSAD #74 (Anson and Solon) will expand from part-day, part-year to full day services starting in September 2015 through a Maine Department of Education Grant. This grant prioritizes enrollment of children from households with annual incomes equal to or less than 200% of federal poverty level. Additional, summer services will be offered for 4 weeks in the summer

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

child or family needs. It is estimated that only one-quarter of children who qualify for EHS services receive service.

Child & Family Services will be partnering with community family child care and center-based providers to assist them in meeting the Head Start Performance Standards.

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

***Anticipated New Service Opportunities:*** Expand programming to: 3 year olds, children and their families who are experiencing homelessness; expand partnership with the child welfare system; continue to pursue opportunities to enhance community-based child care programming; develop an effective shared services model with community providers; lead community planning and organizing for the purpose of improving fourth grade reading scores; continue to expand parent and male engagement systems and activities; and continue to further develop community collaborations to a create seamless service system.

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

**Kennebec Valley Community Action Program**  
**Community Services Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>Community Initiatives</b>	<b>Social Services</b>	<b>Transportation Services</b>	<b>*CSBG</b>	<b>Total</b>
Grants & Contracts	\$ 52,500	\$ 1,084,600	\$ 963,545	\$ 389,506	\$ 2,490,151
Program Revenue	\$ -	\$ 10,550	\$ 5,835,000	\$ -	\$ 5,845,550
Other Revenue	\$ 39,564	\$ 18,700	\$ 228,160	\$ -	\$ 286,424
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 92,064	\$ 1,113,850	\$ 7,026,705	\$ 389,506	\$ 8,622,125

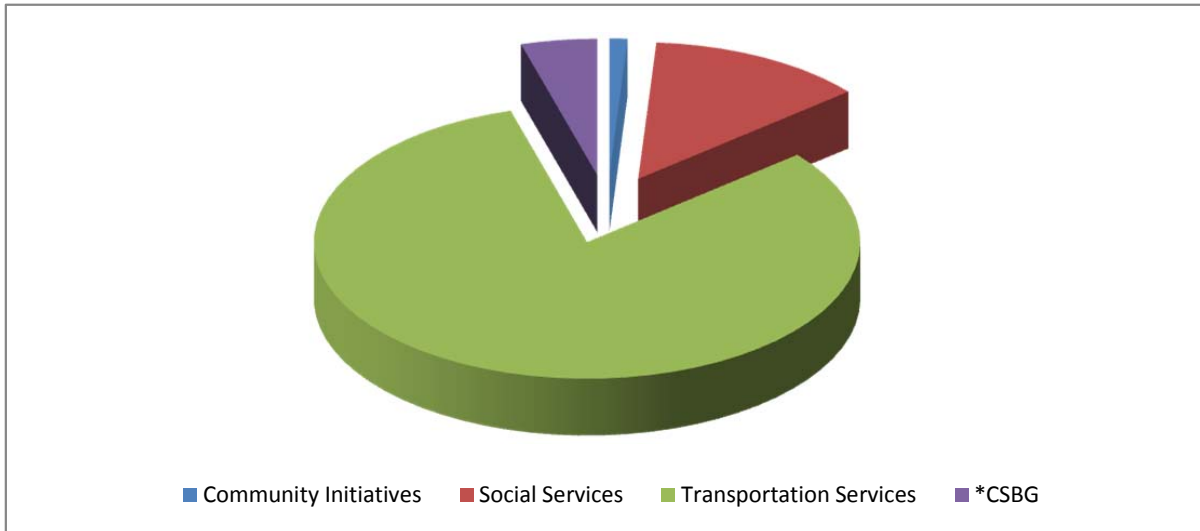
<b>Expenses:</b>					
Personnel	\$ 50,203	\$ 592,521	\$ 1,586,643	\$ 204,282	\$ 2,433,649
Payroll Taxes & Employee Benefits	\$ 10,171	\$ 212,416	\$ 506,345	\$ 61,237	\$ 790,169
Staff Development	\$ 200	\$ 7,150	\$ 14,225	\$ 1,900	\$ 23,475
Travel	\$ 1,292	\$ 42,782	\$ 12,350	\$ 5,229	\$ 61,653
Office Costs	\$ 2,350	\$ 10,700	\$ 43,335	\$ 5,126	\$ 61,511
Insurance	\$ -	\$ -	\$ 500	\$ 580	\$ 1,080
Telecommunications	\$ 795	\$ 14,825	\$ 43,500	\$ 5,706	\$ 64,826
Space & Occupancy	\$ 3,717	\$ 62,739	\$ 106,201	\$ 38,899	\$ 211,556
Contract Services	\$ 10,000	\$ 14,585	\$ 64,980	\$ 4,655	\$ 94,220
Vehicle	\$ -	\$ -	\$ 684,565	\$ -	\$ 684,565
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 200	\$ 4,326	\$ 14,000	\$ 2,500	\$ 21,026
Direct Client Assistance	\$ -	\$ -	\$ 2,049,062	\$ -	\$ 2,049,062
Administration (Indirect)	\$ 9,839	\$ 139,215	\$ 366,485	\$ 48,006	\$ 563,545
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ 68,000	\$ 1,513	\$ 69,513
Common Carrier	\$ -	\$ -	\$ 1,299,387	\$ -	\$ 1,299,387
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 3,297	\$ 12,591	\$ 167,127	\$ 9,873	\$ 192,888
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 92,064	\$ 1,113,850	\$ 7,026,705	\$ 389,506	\$ 8,622,125

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

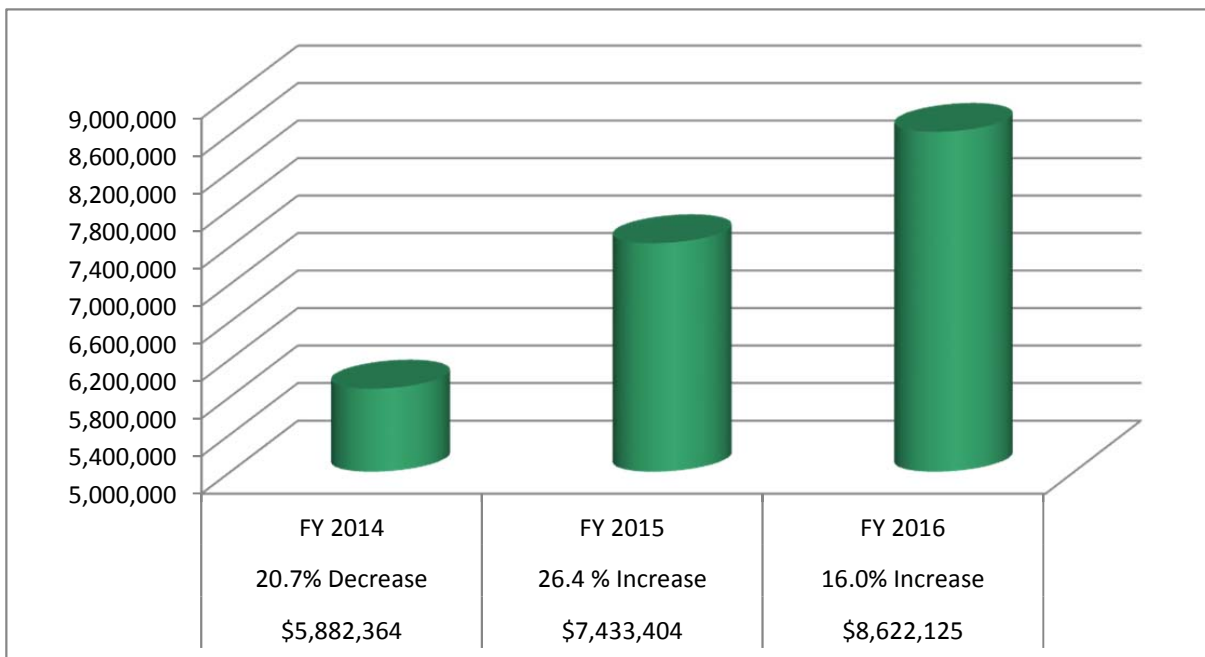
**Kennebec Valley Community Action Program  
Community Services Operating Budget  
October 1, 2015 - September 30, 2016**

The Community Services budget consists of Community Initiatives programs (which contribute 1.1% of the budget), Social Services (12.9%), Transportation Services (81.5%), and Community Services Block Grant (4.5%).



For fiscal year 2016, an \$8,622,125 budget is proposed. This budget represents a 16.0%, or \$1,188,721 increase compared to fiscal year 2015's budget.

**Community Services Comparison  
FY 2014 - FY 2016**





## Kennebec Valley Community Action Program

### Community Services Operating Budget

October 1, 2015 - September 30, 2016

The FY 2016 budget for Community Services is showing an increase compared to that of FY 2015 with the majority of the increase related to the Transportation Brokerage partnership with Penquis CAP and offset by a decrease in KV Van funding (\$1,173,175). Community Initiatives and Social Services also saw small increases in funding, while CSBG was flat funded for the new year.

Significant changes in all line items are related to changes within the Transportation programs reflecting increased services and cost savings measures to try to offset some of those increases.

Revenue:	FY 2015	FY 2016	Increase/ (Decrease)
Grants & Contracts	\$ 2,496,651	\$ 2,490,151	\$ (6,500)
Program Revenue	\$ 4,548,055	\$ 5,845,550	\$ 1,297,495
Other Revenue	\$ 388,698	\$ 286,424	\$ (102,274)
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 7,433,404</b>	<b>\$ 8,622,125</b>	<b>\$ 1,188,721</b>

Expenses:			
Personnel	\$ 2,278,539	\$ 2,433,649	\$ 155,110
Payroll Taxes & Employee Benefits	\$ 744,661	\$ 790,169	\$ 45,508
Staff Development	\$ 39,300	\$ 23,475	\$ (15,825)
Travel	\$ 81,775	\$ 61,653	\$ (20,122)
Office Costs	\$ 59,429	\$ 61,511	\$ 2,082
Insurance	\$ 1,080	\$ 1,080	\$ -
Telecommunications	\$ 87,138	\$ 64,826	\$ (22,312)
Space & Occupancy	\$ 218,499	\$ 211,556	\$ (6,943)
Contract Services	\$ 98,768	\$ 94,220	\$ (4,548)
Vehicle	\$ 594,215	\$ 684,565	\$ 90,350
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 22,598	\$ 21,026	\$ (1,572)
Direct Client Assistance	\$ 2,025,020	\$ 2,049,062	\$ 24,042
Administration (Indirect)	\$ 535,424	\$ 563,545	\$ 28,121
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 70,513	\$ 69,513	\$ (1,000)
Common Carrier	\$ 500,000	\$ 1,299,387	\$ 799,387
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 76,445	\$ 192,888	\$ 116,443
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 7,433,404</b>	<b>\$ 8,622,125</b>	<b>\$ 1,188,721</b>

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

**Community Initiatives Operating Budgets**

**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>*UWMM - Work Ready</b>	<b>Work Ready</b>	<b>Health Navigator</b>	<b>Health Navigator - *MEHAF</b>	<b>*SETC - UWMM</b>	<b>*SETC - People's United Community Foundation</b>	<b>*SETC - Boys &amp; Girls Club of America</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ 40,000	\$ 6,000	\$ -	\$ -	\$ 6,500	\$ 52,500
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 10,000	\$ 5,814	\$ -	\$ -	\$ 21,250	\$ 2,500	\$ -	\$ 39,564
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 10,000	\$ 5,814	\$ 40,000	\$ 6,000	\$ 21,250	\$ 2,500	\$ 6,500	\$ 92,064

<b>Expenses:</b>								
Personnel	\$ -	\$ 1,664	\$ 21,854	\$ 4,212	\$ 16,415	\$ 1,378	\$ 4,680	\$ 50,203
Payroll Taxes & Employee Benefits	\$ -	\$ 687	\$ 5,806	\$ 798	\$ 1,950	\$ 186	\$ 744	\$ 10,171
Staff Development	\$ -	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ 200
Travel	\$ -	\$ 100	\$ 1,192	\$ -	\$ -	\$ -	\$ -	\$ 1,292
Office Costs	\$ -	\$ 1,200	\$ 1,150	\$ -	\$ -	\$ -	\$ -	\$ 2,350
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ 795	\$ -	\$ -	\$ -	\$ -	\$ 795
Space & Occupancy	\$ -	\$ -	\$ 3,717	\$ -	\$ -	\$ -	\$ -	\$ 3,717
Contract Services	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ 391	\$ 5,136	\$ 990	\$ 2,085	\$ 161	\$ 1,076	\$ 9,839
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 1,572	\$ 150	\$ -	\$ 800	\$ 775	\$ -	\$ 3,297
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 10,000	\$ 5,814	\$ 40,000	\$ 6,000	\$ 21,250	\$ 2,500	\$ 6,500	\$ 92,064

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

\*MEHAF = Maine Health Access Foundation

\*SETC = South End Teen Center

**Kennebec Valley Community Action Program**  
**Social Services Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>Maine Families</b>	<b>*MCT - Maine Families Subcontract</b>	<b>*UWKV - PBS/BTIO</b>	<b>*UWMM - PBS/BTIO</b>	<b>*MCT - Parenting &amp; Nurturing</b>	<b>Kids First</b>	<b>*MCT - Conflict &amp; Divorce/ 1234 Parents</b>	<b>Total</b>
Grants & Contracts	\$ 999,900	\$ 40,000	\$ -	\$ -	\$ 27,725	\$ 10,600	\$ 6,375	\$ 1,084,600
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,550	\$ -	\$ 10,550
Other Revenue	\$ -	\$ -	\$ 10,000	\$ 8,700	\$ -	\$ -	\$ -	\$ 18,700
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 999,900	\$ 40,000	\$ 10,000	\$ 8,700	\$ 27,725	\$ 21,150	\$ 6,375	\$ 1,113,850

<b>Expenses:</b>								
Personnel	\$ 540,477	\$ 25,412	\$ 6,400	\$ 4,379	\$ 7,852	\$ 5,259	\$ 2,742	\$ 592,521
Payroll Taxes & Employee Benefits	\$ 195,580	\$ 8,414	\$ 1,508	\$ 1,911	\$ 2,891	\$ 1,552	\$ 560	\$ 212,416
Staff Development	\$ 7,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,150
Travel	\$ 39,000	\$ 202	\$ 588	\$ 931	\$ 1,803	\$ -	\$ 258	\$ 42,782
Office Costs	\$ 6,070	\$ -	\$ -	\$ 225	\$ 1,864	\$ 2,491	\$ 50	\$ 10,700
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 14,600	\$ -	\$ -	\$ 225	\$ -	\$ -	\$ -	\$ 14,825
Space & Occupancy	\$ 62,739	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 62,739
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ 4,025	\$ 10,560	\$ -	\$ 14,585
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ 3,195	\$ -	\$ 1,131	\$ 4,326
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 127,012	\$ 5,972	\$ 1,504	\$ 1,029	\$ 1,845	\$ 1,209	\$ 644	\$ 139,215
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 7,272	\$ -	\$ -	\$ -	\$ 4,250	\$ 79	\$ 990	\$ 12,591
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 999,900	\$ 40,000	\$ 10,000	\$ 8,700	\$ 27,725	\$ 21,150	\$ 6,375	\$ 1,113,850

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

\* PBS = Personal Body Safety

\*UWKV = United Way Kennebec Valley

\*BTIO = Baby Think It Over

\*UWMM = United Way Mid-Maine

**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budgets**  
**October 1, 2015 - September 30, 2016**

<b>Revenue:</b>	<b>KV Transit</b>	<b>KV Van</b>	<b>Transportation Brokerage</b>	<b>Total</b>
Grants & Contracts	\$ 519,186	\$ 444,359	\$ -	\$ 963,545
Program Revenue	\$ 75,000	\$ -	\$ 5,760,000	\$ 5,835,000
Other Revenue	\$ 183,160	\$ 45,000	\$ -	\$ 228,160
Inkind	\$ -	\$ -		\$ -
<b>Total Revenue:</b>	\$ 777,346	\$ 489,359	\$ 5,760,000	\$ 7,026,705

<b>Expenses:</b>				
Personnel	\$ 322,208	\$ 744,841	\$ 519,594	\$ 1,586,643
Payroll Taxes & Employee Benefits	\$ 108,275	\$ 205,267	\$ 192,803	\$ 506,345
Staff Development	\$ 3,500	\$ 3,161	\$ 7,564	\$ 14,225
Travel	\$ 750	\$ 1,100	\$ 10,500	\$ 12,350
Office Costs	\$ 11,400	\$ 4,012	\$ 27,923	\$ 43,335
Insurance	\$ -	\$ 55	\$ 445	\$ 500
Telecommunications	\$ 1,100	\$ 6,616	\$ 35,784	\$ 43,500
Space & Occupancy	\$ 8,200	\$ 10,682	\$ 87,319	\$ 106,201
Contract Services	\$ -	\$ 7,865	\$ 57,115	\$ 64,980
Vehicle	\$ 243,050	\$ 441,515	\$ -	\$ 684,565
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 1,526	\$ 12,474	\$ 14,000
Direct Client Assistance	\$ -	\$ 323,330	\$ 1,725,732	\$ 2,049,062
Administration (Indirect)	\$ 75,713	\$ 173,926	\$ 116,846	\$ 366,485
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 63,545	\$ 4,455	\$ 68,000
Common Carrier	\$ -	\$ -	\$ 1,299,387	\$ 1,299,387
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 3,150	\$ 21,717	\$ 142,260	\$ 167,127
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 777,346	\$ 2,009,158	\$ 4,240,201	\$ 7,026,705

<b>Surplus/(Deficit)</b>	\$ -	\$ (1,519,799)	\$ 1,519,799	\$ -
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**PART VIII. COMMUNITY SERVICES** (Chief Operating Officer: Michele Prince)

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

**A. COMMUNITY INITIATIVES** (Director: **Michele Prince**)

**Community Initiatives, Health and Prevention**

*Budget:* \$28,931 (CSBG; contract with Healthy Northern Kennebec; and in-kind from several agency staff)

*Staff:* CSBG pays for part-time management staff, part-time PAA and part-time ACA/Resource Navigator Coordinator; and utilizes in-kind, part-time management/direct staff from several programs

*Description of clients:* Kennebec and Somerset County communities, benefitting their residents

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

KVCAP will continue to serve on the board/coalitions of our three area Healthy Maine Partnerships: Healthy Northern Kennebec (HNK); Healthy Communities of the Capital Area; and Greater Somerset Public Health Collaborative. Other prevention focused workgroups and coalitions that we participate on include kNOwViolence Task Force; Youth Matter; Somerset Association of Resource Providers; Somerset Workforce Connect; and the Somerset Transit Committee. KVCAP also serves on the steering committee for the Access to Quality Care project in Somerset County. Another health related project is Healthy Waterville, which is focused on access to quality food and community engagement, with a specific focus on people with low-incomes.

*Anticipated New Service Opportunities:* The KVCAP Transportation Director is a key leader working with local communities to expand transportation opportunities that support the health and welfare of its residents. A current project is working with the town of Jackman to expand transportation options by harnessing the energy and commitment of volunteers in that community. This will result in KVCAP playing a role as a transportation provider, once the community has the program in place. Also during FY 2016, KVCAP will be contracting with the Healthy Waterville Project through Healthy Northern Kennebec to provide administrative

assistance for a grant that they received that will focus on increasing food access in the community.

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

### **Employment Services/WorkReady**

*Budget:* \$81,129 (CSBG funds; funds from Work Ready collaboration/United Way)

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

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

*Number of clients to be served in FY 2016:* Approximately 165, (includes one-on-one assistance, WorkReady students and workshop participants) and an additional 300+ at job fairs.

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

KVCAP seeks funding and manages grants to ensure ongoing WorkReady classes in Central Maine. KVCAP sub-contracts with local adult education programs including Mid-Maine Regional Adult Community Education, Lawrence Adult Education and Skowhegan Adult Education to implement the classes. The Employment Coordinator assists WorkReady participants to overcome barriers that might prevent them from earning their credential and provides follow up job coaching. The KVCAP Employment Services Coordinator is a trained Work Ready instructor, the only one in the area trained to teach the 55+ curriculum.

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

*Anticipated New Service Opportunities:* In addition to the funding secured by KVCAP to offer three WorkReady sessions in FY 2016, the Somerset Economic Development Corporation

secured funds for a WorkReady session for Somerset County, specifically in the Pittsfield area. The Employment Specialist is working with the adult education program for Newport/Pittsfield and the Skowhegan Career Center to coordinate this session.

*Long-Term Strategic Opportunities:* Employment Services is currently working with the local WorkReady partners (three adult education programs, Augusta Career Center, Central/Western Maine Workforce Investment Board and Waterville Public Library) to expand opportunities to offer WorkReady in combination with job skills training, targeted for specific labor sectors and working in conjunction with area businesses. In addition, the program will work closely with Educare Central Maine on the Sheltering Arms two-generational approach planning grant to explore developing this approach in the future.

## **Health Navigator**

*Budget:* \$46,000 (funded through two sub-contracts with Western Maine Community Action, based on grants from the Centers for Medicaid and Medicare Services and Maine Health Access Foundation)

*Staff:* 1 part-time ACA Coordinator; 1 part time Health Navigator; and part-time PAA

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

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

*Continuing services:* KVCAP has provided Health Navigator services for two years and is now recognized within the community as the go-to resource for these services in Central Maine. . We will continue to offer outreach events in order to educate the community about the Affordable Care Act and the Marketplace and will assist people to research their options, determine if they are eligible for subsidized healthcare, enroll in healthcare plans, and increase health literacy as they learn to navigate being a consumer of a health insurance plan. The program's Navigators also serve as resources for Community Assistors in Central Maine who provide enrollment assistance to consumers at health clinics.

*Anticipated New Service Opportunities:* KVCAP will have two part-time, full year navigators on site this year, which will increase access for the public to a certified Health Navigator.

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



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

*Budget:* \$97,223 (operations are funded by CSBG, Waterville Area Boys/Girls Club, United Way of Mid- Maine, and private foundations; Teen Stars incentives/special activities/equipment are funded through private donations, and fundraising activities)

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

*Description of clients:* Middle and high school youth, primarily low income and living in the South End neighborhood of Waterville

*Number of clients to be served in FY 2016:* Approximately 100

*Continuing Services:* The SETC provides a safe, healthy environment for teens during afterschool hours. It offers a wide range of educational and recreational activities, as well as field trips, community service projects, homework support, and a chance to develop supportive, positive relationships with staff and college student volunteers. The teen center operates as a drop-in center - some youth attend sporadically and others attend weekly or daily. The regular attendees enroll in the Teen Stars program which rewards positive behaviors based on a point system.

Other programming/activities include: weekly cooking activities; arts/crafts; discussion groups; field trips; use of computer lab; support and education around employment; and a game room. During the summer the center serves as a free Summer Lunch Program site for children ages 0-18, with food provided by the Waterville Public School System. The Summer Blast program offers youth an opportunity to enjoy field trips and outings to several recreational venues throughout Maine. The SETC also oversees two scholarship programs providing opportunities for our members, including the J&J Driver's Ed Scholarship program and the Heritage Tour scholarship program.

Key community partners include the Alford Youth Center/Waterville Area Boys/Girls Club/YMCA; South End Neighborhood Association; Waterville School Public Schools Resource Officer; Family Violence Project; Colby College and Thomas College.

*Long-Term Strategic Opportunities:* To continue to strengthen current community relationships with supporters and collaborators as well as build new relationships in order to expand our base of support. Will also work with community partners to explore options to increase employment opportunities for teens, including the potential revival of the Youth Empowerment through Employment program which ended due to Youth Matter losing funding.

## **Poverty Initiative**

*Budget:* \$79,378 (CSBG; United Way; and in-kind from several agency staff)

*Staff:* Part-time Poverty Initiative Coordinator, part-time Resource Navigator, part time PAA and match for VISTA Volunteer

*Description of clients:* Kennebec and Somerset County communities and residents, with concentration on the greater Waterville area

*Continuing Services:* This component oversees the Poverty Action Coalition (PAC) of the Waterville area, which focuses on raising community awareness of poverty issues, advocating for policy and systems changes to improve opportunities for those living in poverty, and working with the community to increase resources. This component also coordinates a PAC initiative, the Community Investors/Hope Fund, which was launched in spring 2015. This initiative brings together resources secured through a network of Community Investors with those who are facing a challenge to family stability and/or barriers impeding progress toward self-sufficiency.

*Anticipated New Opportunities:* During the upcoming year the PAC will work to expand the Community Investors network and will also explore ways to utilize volunteer efforts of this network in addition to the current financial support and donated items that they currently provide. Will also pilot a small project that will hire a Resource Navigator, funded by CSBG, to provide support to low-income people who don't have access to case management through any other avenue and who need assistance with connecting to resources to achieve stability. This new component will also provide support and assistance to people who choose to participate in goal planning to work toward achieving greater self-sufficiency.

*Long Term Strategic Opportunities:* As the Community Investors network grows, we will look for opportunities to replicate the model in other communities in KVCAP's catchment area. We will also continue to seek other funding sources to expand the reach of the Resource Navigator initiative.

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

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

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

*Budget:* \$ 22,826 (funded by CSBG)

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

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

*Number of clients to be served in FY 2016:* 3 families (at any given time)

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

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

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

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

## **Maine Families**

*Budget:* \$999,900 (Department of Health and Human Services Contract)  
\$ 40,000 (Maine Children's Trust – Technical Support Agreement)

*Staff:* 12 full-time equivalents

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

*Number of clients to be served in FY 2016:* 345

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

*New Service Opportunities:* Maine Families provides ongoing educational and support services to the most vulnerable families with intensity reflecting the families' needs, with a special focus on the highest risk babies who are drug-affected or exposed to violence.

*Long-Term Strategic Issues:* The program will concentrate outreach efforts towards increasing prenatal enrollment.

The Director will continue to serve on statewide committees for Safe Sleep and Shaken Baby Syndrome. These committees have been dedicated to providing statewide education programs through all Maine Hospitals, Home Visiting programs and Public Health nursing.

*Long-Term Strategic Opportunities:* Maine will continue to explore expansion of federal funding through the Maternal Infant and Early Childhood Home Visiting grant. This would enable Maine Families to have the capacity to serve more vulnerable families statewide.

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

*Budget:* \$ 10,000 (United Way of Kennebec Valley – Baby Think It Over/Personal Body Safety)  
\$ 8,700 (United Way of Mid Maine – Personal Body Safety)  
\$ 6,375 (Maine Children's Trust Active Parenting Conflict & Divorce, 1234 Parents)  
\$ 21,150 (Kids First)

\$ 27,725 (Maine Children's Trust/DHHS Active Parenting, 1234 Parents, Nurturing Families, Baby Think It Over (Hancock County))

\$ 79,999 (CSBG)

Total: \$153,949

*Staff:* 4 full-time equivalents

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

*Number of clients to be served in FY 2016:* Approximately 3,000

*Continuing Services:* The State of Maine has established a child abuse and neglect council in every county. KVCAP operates the Family Enrichment Council in Kennebec and Somerset Counties. The Council works collaboratively with other community efforts that are interested in preventing child abuse in all its forms. The Council's goal is to prevent child abuse and neglect by raising awareness, increasing knowledge and skills, mobilizing resources, and providing training and education. The State Contract for services will begin in October and at the present time we do not know the amount of funding that will be distributed. Last fiscal year we received \$22,500 to provide Active Parenting classes. The Council will also continue to coordinate the Kids First Programs which is a four-hour workshop designed to help address problems and promote reduction of the negative effects of divorce.

*Anticipated New Service Opportunities:* The Maine Children's Trust (MCT) has executed a three year MOU with the DHHS Commissioner's office that provides support for MCT to lead an effort to invest in and coordinate prevention services through the CAN prevention council network throughout Maine. Somerset County was chosen to be an initial demonstration site. This will allow us to hire a Community Coordinator and an Educator. The Council will provide community trainings which will include: Strengthening Maine Families, Infant Safe Sleep, Period of Purple Crying and Mandated Reporter Training. The Social Service Director is coordinating this pilot project, working in conjunction with the other two pilot projects in the state.

*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 collaboration with a community assessment that looks at child abuse risk factors.

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

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

Budget: \$7,026,705

Staff: 52 full-time equivalents, 95+ volunteers

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

*Number of clients to be served in FY 2016:* 5,000+

*Continuing Services:*

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

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

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

*Anticipated New Service Opportunities:* The KV Van program plans to provide enhanced Transportation for cancer treatment, increase services for seniors and Medicare recipients, and alternative transportation projects. The Explorer program is planning route expansions between the Waterville and Skowhegan areas and enhanced commuter services. New service is also being considered in the Jackman area

*Long-Term Strategic Issues:* The strategic issues that the Transportation department is addressing are as follows: Continue to improve operating efficiency and customer service;

maintaining/increasing driver, dispatcher, volunteer and vehicle resources to meet increasing customer travel demands; soliciting funding and support for new transportation initiatives; and, maintaining/improving positive relationships with funding sources, service providers, and municipalities. The program continues to adapt new service delivery models under the MaineCare brokerage system and will be adjusting services as necessary.

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

#### **D. COMMUNITY SERVICES BLOCK GRANT**

KVCAP's Community Services Block Grant (CSBG) projected allocation for fiscal year 2016 is \$389,506. This funding supports eight program components and a portion of 16 staff positions within those programs.

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

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

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

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

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

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

Goal 5: Agencies increase their capacity to achieve results.

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

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

CSBG funding is referenced in several of the programs throughout the Plan and Budget narrative. In addition, the funding supports a Community Assessment and Training component to fulfill the CSBG requirements to carry out a comprehensive, agency-wide needs assessment and planning process. This component also focuses on increasing agency capacity to meet the required Organizational Standards and to effectively and efficiently achieve results and attain high standards of performance. This includes the provision of ROMA training and other essential training throughout the agency and to the Board of Directors.