

TO: Heather Merrow, President  
KVCAP Board of Directors

FR: Suzanne Walsh, CEO  
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2021

DA: September 17, 2020

I am pleased to present the Comprehensive Plan and Budget for Fiscal Year 2021, 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 23, 2020 meeting of the Board of Directors.

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

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**KVCAP's Mission & Vision**

***(Board approved: 1/25/17)***

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

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

## **Management Philosophy**

(Board approved 6/25/97)

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

## **Chain of Command**

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

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

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

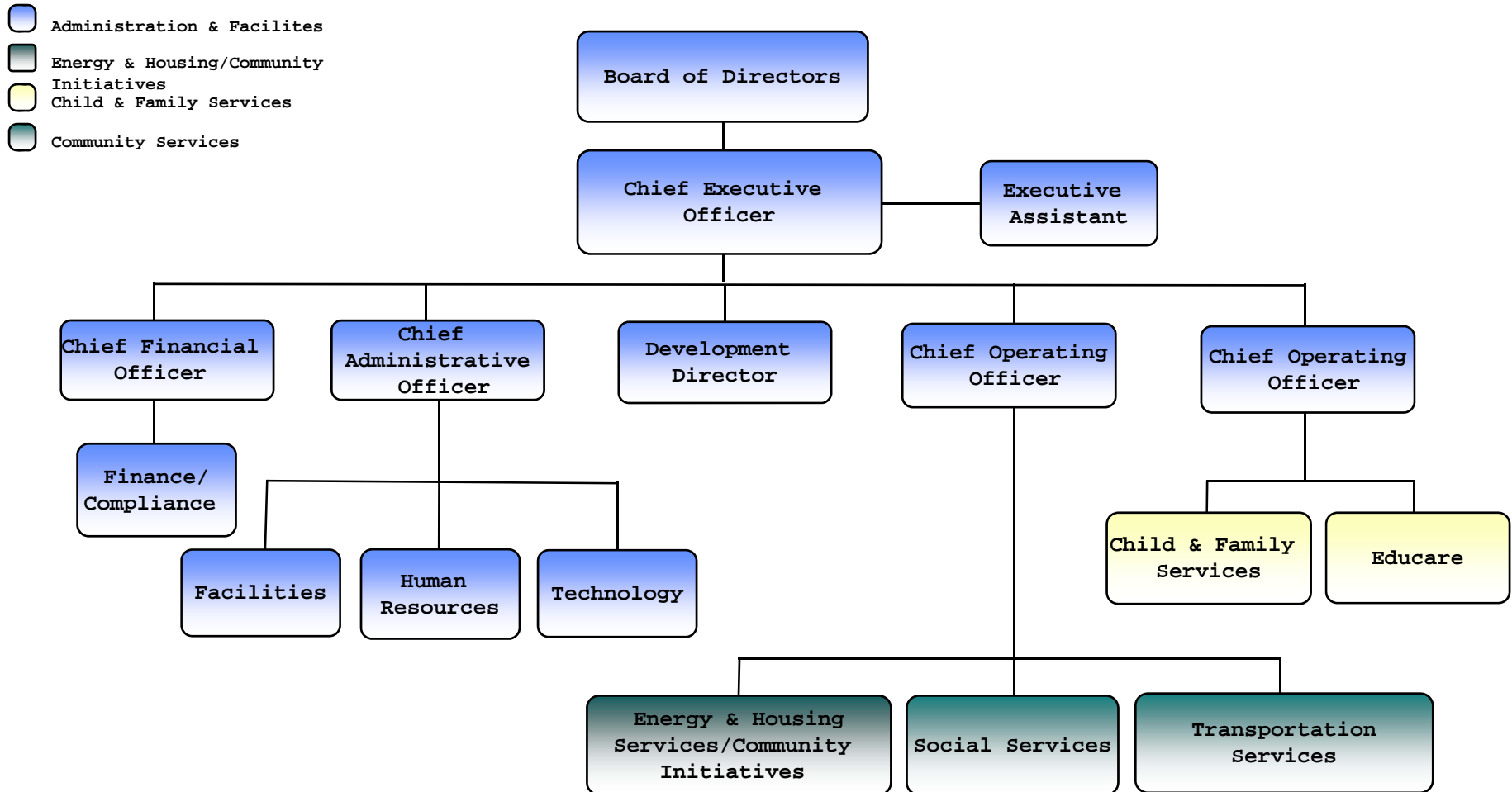
The Chief Executive Officer will see that all employees of the agency are regularly evaluated and appropriate action is taken regarding staff tenure, promotion and other employment related decisions. Evaluations of employees will be solely based on objective measurement of their performance of the tasks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

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

# Organizational Chart

Revised: 9/2020

## KVCAP Management Chain of Command



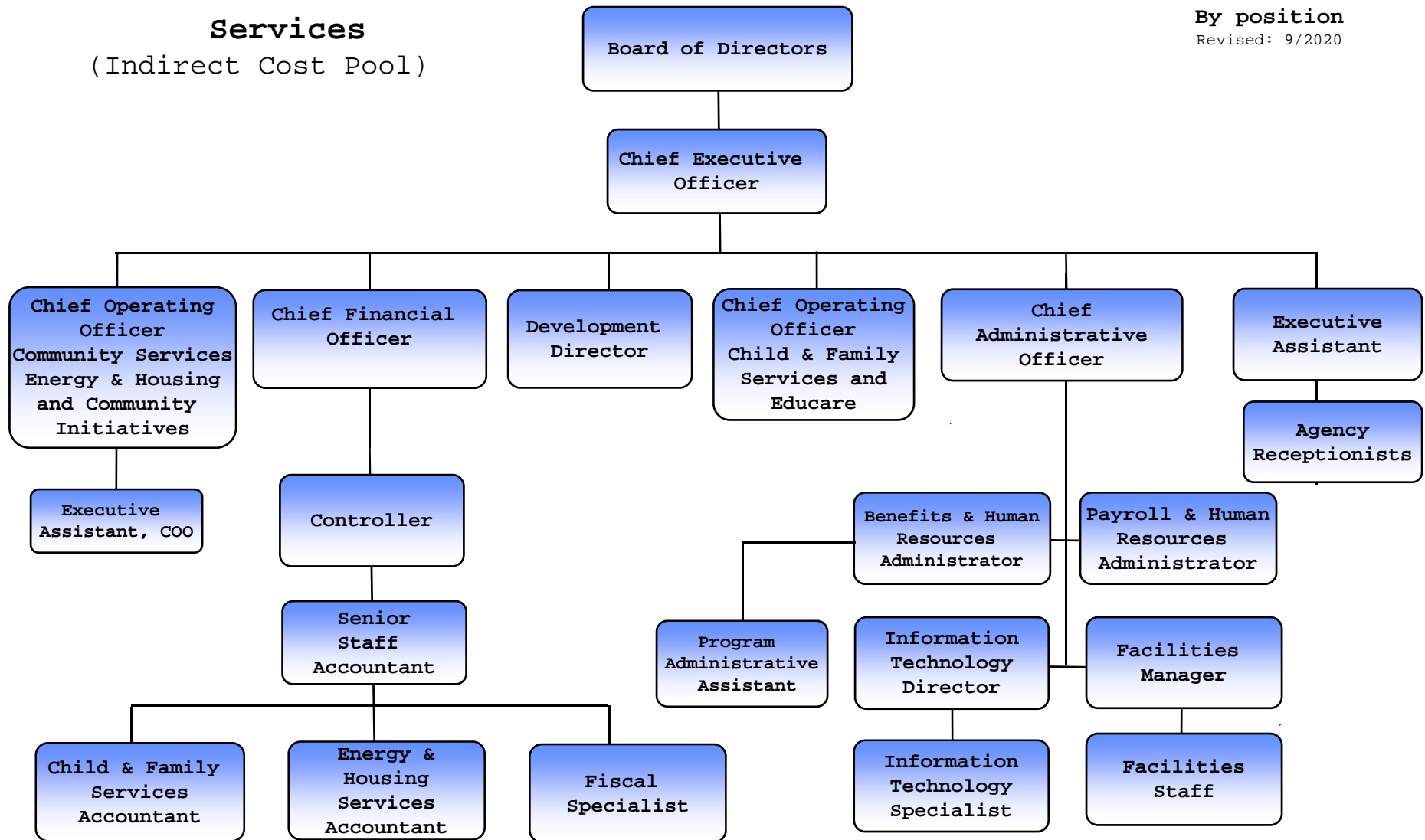
# Administration & Facilities Services

(Indirect Cost Pool)

Organizational Chart

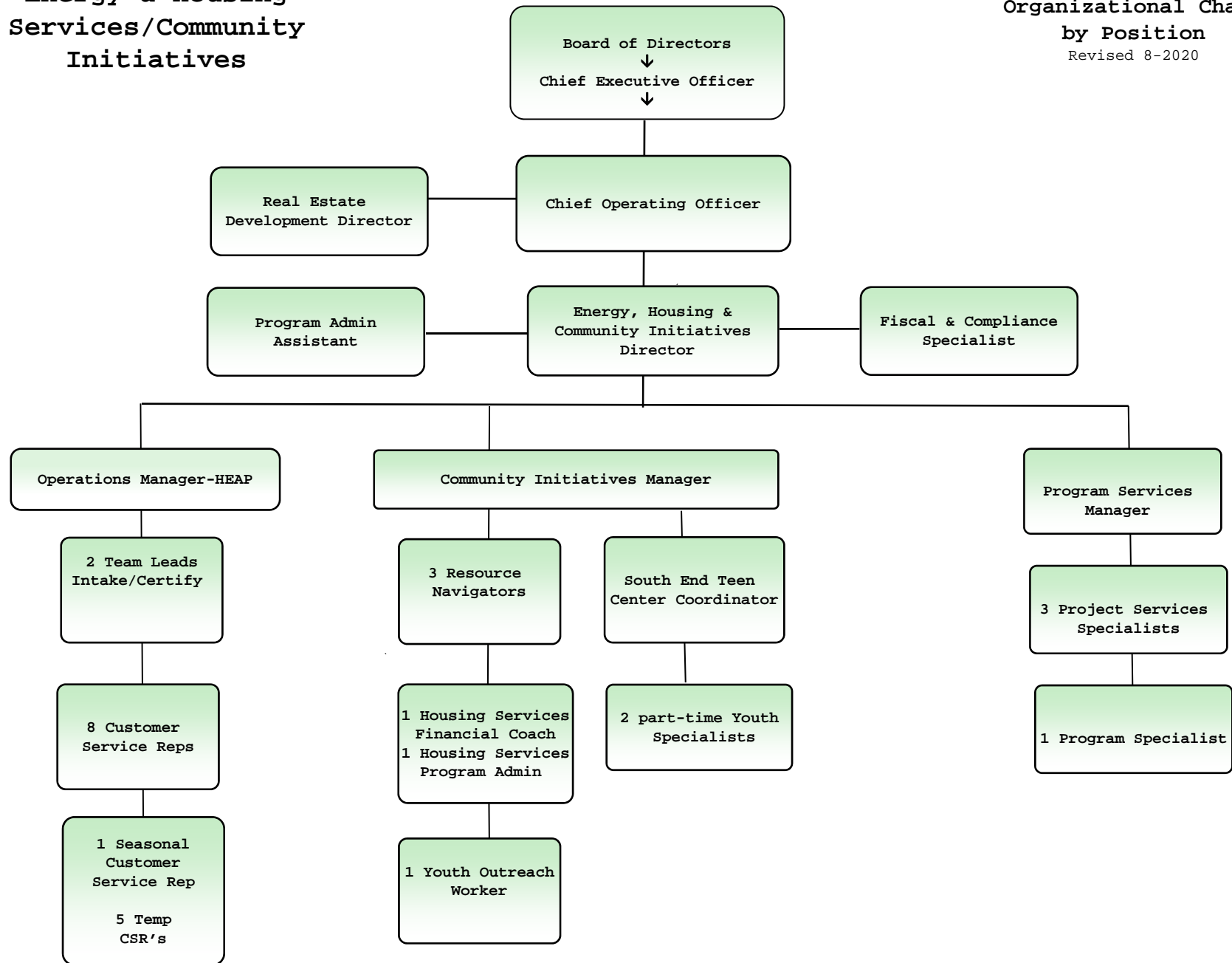
By position

Revised: 9/2020



# Energy & Housing Services/Community Initiatives

## Organizational Chart by Position Revised 8-2020





## Child & Family Services

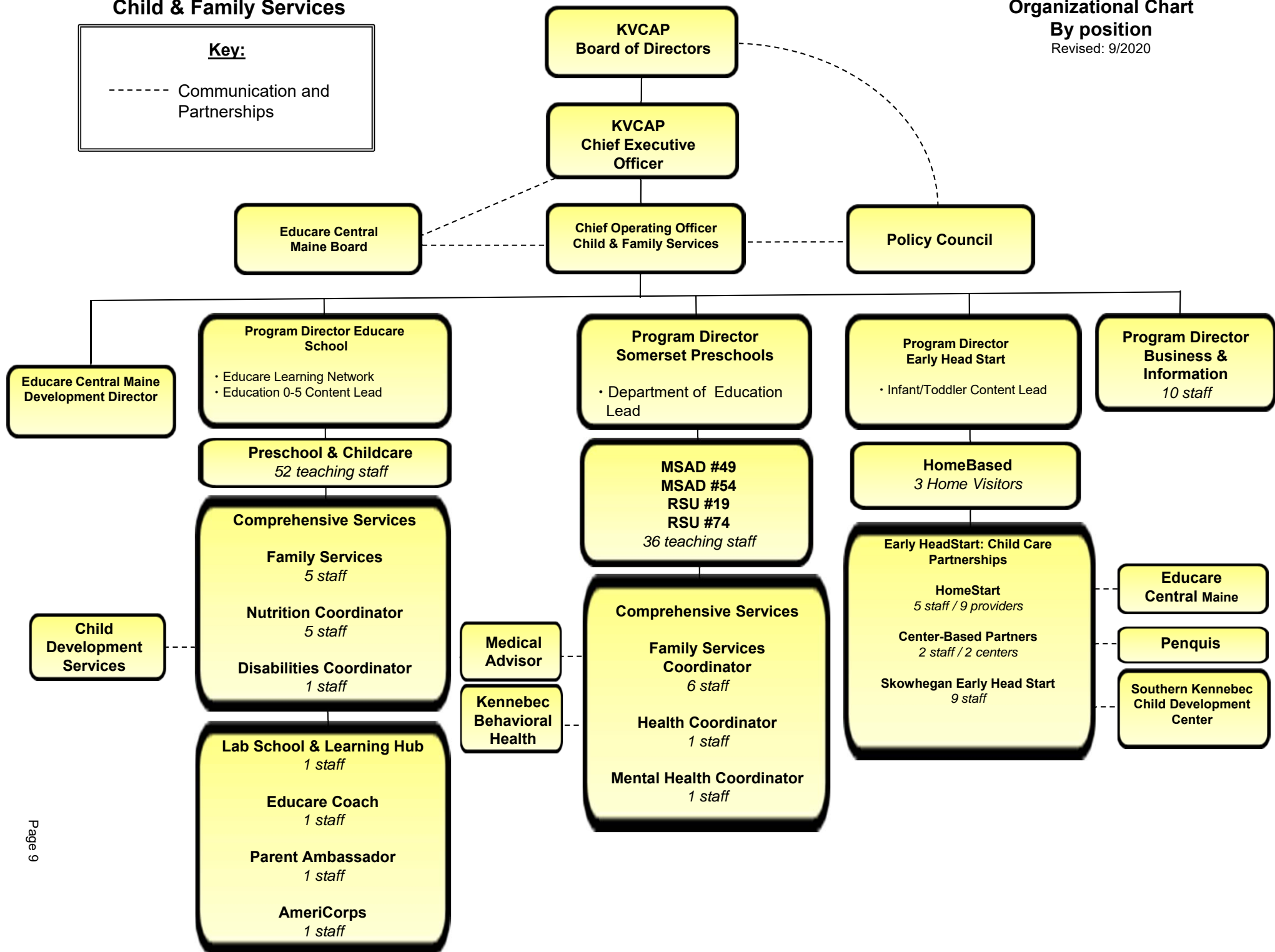
### Key:

----- Communication and Partnerships

## Organizational Chart

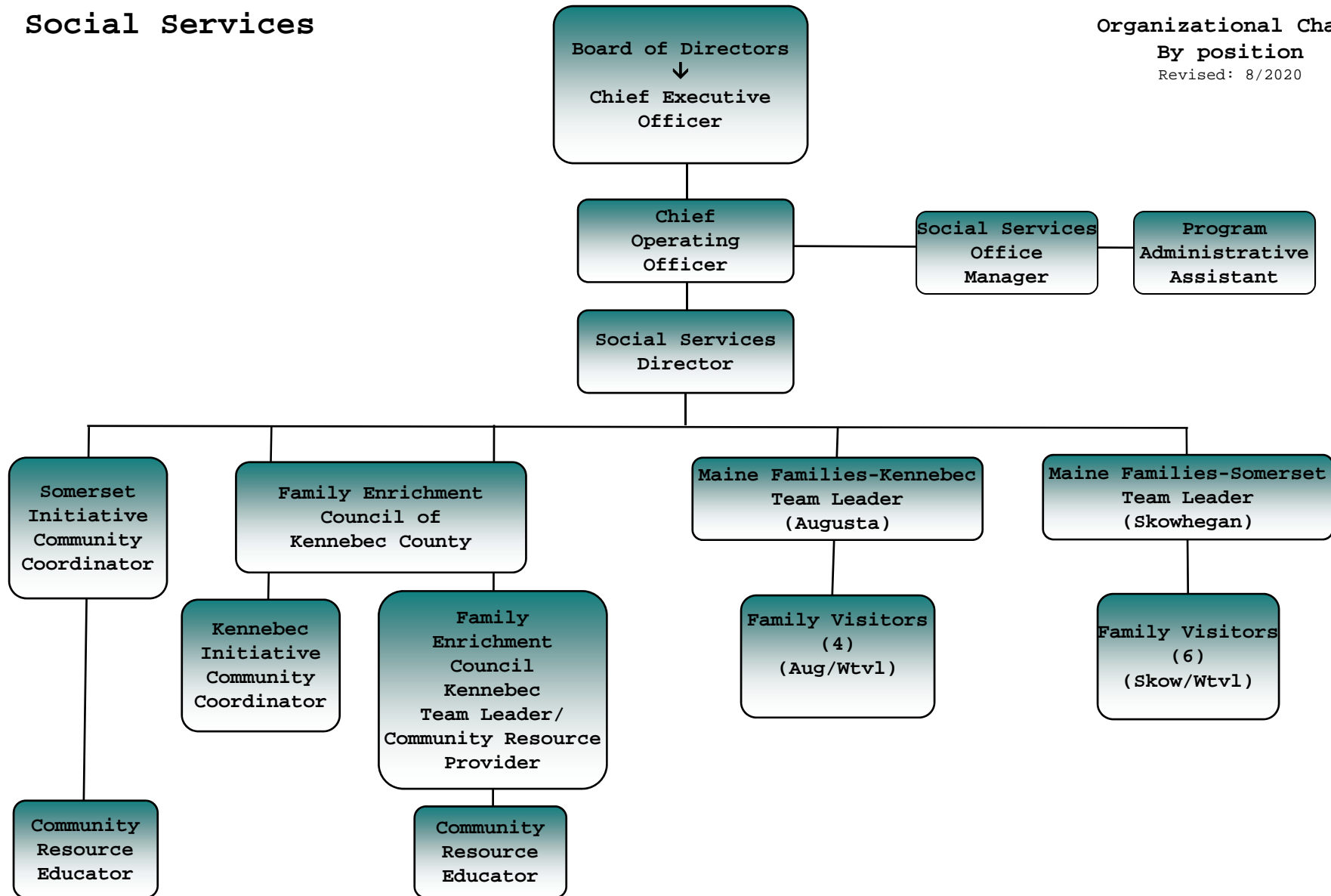
### By position

Revised: 9/2020



# Social Services

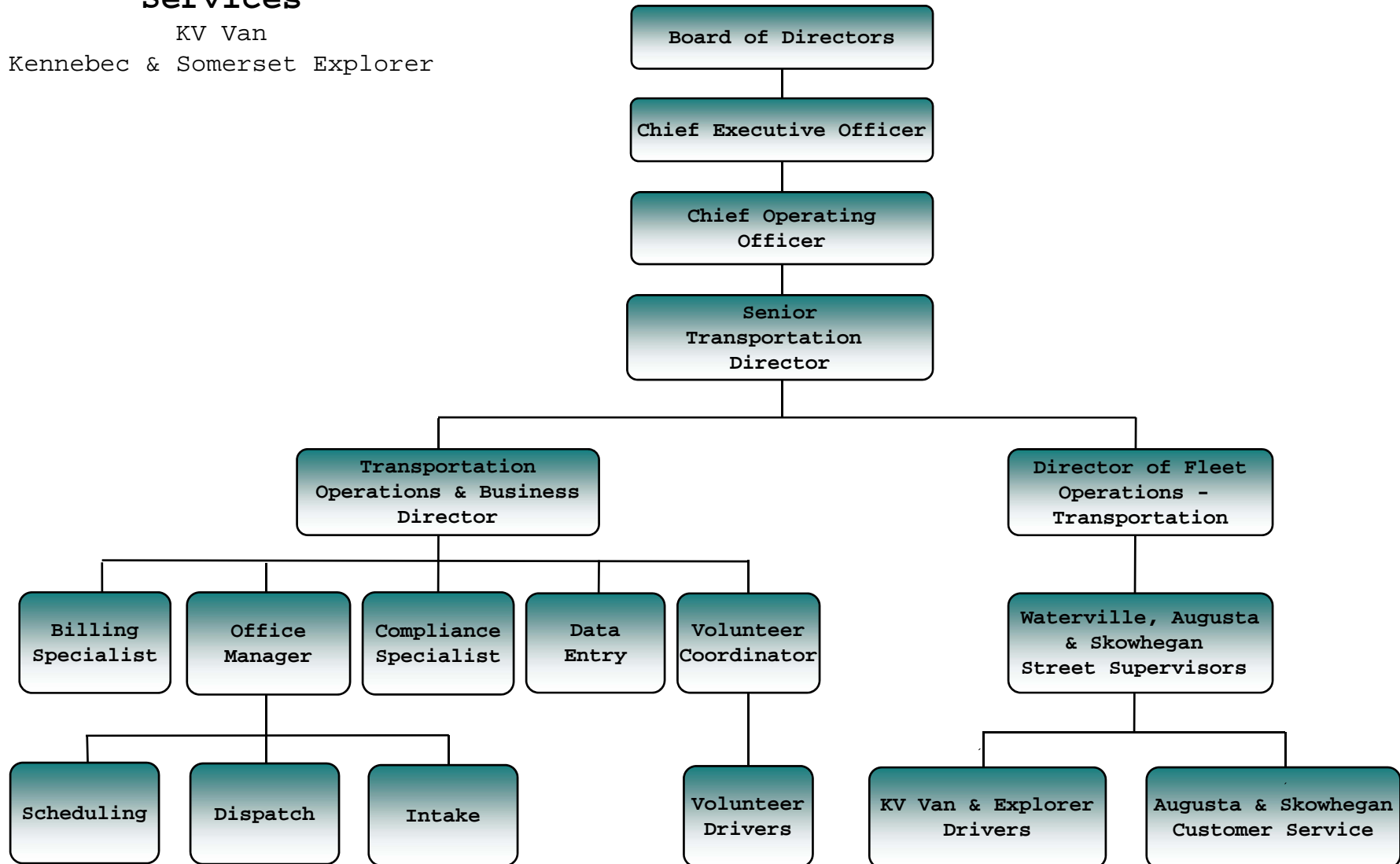
Organizational Chart  
By position  
Revised: 8/2020



# Transportation Services

KV Van  
Kennebec & Somerset Explorer

Organizational Chart  
by Position  
Revised: 9/2020

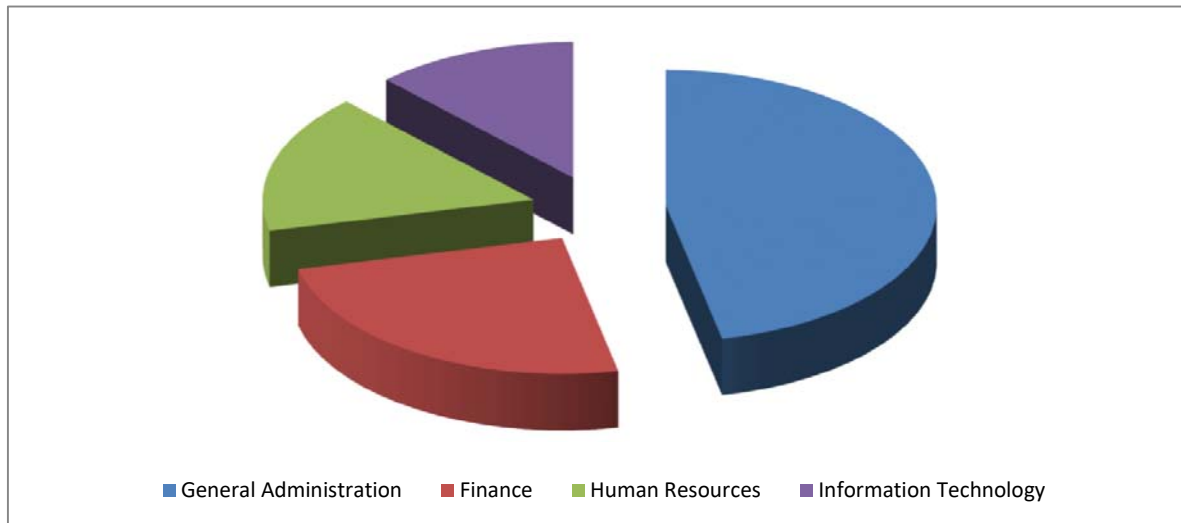


**Kennebec Valley Community Action Program**  
**Administration (Indirect Cost Pool) Operating Budgets**  
**October 1, 2020 - September 30, 2021**

<b>Expenses:</b>	<b>General Administration</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Information Technology</b>	<b>Total</b>
Personnel	\$ 613,284	\$ 392,081	\$ 251,063	\$ 126,059	\$ 1,382,487
Payroll Taxes & Employee Benefits	\$ 154,697	\$ 90,681	\$ 62,138	\$ 27,106	\$ 334,622
Staff Development	\$ 20,000	\$ 3,500	\$ 24,000	\$ 4,100	\$ 51,600
Travel	\$ 8,500	\$ 4,600	\$ 700	\$ 2,000	\$ 15,800
Office Costs	\$ 50,500	\$ 6,075	\$ 7,875	\$ 1,125	\$ 65,575
Insurance	\$ 50,827	\$ -	\$ 2,000	\$ 1,516	\$ 54,343
Telecommunications	\$ 13,750	\$ 1,800	\$ 480	\$ 3,500	\$ 19,530
Space & Occupancy	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Contract Services	\$ 130,000	\$ 74,500	\$ 38,500	\$ 85,000	\$ 328,000
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 43,100	\$ 3,500	\$ 1,000	\$ 18,000	\$ 65,600
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 6,750	\$ 10,000	\$ -	\$ 20,500	\$ 37,250
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 10,015	\$ 250	\$ 6,000	\$ 100	\$ 16,365
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,111,423	\$ 586,987	\$ 393,756	\$ 289,006	\$ 2,381,172

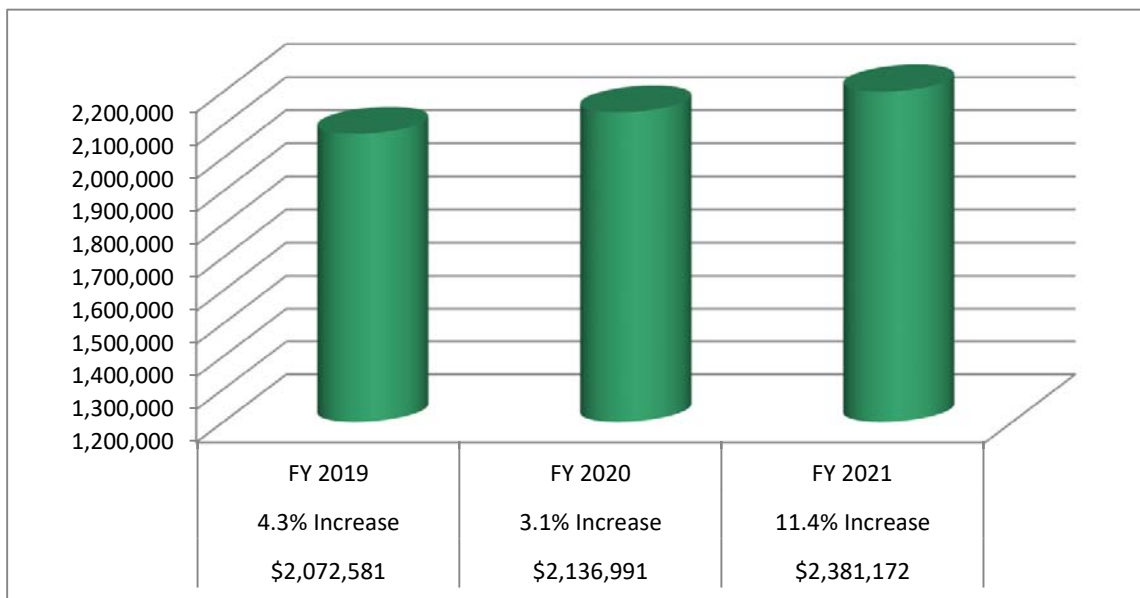
**Kennebec Valley Community Action Program  
Administration (Indirect Cost Pool) Operating Budgets  
October 1, 2020 - September 30, 2021**

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 46.7% of the budget), Finance (24.7%), Human Resources (16.5%), and Information Technology (12.1%).



For fiscal year 2021, the proposed Administration/Indirect Cost Pool budget is \$2,381,172. This is an increase of 11.4%, or \$244,181, compared to fiscal year 2020.

**Administrative/Indirect Cost Comparison  
FY 2019 - FY 2021**



**Kennebec Valley Community Action Program**  
**Administration/Indirect Cost Pool Operating Budgets**  
**October 1, 2020 - September 30, 2021**

The agency's federally approved indirect cost rate for 2021 has been proposed to remain at 23.5% of program salaries. Significant changes in this year's budget include personnel costs that include annual merit increases, filling the CFO position, and a vacant position in Finance. The Contract Services line has been increased to reflect increased data services charges related to additional software costs, licenses, and security and maintenance costs. Audit costs and legal fees were also adjusted to reflect actual costs. There is also an increase in costs under Other (Miscellaneous) expenses related to staff recruitment, background checks and fingerprinting. This budget also shows a significant decrease in travel expenses which is related directly to COVID-19 and conferences and trainings being postponed until it is safe to meet in person again.

<b>Expenses:</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Increase / (Decrease)</b>
Personnel	\$ 1,230,238	\$ 1,382,487	\$ 152,249
Payroll Taxes & Employee Benefits	\$ 289,313	\$ 334,622	\$ 45,309
Staff Development	\$ 42,650	\$ 51,600	\$ 8,950
Travel	\$ 40,700	\$ 15,800	\$ (24,900)
Office Costs	\$ 71,650	\$ 65,575	\$ (6,075)
Insurance	\$ 49,618	\$ 54,343	\$ 4,725
Telecommunications	\$ 16,985	\$ 19,530	\$ 2,545
Space & Occupancy	\$ 9,000	\$ 10,000	\$ 1,000
Contract Services	\$ 285,500	\$ 328,000	\$ 42,500
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 56,100	\$ 65,600	\$ 9,500
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 32,222	\$ 37,250	\$ 5,028
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 13,015	\$ 16,365	\$ 3,350
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 2,136,991</b>	<b>\$ 2,381,172</b>	<b>\$ 244,181</b>

\*Note: The FY 2021 budget is based on salary projections made in July 2020 and are lower than those proposed by agency departments.

The total Administration/Indirect Cost Pool budget is 9.1% 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:** \$1,111,423

#### **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, Raymond Girouard, Responsible for oversight of Agency finances and contract compliance.
- Chief Operating Officer for Community Services, Michele Prince, Responsible for oversight of Energy & Housing, Community Initiatives, Transportation, and Social Services.
- Chief Operating Officer for Child & Family Services Director, Tracye Fortin, Responsible for oversight of Child and Family Services.
- Chief Administrative Officer, Cathy Kershner, Responsible for oversight of Human Resources, Facilities and Information & Technology, including 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 development and implementation of Year Four and Five 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 a training 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, 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 maintain and enhance strong customer service.

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

**Budget:** \$67,514

**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.
- Co-implement the New Orientation Training in partnership with Human Resources, to include messaging that will build and strengthen our brand ambassadors.

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

- Organize and promote the FY2021 Charitable Contributions Campaign at KVCAP.
- Continue to identify, cultivate, and solicit new/continuing donors for events and through the FY2021 fall appeal, the FY2021 spring appeal, and the FY2021 employee appeal.
- Plan and execute the community outreach and fundraising events.
- 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.

- 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: Raymond Girouard)**

**Budget:** \$586,987

**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:** \$393,756

**Staff:** 4 - 3 full-time, 1 part-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, and participation in Virgin Pulse Programs which allows employees to track their daily steps and exercise routines through a Fitbit. Staff may also utilize the Virgin Pulse App to participate and compete in team activities, 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 to maintain an updated Supervisor's Manual.
- Review and update the Personnel Policies
- Continue the Implementation of 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):** Maintain the 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:** \$289,006

**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: Anticipated New Service Opportunities:**

- Continue to improve and refresh technology in remaining meeting room areas.
- Improve lobby entrance security with digital sign in stations, signage, health screenings and in/out boards.
- Continue to monitor and adjust our Business Resiliency and Continuity Plan.
- Improved remote access for our staff. Which will be more secure and easier to use for 2020/2021.
- Continue updating remaining servers onto Windows 2019.
- Update Gerald Hotel WiFi infrastructure for 2020/2021

**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, 2020 - September 30, 2021**

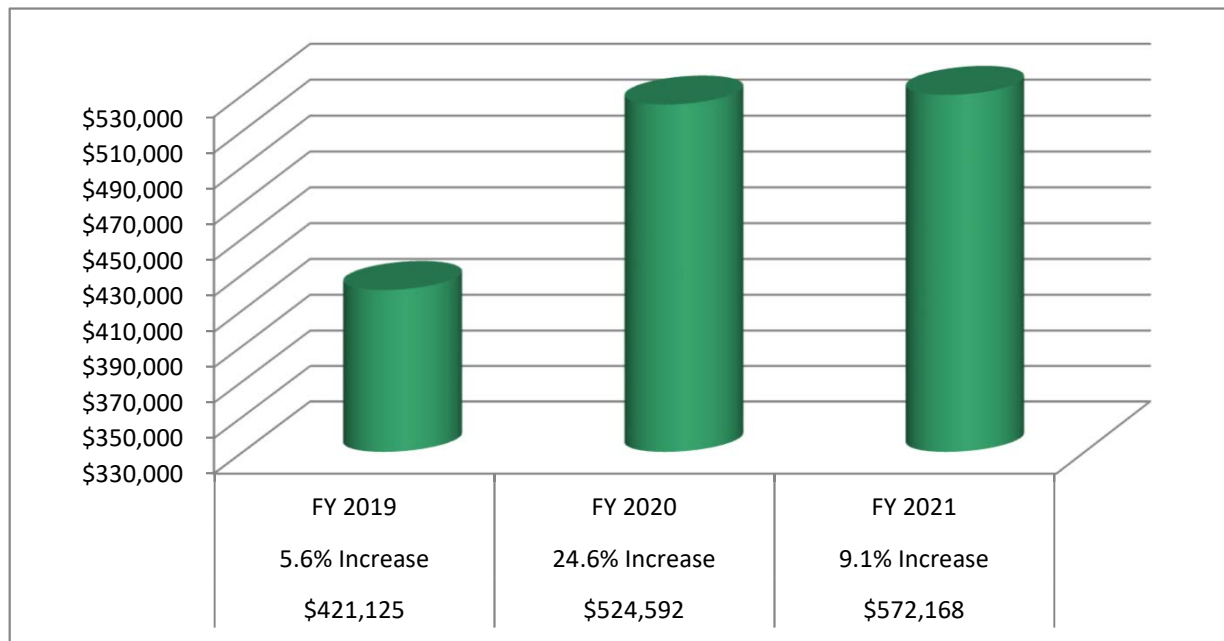
<b>Expenses:</b>	
Personnel	\$ 154,359
Payroll Taxes & Employee Benefits	\$ 63,955
Staff Development	\$ -
Travel	\$ 100
Office Costs	\$ 650
Insurance	\$ 13,500
Telecommunications	\$ 3,550
Space & Occupancy	\$ 114,650
Contract Services	\$ 52,800
Vehicle	\$ 6,300
Housing Property Costs	\$ -
Materials & Supplies	\$ 10,200
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 36,275
Interest	\$ 12,500
Depreciation	\$ 102,225
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 1,104
Inkind	\$ -
<b>Total Expenses:</b>	\$ 572,168

**Kennebec Valley Community Action Program**  
**Facilities Operating Budget**  
**October 1, 2020 - September 30, 2021**

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

For fiscal year 2021, the proposed budget is \$572,168, and represents a 9.1%, or \$47,576 increase compared to fiscal year 2020.

**Facilities Cost Comparison**  
**FY 2019 - FY 2021**



The increase in the Facilities budget for 2021 is the result of increased personnel costs related to annual merit increases and program restructuring that adds an additional maintenance technician to the staff. Contract services is the other expense line item that shows a significant variance. The increase of \$33,800 or 178% is to bring this expense line closer to actual based on prior year expenditures and maintenance projects projected for the new year.

A break down of space and occupancy costs into individual expense accounts shows small increases in rent expense and snow removal/landscaping expenses. Electricity and fuel expenses are showing small decreases compared to the prior year. The largest variances are in water/sewer expenses which shows an increase of \$423 or 17.1% and rubbish removal which shows an increase of \$1,400 or 41.2%. These increases are to bring these two expense lines inline with prior year actual expenses.

**Kennebec Valley Community Action Program**  
**Facilities Operating Budgets**  
**October 1, 2020 - September 30, 2021**

<b>Expenses:</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Increase/ (Decrease)</b>
Personnel	\$ 143,116	\$ 154,359	\$ 11,243
Payroll Taxes & Employee Benefits	\$ 49,015	\$ 63,955	\$ 14,940
Staff Development	\$ -	\$ -	\$ -
Travel	\$ 100	\$ 100	\$ -
Office Costs	\$ 400	\$ 650	\$ 250
Insurance	\$ 14,100	\$ 13,500	\$ (600)
Telecommunications	\$ 3,319	\$ 3,550	\$ 231
Space & Occupancy	\$ 115,377	\$ 114,650	\$ (727)
Contract Services	\$ 19,000	\$ 52,800	\$ 33,800
Vehicle	\$ 7,022	\$ 6,300	\$ (722)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 19,900	\$ 10,200	\$ (9,700)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 33,632	\$ 36,275	\$ 2,643
Interest	\$ 16,950	\$ 12,500	\$ (4,450)
Depreciation	\$ 101,531	\$ 102,225	\$ 694
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,130	\$ 1,104	\$ (26)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 524,592</b>	<b>\$ 572,168</b>	<b>\$ 47,576</b>

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

Rent (2021 budget amount = \$22,650 - 3% increase compared to 2020)

Electricity (\$28,800 - 7.1% decrease)

Fuel (\$40,000 - 4.8% decrease)

Water/Sewer (\$2,900 - 17.1% increase)

Rubbish Removal (\$4,800 - 41.2% increase)

Snow Removal/Landscaping (\$15,500 - 6.9% increase)



**PART IV: FACILITIES** (Michael Taylor, Facilities Manager)

**Budget:** \$572,168 (does not include ECM-paid costs or rental expenses)

**Staff:** 5 & 1/2 full-time equivalents (includes Educare Central Maine maintenance staff)

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

**Continuing Services:**

- Continue working on upgrades in staff offices (painting, rugs)
- Continue upgrading offices at the Transportation Center
- Finish work on the front parking lot (sealing, striping, fixing cracks)

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

**Anticipated New Service Opportunities:**

- Updating and expanding safety & security of buildings and parking lots
- Develop an Agency Safety Committee
- Update the maintenance protocols/procedures manual

**Kennebec Valley Community Action Program**  
**Agency Operating Budgets**  
**October 1, 2020 - September 30, 2021**

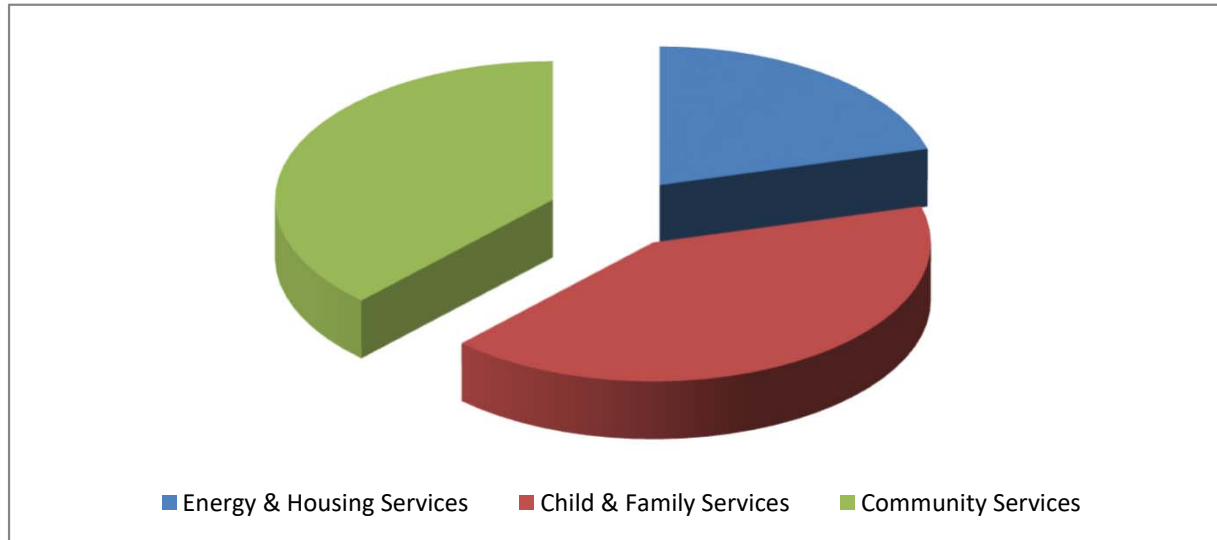
<b>Revenue:</b>	<b>Energy &amp; Housing Services</b>	<b>Child &amp; Family Services</b>	<b>Community Services</b>	<b>Total</b>
Grants & Contracts	\$ 5,705,451	\$ 9,430,037	\$ 3,023,496	\$ 18,158,984
Program Revenue	\$ 21,264	\$ 1,887,424	\$ 7,452,547	\$ 9,361,235
Other Revenue	\$ 25,000	\$ 104,300	\$ 15,250	\$ 144,550
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 5,751,715	\$ 11,421,761	\$ 10,491,293	\$ 27,664,769

<b>Expenses:</b>				
Personnel	\$ 1,531,668	\$ 5,681,199	\$ 3,064,269	\$ 10,277,136
Payroll Taxes & Employee Benefits	\$ 478,234	\$ 1,881,941	\$ 978,894	\$ 3,339,069
Staff Development	\$ 11,117	\$ 63,107	\$ 4,456	\$ 78,680
Travel	\$ 11,370	\$ 124,615	\$ 56,053	\$ 192,038
Office Costs	\$ 66,919	\$ 83,845	\$ 31,277	\$ 182,041
Insurance	\$ 14,720	\$ 20,179	\$ -	\$ 34,899
Telecommunications	\$ 65,133	\$ 57,207	\$ 135,794	\$ 258,134
Space & Occupancy	\$ 325,800	\$ 211,818	\$ 258,245	\$ 795,863
Contract Services	\$ 16,978	\$ 1,402,801	\$ 125,336	\$ 1,545,115
Vehicle	\$ 54,661	\$ -	\$ 917,110	\$ 971,771
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 74,567	\$ 396,676	\$ 21,093	\$ 492,336
Direct Client Assistance	\$ 2,574,931	\$ 400	\$ 1,594,890	\$ 4,170,221
Administration (Indirect)	\$ 492,431	\$ 1,302,245	\$ 721,501	\$ 2,516,177
Interest	\$ -	\$ -	\$ 17,046	\$ 17,046
Depreciation	\$ 2,713	\$ 21,005	\$ 100,330	\$ 124,048
Common Carrier	\$ -	\$ -	\$ 2,429,440	\$ 2,429,440
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 30,473	\$ 174,723	\$ 35,559	\$ 240,755
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 5,751,715	\$ 11,421,761	\$ 10,491,293	\$ 27,664,769

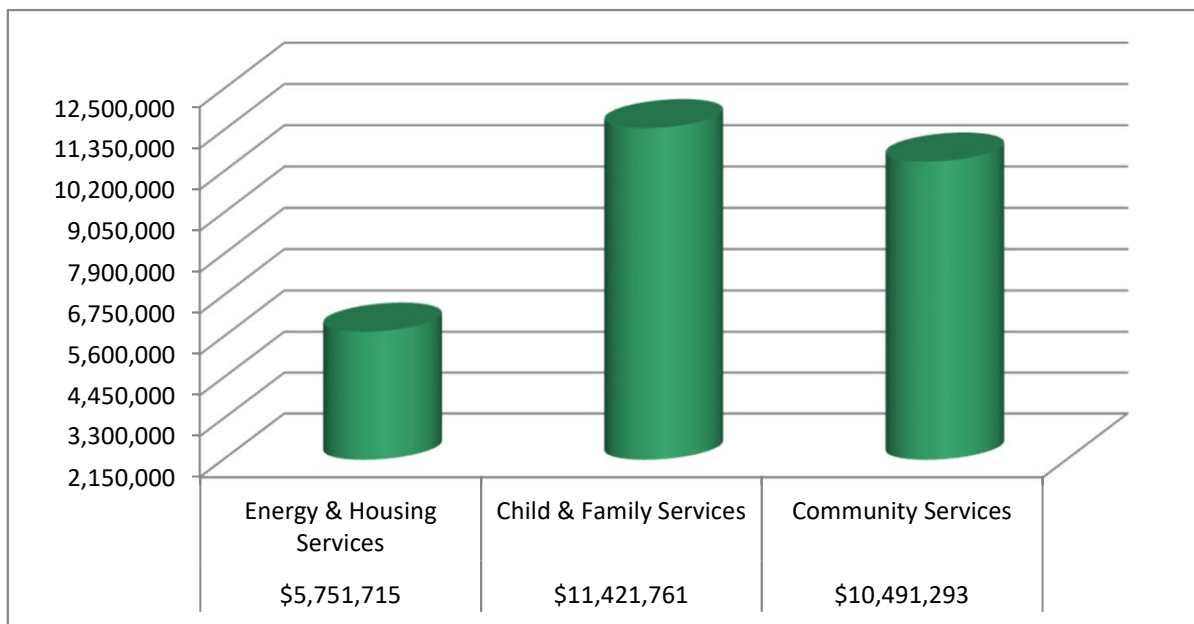
<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
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**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2020 - September 30, 2021**

The agency's operating budget consists of its three major departments - Energy and Housing Services (which contributes 20.8% of the budget), Child and Family Services (41.3%), and Community Services (37.9%).



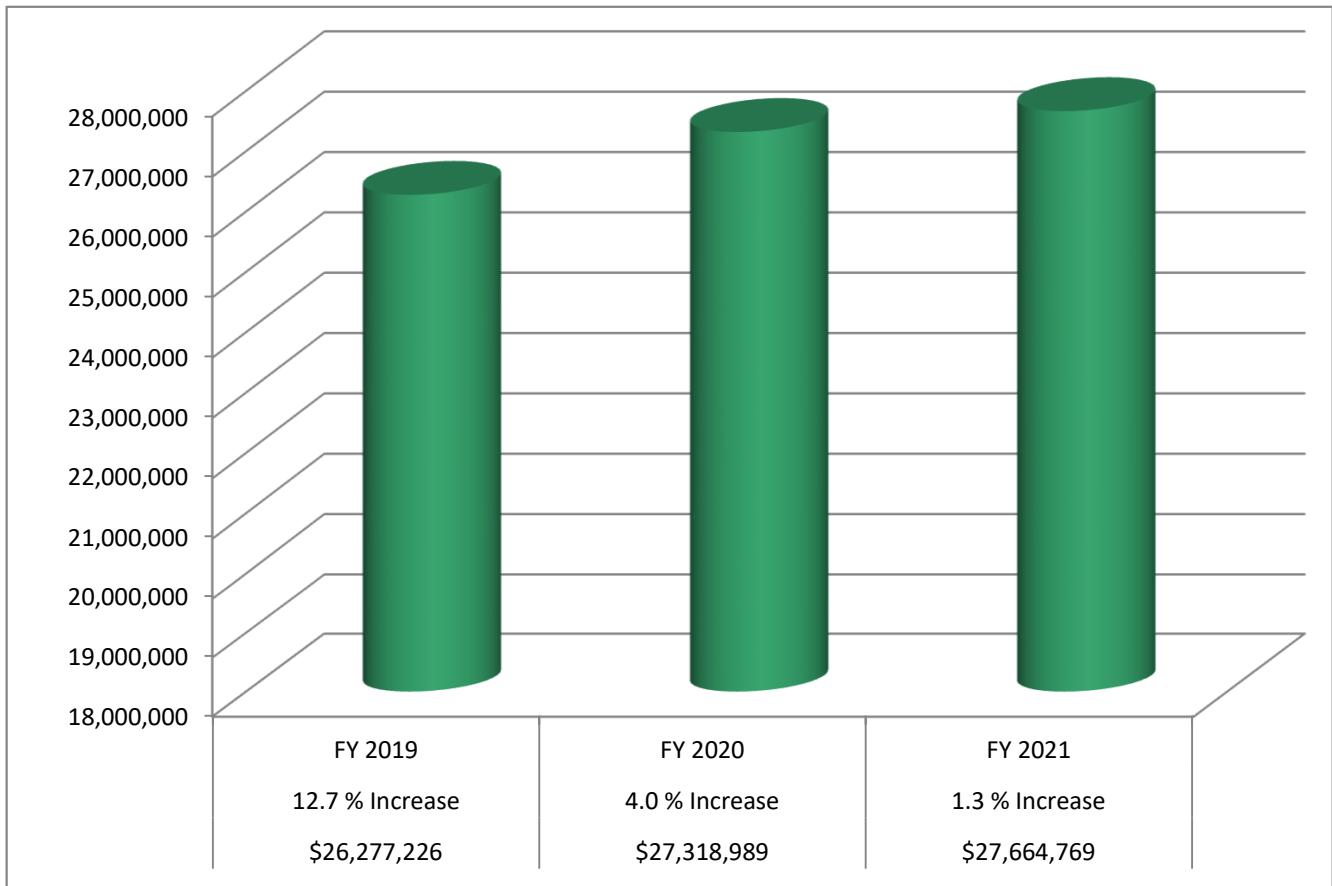
**Budget by Department**  
**FY 2021**



**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2020 - September 30, 2021**

For fiscal year 2021, a \$27,664,769 budget is proposed. This budget represents a 1.3%, or \$345,780 increase compared to fiscal year 2020.

**Agency Operating Budget Comparison**  
**FY 2019 - FY 2021**



By department, Energy & Housing Services shows a 11.5% increase, Child & Family Services shows a 4.6% decrease, and Community Services shows a 3.0% increase. Please see each department listing for more details.

**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2020 - September 30, 2021**

<b>Revenue:</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 16,546,762	\$ 18,158,984	\$ 1,612,222
Program Revenue	\$ 9,071,512	\$ 9,361,235	\$ 289,723
Other Revenue	\$ 360,610	\$ 144,550	\$ (216,060)
Inkind	\$ 1,340,105	\$ -	\$ (1,340,105)
<b>Total Revenue:</b>	<b>\$ 27,318,989</b>	<b>\$ 27,664,769</b>	<b>\$ 345,780</b>

<b>Expenses:</b>			
Personnel	\$ 9,550,693	\$ 10,277,136	\$ 726,443
Payroll Taxes & Employee Benefits	\$ 3,187,424	\$ 3,339,069	\$ 151,645
Staff Development	\$ 93,514	\$ 78,680	\$ (14,834)
Travel	\$ 187,404	\$ 192,038	\$ 4,634
Office Costs	\$ 156,599	\$ 182,041	\$ 25,442
Insurance	\$ 34,898	\$ 34,899	\$ 1
Telecommunications	\$ 226,205	\$ 258,134	\$ 31,929
Space & Occupancy	\$ 670,226	\$ 795,863	\$ 125,637
Contract Services	\$ 1,549,606	\$ 1,545,115	\$ (4,491)
Vehicle	\$ 906,584	\$ 971,771	\$ 65,187
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 405,260	\$ 492,336	\$ 87,076
Direct Client Assistance	\$ 3,983,309	\$ 4,170,221	\$ 186,912
Administration (Indirect)	\$ 2,250,648	\$ 2,516,177	\$ 265,529
Interest	\$ 17,046	\$ 17,046	\$ -
Depreciation	\$ 114,517	\$ 124,048	\$ 9,531
Common Carrier	\$ 2,396,159	\$ 2,429,440	\$ 33,281
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 241,163	\$ 240,755	\$ (408)
Inkind	\$ 1,340,105	\$ -	\$ (1,340,105)
<b>Total Expenses:</b>	<b>\$ 27,311,360</b>	<b>\$ 27,664,769</b>	<b>\$ 353,409</b>

<b>Surplus/(Deficit)</b>	<b>\$ 7,629</b>	<b>\$ -</b>	<b>\$ (7,629)</b>
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**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2020 - September 30, 2021**

<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	\$ 4,742,663	\$ 107,000	\$ 153,368	\$ -	\$ 702,420	\$ 5,705,451
Program Revenue	\$ -	\$ 21,264	\$ -	\$ -	\$ -	\$ 21,264
Other Revenue	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 4,742,663	\$ 128,264	\$ 153,368	\$ 25,000	\$ 702,420	\$ 5,751,715

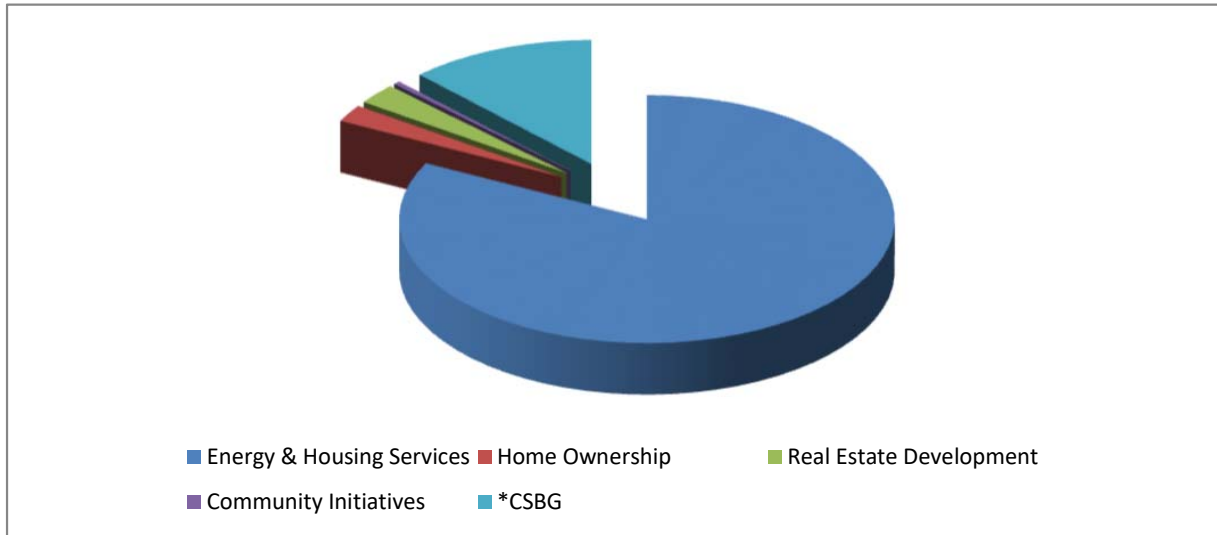
<b>Expenses:</b>						
Personnel	\$ 1,002,578	\$ 64,075	\$ 93,725	\$ 15,683	\$ 355,607	\$ 1,531,668
Payroll Taxes & Employee Benefits	\$ 303,332	\$ 21,016	\$ 25,356	\$ 5,132	\$ 123,398	\$ 478,234
Staff Development	\$ 6,908	\$ 2,184	\$ -	\$ -	\$ 2,025	\$ 11,117
Travel	\$ 1,200	\$ -	\$ 5,350	\$ -	\$ 4,820	\$ 11,370
Office Costs	\$ 58,125	\$ 4,680	\$ 1,280	\$ -	\$ 2,834	\$ 66,919
Insurance	\$ 14,140	\$ -	\$ -	\$ -	\$ 580	\$ 14,720
Telecommunications	\$ 53,207	\$ 2,763	\$ 1,080	\$ -	\$ 8,083	\$ 65,133
Space & Occupancy	\$ 251,722	\$ 11,589	\$ 4,620	\$ -	\$ 57,869	\$ 325,800
Contract Services	\$ -	\$ 6,000	\$ -	\$ -	\$ 10,978	\$ 16,978
Vehicle	\$ 54,661	\$ -	\$ -	\$ -	\$ -	\$ 54,661
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 69,367	\$ 600	\$ 600	\$ -	\$ 4,000	\$ 74,567
Direct Client Assistance	\$ 2,537,912	\$ -	\$ -	\$ -	\$ 37,019	\$ 2,574,931
Administration (Indirect)	\$ 370,070	\$ 14,553	\$ 20,557	\$ 3,685	\$ 83,566	\$ 492,431
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,200	\$ -	\$ -	\$ -	\$ 1,513	\$ 2,713
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 18,241	\$ 804	\$ 800	\$ 500	\$ 10,128	\$ 30,473
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 4,742,663	\$ 128,264	\$ 153,368	\$ 25,000	\$ 702,420	\$ 5,751,715

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

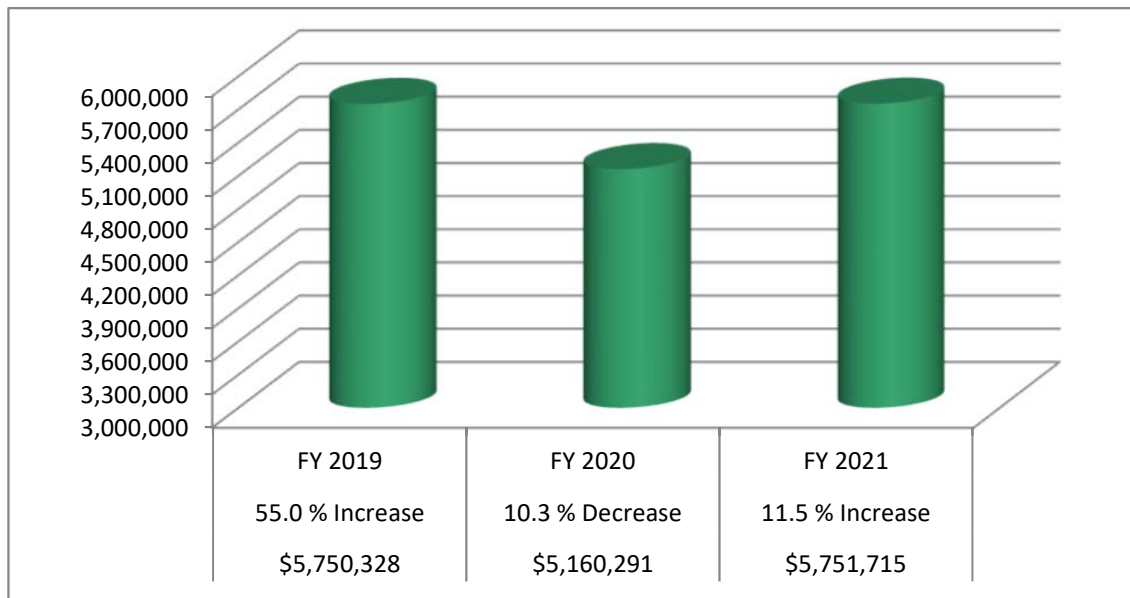
**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budget**  
**October 1, 2020 - September 30, 2021**

The Energy & Housing Services budget consists of the following programming: Energy & Housing Services (which contributes 82.5% of the budget), Home Ownership Services (2.2%), Real Estate Development (2.7%), Community Initiatives (0.4%), and CSBG (12.2%).



For fiscal year 2021, the proposed Energy & Housing Services budget is \$5,751,715. This is an increase of 11.5%, or \$591,424, compared to fiscal year 2020.

**Energy & Housing Services Comparison**  
**FY 2019 - FY 2021**



**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budget**  
**October 1, 2020 - September 30, 2021**

Energy & Housing Services is showing an increase in funding for FY 2021. There are increases in Fuel Assistance (\$251k), HARP (\$233k), CDBG Home Repair (\$62k), DOE (\$57k), Home Ownership Education & Counseling (\$67k), and CSBG (\$300k). These increases were offset by decreases in Assurance 16 (\$114k) due to nonrenewal, Youth Outreach (\$79k) due to the contract going out to RFP and requiring applications by region, and miscellaneous Teen Center funding from events and small foundation grants (\$22k). There was also a decrease in Heap Weatherization funding (\$140k) due to less carry forward funds from prior year contracts.

Key variances in expenditures are in personnel costs that are related to annual merit increases and increased staffing related to CSBG CARES Act funding, Space and Occupancy due to more office space being used to ensure physical distancing requirements, and Direct Client Services which is the net offset of funding changes in Weatherization and Home Repair and increases in CSBG CARES Act funding to fund client needs related to COVID-19.

<b>Revenue:</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 5,095,397	\$ 5,705,451	\$ 610,054
Program Revenue	\$ 21,264	\$ 21,264	\$ -
Other Revenue	\$ 43,630	\$ 25,000	\$ (18,630)
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 5,160,291</b>	<b>\$ 5,751,715</b>	<b>\$ 591,424</b>

<b>Expenses:</b>			
Personnel	\$ 1,339,914	\$ 1,531,668	\$ 191,754
Payroll Taxes & Employee Benefits	\$ 399,341	\$ 478,234	\$ 78,893
Staff Development	\$ 13,829	\$ 11,117	\$ (2,712)
Travel	\$ 14,152	\$ 11,370	\$ (2,782)
Office Costs	\$ 58,392	\$ 66,919	\$ 8,527
Insurance	\$ 14,720	\$ 14,720	\$ -
Telecommunications	\$ 51,578	\$ 65,133	\$ 13,555
Space & Occupancy	\$ 242,381	\$ 325,800	\$ 83,419
Contract Services	\$ 23,823	\$ 16,978	\$ (6,845)
Vehicle	\$ 53,401	\$ 54,661	\$ 1,260
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 89,390	\$ 74,567	\$ (14,823)
Direct Client Assistance	\$ 2,507,031	\$ 2,574,931	\$ 67,900
Administration (Indirect)	\$ 322,519	\$ 492,431	\$ 169,912
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 2,713	\$ 2,713	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 27,107	\$ 30,473	\$ 3,366
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 5,160,291</b>	<b>\$ 5,751,715</b>	<b>\$ 591,424</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2020 - September 30, 2021**

<b>Revenue:</b>	<b>*LIHEAP</b>	<b>*LIAP</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	\$ 1,041,291	\$ 63,273	\$ 643,068	\$ 1,145,871	\$ 535,650	\$ 165,300	\$ 900,710	\$ 247,500	\$ 4,742,663
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 1,041,291</b>	<b>\$ 63,273</b>	<b>\$ 643,068</b>	<b>\$ 1,145,871</b>	<b>\$ 535,650</b>	<b>\$ 165,300</b>	<b>\$ 900,710</b>	<b>\$ 247,500</b>	<b>\$ 4,742,663</b>

<b>Expenses:</b>									
Personnel	\$ 587,388	\$ 33,516	\$ 88,119	\$ 138,836	\$ 72,480	\$ 10,851	\$ 49,416	\$ 21,972	\$ 1,002,578
Payroll Taxes & Employee Benefits	\$ 173,400	\$ 8,784	\$ 28,384	\$ 41,114	\$ 25,548	\$ 4,358	\$ 13,716	\$ 8,028	\$ 303,332
Staff Development	\$ -	\$ -	\$ -	\$ 2,400	\$ 2,108	\$ -	\$ 2,400	\$ -	\$ 6,908
Travel	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200
Office Costs	\$ 25,572	\$ 2,400	\$ 1,985	\$ 9,325	\$ 5,989	\$ 1,200	\$ 9,974	\$ 1,680	\$ 58,125
Insurance	\$ -	\$ -	\$ 14,140	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,140
Telecommunications	\$ 5,472	\$ 1,200	\$ -	\$ 24,800	\$ 10,600	\$ 595	\$ 8,400	\$ 2,140	\$ 53,207
Space & Occupancy	\$ 115,756	\$ 4,992	\$ 14,000	\$ 48,000	\$ 9,908	\$ 4,146	\$ 44,400	\$ 10,520	\$ 251,722
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ 9,999	\$ 26,262	\$ 10,000	\$ -	\$ 8,400	\$ -	\$ 54,661
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 69,367	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69,367
Direct Client Assistance	\$ -	\$ -	\$ 375,577	\$ 723,974	\$ 348,173	\$ 141,600	\$ 750,588	\$ 198,000	\$ 2,537,912
Administration (Indirect)	\$ 132,503	\$ 11,640	\$ 38,997	\$ 119,160	\$ 48,444	\$ 2,550	\$ 11,616	\$ 5,160	\$ 370,070
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ 1,200
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 741	\$ 2,500	\$ 12,000	\$ 1,200	\$ -	\$ 1,800	\$ -	\$ 18,241
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 1,041,291</b>	<b>\$ 63,273</b>	<b>\$ 643,068</b>	<b>\$ 1,145,871</b>	<b>\$ 535,650</b>	<b>\$ 165,300</b>	<b>\$ 900,710</b>	<b>\$ 247,500</b>	<b>\$ 4,742,663</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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\*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, 2020 - September 30, 2021**

<b>Revenue:</b>	<b>Home Buyer Education</b>	<b>Home Ownership Ed &amp; Counseling</b>	<b>*HUD</b>	<b>Total</b>
Grants & Contracts	\$ 12,000	\$ 67,000	\$ 28,000	\$ 107,000
Program Revenue	\$ 21,264	\$ -	\$ -	\$ 21,264
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 33,264	\$ 67,000	\$ 28,000	\$ 128,264

<b>Expenses:</b>				
Personnel	\$ 16,272	\$ 32,328	\$ 15,475	\$ 64,075
Payroll Taxes & Employee Benefits	\$ 3,600	\$ 11,548	\$ 5,868	\$ 21,016
Staff Development	\$ -	\$ 984	\$ 1,200	\$ 2,184
Travel	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ 576	\$ 3,504	\$ 600	\$ 4,680
Insurance	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 600	\$ 1,608	\$ 555	\$ 2,763
Space & Occupancy	\$ 1,800	\$ 9,144	\$ 645	\$ 11,589
Contract Services	\$ 6,000	\$ -	\$ -	\$ 6,000
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 600	\$ -	\$ -	\$ 600
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 3,816	\$ 7,080	\$ 3,657	\$ 14,553
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 804	\$ -	\$ 804
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 33,264	\$ 67,000	\$ 28,000	\$ 128,264

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

**Kennebec Valley Community Action Program**  
**Neighborworks & Real Estate Development Operating Budget**  
**October 1, 2020 - September 30, 2021**

<b>Revenue:</b>	<b>Neighborworks Administration</b>	<b>Community Building &amp; Engagement</b>	<b>Real Estate Development</b>	<b>Total</b>
Grants & Contracts	\$ 6,107	\$ 17,500	\$ 129,761	\$ 153,368
Program Revenue	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 6,107	\$ 17,500	\$ 129,761	\$ 153,368

<b>Expenses:</b>				
Personnel	\$ 3,959	\$ 10,860	\$ 78,906	\$ 93,725
Payroll Taxes & Employee Benefits	\$ 1,224	\$ 3,588	\$ 20,544	\$ 25,356
Staff Development	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ 200	\$ 5,150	\$ 5,350
Office Costs	\$ -	\$ -	\$ 1,280	\$ 1,280
Insurance	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ 1,080	\$ 1,080
Space & Occupancy	\$ -	\$ -	\$ 4,620	\$ 4,620
Contract Services	\$ -	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 600	\$ 600
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 924	\$ 2,652	\$ 16,981	\$ 20,557
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 200	\$ 600	\$ 800
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 6,107	\$ 17,500	\$ 129,761	\$ 153,368

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
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**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budgets**  
**October 1, 2020 - September 30, 2021**

<b>Revenue:</b>	<b>*SETC - UWMM</b>	<b>Community Investors - *UWMM</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ -
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ 22,000	\$ 3,000	\$ 25,000
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 22,000	\$ 3,000	\$ 25,000

<b>Expenses:</b>			
Personnel	\$ 13,763	\$ 1,920	\$ 15,683
Payroll Taxes & Employee Benefits	\$ 4,503	\$ 629	\$ 5,132
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 3,234	\$ 451	\$ 3,685
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 500	\$ -	\$ 500
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 22,000	\$ 3,000	\$ 25,000

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

\*UWMM = United Way Mid-Maine

**Kennebec Valley Community Action Program**  
**Community Services Block Grant Operating Budgets**  
**October 1, 2020 - September 30, 2021**

<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>CARES Act</b>	<b>Total</b>
Grants & Contracts	\$ 146,955	\$ 86,015	\$ 186,694	\$ 66,486	\$ 216,270	\$ 702,420
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 146,955	\$ 86,015	\$ 186,694	\$ 66,486	\$ 216,270	\$ 702,420

<b>Expenses:</b>						
Personnel	\$ 85,127	\$ 43,806	\$ 92,305	\$ 30,087	\$ 104,282	\$ 355,607
Payroll Taxes & Employee Benefits	\$ 26,974	\$ 16,078	\$ 30,010	\$ 9,649	\$ 40,687	\$ 123,398
Staff Development	\$ 275	\$ 300	\$ 700	\$ -	\$ 750	\$ 2,025
Travel	\$ 400	\$ 1,750	\$ 1,470	\$ 100	\$ 1,100	\$ 4,820
Office Costs	\$ 250	\$ 600	\$ 884	\$ 300	\$ 800	\$ 2,834
Insurance	\$ 580	\$ -	\$ -	\$ -	\$ -	\$ 580
Telecommunications	\$ 1,873	\$ 1,238	\$ 2,865	\$ 445	\$ 1,662	\$ 8,083
Space & Occupancy	\$ 7,452	\$ 11,949	\$ 24,668	\$ 9,835	\$ 3,965	\$ 57,869
Contract Services	\$ 1,978	\$ -	\$ -	\$ 9,000	\$ -	\$ 10,978
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 250	\$ -	\$ -	\$ -	\$ 3,750	\$ 4,000
Direct Client Assistance	\$ -	\$ -	\$ 7,000	\$ -	\$ 30,019	\$ 37,019
Administration (Indirect)	\$ 20,005	\$ 10,294	\$ 21,692	\$ 7,070	\$ 24,505	\$ 83,566
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,513	\$ -	\$ -	\$ -	\$ -	\$ 1,513
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 278	\$ -	\$ 5,100	\$ -	\$ 4,750	\$ 10,128
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 146,955	\$ 86,015	\$ 186,694	\$ 66,486	\$ 216,270	\$ 702,420

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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**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:** \$1,104,564 (\$1,041,291 - LIHEAP - \$63,273 – LIAP)

**Staff:** 10 full-time equivalents, 5 temporary/2 seasonal employees

**Description of Clients:** Income eligible households

**Number of Households to be Served in FY 2021:** 9,000

**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 2021:** 5

**Continuing Services:**

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

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

**Budget:** \$1,788,939

**Staff:** 4 full-time equivalents

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

**Number of Households to be Served in FY 2021:** 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:** \$535,650

**Staff:** 2 full-time equivalents

**Description of Clients:** LIHEAP eligible households

**Number of Households to be Served in FY 2021:** 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 2021: 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:** \$1,148,210 (\$900,710-HARP- \$247,500-CDBG)

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

**Staff:** 2 full-time equivalents

**Number of Families to be Served in FY 2021: 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:** \$128,264 (\$30,864-MH [including fees for service]; \$67,000-NW; \$28,000-HUD)

**Staff:** 1.5 full-time equivalent

**Description of Clients:** No Income Restrictions

**Estimated Number of Clients to be Served in FY 2021: 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

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

Since the pandemic, KVCAP has worked collaboratively with MaineHousing to provide a Rental Relief program. We anticipate the potential for additional rental and mortgage supports for households impacted by the pandemic, and KVCAP is well-positioned to work with community partners to ensure that these supports are provided effectively and efficiently to the community.

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

**Budget:** \$129,761

**Staff:** 1.5 FTE

**Cony Village LLC**

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

**Households to be Served in FY 2021:** 25

#### **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 2021: 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:**

Hartland Senior Housing: 30 units of affordable senior housing. KVCAP took ownership of the property in 2019. Construction is expected to begin in fall, 2020 and completed fall 2021.

26 Mary Street, Skowhegan - family/workforce housing. Currently the KVCAP-owned Boulette office building in Skowhegan is not fully occupied. Efforts are underway to obtain funding in order to repurpose the building into an affordable housing project to meet area housing needs.

Winslow School: KVCAP is in early discussions to turn the recently vacant elementary school into affordable senior housing. The project, if approved and viable, would begin in fall 2021.

Explore and evaluate the feasibility of taking over existing rural development properties that are nearing the end of their affordability covenants. Partners on these properties may include Genesis, CEI and the Department of Agriculture.

### **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.

#### **D. COMMUNITY INITIATIVES (Director: Monica Grady)**

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

**Budget:** \$177,662 (\$146,955 CSBG; \$22,000 United Way; \$8,707 Other funding)

**Staff:** 1.8 FTEs (on-site Coordinator, 3 part-time direct service and other part-time administrative support)

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

**Number of Clients to be Served in FY2021:** 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 & Community 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. In addition, the Waterville Rotary Club is exploring ways to help support South End Youth through collaboration with the SETC.

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

### **Poverty Initiative**

**Budget:** \$189,694 (\$186,694 CSBG; \$3,000; Community Investors 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 2021:** 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.

- Assist with several job fairs in the two county area.
- Administer the Emergency Assistance program that was developed in response to the pandemic, providing financial assistance to families at or below 250% of poverty, using a number of funding sources.

### **Anticipated New Opportunities:**

The Resource Navigator component will increase capacity in FY 2021 using CSBG CARES Act funds in order to serve more families and individuals, including those impacted by the pandemic. In addition, 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.

KVCAP is currently operating a COVID 19 Response program through November 2020, in partnership with Department of Health & Human Services. Based upon the status of cases within the state, there is a possibility that this work may be extended beyond that time frame. In FY 2020, Resource Navigators have been providing emotional support, navigation and financial assistance to vulnerable families that have one or more members who tested positive for COVID 19, must quarantine, and who have challenges to maintaining the requirements of a quarantine period without some assistance.

### **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.

#### **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:** Regular CSBG: \$486,150; CSBG Cares Act (2.5 year grant = \$564,597): FY 21 Portion \$216,270

In FY 2021, regular CSBG will support four components including a portion of 23 staff positions (4.7 FTEs). CSBG Cares Act will support COVID related activities, supporting a portion of 18 staff positions, 2.77 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. The majority of the funding supports programming in Community Initiatives, a division of Energy & Housing.

CSBG funding is designated specifically for community action agencies and is intended to allow for 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 four components funded by regular CSBG in FY 2021 include:

*South End Teen Center* – description in the Community Initiatives section.

*Community/School Based Education*– a component of the Family Enrichment Council offerings, described in Social Services section.

*Poverty Initiative* – description in the Community Initiatives section.

*Community Partnerships, Assessment and Training* – supports agency level work in the community, working in partnership with a variety of coalitions/work groups to identify community needs and seek solutions. This component also supports the work necessary 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.

The CARES Act CSBG funds are directed specifically toward mitigating the impacts of the COVID 10 pandemic, both at the agency capacity level as well as in direct work with individuals and families who have been negatively affected by the pandemic, particularly those who lost jobs, incomes, or had their self-sufficiency goal plans interrupted.



**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budgets**  
**October 1, 2020 - September 30, 2021**

<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	\$ 6,752,453	\$ 184,160	\$ 2,493,424	\$ 9,430,037
Program Revenue	\$ -	\$ -	\$ 1,887,424	\$ 1,887,424
Other Revenue	\$ -	\$ -	\$ 104,300	\$ 104,300
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 6,752,453	\$ 184,160	\$ 4,485,148	\$ 11,421,761

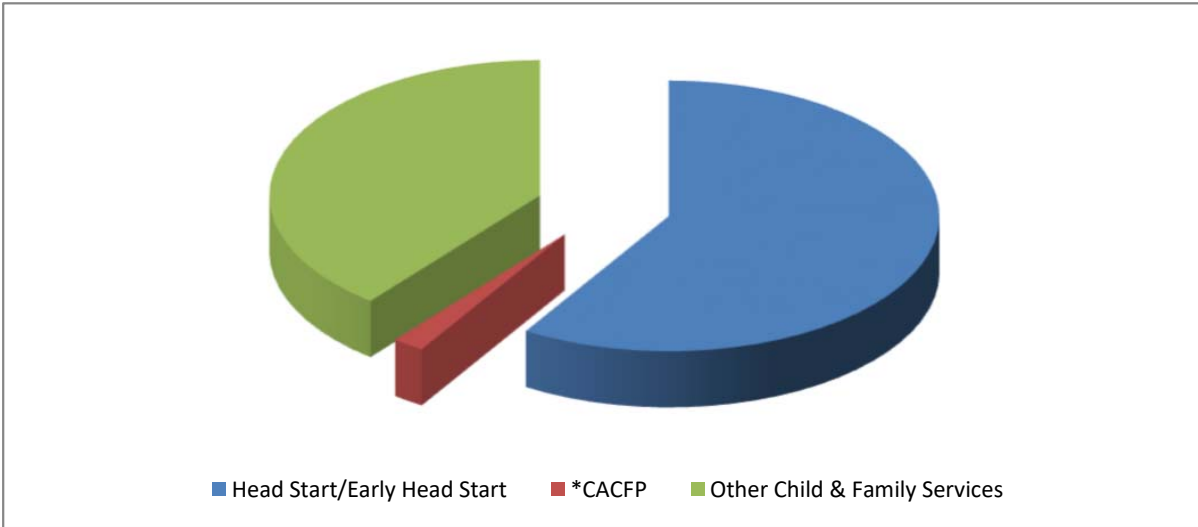
<b>Expenses:</b>				
Personnel	\$ 3,447,402	\$ 34,271	\$ 2,199,526	\$ 5,681,199
Payroll Taxes & Employee Benefits	\$ 1,191,312	\$ 15,291	\$ 675,338	\$ 1,881,941
Staff Development	\$ 50,912	\$ -	\$ 12,195	\$ 63,107
Travel	\$ 87,375	\$ -	\$ 37,240	\$ 124,615
Office Costs	\$ 50,012	\$ -	\$ 33,833	\$ 83,845
Insurance	\$ 8,389	\$ -	\$ 11,790	\$ 20,179
Telecommunications	\$ 26,633	\$ -	\$ 30,574	\$ 57,207
Space & Occupancy	\$ 52,322	\$ -	\$ 159,496	\$ 211,818
Contract Services	\$ 893,022	\$ -	\$ 509,779	\$ 1,402,801
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 97,184	\$ 126,546	\$ 172,946	\$ 396,676
Direct Client Assistance	\$ 400	\$ -	\$ -	\$ 400
Administration (Indirect)	\$ 810,140	\$ 8,052	\$ 484,053	\$ 1,302,245
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 10,930	\$ -	\$ 10,075	\$ 21,005
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 26,420	\$ -	\$ 148,303	\$ 174,723
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 6,752,453	\$ 184,160	\$ 4,485,148	\$ 11,421,761

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

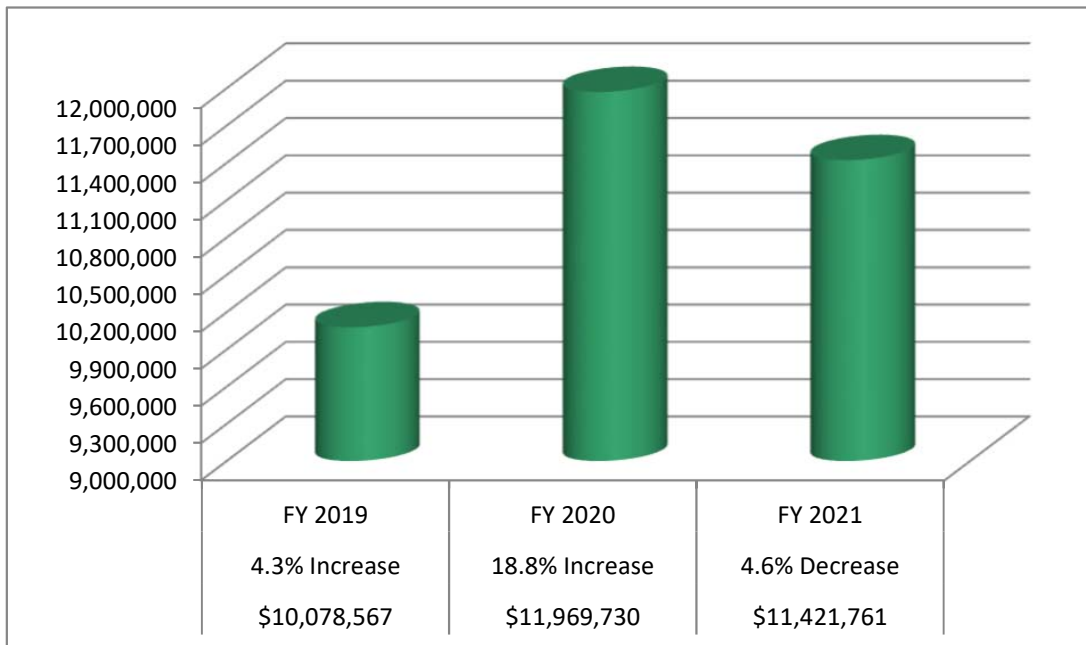
**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budget**  
**October 1, 2020 - September 30, 2021**

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 59.1% of the budget), the Child and Adult Care Food Program [CACFP] (1.6%), and Other Child & Family Services (39.3%).



For fiscal year 2021, the proposed Child & Family Services budget is \$11,421,761. This is a decrease of 4.6%, or (\$547,969), compared to fiscal year 2020.

**Child & Family Services Comparison**  
**FY 2019 - FY 2021**



**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budget**  
**October 1, 2020 - September 30, 2021**

The Child & Family Services budget is showing a decrease in revenue for fiscal year 2021. However, this is misleading. The decrease in revenue reflects the waiver issued by Federal Head Start that the Federal Head Start/Early Head Start (FHS) and the Early Head Start/Child Care Partnership (EHS/CCP) programs do not have to provide non-federal match for this year. This results in a decrease in both revenue and expenses of (\$1.34M). If you look at all the other revenue categories, with the exception of Other Revenue, there are increases in funding. The increases in Grants & Contracts are the net result of COLA & Quality Improvements funding (\$262k) and One-Time COVID-19 funding (\$363k) in the FHS and EHS/CCP, a decrease in Elevate Maine Funding of (\$260k), and new funding related to Americorp (\$154k), Mindfulness & Mastery (\$10k), Red Nose Day Fund (\$37k), Clare Foundation (\$36k), and ELN Best Practices Training grant (\$5k). Program Revenue is showing an increase which is the net of reductions of client fees in the Before/After School Program and increases in scholarships, vouchers, and payments from other subsidy programs.

Notable changes in expenses include increases in personnel costs related to the above mentioned COLA & Quality funds, annual merit increases, and new staffing positions. Office Costs, Materials and Supplies, and Other (Miscellaneous) expenses are showing increases related to program materials, educational supplies and other supplies including PPE related to COVID-19 activities and for virtual learning and at home learning packages. The decrease in Contract Services is directly related to the reduced program revenue from Elevate Maine.

<b>Revenue:</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 8,771,782	\$ 9,430,037	\$ 658,255
Program Revenue	\$ 1,738,593	\$ 1,887,424	\$ 148,831
Other Revenue	\$ 119,250	\$ 104,300	\$ (14,950)
Inkind	\$ 1,340,105	\$ -	\$ (1,340,105)
<b>Total Revenue:</b>	<b>\$ 11,969,730</b>	<b>\$ 11,421,761</b>	<b>\$ (547,969)</b>

<b>Expenses:</b>			
Personnel	\$ 5,231,564	\$ 5,681,199	\$ 449,635
Payroll Taxes & Employee Benefits	\$ 1,803,195	\$ 1,881,941	\$ 78,746
Staff Development	\$ 66,008	\$ 63,107	\$ (2,901)
Travel	\$ 112,946	\$ 124,615	\$ 11,669
Office Costs	\$ 60,701	\$ 83,845	\$ 23,144
Insurance	\$ 20,178	\$ 20,179	\$ 1
Telecommunications	\$ 47,899	\$ 57,207	\$ 9,308
Space & Occupancy	\$ 197,446	\$ 211,818	\$ 14,372
Contract Services	\$ 1,430,893	\$ 1,402,801	\$ (28,092)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 296,020	\$ 396,676	\$ 100,656
Direct Client Assistance	\$ 400	\$ 400	\$ -
Administration (Indirect)	\$ 1,229,418	\$ 1,302,245	\$ 72,827
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 11,474	\$ 21,005	\$ 9,531
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 121,483	\$ 174,723	\$ 53,240
Inkind	\$ 1,340,105	\$ -	\$ (1,340,105)
<b>Total Expenses:</b>	<b>\$ 11,969,730</b>	<b>\$ 11,421,761</b>	<b>\$ (547,969)</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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**Kennebec Valley Community Action Program**  
**Head Start/Early Head Start Operating Budgets**  
**October 1, 2020 - September 30, 2021**

Revenue:	State Head Start Educare	Head Start/Early Head Start - Educare	Head Start/Early Head Start - All Other Centers	Head Start/Early Head Start - COVID Funds	*EHS/CC Partnership - Educare	*EHS/CC Partnership - All Other Centers	*EHS/CC Partnership - COVID Funds	*T&TA - Educare	*T&TA - All Other Centers	Total
Grants & Contracts	\$ 245,464	\$ 1,708,476	\$ 2,058,353	\$ 275,067	\$ 444,889	\$ 1,832,555	\$ 87,880	\$ 39,363	\$ 60,406	\$ 6,752,453
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 245,464	\$ 1,708,476	\$ 2,058,353	\$ 275,067	\$ 444,889	\$ 1,832,555	\$ 87,880	\$ 39,363	\$ 60,406	\$ 6,752,453

Expenses:										
Personnel	\$ 154,372	\$ 1,006,988	\$ 1,243,159	\$ 159,500	\$ 266,813	\$ 616,570	\$ -	\$ -	\$ -	\$ 3,447,402
Payroll Taxes & Employee Benefits	\$ 51,980	\$ 346,233	\$ 398,336	\$ 57,893	\$ 99,698	\$ 237,172	\$ -	\$ -	\$ -	\$ 1,191,312
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,583	\$ 31,329	\$ 50,912
Travel	\$ 2,832	\$ 10,300	\$ 17,014	\$ 11,000	\$ 3,000	\$ 14,079	\$ -	\$ 9,864	\$ 19,286	\$ 87,375
Office Costs	\$ -	\$ 18,976	\$ 18,771	\$ -	\$ 2,538	\$ 9,727	\$ -	\$ -	\$ -	\$ 50,012
Insurance	\$ -	\$ 3,191	\$ 3,131	\$ -	\$ 2,067	\$ -	\$ -	\$ -	\$ -	\$ 8,389
Telecommunications	\$ -	\$ 9,078	\$ 11,470	\$ -	\$ 853	\$ 5,232	\$ -	\$ -	\$ -	\$ 26,633
Space & Occupancy	\$ -	\$ 13,518	\$ 13,261	\$ -	\$ 454	\$ 25,089	\$ -	\$ -	\$ -	\$ 52,322
Contract Services	\$ -	\$ 23,895	\$ 24,640	\$ -	\$ 3,215	\$ 750,422	\$ 75,000	\$ 8,117	\$ 7,733	\$ 893,022
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 31,052	\$ 27,763	\$ 9,186	\$ 2,391	\$ 13,912	\$ 12,880	\$ -	\$ -	\$ 97,184
Direct Client Assistance	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400
Administration (Indirect)	\$ 36,280	\$ 236,642	\$ 292,140	\$ 37,488	\$ 62,700	\$ 144,890	\$ -	\$ -	\$ -	\$ 810,140
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,930	\$ -	\$ -	\$ -	\$ 10,930
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 8,603	\$ 8,268	\$ -	\$ 1,160	\$ 4,532	\$ -	\$ 1,799	\$ 2,058	\$ 26,420
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 245,464	\$ 1,708,476	\$ 2,058,353	\$ 275,067	\$ 444,889	\$ 1,832,555	\$ 87,880	\$ 39,363	\$ 60,406	\$ 6,752,453

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

\*T&TA = Training & Technical Assistance

**Kennebec Valley Community Action Program**

**\*CACFP Operating Budgets**

**October 1, 2020 - September 30, 2021**

<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	\$ 34,271	\$ -	\$ 34,271
Payroll Taxes & Employee Benefits	\$ 15,291	\$ -	\$ 15,291
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 109,671	\$ 16,875	\$ 126,546
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 8,052	\$ -	\$ 8,052
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 167,285	\$ 16,875	\$ 184,160

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

**Kennebec Valley Community Action Program**  
**Other Child & Family Services Operating Budgets**  
**October 1, 2020 - September 30, 2021**

<b>Revenue:</b>	<b>Elevate Maine</b>	<b>Parent Ambassadors</b>	<b>Mindfulness &amp; Mastery</b>	<b>Constructive Coaching</b>	<b>Red Nose Day</b>	<b>Clare Foundation Grant</b>	<b>ELN Best Practices Training</b>	<b>Americorp</b>	<b>Other Services - Educare</b>	<b>Other Services - All Other Centers</b>	<b>Educare Facilities</b>	<b>Total</b>
Grants & Contracts	\$ 35,335	\$ 368,240	\$ 10,000	\$ 47,424	\$ 37,297	\$ 36,000	\$ 5,001	\$ 154,603	\$ 819,299	\$ 980,225	\$ -	\$ 2,493,424
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,747,784	\$ 139,640	\$ -	\$ 1,887,424
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,800	\$ 7,000	\$ 12,500	\$ -	\$ 104,300
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 35,335	\$ 368,240	\$ 10,000	\$ 47,424	\$ 37,297	\$ 36,000	\$ 5,001	\$ 239,403	\$ 2,574,083	\$ 1,132,365	\$ -	\$ 4,485,148

<b>Expenses:</b>												
Personnel	\$ 5,595	\$ 37,404	\$ 3,069	\$ 34,646	\$ 7,698	\$ 8,413	\$ 1,867	\$ 177,837	\$ 1,181,374	\$ 674,405	\$ 67,218	\$ 2,199,526
Payroll Taxes & Employee Benefits	\$ 1,500	\$ 13,388	\$ 1,340	\$ 4,600	\$ 2,915	\$ 3,019	\$ 647	\$ 45,255	\$ 378,547	\$ 213,415	\$ 10,712	\$ 675,338
Staff Development	\$ -	\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 455	\$ 4,720	\$ 4,720	\$ -	\$ 12,195
Travel	\$ 501	\$ 7,854	\$ -	\$ 83	\$ 3,750	\$ -	\$ -	\$ 1,873	\$ 11,212	\$ 11,967	\$ -	\$ 37,240
Office Costs	\$ -	\$ 9,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,548	\$ 4,225	\$ 18,310	\$ -	\$ 33,833
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 826	\$ 2,943	\$ 8,021	\$ 11,790
Telecommunications	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,734	\$ 11,820	\$ 15,960	\$ 30,574
Space & Occupancy	\$ 249	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,878	\$ 24,494	\$ 127,875	\$ 159,496
Contract Services	\$ 26,117	\$ 229,176	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ 135,145	\$ 7,858	\$ 109,483	\$ 509,779
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 4,870	\$ -	\$ 17,000	\$ 21,200	\$ -	\$ 510	\$ 101,834	\$ 27,532	\$ -	\$ 172,946
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 1,313	\$ 8,788	\$ 721	\$ 8,095	\$ 1,809	\$ 1,978	\$ 439	\$ 9,002	\$ 277,627	\$ 158,489	\$ 15,792	\$ 484,053
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,396	\$ -	\$ 8,679	\$ 10,075
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 59,580	\$ -	\$ -	\$ 4,125	\$ 1,390	\$ 48	\$ 2,923	\$ 71,497	\$ 8,740	\$ -	\$ 148,303
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 35,335	\$ 368,240	\$ 10,000	\$ 47,424	\$ 37,297	\$ 36,000	\$ 5,001	\$ 239,403	\$ 2,178,015	\$ 1,164,693	\$ 363,740	\$ 4,485,148

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 396,068	\$ (32,328)	\$ (363,740)	\$ -
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## **PART VII. CHILD & FAMILY SERVICES (Director: Tracye Fortin)**

**Budget:** \$11,421,761

**Staff:** 153

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

**Number of Clients/Households to be served in FY 2020:** 596 children

### **Continuing Services:**

Provision of high quality, comprehensive services that include: nutritious meals, health services (medical, social/emotional, dental, physical), special services for children with disabilities, and intensive family engagement. 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 a multitude of partners including but not limited to:
  - 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 to deliver onsite dental services for children's ongoing and accessible, preventative dental care;
  - Child Development Services (IDEA Parts B and C) to support delivery of services to children with identified special needs;
  - MaineGeneral and Redington Fairview Hospital to ensure access to lead screenings for children;
  - Community medical providers to facilitate comprehensive health service delivery;
  - The Educare Learning Network to support quality components of research-based design and practice;
  - Maine Roads to Quality to support continuous professional development toward high quality early childhood services;
  - Maine Children's Alliance to support family education regarding pathways out of poverty.
  - Higher education institutions to support growing the early childhood workforce.

- Provide social service, advocacy and support services to all families based upon individual needs.
- Connect parents with education and community support resources to promote 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, program participation, surveys, focus groups, and curriculum planning.
- Support and promote engagement of the whole family, including male involvement and grandparent caregivers.
- Provide parenting education and partner with parents in children's school readiness and transition to kindergarten.

#### **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.
- Expand the Home Start model throughout Maine with the Early Head Start: Child Care Partnerships single state application.
- Implement the Educare Central Maine Lab School & Learning Hub.
- Expand “value added supports” through training and technical assistance to child care community partners and stakeholders, including AmeriCorps member training and deployment opportunities.
- Continue to seek funding to deepen two-generation work throughout the C&FS service regions.
- Engage in new school construction plans to incorporate a birth-5 focus to school readiness.
- 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, 2020 - September 30, 2021**

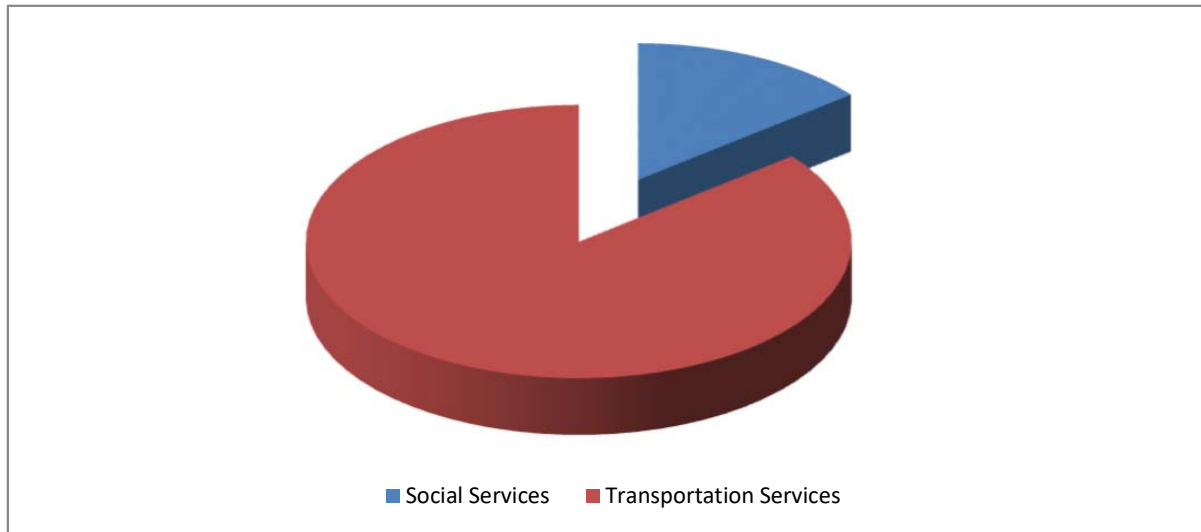
<b>Revenue:</b>	<b>Social Services</b>	<b>Transportation Services</b>	<b>Total</b>
Grants & Contracts	\$ 1,476,794	\$ 1,546,702	\$ 3,023,496
Program Revenue	\$ 5,100	\$ 7,447,447	\$ 7,452,547
Other Revenue	\$ 15,250	\$ -	\$ 15,250
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 1,497,144</b>	<b>\$ 8,994,149</b>	<b>\$ 10,491,293</b>

<b>Expenses:</b>			
Personnel	\$ 806,395	\$ 2,257,874	\$ 3,064,269
Payroll Taxes & Employee Benefits	\$ 285,885	\$ 693,009	\$ 978,894
Staff Development	\$ 1,619	\$ 2,837	\$ 4,456
Travel	\$ 44,971	\$ 11,082	\$ 56,053
Office Costs	\$ 10,416	\$ 20,861	\$ 31,277
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 20,648	\$ 115,146	\$ 135,794
Space & Occupancy	\$ 110,885	\$ 147,360	\$ 258,245
Contract Services	\$ 16,860	\$ 108,476	\$ 125,336
Vehicle	\$ -	\$ 917,110	\$ 917,110
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 4,200	\$ 16,893	\$ 21,093
Direct Client Assistance	\$ -	\$ 1,594,890	\$ 1,594,890
Administration (Indirect)	\$ 190,901	\$ 530,600	\$ 721,501
Interest	\$ -	\$ 17,046	\$ 17,046
Depreciation	\$ -	\$ 100,330	\$ 100,330
Common Carrier	\$ -	\$ 2,429,440	\$ 2,429,440
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 4,364	\$ 31,195	\$ 35,559
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 1,497,144</b>	<b>\$ 8,994,149</b>	<b>\$ 10,491,293</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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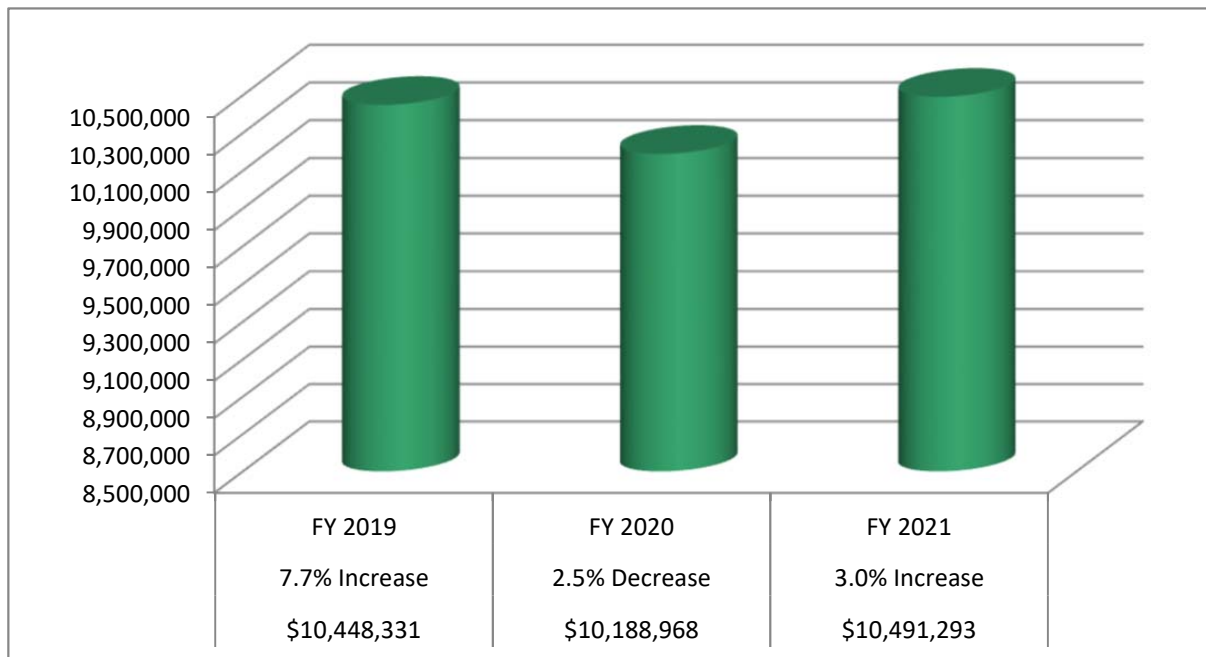
**Kennebec Valley Community Action Program**  
**Community Services Operating Budget**  
**October 1, 2020 - September 30, 2021**

The Community Services budget consists of Social Services programs (which contribute 14.3% of the budget) and Transportation Services (85.7%).



For fiscal year 2021, the proposed Community Services budget is \$10,491,293. This is a decrease of 3.0%, or \$302,325, compared to fiscal year 2020.

**Community Services Comparison**  
**FY 2019 - FY 2021**



**Kennebec Valley Community Action Program**  
**Community Services Operating Budget**  
**October 1, 2020 - September 30, 2021**

Community Services programming is showing an increase in funding for fiscal year 2021. Social Services programming shows a net increase of \$7k, which is related to a \$30k increase in Maine Families funding and the loss of the funding related to the Rural Communities Opioid Response Program as the program moves from the planning stage to implementation. Transportation is projecting an increase in funding in the Explorer program of \$154k due to CARES Act funding and the KV Van program \$368k related to contract funding and increased provider rates for agency vehicle trips. Also of note is the decrease in Other Revenue. This is related to the Explorer funding that is from the CARES Act and does not require match funding. This is a temporary decrease.

On the expense side of the budget, the increase in personnel expenses are related to standard merit increases. There are also notable increases in Contract Services related to an increased need for interpreter services, software costs, and temporary staffing; Vehicle expenses related to projected increases in maintenance and fuel costs; and in Direct Client Services related to increased reimbursement rates for trips provided and other provider costs including volunteer expenses. Staff Development is showing a significant decrease due to a move from in person conferences to online workshops.

<b>Revenue:</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 2,679,583	\$ 3,023,496	\$ 343,913
Program Revenue	\$ 7,311,655	\$ 7,452,547	\$ 140,892
Other Revenue	\$ 197,730	\$ 15,250	\$ (182,480)
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 10,188,968</b>	<b>\$ 10,491,293</b>	<b>\$ 302,325</b>

<b>Expenses:</b>			
Personnel	\$ 2,979,215	\$ 3,064,269	\$ 85,054
Payroll Taxes & Employee Benefits	\$ 984,888	\$ 978,894	\$ (5,994)
Staff Development	\$ 13,677	\$ 4,456	\$ (9,221)
Travel	\$ 60,306	\$ 56,053	\$ (4,253)
Office Costs	\$ 37,506	\$ 31,277	\$ (6,229)
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 126,728	\$ 135,794	\$ 9,066
Space & Occupancy	\$ 230,399	\$ 258,245	\$ 27,846
Contract Services	\$ 94,890	\$ 125,336	\$ 30,446
Vehicle	\$ 853,183	\$ 917,110	\$ 63,927
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 19,850	\$ 21,093	\$ 1,243
Direct Client Assistance	\$ 1,535,878	\$ 1,594,890	\$ 59,012
Administration (Indirect)	\$ 698,711	\$ 721,501	\$ 22,790
Interest	\$ 17,046	\$ 17,046	\$ -
Depreciation	\$ 100,330	\$ 100,330	\$ -
Common Carrier	\$ 2,396,159	\$ 2,429,440	\$ 33,281
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 32,573	\$ 35,559	\$ 2,986
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 10,181,339</b>	<b>\$ 10,491,293</b>	<b>\$ 309,954</b>

<b>Surplus/(Deficit)</b>	<b>\$ 7,629</b>	<b>\$ -</b>	<b>\$ (7,629)</b>
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**Kennebec Valley Community Action Program**  
**Social Services Operating Budgets**  
**October 1, 2020 - September 30, 2021**

<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>Community Baby Shower</b>	<b>Total</b>
Grants & Contracts	\$ 1,116,686	\$ 40,008	\$ -	\$ -	\$ 9,400	\$ 153,000	\$ 153,000	\$ 4,700	\$ 1,476,794
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ 5,100	\$ -	\$ -	\$ -	\$ 5,100
Other Revenue	\$ -	\$ -	\$ 5,250	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 15,250
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,116,686	\$ 40,008	\$ 5,250	\$ 10,000	\$ 14,500	\$ 153,000	\$ 153,000	\$ 4,700	\$ 1,497,144

<b>Expenses:</b>									
Personnel	\$ 600,319	\$ 25,510	\$ 2,117	\$ 5,438	\$ 1,229	\$ 86,745	\$ 85,037	\$ -	\$ 806,395
Payroll Taxes & Employee Benefits	\$ 210,701	\$ 8,149	\$ 903	\$ 2,348	\$ 489	\$ 31,431	\$ 31,864	\$ -	\$ 285,885
Staff Development	\$ 1,619	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,619
Travel	\$ 36,705	\$ 348	\$ 1,432	\$ 886	\$ -	\$ 2,500	\$ 3,100	\$ -	\$ 44,971
Office Costs	\$ 5,578	\$ -	\$ -	\$ 50	\$ 1,939	\$ 791	\$ 1,458	\$ 600	\$ 10,416
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 16,928	\$ -	\$ 300	\$ -	\$ -	\$ 1,210	\$ 2,210	\$ -	\$ 20,648
Space & Occupancy	\$ 96,158	\$ -	\$ -	\$ -	\$ -	\$ 8,737	\$ 5,990	\$ -	\$ 110,885
Contract Services	\$ 4,500	\$ -	\$ -	\$ -	\$ 10,560	\$ -	\$ 1,800	\$ -	\$ 16,860
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 475	\$ -	\$ -	\$ -	\$ -	\$ 1,200	\$ 1,450	\$ 1,075	\$ 4,200
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 142,470	\$ 6,001	\$ 498	\$ 1,278	\$ 283	\$ 20,386	\$ 19,985	\$ -	\$ 190,901
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,233	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106	\$ 3,025	\$ 4,364
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,116,686	\$ 40,008	\$ 5,250	\$ 10,000	\$ 14,500	\$ 153,000	\$ 153,000	\$ 4,700	\$ 1,497,144

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

\* PBS = Personal Body Safety

\*UWKV = United Way Kennebec Valley

\*BTIO = Baby Think It Over

\*UWMM = United Way Mid-Maine

**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budgets**  
**October 1, 2020 - September 30, 2021**

<b>Revenue:</b>	<b>Explorer</b>	<b>KV Van</b>	<b>Brokerage</b>	<b>Consolidation Adjustment</b>	<b>Total</b>
Grants & Contracts	\$ 894,230	\$ 652,472	\$ -	\$ -	\$ 1,546,702
Program Revenue	\$ 75,000	\$ 2,556,039	\$ 7,222,427	\$ (2,406,019)	\$ 7,447,447
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 969,230	\$ 3,208,511	\$ 7,222,427	\$ (2,406,019)	\$ 8,994,149

<b>Expenses:</b>					
Personnel	\$ 452,863	\$ 1,141,882	\$ 663,129	\$ -	\$ 2,257,874
Payroll Taxes & Employee Benefits	\$ 118,770	\$ 330,531	\$ 243,708	\$ -	\$ 693,009
Staff Development	\$ -	\$ 283	\$ 2,554	\$ -	\$ 2,837
Travel	\$ 1,200	\$ 988	\$ 8,894	\$ -	\$ 11,082
Office Costs	\$ 6,000	\$ 1,486	\$ 13,375	\$ -	\$ 20,861
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 5,200	\$ 10,995	\$ 98,951	\$ -	\$ 115,146
Space & Occupancy	\$ 15,000	\$ 13,236	\$ 119,124	\$ -	\$ 147,360
Contract Services	\$ -	\$ 10,848	\$ 97,628	\$ -	\$ 108,476
Vehicle	\$ 255,850	\$ 661,260	\$ -	\$ -	\$ 917,110
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,500	\$ 1,539	\$ 13,854	\$ -	\$ 16,893
Direct Client Assistance	\$ -	\$ 400,091	\$ 3,600,818	\$ (2,406,019)	\$ 1,594,890
Administration (Indirect)	\$ 106,422	\$ 268,343	\$ 155,835	\$ -	\$ 530,600
Interest	\$ -	\$ 10,730	\$ 6,316	\$ -	\$ 17,046
Depreciation	\$ -	\$ 99,795	\$ 535	\$ -	\$ 100,330
Common Carrier	\$ -	\$ 242,944	\$ 2,186,496	\$ -	\$ 2,429,440
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 6,425	\$ 13,560	\$ 11,210	\$ -	\$ 31,195
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 969,230	\$ 3,208,511	\$ 7,222,427	\$ (2,406,019)	\$ 8,994,149

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

A. Social Services

B. Transportation Services

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

#### **Maine Families**

**Budget:** \$1,116,686, 18 month contract Oct. 1, 2019-Dec. 31,2020; 9 month extension to September 30, 2021

**Staff:** 14.15. 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 2021:** 250

#### **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:**

The COVID pandemic allowed us to look at providing virtual home visits through ZOOM. Staff have been very successful with this method of delivery. A new opportunity will be to continue Zoom when appropriate.

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:** \$316,000 (Council Grants and UW grants)

\$86,015 (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 2021:** Approximately 2,500

**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 for divorcing parents, designed to help address challenges and promote reduction of the negative effects of divorce.
- Continue to participate in programs 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 as well as Parenting Education classes and Parent Support Groups.

**Anticipated New Service Opportunities:**

The development of a Standard of Quality for Family Strengthening & Support through the National Family Support Network.

We began doing online parent education classes and professional trainings via Zoom. This was put into place as a way of responding to the COVID pandemic. We will continue to provide this method of service delivery as needed.

**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.



**(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.

**TRANSPORTATION SERVICES** (Directors: Bill Dow, Paula Grenier and Kirk Bellavance)

**Budget:** \$8,994,149 (Explorer/FTA CARES Act - \$969,230; Brokerage - \$7,222,427; KV Van - \$802,492)

**Number of Staff:** 69 full-time equivalents, 77 volunteers

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

**Number of Clients/Households to be served in 2021:** 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 utilize the service heavily as an affordable means of transportation. During pandemic conditions, the flex-routes will be suspended and will revert to a Demand Response model, ensuring a safe option for the public.

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

Somerset Explorer provides flex-route public transit service to the greater Skowhegan-Madison area three days a week year round. During pandemic conditions, the flex-routes will be suspended and will revert to a Demand Response model, ensuring a safe option for the public.

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.

### **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 (i.e. aging population, shifting priorities for younger generations, lack of transportation for low-wage earners). KVCAP Transportation 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 a 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 large local 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.