

TO: Heather Merrow, President
KVCAP Board of Directors

FR: Suzanne Walsh, CEO
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2019

DA: September 19, 2018

I am pleased to present the Comprehensive Plan and Budget for Fiscal Year 2019, for your review and approval.

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

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

The Agency Leadership Team will present the plan and answer questions at the September 26, 2018 meeting of the Board of Directors.

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

Approved by KVCAP Board of Directors
September 26, 2018

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KVCAP's Mission & Vision

(Board approved: 1/25/17)

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

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

Management Philosophy

(Board approved 6/25/97)

The Board of Directors of KVCAP is endorsing the following statement of management philosophy to serve as a guide for board action and the day-to-day operations of the agency. It is hoped that this articulation of our general approach to meeting the mandate of the agency's mission will help everyone involved with KVCAP to maintain a clear consensus regarding the operating chain of command of the agency and the basic standards which will be applied to the assessment of agency operating decisions and employee behavior. KVCAP has been very successful in serving its constituents' needs and maintaining a competent, effective staff of employees by adhering to the philosophy that the agency is a business, which provides social services. This means that, while our major function is to fulfill the mandate of the mission by sensitively and effectively meeting the needs of our clientele, internal agency operations are efficiently conducted according to general principles of business management. The Board endorses business-like internal operations because we believe this is a sensible, understandable, effective way for the organization to operate internally.

Chain of Command

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

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

practically possible. Of course, when an employee receives decision-making authority, she/he is also responsible for results.

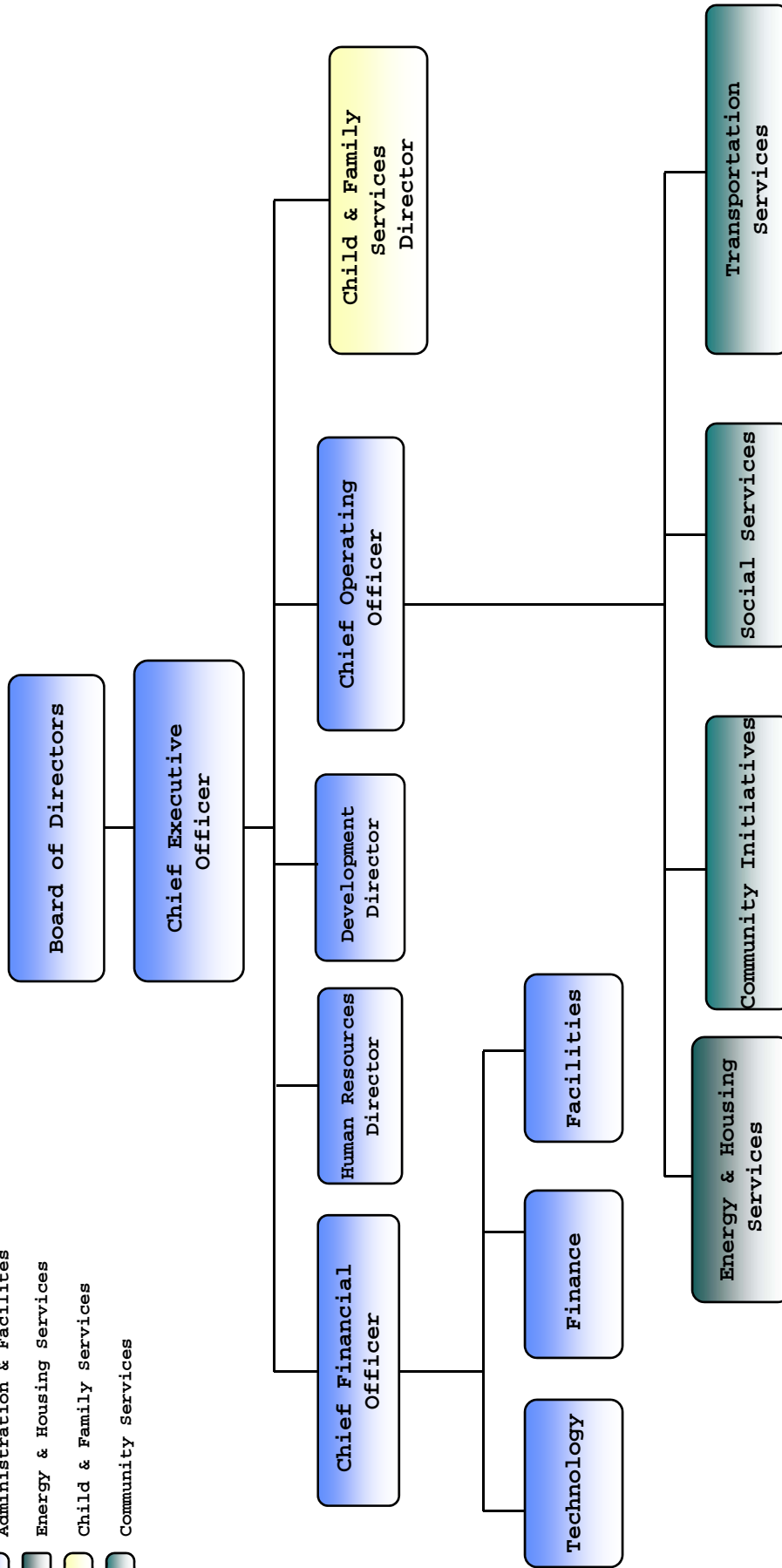
The Chief Executive Officer will see that all employees of the agency are regularly evaluated and appropriate action is taken regarding staff tenure, promotion and other employment related decisions. Evaluations of employees will be solely based on objective measurement of their performance of the tasks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

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

Organizational Chart Revised: 9/2017

KVCAP Management Chain of Command

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



(Indirect Cost Pool)

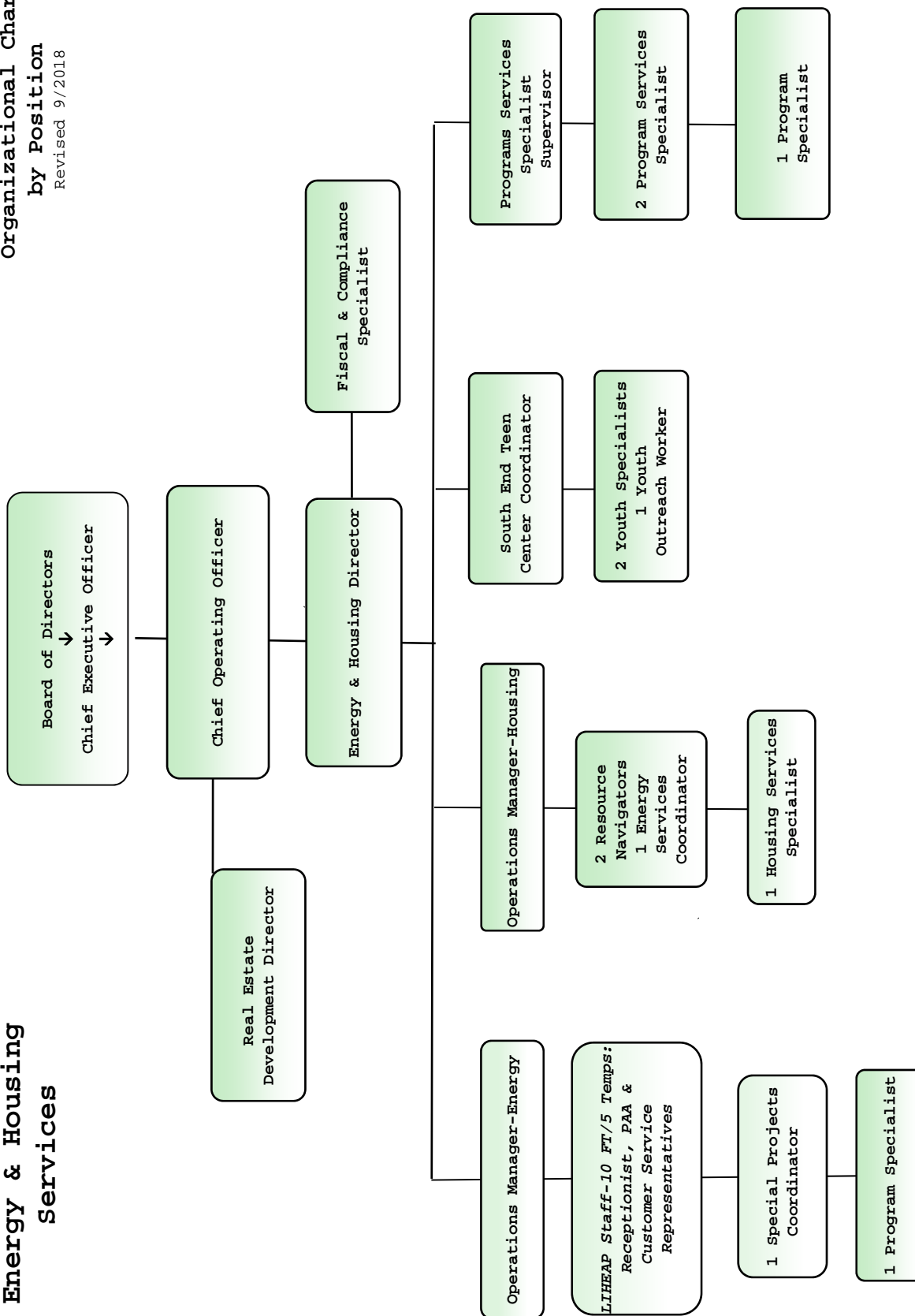
By position

Revised: 9/2018



Energy & Housing Services

Organizational Chart by Position Revised 9/2018

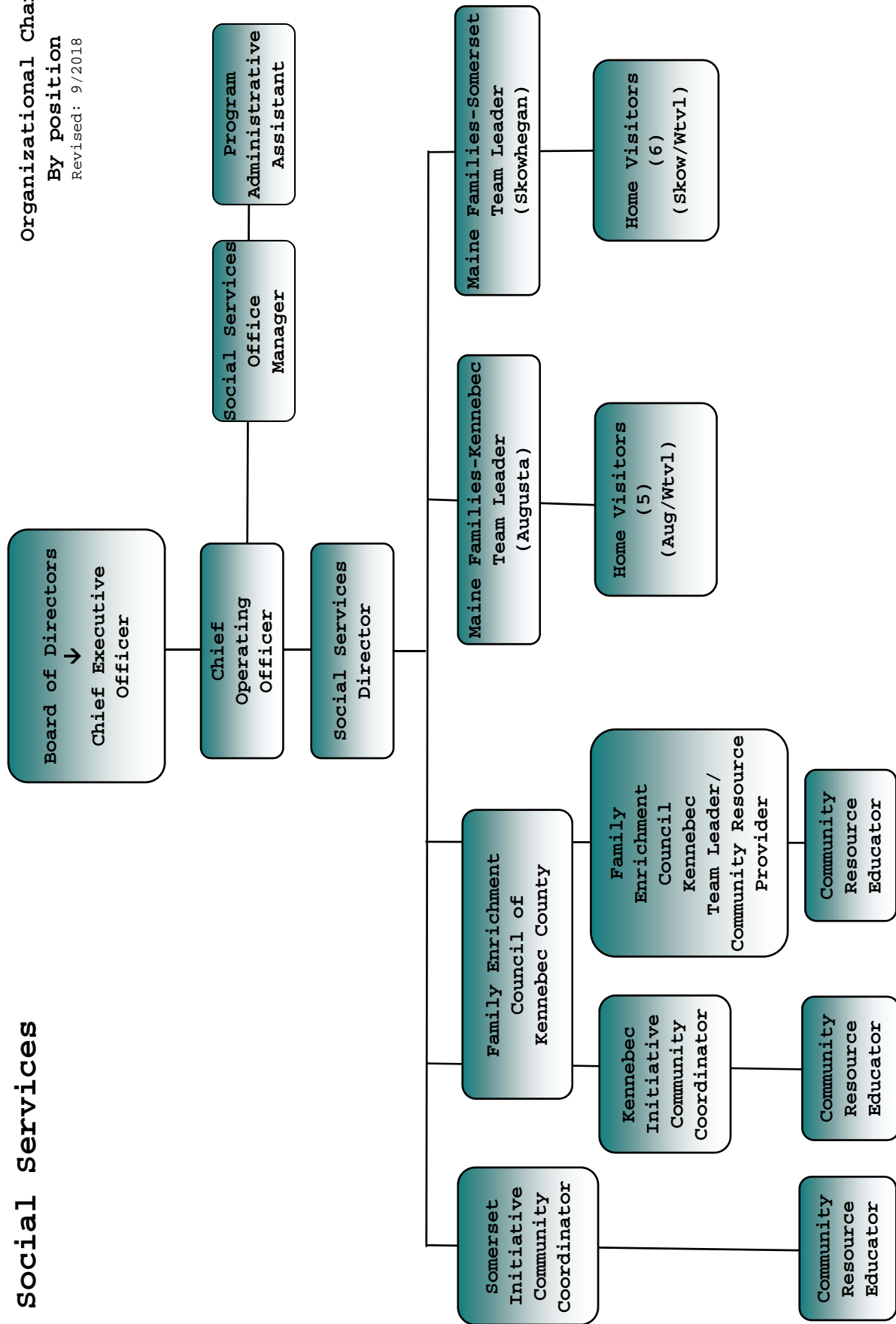


Organizational Chart
by Position
Revised 9/2018



Social Services

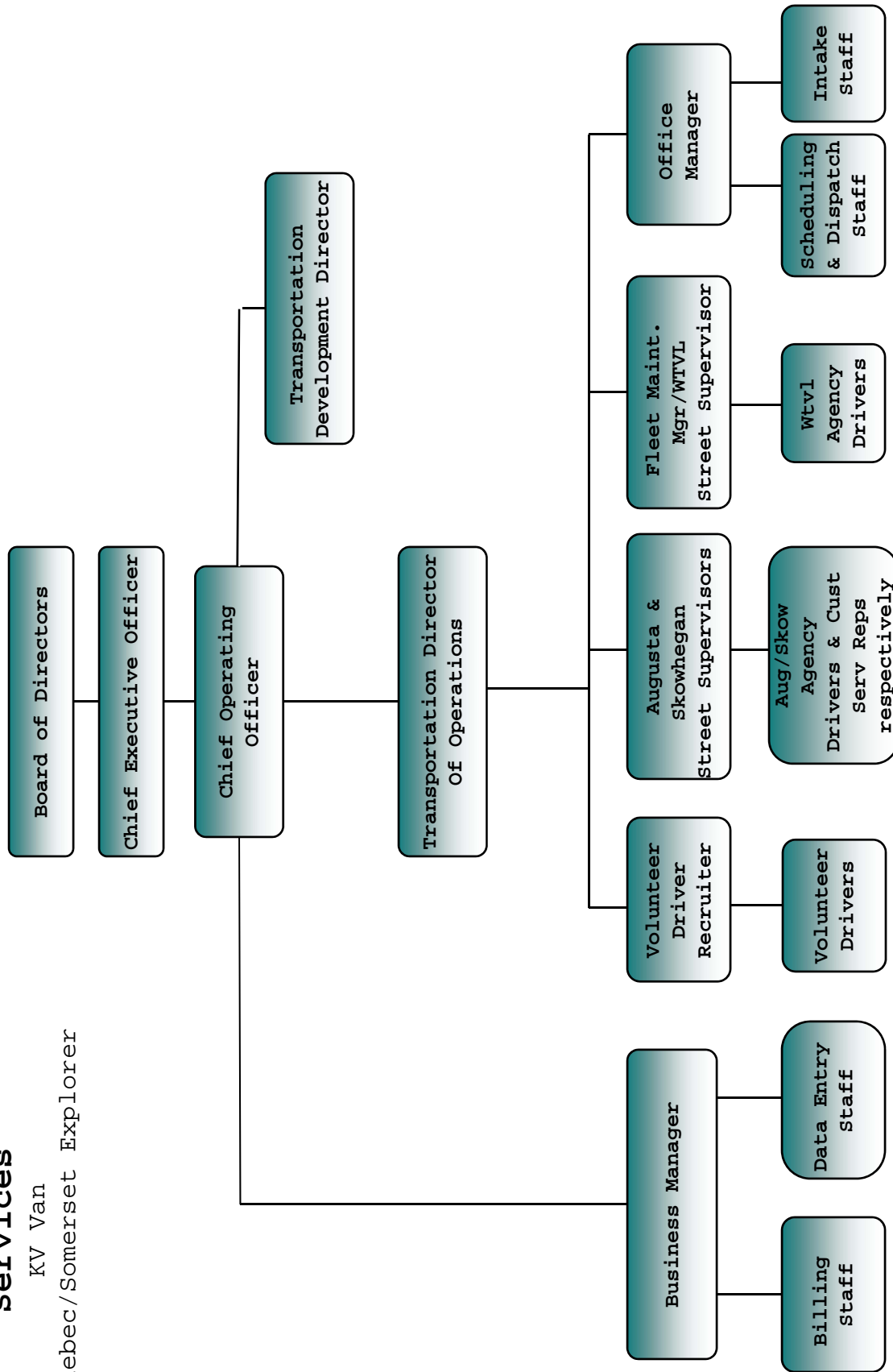
Organizational Chart By position Revised: 9/2018



Transportation Services

KV Van
Kennebec/Somerset Explorer

Organizational Chart
By position
Revised: 9/2018

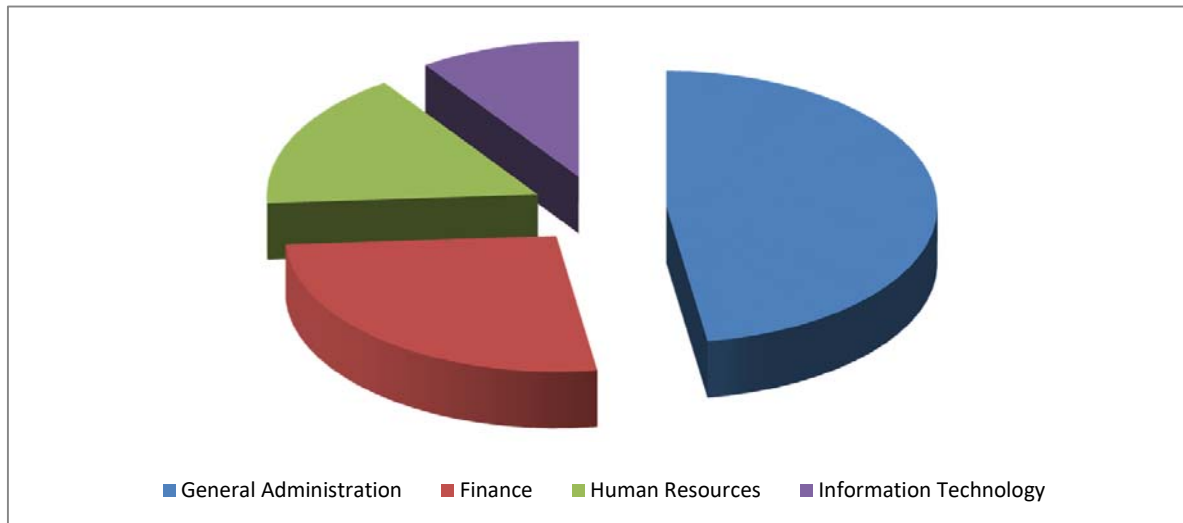


Kennebec Valley Community Action Program
Administration (Indirect Cost Pool) Operating Budgets
October 1, 2018 - September 30, 2019

Expenses:	General Administration	Finance	Human Resources	Information Technology	Total
Personnel	\$ 548,536	\$ 390,881	\$ 217,887	\$ 114,040	\$ 1,271,344
Payroll Taxes & Employee Benefits	\$ 159,033	\$ 77,119	\$ 71,842	\$ 34,626	\$ 342,619
Staff Development	\$ 31,250	\$ 9,000	\$ 4,250	\$ 5,500	\$ 50,000
Travel	\$ 35,200	\$ 6,205	\$ 325	\$ 1,270	\$ 43,000
Office Costs	\$ 55,650	\$ 4,900	\$ 21,650	\$ 1,000	\$ 83,200
Insurance	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000
Telecommunications	\$ 13,520	\$ 1,000	\$ 480	\$ 2,000	\$ 17,000
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 65,968	\$ 46,800	\$ 8,500	\$ 24,000	\$ 145,268
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 18,000	\$ 4,000	\$ -	\$ 7,500	\$ 29,500
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 2,400	\$ 7,500	\$ 375	\$ 8,225	\$ 18,500
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 11,550	\$ -	\$ 15,000	\$ 600	\$ 27,150
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 986,107	\$ 547,404	\$ 340,309	\$ 198,761	\$ 2,072,581

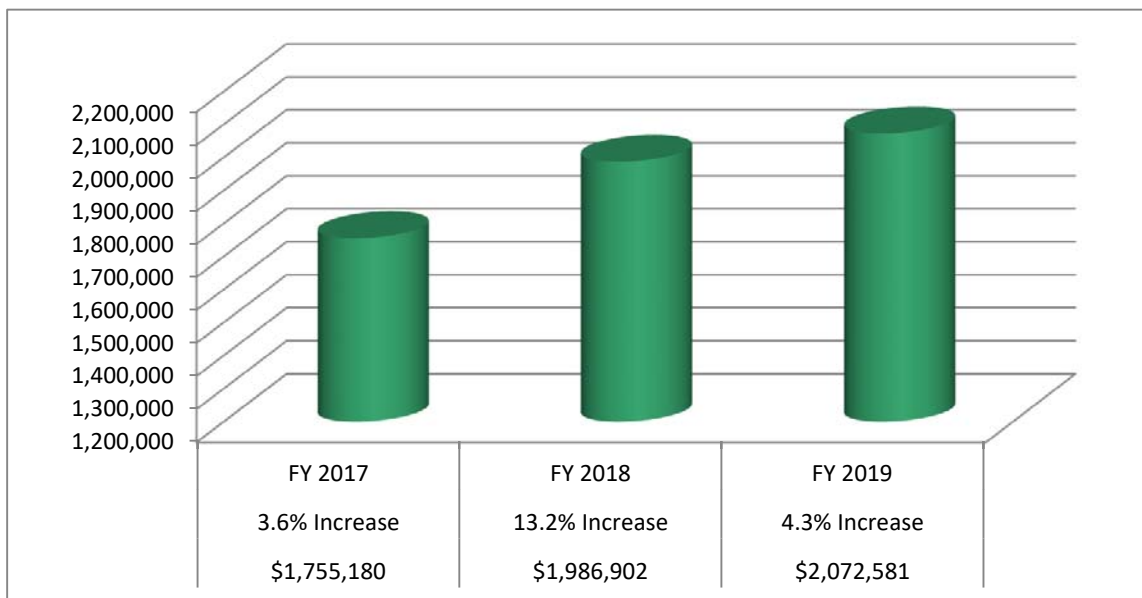
**Kennebec Valley Community Action Program
Administration (Indirect Cost Pool) Operating Budgets
October 1, 2018 - September 30, 2019**

The Administration/Indirect Cost Pool budget represents the costs and rate proposal approved annually by the US Department of Health and Human Services. This includes the following administrative areas shared by agency programs and represented in the chart below: General Administration (which makes up 47.6% of the budget), Finance (26.4%), Human Resources (16.4%), and Information Technology (9.6%).



For fiscal year 2019, the proposed Administration/Indirect Cost Pool budget is \$2,072,581. This is an increase of 4.3%, or \$85,679, compared to fiscal year 2018.

**Administrative/Indirect Cost Comparison
FY 2017 - FY 2019**



Kennebec Valley Community Action Program
Administration/Indirect Cost Pool Operating Budgets
October 1, 2018 - September 30, 2019

The agency's federally approved indirect cost rate for 2019 remained at 23.5% of program salaries. Significant changes in this year's budget include an increase in health insurance expenses (payroll taxes & employee benefits); an increase in general liability insurance and premiums for volunteer accident insurance that were previously allocated to specific operating programs (insurance); and an increase in depreciation related to upgrades to the telephone system and new software purchases. The changes in staff development, contract services, materials & supplies, and the "other" expense category are related to a reclassification of expenses related to the community celebration and agency day activities, as well as, software maintenance costs. There was also a reduction in the "other" expense category related to fingerprinting of staff to bring closer to actual costs.

Expenses:	FY 2018	FY 2019	Increase / (Decrease)
Personnel	\$ 1,227,536	\$ 1,271,344	\$ 43,808
Payroll Taxes & Employee Benefits	\$ 283,737	\$ 342,619	\$ 58,882
Staff Development	\$ 65,000	\$ 50,000	\$ (15,000)
Travel	\$ 43,000	\$ 43,000	\$ -
Office Costs	\$ 84,200	\$ 83,200	\$ (1,000)
Insurance	\$ 35,000	\$ 45,000	\$ 10,000
Telecommunications	\$ 17,500	\$ 17,000	\$ (500)
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 120,000	\$ 145,268	\$ 25,268
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 20,000	\$ 29,500	\$ 9,500
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 10,500	\$ 18,500	\$ 8,000
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 80,429	\$ 27,150	\$ (53,279)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 1,986,902	\$ 2,072,581	\$ 85,679

*Note: The FY 2019 budget is based on salary projections made in May 2018 at the time of the indirect cost rate proposal to US DHHS and are slightly lower than those proposed by agency departments.

The total Administration/Indirect Cost Pool budget is 7.7% of the agency's annual operating budget.

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

- A. General Administration
 - 1. Executive Leadership/Senior Management
 - 2. Customer Services
 - 3. Development
- B. Finance
- C. Human Resources
- D. Information Technology

A. GENERAL ADMINISTRATION

Budget: \$986,107

1. Executive Leadership/Senior Management

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

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

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

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

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

Staff: 5 full-time equivalents

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

Continuing Services:

Provide ongoing and effective leadership to ensure the following:

Effective, mission-driven operations of the entire Agency.

On-going implementation of the Agency Strategic Plan.

Compliance with requirements of all funding sources.

Assessment of community needs as well as partnership opportunities to support programs.

Provision of high quality services.

Recruitment and retention of a highly trained and skilled workforce.

Maintain and enhance financial capacity and sustainability to support organizational infrastructure and programmatic operations.

Anticipated New Service Opportunities:

Provide leadership and oversight of the implementation of the Year Two of the Strategic Plan, in partnership with the Agency Leadership Team and the Board of Directors.

Support movement toward a “Whole Family” approach in service delivery and develop shared Success Measures for the agency. This work will be supported by the implementation of a new data system, EmpowOR, which will enhance the ability to integrate data across agency programs.

Coordinate and implement an Agency Training Day for all staff that will include professional development opportunities along with networking activities to enhance both mission competency and team building, agency wide.

Ensure organizational capacity, viability, and sustainability through enhanced professional development of board, executive, and program staff as well as development of a succession planning process.

Provide leadership and oversight of new Partnership Opportunities with other organizations.

Seek initiatives and/or resources that enhance the financial strength of the organization through both program and unrestricted dollars.

Communicate a compelling and inspired vision or sense of mission, both internally and externally.

Maintain focus on and develop a succession planning strategy for senior management staff, to ensure continuity and quality of leadership

2. Customer Services (Executive Assistant: Sheila Avila)

Staff: 3 full-time equivalents

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

Continuing Services:

Provide high quality receptionist, telephone support, and customer service to agency programs, clients, and customers.

Attend trainings on customer service.

Enhance trainings with customer service themes and host networking meetings with other program staff as needed.

Work with Facilities staff to evaluate client traffic and safety flow and make recommendations.

3. Development (Director: Andrea Pasco)

Budget: \$53,070

Staff: 1 full time equivalent

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

Continuing Services:

Identify, cultivate, and solicit philanthropic support and public/private funding.

Develop and implement fundraising and public relations activities.

Develop marketing resources and publications.

Provide technical assistance to programs on grant writing and public relations.

Anticipated New Service Opportunities:

Organize and promote the 2019 Charitable Contributions Campaign at KVCAP.

Continue to identify, cultivate, and solicit new and continuing donors for events and through the 2018 fall appeal, the 2019 spring appeal, and the 2019 employee appeal.

Plan and execute the 5th Annual Golf Tournament and the Community Celebration outreach event.

Lead MCAA's Two-Gen resource development workgroup and assist with securing funds for each CAP agency to advance their Two-Gen efforts.

Develop an internal clearinghouse of all agency-generated material using the shared agency Google Drive.

Conduct Branding Training with Board members and agency staff at all levels, to in order to reinforce messaging that will build and strengthen our brand ambassadors.

Strategic Plan Action Items:

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

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

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

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

Budget: \$547,404

Staff: 6 full-time equivalents

Description of Clients:

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

Continuing Services:

Manage the financial systems within the agency to allow programs to track revenues and expenditures and to monitor performance to established budgets.

Provide assistance in developing budgets, resolving financial issues with funding sources, and ensuring adherence to contract guidelines.

Provide assistance in preparing and presenting quarterly financial accountability reports

to the Board of Directors.

Provide one-on-one assistance to agency managers, hold quarterly meetings to review financial information, create specialized reporting formats, and offer financial trainings for agency managers and staff as necessary.

Anticipated New Service Opportunities:

Continue to work on risk assessment activities as they pertain to agency finances and compliance by collaborating with agency staff and to maintain and update necessary reporting mechanisms and agency compliance policies and procedures manuals.

Continue to work on fiscal compliance and reference manuals for agency management and staff that grow and expand with changing regulations.

Continue to seek ways to utilize technology to streamline processes, which will include expanding the ACOM EZContent Manager program to include document management and routing of contracts and other key program documentation.

Strategic Plan Action Items:

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

C. HUMAN RESOURCES (Director: Cathy Kershner)

Budget: \$340,309

Staff: 3 full-time equivalents

Description of Clients: All KVCAP employees.

Continuing Services:

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

Competitive wages and benefits

Ongoing training and support for continuing education

Flexible, family-friendly work schedules and policies

Employee recruitment and retention programs

Performance management tools and strategies

Information systems that promote effective employee relations

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

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

Hiring & Discrimination

Performance Evaluations

Discipline & Termination

Harassment & Workplace Violence

Employee Safety

Family Medical Leave & Privacy

Emergency Response Procedures

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

5) Continue working with hiring supervisors to be certain that agency expectations around poverty are included during the interview process.

Anticipated New Service Opportunities:

Reinstate a revised New Employee Orientation program.

Explore a system for electronic PAF's.

Update Supervisor's Manual.

Update Affirmative Action Plan

Develop a questionnaire for new employees pertaining to their orientation period in an

effort to enhance the orientation process.

Strategic Plan Action Items:

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

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

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

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

D. Information Technology (Director: Eric Caron)

Budget: \$198,761

Staff: 2 Full-time equivalents

Description of Clients: All KVCAP employees.

Continuing Services:

Maintain and ensure the secure and trouble-free operation of the agency's Information Systems and telecommunications infrastructure.

Provide technology support for all four main offices and Head Start locations.

Provide computer/telephone support via "Help Desk", in person, and/or through e-mail.

Anticipated New Service Opportunities:

Increase our VM capacity as well new call detail reporting for both Energy and Transportation programs.

Install and display multiple call statistics panels in Drapeau and Transportation areas.

Complete and implement an agency wide business resiliency plan.

Continue to improve and redesign technology in our Damren meeting room.

Increased video security at our Educare location.

Having Transportation all on digital trips and geo tracked within the new HBSS system with phones and tablets.

Strategic Plan Action Items:

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

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

Facilities Operating Budget
October 1, 2018 - September 30, 2019

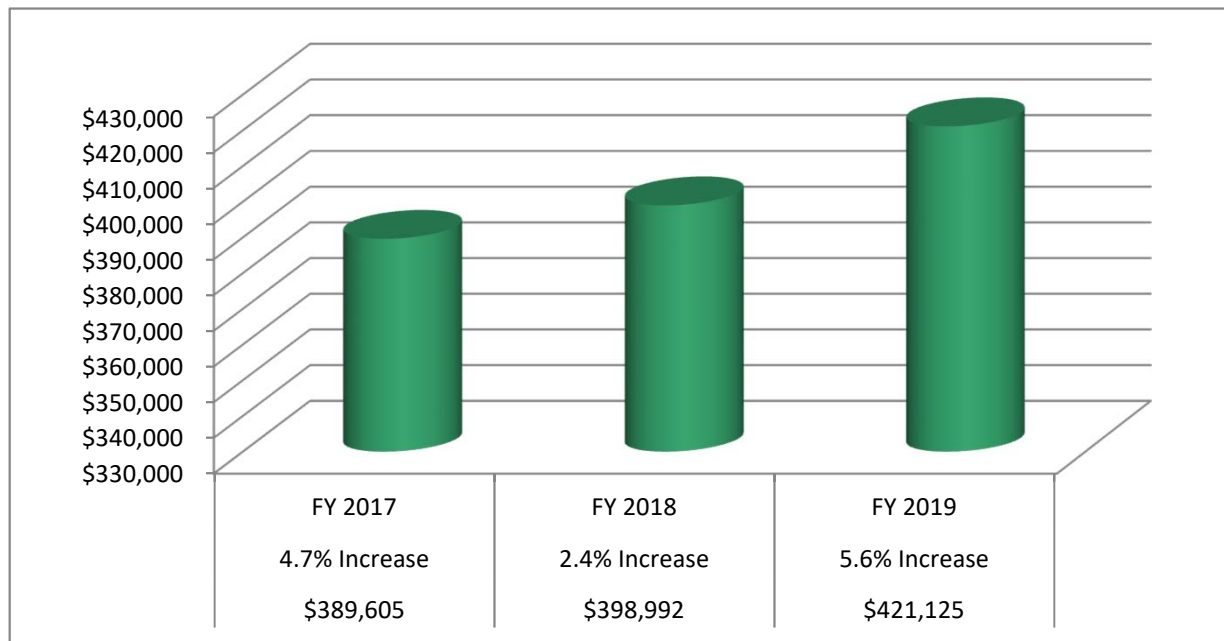
Expenses:	
Personnel	\$ 132,900
Payroll Taxes & Employee Benefits	\$ 34,862
Staff Development	\$ 100
Travel	\$ 300
Office Costs	\$ 200
Insurance	\$ 10,269
Telecommunications	\$ 1,960
Space & Occupancy	\$ 104,494
Contract Services	\$ 16,100
Vehicle	\$ 7,400
Housing Property Costs	\$ -
Materials & Supplies	\$ 12,300
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 31,232
Interest	\$ 14,250
Depreciation	\$ 53,558
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 1,200
Inkind	\$ -
Total Expenses:	\$ 421,125

Kennebec Valley Community Action Program
Facilities Operating Budget
October 1, 2018 - September 30, 2019

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

For fiscal year 2019, the proposed budget is \$421,125, and represents a 5.6%, or \$22,133 increase compared to fiscal year 2018.

Facilities Cost Comparison
FY 2017 - FY 2019



The increase in the Facilities budget for 2019 is the result of increased occupancy in our Boulette Building, increased debt due to renovations in the Drapeau Building, and increased occupancy costs due to projections for another hard winter ahead. The expense lines that were significantly impacted by these increases were insurance (20% increase), space and occupancy (10%), and interest (119%).

A break down of space and occupancy costs into individual expense accounts shows that rent expense, water and sewer expenses and rubbish removal expenses all showed no change between 2018 and 2019. Electricity is showing a 14.6% or \$3,310 increase due to some increased usage and also to bring the budget inline with actual expenses. Fuel expense shows an 11.4%, or \$3,524 increase. This increase is based on usage in 2018. Snow removal/landscaping shows the largest increase at 25%, or \$3,000 in anticipation of another hard winter season predicted for 2019.

Kennebec Valley Community Action Program
Facilities Operating Budgets
October 1, 2018 - September 30, 2019

Expenses:	FY 2018	FY 2019	Increase/ (Decrease)
Personnel	\$ 129,030	\$ 132,900	\$ 3,870
Payroll Taxes & Employee Benefits	\$ 33,848	\$ 34,862	\$ 1,014
Staff Development	\$ 100	\$ 100	\$ -
Travel	\$ 300	\$ 300	\$ -
Office Costs	\$ 400	\$ 200	\$ (200)
Insurance	\$ 8,558	\$ 10,269	\$ 1,711
Telecommunications	\$ 1,820	\$ 1,960	\$ 140
Space & Occupancy	\$ 94,660	\$ 104,494	\$ 9,834
Contract Services	\$ 19,900	\$ 16,100	\$ (3,800)
Vehicle	\$ 6,496	\$ 7,400	\$ 904
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 12,300	\$ 12,300	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 30,322	\$ 31,232	\$ 910
Interest	\$ 6,500	\$ 14,250	\$ 7,750
Depreciation	\$ 53,558	\$ 53,558	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,200	\$ 1,200	\$ -
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 398,992	\$ 421,125	\$ 22,133

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

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

Electricity (\$26,000 - 14.6% increase)

Fuel (\$34,404 - 11.4% increase)

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

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

Snow Removal/Landscaping (\$15,000 - 25% increase)

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

Budget: \$421,125

Staff: 3 full-time equivalents

Description of Clients: Agency staff and all KVCAP programs

Continuing Services:

Maintain all agency facilities including:

Augusta Office at the Buker School

Skowhegan Office

Skowhegan Early Head Start

Bloomfield Elementary School

Waterville Campus

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

To monitor, evaluate, and improve building and parking lot security at all locations.

Kennebec Valley Community Action Program
Agency Operating Budgets
October 1, 2018 - September 30, 2019

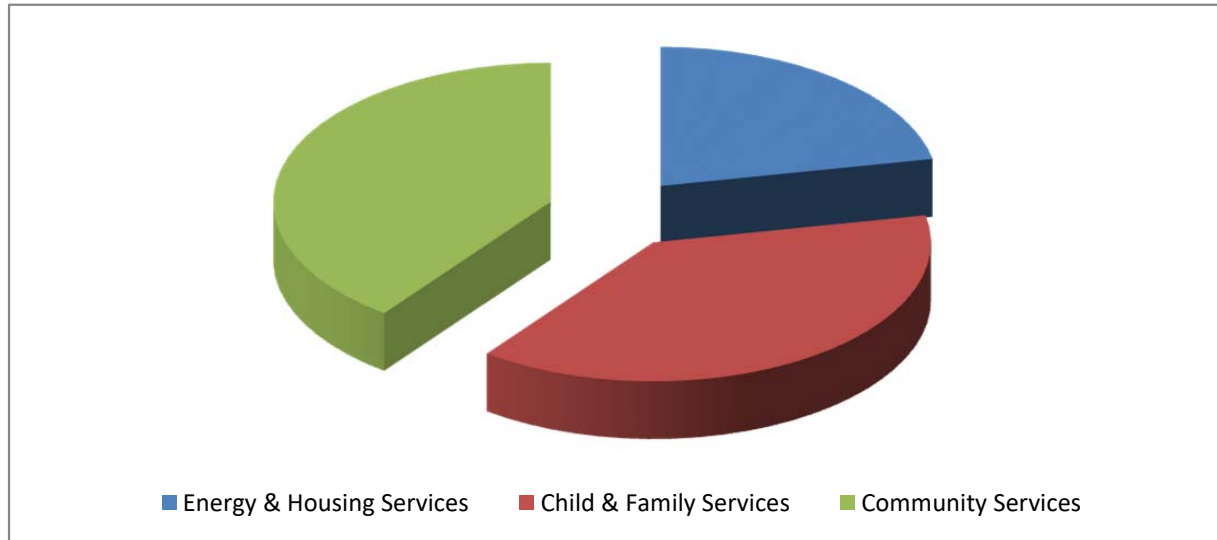
Revenue:	Energy & Housing Services	Child & Family Services	Community Services	Total
Grants & Contracts	\$ 5,693,508	\$ 7,418,894	\$ 2,876,515	\$ 15,988,917
Program Revenue	\$ 20,820	\$ 1,428,040	\$ 7,462,427	\$ 8,911,287
Other Revenue	\$ 36,000	\$ 119,500	\$ 109,389	\$ 264,889
Inkind	\$ -	\$ 1,112,133	\$ -	\$ 1,112,133
Total Revenue:	\$ 5,750,328	\$ 10,078,567	\$ 10,448,331	\$ 26,277,226

Expenses:				
Personnel	\$ 1,262,520	\$ 4,527,419	\$ 2,865,662	\$ 8,655,601
Payroll Taxes & Employee Benefits	\$ 449,064	\$ 1,658,783	\$ 978,663	\$ 3,086,510
Staff Development	\$ 20,684	\$ 59,708	\$ 14,826	\$ 95,218
Travel	\$ 20,827	\$ 74,716	\$ 74,147	\$ 169,690
Office Costs	\$ 100,220	\$ 58,985	\$ 44,951	\$ 204,156
Insurance	\$ 1,580	\$ 19,853	\$ -	\$ 21,433
Telecommunications	\$ 67,686	\$ 47,505	\$ 109,321	\$ 224,512
Space & Occupancy	\$ 285,842	\$ 181,505	\$ 245,905	\$ 713,252
Contract Services	\$ 21,817	\$ 832,433	\$ 94,890	\$ 949,140
Vehicle	\$ 67,184	\$ -	\$ 759,325	\$ 826,509
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 109,603	\$ 393,691	\$ 28,529	\$ 531,823
Direct Client Assistance	\$ 3,017,007	\$ 400	\$ 2,183,297	\$ 5,200,704
Administration (Indirect)	\$ 300,284	\$ 1,062,595	\$ 672,548	\$ 2,035,427
Interest	\$ -	\$ -	\$ 17,046	\$ 17,046
Depreciation	\$ 1,513	\$ 3,285	\$ 125,767	\$ 130,565
Common Carrier	\$ -	\$ -	\$ 1,903,465	\$ 1,903,465
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 24,496	\$ 45,556	\$ 32,652	\$ 102,704
Inkind	\$ -	\$ 1,112,133	\$ -	\$ 1,112,133
Total Expenses:	\$ 5,750,328	\$ 10,078,567	\$ 10,150,993	\$ 25,979,888

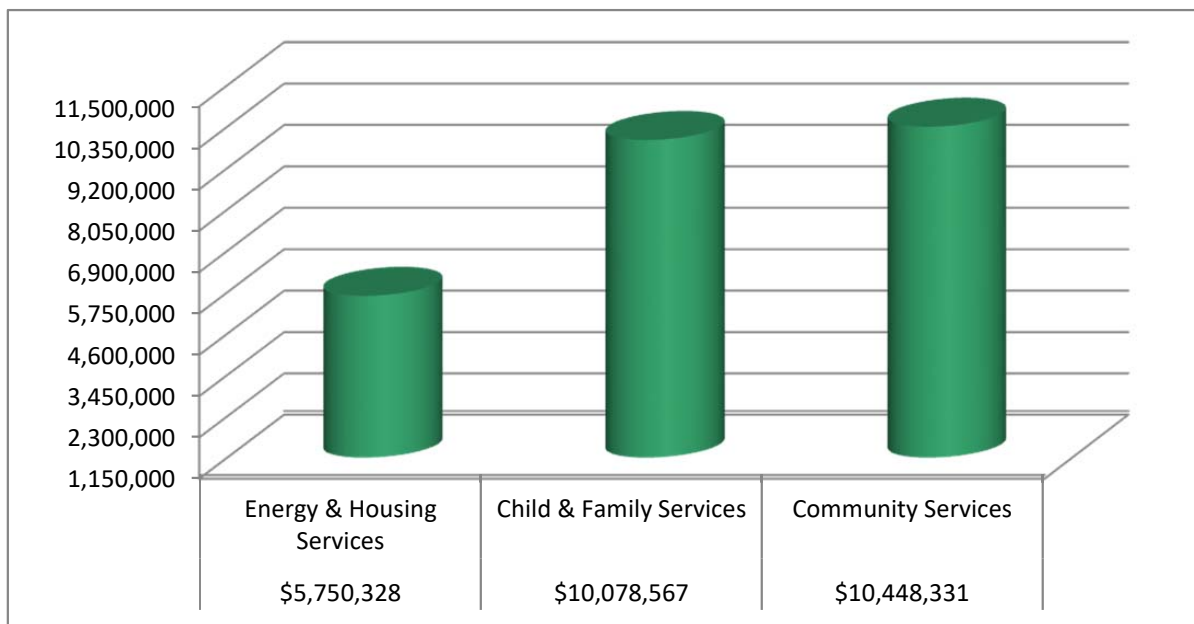
Surplus/(Deficit)	\$ -	\$ -	\$ 297,338	\$ 297,338
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Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2018 - September 30, 2019

The agency's operating budget consists of its three major departments - Energy and Housing Services (which contributes 21.9% of the budget), Child and Family Services (38.3%), and Community Services (39.8%).



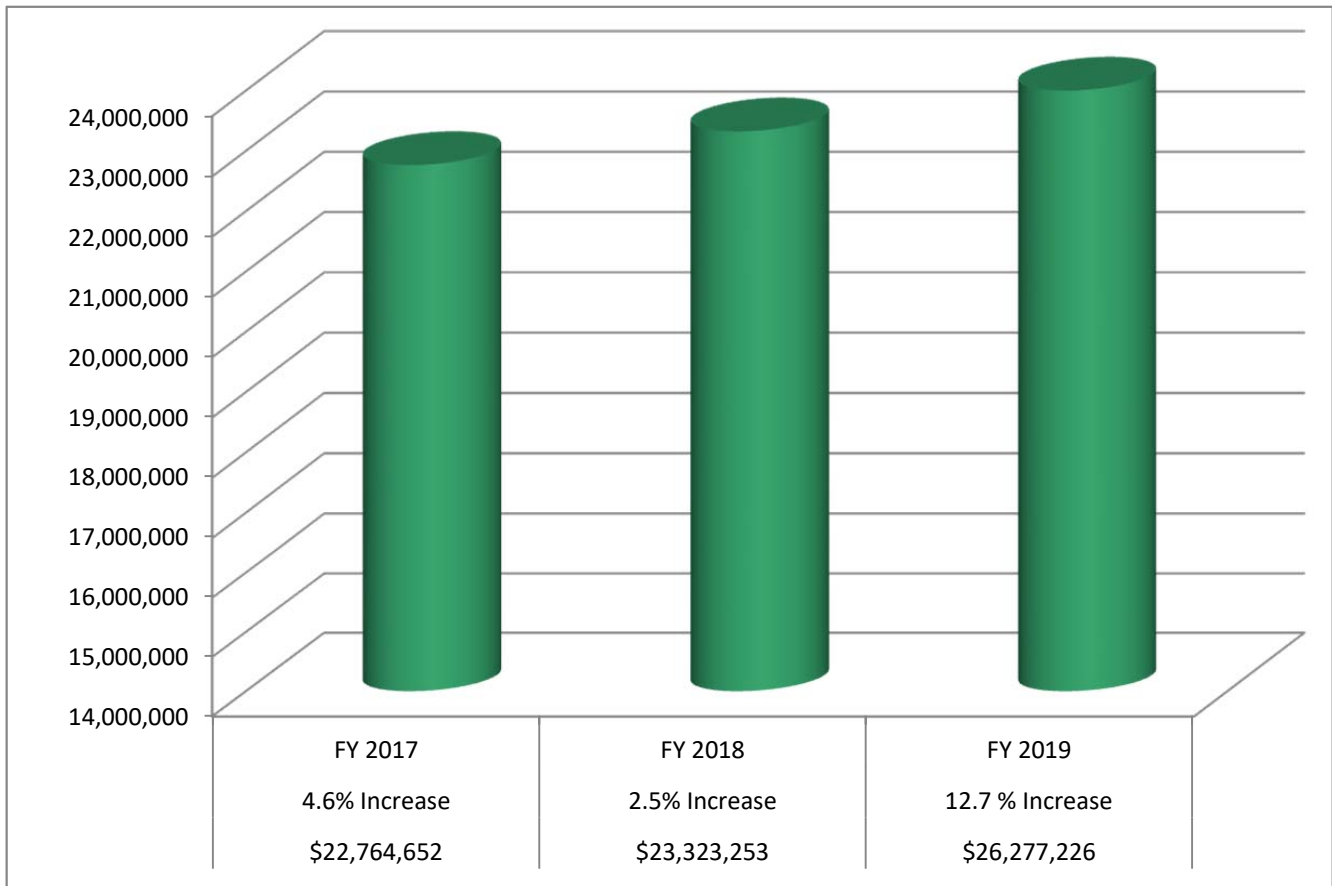
Budget by Department
FY 2019



Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2018 - September 30, 2019

For fiscal year 2019, a \$26,277,226 budget is proposed. This budget represents an 12.7%, or \$2,953,973 increase compared to fiscal year 2018.

Agency Operating Budget Comparison
FY 2017 - FY 2019



By department, Energy & Housing Services shows a 55.0% increase, Child & Family Services shows a 4.3% increase, and Community Services shows a 7.7% increase. Please see each department listing for more details.

Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2018 - September 30, 2019

Revenue:	FY 2018	FY 2019	Increase/ (Decrease)
Grants & Contracts	\$ 13,839,669	\$ 15,988,917	\$ 2,149,248
Program Revenue	\$ 8,158,613	\$ 8,911,287	\$ 752,674
Other Revenue	\$ 266,106	\$ 264,889	\$ (1,217)
Inkind	\$ 1,058,865	\$ 1,112,133	\$ 53,268
Total Revenue:	\$ 23,323,253	\$ 26,277,226	\$ 2,953,973

Expenses:			
Personnel	\$ 8,211,505	\$ 8,655,601	\$ 444,096
Payroll Taxes & Employee Benefits	\$ 2,866,212	\$ 3,086,510	\$ 220,298
Staff Development	\$ 113,824	\$ 95,218	\$ (18,606)
Travel	\$ 173,685	\$ 169,690	\$ (3,995)
Office Costs	\$ 182,578	\$ 204,156	\$ 21,578
Insurance	\$ 16,929	\$ 21,433	\$ 4,504
Telecommunications	\$ 158,759	\$ 224,512	\$ 65,753
Space & Occupancy	\$ 532,403	\$ 713,252	\$ 180,849
Contract Services	\$ 1,375,782	\$ 949,140	\$ (426,642)
Vehicle	\$ 671,193	\$ 826,509	\$ 155,316
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,214,164	\$ 531,823	\$ (682,341)
Direct Client Assistance	\$ 2,142,893	\$ 5,200,704	\$ 3,057,811
Administration (Indirect)	\$ 1,960,779	\$ 2,035,427	\$ 74,648
Interest	\$ 116,808	\$ 17,046	\$ (99,762)
Depreciation	\$ 94,641	\$ 130,565	\$ 35,924
Common Carrier	\$ 2,052,000	\$ 1,903,465	\$ (148,535)
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 134,077	\$ 102,704	\$ (31,373)
Inkind	\$ 1,058,865	\$ 1,112,133	\$ 53,268
Total Expenses:	\$ 23,077,097	\$ 25,979,888	\$ 2,902,791

Surplus/(Deficit)	\$ 246,156	\$ 297,338	\$ 51,182
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Kennebec Valley Community Action Program
Energy & Housing Services Operating Budgets
October 1, 2018 - September 30, 2019

Revenue:	Energy & Housing Services	Home Ownership	Real Estate Development	Community Initiatives	*CSBG	Total
Grants & Contracts	\$ 5,058,033	\$ 34,800	\$ 118,063	\$ 84,625	\$ 397,987	\$ 5,693,508
Program Revenue	\$ -	\$ 20,820	\$ -	\$ -	\$ -	\$ 20,820
Other Revenue	\$ -	\$ -	\$ -	\$ 36,000	\$ -	\$ 36,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 5,058,033	\$ 55,620	\$ 118,063	\$ 120,625	\$ 397,987	\$ 5,750,328

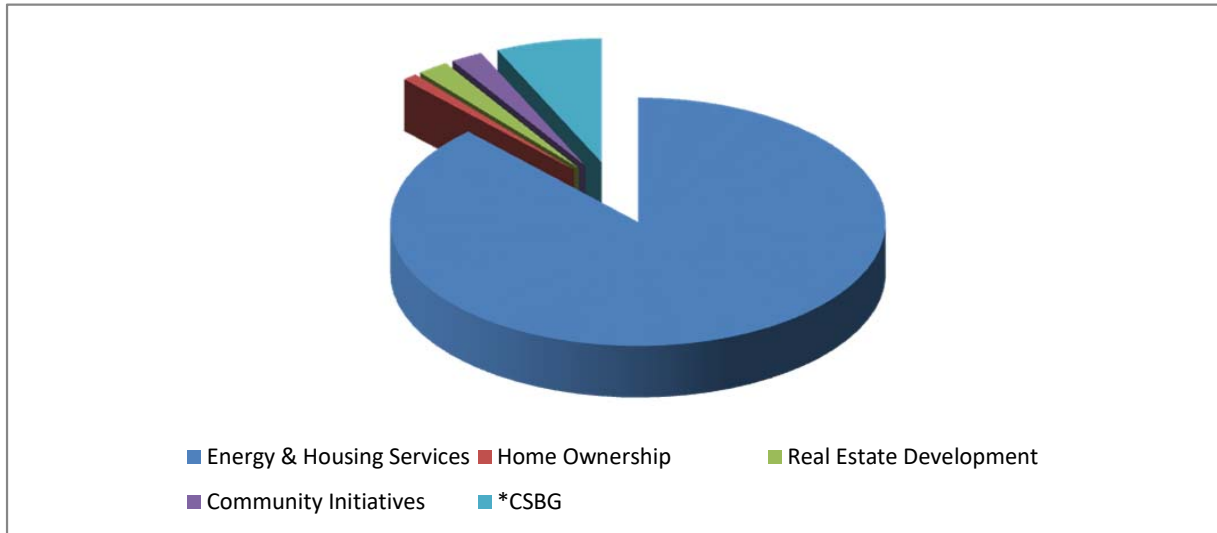
Expenses:						
Personnel	\$ 902,608	\$ 20,503	\$ 72,262	\$ 65,400	\$ 201,748	\$ 1,262,520
Payroll Taxes & Employee Benefits	\$ 318,804	\$ 8,458	\$ 19,160	\$ 27,899	\$ 74,743	\$ 449,064
Staff Development	\$ 18,284	\$ 600	\$ -	\$ 500	\$ 1,300	\$ 20,684
Travel	\$ 9,341	\$ -	\$ 6,100	\$ 1,336	\$ 4,050	\$ 20,827
Office Costs	\$ 93,703	\$ 1,020	\$ 1,280	\$ 400	\$ 3,817	\$ 100,220
Insurance	\$ 1,000	\$ -	\$ -	\$ -	\$ 580	\$ 1,580
Telecommunications	\$ 59,564	\$ 922	\$ 480	\$ 540	\$ 6,180	\$ 67,686
Space & Occupancy	\$ 236,626	\$ 8,088	\$ -	\$ -	\$ 41,128	\$ 285,842
Contract Services	\$ -	\$ 9,900	\$ -	\$ 4,500	\$ 7,417	\$ 21,817
Vehicle	\$ 67,184	\$ -	\$ -	\$ -	\$ -	\$ 67,184
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 105,392	\$ 1,311	\$ 600	\$ -	\$ 2,300	\$ 109,603
Direct Client Assistance	\$ 3,017,007	\$ -	\$ -	\$ -	\$ -	\$ 3,017,007
Administration (Indirect)	\$ 215,204	\$ 4,818	\$ 16,981	\$ 15,869	\$ 47,411	\$ 300,284
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ 1,513	\$ 1,513
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 13,315	\$ -	\$ 1,200	\$ 4,181	\$ 5,800	\$ 24,496
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 5,058,033	\$ 55,620	\$ 118,063	\$ 120,625	\$ 397,987	\$ 5,750,328

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

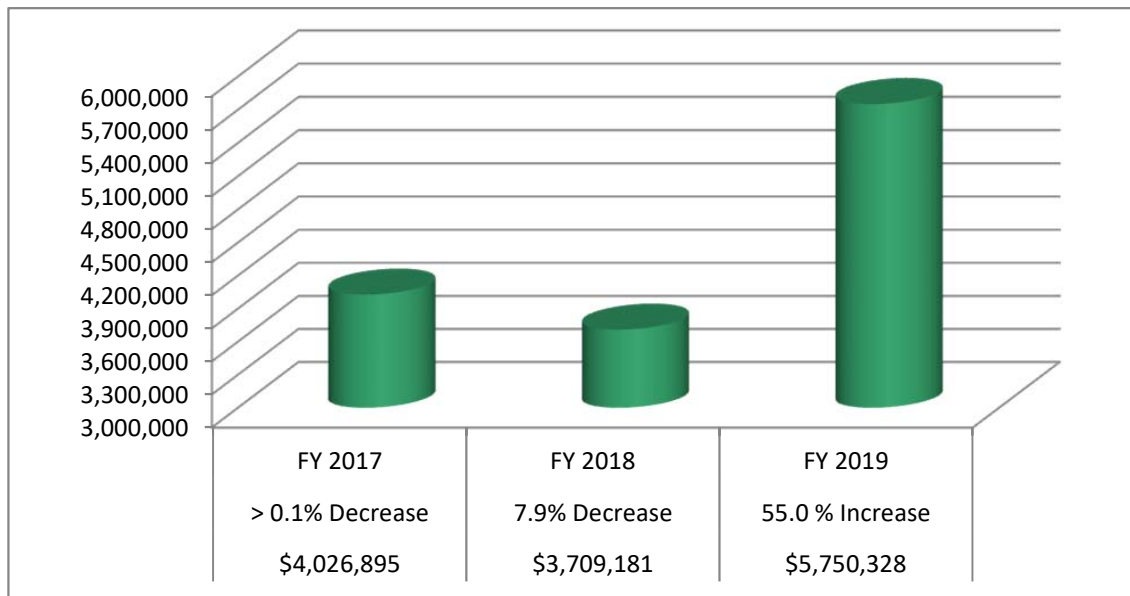
Kennebec Valley Community Action Program
Energy & Housing Services Operating Budget
October 1, 2018 - September 30, 2019

The Energy & Housing Services budget consists of the following programming: Energy & Housing Services (which contributes 88.0% of the budget), Home Ownership Services (1.0%), Real Estate Development (2.0%), Community Initiatives (2.0%), and CSBG (7.0%).



For fiscal year 2019, the proposed Energy & Housing Services budget is \$5,750,328. This is an increase of 55.0%, or \$2,041,147, compared to fiscal year 2018.

Energy & Housing Services Comparison
FY 2017 - FY 2019



Kennebec Valley Community Action Program
Energy & Housing Services Operating Budget
October 1, 2018 - September 30, 2019

Energy & Housing Services is experiencing the largest increase in funding for FY 2019. There are increases in Fuel Assistance (\$163k), HEAP Weatherization (\$811k), CHIP (\$318k), and the reinstated home repair program through Maine Housing which is now referred to as HARP (\$687k). Due to our work with Neighborworks, we saw an increase in our experience rating that also resulted in an increase in funding of just over \$68k. There was new programming introduced with the Assurance 16 program, which brought in an additional \$142k. All these increases offset the decrease within Community Initiatives due to the end of funding for Connecting Kids to Coverage (\$12k) and the Health Navigator (\$40k). programs.

Key variances in expenditures are directly related to the increased funding. One item of note are the reductions in contract services and materials and supplies, and the increase in direct client assistance line. The reductions are do to reclassifying of expenses related to weatherization activities and home repair projects which serve as a direct client benefit. This reclassification brings the budget inline with how expenses are reported in the agency's audit reports and on our Form 990 tax return.

Revenue:	FY 2018	FY 2019	Increase/ (Decrease)
Grants & Contracts	\$ 3,637,290	\$ 5,693,508	\$ 2,056,218
Program Revenue	\$ 41,891	\$ 20,820	\$ (21,071)
Other Revenue	\$ 30,000	\$ 36,000	\$ 6,000
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 3,709,181	\$ 5,750,328	\$ 2,041,147

Expenses:			
Personnel	\$ 1,125,048	\$ 1,262,520	\$ 137,472
Payroll Taxes & Employee Benefits	\$ 435,778	\$ 449,064	\$ 13,286
Staff Development	\$ 29,576	\$ 20,684	\$ (8,892)
Travel	\$ 12,321	\$ 20,827	\$ 8,506
Office Costs	\$ 72,227	\$ 100,220	\$ 27,993
Insurance	\$ 8,791	\$ 1,580	\$ (7,211)
Telecommunications	\$ 48,434	\$ 67,686	\$ 19,252
Space & Occupancy	\$ 170,284	\$ 285,842	\$ 115,558
Contract Services	\$ 492,228	\$ 21,817	\$ (470,411)
Vehicle	\$ 45,308	\$ 67,184	\$ 21,876
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 937,429	\$ 109,603	\$ (827,826)
Direct Client Assistance	\$ -	\$ 3,017,007	\$ 3,017,007
Administration (Indirect)	\$ 301,388	\$ 300,284	\$ (1,104)
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 1,513	\$ 1,513	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 28,856	\$ 24,496	\$ (4,360)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 3,709,181	\$ 5,750,328	\$ 2,041,147

Surplus/(Deficit)	\$ -	\$ -	\$ -
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Kennebec Valley Community Action Program
Energy & Housing Services Operating Budgets
October 1, 2018 - September 30, 2019

Revenue:	*LIHEAP	*LIAP	Assurance 16	*DOE	*HEAP Wz	*CHIP	*DEP Tank Replacement	*HARP	*CDBG	Total
Grants & Contracts	\$ 853,458	\$ 63,733	\$ 141,963	\$ 548,257	\$ 1,510,800	\$ 884,388	\$ 182,800	\$ 687,634	\$ 185,000	\$ 5,058,033
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 853,458	\$ 63,733	\$ 141,963	\$ 548,257	\$ 1,510,800	\$ 884,388	\$ 182,800	\$ 687,634	\$ 185,000	\$ 5,058,033

Expenses:										
Personnel	\$ 444,768	\$ 19,824	\$ 43,872	\$ 97,901	\$ 129,331	\$ 107,784	\$ 10,851	\$ 26,425	\$ 21,852	\$ 902,608
Payroll Taxes & Employee Benefits	\$ 149,136	\$ 25,188	\$ 19,908	\$ 28,434	\$ 36,292	\$ 36,804	\$ 4,358	\$ 9,887	\$ 8,797	\$ 318,804
Staff Development	\$ 1,200	\$ -	\$ -	\$ -	\$ 5,758	\$ 7,500	\$ -	\$ 3,827	\$ -	\$ 18,284
Travel	\$ 5,010	\$ -	\$ 1,100	\$ -	\$ 3,231	\$ -	\$ -	\$ -	\$ -	\$ 9,341
Office Costs	\$ 40,300	\$ 750	\$ 1,500	\$ 3,000	\$ 26,400	\$ 15,000	\$ 1,200	\$ 5,553	\$ -	\$ 93,703
Insurance	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
Telecommunications	\$ 11,832	\$ 6,172	\$ 1,075	\$ 5,000	\$ 18,700	\$ 15,000	\$ 595	\$ 1,190	\$ -	\$ 59,564
Space & Occupancy	\$ 87,492	\$ 7,140	\$ 2,637	\$ 12,000	\$ 30,700	\$ 62,496	\$ 4,146	\$ 28,800	\$ 1,215	\$ 236,626
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -	\$ 10,000	\$ 25,000	\$ 24,984	\$ -	\$ 7,200	\$ -	\$ 67,184
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 8,000	\$ -	\$ 58,965	\$ 29,919	\$ 7,500	\$ 1,008	\$ -	\$ -	\$ -	\$ 105,392
Direct Client Assistance	\$ -	\$ -	\$ -	\$ 337,508	\$ 1,185,978	\$ 588,480	\$ 159,100	\$ 597,942	\$ 148,000	\$ 3,017,007
Administration (Indirect)	\$ 104,520	\$ 4,659	\$ 12,906	\$ 23,496	\$ 30,396	\$ 25,332	\$ 2,550	\$ 6,210	\$ 5,135	\$ 215,204
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,200	\$ -	\$ -	\$ -	\$ 11,515	\$ -	\$ -	\$ 600	\$ -	\$ 13,315
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 853,458	\$ 63,733	\$ 141,963	\$ 548,257	\$ 1,510,800	\$ 884,388	\$ 182,800	\$ 687,634	\$ 185,000	\$ 5,058,033

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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* LIHEAP = Low-Income Home Energy Assistance Program * HEAP Withz. = Home Energy Assistance Program Weatherization * HARP = Home Accessibility and Repair Program
* LIAP = Low-Income Assistance Program * CHIP = Central Heating Improvement Program * CDBG = Community Development Block Grant
* DOE = Department of Energy (Weatherization) * DEP = Department of Environmental Protection

Kennebec Valley Community Action Program
Home Ownership Education & Counseling Operating Budgets
October 1, 2018 - September 30, 2019

Revenue:	Home Buyer Education	*HUD	Total
Grants & Contracts	\$ 10,800	\$ 24,000	\$ 34,800
Program Revenue	\$ 20,820	\$ -	\$ 20,820
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 31,620	\$ 24,000	\$ 55,620

Expenses:				
Personnel	\$ 9,924	\$ 10,579	\$ 20,503	
Payroll Taxes & Employee Benefits	\$ 4,193	\$ 4,265	\$ 8,458	
Staff Development	\$ -	\$ 600	\$ 600	
Travel	\$ -	\$ -	\$ -	
Office Costs	\$ 540	\$ 480	\$ 1,020	
Insurance	\$ -	\$ -	\$ -	
Telecommunications	\$ 660	\$ 262	\$ 922	
Space & Occupancy	\$ 2,760	\$ 5,328	\$ 8,088	
Contract Services	\$ 9,900	\$ -	\$ 9,900	
Vehicle	\$ -	\$ -	\$ -	
Housing Property Costs	\$ -	\$ -	\$ -	
Materials & Supplies	\$ 1,311	\$ -	\$ 1,311	
Direct Client Assistance	\$ -	\$ -	\$ -	
Administration (Indirect)	\$ 2,332	\$ 2,486	\$ 4,818	
Interest	\$ -	\$ -	\$ -	
Depreciation	\$ -	\$ -	\$ -	
Common Carrier	\$ -	\$ -	\$ -	
Bad Debt Expense	\$ -	\$ -	\$ -	
Other	\$ -	\$ -	\$ -	
Inkind	\$ -	\$ -	\$ -	
Total Expenses:	\$ 31,620	\$ 24,000	\$ 55,620	

Surplus/(Deficit)	\$ -	\$ -	\$ -
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*HUD = Housing & Urban Development

Kennebec Valley Community Action Program
Real Estate Development Operating Budget
October 1, 2018 - September 30, 2019

Revenue:	
Grants & Contracts	\$ 118,063
Program Revenue	\$ -
Other Revenue	\$ -
Inkind	\$ -
Total Revenue:	\$ 118,063

Expenses:	
Personnel	\$ 72,262
Payroll Taxes & Employee Benefits	\$ 19,160
Staff Development	\$ -
Travel	\$ 6,100
Office Costs	\$ 1,280
Insurance	\$ -
Telecommunications	\$ 480
Space & Occupancy	\$ -
Contract Services	\$ -
Vehicle	\$ -
Housing Property Costs	\$ -
Materials & Supplies	\$ 600
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 16,981
Interest	\$ -
Depreciation	\$ -
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 1,200
Inkind	\$ -
Total Expenses:	\$ 118,063

Surplus/(Deficit)	\$ -
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Kennebec Valley Community Action Program
Community Initiatives Operating Budgets
October 1, 2018 - September 30, 2019

Revenue:	*SETC - UWMM	*SETC - BGCA	*SETC - Oak Grove Foundation	Youth Outreach	Work Ready	Community Investors - *UWMM	Community Investors - King Foundation	Total
Grants & Contracts	\$ -	\$ 10,000	\$ -	\$ 74,625	\$ -	\$ -	\$ -	\$ 84,625
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 22,000	\$ -	\$ 4,000	\$ -	\$ 5,000	\$ 3,000	\$ 2,000	\$ 36,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 22,000	\$ 10,000	\$ 4,000	\$ 74,625	\$ 5,000	\$ 3,000	\$ 2,000	\$ 120,625

Expenses:								
Personnel	\$ 13,765	\$ 6,864	\$ 2,391	\$ 39,440	\$ -	\$ 1,782	\$ 1,158	\$ 65,400
Payroll Taxes & Employee Benefits	\$ 4,546	\$ 1,094	\$ 834	\$ 20,056	\$ -	\$ 799	\$ 570	\$ 27,899
Staff Development	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ 500
Travel	\$ -	\$ -	\$ -	\$ 1,336	\$ -	\$ -	\$ -	\$ 1,336
Office Costs	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ 400
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ 540	\$ -	\$ -	\$ -	\$ 540
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ 4,500	\$ -	\$ -	\$ 4,500
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 3,235	\$ 1,613	\$ 562	\$ 9,268	\$ 500	\$ 419	\$ 272	\$ 15,869
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 454	\$ 429	\$ 213	\$ 3,085	\$ -	\$ -	\$ -	\$ 4,181
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 22,000	\$ 10,000	\$ 4,000	\$ 74,625	\$ 5,000	\$ 3,000	\$ 2,000	\$ 120,625

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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*SETC = South End Teen Center

*UWMM = United Way Mid-Maine

*BGCA = Boys & Girls Clubs of America

Kennebec Valley Community Action Program
Community Services Block Grant Operating Budgets
October 1, 2018 - September 30, 2019

Revenue:	South End Teen Center	Community / School Based Education	Poverty Initiatives	Community Assessment & Training	Health & Prevention Component	Total
Grants & Contracts	\$ 95,615	\$ 91,292	\$ 155,192	\$ 34,847	\$ 21,041	\$ 397,987
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 95,615	\$ 91,292	\$ 155,192	\$ 34,847	\$ 21,041	\$ 397,987

Expenses:						
Personnel	\$ 52,456	\$ 47,470	\$ 73,440	\$ 17,826	\$ 10,556	\$ 201,748
Payroll Taxes & Employee Benefits	\$ 16,458	\$ 17,953	\$ 31,069	\$ 5,356	\$ 3,907	\$ 74,743
Staff Development	\$ 400	\$ 200	\$ 700			\$ 1,300
Travel	\$ 750	\$ 1,200	\$ 1,720	\$ 280	\$ 100	\$ 4,050
Office Costs	\$ 521	\$ 1,130	\$ 1,026	\$ 865	\$ 275	\$ 3,817
Insurance	\$ 580					\$ 580
Telecommunications	\$ 1,799	\$ 1,160	\$ 2,745	\$ 357	\$ 119	\$ 6,180
Space & Occupancy	\$ 6,026	\$ 8,923	\$ 18,934	\$ 3,642	\$ 3,603	\$ 41,128
Contract Services	\$ 2,085		\$ 3,000	\$ 2,332		\$ 7,417
Vehicle						\$ -
Housing Property Costs						\$ -
Materials & Supplies	\$ 200	\$ 2,100				\$ 2,300
Direct Client Assistance						\$ -
Administration (Indirect)	\$ 12,327	\$ 11,156	\$ 17,258	\$ 4,189	\$ 2,481	\$ 47,411
Interest						\$ -
Depreciation	\$ 1,513					\$ 1,513
Common Carrier						\$ -
Bad Debt Expense						\$ -
Other	\$ 500		\$ 5,300			\$ 5,800
Inkind						\$ -
Total Expenses:	\$ 95,615	\$ 91,292	\$ 155,192	\$ 34,847	\$ 21,041	\$ 397,987

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

A. Energy & Housing Services

B. Homeownership Services

C. Real Estate Development

D. Community Initiatives

E. Community Services Block Grant (CSBG)

A. ENERGY SERVICES (Director: Monica Grady)

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

Budget: \$1,059,154 (\$853,458 – LIHEAP; \$63,733 – LIAP; \$141,963 Assurance 16)

Staff: 10 full-time equivalents, 4 temporary/2 seasonal employees

Description of Clients: Income eligible households

Number of Households to be Served in FY 2019: 10,000

Continuing Services:

- *LIHEAP:* Provide a fuel assistance benefit to income eligible households.
- *Assurance 16:* Energy savings program to provide education and case management to households to help them decrease energy cost.
- *LIAP (Low-Income Assistance Program):* Assist income eligible customers pay their electric bills based on criteria set by Central Maine Power and Madison Electric.
- *ECIP (Emergency Crisis Intervention Program):* Provide funds for households experiencing heat related emergencies, from November 1st to April 30th.

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

Budget: Fee for service

Staff: 1 part-time equivalent

Description of Clients: CMP customers who meet CMP's eligibility criteria.

Number of Clients to be Served in FY 2019: 3

Continuing Services:

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

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

Budget: \$2,059,057

Staff: 4 full-time equivalents

Description of Clients: LIHEAP-eligible households

Number of Households to be Served in FY 2019: 150

Continuing Services:

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

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

Budget: \$884,388

Staff: 2 full-time equivalents

Description of Clients: LIHEAP eligible households

Number of Households to be Served in FY 2019: 300

Continuing Services:

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

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

Budget: \$182,800

Staff: 1 full-time equivalent

Description of Clients: Income eligible households

Number of Households to be Served in FY 2019: 74

Continuing Services:

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

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

Budget: \$872,634 (\$687,634-HARP; \$185,000-CDBG)

Description of Clients: Income single family homeowners

Staff: 2 full-time equivalents

Number of Families to be Served in FY 2019: 80

Continuing Services:

Offer resources to provide home repair services to homeowners so that they can maintain a safe, decent living environment. The program allows for funds from DECD and Maine Housing to be combined to address home repair needs that otherwise might not be covered.

B. HOMEOWNERSHIP SERVICES (Director: Monica Grady)

Homeownership Education & Counseling

Budget: \$55,620 (\$31,620-HBE; \$24,000-HUD)

Staff: 1 full-time equivalent

Description of Clients: No Income Restrictions

Estimated Number of Clients to be Served in FY 2019: 425

Continuing Services:

- *Financial Literacy Education & Counseling* - Promote housing sustainability for renters and homeowners by providing workshops as well as one-on-one coaching for financial literacy and capability, including budget preparation/management with a focus on saving and building credit. 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.
- *Pre-Purchase Education & Counseling* - Facilitate Homebuyer Education courses in live classes and an online format to assist potential homebuyers with budgeting, financing, ownership and energy efficiency to ensure a successful experience as a first-time homebuyer. Provide one on one consultations and analysis to help potential homebuyers identify barriers and set goals.
- *Post-Purchase Counseling* – Provide one-on-one consultation and analysis to assist homeowners with budgeting, home maintenance, refinancing, hazard insurance, etc. to help them succeed as homeowners.

Fee for Service: eHome America online classes-\$74 pp, In-person classes-\$30 pp

C. REAL ESTATE DEVELOPMENT (Director: David Pelton)

Budget: \$118,063

Staff: 1 FTE

Cony Village LLC:

Description of Clients: Low to Moderate Income Households

Households to be Served in FY 2019: 17

Continuing Services:

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

Anticipated New Opportunities:

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

The Gerald Senior Residence:

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

Households to be Served in FY 2019: 28

Continuing Services:

- Offers 28 one-bedroom apartment units and 2 two-bedroom apartment units that are managed by C&C Realty Management services.
- Continue to lease retail space within the building, contributing to efforts to revitalize downtown Fairfield.

Other Affordable Housing Initiatives:

Anticipated New Service Opportunities:

Currently the KVCAP-owned Boulette office building in Skowhegan is not fully occupied. Efforts are underway to explore the potential for repurposing the building into an affordable housing project to meet area housing needs.

Explore and evaluate other potential opportunities to create affordable housing options for residents in Kennebec and Somerset Counties including Hartland, Madison, St. Albans and other areas TBD.

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

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

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

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

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

unmet needs of seniors that fall within KVCAP service areas/categories.

(Goal II. Strategy A. Initiative 2): Develop the plan to convert the Boulette Building to affordable senior housing; build at least one house targeted for low-income at Cony Village.

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

(Goal II. Strategy A. Initiative 3): Increase the capacity of the KVCAP housing department to assume a bigger role in addressing housing issues.

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

D. COMMUNITY INITIATIVES (Director: Monica Grady)

South End Teen Center (SETC)

Budget: \$131,615 (\$95,615 CSBG; \$22,000 United Way; \$10,000 Boys/Girls Club TANF; \$4,000 Oak Grove Foundation)

Staff: 2.1 FTEs (on-site Coordinator, 3 part-time direct service and other part-time administrative support)

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

Number of Clients to be Served in FY2019: 70

Continuing Services:

- Provide a safe, healthy environment for teens during after school hours.
- Offer a wide range of educational and recreational activities, as well as field trips, community service projects, homework support, and a chance to develop supportive, positive relationships with staff and college student volunteers.
- Offer the Teen Stars program which rewards positive behaviors based on a point system as well as other programming/activities such as weekly cooking activities; arts/crafts; discussion groups; field trips; use of computers/chrome books; support and education around employment; and a game room.
- Refer youth who are at risk for dropping out or failing in school to the on-site Youth

Outreach program.

- Provide summer programming that includes, a free Summer Lunch Program site for children ages 0-18 (food provided by the Waterville Public School System) and the Summer Blast program, with opportunities to participate in field trips and outings to several recreational venues throughout Maine.
- Offer two scholarship programs providing opportunities for SETC members, including the J&J Driver's Ed Scholarship program and the Heritage Tour Scholarship program.
- Work closely with key community partners including the Alford Youth Center/Waterville Area Boys/Girls Club/YMCA; South End Neighborhood Association; Waterville Public School/Resource Officer; Colby College and Thomas Colleges.

Anticipated New Service Opportunities:

The teen center looks forward to strengthening its relationship with Colby College and its volunteer program. The new dorm opening in downtown Waterville will provide an opportunity to engage with college mentors in a more intensive and strategic manner.

Youth Outreach

Budget: \$74,625

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

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

Number of Clients to be Served in FY 2019: 30

Continuing Services:

- Continue to assist at-risk youth to remain enrolled in and be successful in school and avoid dropping out. This will be accomplished by providing support and guidance; assisting with goal planning to overcome academic and behavioral challenges; build employment skills and assist youth to obtain part-time employment; and to raise aspirations and assist youth to explore potential post-secondary options/resources.
- Youth Outreach Worker will meet with youth at the SETC, at school and at home and will also assist teens and their families to connect to needed resources.

Anticipated New Service Opportunities:

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

Poverty Initiative

Budget: \$165,192 (\$155,192 CSBG; \$8,000 from United Way; \$2,000 King Foundation)

Staff: 2.1 full-time equivalents (direct service, coalition participation/coordination, administration)

Description of Clients: Kennebec and Somerset County communities and residents

Number of Clients to be Served in FY 2019: 30 families through Community Investors; 100 families through Resource Navigator and an additional 150 families that are provided I&R intervention by phone; and 15 WorkReady students.

Continuing Services:

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

- Provide child care subsidies to families under 125% of poverty.

Anticipated New Opportunities:

The Resource Navigator component will increase capacity in FY 2019 in order to serve more families and individuals. Resource Navigators will be trained and will work part-time for the Energy Services Assurance 16 program, allowing for greater integration of services for clients.

Expand the number of Community Investors in Kennebec and Somerset Counties. Explore the expansion of communities that are able to tap into this resource.

Expand the work at the Somerset County Jail offering Resource Navigator services to inmates ready to transition to the community.

Strategic Planning Action Items for Community Initiatives programs:

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

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

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

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

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

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

E. COMMUNITY SERVICES BLOCK GRANT (Director: Monica Grady)

Budget: \$397,987

In FY 2019, CSBG will support five components including a portion of 19 staff positions (5 FTEs).

The CSBG funds received by KVCAP fall under the jurisdiction of the Board of Directors and are assigned to a variety of programs. The oversight of the funds is assigned to the Energy & Housing Department, a change from previous years when it was assigned to Community Services. The majority of the funding supports programming in the Community Initiatives division which now is part of Energy & Housing.

CSBG is unique in that it allows community action agencies such as KVCAP the flexibility to design and implement programs that are innovative, client-driven, and intended to fill identified gaps in existing services, as identified through a comprehensive community needs assessment. KVCAP completed its most recent assessment in 2017/18.

When possible, CSBG funds are linked with other funding to maximize service delivery and resources. Programs recommended for funding include goals and strategies at the individual/family level, community level and agency level. The three national goals of Community Action are:

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

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

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

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

The following programming domains are allowable expenditures of CSBG funds:

- Employment
- Education and Cognitive Development
- Income, Infrastructure, and Asset Building
- Housing
- Health and Social/Behavioral Development

- Civic Engagement and Community Involvement
- Services Supporting Multiple Domains
- Linkages (partnerships that support multiple domains)
- Agency Capacity Building
- Other (emergency management/disaster relief)

The five components funded by CSBG include:

South End Teen Center (\$95,615) – description in the Community Initiatives section.

Community/School Based Education (\$91,292) – a component of the Family Enrichment Council offerings, described in Social Services section.

Poverty Initiative (\$155,192) – description in the Community Initiatives section.

Community Assessment and Training (\$34,847) – supports work required 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. It supports work on several agency-wide training initiatives, including ROMA training for staff and board and the agency focus on expanding a Whole Family Approach in our work.

Health and Prevention Component (\$21,041) - supports the work of staff who represent KVCAP on several community coalitions throughout Kennebec and Somerset Counties, focusing on health, senior issues, food security and transportation. These groups work to identify community needs and gaps in service and seek to secure resources and solutions to these community needs.

Kennebec Valley Community Action Program
Child & Family Services Operating Budgets
October 1, 2018 - September 30, 2019

Revenue:	Head Start/Early Head Start	*CACFP	Other Child & Family Services	Total
Grants & Contracts	\$ 5,123,998	\$ 165,710	\$ 2,129,186	\$ 7,418,894
Program Revenue	\$ -	\$ -	\$ 1,428,040	\$ 1,428,040
Other Revenue	\$ 100,000	\$ -	\$ 19,500	\$ 119,500
Inkind	\$ 1,112,133	\$ -	\$ -	\$ 1,112,133
Total Revenue:	\$ 6,336,131	\$ 165,710	\$ 3,576,726	\$ 10,078,567

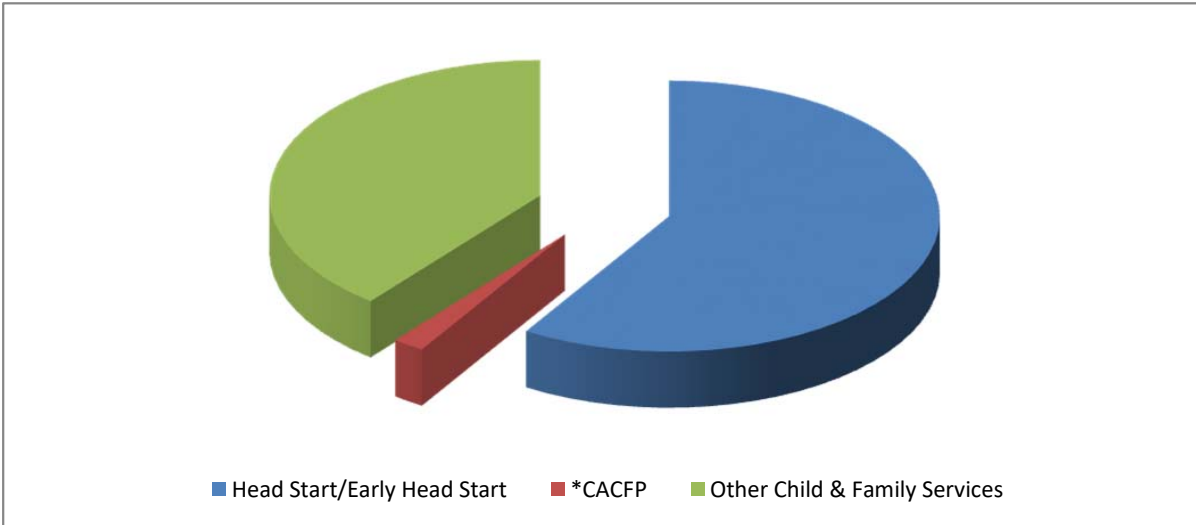
Expenses:				
Personnel	\$ 2,695,498	\$ 34,956	\$ 1,796,965	\$ 4,527,419
Payroll Taxes & Employee Benefits	\$ 987,104	\$ 10,978	\$ 660,701	\$ 1,658,783
Staff Development	\$ 56,122	\$ -	\$ 3,586	\$ 59,708
Travel	\$ 51,939	\$ -	\$ 22,777	\$ 74,716
Office Costs	\$ 43,171	\$ -	\$ 15,814	\$ 58,985
Insurance	\$ 8,669	\$ -	\$ 11,184	\$ 19,853
Telecommunications	\$ 20,476	\$ -	\$ 27,029	\$ 47,505
Space & Occupancy	\$ 42,418	\$ -	\$ 139,087	\$ 181,505
Contract Services	\$ 482,308	\$ -	\$ 350,125	\$ 832,433
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 174,060	\$ 111,560	\$ 108,071	\$ 393,691
Direct Client Assistance	\$ 400	\$ -	\$ -	\$ 400
Administration (Indirect)	\$ 632,059	\$ 8,216	\$ 422,320	\$ 1,062,595
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,889	\$ -	\$ 1,396	\$ 3,285
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 27,885	\$ -	\$ 17,671	\$ 45,556
Inkind	\$ 1,112,133	\$ -	\$ -	\$ 1,112,133
Total Expenses:	\$ 6,336,131	\$ 165,710	\$ 3,576,726	\$ 10,078,567

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

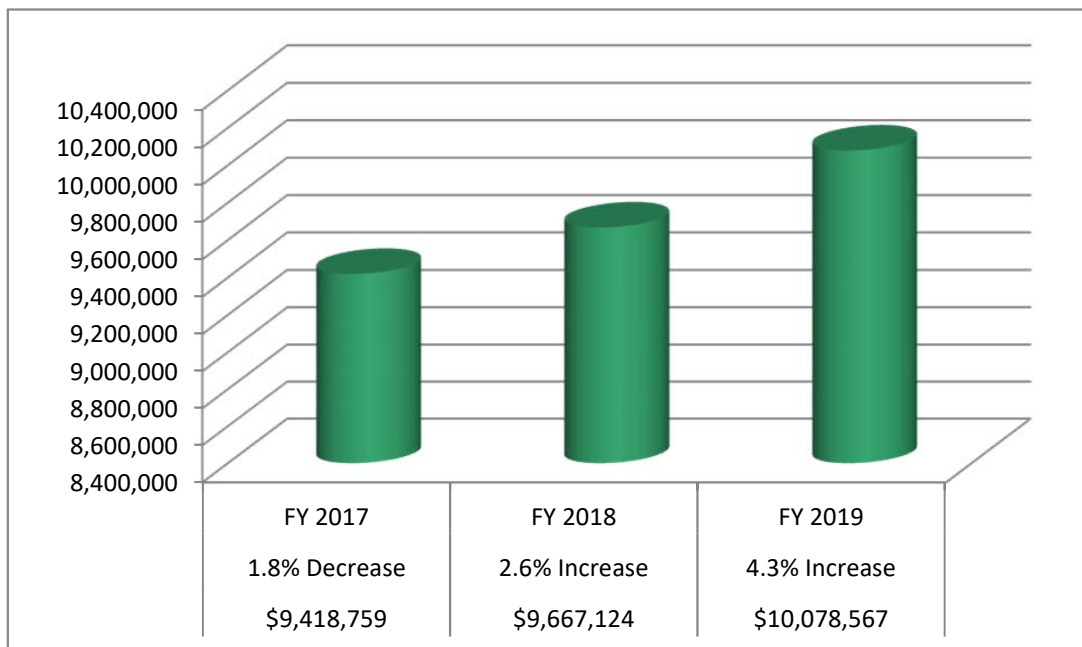
**Kennebec Valley Community Action Program
Child & Family Services Operating Budget
October 1, 2018 - September 30, 2019**

Child & Family Services budget includes the following program areas related to the early care and education of the children in our service area and are represented in the chart below: Head Start/Early Head Start (which contributes 62.9% of the budget), the Child and Adult Care Food Program [CACFP] (1.6%), and Other Child & Family Services (35.5%).



For fiscal year 2019, the proposed Child & Family Services budget is \$10,078,567. This is an increase of 4.3%, or \$411,443, compared to fiscal year 2018.

**Child & Family Services Comparison
FY 2017 - FY 2019**



Kennebec Valley Community Action Program
Child & Family Services Operating Budget
October 1, 2018 - September 30, 2019

The majority of the \$411,443 increase in the Child & Family Services budget for 2019 is within Head Start and Early Head Start programming. Both the Federal Head Start/Early Head Start program and the Early Head Start/Child Care Partnership program received increased grant funding (\$232,342) which also increased the inkind requirement (\$53,268). The majority of the federal increase is in one-time funding (\$113,789). There was also an increase in the Other Services program that includes increased ASPIRE, voucher, and school collaboration payments, as well as funding for the Before and After School program in Skowhegan which is new to this year's budget.

There were no significant changes on the expense side of the budget. Increases in personnel and payroll expenses are the result of the wage scale increase, standard merit increases, and increased benefit costs. The increase in contract services and materials and supplies is primarily related to the one-time funding received in Federal Head Start. The largest decrease is on the interest line. This decrease is reflective of the end of the New Markets Tax Credit transaction.

Revenue:	FY 2018	FY 2019	Increase/ (Decrease)
Grants & Contracts	\$ 7,191,271	\$ 7,418,894	\$ 227,623
Program Revenue	\$ 1,306,632	\$ 1,428,040	\$ 121,408
Other Revenue	\$ 110,356	\$ 119,500	\$ 9,144
Inkind	\$ 1,058,865	\$ 1,112,133	\$ 53,268
Total Revenue:	\$ 9,667,124	\$ 10,078,567	\$ 411,443

Expenses:			
Personnel	\$ 4,428,203	\$ 4,527,419	\$ 99,216
Payroll Taxes & Employee Benefits	\$ 1,495,431	\$ 1,658,783	\$ 163,352
Staff Development	\$ 57,774	\$ 59,708	\$ 1,934
Travel	\$ 84,286	\$ 74,716	\$ (9,570)
Office Costs	\$ 61,497	\$ 58,985	\$ (2,512)
Insurance	\$ 7,638	\$ 19,853	\$ 12,215
Telecommunications	\$ 33,737	\$ 47,505	\$ 13,768
Space & Occupancy	\$ 176,956	\$ 181,505	\$ 4,549
Contract Services	\$ 796,954	\$ 832,433	\$ 35,479
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 236,736	\$ 393,691	\$ 156,955
Direct Client Assistance	\$ 400	\$ 400	\$ -
Administration (Indirect)	\$ 1,042,473	\$ 1,062,595	\$ 20,122
Interest	\$ 116,808	\$ -	\$ (116,808)
Depreciation	\$ 1,128	\$ 3,285	\$ 2,157
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 68,238	\$ 45,556	\$ (22,682)
Inkind	\$ 1,058,865	\$ 1,112,133	\$ 53,268
Total Expenses:	\$ 9,667,124	\$ 10,078,567	\$ 411,443

Surplus/(Deficit)	\$ -	\$ -	\$ -
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Kennebec Valley Community Action Program
Head Start/Early Head Start Operating Budgets
October 1, 2018 - September 30, 2019

Revenue:	State Head Start - Educare	Early Head Start - Educare	Early Head Start - All Other Centers	Head Start - Educare	Head Start - All Other Centers	*EHS/CC Partnership - Educare	*EHS/CC Partnership - All Other Centers	*T&TA - Educare	*T&TA - All Other Centers	Total
Grants & Contracts	\$ 245,464	\$ 521,646	\$ 393,340	\$ 1,214,505	\$ 1,300,719	\$ 199,056	\$ 1,168,801	\$ 60,584	\$ 19,883	\$ 5,123,998
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ 862,065	\$ -	\$ 250,068	\$ -	\$ -	\$ 1,112,133
Total Revenue:	\$ 245,464	\$ 521,646	\$ 393,340	\$ 1,214,505	\$ 2,162,784	\$ 199,056	\$ 1,518,869	\$ 60,584	\$ 19,883	\$ 6,336,131

Expenses:	State Head Start - Educare	Early Head Start - Educare	Early Head Start - All Other Centers	Head Start - Educare	Head Start - All Other Centers	*EHS/CC Partnership - Educare	*EHS/CC Partnership - All Other Centers	*T&TA - Educare	*T&TA - All Other Centers	Total
Personnel	\$ 144,204	\$ 312,345	\$ 221,685	\$ 713,519	\$ 698,042	\$ 113,592	\$ 492,111	\$ -	\$ -	\$ 2,695,498
Payroll Taxes & Employee Benefits	\$ 67,341	\$ 99,362	\$ 78,278	\$ 248,630	\$ 239,717	\$ 50,360	\$ 203,416	\$ -	\$ -	\$ 987,104
Staff Development	\$ -	\$ 2,200	\$ -	\$ 2,800	\$ 1,500	\$ -	\$ -	\$ 38,445	\$ 11,177	\$ 56,122
Travel	\$ 31	\$ 748	\$ 9,707	\$ 1,752	\$ 8,382	\$ 184	\$ 10,890	\$ 13,205	\$ 7,040	\$ 51,939
Office Costs	\$ -	\$ 6,782	\$ 4,298	\$ 11,511	\$ 11,885	\$ 1,403	\$ 7,292	\$ -	\$ -	\$ 43,171
Insurance	\$ -	\$ 755	\$ 1,499	\$ 3,120	\$ 2,692	\$ 201	\$ 402	\$ -	\$ -	\$ 8,669
Telecommunications	\$ -	\$ 920	\$ 1,871	\$ 3,923	\$ 6,663	\$ 112	\$ 6,987	\$ -	\$ -	\$ 20,476
Space & Occupancy	\$ -	\$ 1,348	\$ 5,667	\$ 5,695	\$ 11,967	\$ 138	\$ 17,603	\$ -	\$ -	\$ 42,418
Contract Services	\$ -	\$ 4,216	\$ 6,813	\$ 17,363	\$ 50,164	\$ 1,083	\$ 396,169	\$ 5,750	\$ 750	\$ 482,308
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 16,323	\$ 7,878	\$ 31,545	\$ 99,976	\$ 4,486	\$ 12,652	\$ 1,200	\$ -	\$ 174,060
Direct Client Assistance	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400
Administration (Indirect)	\$ 33,888	\$ 73,402	\$ 52,096	\$ 166,290	\$ 164,037	\$ 26,696	\$ 115,650	\$ -	\$ -	\$ 632,059
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ 761	\$ -	\$ 1,128	\$ -	\$ -	\$ 1,889
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 3,245	\$ 3,148	\$ 8,357	\$ 4,933	\$ 801	\$ 4,501	\$ 1,984	\$ 916	\$ 27,885
Inkind	\$ -	\$ -	\$ -	\$ -	\$ 862,065	\$ -	\$ 250,068	\$ -	\$ -	\$ 1,112,133
Total Expenses:	\$ 245,464	\$ 521,646	\$ 393,340	\$ 1,214,505	\$ 2,162,784	\$ 199,056	\$ 1,518,869	\$ 60,584	\$ 19,883	\$ 6,336,131

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

*T&TA = Training & Technical Assistance

Kennebec Valley Community Action Program
***CACFP Operating Budgets**
October 1, 2018 - September 30, 2019

Revenue:	CACFP - *EHS/CC Partnership - Educare	CACFP - Educare	CACFP - *EHS/CC Partnership - Skowhegan CC	Total
Grants & Contracts	\$ 9,319	\$ 139,516	\$ 16,875	\$ 165,710
Program Revenue	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 9,319	\$ 139,516	\$ 16,875	\$ 165,710

Expenses:				
Personnel	\$ -	\$ 34,956	\$ -	\$ 34,956
Payroll Taxes & Employee Benefits	\$ -	\$ 10,978	\$ -	\$ 10,978
Staff Development	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 9,319	\$ 85,366	\$ 16,875	\$ 111,560
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ 8,216	\$ -	\$ 8,216
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 9,319	\$ 139,516	\$ 16,875	\$ 165,710

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

*EHS = Early Head Start

*CC = Child Care

Kennebec Valley Community Action Program
Other Child & Family Services Operating Budgets
October 1, 2018 - September 30, 2019

Revenue:	Elevate Maine - All Other Centers	Elevate Maine- Educare	*GSPHC - Move More Kids	Before/After School	Other Services - Educare	Other Services - All Other Centers	Educare Facilities	Total
Grants & Contracts	\$ 79,840	\$ 203,692	\$ 6,000	\$ -	\$ 867,096	\$ 972,558	\$ -	\$ 2,129,186
Program Revenue	\$ -	\$ -	\$ -	\$ 45,084	\$ 1,268,745	\$ 114,211	\$ -	\$ 1,428,040
Other Revenue	\$ -	\$ -	\$ -	\$ 7,500	\$ 7,000	\$ 5,000	\$ -	\$ 19,500
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 79,840	\$ 203,692	\$ 6,000	\$ 52,584	\$ 2,142,841	\$ 1,091,769	\$ -	\$ 3,576,726

Expenses:								
Personnel	\$ 51,584	\$ 58,728	\$ 884	\$ 36,262	\$ 877,763	\$ 716,324	\$ 55,420	\$ 1,796,965
Payroll Taxes & Employee Benefits	\$ 15,416	\$ 21,496	\$ 261	\$ 5,440	\$ 343,540	\$ 265,284	\$ 9,264	\$ 660,701
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ 2,053	\$ 1,533	\$ -	\$ 3,586
Travel	\$ 720	\$ 4,452	\$ -	\$ 61	\$ 9,509	\$ 8,035	\$ -	\$ 22,777
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ 7,290	\$ 8,524	\$ -	\$ 15,814
Insurance	\$ -	\$ -	\$ -	\$ -	\$ 1,157	\$ 2,006	\$ 8,021	\$ 11,184
Telecommunications	\$ -	\$ 260	\$ -	\$ -	\$ 2,895	\$ 7,074	\$ 16,800	\$ 27,029
Space & Occupancy	\$ -	\$ 2,724	\$ -	\$ -	\$ 16,396	\$ 10,459	\$ 109,508	\$ 139,087
Contract Services	\$ -	\$ 92,505	\$ -	\$ -	\$ 163,602	\$ 12,410	\$ 81,608	\$ 350,125
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 7,731	\$ 4,647	\$ 2,258	\$ 66,242	\$ 27,193	\$ -	\$ 108,071
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 12,120	\$ 13,796	\$ 208	\$ 8,563	\$ 206,276	\$ 168,333	\$ 13,024	\$ 422,320
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ 1,396	\$ -	\$ -	\$ 1,396
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 2,000	\$ -	\$ -	\$ 10,814	\$ 4,857	\$ -	\$ 17,671
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 79,840	\$ 203,692	\$ 6,000	\$ 52,584	\$ 1,708,933	\$ 1,232,032	\$ 293,645	\$ 3,576,726

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ 433,908	\$ (140,263)	\$ (293,645)	\$ -
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* GSPHC = Greater Somerset Public Health Collaborative

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

Budget: \$10,078,567

Staff: 153

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

Number of Clients/Households to be served in FY 2018: 524 children

Continuing Services:

Provision of high quality, comprehensive services that include: nutritious meals, health services (medical, mental, dental, physical) and special services for children with disabilities. These comprehensive, high quality early care and education services enriched the lives of 524 children ages birth through age 5 and their families, as well as before and after school services in MSAD #54. Service options are center based, family child care and home visiting. Of the 524 children being served, 60 are funded through Federal Early Head Start Child Care Partnerships, 56 funded by Federal Early Head Start, 257 funded by Federal Head Start, 10 funded by State Head Start, 141 private enrollment opportunities (non-Head Start children ages 0-5) funded by public schools, private and philanthropic partners.

Collaborate with:

- Public schools to provide school readiness services;
- Community providers to support high quality learning environments for children from all socio-economic groups;
- Kennebec Behavioral Health to deliver effective mental health supports for children;
- Community Dental partners in the delivery of onsite dental services to ensure children have access to ongoing and accessible, preventative dental care;
- Child Development Services and Two Rivers (IDEA Parts B and C) in the delivery of services to children with identified special need;
- MaineGeneral and Redington Fairview Hospital to ensure access to lead screenings for children; and
- The medical community to facilitate comprehensive service delivery.

Provide social service, advocacy and support services to all families based upon individual needs.

Connect parents with education and community support resources to promote parenting education, workforce and education development, and connections to community resources to support improved family functioning.

Engage parents through Policy Council, Parent Ambassadors, Parent Committees, training and networking opportunities, Health Advisory Council, goal setting, home visits, classroom participation, surveys, focus groups, and curriculum planning.

Support and promote engagement of the whole family, including male involvement and grandparent caregivers.

Partner with parents in children's school readiness efforts.

Maine Shared Services Alliance (MSSA) supports over 600 providers in securing economies of scale and programmatic supports to assist in achieving high quality learning environments. As well, MSSA will be supporting the greater Portland based providers in the implementation of an apprenticeship program.

Anticipated New Service Opportunities:

Continue to add enrollment opportunities for 3 year olds.

Design and implement a lab and learning hub at Educare Central Maine.

Expand "value added supports" through training and technical assistance to child care community partners and stakeholders.

Deepen multi-generation work throughout C&FS service regions.

Deepen community and stakeholder knowledge of the issues of poverty through strengthening the Parent Ambassador program.

Strategic Plan Action Items:

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

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

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

(Goal I. Strategy B. Initiative 1): Integrate Two Gen pilot learnings into C&FS Family

Partnerships and seek funding to expand opportunities.

(Goal II. Strategy B. Initiative 2): Engage in internal discussion about needs of clients and develop plan to address needs.

(Goal II. Strategy C. Initiative 1): Develop plan and timeline for full implementation for ECM as lab school.

(Goal II. Strategy C. Initiative 2): Assess capacity, and identify training topics and key priorities to expand technical assistance supports and implement an apprenticeship program.

(Goal II. Strategy C. Initiative 3): Identify and meet with potential funders to expand three year old programming.

(Goal II. Strategy E. Initiative 3): Enhance advocacy efforts through expansion and increased funding for the Parent Ambassador program.

Kennebec Valley Community Action Program
Community Services Operating Budgets
October 1, 2018 - September 30, 2019

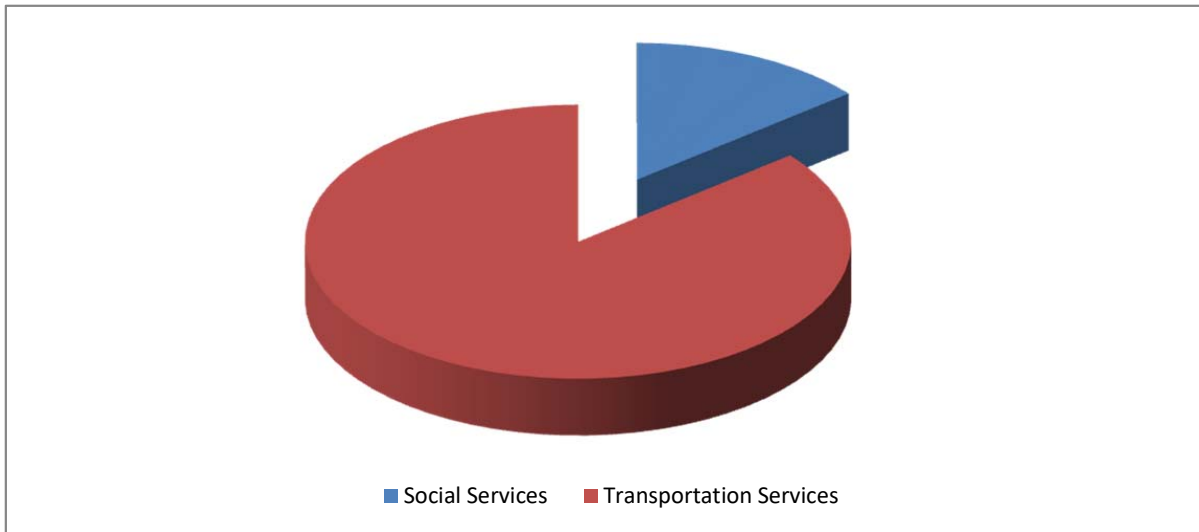
Revenue:	Social Services	Transportation Services	Total
Grants & Contracts	\$ 1,451,045	\$ 1,425,470	\$ 2,876,515
Program Revenue	\$ 10,400	\$ 7,452,027	\$ 7,462,427
Other Revenue	\$ 17,000	\$ 92,389	\$ 109,389
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 1,478,445	\$ 8,969,886	\$ 10,448,331

Expenses:			
Personnel	\$ 785,418	\$ 2,080,244	\$ 2,865,661.7
Payroll Taxes & Employee Benefits	\$ 285,408	\$ 693,255	\$ 978,662.9
Staff Development	\$ 5,501	\$ 9,325	\$ 14,826.0
Travel	\$ 59,647	\$ 14,500	\$ 74,147.0
Office Costs	\$ 16,290	\$ 28,661	\$ 44,951.0
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 19,521	\$ 89,800	\$ 109,321.0
Space & Occupancy	\$ 88,733	\$ 157,172	\$ 245,905.0
Contract Services	\$ 12,510	\$ 82,380	\$ 94,890.0
Vehicle	\$ -	\$ 759,325	\$ 759,325.0
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 11,129	\$ 17,400	\$ 28,529.0
Direct Client Assistance	\$ -	\$ 2,183,297	\$ 2,183,296.7
Administration (Indirect)	\$ 183,690	\$ 488,858	\$ 672,547.7
Interest	\$ -	\$ 17,046	\$ 17,046.0
Depreciation	\$ -	\$ 125,767	\$ 125,767.0
Common Carrier	\$ -	\$ 1,903,465	\$ 1,903,465.0
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 10,598	\$ 22,054	\$ 32,652.0
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 1,478,445	\$ 8,672,548	\$ 10,150,993

Surplus/(Deficit)	\$ -	\$ 297,338	\$ 297,338
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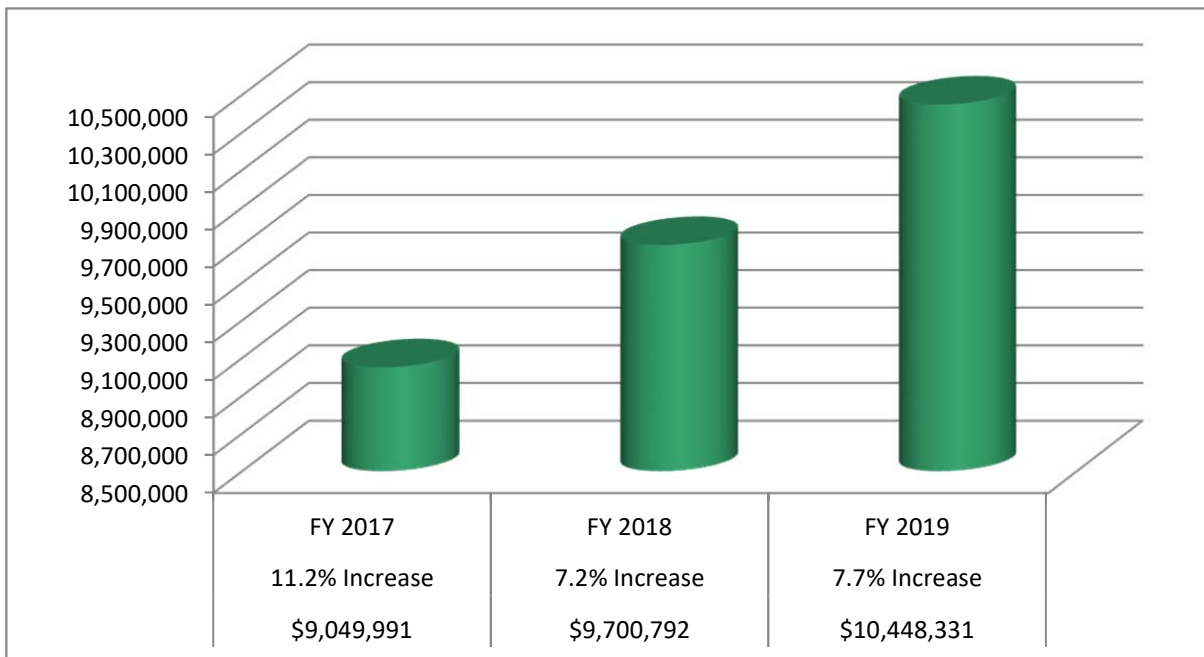
Kennebec Valley Community Action Program
Community Services Operating Budget
October 1, 2018 - September 30, 2019

The Community Services budget consists of Social Services programs (which contribute 14.1% of the budget) and Transportation Services (85.9%).



For fiscal year 2019, the proposed Community Services budget is \$10,448,331. This is an increase of 7.7%, or \$747,539, compared to fiscal year 2018.

Community Services Comparison
FY 2017 - FY 2019



Kennebec Valley Community Action Program
Community Services Operating Budget
October 1, 2018 - September 30, 2019

The increase in the Community Services budget is entirely related to Transportation Services. There are some decreases projected in the Explorer program and in Child Welfare services provided by the KV Van program. The significant increase in rates in the Brokerage program and also agency vehicle reimbursements within the KV Van program have more than made up for that. Within the Social Services programming, there was small reduction in funding for the two initiative programs (\$26,000 or 7.4%) due to decreased available funding from the funding source.

On the expense side of the budget, the significant variance in personnel expenses are related to the agency's wage scale and standard merit increases, as well as some increased staffing. All other variances are related to Transportation's new software system (telephone) that requires the use of additional cell phones and tablets; increases in fuel, vehicle maintenance and the addition of several new vehicle purchases during FY 2018 (vehicle and depreciation). The largest reduction is under Common Carrier, which is transportation services provided by taxi companies. This is due to an increased usage of agency vehicles and a larger volunteer pool to provide transportation services.

Revenue:	FY 2018	FY 2019	Increase/ (Decrease)
Grants & Contracts	\$ 3,011,108	\$ 2,876,515	\$ (134,593)
Program Revenue	\$ 6,810,090	\$ 7,462,427	\$ 652,337
Other Revenue	\$ 125,750	\$ 109,389	\$ (16,361)
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 9,946,948	\$ 10,448,331	\$ 501,383

Expenses:			
Personnel	\$ 2,658,254	\$ 2,865,662	\$ 207,408
Payroll Taxes & Employee Benefits	\$ 935,003	\$ 978,663	\$ 43,660
Staff Development	\$ 26,474	\$ 14,826	\$ (11,648)
Travel	\$ 77,078	\$ 74,147	\$ (2,931)
Office Costs	\$ 48,854	\$ 44,951	\$ (3,903)
Insurance	\$ 500	\$ -	\$ (500)
Telecommunications	\$ 76,588	\$ 109,321	\$ 32,733
Space & Occupancy	\$ 185,163	\$ 245,905	\$ 60,742
Contract Services	\$ 86,600	\$ 94,890	\$ 8,290
Vehicle	\$ 625,885	\$ 759,325	\$ 133,440
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 39,999	\$ 28,529	\$ (11,470)
Direct Client Assistance	\$ 2,142,493	\$ 2,183,297	\$ 40,804
Administration (Indirect)	\$ 616,918	\$ 672,548	\$ 55,630
Interest	\$ -	\$ 17,046	\$ 17,046
Depreciation	\$ 92,000	\$ 125,767	\$ 33,767
Common Carrier	\$ 2,052,000	\$ 1,903,465	\$ (148,535)
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 36,983	\$ 32,652	\$ (4,331)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 9,700,792	\$ 10,150,993	\$ 450,201

Surplus/(Deficit)	\$ 246,156	\$ 297,338	\$ 51,182
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Kennebec Valley Community Action Program
Social Services Operating Budgets
October 1, 2018 - September 30, 2019

Revenue:	Maine Families	*MCT - Maine Families Subcontract	*UWKV - PBS/BTIO	*UWMMM - PBS/BTIO	Kids First	Somerset Initiative	Somerset Initiative Supplemental	Kennebec Initiative	Kennebec Initiative Supplemental	Total
Grants & Contracts	\$ 1,078,695	\$ 40,000	\$ -	\$ -	\$ 10,350	\$ 153,000	\$ 8,000	\$ 153,000	\$ 8,000	\$ 1,451,045
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ 10,400	\$ -	\$ -	\$ -	\$ -	\$ 10,400
Other Revenue	\$ -	\$ -	\$ 7,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 1,078,695	\$ 40,000	\$ 7,000	\$ 10,000	\$ 20,750	\$ 153,000	\$ 8,000	\$ 153,000	\$ 8,000	\$ 1,478,445

Expenses:										
Personnel	\$ 576,398	\$ 25,140	\$ 2,949.0	\$ 5,756	\$ 4,286	\$ 85,276	\$ 1,746	\$ 83,867	\$ -	\$ 785,418
Payroll Taxes & Employee Benefits	\$ 209,853	\$ 8,470	\$ 1,242.0	\$ 2,260	\$ 2,000	\$ 30,538	\$ 245	\$ 30,800	\$ -	\$ 285,408
Staff Development	\$ 4,001	\$ -	\$ -	\$ -	\$ -	\$ 300	\$ 400	\$ 300	\$ 500	\$ 5,501
Travel	\$ 48,600	\$ 482	\$ 528.0	\$ 574	\$ -	\$ 3,500	\$ 513	\$ 4,450	\$ 1,000	\$ 59,647
Office Costs	\$ 7,173	\$ -	\$ -	\$ 57	\$ 2,918	\$ 1,342	\$ 1,000	\$ 2,300	\$ 1,500	\$ 16,290
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 15,841	\$ -	\$ 300.0	\$ -	\$ -	\$ 1,690	\$ -	\$ 1,690	\$ -	\$ 19,521
Space & Occupancy	\$ 72,878	\$ -	\$ 1,288.0	\$ -	\$ -	\$ 8,642	\$ -	\$ 5,925	\$ -	\$ 88,733
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ 10,560	\$ -	\$ -	\$ 1,950	\$ -	\$ 12,510
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 2,100	\$ 2,700	\$ 2,329	\$ 3,000	\$ 11,129
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 135,453	\$ 5,908	\$ 693.0	\$ 1,353	\$ 986	\$ 19,612	\$ 396	\$ 19,289	\$ -	\$ 183,690
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 7,498	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 100	\$ 2,000	\$ 10,598
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 1,078,695	\$ 40,000	\$ 7,000	\$ 10,000	\$ 20,750	\$ 153,000	\$ 8,000	\$ 153,000	\$ 8,000	\$ 1,478,445

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

* PBS = Personal Body Safety

*UWKV = United Way Kennebec Valley

*BTIO = Baby Think It Over

*UWMMM = United Way Mid-Maine

Kennebec Valley Community Action Program
Transportation Services Operating Budgets
October 1, 2018 - September 30, 2019

Revenue:	Explorer	KV Van	Brokerage	Consolidation Adjustment	Total
Grants & Contracts	\$ 728,504	\$ 696,966	\$ -	\$ -	\$ 1,425,470
Program Revenue	\$ 80,000	\$ 2,308,659	\$ 7,257,829	\$ (2,194,461)	\$ 7,452,027
Other Revenue	\$ 86,889	\$ 5,500	\$ -	\$ -	\$ 92,389
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 895,393	\$ 3,011,125	\$ 7,257,829	\$ (2,194,461)	\$ 8,969,886

Expenses:					
Personnel	\$ 399,616	\$ 1,039,429	\$ 641,199	\$ -	\$ 2,080,244
Payroll Taxes & Employee Benefits	\$ 157,192	\$ 295,993	\$ 240,070	\$ -	\$ 693,255
Staff Development	\$ -	\$ 4,325	\$ 5,000	\$ -	\$ 9,325
Travel	\$ 1,500	\$ 3,800	\$ 9,200	\$ -	\$ 14,500
Office Costs	\$ 7,800	\$ 933	\$ 19,928	\$ -	\$ 28,661
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 4,800	\$ 49,900	\$ 35,100	\$ -	\$ 89,800
Space & Occupancy	\$ 15,000	\$ 69,382	\$ 72,790	\$ -	\$ 157,172
Contract Services	\$ -	\$ 14,917	\$ 67,463	\$ -	\$ 82,380
Vehicle	\$ 210,325	\$ 549,000	\$ -	\$ -	\$ 759,325
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 3,000	\$ 1,926	\$ 12,474	\$ -	\$ 17,400
Direct Client Assistance	\$ -	\$ 370,339	\$ 4,007,419	\$ (2,194,461)	\$ 2,183,297
Administration (Indirect)	\$ 93,910	\$ 244,266	\$ 150,682	\$ -	\$ 488,858
Interest	\$ -	\$ 8,594	\$ 8,452	\$ -	\$ 17,046
Depreciation	\$ -	\$ 102,970	\$ 22,797	\$ -	\$ 125,767
Common Carrier	\$ -	\$ 118,000	\$ 1,785,465	\$ -	\$ 1,903,465
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,251	\$ 14,148	\$ 5,655	\$ -	\$ 22,054
Inkind			\$ -	\$ -	\$ -
Total Expenses:	\$ 895,393	\$ 2,887,922	\$ 7,083,694	\$ (2,194,461)	\$ 8,672,548

Surplus/(Deficit)	\$ -	\$ 123,203	\$ 174,135	\$ -	\$ 297,338
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PART VIII. COMMUNITY SERVICES (Chief Operating Officer: Michele Prince)

A. Social Services

B. Transportation Services

A. SOCIAL SERVICES (Director: Lanelle Freeman)

Maine Families

Budget: \$1,118,695

Staff: 13 full-time equivalents

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

Number of Clients to be Served in FY 2018: 348

Continuing Services:

Maine Families Home Visiting is an evidence based program that is delivered by trained specialists to promote safe and healthy growth and development for babies and young children and to provide key connections to needed services.

Family Visitors are well-trained by professionals who are up-to-date on the latest early childhood and parenting research and are certified by the national home visiting Parents As Teachers model.

Provide ongoing educational and support services to the most vulnerable families with intensity of service reflecting the families' needs, with a special focus on the highest risk babies who are drug-affected or exposed to violence.

New Service Opportunities:

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

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

Budget: \$359,750

Staff: 4.5 full-time equivalents

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

Number of Clients to be served in FY 2018: Approximately 3,500

Continuing Services:

Operate the Child Abuse Prevention Councils in Kennebec and Somerset Counties.

Provide School based and Community Education, working with local schools as well as the Kennebec County Jail.

Work collaboratively with other community efforts that are interested in preventing child abuse in all its forms.

Seek to prevent child abuse and neglect by raising awareness, increasing knowledge and skills, mobilizing resources, and providing training and education.

Coordinate the Kids First Programs which is a four-hour workshop designed to help address problems and promote reduction of the negative effects of divorce.

Continue to participate in a demonstration pilot program through the Maine Children's Trust (MCT). The MCT has executed an MOU with the DHHS Commissioner's office for MCT to lead an effort to invest in and coordinate prevention services through the CAN prevention council network throughout Maine. Kennebec County will be in year two of this cycle. Somerset which was brought on as an initial demonstration site will now be in year one. Provide community trainings which will include: Strengthening Maine Families, Infant Safe Sleep, Period of Purple Crying and Mandated Reporter Training.

Anticipated New Service Opportunities:

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

Strategic Planning Action Items for Child Abuse Prevention Programs:

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

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

B. TRANSPORTATION SERVICES (Directors: James Wood, Delta Chase)

Budget: \$8,969,886

Number of Staff: 65 full-time equivalents, 100 volunteers

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

Number of Clients/ Households to be served in 2019: 5,000

Continuing Services:

Brokerage

Work in partnership with Penquis Brokerage to broker rides to MaineCare covered services for eligible members.

Rides are arranged with KVCAP Agency Vehicles, volunteers and taxis and outside transportation companies 24/7/365.

KV Van

Full-service regional transportation provider.

Para-transit van and volunteer driver services.

DHHS low-income Friend & Family Driver program.

MaineCare services provided under contract with Penquis Brokerage.

Provide transportation to children with special needs, children and families under protective custody, and children going to a variety of medical/developmental services.

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

Kennebec Explorer

A general public flex-route bus service operating throughout the greater Augusta - Waterville area. Seniors, passengers with disabilities, students, commuters and low income people use the service heavily as an affordable means of transportation. New routes include service to China and Vassalboro twice weekly.

The program also operates late afternoon runs from the Alford Youth Center to Waterville's North and South End areas, and from the Augusta Boys & Girls Club for Teens, which allows disadvantaged children an opportunity to attend after-school programming and have a safe, reliable ride home.

Somerset Explorer/Move More Kids Transit Program

Somerset Explorer provides flex route public transit service to the greater Skowhegan-Madison area three days a week year round.

The program expands the service to include the Move More Kids public bus service in Somerset County during the summer months. Throughout the summer, two buses operate 3-4 days a week. The routes operate throughout lower Somerset County and are designed to offer area youth free transit access to services that promote physical activity.

Service is available within the communities of Jackman and Bingham one day per week with intercity service from Jackman to Skowhegan on Fridays

Anticipated New Service Opportunities:

Enhance public transit services throughout the region with particular focuses on additional services in the Waterville area covering Thomas College.

Explore/develop new service connecting Southern Somerset and Northern Kennebec Counties, including employers such as Backyard Farms and student access to KVCC facilities in Fairfield and Hinckley.

Enhance current partnerships and develop new ones in order to secure required match funds to support ongoing efforts to expand transportation options throughout the two county area.

Strategic Plan Action Items:

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

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

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

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

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