



TO: Heather Merrow, President  
KVCAP Board of Directors

FR: Suzanne Walsh, CEO  
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2020

DA: September 18, 2019

I am pleased to present the Comprehensive Plan and Budget for Fiscal Year 2020, 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 25, 2019 meeting of the Board of Directors.

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

## TABLE OF CONTENTS

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

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

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

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

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

Operating Budgets .....	12
A. General Administration .....	15
B. Finance .....	18
C. Human Resources .....	19
D. Information Technology .....	20

### **PART IV. Facilities**

Operating Budgets .....	22
Facilities .....	25

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

Agency Operating Budgets .....	26
--------------------------------	----

### **PART VI. Energy & Housing Services/Community Initiatives**

Operating Budgets .....	30
A. Energy Services .....	38
B. Housing Services .....	40
C. Real Estate Development.....	41
D. Community Initiatives.....	43
E. Community Building & Engagement.....	46
F. Community Services Block Grant .....	47

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

Operating Budgets .....	49
Child and Family Services.....	55

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

Operating Budgets .....	58
A. Social Services .....	63
B. Transportation .....	64

**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.

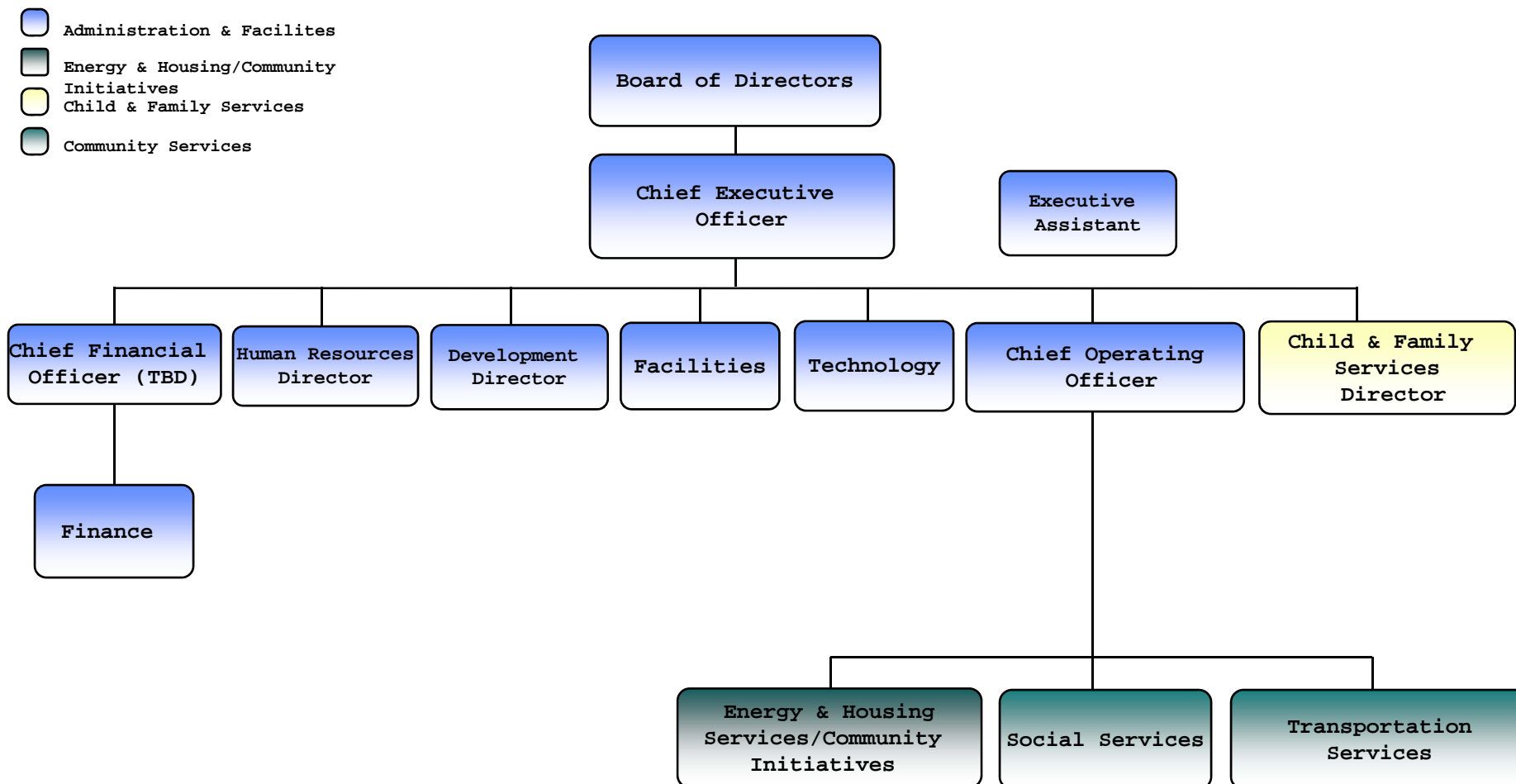
The Chief Executive Officer will see that all employees of the agency are regularly evaluated and appropriate action is taken regarding staff tenure, promotion and other employment related decisions. Evaluations of employees will be solely based on objective measurement of their performance of the tasks 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: 9/2019

## KVCAP Management Chain of Command



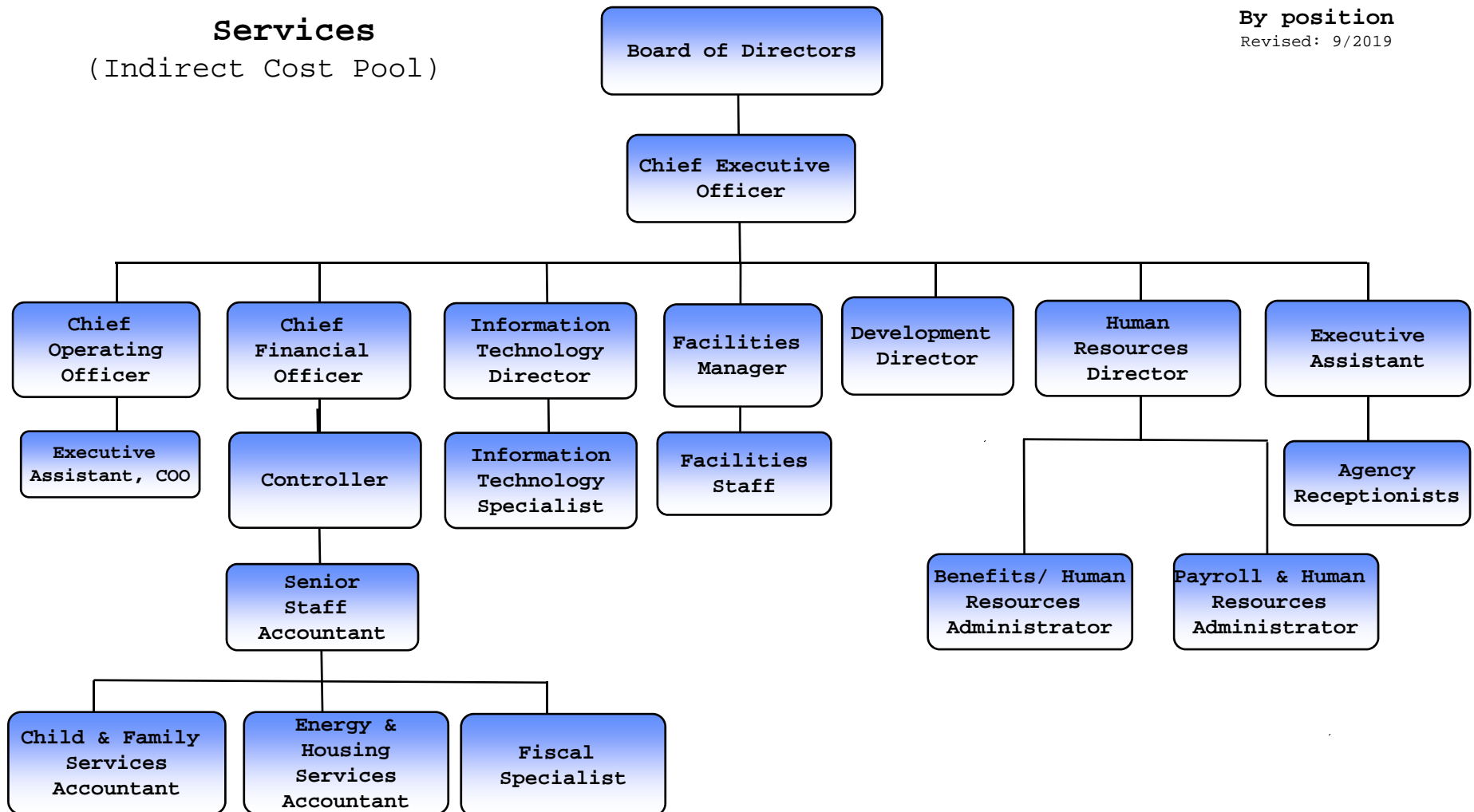
# Administration & Facilities Services

(Indirect Cost Pool)

Organizational Chart

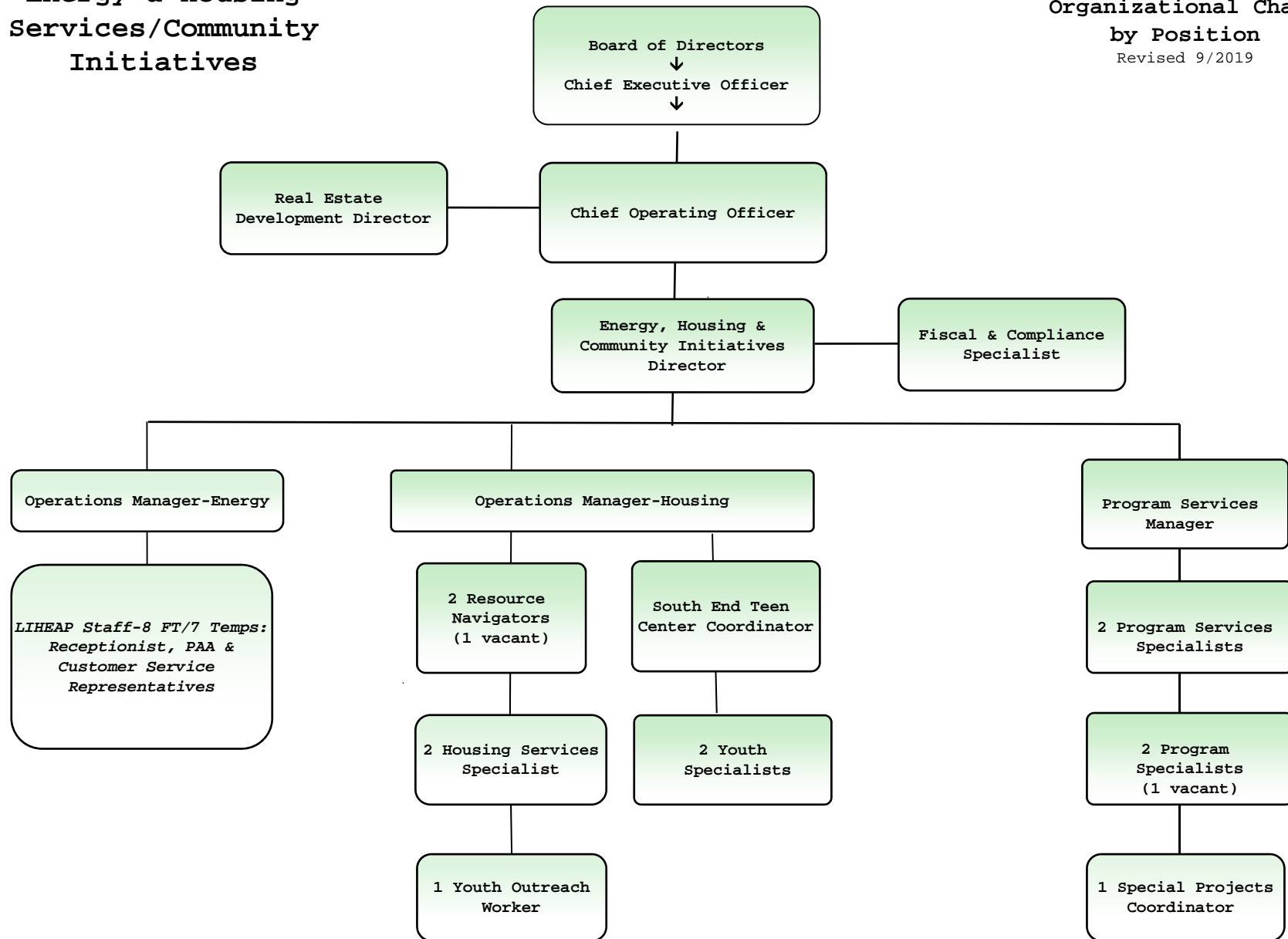
By position

Revised: 9/2019



**Energy & Housing  
Services/Community  
Initiatives**

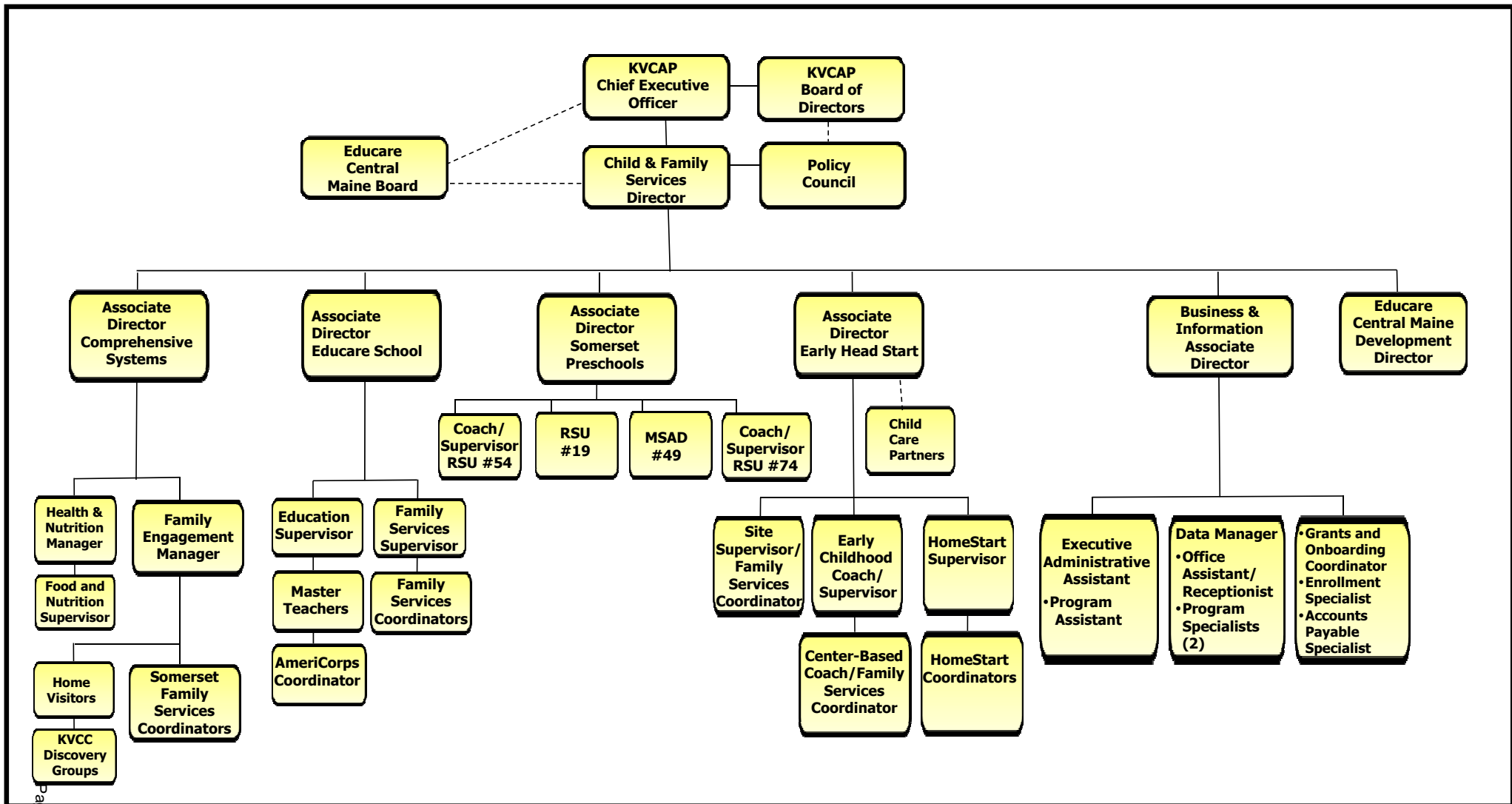
**Organizational Chart  
by Position**  
Revised 9/2019





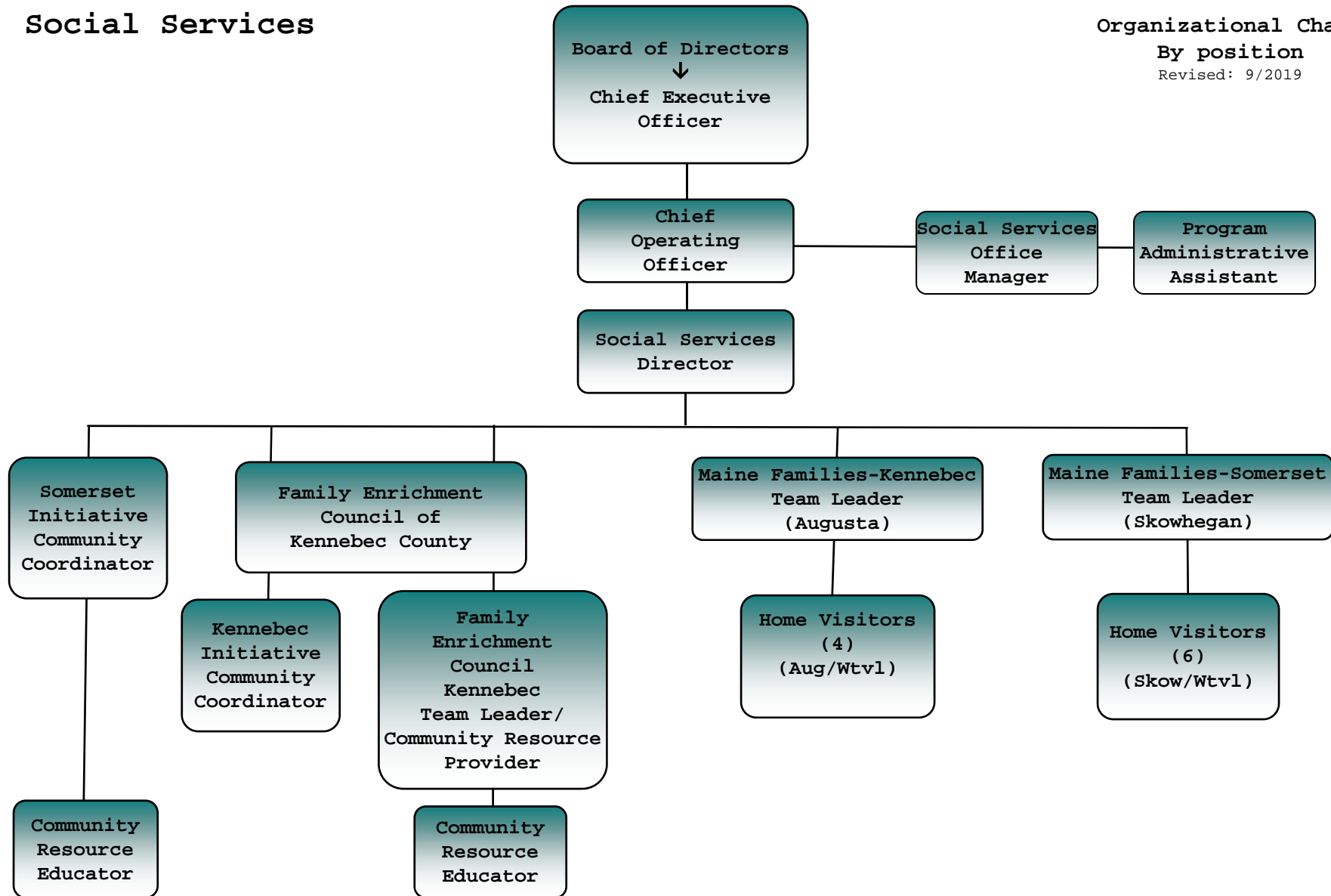
# Child & Family Services

Organizational Chart  
By position  
Revised: 8/2019



# Social Services

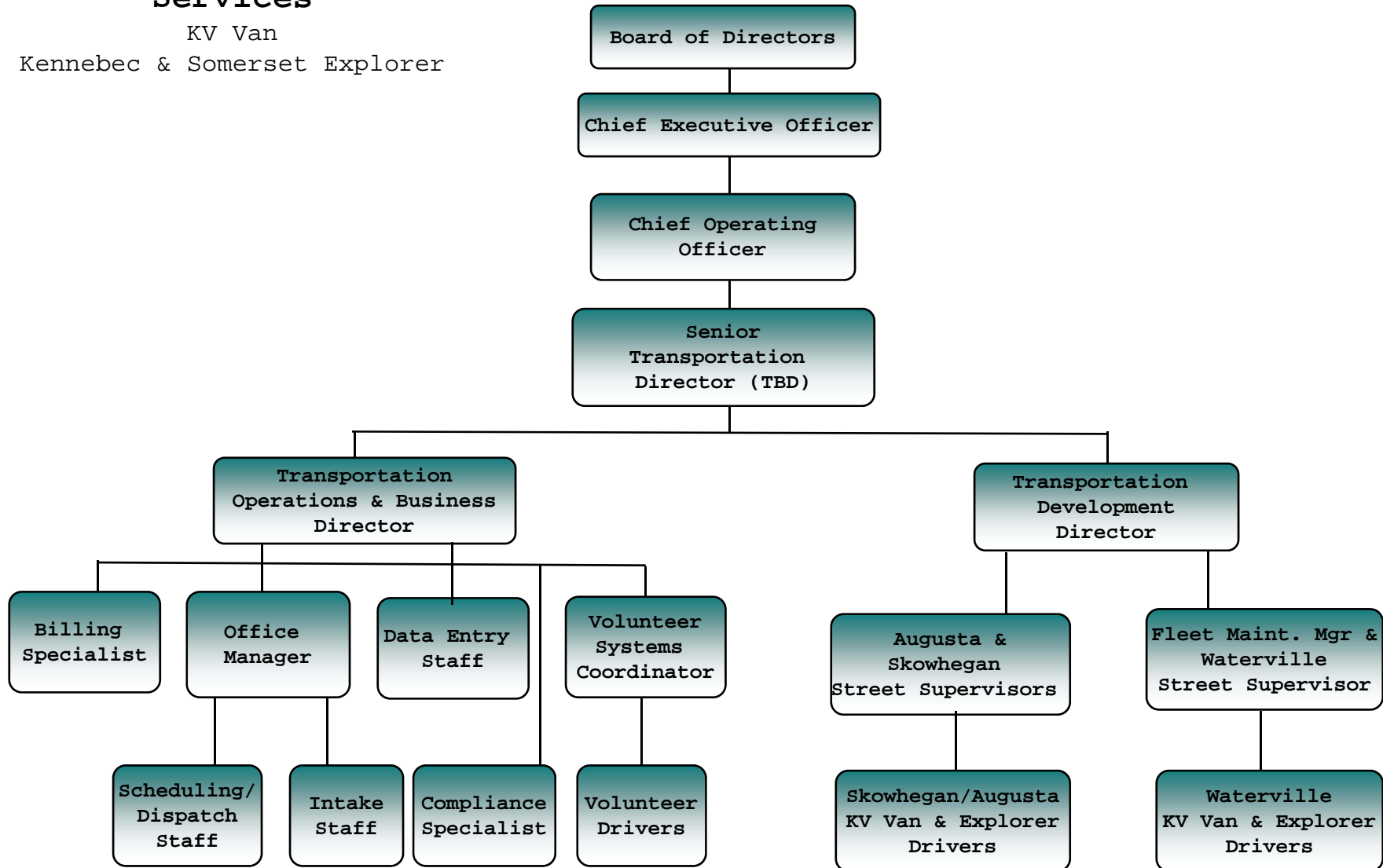
Organizational Chart  
By position  
Revised: 9/2019



# Transportation Services

KV Van  
Kennebec & Somerset Explorer

Organizational Chart  
By position  
Revised: 8/2019

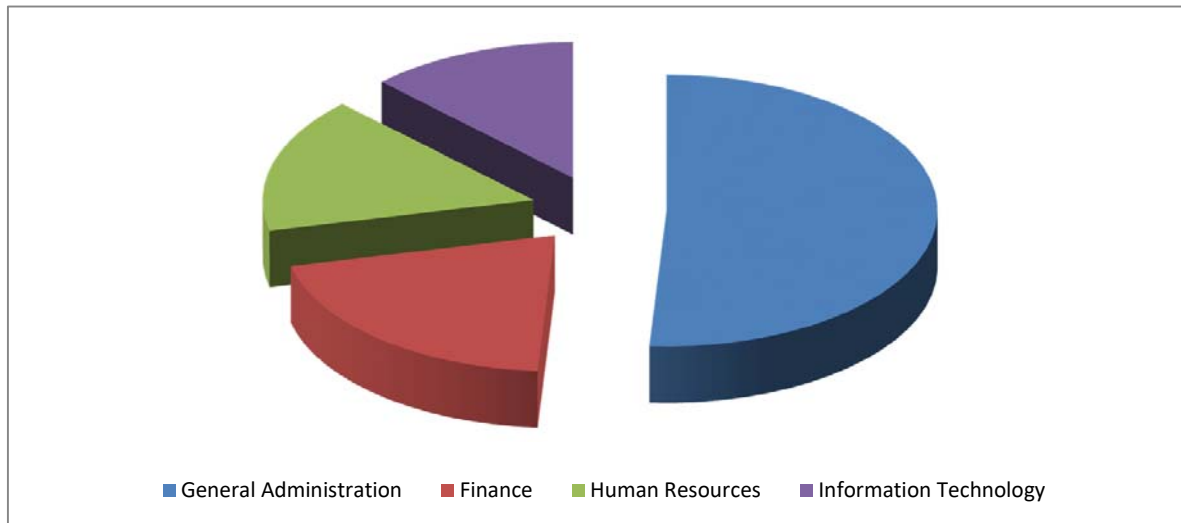


**Kennebec Valley Community Action Program**  
**Administration (Indirect Cost Pool) Operating Budgets**  
**October 1, 2019 - September 30, 2020**

<b>Expenses:</b>	<b>General Administration</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Information Technology</b>	<b>Total</b>
Personnel	\$ 584,969	\$ 284,082	\$ 212,419	\$ 148,768	\$ 1,230,238
Payroll Taxes & Employee Benefits	\$ 132,019	\$ 63,395	\$ 54,592	\$ 39,307	\$ 289,313
Staff Development	\$ 24,650	\$ 3,500	\$ 10,000	\$ 4,500	\$ 42,650
Travel	\$ 32,700	\$ 4,000	\$ 1,000	\$ 3,000	\$ 40,700
Office Costs	\$ 46,450	\$ 6,000	\$ 18,000	\$ 1,200	\$ 71,650
Insurance	\$ 46,918	\$ -	\$ 2,000	\$ 700	\$ 49,618
Telecommunications	\$ 13,505	\$ 500	\$ 500	\$ 2,480	\$ 16,985
Space & Occupancy	\$ 9,000				\$ 9,000
Contract Services	\$ 150,500	\$ 56,000	\$ 38,000	\$ 41,000	\$ 285,500
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 37,600	\$ 7,500	\$ 3,000	\$ 8,000	\$ 56,100
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 4,883	\$ 9,773	\$ 237	\$ 17,329	\$ 32,222
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 7,015	\$ 100	\$ 5,550	\$ 350	\$ 13,015
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,090,209	\$ 434,850	\$ 345,298	\$ 266,634	\$ 2,136,991

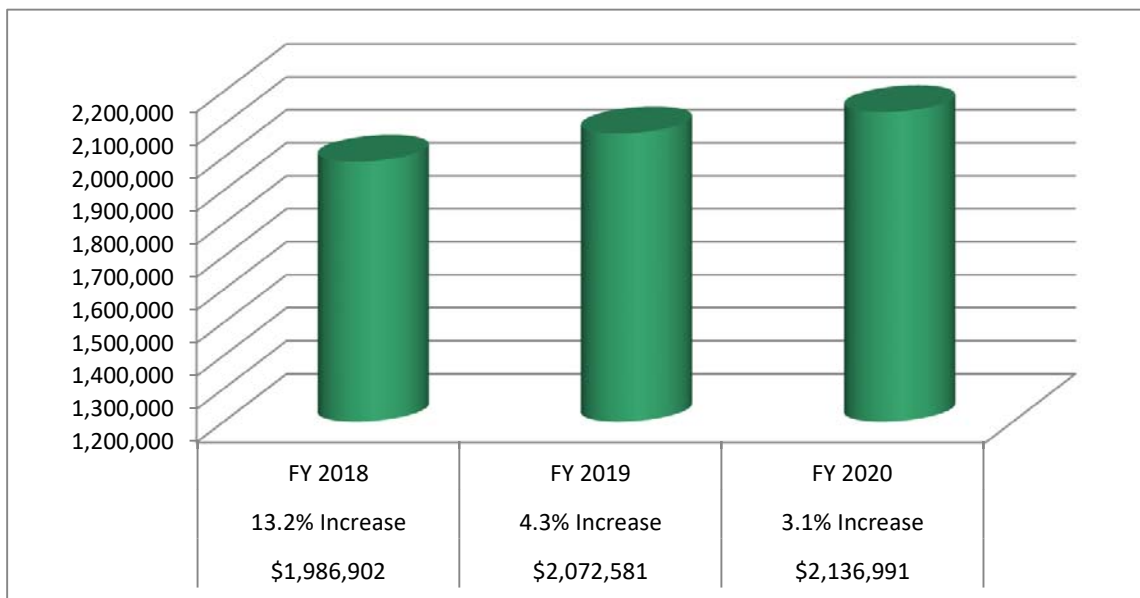
**Kennebec Valley Community Action Program  
Administration (Indirect Cost Pool) Operating Budgets  
October 1, 2019 - September 30, 2020**

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 51% of the budget), Finance (20%), Human Resources (16%), and Information Technology (13%).



For fiscal year 2020, the proposed Administration/Indirect Cost Pool budget is \$2,136,991. This is an increase of 3.1%, or \$64,410, compared to fiscal year 2019.

**Administrative/Indirect Cost Comparison  
FY 2018 - FY 2020**



**Kennebec Valley Community Action Program**  
**Administration/Indirect Cost Pool Operating Budgets**  
**October 1, 2019 - September 30, 2020**

The agency's federally approved indirect cost rate for 2020 remained at 23.5% of program salaries. Significant changes in this year's budget include space and occupancy costs related to facilities rental for events; and increase in contract services for legal fees, audit, and some general services; a decrease in materials and supplies as we continue to move toward more electronic document management; an increase in depreciation related to software systems; and a decrease in the "other" expense category related to fingerprinting of staff now that the initial requirement has been met and is related only to new employees.

<b>Expenses:</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Increase / (Decrease)</b>
Personnel	\$ 1,271,344	\$ 1,230,238	\$ (41,106)
Payroll Taxes & Employee Benefits	\$ 342,619	\$ 289,313	\$ (53,306)
Staff Development	\$ 50,000	\$ 42,650	\$ (7,350)
Travel	\$ 43,000	\$ 40,700	\$ (2,300)
Office Costs	\$ 83,200	\$ 71,650	\$ (11,550)
Insurance	\$ 45,000	\$ 49,618	\$ 4,618
Telecommunications	\$ 17,000	\$ 16,985	\$ (15)
Space & Occupancy	\$ -	\$ 9,000	\$ 9,000
Contract Services	\$ 145,268	\$ 285,500	\$ 140,232
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 29,500	\$ 56,100	\$ 26,600
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 18,500	\$ 32,222	\$ 13,722
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 27,150	\$ 13,015	\$ (14,135)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 2,072,581</b>	<b>\$ 2,136,991</b>	<b>\$ 64,410</b>

\*Note: The FY 2020 budget is based on salary projections made in June 2018 and are lower than those proposed by agency departments.

The total Administration/Indirect Cost Pool budget is 8.2% 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:** \$1,020,288

#### **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, including Human Resources, Finance, Information & Technology, Facilities and Development.
- Chief Financial Officer, TBD, Responsible for oversight of agency finances and contract compliance.
- Chief Operating Officer, Michele Prince, Responsible for oversight of Energy & Housing, Community Initiatives, Transportation, and Social Services.
- Child & Family Services Director, Tracye Fortin, 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, partners, 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 Year Three of the Strategic Plan, in partnership with the Agency Leadership Team and the Board of Directors.
- Lead progress toward a “Whole Family” approach in service delivery; and ensure there is a system for developing and collecting data on Success Measures.
- 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 continuance of an ongoing succession planning process.
- Provide leadership and oversight of new partnership opportunities with other organizations.
- Seek and direct initiatives and resources to enhance the financial strength of the organization through both program and unrestricted dollars.
- Communicate a compelling and inspired vision and mission, both internally and externally.
- Maintain focus on 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, IT and program staff to relocate the Waterville Receptionist office, while maintaining strong customer service.

## **3. Development** (Director: Andrea Pasco)

**Budget:** \$69,921

**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, branding, and public relations.

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

- Organize and promote the FY2020 Charitable Contributions Campaign at KVCAP.
- Continue to identify, cultivate, and solicit new and continuing donors for events and through the FY2020 fall appeal, the FY2020 spring appeal, and the 2020 employee appeal.
- Plan and execute the 6<sup>th</sup> Annual Golf Tournament and the 6<sup>th</sup> Annual Community Celebration outreach event.
- Lead MCAA's Two-Gen Resource Development Group and assist with securing funds for each CAP agency to advance their Two-Gen efforts; lead MCAA's Resource Developer's Affinity Group to develop and implement a statewide Community Action branding plan.

- Co-implement the New Orientation Training in partnership with Human Resources, to include messaging that will build and strengthen our brand ambassadors.
- Build on the past successes of the Greater Waterville Poverty Action Coalition with a focus on raising awareness of the realities of poverty and increase funding for the Community Investors initiative.

#### **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: TBD)**

**Budget:** \$434,850

**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 bi-monthly 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:** \$345,298

**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:**

- Continue the process of updating the Supervisor's Manual.
- Review and make necessary updates to KVCAP's Personnel Policies.
- Implement enhanced wellness programming.

**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:** \$266,634

**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 security at our Waterville campus, with property and lobby cameras with recording capability.
- Improve teleconferencing/video calls in our largest meeting areas – with focus on better audio and video for our callers and staff.
- Increase call capacity and phone customer service with an additional call center/receptionist station.
- Work with 3<sup>rd</sup> party vendors, expand our email and network infrastructure, and access into new client service areas.
- Move our shared folders/digital file storage into a new Windows 2019 Server with updated speeds and capacity.
- Adjust and finalize our Business Resiliency and Continuity Plan.
- Provide technical assistance to programs as data integration becomes more sophisticated and with the use of empowOR as a central data intake system.

**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, 2019 - September 30, 2020**

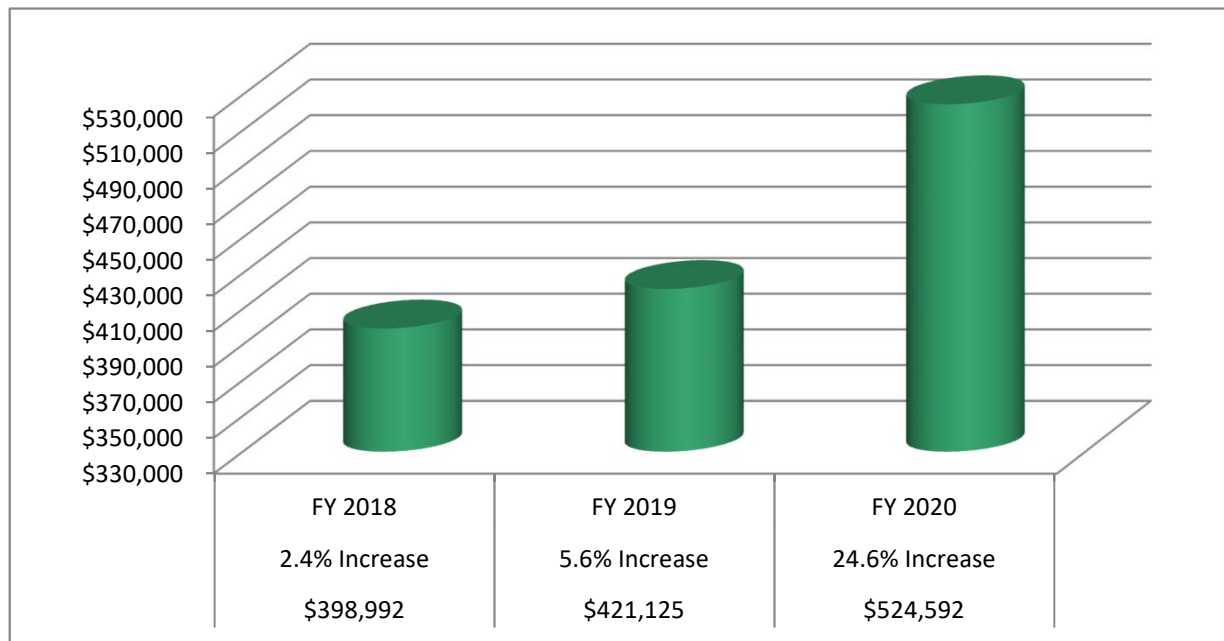
<b>Expenses:</b>	
Personnel	\$ 143,116
Payroll Taxes & Employee Benefits	\$ 49,015
Staff Development	\$ -
Travel	\$ 100
Office Costs	\$ 400
Insurance	\$ 14,100
Telecommunications	\$ 3,319
Space & Occupancy	\$ 115,377
Contract Services	\$ 19,000
Vehicle	\$ 7,022
Housing Property Costs	\$ -
Materials & Supplies	\$ 19,900
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 33,632
Interest	\$ 16,950
Depreciation	\$ 101,531
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 1,130
Inkind	\$ -
<b>Total Expenses:</b>	\$ 524,592

**Kennebec Valley Community Action Program**  
**Facilities Operating Budget**  
**October 1, 2019 - September 30, 2020**

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

For fiscal year 2020, the proposed budget is \$524,592, and represents a 24.6%, or \$103,467 increase compared to fiscal year 2019.

**Facilities Cost Comparison**  
**FY 2018 - FY 2020**



The increase in the Facilities budget for 2020 is the result of increased space and occupancy expenses that bring them inline with historical actual expenses, increased contract services and materials related to overdue maintenance projects (painting and flooring updates), and increased depreciation costs to bring inline with actual for the 2018 building improvements for the HR renovation and breakroom construction, as well as estimated increases for the work on the front entrance.

A break down of space and occupancy costs into individual expense accounts shows small decreases in rent expense, water and sewer expenses, and snow removal expenses. Electricity is showing a 19.2% or \$5,000 increase due to some increased usage and projected increases. Fuel expense shows an 22.1%, or \$7,596 increase. This increase is based on usage in 2019, as well as offsetting rate changes between oil and natural gas.

**Kennebec Valley Community Action Program**  
**Facilities Operating Budgets**  
**October 1, 2019 - September 30, 2020**

<b>Expenses:</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Increase/ (Decrease)</b>
Personnel	\$ 132,900	\$ 143,116	\$ 10,216
Payroll Taxes & Employee Benefits	\$ 34,862	\$ 49,015	\$ 14,153
Staff Development	\$ 100	\$ -	\$ (100)
Travel	\$ 300	\$ 100	\$ (200)
Office Costs	\$ 200	\$ 400	\$ 200
Insurance	\$ 10,269	\$ 14,100	\$ 3,831
Telecommunications	\$ 1,960	\$ 3,319	\$ 1,359
Space & Occupancy	\$ 104,494	\$ 115,377	\$ 10,883
Contract Services	\$ 16,100	\$ 19,000	\$ 2,900
Vehicle	\$ 7,400	\$ 7,022	\$ (378)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 12,300	\$ 19,900	\$ 7,600
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 31,232	\$ 33,632	\$ 2,400
Interest	\$ 14,250	\$ 16,950	\$ 2,700
Depreciation	\$ 53,558	\$ 101,531	\$ 47,973
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,200	\$ 1,130	\$ (70)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 421,125</b>	<b>\$ 524,592</b>	<b>\$ 103,467</b>

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

Rent (2020 budget amount = \$22,000 - 3% decrease compared to 2019)

Electricity (\$31,000 - 19.2% increase)

Fuel (\$42,000 - 22.1% increase)

Water/Sewer (\$2,477 - 17.4% decrease)

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

Snow Removal/Landscaping (\$14,500 - 3% decrease)



**PART IV: FACILITIES** (Jeff Paquette, Facilities Manager)

**Budget:** \$524,592 (does not include ECM-paid costs or rental expenses)

**Staff:** 5 full-time equivalents (includes Educare Central Maine maintenance staff)

**Description of Clients:** Agency staff and all KVCAP programs, including Educare Central Maine

**Continuing Services:**

Provide maintenance and/or custodial services for all agency facilities including:

- Augusta Office at the Buker School
- Educare Central Maine
- Gerald Senior Residence
- Skowhegan Office (Boulette)
- Skowhegan Early Head Start, Bloomfield Elementary School
- Waterville Campus
  - 7 Libby Court
  - George Keller Building, 49 King Street
  - Robert E. Drapeau Center, 101 Water Street
  - South End Teen Center, 5 Libby Court
  - Transportation Center, 97 Water Street

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

**New Services:**

During Fall 2019, the front entrance of the Drapeau Center will be renovated and expanded to accommodate a central reception area with a mail room, restroom, and waiting area. This expansion will provide better customer service and will enhance security.

**Kennebec Valley Community Action Program**  
**Agency Operating Budgets**  
**October 1, 2019 - September 30, 2020**

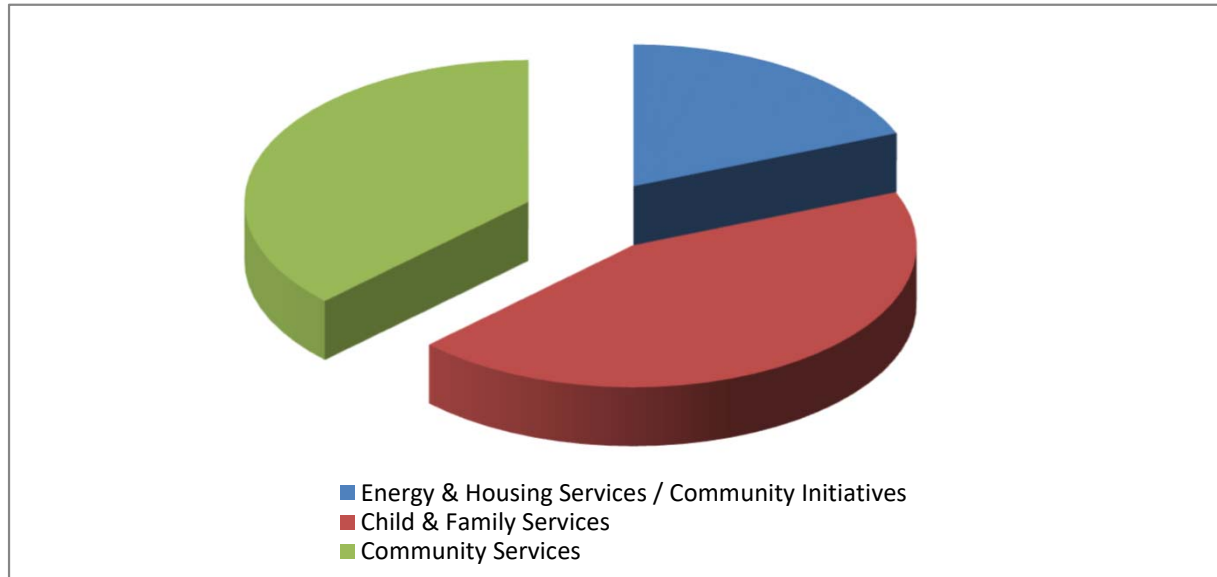
<b>Revenue:</b>	<b>Energy &amp; Housing Services / Community Initiatives</b>	<b>Child &amp; Family Services</b>	<b>Community Services</b>	<b>Total</b>
Grants & Contracts	\$ 5,095,397	\$ 8,771,782	\$ 2,679,583	\$ 16,546,762
Program Revenue	\$ 21,264	\$ 1,738,593	\$ 7,311,655	\$ 9,071,512
Other Revenue	\$ 43,630	\$ 119,250	\$ 197,730	\$ 360,610
Inkind	\$ -	\$ 1,340,105	\$ -	\$ 1,340,105
<b>Total Revenue:</b>	\$ 5,160,291	\$ 11,969,730	\$ 10,188,968	\$ 27,318,989

<b>Expenses:</b>				
Personnel	\$ 1,339,914	\$ 5,231,564	\$ 2,979,215	\$ 9,550,693
Payroll Taxes & Employee Benefits	\$ 399,341	\$ 1,803,195	\$ 984,888	\$ 3,187,424
Staff Development	\$ 13,829	\$ 66,008	\$ 13,677	\$ 93,514
Travel	\$ 14,152	\$ 112,946	\$ 60,306	\$ 187,404
Office Costs	\$ 58,392	\$ 60,701	\$ 37,506	\$ 156,599
Insurance	\$ 14,720	\$ 20,178	\$ -	\$ 34,898
Telecommunications	\$ 51,578	\$ 47,899	\$ 126,728	\$ 226,205
Space & Occupancy	\$ 242,381	\$ 197,446	\$ 230,399	\$ 670,226
Contract Services	\$ 23,823	\$ 1,430,893	\$ 94,890	\$ 1,549,606
Vehicle	\$ 53,401	\$ -	\$ 853,183	\$ 906,584
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 89,390	\$ 296,020	\$ 19,850	\$ 405,260
Direct Client Assistance	\$ 2,507,031	\$ 400	\$ 1,475,878	\$ 3,983,309
Administration (Indirect)	\$ 322,519	\$ 1,229,418	\$ 698,711	\$ 2,250,648
Interest	\$ -	\$ -	\$ 17,046	\$ 17,046
Depreciation	\$ 2,713	\$ 11,474	\$ 100,330	\$ 114,517
Common Carrier	\$ -	\$ -	\$ 2,396,159	\$ 2,396,159
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 27,107	\$ 121,483	\$ 92,573	\$ 241,163
Inkind	\$ -	\$ 1,340,105	\$ -	\$ 1,340,105
<b>Total Expenses:</b>	\$ 5,160,291	\$ 11,969,730	\$ 10,181,339	\$ 27,311,360

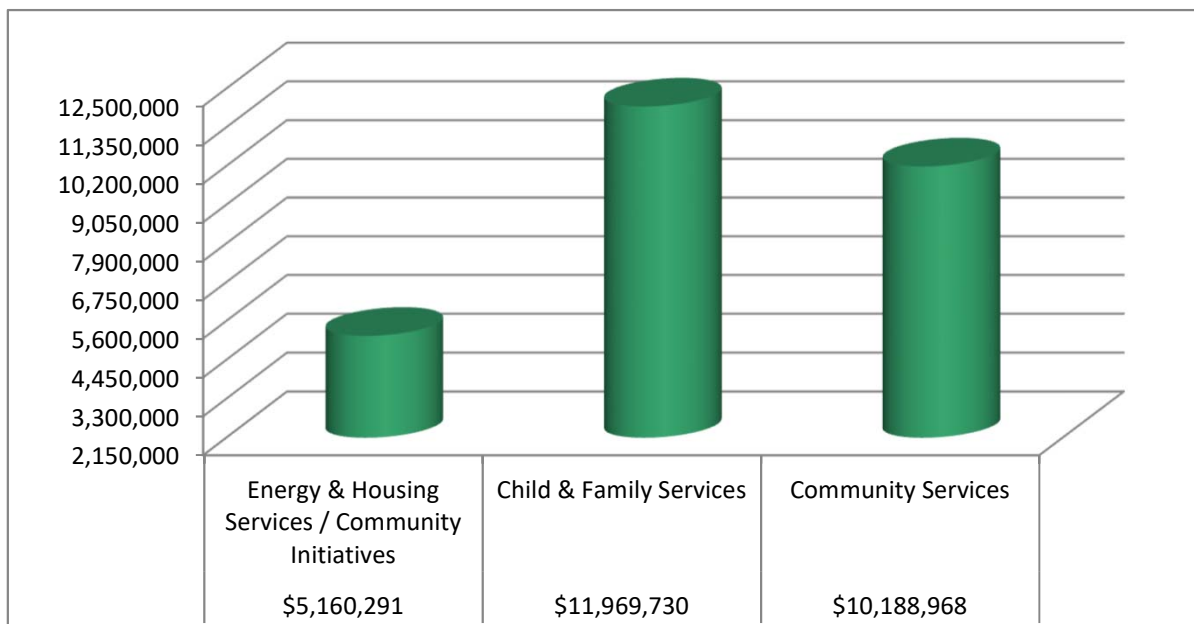
<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ 7,629	\$ 7,629
--------------------------	------	------	----------	----------

**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2019 - September 30, 2020**

The agency's operating budget consists of its three major departments - Energy and Housing Services / Community Initiatives (which contributes 28.9% of the budget), Child and Family Services (43.8%), and Community Services (37.3%).



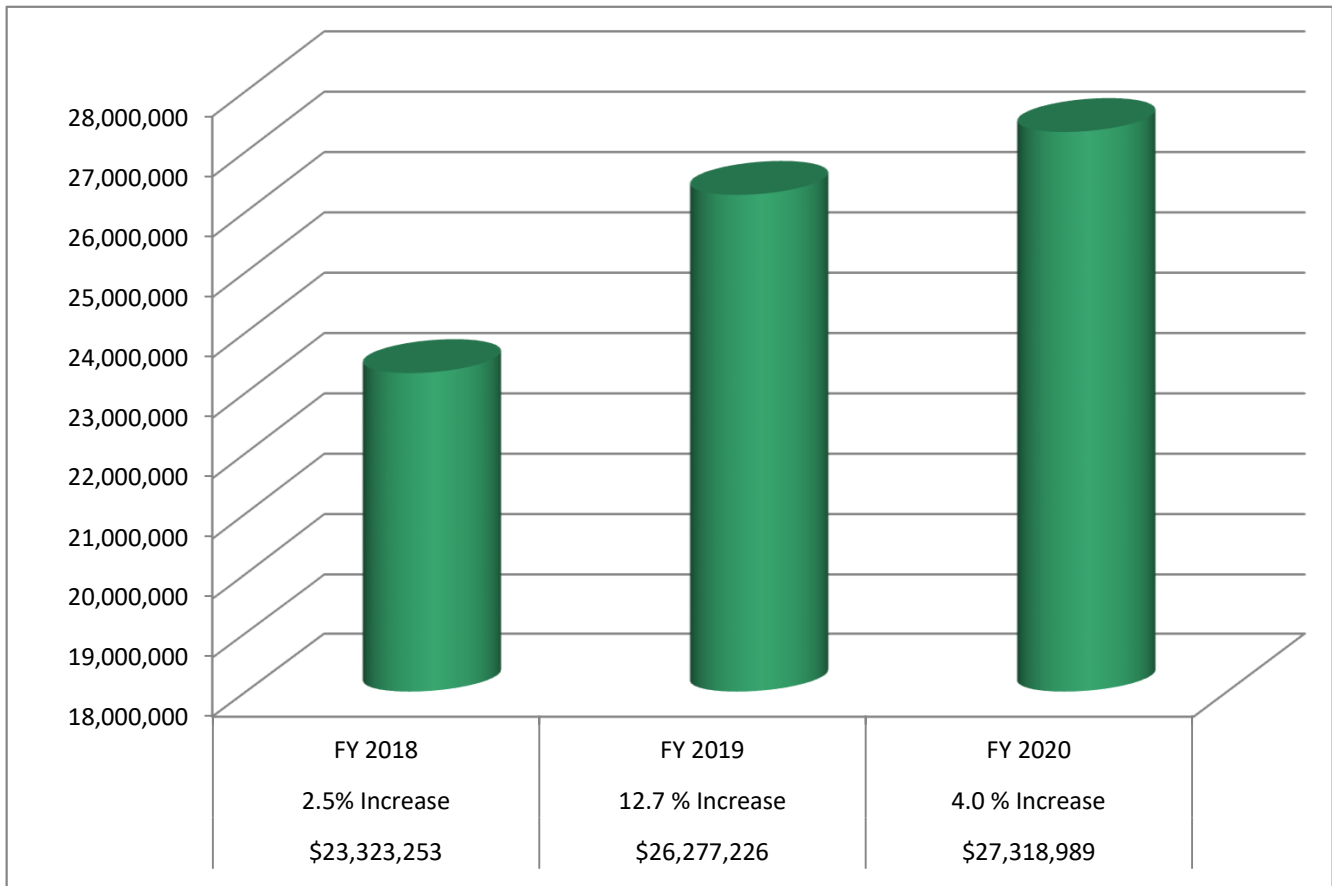
**Budget by Department**  
**FY 2020**



**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2019 - September 30, 2020**

For fiscal year 2020, a \$27,318,989 budget is proposed. This budget represents an 4.0%, or \$1,041,763 increase compared to fiscal year 2019.

**Agency Operating Budget Comparison**  
**FY 2018 - FY 2020**



By department, Energy & Housing Services / Community Initiatives shows a 10.3% decrease, Child & Family Services shows a 18.8% increase, and Community Services shows a 2.5% decrease. Please see each department listing for more details.

**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2019 - September 30, 2020**

<b>Revenue:</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 15,988,917	\$ 16,546,762	\$ 557,845
Program Revenue	\$ 8,911,287	\$ 9,071,512	\$ 160,225
Other Revenue	\$ 264,889	\$ 360,610	\$ 95,721
Inkind	\$ 1,112,133	\$ 1,340,105	\$ 227,972
<b>Total Revenue:</b>	<b>\$ 26,277,226</b>	<b>\$ 27,318,989</b>	<b>\$ 1,041,763</b>

<b>Expenses:</b>			
Personnel	\$ 8,655,601	\$ 9,550,693	\$ 895,092
Payroll Taxes & Employee Benefits	\$ 3,086,510	\$ 3,187,424	\$ 100,914
Staff Development	\$ 95,218	\$ 93,514	\$ (1,704)
Travel	\$ 169,690	\$ 187,404	\$ 17,714
Office Costs	\$ 204,156	\$ 156,599	\$ (47,557)
Insurance	\$ 21,433	\$ 34,898	\$ 13,465
Telecommunications	\$ 224,512	\$ 226,205	\$ 1,693
Space & Occupancy	\$ 713,252	\$ 670,226	\$ (43,026)
Contract Services	\$ 949,140	\$ 1,549,606	\$ 600,466
Vehicle	\$ 826,509	\$ 906,584	\$ 80,075
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 531,823	\$ 405,260	\$ (126,563)
Direct Client Assistance	\$ 5,200,704	\$ 3,983,309	\$ (1,217,395)
Administration (Indirect)	\$ 2,035,427	\$ 2,250,648	\$ 215,221
Interest	\$ 17,046	\$ 17,046	\$ -
Depreciation	\$ 130,565	\$ 114,517	\$ (16,048)
Common Carrier	\$ 1,903,465	\$ 2,396,159	\$ 492,694
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 102,704	\$ 241,163	\$ 138,459
Inkind	\$ 1,112,133	\$ 1,340,105	\$ 227,972
<b>Total Expenses:</b>	<b>\$ 25,979,888</b>	<b>\$ 27,311,360</b>	<b>\$ 1,331,472</b>

<b>Surplus/(Deficit)</b>	<b>\$ 297,338</b>	<b>\$ 7,629</b>	<b>\$ (289,709)</b>
--------------------------	-------------------	-----------------	---------------------

**Kennebec Valley Community Action Program**  
**Energy & Housing Services / Community Initiatives Operating Budgets**  
**October 1, 2019 - September 30, 2020**

<b>Revenue:</b>	<b>Energy &amp; Housing Services</b>	<b>Home Ownership</b>	<b>Real Estate Development</b>	<b>Community Initiatives</b>	<b>*CSBG</b>	<b>Total</b>
Grants & Contracts	\$ 4,438,699	\$ 34,600	\$ 137,503	\$ 82,125	\$ 402,470	\$ 5,095,397
Program Revenue	\$ -	\$ 21,264	\$ -	\$ -	\$ -	\$ 21,264
Other Revenue	\$ -	\$ -	\$ -	\$ 43,630	\$ -	\$ 43,630
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 4,438,699	\$ 55,864	\$ 137,503	\$ 125,755	\$ 402,470	\$ 5,160,291

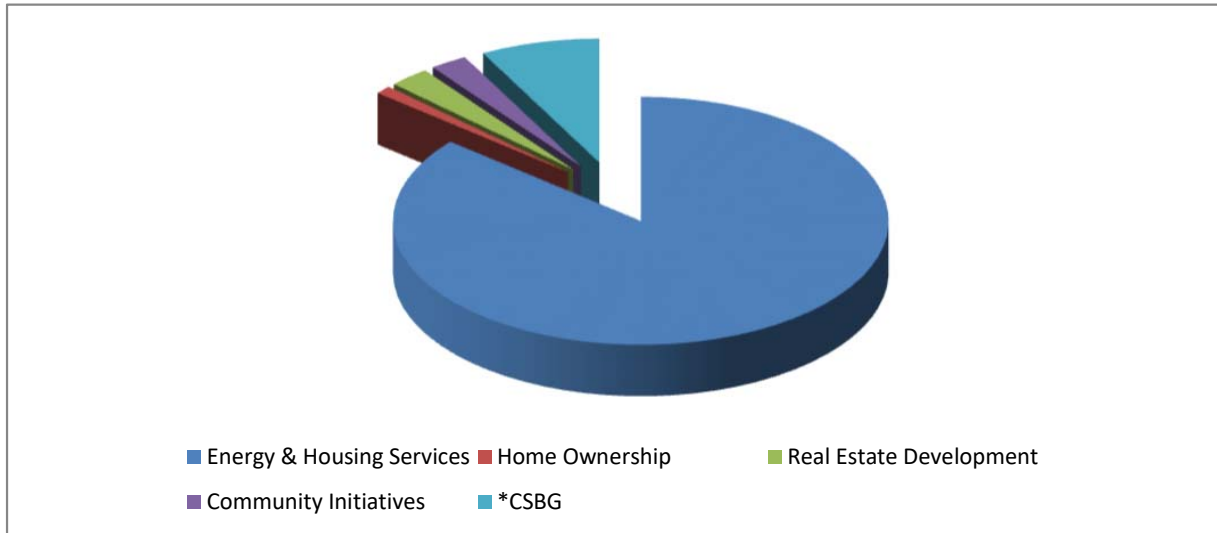
<b>Expenses:</b>						
Personnel	\$ 956,895	\$ 24,775	\$ 83,274	\$ 72,327	\$ 202,643	\$ 1,339,914
Payroll Taxes & Employee Benefits	\$ 264,876	\$ 9,468	\$ 22,605	\$ 27,934	\$ 74,458	\$ 399,341
Staff Development	\$ 10,529	\$ -	\$ 2,000	\$ 25	\$ 1,275	\$ 13,829
Travel	\$ 3,732	\$ -	\$ 3,780	\$ 1,570	\$ 5,070	\$ 14,152
Office Costs	\$ 55,036	\$ 600	\$ 350	\$ 531	\$ 1,875	\$ 58,392
Insurance	\$ 14,140	\$ -	\$ -	\$ -	\$ 580	\$ 14,720
Telecommunications	\$ 43,123	\$ 600	\$ 1,085	\$ 480	\$ 6,290	\$ 51,578
Space & Occupancy	\$ 182,575	\$ 2,388	\$ 4,279	\$ 2,015	\$ 51,124	\$ 242,381
Contract Services	\$ 7,116	\$ 11,592	\$ -	\$ 545	\$ 4,570	\$ 23,823
Vehicle	\$ 53,401	\$ -	\$ -	\$ -	\$ -	\$ 53,401
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 88,110	\$ 600	\$ -	\$ 530	\$ 150	\$ 89,390
Direct Client Assistance	\$ 2,507,031	\$ -	\$ -	\$ -	\$ -	\$ 2,507,031
Administration (Indirect)	\$ 234,378	\$ 5,841	\$ 19,680	\$ 14,998	\$ 47,622	\$ 322,519
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,200	\$ -	\$ -	\$ -	\$ 1,513	\$ 2,713
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 16,557	\$ -	\$ 450	\$ 4,800	\$ 5,300	\$ 27,107
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 4,438,699	\$ 55,864	\$ 137,503	\$ 125,755	\$ 402,470	\$ 5,160,291

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

\* CSBG = Community Services Block Grant

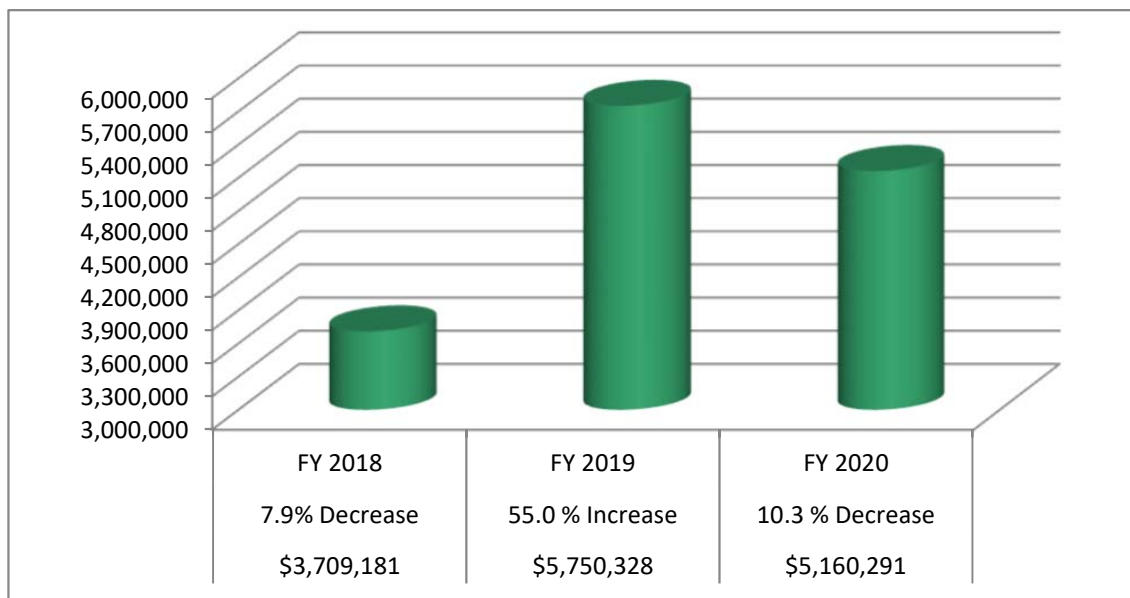
**Kennebec Valley Community Action Program**  
**Energy & Housing Services / Community Initiatives Operating Budget**  
**October 1, 2019 - September 30, 2020**

The Energy & Housing Services / Community Initiatives budget consists of the following programming: Energy & Housing Services (which contributes 86.0% of the budget), Home Ownership Services (1.0%), Real Estate Development (3.0%), Community Initiatives (2.0%), and CSBG (8.0%).



For fiscal year 2020, the proposed Energy & Housing Services / Community Initiatives budget is \$5,160,291. This is a decrease of 10.3%, or \$590,037, compared to fiscal year 2019.

**Energy & Housing Services / Community Initiatives Comparison**  
**FY 2018 - FY 2020**



**Kennebec Valley Community Action Program**  
**Energy & Housing Services / Community Initiatives Operating Budget**  
**October 1, 2019 - September 30, 2020**

Energy & Housing Services / Community Initiatives is showing a decrease in funding for FY 2019. There are decreases in Fuel Assistance (\$64k), Assurance 16 (\$27k), HEAP Weatherization (\$175k), CHIP (\$352k), DEP Tank Replacement (\$17k), and HARP (\$20k). Neighborworks funding showed an increase of \$19k and partially related to increased funding for Community Building and Engagement activities. Both Community Initiatives (\$5k) and CSBG (\$4k) had small increases in funding compared to FY 2019.

Key variances in expenditures are directly related to the decreased funding. The increase in insurance expense is related to funding source requirement and based on the initial notification of award.

<b>Revenue:</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 5,693,508	\$ 5,095,397	\$ (598,111)
Program Revenue	\$ 20,820	\$ 21,264	\$ 444
Other Revenue	\$ 36,000	\$ 43,630	\$ 7,630
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 5,750,328	\$ 5,160,291	\$ (590,037)

<b>Expenses:</b>			
Personnel	\$ 1,262,520	\$ 1,339,914	\$ 77,394
Payroll Taxes & Employee Benefits	\$ 449,064	\$ 399,341	\$ (49,723)
Staff Development	\$ 20,684	\$ 13,829	\$ (6,855)
Travel	\$ 20,827	\$ 14,152	\$ (6,675)
Office Costs	\$ 100,220	\$ 58,392	\$ (41,828)
Insurance	\$ 1,580	\$ 14,720	\$ 13,140
Telecommunications	\$ 67,686	\$ 51,578	\$ (16,108)
Space & Occupancy	\$ 285,842	\$ 242,381	\$ (43,461)
Contract Services	\$ 21,817	\$ 23,823	\$ 2,006
Vehicle	\$ 67,184	\$ 53,401	\$ (13,783)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 109,603	\$ 89,390	\$ (20,213)
Direct Client Assistance	\$ 3,017,007	\$ 2,507,031	\$ (509,976)
Administration (Indirect)	\$ 300,284	\$ 322,519	\$ 22,235
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 1,513	\$ 2,713	\$ 1,200
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 24,496	\$ 27,107	\$ 2,611
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 5,750,328	\$ 5,160,291	\$ (590,037)

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



**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2019 - September 30, 2020**

<b>Revenue:</b>	<b>*LIHEAP</b>	<b>*LIAP</b>	<b>Assurance 16</b>	<b>*DOE</b>	<b>*HEAP Wz</b>	<b>*CHIP</b>	<b>*DEP Tank Replacement</b>	<b>*HARP</b>	<b>*CDBG</b>	<b>Total</b>
Grants & Contracts	\$ 789,616	\$ 63,273	\$ 114,487	\$ 585,527	\$ 1,335,800	\$ 532,372	\$ 165,300	\$ 667,332	\$ 184,992	\$ 4,438,699
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 789,616</b>	<b>\$ 63,273</b>	<b>\$ 114,487</b>	<b>\$ 585,527</b>	<b>\$ 1,335,800</b>	<b>\$ 532,372</b>	<b>\$ 165,300</b>	<b>\$ 667,332</b>	<b>\$ 184,992</b>	<b>\$ 4,438,699</b>

<b>Expenses:</b>										
Personnel	\$ 523,500	\$ 33,516	\$ 53,388	\$ 94,356	\$ 129,336	\$ 72,480	\$ 10,851	\$ 24,012	\$ 15,456	\$ 956,895
Payroll Taxes & Employee Benefits	\$ 131,640	\$ 8,784	\$ 16,032	\$ 28,434	\$ 36,292	\$ 25,548	\$ 4,358	\$ 8,208	\$ 5,580	\$ 264,876
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ 5,758	\$ 2,371	\$ -	\$ 2,400	\$ -	\$ 10,529
Travel	\$ -	\$ -	\$ 500	\$ -	\$ 3,232	\$ -	\$ -	\$ -	\$ -	\$ 3,732
Office Costs	\$ 4,116	\$ 2,400	\$ 3,200	\$ 4,520	\$ 26,400	\$ 6,000	\$ 1,200	\$ 7,200	\$ -	\$ 55,036
Insurance	\$ -	\$ -	\$ -	\$ 14,140	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,140
Telecommunications	\$ -	\$ 1,200	\$ 3,128	\$ 5,000	\$ 18,700	\$ 10,600	\$ 595	\$ 2,100	\$ 1,800	\$ 43,123
Space & Occupancy	\$ 38,248	\$ 4,992	\$ 6,499	\$ 15,258	\$ 30,700	\$ 24,000	\$ 4,146	\$ 48,212	\$ 10,520	\$ 182,575
Contract Services	\$ 7,116	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,116
Vehicle	\$ -	\$ -	\$ -	\$ 9,999	\$ 25,002	\$ 10,000	\$ -	\$ 8,400	\$ -	\$ 53,401
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 19,188	\$ 60,222	\$ 7,500	\$ 1,200	\$ -	\$ -	\$ -	\$ 88,110
Direct Client Assistance	\$ -	\$ -	\$ -	\$ 316,578	\$ 1,010,968	\$ 329,329	\$ 141,600	\$ 560,556	\$ 148,000	\$ 2,507,031
Administration (Indirect)	\$ 84,996	\$ 11,640	\$ 12,552	\$ 34,520	\$ 30,396	\$ 48,444	\$ 2,550	\$ 5,644	\$ 3,636	\$ 234,378
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ 1,200
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 741	\$ -	\$ 2,500	\$ 11,516	\$ 1,200	\$ -	\$ 600	\$ -	\$ 16,557
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 789,616</b>	<b>\$ 63,273</b>	<b>\$ 114,487</b>	<b>\$ 585,527</b>	<b>\$ 1,335,800</b>	<b>\$ 532,372</b>	<b>\$ 165,300</b>	<b>\$ 667,332</b>	<b>\$ 184,992</b>	<b>\$ 4,438,699</b>

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

\*LIHEAP = Low-Income Home Energy Assistance Program

\*LIAP = Low-Income Assistance Program

\* DOE = Department of Energy (Weatherization)

\* HEAP Wthz. = Home Energy Assistance Program Weatherization

\* CHIP = Central Heating Improvement Program

\* DEP = Department of Environmental Protection

\* HARP = Home Accessibility and Repair Program

\* CDBG = Community Development Block Grant

**Kennebec Valley Community Action Program**  
**Home Ownership Education & Counseling Operating Budgets**  
**October 1, 2019 - September 30, 2020**

<b>Revenue:</b>	<b>Home Buyer Education</b>	<b>*HUD</b>	<b>Total</b>
Grants & Contracts	\$ 9,600	\$ 25,000	\$ 34,600
Program Revenue	\$ 21,264	\$ -	\$ 21,264
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 30,864	\$ 25,000	\$ 55,864

<b>Expenses:</b>			
Personnel	\$ 9,300	\$ 15,475	\$ 24,775
Payroll Taxes & Employee Benefits	\$ 3,600	\$ 5,868	\$ 9,468
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ 600	\$ -	\$ 600
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 600	\$ -	\$ 600
Space & Occupancy	\$ 2,388	\$ -	\$ 2,388
Contract Services	\$ 11,592	\$ -	\$ 11,592
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 600	\$ -	\$ 600
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 2,184	\$ 3,657	\$ 5,841
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 30,864	\$ 25,000	\$ 55,864

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

\*HUD = Housing & Urban Development

**Kennebec Valley Community Action Program**  
**Neighborworks & Real Estate Development Operating Budget**  
**October 1, 2019 - September 30, 2020**

<b>Revenue:</b>	<b>Neighborworks Administration</b>	<b>Community Building &amp; Engagement</b>	<b>Real Estate Development</b>	
Grants & Contracts	\$ 6,107	\$ 17,500	\$ 113,896	\$ 137,503
Program Revenue	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 6,107	\$ 17,500	\$ 113,896	\$ 137,503

<b>Expenses:</b>				
Personnel	\$ 3,959	\$ 10,860	\$ 68,455	\$ 83,274
Payroll Taxes & Employee Benefits	\$ 1,224	\$ 3,588	\$ 17,793	\$ 22,605
Staff Development	\$ -	\$ -	\$ 2,000	\$ 2,000
Travel	\$ -	\$ 200	\$ 3,580	\$ 3,780
Office Costs	\$ -	\$ -	\$ 350	\$ 350
Insurance	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ 1,085	\$ 1,085
Space & Occupancy	\$ -	\$ -	\$ 4,279	\$ 4,279
Contract Services	\$ -	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 924	\$ 2,652	\$ 16,104	\$ 19,680
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 200	\$ 250	\$ 450
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 6,107	\$ 17,500	\$ 113,896	\$ 137,503

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

**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budgets**  
**October 1, 2019 - September 30, 2020**

<b>Revenue:</b>	<b>*SETC - UWMM</b>	<b>*SETC - Oak Grove Foundation</b>	<b>*SETC - Other Funding</b>	<b>Youth Outreach</b>	<b>Community Investors - *UWMM</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ 3,500	\$ -	\$ 78,625	\$ -	\$ 82,125
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 22,000	\$ -	\$ 18,630	\$ -	\$ 3,000	\$ 43,630
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 22,000	\$ 3,500	\$ 18,630	\$ 78,625	\$ 3,000	\$ 125,755

<b>Expenses:</b>						
Personnel	\$ 13,763	\$ 2,049	\$ 11,491	\$ 43,104	\$ 1,920	\$ 72,327
Payroll Taxes & Employee Benefits	\$ 4,503	\$ 670	\$ 3,758	\$ 18,374	\$ 629	\$ 27,934
Staff Development	\$ -	\$ -	\$ 25	\$ -	\$ -	\$ 25
Travel	\$ -	\$ -	\$ -	\$ 1,570	\$ -	\$ 1,570
Office Costs	\$ -	\$ -	\$ 60	\$ 471	\$ -	\$ 531
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ 480	\$ -	\$ 480
Space & Occupancy	\$ -	\$ -	\$ -	\$ 2,015	\$ -	\$ 2,015
Contract Services	\$ -	\$ -	\$ 545	\$ -	\$ -	\$ 545
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 50	\$ 480	\$ -	\$ 530
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 3,234	\$ 481	\$ 2,701	\$ 8,131	\$ 451	\$ 14,998
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 500	\$ 300	\$ -	\$ 4,000	\$ -	\$ 4,800
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 22,000	\$ 3,500	\$ 18,630	\$ 78,625	\$ 3,000	\$ 125,755

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

\*SETC = South End Teen Center

\*UWMM = United Way Mid-Maine

**Kennebec Valley Community Action Program**  
**Community Services Block Grant Operating Budgets**  
**October 1, 2019 - September 30, 2020**

<b>Revenue:</b>	<b>South End Teen Center</b>	<b>Community / School Based Education</b>	<b>Poverty Initiatives</b>	<b>Community Assessment &amp; Training</b>	<b>Health &amp; Prevention Component</b>	<b>Total</b>
Grants & Contracts	\$ 87,851	\$ 83,978	\$ 173,332	\$ 42,861	\$ 14,448	\$ 402,470
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 87,851	\$ 83,978	\$ 173,332	\$ 42,861	\$ 14,448	\$ 402,470

<b>Expenses:</b>						
Personnel	\$ 48,293	\$ 41,845	\$ 83,719	\$ 22,545	\$ 6,241	\$ 202,643
Payroll Taxes & Employee Benefits	\$ 14,013	\$ 16,300	\$ 35,219	\$ 6,916	\$ 2,010	\$ 74,458
Staff Development	\$ 275	\$ 300	\$ 700	\$ -	\$ -	\$ 1,275
Travel	\$ 400	\$ 2,750	\$ 1,720	\$ 100	\$ 100	\$ 5,070
Office Costs	\$ 250	\$ 600	\$ 725	\$ 300	\$ -	\$ 1,875
Insurance	\$ 580	\$ -	\$ -	\$ -	\$ -	\$ 580
Telecommunications	\$ 1,851	\$ 1,180	\$ 2,775	\$ 363	\$ 121	\$ 6,290
Space & Occupancy	\$ 7,187	\$ 11,169	\$ 23,700	\$ 4,559	\$ 4,509	\$ 51,124
Contract Services	\$ 1,790	\$ -	\$ -	\$ 2,780	\$ -	\$ 4,570
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ 150
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 11,349	\$ 9,834	\$ 19,674	\$ 5,298	\$ 1,467	\$ 47,622
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,513	\$ -	\$ -	\$ -	\$ -	\$ 1,513
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 200	\$ -	\$ 5,100	\$ -	\$ -	\$ 5,300
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 87,851	\$ 83,978	\$ 173,332	\$ 42,861	\$ 14,448	\$ 402,470

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

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

- A. Energy & Housing Services
- B. Homeownership Services
- C. Real Estate Development
- D. Community Initiatives
- E. Community Building and Engagement
- F. Community Services Block Grant (CSBG)

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

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

**Budget:** \$967,376 (\$789,616 - LIHEAP - \$63,273 – LIAP- \$114,487 A-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 2020:** 11,000

**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 1<sup>st</sup> to April 30<sup>th</sup>.

**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 2020:** 10

**Continuing Services:**

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

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

**Budget:** \$1,921,327

**Staff:** 4 full-time equivalents

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

**Number of Households to be Served in FY 2020:** 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:** \$532,372

**Staff:** 2 full-time equivalents

**Description of Clients:** LIHEAP eligible households

**Number of Households to be Served in FY 2020:** 250

**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:** \$165,300

**Staff:** 1 full-time equivalent

**Description of Clients:** Income eligible households

**Number of Households to be Served in FY 2020:** 44

**Continuing Services:**

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

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

**Budget:** \$852,324 (\$667,332-HARP- \$184,992-CDBG)

**Description of Clients:** Income single family homeowners

**Staff:** 2 full-time equivalents

**Number of Families to be Served in FY 2020:** 90

**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:** \$55,864 (\$30,864-MH [including fees for service] \$25,000-HUD)

**Staff:** 1 full-time equivalent

**Description of Clients:** No Income Restrictions

**Estimated Number of Clients to be Served in FY 2020:** 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-\$99pp, In-person classes-\$30 pp

### **C. REAL ESTATE DEVELOPMENT** (Director: David Pelton)

**Budget:** \$113,896

**Staff:** 1 FTE

**Cony Village LLC**

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

**Households to be Served in FY 2020:** 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 2020:** 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:** \$131,981 (\$87,851 CSBG; \$22,000 United Way; \$3,000 Oak Grove Foundation; \$18,630 Other funding)

**Staff:** 2.1 FTEs (on-site Coordinator, 2 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 FY2020:** 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 Thomas College and their volunteer programs. The college volunteers are a natural fit with our mentoring and role modeling approach.

The teen center is continually looking to develop new community service opportunities to share with the teens.

#### **Youth Outreach**

**Budget:** \$78,625 (12 months of a 15 month contract)

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

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

**Number of Clients to be Served in FY 2020:** 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; building employment skills and assisting youth to obtain part-time employment; and working 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 and increase partnerships with local business through the regional Career Center and internal Resource Navigators.

#### **Poverty Initiative**

**Budget:** \$176,332 (\$173,332 CSBG; \$3,000 (Community Investors) from United Way)

**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 2020:** 30 families through Community Investors; 100 families through Resource Navigator and an additional 150 families that are provided I&R intervention by phone; and 8 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.
- Partner with the Lawrence Adult Education on a youth employment program, supporting a “WorkReady” component with funding and serving as a referral source.
- Assist with several job fairs in the two county area.

**Anticipated New Opportunities:**

The Resource Navigator component will increase capacity in FY 2020 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 BUILDING AND ENGAGEMENT (Directors: Monica Grady/David Pelton)**

Budget: \$17,500 from NeighborWorks and in-kind across several programs

Staff: .2 FTEs supported by targeted funding; an additional 3 FTEs are engaged in programming/activities that fulfill the requirements for this line of business.

KVCAP engages in a number of community building and engagement activities in Kennebec and Somerset Counties. These activities focus on the following:

- Providing support to develop resident leaders
  - KVCAP works with the South End Neighborhood Association (SENA) to provide technical assistance and training opportunities for its members.
- Providing support to help sustain resident led associations
  - KVCAP serves as fiscal agent for SENA, provides technical assistance, attends meetings and provides meeting space.
  - KVCAP currently convenes meetings of the Cony Village Homeowners Association and works with them to prepare to eventually become self-sustaining.

- Sponsoring community building activities
  - The South End Teen Center works with SENA on several community events each year, is a safe place for neighborhood youth and works with youth to build leadership and other life skills.
  - Provides leadership for the Hartland Project Coalition, building community in preparation for a combined senior residence, library, community center in the heart of town.
  - Coordinates an Annual Community Celebration targeted for families with children.
  - Coordinates a number of other family friendly events throughout the year through its Family Enrichment Councils in each county

#### **F. COMMUNITY SERVICES BLOCK GRANT** (Director: Monica Grady)

**Budget:** \$402,470

In FY 2020, 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* (\$87,851) – description in the Community Initiatives section.

*Community/School Based Education* (\$83,978) – a component of the Family Enrichment Council offerings, described in Social Services section.

*Poverty Initiative* (\$173,332) – description in the Community Initiatives section.

*Community Assessment and Training* (\$42,861) – 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* (\$14,448) - 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, 2019 - September 30, 2020**

<b>Revenue:</b>	<b>Head Start/Early Head Start</b>	<b>*CACFP</b>	<b>Other Child &amp; Family Services</b>	<b>Total</b>
Grants & Contracts	\$ 6,123,912	\$ 184,160	\$ 2,463,710	\$ 8,771,782
Program Revenue	\$ -	\$ -	\$ 1,738,593	\$ 1,738,593
Other Revenue	\$ 100,000	\$ -	\$ 19,250	\$ 119,250
Inkind	\$ 1,340,105	\$ -	\$ -	\$ 1,340,105
<b>Total Revenue:</b>	\$ 7,564,017	\$ 184,160	\$ 4,221,553	\$ 11,969,730

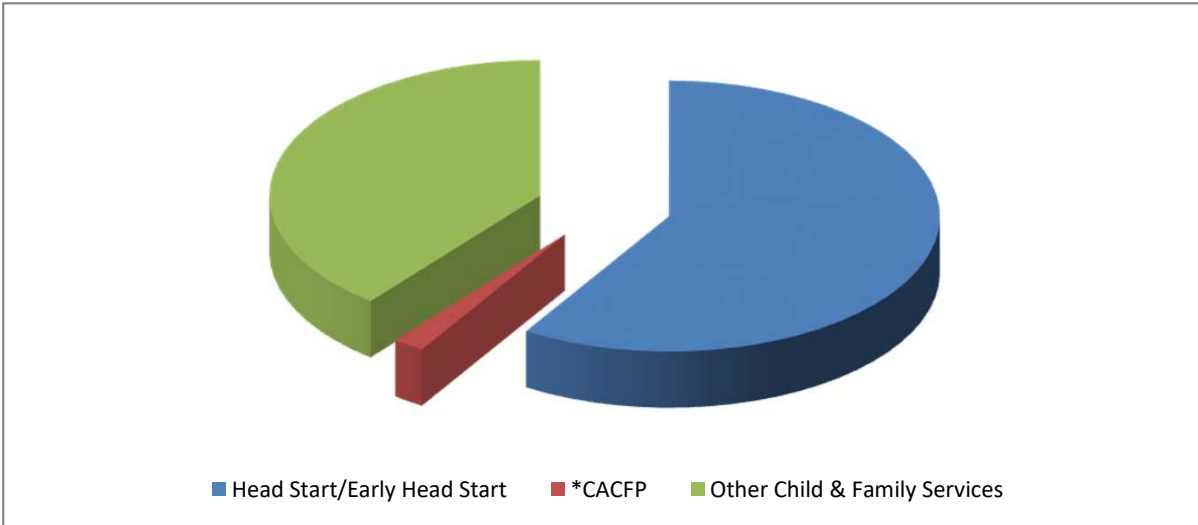
<b>Expenses:</b>				
Personnel	\$ 3,181,754	\$ 35,527	\$ 2,014,283	\$ 5,231,564
Payroll Taxes & Employee Benefits	\$ 1,104,401	\$ 13,581	\$ 685,213	\$ 1,803,195
Staff Development	\$ 59,322	\$ -	\$ 6,686	\$ 66,008
Travel	\$ 61,958	\$ -	\$ 50,988	\$ 112,946
Office Costs	\$ 45,344	\$ -	\$ 15,357	\$ 60,701
Insurance	\$ 8,994	\$ -	\$ 11,184	\$ 20,178
Telecommunications	\$ 21,920	\$ -	\$ 25,979	\$ 47,899
Space & Occupancy	\$ 42,417	\$ -	\$ 155,029	\$ 197,446
Contract Services	\$ 814,704	\$ -	\$ 616,189	\$ 1,430,893
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 111,516	\$ 126,703	\$ 57,801	\$ 296,020
Direct Client Assistance	\$ 400	\$ -	\$ -	\$ 400
Administration (Indirect)	\$ 747,704	\$ 8,349	\$ 473,365	\$ 1,229,418
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,128	\$ -	\$ 10,346	\$ 11,474
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 22,350	\$ -	\$ 99,133	\$ 121,483
Inkind	\$ 1,340,105	\$ -	\$ -	\$ 1,340,105
<b>Total Expenses:</b>	\$ 7,564,017	\$ 184,160	\$ 4,221,553	\$ 11,969,730

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

\*CACFP = Child and Adult Care Food Program

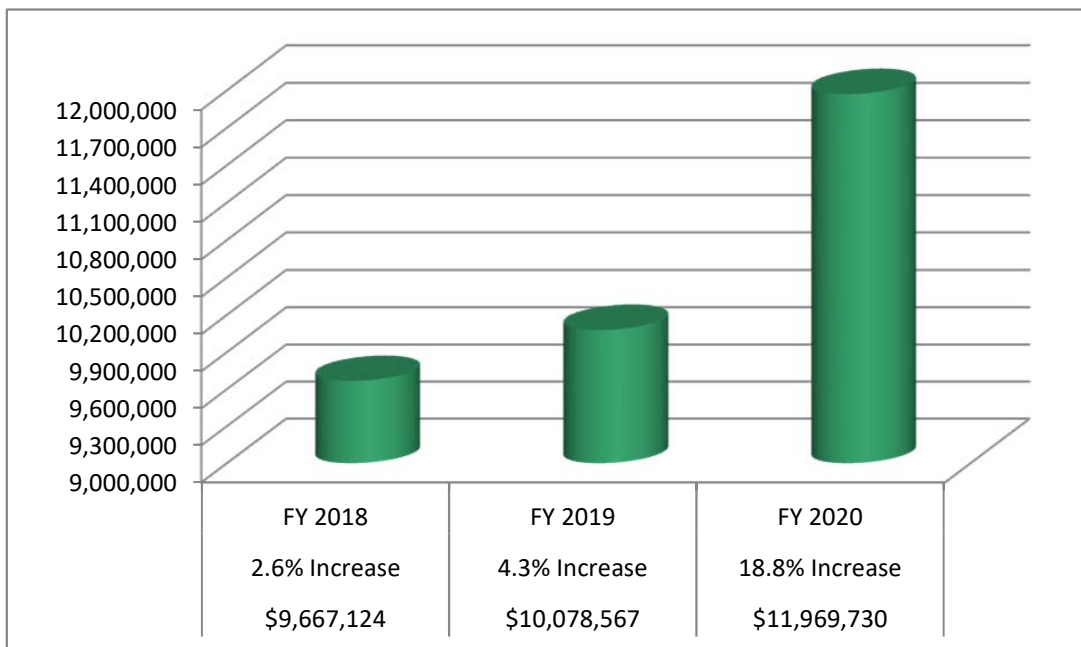
**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budget**  
**October 1, 2019 - September 30, 2020**

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 63.2% of the budget), the Child and Adult Care Food Program [CACFP] (1.5%), and Other Child & Family Services (35.3%).



For fiscal year 2020, the proposed Child & Family Services budget is \$11,969,730. This is an increase of 18.8%, or \$1,891,163, compared to fiscal year 2019.

**Child & Family Services Comparison**  
**FY 2018 - FY 2020**



**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budget**  
**October 1, 2019 - September 30, 2020**

The Child & Family Services budget is showing the biggest increase for fiscal year 2020. Federal Head Start/Early Head Start and Early Head Start/Child Care Partnership programs show the largest increase in funding (\$1M) primarily due to receiving a second round of funding in the Early Head Start/Child Care Partnership program. With the increase in grant funding, the inkind requirement also increased (\$227k). There were also increases in the Other Services programming includes two new acceleration grants for Parent Ambassadors (\$365,499) and Constructive Coaching, as well as increases in ASPIRE, voucher, and client fee payments to bring the budget more inline with what was actually collected in FY 2019.

All increases in expense lines are directly related to the new funding in the fiscal year 2020 budget.

<b>Revenue:</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 7,418,894	\$ 8,771,782	\$ 1,352,888
Program Revenue	\$ 1,428,040	\$ 1,738,593	\$ 310,553
Other Revenue	\$ 119,500	\$ 119,250	\$ (250)
Inkind	\$ 1,112,133	\$ 1,340,105	\$ 227,972
<b>Total Revenue:</b>	<b>\$ 10,078,567</b>	<b>\$ 11,969,730</b>	<b>\$ 1,891,163</b>

<b>Expenses:</b>			
Personnel	\$ 4,527,419	\$ 5,231,564	\$ 704,145
Payroll Taxes & Employee Benefits	\$ 1,658,783	\$ 1,803,195	\$ 144,412
Staff Development	\$ 59,708	\$ 66,008	\$ 6,300
Travel	\$ 74,716	\$ 112,946	\$ 38,230
Office Costs	\$ 58,985	\$ 60,701	\$ 1,716
Insurance	\$ 19,853	\$ 20,178	\$ 325
Telecommunications	\$ 47,505	\$ 47,899	\$ 394
Space & Occupancy	\$ 181,505	\$ 197,446	\$ 15,941
Contract Services	\$ 832,433	\$ 1,430,893	\$ 598,460
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 393,691	\$ 296,020	\$ (97,671)
Direct Client Assistance	\$ 400	\$ 400	\$ -
Administration (Indirect)	\$ 1,062,595	\$ 1,229,418	\$ 166,823
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 3,285	\$ 11,474	\$ 8,189
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 45,556	\$ 121,483	\$ 75,927
Inkind	\$ 1,112,133	\$ 1,340,105	\$ 227,972
<b>Total Expenses:</b>	<b>\$ 10,078,567</b>	<b>\$ 11,969,730</b>	<b>\$ 1,891,163</b>

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

**Kennebec Valley Community Action Program**  
**Head Start/Early Head Start Operating Budgets**  
**October 1, 2019 - September 30, 2020**

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	\$ 530,840	\$ 264,380	\$ 1,122,868	\$ 1,696,430	\$ 418,172	\$ 1,745,989	\$ 60,584	\$ 39,185	\$ 6,123,912
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ 854,288	\$ -	\$ 485,817	\$ -	\$ -	\$ 1,340,105
<b>Total Revenue:</b>	\$ 245,464	\$ 530,840	\$ 264,380	\$ 1,122,868	\$ 2,550,718	\$ 418,172	\$ 2,331,806	\$ 60,584	\$ 39,185	\$ 7,564,017

Expenses:										
Personnel	\$ 152,581	\$ 313,047	\$ 149,385	\$ 668,159	\$ 1,019,368	\$ 244,038	\$ 635,176	\$ -	\$ -	\$ 3,181,754
Payroll Taxes & Employee Benefits	\$ 56,845	\$ 109,285	\$ 47,265	\$ 214,147	\$ 334,473	\$ 97,157	\$ 245,229	\$ -	\$ -	\$ 1,104,401
Staff Development	\$ -	\$ 2,200	\$ -	\$ 2,800	\$ 1,700	\$ -	\$ -	\$ 38,445	\$ 14,177	\$ 59,322
Travel	\$ 177	\$ 741	\$ 9,617	\$ 1,927	\$ 9,390	\$ 934	\$ 14,175	\$ 13,206	\$ 11,791	\$ 61,958
Office Costs	\$ -	\$ 6,797	\$ 3,653	\$ 11,511	\$ 12,530	\$ 2,653	\$ 8,200	\$ -	\$ -	\$ 45,344
Insurance	\$ -	\$ 755	\$ 869	\$ 3,120	\$ 3,322	\$ 526	\$ 402	\$ -	\$ -	\$ 8,994
Telecommunications	\$ -	\$ 920	\$ 1,650	\$ 3,923	\$ 6,884	\$ 112	\$ 8,431	\$ -	\$ -	\$ 21,920
Space & Occupancy	\$ -	\$ 1,348	\$ 5,667	\$ 5,695	\$ 11,967	\$ 138	\$ 17,602	\$ -	\$ -	\$ 42,417
Contract Services	\$ -	\$ 4,216	\$ 4,193	\$ 17,363	\$ 17,887	\$ 2,960	\$ 750,035	\$ 5,749	\$ 12,301	\$ 814,704
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 16,622	\$ 5,288	\$ 31,545	\$ 31,803	\$ 11,452	\$ 13,606	\$ 1,200	\$ -	\$ 111,516
Direct Client Assistance	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400
Administration (Indirect)	\$ 35,861	\$ 73,565	\$ 35,102	\$ 157,016	\$ 239,546	\$ 57,349	\$ 149,265	\$ -	\$ -	\$ 747,704
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,128	\$ -	\$ -	\$ 1,128
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 1,344	\$ 1,291	\$ 5,662	\$ 7,560	\$ 853	\$ 2,740	\$ 1,984	\$ 916	\$ 22,350
Inkind	\$ -	\$ -	\$ -	\$ -	\$ 854,288	\$ -	\$ 485,817	\$ -	\$ -	\$ 1,340,105
<b>Total Expenses:</b>	\$ 245,464	\$ 530,840	\$ 264,380	\$ 1,122,868	\$ 2,550,718	\$ 418,172	\$ 2,331,806	\$ 60,584	\$ 39,185	\$ 7,564,017

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

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

\*T&TA = Training & Technical Assistance

**Kennebec Valley Community Action Program**

**\*CACFP Operating Budgets**

**October 1, 2019 - September 30, 2020**

<b>Revenue:</b>	<b>CACFP - Educare</b>	<b>CACFP - All Other</b>	<b>Total</b>
Grants & Contracts	\$ 167,285	\$ 16,875	\$ 184,160
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 167,285	\$ 16,875	\$ 184,160

<b>Expenses:</b>			
Personnel	\$ 35,527	\$ -	\$ 35,527
Payroll Taxes & Employee Benefits	\$ 13,581	\$ -	\$ 13,581
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 109,828	\$ 16,875	\$ 126,703
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 8,349	\$ -	\$ 8,349
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 167,285	\$ 16,875	\$ 184,160

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

\*CACFP = Child and Adult Care Food Program

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

<b>Revenue:</b>	<b>Elevate Maine</b>	<b>Parent Ambassadors</b>	<b>Constructive Coaching</b>	<b>Before/After School</b>	<b>Other Services - Educare</b>	<b>Other Services - All Other Centers</b>	<b>Educare Facilities</b>	<b>Total</b>
Grants & Contracts	\$ 290,664	\$ 365,499	\$ 45,424	\$ -	\$ 814,299	\$ 947,824	\$ -	\$ 2,463,710
Program Revenue	\$ -	\$ -	\$ -	\$ 44,315	\$ 1,517,583	\$ 176,695	\$ -	\$ 1,738,593
Other Revenue	\$ -	\$ -	\$ -	\$ 7,250	\$ 7,000	\$ 5,000	\$ -	\$ 19,250
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 290,664	\$ 365,499	\$ 45,424	\$ 51,565	\$ 2,338,882	\$ 1,129,519	\$ -	\$ 4,221,553

<b>Expenses:</b>								
Personnel	\$ 82,848	\$ 36,948	\$ 27,493	\$ 33,342	\$ 1,114,429	\$ 663,526	\$ 55,697	\$ 2,014,283
Payroll Taxes & Employee Benefits	\$ 30,853	\$ 12,471	\$ 3,672	\$ 8,614	\$ 391,961	\$ 228,330	\$ 9,312	\$ 685,213
Staff Development	\$ -	\$ 2,300	\$ -	\$ -	\$ 2,053	\$ 2,333	\$ -	\$ 6,686
Travel	\$ 3,494	\$ 11,644	\$ 7,798	\$ 61	\$ 20,188	\$ 7,803	\$ -	\$ 50,988
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ 7,833	\$ 7,524	\$ -	\$ 15,357
Insurance	\$ -	\$ -	\$ -	\$ -	\$ 1,157	\$ 2,006	\$ 8,021	\$ 11,184
Telecommunications	\$ 400	\$ -	\$ -	\$ -	\$ 2,895	\$ 4,984	\$ 17,700	\$ 25,979
Space & Occupancy	\$ 3,500	\$ -	\$ -	\$ -	\$ 16,396	\$ 10,459	\$ 124,674	\$ 155,029
Contract Services	\$ 115,500	\$ 233,370	\$ -	\$ -	\$ 173,602	\$ 12,109	\$ 81,608	\$ 616,189
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 8,400	\$ -	\$ -	\$ 1,712	\$ 16,797	\$ 30,892	\$ -	\$ 57,801
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 19,469	\$ 8,686	\$ 6,461	\$ 7,836	\$ 261,890	\$ 155,933	\$ 13,090	\$ 473,365
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ 1,396	\$ -	\$ 8,950	\$ 10,346
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 26,200	\$ 60,080	\$ -	\$ -	\$ 9,233	\$ 3,620	\$ -	\$ 99,133
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 290,664	\$ 365,499	\$ 45,424	\$ 51,565	\$ 2,019,830	\$ 1,129,519	\$ 319,052	\$ 4,221,553

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ 319,052	\$ -	\$ (319,052)	\$ -
--------------------------	------	------	------	------	------------	------	--------------	------

\* GSPHC = Greater Somerset Public Health Collaborative

## **PART VII. CHILD & FAMILY SERVICES (Director: Tracye Fortin)**

**Budget:** \$11,969,730

**Staff:** 158

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

**Number of Clients/Households to be served in FY 2020:** 596 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 596 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 596 children being served, 100 are funded through Federal Early Head Start Child Care Partnerships, 56 funded by Federal and State Early Head Start, 257 funded by Federal Head Start, 183 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 (IDEA Parts B and C) in the delivery of services to children with identified special needs;
  - MaineGeneral and Redington Fairview Hospital to ensure access to lead screenings for children; and
  - The medical community to facilitate comprehensive service delivery.
  - The Educare Learning Network to support quality components of research-based design and practice.
- 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 Committee, 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.

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

- Continue to seek enrollment opportunities for 3 year olds.
- Continue to seek funding to increase service to infants/toddlers – largest waiting list category.
- 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, including AmeriCorps member training and deployment opportunities.
- 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, 2019 - September 30, 2020**

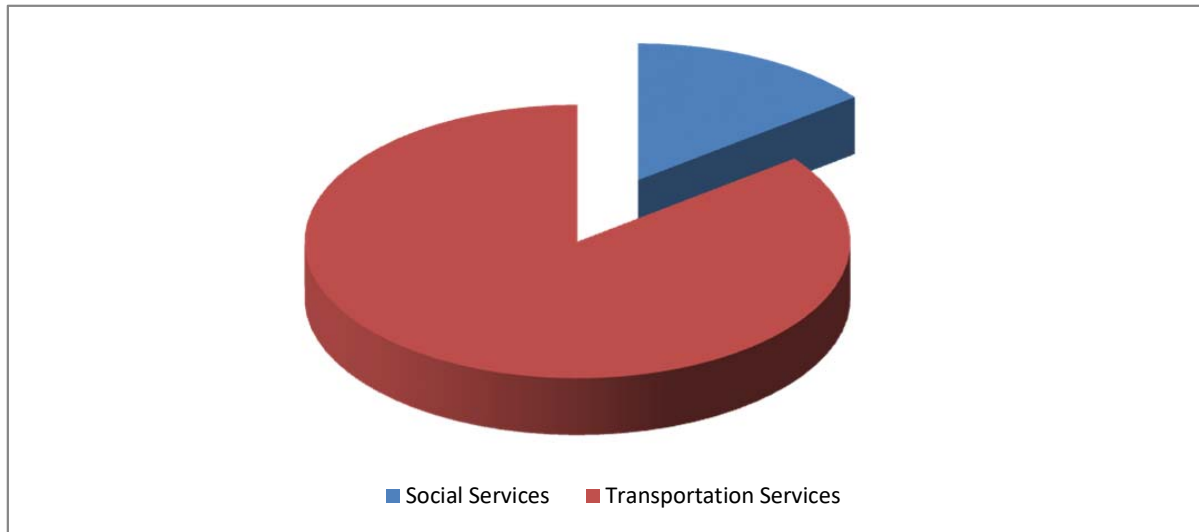
<b>Revenue:</b>	<b>Social Services</b>	<b>Transportation Services</b>	<b>Total</b>
Grants & Contracts	\$ 1,462,591	\$ 1,216,992	\$ 2,679,583
Program Revenue	\$ 10,550	\$ 7,301,105	\$ 7,311,655
Other Revenue	\$ 17,000	\$ 180,730	\$ 197,730
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 1,490,141</b>	<b>\$ 8,698,827</b>	<b>\$ 10,188,968</b>

<b>Expenses:</b>			
Personnel	\$ 794,114	\$ 2,185,101	\$ 2,979,215
Payroll Taxes & Employee Benefits	\$ 288,217	\$ 696,671	\$ 984,888
Staff Development	\$ 4,352	\$ 9,325	\$ 13,677
Travel	\$ 52,706	\$ 7,600	\$ 60,306
Office Costs	\$ 12,635	\$ 24,871	\$ 37,506
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 18,928	\$ 107,800	\$ 126,728
Space & Occupancy	\$ 107,096	\$ 123,303	\$ 230,399
Contract Services	\$ 12,510	\$ 82,380	\$ 94,890
Vehicle	\$ -	\$ 853,183	\$ 853,183
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 3,950	\$ 15,900	\$ 19,850
Direct Client Assistance	\$ -	\$ 1,475,878	\$ 1,475,878
Administration (Indirect)	\$ 186,598	\$ 512,113	\$ 698,711
Interest	\$ -	\$ 17,046	\$ 17,046
Depreciation	\$ -	\$ 100,330	\$ 100,330
Common Carrier	\$ -	\$ 2,396,159	\$ 2,396,159
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 9,035	\$ 83,538	\$ 92,573
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 1,490,141</b>	<b>\$ 8,691,198</b>	<b>\$ 10,181,339</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ 7,629</b>	<b>\$ 7,629</b>
--------------------------	-------------	-----------------	-----------------

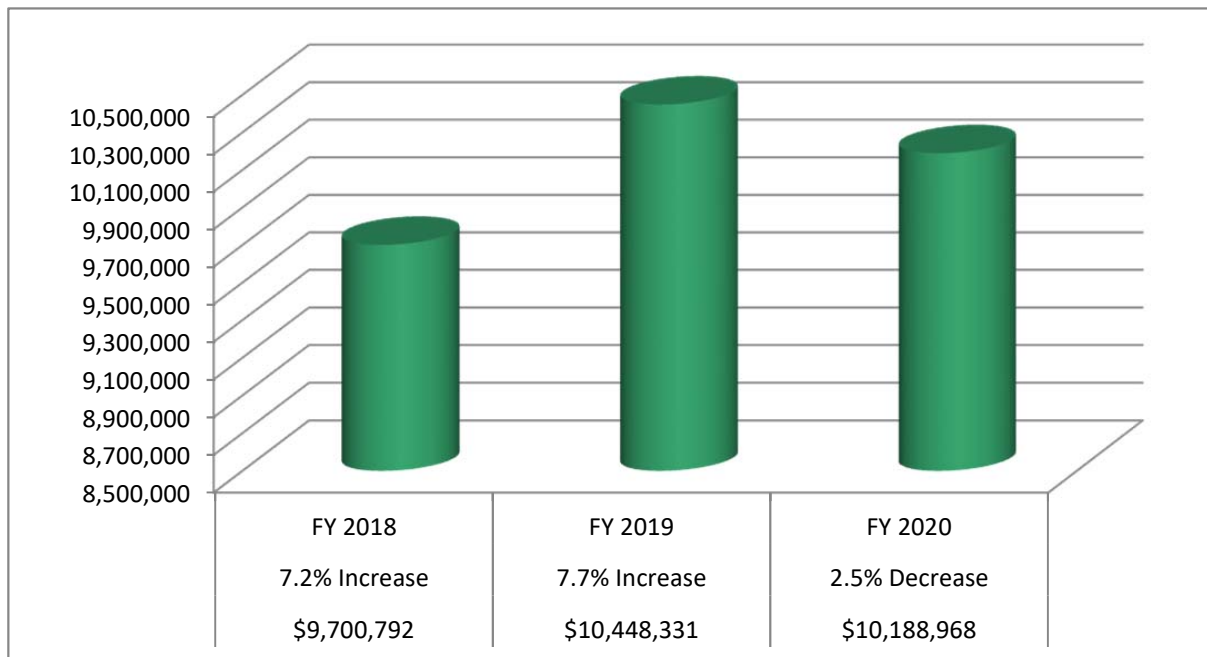
**Kennebec Valley Community Action Program**  
**Community Services Operating Budget**  
**October 1, 2019 - September 30, 2020**

The Community Services budget consists of Social Services programs (which contribute 14.6% of the budget) and Transportation Services (85.4%).



For fiscal year 2020, the proposed Community Services budget is \$10,188,968. This is a decrease of 2.5%, or \$259,363, compared to fiscal year 2019.

**Community Services Comparison**  
**FY 2018 - FY 2020**



**Kennebec Valley Community Action Program**  
**Community Services Operating Budget**  
**October 1, 2019 - September 30, 2020**

Community Services programming is seeing a decrease in funding for fiscal year 2020. Social Services programming shows a net increase of \$11k, which is the result of a \$7k increase in Maine Families funding and new funding to participate in RCORP meetings and assisting with data collection and the promoting and planning of community education events. Transportation is projecting a decrease in funding in the Explorer program (\$80k) and the KV Van program (\$170k) related to contract funding.

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. 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 2019 (vehicle/depreciation). The largest variances are a decrease in Direct Client Services (\$707k) and an increase in Common Carrier (\$493k). This offsetting change is due not only to the decrease in grant funding and service provided under KV Van contracts but also bringing expenses inline with actual in all modes of providing the service.

<b>Revenue:</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 2,876,515	\$ 2,679,583	\$ (196,932)
Program Revenue	\$ 7,462,427	\$ 7,311,655	\$ (150,772)
Other Revenue	\$ 109,389	\$ 197,730	\$ 88,341
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 10,448,331</b>	<b>\$ 10,188,968</b>	<b>\$ (259,363)</b>

<b>Expenses:</b>			
Personnel	\$ 2,865,662	\$ 2,979,215	\$ 113,553
Payroll Taxes & Employee Benefits	\$ 978,663	\$ 984,888	\$ 6,225
Staff Development	\$ 14,826	\$ 13,677	\$ (1,149)
Travel	\$ 74,147	\$ 60,306	\$ (13,841)
Office Costs	\$ 44,951	\$ 37,506	\$ (7,445)
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 109,321	\$ 126,728	\$ 17,407
Space & Occupancy	\$ 245,905	\$ 230,399	\$ (15,506)
Contract Services	\$ 94,890	\$ 94,890	\$ -
Vehicle	\$ 759,325	\$ 853,183	\$ 93,858
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 28,529	\$ 19,850	\$ (8,679)
Direct Client Assistance	\$ 2,183,297	\$ 1,475,878	\$ (707,419)
Administration (Indirect)	\$ 672,548	\$ 698,711	\$ 26,163
Interest	\$ 17,046	\$ 17,046	\$ -
Depreciation	\$ 125,767	\$ 100,330	\$ (25,437)
Common Carrier	\$ 1,903,465	\$ 2,396,159	\$ 492,694
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 32,652	\$ 92,573	\$ 59,921
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 10,150,993</b>	<b>\$ 10,181,339</b>	<b>\$ 30,346</b>

<b>Surplus/(Deficit)</b>	<b>\$ 297,338</b>	<b>\$ 7,629</b>	<b>\$ (289,709)</b>
--------------------------	-------------------	-----------------	---------------------

**Kennebec Valley Community Action Program**  
**Social Services Operating Budgets**  
**October 1, 2019 - September 30, 2020**

<b>Revenue:</b>	<b>Maine Families</b>	<b>*MCT - Maine Families Subcontract</b>	<b>*UWKV - PBS/BTIO</b>	<b>*UWMM - PBS/BTIO</b>	<b>Kids First</b>	<b>Somerset Initiative</b>	<b>Kennebec Initiative</b>	<b>*RCORP</b>	<b>Total</b>
Grants & Contracts	\$ 1,086,241	\$ 40,000	\$ -	\$ -	\$ 10,350	\$ 153,000	\$ 153,000	\$ 20,000	\$ 1,462,591
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ 10,550	\$ -	\$ -	\$ -	\$ 10,550
Other Revenue	\$ -	\$ -	\$ 7,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,086,241	\$ 40,000	\$ 7,000	\$ 10,000	\$ 20,900	\$ 153,000	\$ 153,000	\$ 20,000	\$ 1,490,141

<b>Expenses:</b>									
Personnel	\$ 574,817	\$ 25,375	\$ 3,051	\$ 5,323	\$ 4,056	\$ 86,268	\$ 83,293	\$ 11,931	\$ 794,114
Payroll Taxes & Employee Benefits	\$ 208,729	\$ 8,193	\$ 1,255	\$ 2,347	\$ 1,994	\$ 31,290	\$ 31,366	\$ 3,043	\$ 288,217
Staff Development	\$ 3,852	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 4,352
Travel	\$ 43,500	\$ 468	\$ 366	\$ 1,022	\$ -	\$ 3,500	\$ 3,850	\$ -	\$ 52,706
Office Costs	\$ 6,734	\$ -	\$ -	\$ 57	\$ 3,357	\$ 587	\$ 1,900	\$ -	\$ 12,635
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 15,508	\$ -	\$ 300	\$ -	\$ -	\$ 1,190	\$ 1,930	\$ -	\$ 18,928
Space & Occupancy	\$ 91,218	\$ -	\$ 1,311	\$ -	\$ -	\$ 8,642	\$ 5,925	\$ -	\$ 107,096
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ 10,560	\$ -	\$ 1,950	\$ -	\$ 12,510
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 900	\$ -	\$ -	\$ -	\$ -	\$ 1,250	\$ 1,800	\$ -	\$ 3,950
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 135,082	\$ 5,964	\$ 717	\$ 1,251	\$ 933	\$ 20,273	\$ 19,574	\$ 2,804	\$ 186,598
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 5,901	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 912	\$ 2,222	\$ 9,035
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,086,241	\$ 40,000	\$ 7,000	\$ 10,000	\$ 20,900	\$ 153,000	\$ 153,000	\$ 20,000	\$ 1,490,141

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

\* MCT = Maine Children's Trust

\* PBS = Personal Body Safety

\*UWKV = United Way Kennebec Valley

\*BTIO = Baby Think It Over

\*UWMM = United Way Mid-Maine

\*RCORP = Rural Communities Opioid Response Program

**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budgets**  
**October 1, 2019 - September 30, 2020**

<b>Revenue:</b>	<b>Explorer</b>	<b>KV Van</b>	<b>Brokerage</b>	<b>Consolidation Adjustment</b>	<b>Total</b>
Grants & Contracts	\$ 564,520	\$ 652,472	\$ -	\$ -	\$ 1,216,992
Program Revenue	\$ 75,000	\$ 2,183,159	\$ 7,221,105	\$ (2,178,159)	\$ 7,301,105
Other Revenue	\$ 175,730	\$ 5,000	\$ -	\$ -	\$ 180,730
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 815,250	\$ 2,840,631	\$ 7,221,105	\$ (2,178,159)	\$ 8,698,827

<b>Expenses:</b>					
Personnel	\$ 362,889	\$ 1,115,119	\$ 707,093	\$ -	\$ 2,185,101
Payroll Taxes & Employee Benefits	\$ 123,663	\$ 311,552	\$ 261,456	\$ -	\$ 696,671
Staff Development	\$ -	\$ 825	\$ 8,500	\$ -	\$ 9,325
Travel	\$ 1,200	\$ 4,212	\$ 2,188	\$ -	\$ 7,600
Office Costs	\$ 6,000	\$ 1,670	\$ 17,201	\$ -	\$ 24,871
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 4,800	\$ 9,112	\$ 93,888	\$ -	\$ 107,800
Space & Occupancy	\$ 15,000	\$ 9,580	\$ 98,723	\$ -	\$ 123,303
Contract Services	\$ -	\$ 7,288	\$ 75,092	\$ -	\$ 82,380
Vehicle	\$ 211,183	\$ 642,000	\$ -	\$ -	\$ 853,183
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,500	\$ 1,273	\$ 13,127	\$ -	\$ 15,900
Direct Client Assistance	\$ -	\$ 261,871	\$ 3,392,166	\$ (2,178,159)	\$ 1,475,878
Administration (Indirect)	\$ 85,280	\$ 261,151	\$ 165,682	\$ -	\$ 512,113
Interest	\$ -	\$ 1,508	\$ 15,538	\$ -	\$ 17,046
Depreciation	\$ -	\$ 77,241	\$ 23,089	\$ -	\$ 100,330
Common Carrier	\$ -	\$ 116,159	\$ 2,280,000	\$ -	\$ 2,396,159
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 3,735	\$ 12,441	\$ 67,362	\$ -	\$ 83,538
Inkind	\$ -		\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 815,250	\$ 2,833,002	\$ 7,221,105	\$ (2,178,159)	\$ 8,691,198

<b>Surplus/(Deficit)</b>	\$ -	\$ 7,629	\$ -	\$ -	\$ 7,629
--------------------------	------	----------	------	------	----------

## **PART VIII. COMMUNITY SERVICES (Chief Operating Officer: Michele Prince)**

A. Social Services

B. Transportation Services

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

#### **Maine Families**

**Budget:** \$1,086,241

**Staff:** 12.5 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 2020:** 263

#### **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 partnership among 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:** \$343,900.00 (Council Grants and UW grants)

\$83,978 (CSBG for School/Community Based Education)

**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 2020:** 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. Councils will provide community training 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 Standard of Quality for Family Strengthening & Support through the National Family Support Network.

**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, Paula Grenier)

**Budget:** \$8,691,198

**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 2020: 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, 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,
- Services to specific populations through United Way, Gorman Foundation, Maine Cancer Foundation funding, 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. Routes include service to China and Vassalboro twice weekly.

The program also operates late afternoon runs from the Alford Youth & Community 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:**

Residents and community leaders across the region agree that public transportation continues to be a growing need in the area, especially in light of demographic shifts (ie, aging population, shifting priorities for younger generations, lack of transportation for low-wage earners). KVCAP will continue to work with municipalities, workgroups and other potential partners to explore the feasibility of increased service. The primary barriers include: diminished federal funds and lack of sufficient state, local and private match funds.

Service areas with the most interest/potential include:

- Additional services in the Waterville area, to include Thomas College.
- Service connecting Southern Somerset and Northern Kennebec Counties, to include greater access to Kennebec Valley Community College and local large employers.
- Exploring ways to increase transportation options in rural communities.

**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.