

TO: Dennis Carrillo, President
KVCAP Board of Directors

FR: Suzanne Walsh, CEO
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2022

DA: September 15, 2021

I am pleased to present the Comprehensive Plan and Budget for Fiscal Year 2022, 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 22, 2021 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.

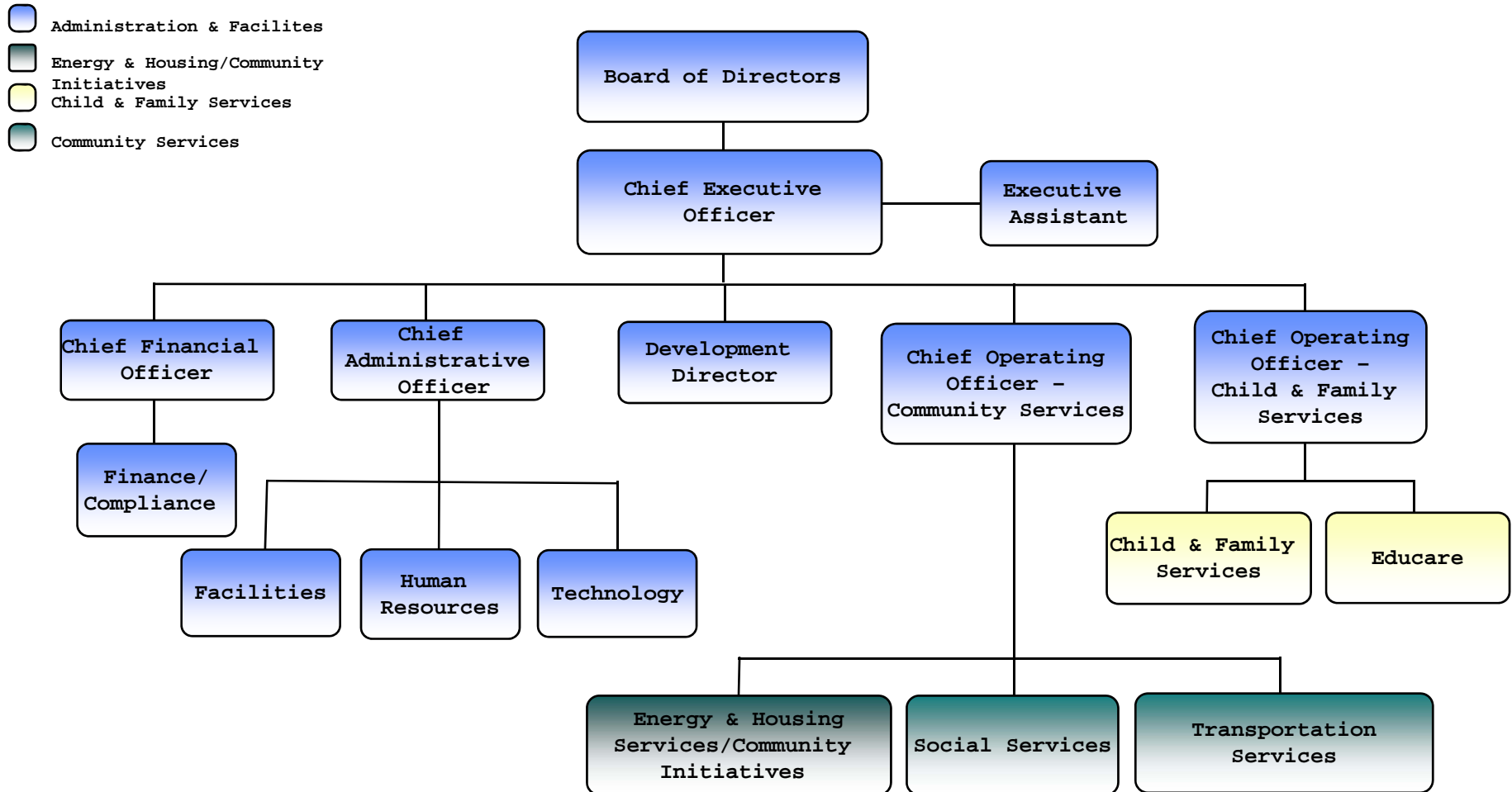
The Chief Executive Officer will see that all employees of the agency are regularly evaluated and appropriate action is taken regarding staff tenure, promotion and other employment related decisions. Evaluations of employees will be solely based on objective measurement of their performance of the tasks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



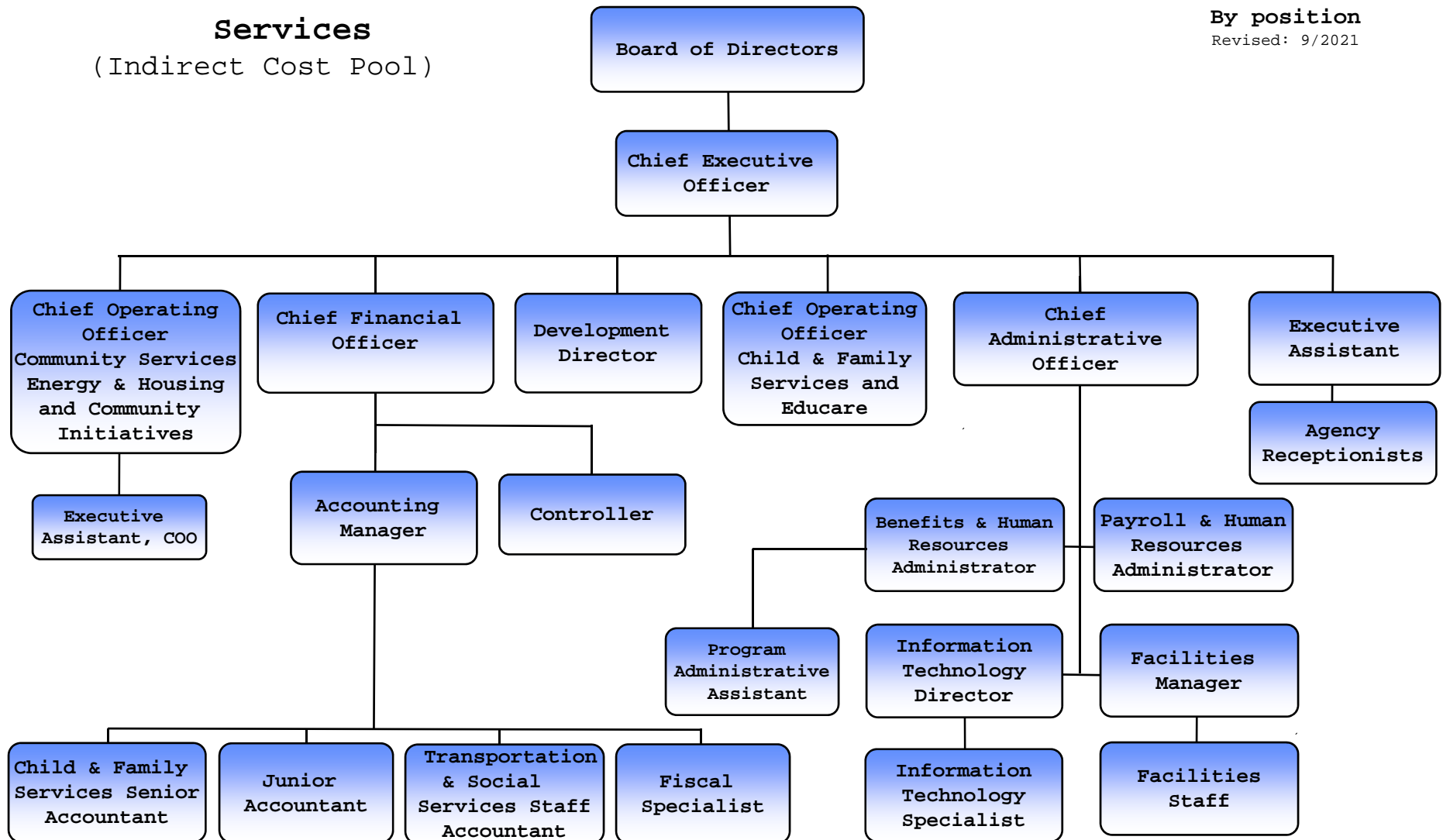
Administration & Facilities Services

(Indirect Cost Pool)

Organizational Chart

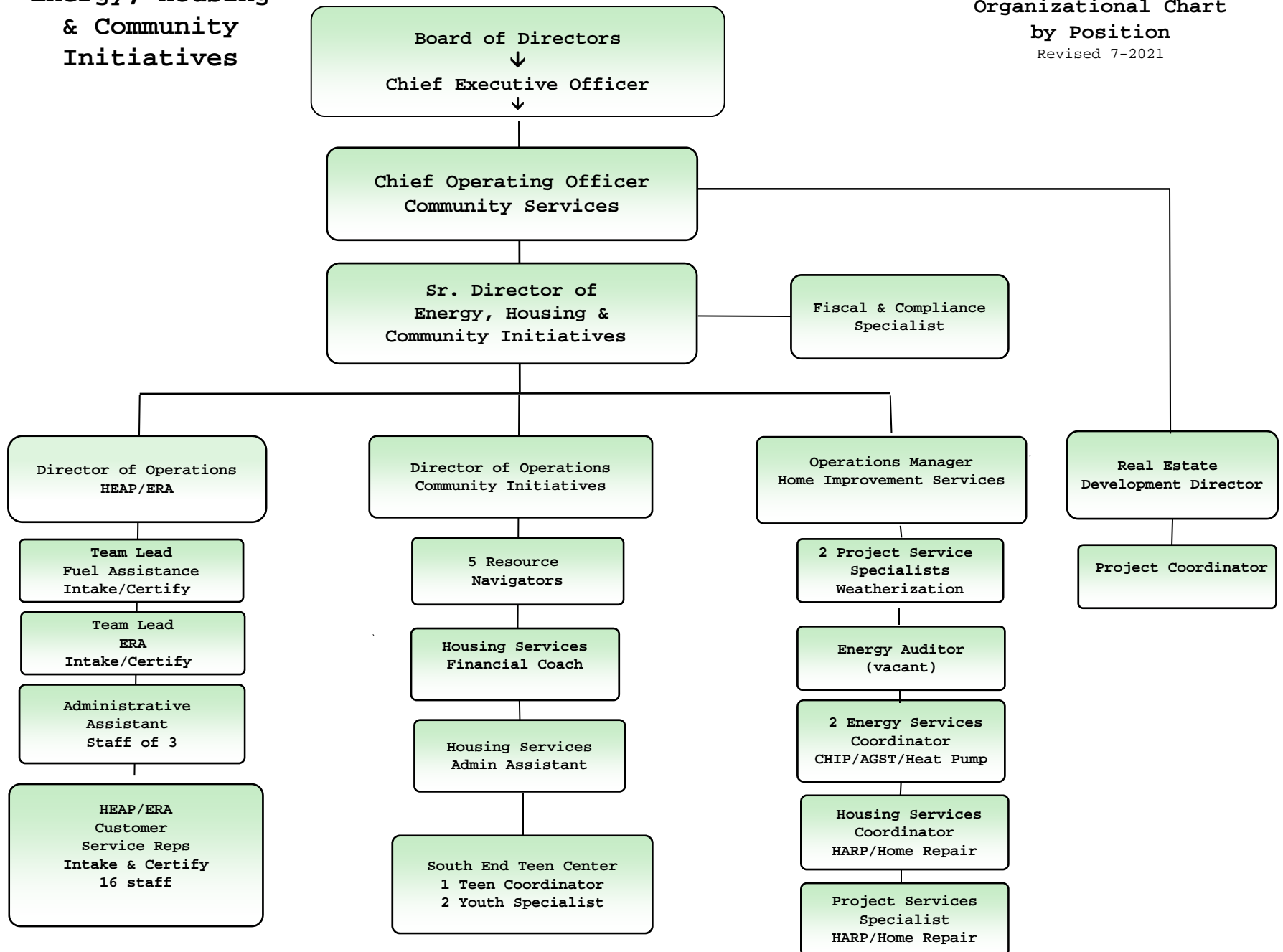
By position

Revised: 9/2021



Energy, Housing & Community Initiatives

Organizational Chart by Position Revised 7-2021



Child & Family Services

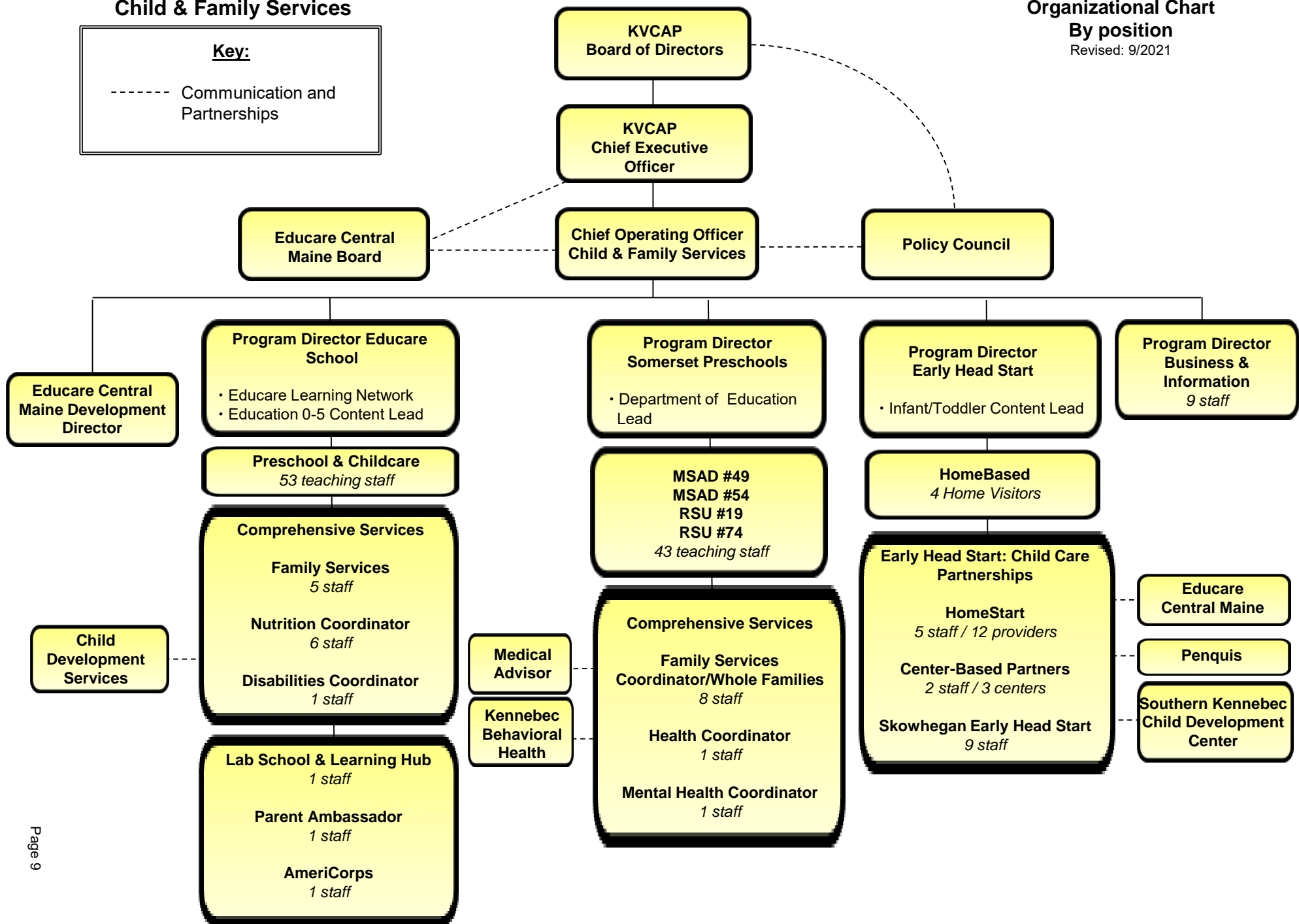
Organizational Chart

By position

Revised: 9/2021

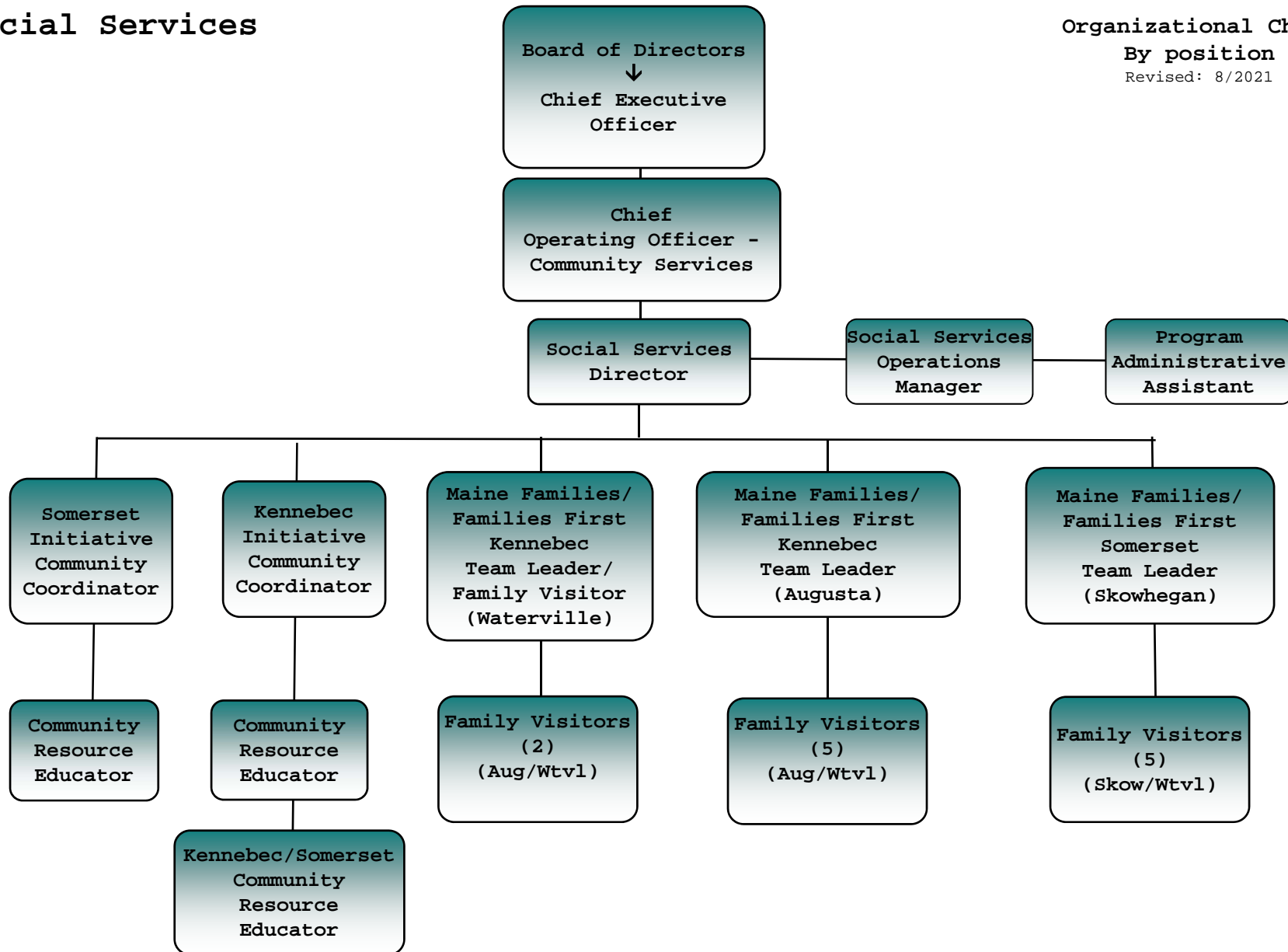
Key:

----- Communication and Partnerships



Social Services

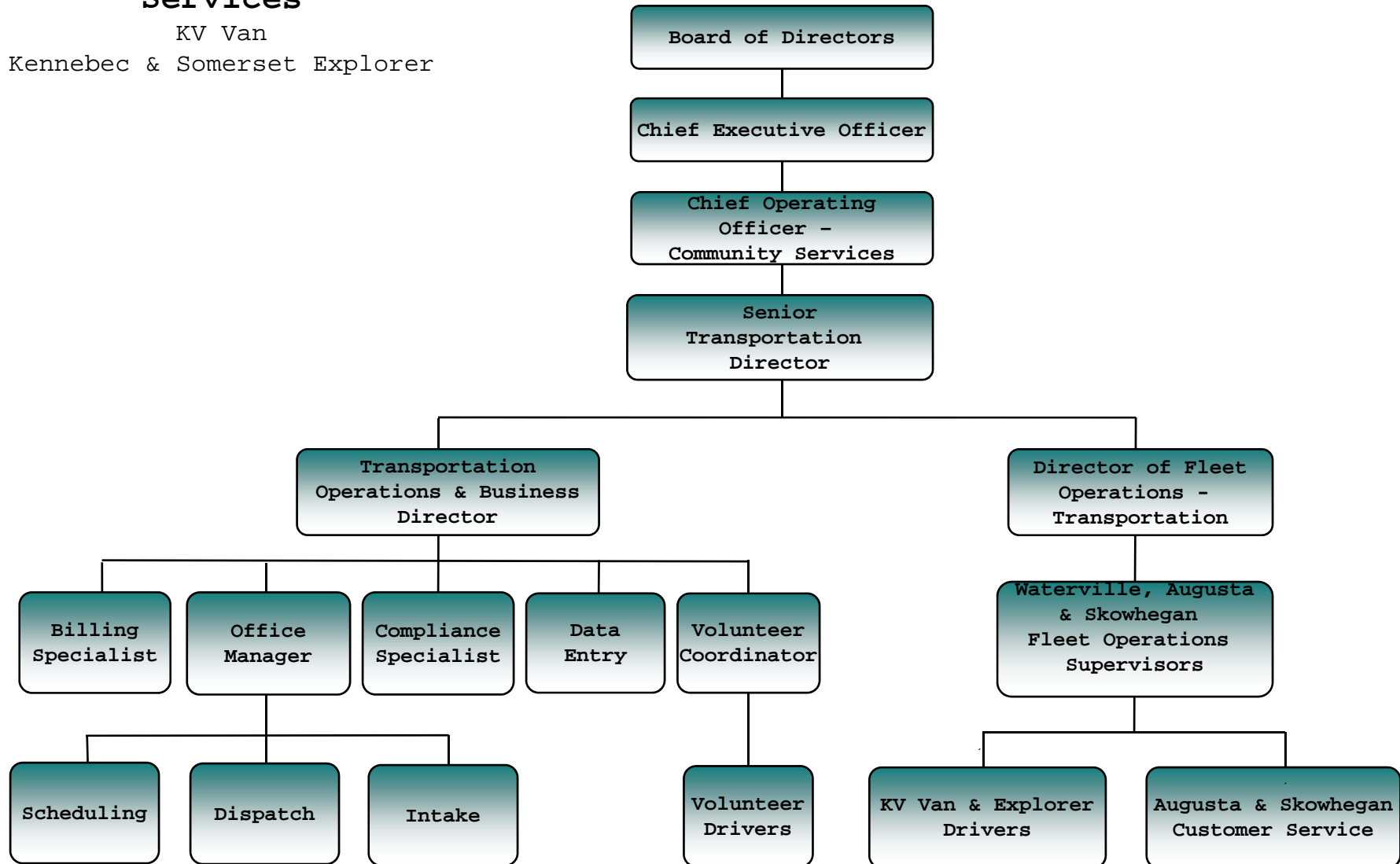
Organizational Chart
By position
Revised: 8/2021



Transportation Services

KV Van
Kennebec & Somerset Explorer

Organizational Chart
by Position
Revised: 9/2021

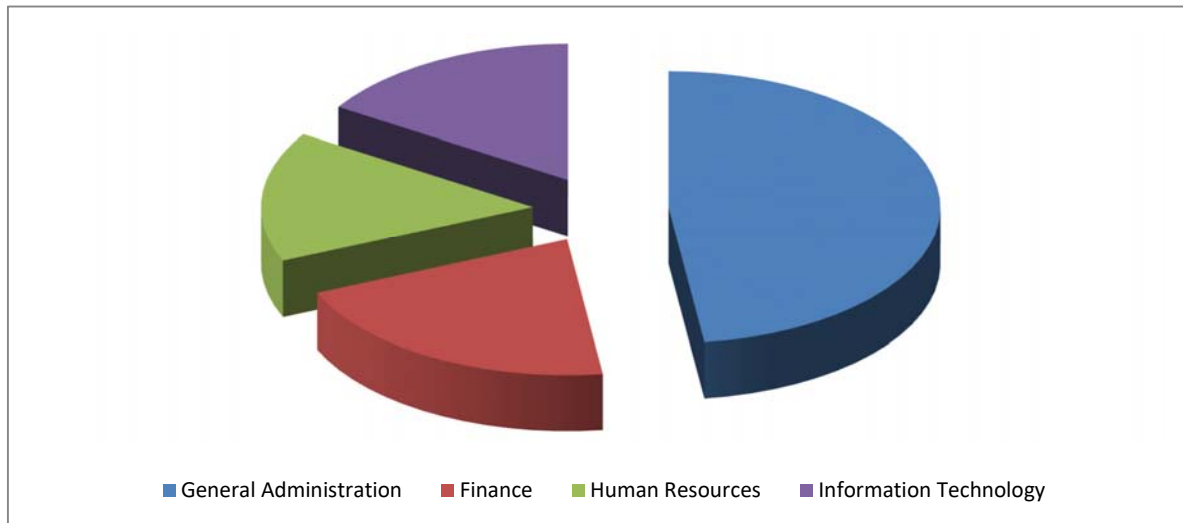


Kennebec Valley Community Action Program
Administration (Indirect Cost Pool) Operating Budgets
October 1, 2021 - September 30, 2022

Expenses:	General Administration	Finance	Human Resources	Information Technology	Total
Personnel	\$ 732,705	\$ 344,091	\$ 257,672	\$ 131,115	\$ 1,465,583
Payroll Taxes & Employee Benefits	\$ 189,180	\$ 84,469	\$ 66,319	\$ 32,805	\$ 372,773
Staff Development	\$ 27,500	\$ 6,450	\$ 5,750	\$ 6,100	\$ 45,800
Travel	\$ 32,890	\$ 2,175	\$ 725	\$ 1,125	\$ 36,915
Office Costs	\$ 58,650	\$ 7,900	\$ 10,425	\$ 850	\$ 77,825
Insurance	\$ 31,000	\$ -	\$ 30	\$ 11,000	\$ 42,030
Telecommunications	\$ 16,000	\$ 1,932	\$ 600	\$ 6,000	\$ 24,532
Space & Occupancy	\$ 4,500	\$ -	\$ -	\$ -	\$ 4,500
Contract Services	\$ 86,750	\$ 80,500	\$ 36,200	\$ 180,250	\$ 383,700
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 57,450	\$ 3,500	\$ 1,000	\$ 31,200	\$ 93,150
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 6,600	\$ 9,550	\$ -	\$ 19,040	\$ 35,190
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 12,150	\$ 150	\$ 26,550	\$ 100	\$ 38,950
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 1,255,375	\$ 540,717	\$ 405,271	\$ 419,585	\$ 2,620,948

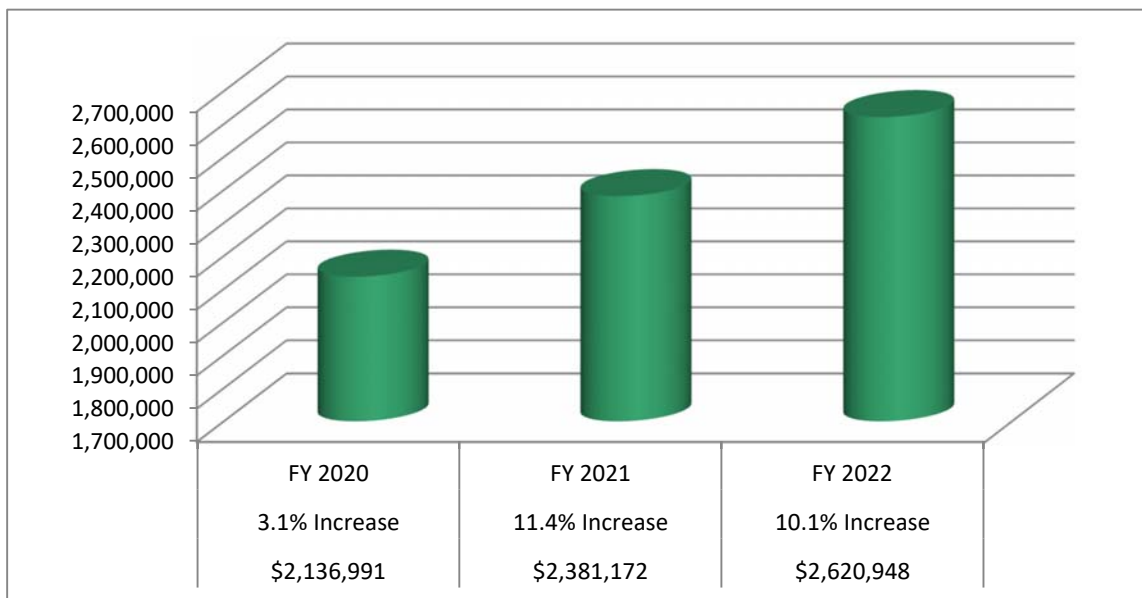
**Kennebec Valley Community Action Program
Administration (Indirect Cost Pool) Operating Budgets
October 1, 2021 - September 30, 2022**

The Administration/Indirect Cost Pool budget represents the costs and rate proposal approved annually by the US Department of Health and Human Services. This includes the following administrative areas shared by agency programs and represented in the chart below: General Administration (which makes up 47.9% of the budget), Finance (20.6%), Human Resources (15.5%), and Information Technology (16.0%).



For fiscal year 2022, the proposed Administration/Indirect Cost Pool budget is \$2,620,948. When compared to fiscal year 2021, this is an increase of 10.1%, or \$239,776.

**Administrative/Indirect Cost Comparison
FY 2020 - FY 2022**



Kennebec Valley Community Action Program
Administration/Indirect Cost Pool Operating Budgets
October 1, 2021 - September 30, 2022

The agency's federally approved indirect cost rate for fiscal year 2022 has been proposed to remain at 23.5% of program salaries. Significant changes in this year's budget include:

- Personnel - Increase due to standard merit increases and a new Finance team position
- Travel - Increase due to anticipated move to more in-person meetings and conferences
- Office Costs - Increases in postage, which saw a 9% rate increase, and office and computer supplies based on actual expenses over the past two years
- Contract Services - Increase in data services due to new software being implemented for phishing, as well as potential increases in audit fees
- Materials & Supplies - Increase based on actual expenses over the past two years, as well as technology cost increases
- Other Expenses - Increase in staff recruitment expenses and subscription costs

Expenses:	FY 2021	FY 2022	Increase / (Decrease)
Personnel	\$ 1,382,487	\$ 1,465,583	\$ 83,097
Payroll Taxes & Employee Benefits	\$ 334,622	\$ 372,773	\$ 38,151
Staff Development	\$ 51,600	\$ 45,800	\$ (5,800)
Travel	\$ 15,800	\$ 36,915	\$ 21,115
Office Costs	\$ 65,575	\$ 77,825	\$ 12,250
Insurance	\$ 54,343	\$ 42,030	\$ (12,313)
Telecommunications	\$ 19,530	\$ 24,532	\$ 5,002
Space & Occupancy	\$ 10,000	\$ 4,500	\$ (5,500)
Contract Services	\$ 328,000	\$ 383,700	\$ 55,700
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 65,600	\$ 93,150	\$ 27,550
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 37,250	\$ 35,190	\$ (2,060)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 16,365	\$ 38,950	\$ 22,585
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 2,381,172	\$ 2,620,948	\$ 239,776

*Note: The FY 2022 budget is based on salary projections made in May 2021. The projected budget is slightly lower than that proposed by agency departments. (\$40k less than projections.)

The total Administration/Indirect Cost Pool budget is 6.7% of the agency's annual operating budget. This is down 2.4% from FY 2021.

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: \$1,182,635

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, 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: \$72,740

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 FY2022 Charitable Contributions Campaign at KVCAP.
- Continue to identify, cultivate, and solicit new/continuing donors for events and through the FY2022 fall appeal, the FY2022 spring appeal, and the FY2022 employee appeal.
- Plan and execute the community outreach and fundraising events.
- Lead MeCAP's (Maine Community Action Partnership) Two-Gen Resource Development Group and assist with securing funds for each CAP agency to advance their Two-Gen efforts; lead MeCAP 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: \$540,717

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.
- Collaborate 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: \$405,271

Staff: 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 Affirmative Action Plan
- 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: \$419,585

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.

- Maintain agency wide cellular technology device plan. Which includes; phones, tablets, hotspots, and other various 4 and 5G devices, to accommodate ever changing staff needs.

Anticipated New Service Opportunities: Anticipated New Service Opportunities:

- Agency wide Mitel phone refresh will occur in Summer/Fall of 2021.
- Individualized Cybersecurity training and additional email protection services to implemented for 2022.
- Waterville campus building security improvements for 2022.
- Have a completed and clear Business Continuity Plan (BCP).
- Move remaining users over to our improved remote access portal.
- Work with Transportation to implement their new video security and vehicle data systems for 2022.

Strategic Plan Action Items:

(Goal III. Strategy C. Initiative 1): Continue to improve data systems protections and access for staff in order to perform their work.

(Goal III. Strategy C. Initiative 2): Finalize an agency BCP plan with Senior Management.

Facilities Operating Budget
October 1, 2021 - September 30, 2022

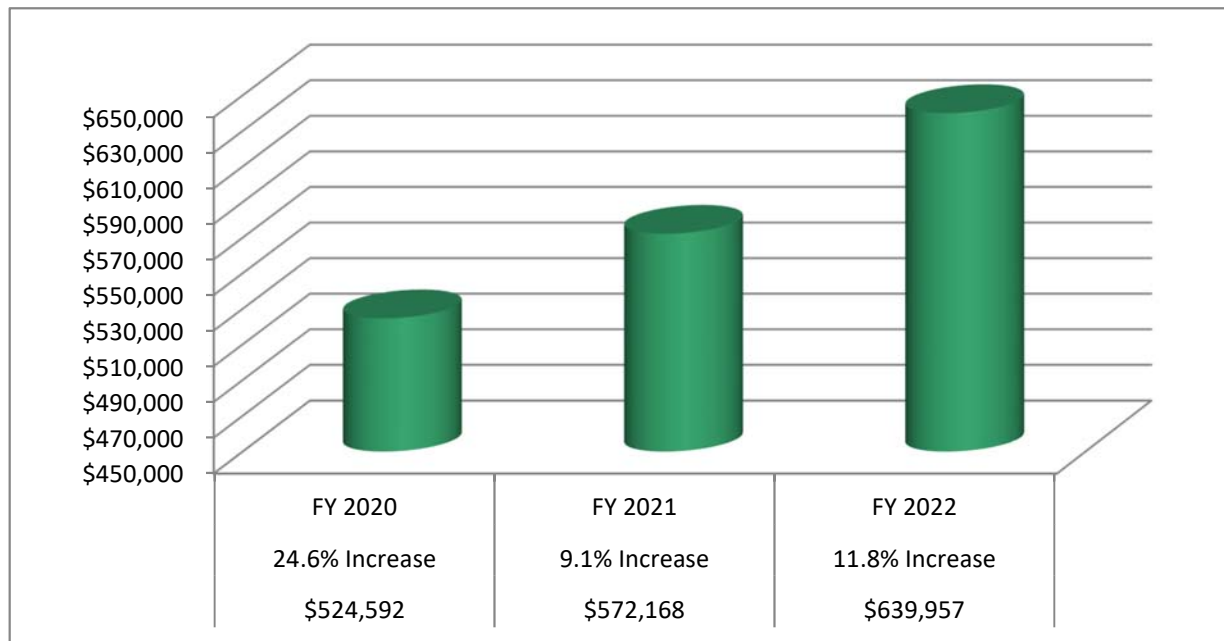
Expenses:	Total
Personnel	\$ 175,205
Payroll Taxes & Employee Benefits	\$ 73,485
Staff Development	\$ 2,360
Travel	\$ 100
Office Costs	\$ 400
Insurance	\$ 13,500
Telecommunications	\$ 3,600
Space & Occupancy	\$ 117,650
Contract Services	\$ 69,065
Vehicle	\$ 8,100
Housing Property Costs	\$ -
Materials & Supplies	\$ 11,400
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 41,174
Interest	\$ 12,500
Depreciation	\$ 110,118
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 1,300
Inkind	\$ -
Total Expenses:	\$ 639,957

**Kennebec Valley Community Action Program
Facilities Operating Budget
October 1, 2021 - September 30, 2022**

The facilities budget represents the costs associated with the normal maintenance and upkeep of KVCAP's six office centers and support services to offsite program locations.

For fiscal year 2022, the proposed budget is \$639,957. When compared to fiscal year 2021, this represents an increase of 11.8% or \$67,789.

**Facilities Cost Comparison
FY 2020 - FY 2022**



Significant changes in the fiscal year 2022 budget projections include:

- Personnel, Payroll Taxes, and Indirect - Increases related to standard merit increases and an additional custodial position
- Staff Development - Increase for staff training and training materials
- Office Costs - Decrease is to bring budget inline with actual
- Contract Services & Materials & Supplies - Increases related maintenance and upkeep costs increasing between 200% and 300% from this time last year.
- Vehicle - Increase in fuel costs, maintenance costs, and an additional vehicle
- Depreciation - Increase due to improvements from 2021 and an additional vehicle

Space and occupancy costs increased by 3% for FY 2022 and are broken down as follows:

Rent (2022 budget amount = \$22,650 - no change compared to 2021)
 Electricity (\$29,000 - increase 0.7% or \$200)
 Fuel (\$40,000 - no change)
 Water/Sewer (\$3,000 - increase 3.4% or \$100)
 Rubbish Removal (\$5,000 - increase 4.2% or \$200)
 Snow Removal/Landscaping (\$18,000 - increase 16.1% or \$2,500)

Kennebec Valley Community Action Program
Facilities Operating Budgets
October 1, 2021 - September 30, 2022

Expenses:	FY 2021	FY 2022	Increase/ (Decrease)
Personnel	\$ 154,359	\$ 175,205	\$ 20,846
Payroll Taxes & Employee Benefits	\$ 63,955	\$ 73,485	\$ 9,530
Staff Development	\$ -	\$ 2,360	\$ 2,360
Travel	\$ 100	\$ 100	\$ -
Office Costs	\$ 650	\$ 400	\$ (250)
Insurance	\$ 13,500	\$ 13,500	\$ -
Telecommunications	\$ 3,550	\$ 3,600	\$ 50
Space & Occupancy	\$ 114,650	\$ 117,650	\$ 3,000
Contract Services	\$ 52,800	\$ 69,065	\$ 16,265
Vehicle	\$ 6,300	\$ 8,100	\$ 1,800
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 10,200	\$ 11,400	\$ 1,200
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 36,275	\$ 41,174	\$ 4,899
Interest	\$ 12,500	\$ 12,500	\$ -
Depreciation	\$ 102,225	\$ 110,118	\$ 7,893
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,104	\$ 1,300	\$ 196
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 572,168	\$ 639,957	\$ 67,789

PART IV: FACILITIES (Michael Taylor, Facilities Director)

Budget: \$639,957 (does not include ECM-paid costs or rental expenses)

Staff: 5.5 full-time equivalents (includes Educare Central Maine maintenance staff)

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

Continuing Services:

- Continue working on building upgrades (painting, rugs, shades and LED lighting)
- Continue updating safety & security of buildings and grounds
- Continue building and grounds janitorial and maintenance services to provide clean, safe, friendly and pleasant looking properties.

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

- Augusta Office
- Educare Central Maine
- Gerald Senior Residence
- Skowhegan Office
- Skowhegan Early Head Start
- 10 Pre-K locations in central Maine
- 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:

- Securing new office space in Skowhegan & Augusta
- Instituting updated safety protocols
- EAP (Emergency Action Plan)
- Back-up generators for Transportation and the Drapeau buildings
- New roof for the Drapeau building
- File storage on site in Waterville

Kennebec Valley Community Action Program
Agency Operating Budgets
October 1, 2021 - September 30, 2022

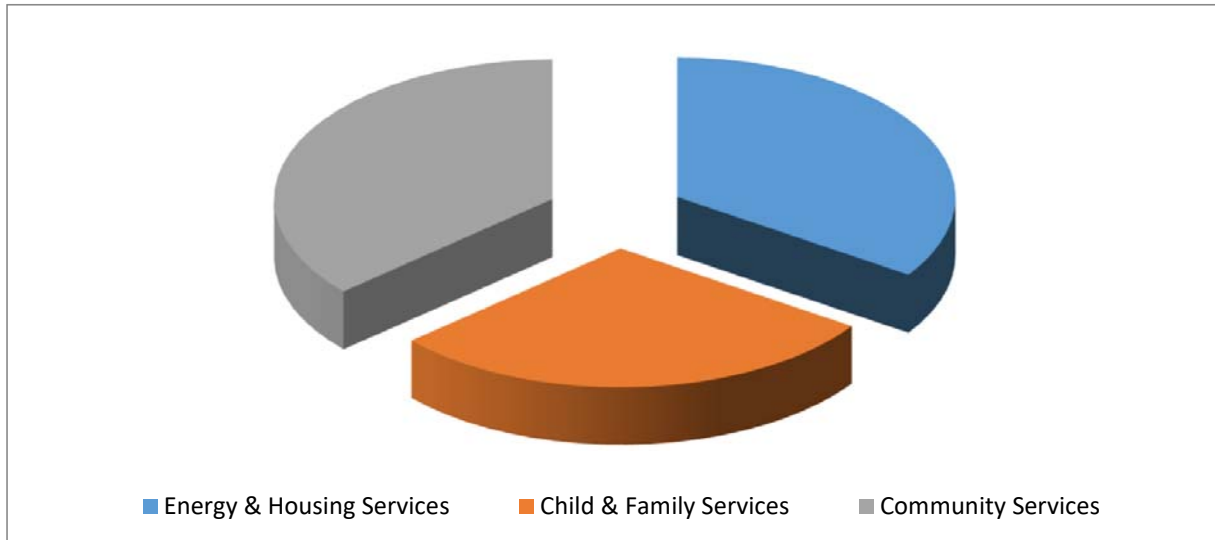
	Energy & Housing Services / Community Initiatives	Child & Family Services	Community Services	Total
Revenue:				
Grants & Contracts	\$ 12,793,524	\$ 9,884,475	\$ 3,690,470	\$ 26,368,469
Program Revenue	\$ 1,006,959	\$ 1,706,694	\$ 10,902,564	\$ 13,616,217
Other Revenue	\$ 25,673	\$ 105,731	\$ 79,690	\$ 211,094
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 13,826,156	\$ 11,696,900	\$ 14,672,724	\$ 40,195,780

Expenses:				
Personnel	\$ 1,845,793	\$ 5,878,355	\$ 3,426,483	\$ 11,150,631
Payroll Taxes & Employee Benefits	\$ 685,594	\$ 2,136,664	\$ 1,095,108	\$ 3,917,366
Staff Development	\$ 33,025	\$ 96,328	\$ 24,178	\$ 153,531
Travel	\$ 24,200	\$ 114,649	\$ 58,568	\$ 197,417
Office Costs	\$ 154,495	\$ 69,375	\$ 36,496	\$ 260,366
Insurance	\$ 1,580	\$ 20,179	\$ 598	\$ 22,357
Telecommunications	\$ 59,798	\$ 75,859	\$ 156,133	\$ 291,790
Space & Occupancy	\$ 337,689	\$ 205,623	\$ 270,959	\$ 814,271
Contract Services	\$ 723,274	\$ 1,519,591	\$ 131,293	\$ 2,374,158
Vehicle	\$ 51,144	\$ -	\$ 816,606	\$ 867,750
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 36,143	\$ 258,511	\$ 114,884	\$ 409,538
Direct Client Assistance	\$ 8,713,172	\$ 5,400	\$ 3,850,350	\$ 12,568,922
Administration (Indirect)	\$ 433,759	\$ 1,381,419	\$ 804,900	\$ 2,620,078
Interest	\$ -	\$ -	\$ 24,974	\$ 24,974
Depreciation	\$ 12,644	\$ 21,005	\$ 194,189	\$ 227,838
Common Carrier	\$ -	\$ -	\$ 2,800,376	\$ 2,800,376
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 18,100	\$ 139,205	\$ 36,309	\$ 193,614
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 13,130,410	\$ 11,922,163	\$ 13,842,404	\$ 38,894,977

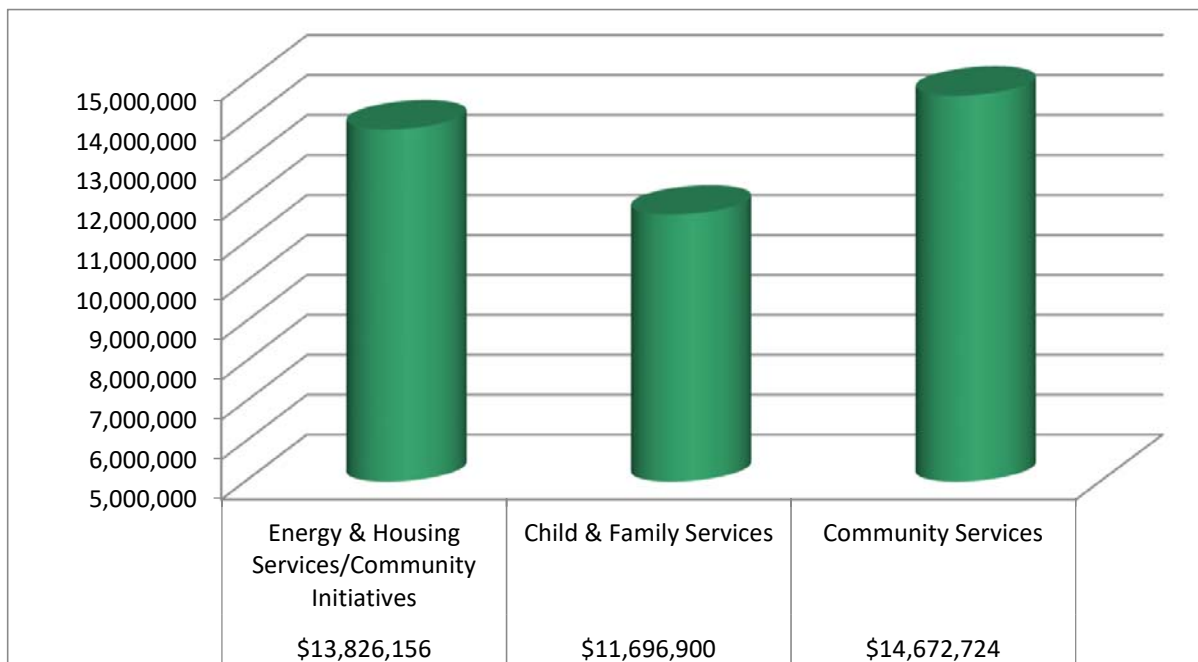
Surplus/(Deficit)	\$ 695,746	\$ (225,263)	\$ 830,320	\$ 1,300,803
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Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2021 - September 30, 2022

The agency's operating budget consists of its three major departments - Energy and Housing Services/Community Initiatives (which contributes 34.4% of the budget), Child and Family Services (29.1%), and Community Services (36.5%).



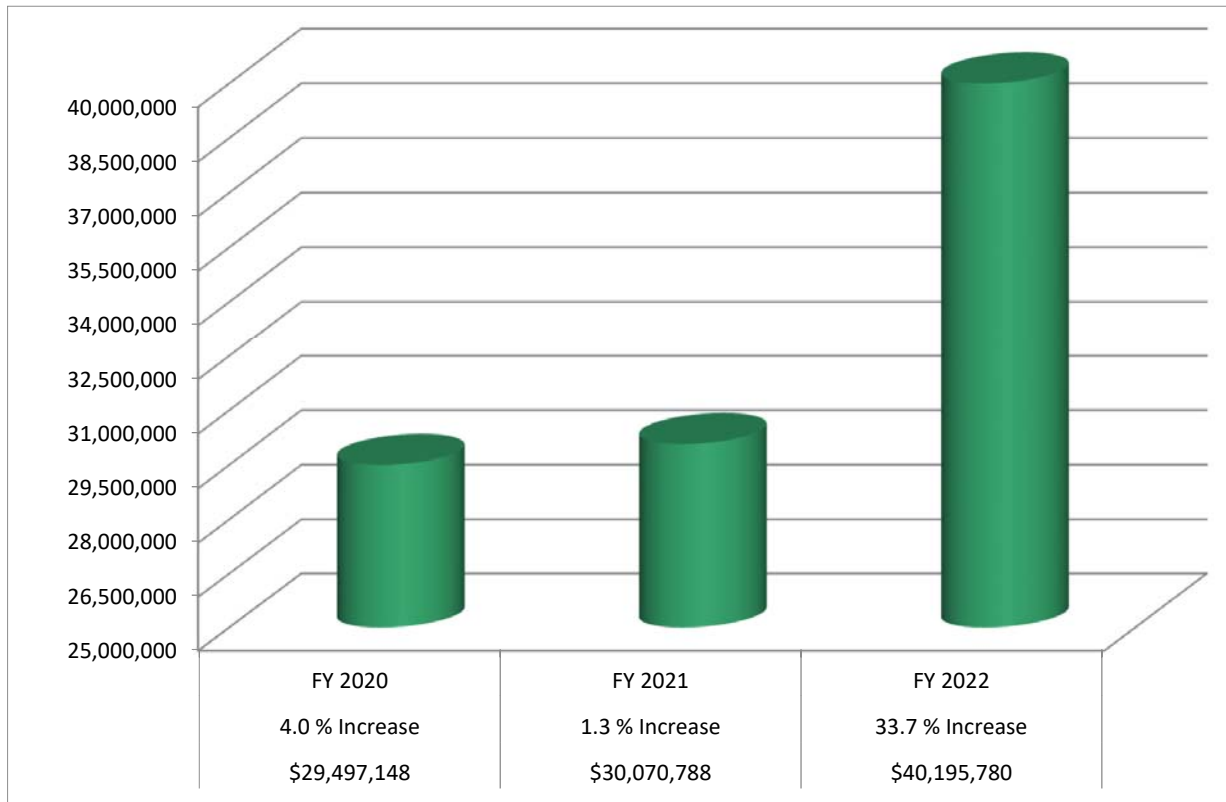
Budget by Department
FY 2022



Kennebec Valley Community Action Program
Agency Operating Budget
October 1, 2021 - September 30, 2022

For fiscal year 2022, a \$40,195,780 budget is proposed. This budget represents a 33.7%, or \$10,124,992 increase compared to fiscal year 2021.

Agency Operating Budget Comparison
FY 2020 - FY 2022



The \$10M budget increase is broken out among the departments in the following chart. Please see each department's listing for more details.

Budget Changes by Department compared to FY 2021

Department	Amount +/-	%age +/- from FY 2021	
Energy & Housing Services/Community Initiatives	\$ 8,074,441	140.40%	Section VI P 30-52
Child & Family Services	\$ 275,139	2.40%	Section VII P 53- 64
Community Services	\$ 1,775,412	13.80%	Section VIII P 65-75

Kennebec Valley Community Action Program

Agency Operating Budget

October 1, 2021 - September 30, 2022

Revenue:	FY 2021	FY 2022	Increase/ (Decrease)
Grants & Contracts	\$ 18,158,984	\$ 26,368,469	\$ 8,209,485
Program Revenue	\$ 11,767,254	\$ 13,616,217	\$ 1,848,963
Other Revenue	\$ 144,550	\$ 211,094	\$ 66,544
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 30,070,788	\$ 40,195,780	\$ 10,124,992

Expenses:			
Personnel	\$ 10,277,136	\$ 11,150,631	\$ 873,495
Payroll Taxes & Employee Benefits	\$ 3,339,069	\$ 3,917,366	\$ 578,297
Staff Development	\$ 78,680	\$ 153,531	\$ 74,851
Travel	\$ 192,038	\$ 197,417	\$ 5,379
Office Costs	\$ 182,041	\$ 260,366	\$ 78,325
Insurance	\$ 34,899	\$ 22,357	\$ (12,542)
Telecommunications	\$ 258,134	\$ 291,790	\$ 33,656
Space & Occupancy	\$ 795,863	\$ 814,271	\$ 18,408
Contract Services	\$ 1,545,115	\$ 2,374,158	\$ 829,043
Vehicle	\$ 971,771	\$ 867,750	\$ (104,021)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 492,336	\$ 409,538	\$ (82,798)
Direct Client Assistance	\$ 6,576,240	\$ 12,568,922	\$ 5,992,682
Administration (Indirect)	\$ 2,516,177	\$ 2,620,078	\$ 103,901
Interest	\$ 17,046	\$ 24,974	\$ 7,928
Depreciation	\$ 124,048	\$ 227,838	\$ 103,790
Common Carrier	\$ 2,429,440	\$ 2,800,376	\$ 370,936
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 240,755	\$ 193,614	\$ (47,141)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 30,070,788	\$ 38,894,977	\$ 8,824,189

Surplus/(Deficit)	\$ -	\$ 1,300,803	\$ 1,300,803
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Kennebec Valley Community Action Program
Energy & Housing Services/Community Initiatives Operating Budgets
October 1, 2021 - September 30, 2022

Revenue:	Energy & Housing Services	Home Ownership	Neighborworks	Real Estate Development	Community Initiatives	*CSBG	Total
Grants & Contracts	\$ 5,845,714	\$ 5,754,957	\$ 165,001	\$ -	\$ 325,426	\$ 702,426	\$ 12,793,524
Program Revenue	\$ -	\$ 15,382	\$ -	\$ 991,577	\$ -	\$ -	\$ 1,006,959
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ 25,673	\$ -	\$ 25,673
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 5,845,714	\$ 5,770,339	\$ 165,001	\$ 991,577	\$ 351,099	\$ 702,426	\$ 13,826,156

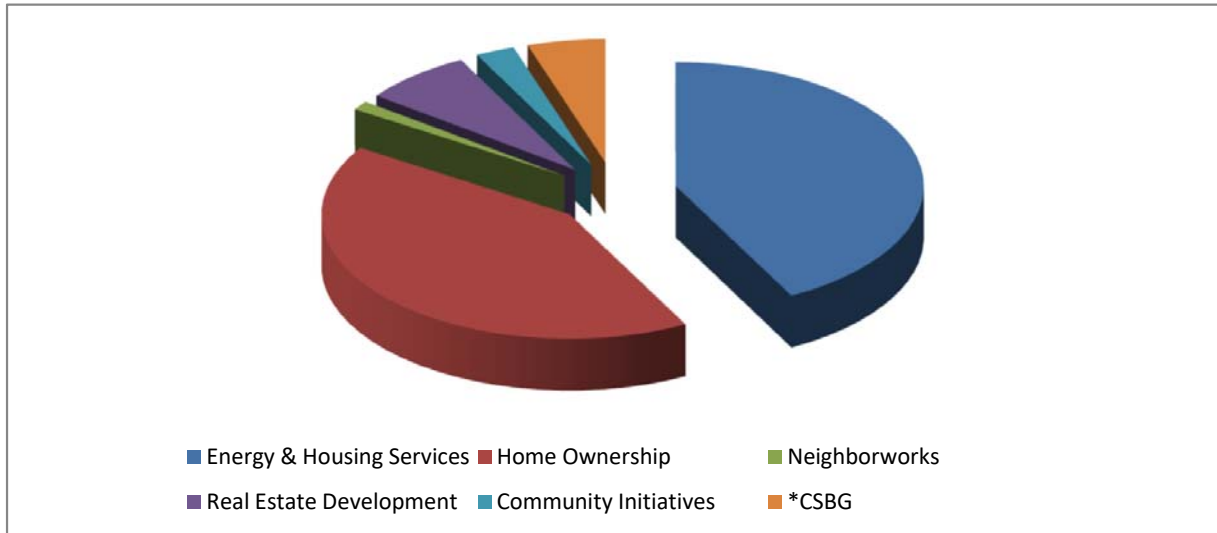
Expenses:							
Personnel	\$ 894,688	\$ 342,305	\$ 47,516	\$ 80,961	\$ 127,364	\$ 352,959	\$ 1,845,793
Payroll Taxes & Employee Benefits	\$ 328,809	\$ 142,297	\$ 20,399	\$ 40,069	\$ 42,194	\$ 111,826	\$ 685,594
Staff Development	\$ 10,000	\$ -	\$ 17,000	\$ 4,000	\$ -	\$ 2,025	\$ 33,025
Travel	\$ 13,827	\$ -	\$ 1,000	\$ 4,725	\$ 328	\$ 4,320	\$ 24,200
Office Costs	\$ 105,217	\$ 30,722	\$ 4,600	\$ 1,000	\$ 10,081	\$ 2,875	\$ 154,495
Insurance	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ 580	\$ 1,580
Telecommunications	\$ 35,211	\$ 8,724	\$ 2,200	\$ 1,300	\$ 3,620	\$ 8,743	\$ 59,798
Space & Occupancy	\$ 198,445	\$ 51,429	\$ 13,598	\$ 5,000	\$ 6,000	\$ 63,217	\$ 337,689
Contract Services	\$ 222,960	\$ 187,876	\$ 43,560	\$ 139,000	\$ 121,973	\$ 7,905	\$ 723,274
Vehicle	\$ 51,144	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,144
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 24,403	\$ 3,440	\$ 1,962	\$ -	\$ 188	\$ 6,150	\$ 36,143
Direct Client Assistance	\$ 3,739,629	\$ 4,923,104	\$ -	\$ -	\$ 9,420	\$ 41,019	\$ 8,713,172
Administration (Indirect)	\$ 210,250	\$ 80,442	\$ 11,166	\$ 19,026	\$ 29,931	\$ 82,944	\$ 433,759
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 11,131	\$ -	\$ -	\$ -	\$ -	\$ 1,513	\$ 12,644
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 1,000	\$ 750	\$ -	\$ 16,350	\$ 18,100
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 5,845,714	\$ 5,770,339	\$ 165,001	\$ 295,831	\$ 351,099	\$ 702,426	\$ 13,130,410

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ 695,746	\$ -	\$ -	\$ 695,746
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* CSBG = Community Services Block Grant

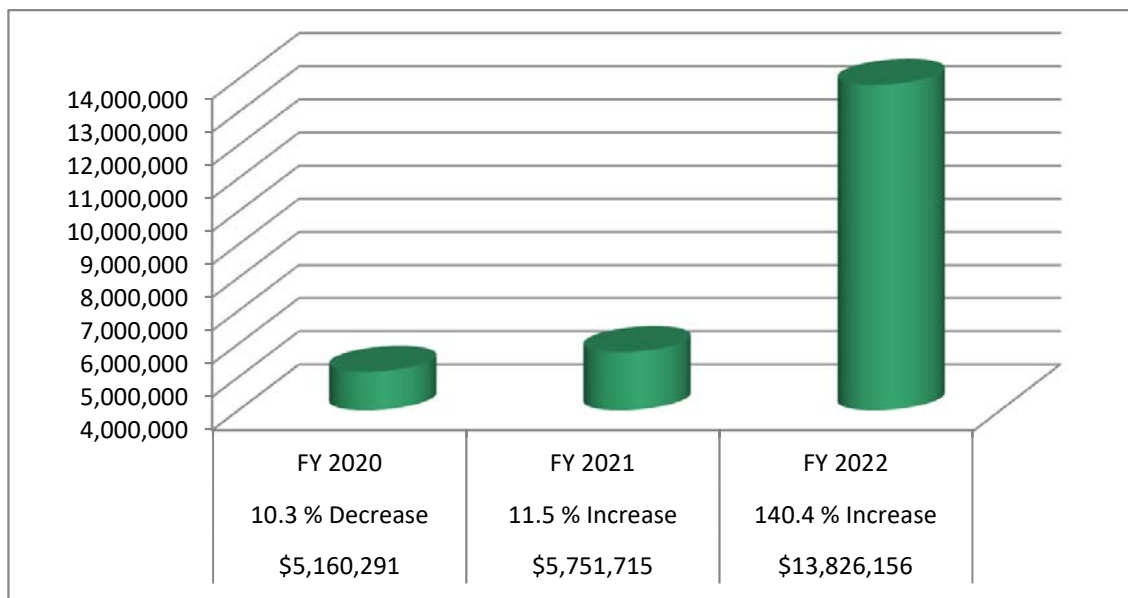
Kennebec Valley Community Action Program
Energy & Housing Services/Community Initiatives Operating Budget
October 1, 2021 - September 30, 2022

The Energy & Housing Services budget consists of the following programming: Energy & Housing Services (which contributes 42.3% of the budget), Home Ownership Services (41.7%), NeighborWorks (1.2%), Real Estate Development (7.2%), Community Initiatives (2.5%), and CSBG (5.1%).



For fiscal year 2022, the proposed Energy & Housing Services budget is \$13,826,156. When compared to fiscal year 2021, this is an increase of 140.4%, or \$8,074,441.

Energy & Housing Services Comparison
FY 2020 - FY 2022



Kennebec Valley Community Action Program
Energy & Housing Services/Community Initiatives Operating Budget
October 1, 2021 - September 30, 2022

Below is the comparison between the FY 2021 budget and the proposed FY 2022 budget showing net increases and decreases by line item.

Revenue:	FY 2021	FY 2022	Increase/ (Decrease)
Grants & Contracts	\$ 5,705,451	\$ 12,793,524	\$ 7,088,073
Program Revenue	\$ 21,264	\$ 1,006,959	\$ 985,695
Other Revenue	\$ 25,000	\$ 25,673	\$ 673
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 5,751,715	\$ 13,826,156	\$ 8,074,441

Expenses:			
Personnel	\$ 1,531,668	\$ 1,845,793	\$ 314,125
Payroll Taxes & Employee Benefits	\$ 478,234	\$ 685,594	\$ 207,360
Staff Development	\$ 11,117	\$ 33,025	\$ 21,908
Travel	\$ 11,370	\$ 24,200	\$ 12,830
Office Costs	\$ 66,919	\$ 154,495	\$ 87,576
Insurance	\$ 14,720	\$ 1,580	\$ (13,140)
Telecommunications	\$ 65,133	\$ 59,798	\$ (5,335)
Space & Occupancy	\$ 325,800	\$ 337,689	\$ 11,889
Contract Services	\$ 16,978	\$ 723,274	\$ 706,296
Vehicle	\$ 54,661	\$ 51,144	\$ (3,517)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 74,567	\$ 36,143	\$ (38,424)
Direct Client Assistance	\$ 2,574,931	\$ 8,713,172	\$ 6,138,241
Administration (Indirect)	\$ 492,431	\$ 433,759	\$ (58,672)
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 2,713	\$ 12,644	\$ 9,931
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 30,473	\$ 18,100	\$ (12,373)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 5,751,715	\$ 13,130,410	\$ 7,378,695

Surplus/(Deficit)	\$ -	\$ 695,746	\$ 695,746
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Significant changes in the fiscal year 2022 budget projections include:

- Grant and contracts revenue - Increased primarily due to new programming - Heat Pump program (\$1.2M), Emergency Rental Assistance 2 (\$5.6M), and Housing Stability (\$273k)
- Program revenue - Increased due to the Real Estate Development budget reflecting a move from relying on Neighborworks funding to support costs to having a stream of developments in process that are generating development fees to support the program and beginning planning new endeavors.
- Personnel & Payroll Taxes - Increased based on standard merit increases and an additional hires needed for new programming.
- Office Costs - Increased postage, copier, printing, and office supply costs related to new programming.

Kennebec Valley Community Action Program
Energy & Housing Services/Community Initiatives Operating Budget
October 1, 2021 - September 30, 2022

Significant changes continued:

- Contract Services - Increased data services costs (\$15k), temporary staffing costs (\$593k), and real estate predevelopment costs (\$84k)
- Direct Client Assistance - Increased by the net of new programming through Heat Pumps (\$1.1M) and ERA2 (\$4.9M); increased contract amounts in DOE (\$302k) and CHIP (\$316k); and decreases in HEAP Weatherization (\$151k) and HARP (\$346k)

Kennebec Valley Community Action Program
Energy & Housing Services Operating Budgets
October 1, 2021 - September 30, 2022

Revenue:	*LIHEAP	*LIAP	*DOE	*HEAP Wz	*CHIP	Heat Pump Program	*DEP Tank Replacement	*HARP	*CDBG	Total
Grants & Contracts	\$ 1,010,919	\$ 58,960	\$ 1,004,673	\$ 717,002	\$ 918,293	\$ 1,240,317	\$ 165,300	\$ 486,750	\$ 243,500	\$ 5,845,714
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 1,010,919	\$ 58,960	\$ 1,004,673	\$ 717,002	\$ 918,293	\$ 1,240,317	\$ 165,300	\$ 486,750	\$ 243,500	\$ 5,845,714

Expenses:										
Personnel	\$ 348,097	\$ 25,945	\$ 166,986	\$ 75,687	\$ 117,372	\$ 82,058	\$ 8,454	\$ 45,710	\$ 24,379	\$ 894,688
Payroll Taxes & Employee Benefits	\$ 120,560	\$ 11,580	\$ 55,174	\$ 30,514	\$ 44,926	\$ 30,966	\$ 3,264	\$ 20,487	\$ 11,338	\$ 328,809
Staff Development	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Travel	\$ 1,100	\$ -	\$ 12,727	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,827
Office Costs	\$ 76,000	\$ 3,338	\$ 11,879	\$ 4,467	\$ 5,634	\$ 2,250	\$ 95	\$ 800	\$ 754	\$ 105,217
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 20,400	\$ 2,000	\$ 3,500	\$ 1,500	\$ 4,500	\$ 2,500	\$ 200	\$ 311	\$ 300	\$ 35,211
Space & Occupancy	\$ 120,000	\$ 10,000	\$ 15,000	\$ 5,000	\$ 28,145	\$ 16,000	\$ 300	\$ 2,000	\$ 2,000	\$ 198,445
Contract Services	\$ 222,960	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 222,960
Vehicle	\$ -	\$ -	\$ 11,000	\$ 6,000	\$ 19,250	\$ 12,694	\$ -	\$ 1,500	\$ 700	\$ 51,144
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 20,000	\$ -	\$ 1,000	\$ 1,500	\$ 1,903	\$ -	\$ -	\$ -	\$ -	\$ 24,403
Direct Client Assistance	\$ -	\$ -	\$ 677,166	\$ 573,548	\$ 663,950	\$ 1,071,565	\$ 151,000	\$ 404,400	\$ 198,000	\$ 3,739,629
Administration (Indirect)	\$ 81,802	\$ 6,097	\$ 39,241	\$ 17,786	\$ 27,582	\$ 19,284	\$ 1,987	\$ 10,742	\$ 5,729	\$ 210,250
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 5,031	\$ 3,000	\$ -	\$ 800	\$ 300	\$ 11,131
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 1,010,919	\$ 58,960	\$ 1,004,673	\$ 717,002	\$ 918,293	\$ 1,240,317	\$ 165,300	\$ 486,750	\$ 243,500	\$ 5,845,714

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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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 Services Operating Budgets
October 1, 2021 - September 30, 2022

Revenue:	Home Buyer Education	Home Ownership Ed & Counseling	*HUD Housing Counseling	Emergency Rental Assistance	Total
Grants & Contracts	\$ 9,600	\$ 66,105	\$ 35,959	\$ 5,643,293	\$ 5,754,957
Program Revenue	\$ 15,382	\$ -	\$ -	\$ -	\$ 15,382
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 24,982	\$ 66,105	\$ 35,959	\$ 5,643,293	\$ 5,770,339

Expenses:					
Personnel	\$ 10,524	\$ 31,370	\$ 14,617	\$ 285,794	\$ 342,305
Payroll Taxes & Employee Benefits	\$ 4,457	\$ 24,165	\$ 13,189	\$ 100,486	\$ 142,297
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ 228	\$ 1,498	\$ 3,018	\$ 25,978	\$ 30,722
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 500	\$ 500	\$ 500	\$ 7,224	\$ 8,724
Space & Occupancy	\$ 800	\$ 1,200	\$ 1,200	\$ 48,229	\$ 51,429
Contract Services	\$ 6,000	\$ -	\$ -	\$ 181,876	\$ 187,876
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ 3,440	\$ 3,440
Direct Client Assistance	\$ -	\$ -	\$ -	\$ 4,923,104	\$ 4,923,104
Administration (Indirect)	\$ 2,473	\$ 7,372	\$ 3,435	\$ 67,162	\$ 80,442
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 24,982	\$ 66,105	\$ 35,959	\$ 5,643,293	\$ 5,770,339

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

Kennebec Valley Community Action Program
Neighborworks Operating Budget
October 1, 2021 - September 30, 2022

Revenue:	Neighborworks Administration	Community Building & Engagement	NTI Training Grant	Total
Grants & Contracts	\$ 135,001	\$ 17,500	\$ 12,500	\$ 165,001
Program Revenue	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 135,001	\$ 17,500	\$ 12,500	\$ 165,001

Expenses:				
Personnel	\$ 40,189	\$ 7,327	\$ -	\$ 47,516
Payroll Taxes & Employee Benefits	\$ 16,910	\$ 3,489	\$ -	\$ 20,399
Staff Development	\$ 3,500	\$ 1,000	\$ 12,500	\$ 17,000
Travel	\$ 1,000	\$ -	\$ -	\$ 1,000
Office Costs	\$ 3,600	\$ 1,000	\$ -	\$ 4,600
Insurance	\$ 1,000	\$ -	\$ -	\$ 1,000
Telecommunications	\$ 2,200	\$ -	\$ -	\$ 2,200
Space & Occupancy	\$ 13,598	\$ -	\$ -	\$ 13,598
Contract Services	\$ 41,560	\$ 2,000	\$ -	\$ 43,560
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,000	\$ 962	\$ -	\$ 1,962
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 9,444	\$ 1,722	\$ -	\$ 11,166
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,000	\$ -	\$ -	\$ 1,000
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 135,001	\$ 17,500	\$ 12,500	\$ 165,001

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -
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*NTI - National Training Institute

Kennebec Valley Community Action Program
Real Estate Development Operating Budget
October 1, 2021 - September 30, 2022

Revenue:	Real Estate Development	Total
Grants & Contracts	\$ -	\$ -
Program Revenue	\$ 991,577	\$ 991,577
Other Revenue	\$ -	\$ -
Inkind	\$ -	\$ -
Total Revenue:	\$ 991,577	\$ 991,577

Expenses:		
Personnel	\$ 80,961	\$ 80,961
Payroll Taxes & Employee Benefits	\$ 40,069	\$ 40,069
Staff Development	\$ 4,000	\$ 4,000
Travel	\$ 4,725	\$ 4,725
Office Costs	\$ 1,000	\$ 1,000
Insurance	\$ -	\$ -
Telecommunications	\$ 1,300	\$ 1,300
Space & Occupancy	\$ 5,000	\$ 5,000
Contract Services	\$ 139,000	\$ 139,000
Vehicle	\$ -	\$ -
Housing Property Costs	\$ -	\$ -
Materials & Supplies	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -
Administration (Indirect)	\$ 19,026	\$ 19,026
Interest	\$ -	\$ -
Depreciation	\$ -	\$ -
Common Carrier	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -
Other	\$ 750	\$ 750
Inkind	\$ -	\$ -
Total Expenses:	\$ 295,831	\$ 295,831

Surplus/(Deficit)	\$ 695,746	\$ 695,746
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Kennebec Valley Community Action Program
Community Initiatives Operating Budgets
October 1, 2021 - September 30, 2022

Revenue:	*SETC - UWMM	*SETC - BGCA - OJP	*SETC - Oak Grove Foundation	*SETC - BGCA - TANF	Community Investors - *UWMM	Social Supports	Vaccination Supports	Housing Stability	Total
Grants & Contracts	\$ -	\$ 4,000	\$ 4,000	\$ 3,194	\$ -	\$ 37,324	\$ 3,625	\$ 273,283	\$ 325,426
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 22,000	\$ 673	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 25,673
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 22,000	\$ 4,673	\$ 4,000	\$ 3,194	\$ 3,000	\$ 37,324	\$ 3,625	\$ 273,283	\$ 351,099

Expenses:									
Personnel	\$ 12,726	\$ 2,731	\$ 2,338	\$ 1,867	\$ 1,951	\$ 16,211	\$ 2,323	\$ 87,217	\$ 127,364
Payroll Taxes & Employee Benefits	\$ 6,283	\$ 1,300	\$ 1,113	\$ 888	\$ 590	\$ 7,167	\$ 756	\$ 24,097	\$ 42,194
Staff Development	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -			\$ -	\$ 328	\$ -	\$ -	\$ 328
Office Costs	\$ -	\$ -			\$ -	\$ 81	\$ -	\$ 10,000	\$ 10,081
Insurance	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -			\$ -	\$ 120	\$ -	\$ 3,500	\$ 3,620
Space & Occupancy	\$ -	\$ -			\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000
Contract Services	\$ -	\$ -			\$ -	\$ -	\$ -	\$ 121,973	\$ 121,973
Vehicle	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -			\$ -	\$ 188	\$ -	\$ -	\$ 188
Direct Client Assistance	\$ -	\$ -			\$ -	\$ 9,420	\$ -	\$ -	\$ 9,420
Administration (Indirect)	\$ 2,991	\$ 642	\$ 549	\$ 439	\$ 459	\$ 3,809	\$ 546	\$ 20,496	\$ 29,931
Interest	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 22,000	\$ 4,673	\$ 4,000	\$ 3,194	\$ 3,000	\$ 37,324	\$ 3,625	\$ 273,283	\$ 351,099

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

*TANF = Temporary Assistance for Needy Families

*UWMM = United Way Mid-Maine

*OJP = Office of Justice Program

*BGCA = Boys & Girls Clubs of America

Kennebec Valley Community Action Program
Community Services Block Grant Operating Budgets
October 1, 2021 - September 30, 2022

	South End Teen Center	Community / School Based Education	Poverty Initiatives	Community Assessment & Training	CARES Act	Total
Revenue:						
Grants & Contracts	\$ 103,890	\$ 75,135	\$ 248,151	\$ 58,980	\$ 216,270	\$ 702,426
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 103,890	\$ 75,135	\$ 248,151	\$ 58,980	\$ 216,270	\$ 702,426

Expenses:						
Personnel	\$ 57,517	\$ 40,302	\$ 123,793	\$ 27,065	\$ 104,282	\$ 352,959
Payroll Taxes & Employee Benefits	\$ 15,410	\$ 7,776	\$ 39,563	\$ 8,390	\$ 40,687	\$ 111,826
Staff Development	\$ 275	\$ 300	\$ 700		\$ 750	\$ 2,025
Travel	\$ 600	\$ 1,050	\$ 1,470	\$ 100	\$ 1,100	\$ 4,320
Office Costs	\$ 250	\$ 650	\$ 875	\$ 300	\$ 800	\$ 2,875
Insurance	\$ 580					\$ 580
Telecommunications	\$ 2,475	\$ 1,258	\$ 2,895	\$ 453	\$ 1,662	\$ 8,743
Space & Occupancy	\$ 7,648	\$ 12,528	\$ 28,764	\$ 10,312	\$ 3,965	\$ 63,217
Contract Services	\$ 2,905			\$ 5,000		\$ 7,905
Vehicle						\$ -
Housing Property Costs						\$ -
Materials & Supplies	\$ 200	\$ 1,800		\$ 400	\$ 3,750	\$ 6,150
Direct Client Assistance			\$ 11,000		\$ 30,019	\$ 41,019
Administration (Indirect)	\$ 13,517	\$ 9,471	\$ 29,091	\$ 6,360	\$ 24,505	\$ 82,944
Interest						\$ -
Depreciation	\$ 1,513					\$ 1,513
Common Carrier						\$ -
Bad Debt Expense						\$ -
Other	\$ 1,000		\$ 10,000	\$ 600	\$ 4,750	\$ 16,350
Inkind						\$ -
Total Expenses:	\$ 103,890	\$ 75,135	\$ 248,151	\$ 58,980	\$ 216,270	\$ 702,426

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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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: \$1,069,879 (\$1,010,919 - LIHEAP - \$58,960 – LIAP)

Staff: 13 full-time equivalents, 5 temporary/1 seasonal employee

Description of Clients: Income eligible households

Number of Households to be Served in FY 2022: 8,000

Continuing Services:

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

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

Budget: Fee for service

Staff: 1 part-time equivalent

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

Number of Clients to be Served: 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: \$1,721,675

Staff: 4 full-time equivalents

Description of Clients: LIHEAP-eligible households

Number of Households to be Served in FY 2022: 85

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: \$918,293

Staff: 2 full-time equivalents

Description of Clients: LIHEAP eligible households

Number of Households to be Served: 325

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

Continuing Services:

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

Number of Households to be Served in FY 2022: 44

Heat Pump Program:

Budget: \$1,240,317

Staff: 1 full-time equivalent

Description of Clients: Income eligible households

Number of Households to be Served: 113

Continuing Services:

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

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

Budget: \$730,250 (\$486,750 HARP- \$243,500-CDBG)

Description of Clients: Income eligible single family homeowners

Staff: 2 full-time equivalents

Number of Families to be Served: 65

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: \$127,046 (\$24,982-MH [including fees for service], \$35,959-HUD, \$66,105 - NeighborWorks)

Staff: 3 part-time equivalents

Description of Clients: No Income Restrictions

Estimated Number of Clients to be Served in FY 2022: 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 through 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

Emergency Rental Assistance:

Budget: \$5,643,293

Staff: 6 full-time equivalents, 4 temporary staff

Description of Clients: Income eligible renters

Estimated number of households to be served in FY 2022: 1,000

Continuing Services:

- Provide rental and utility relief payments to help eligible renters maintain housing stability

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.

Strategic Planning Action Items for Energy and Home Ownership 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 training and tools to identify and connect clients to the full array of KVCAP Series for which they qualify.

(Goal I. Strategy A. Initiative 2): Develop a comprehensive process for collections and management of client data to enable 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 services areas/categories.

(Goal I. Strategy D. Initiative 1): Assist individuals and families affected by COVID 19 to maintain financial and household stability and to overcome obstacles that impeded their progress toward achieving their goals.

(Goal I. Strategy D. Initiative 2): Offer an array of safety net programs specifically targeted for individuals and families adversely affected by COVID 19.

C. REAL ESTATE DEVELOPMENT (Director: David Pelton)

Budget: \$1,011,577

Staff: 2 full-time equivalents

Cony Village LLC

Description of Clients: Low to Moderate Income Households

Households to be Served in FY 2022: 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: 28

Continuing Services:

- Offers 26 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 is currently under construction at 62 Elm Street in Hartland. The building is expected to be completed in November, 2021 and fully occupied by May, 2022. We also have an opportunity to construct a second building as part of a “phase 2” option.

26 Mary Street, Skowhegan - family/workforce housing. Funding has been approved to convert the property from offices to 40 rental units. Closing is expected in September, 2021 with construction starting that same month and lasting 14 months.

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 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): Close with funding and begin developing the Boulette Building to affordable senior housing; build at least two houses 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: \$137,757 (\$103,890 CSBG; \$22,000 United Way; \$11,867 other funding)

Staff: 2 full-time equivalents (on-site Coordinator, 2 part-time direct service and other part-time administrative support)

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

Number of teens to be Served in FY 2022: 50

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.
- 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 Scholarship program (for post-secondary education) 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 and Thomas Colleges.

Anticipated New Service Opportunities:

The teen center looks forward to strengthening its relationship with Colby and Thomas Colleges and their volunteer programs. The college volunteers are a natural fit with our mentoring and role modeling approach. In addition, the Waterville Rotary Club will continue to create ways to help support South End youth through collaboration with the SETC, especially as strict COVID protocols are lifted.

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

Social and Vaccine Supports:

Budget: \$40,949 (estimate for remaining three months of the contracts)

Staff: 1.5 full-time equivalents (for three months)

Description of clients: Individuals/families in quarantine due to COVID; community members at large

Estimated number of individuals to be served: 150

Continuing Services:

These program components were developed in collaboration with Department of Health and Human Services to provide social supports to help people successfully complete quarantine due to a positive COVID status; to educate the community about the prevention of COVID; and to educate the community about vaccination and assist with vaccine clinics.

Anticipated New Service Opportunities:

These contracts end December 31, 2021, however it is anticipated that there will be other opportunities to continue this work and expanded efforts to address health disparities for populations that were impacted disproportionately by COVID, including rural communities.

Housing Stability:

Budget: \$273,283

Staff: 2 full-time equivalents

Description of Clients: Income eligible renters

Estimated number of households to be served: 100

Continuing Services:

- Application assistance
- Housing Counseling
- Supportive conversations with landlord and tenant
- Housing Navigation
- Referrals to and help with completing applications for services offered by KVCAP and the Department of Health and Human Services
- Referrals to appropriate services offered by community providers or other organizations such as intensive case management, workforce development.
- Referrals to legal assistance

Anticipated New Service Opportunities:

This contract end December 31, 2021, however it is anticipated that there will be other opportunities to continue this work and expanded efforts.

Poverty Initiative

Budget: \$251,157 (\$248,151 CSBG; \$3,000; Community Investors United Way)

Staff: 1 full-time equivalent (direct service, coalition participation/coordination, administration)

Description of Clients: Kennebec and Somerset County communities and residents

Number of Clients to be Served: 30 families through Community Investors; 100 families through Resource Navigator and/or Emergency Assistance and an additional 150 families that are provided I&R intervention by phone.

Continuing Services:

- Provide direct services to KVCAP clients through the Resource Navigator program. This component offers support, resources and referrals to people to assist with overcoming 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.
- Continue to provide services, as needed, using CARES Act funds for eligible families impacted by COVID.

Anticipated New Opportunities:

The Resource Navigator component will continue to respond to emerging community needs as impacts resulting from the pandemic become evident. KVCAP has developed strong working relationships with DHHS and statewide Community Action network as well as local providers, to collaborate in new ways to meet these emerging needs. Increase capacity in FY 2022 using CSBG CARES Act funds in order to serve more families and individuals, including those impacted by the pandemic.

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: 0.25 full-time equivalents supported by targeted funding; an additional 3 full-time equivalents 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 (final year of 2.5 year grant): \$216,270

In FY 2022, regular CSBG will support four components including a portion of 23 staff positions (4 full time equivalents). CSBG Cares Act will support COVID related activities, supporting a portion of 18 staff positions, 2.75 full-time equivalents.

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 Education and Strengthening – 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 19 pandemic. These funds support work at the agency capacity level and supports 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, 2021 - September 30, 2022

Revenue:	Head Start/Early Head Start	*CACFP	Other Child & Family Services	Total
Grants & Contracts	\$ 6,942,279	\$ 184,160	\$ 2,758,036	\$ 9,884,475
Program Revenue	\$ -	\$ -	\$ 1,706,694	\$ 1,706,694
Other Revenue	\$ -	\$ -	\$ 105,731	\$ 105,731
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 6,942,279	\$ 184,160	\$ 4,570,461	\$ 11,696,900

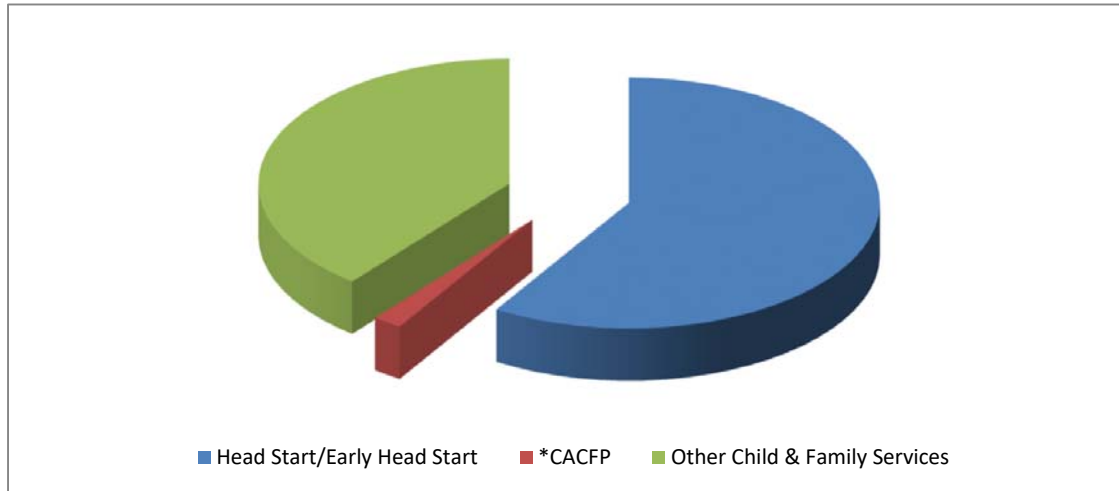
Expenses:				
Personnel	\$ 3,482,084	\$ 40,153	\$ 2,356,118	\$ 5,878,355
Payroll Taxes & Employee Benefits	\$ 1,231,597	\$ 15,394	\$ 889,673	\$ 2,136,664
Staff Development	\$ 48,833	\$ -	\$ 47,495	\$ 96,328
Travel	\$ 70,480	\$ -	\$ 44,169	\$ 114,649
Office Costs	\$ 43,109	\$ -	\$ 26,266	\$ 69,375
Insurance	\$ 8,389	\$ -	\$ 11,790	\$ 20,179
Telecommunications	\$ 43,380	\$ -	\$ 32,479	\$ 75,859
Space & Occupancy	\$ 47,883	\$ -	\$ 157,740	\$ 205,623
Contract Services	\$ 1,025,964	\$ -	\$ 493,627	\$ 1,519,591
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 72,038	\$ 119,176	\$ 67,297	\$ 258,511
Direct Client Assistance	\$ 400	\$ -	\$ 5,000	\$ 5,400
Administration (Indirect)	\$ 818,292	\$ 9,437	\$ 553,690	\$ 1,381,419
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 10,930	\$ -	\$ 10,075	\$ 21,005
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 38,900	\$ -	\$ 100,305	\$ 139,205
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 6,942,279	\$ 184,160	\$ 4,795,724	\$ 11,922,163

Surplus/(Deficit)	\$ -	\$ -	\$ (225,263)	\$ (225,263)
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*CACFP = Child and Adult Care Food Program

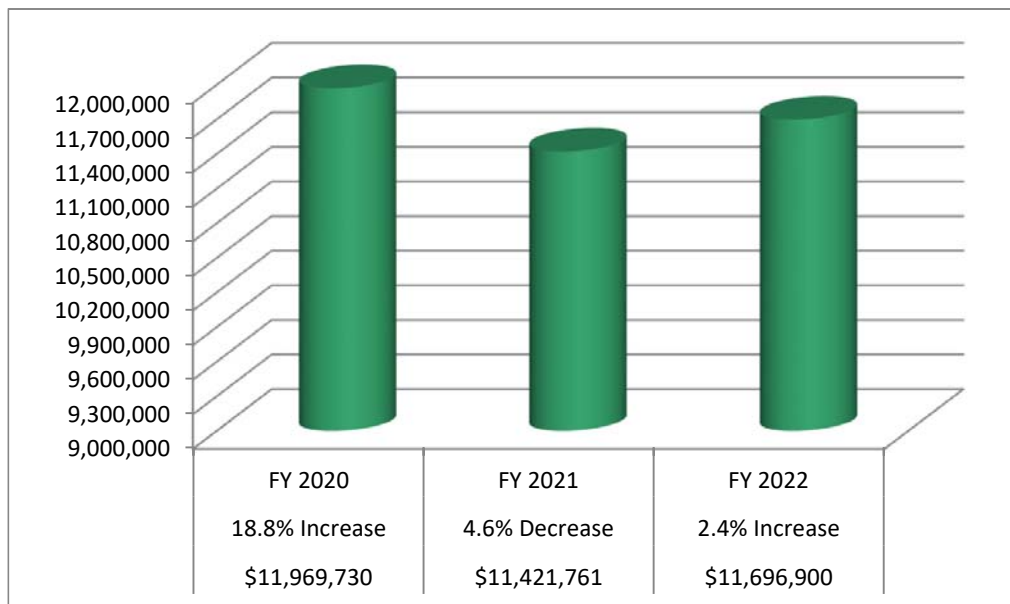
**Kennebec Valley Community Action Program
Child & Family Services Operating Budget
October 1, 2021 - September 30, 2022**

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 59.3% of the budget), the Child and Adult Care Food Program [CACFP] (1.6%), and Other Child & Family Services (39.1%).



For fiscal year 2022, the proposed Child & Family Services budget is \$11,696,900. When compared to fiscal year 2021, this represents an increase in revenue of 2.4%, or \$275,139. Budgeted expenditures, however, exceed revenue resulting in a projected deficit of (\$225,263). As part of the budget process, the Department's management is asking the Board of Directors to approve the use of prior year surpluses from agency net assets to cover this projected shortfall.

**Child & Family Services Comparison
FY 2020 - FY 2022**



Kennebec Valley Community Action Program
Child & Family Services Operating Budget
October 1, 2021 - September 30, 2022

Below is the comparison between the FY 2021 budget and the proposed FY 2022 budget showing net increases and decreases by line item.

Revenue:	FY 2021	FY 2022	Increase/ (Decrease)
Grants & Contracts	\$ 9,430,037	\$ 9,884,475	\$ 454,438
Program Revenue	\$ 1,887,424	\$ 1,706,694	\$ (180,730)
Other Revenue	\$ 104,300	\$ 105,731	\$ 1,431
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 11,421,761	\$ 11,696,900	\$ 275,139
Expenses:			
Personnel	\$ 5,681,199	\$ 5,878,355	\$ 197,156
Payroll Taxes & Employee Benefits	\$ 1,881,941	\$ 2,136,664	\$ 254,723
Staff Development	\$ 63,107	\$ 96,328	\$ 33,221
Travel	\$ 124,615	\$ 114,649	\$ (9,966)
Office Costs	\$ 83,845	\$ 69,375	\$ (14,470)
Insurance	\$ 20,179	\$ 20,179	\$ -
Telecommunications	\$ 57,207	\$ 75,859	\$ 18,652
Space & Occupancy	\$ 211,818	\$ 205,623	\$ (6,195)
Contract Services	\$ 1,402,801	\$ 1,519,591	\$ 116,790
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 396,676	\$ 258,511	\$ (138,165)
Direct Client Assistance	\$ 400	\$ 5,400	\$ 5,000
Administration (Indirect)	\$ 1,302,245	\$ 1,381,419	\$ 79,174
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 21,005	\$ 21,005	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 174,723	\$ 139,205	\$ (35,518)
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 11,421,761	\$ 11,922,163	\$ 500,402
Surplus/(Deficit)	\$ -	\$ (225,263)	\$ (225,263)

Significant changes in the fiscal year 2022 budget projections include:

- Grant and Contract Revenue - Increased overall by \$454k, which is the net of reductions from the end of CARES Act funding through Federal Head Start (\$301k), state funding for 4 year olds through Waterville Public Schools due to reduced enrollment during COVID (\$281k), and the end of smaller acceleration grants through the Early Learning Network/Bufett Early Childhood Fund (\$112k); and increases in current grants and new programs that included American Rescue Plan funding through Federal Head Start (\$247k), Federal Head Start one-time funding for repairs at Educare (\$169k), the Whole Families program (\$245k), CRRSAA funding through the Office of Child & Family Services for child care (\$93k) and support from school districts mostly from MSAD/RSU #54 for adding five new classrooms (\$584k)
- Program Revenue - Decreased as a result of fewer client fees being received due to reduced enrollment with the most significant decrease being in ASPIRE funding as there was a significant loss in participants either through transitioning out of the program or low participation due to COVID concerns

Kennebec Valley Community Action Program
Child & Family Services Operating Budget
October 1, 2021 - September 30, 2022

Significant changes continued:

- Personnel - Increased due to standard merit increases
- Payroll Taxes & Employee Benefits - Increased by 14% (\$255k) due to a more accurate calculation of health insurance based on actual election instead of an average cost and also more staff electing for a higher benefits option (family coverage, etc.)

- Contract Services - Increased due to the receipt of Federal Head Start one-time funding for repairs at Educare (\$169k)
- Materials & Supplies - Decreased by \$138k as a result of grant programs that were not renewed and bringing other program budgets more inline with actual

Kennebec Valley Community Action Program
Head Start/Early Head Start Operating Budgets (Page 1 of 2)
October 1, 2021 - September 30, 2022

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 - Educare	Head Start/Early Head Start - COVID Funds - All Other Centers	Head Start/Early Head Start - ARP Funds - Educare	Head Start/Early Head Start - ARP Funds - All Other Centers
Grants & Contracts	\$ 245,464	\$ 1,728,840	\$ 2,083,944	\$ 26,334	\$ 35,816	\$ 104,196	\$ 142,882
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 245,464	\$ 1,728,840	\$ 2,083,944	\$ 26,334	\$ 35,816	\$ 104,196	\$ 142,882

Expenses:							
Personnel	\$ 144,403	\$ 1,035,685	\$ 1,233,884	\$ 15,026	\$ 18,706	\$ 63,799	\$ 88,606
Payroll Taxes & Employee Benefits	\$ 67,126	\$ 346,248	\$ 419,476	\$ 7,167	\$ 7,596	\$ 25,404	\$ 33,453
Staff Development							
Travel		\$ 1,971	\$ 23,444				
Office Costs		\$ 12,411	\$ 19,291				
Insurance		\$ 3,191	\$ 3,131				
Telecommunications		\$ 9,078	\$ 28,217				
Space & Occupancy		\$ 12,359	\$ 6,936				
Contract Services		\$ 23,235	\$ 30,397				
Vehicle							
Housing Property Costs							
Materials & Supplies		\$ 32,960	\$ 20,828	\$ 610	\$ 5,117		
Direct Client Assistance			\$ 400				
Administration (Indirect)	\$ 33,935	\$ 243,387	\$ 289,962	\$ 3,531	\$ 4,397	\$ 14,993	\$ 20,823
Interest							
Depreciation							
Common Carrier							
Bad Debt Expense							
Other		\$ 8,315	\$ 7,978				
Inkind							
Total Expenses:	\$ 245,464	\$ 1,728,840	\$ 2,083,944	\$ 26,334	\$ 35,816	\$ 104,196	\$ 142,882

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

*ARP = American Rescue Plan

Kennebec Valley Community Action Program
Head Start/Early Head Start Operating Budgets (Page 2 of 2)
October 1, 2021 - September 30, 2022

Revenue:	*EHS/CC Partnership - Educare	*EHS/CC Partnership - All Other Centers	*T&TA - Educare	*T&TA - All Other Centers	One Time Funding	Total
Grants & Contracts	\$ 445,303	\$ 1,860,556	\$ 35,859	\$ 63,910	\$ 169,175	\$ 6,942,279
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 445,303	\$ 1,860,556	\$ 35,859	\$ 63,910	\$ 169,175	\$ 6,942,279

Expenses:						
Personnel	\$ 272,630	\$ 609,345				\$ 3,482,084
Payroll Taxes & Employee Benefits	\$ 92,998	\$ 232,129				\$ 1,231,597
Staff Development			\$ 17,004	\$ 31,829		\$ 48,833
Travel	\$ 3,592	\$ 12,323	\$ 9,864	\$ 19,286		\$ 70,480
Office Costs	\$ 1,680	\$ 9,727				\$ 43,109
Insurance	\$ 2,067					\$ 8,389
Telecommunications	\$ 853	\$ 5,232				\$ 43,380
Space & Occupancy	\$ 716	\$ 27,872				\$ 47,883
Contract Services	\$ 3,148	\$ 795,138	\$ 2,500	\$ 2,371	\$ 169,175	\$ 1,025,964
Vehicle						\$ -
Housing Property Costs						\$ -
Materials & Supplies	\$ 2,391	\$ 10,132				\$ 72,038
Direct Client Assistance						\$ 400
Administration (Indirect)	\$ 64,068	\$ 143,196				\$ 818,292
Interest						\$ -
Depreciation		\$ 10,930				\$ 10,930
Common Carrier						\$ -
Bad Debt Expense						\$ -
Other	\$ 1,160	\$ 4,532	\$ 6,491	\$ 10,424		\$ 38,900
Inkind						\$ -
Total Expenses:	\$ 445,303	\$ 1,860,556	\$ 35,859	\$ 63,910	\$ 169,175	\$ 6,942,279

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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*T&TA = Training & Technical Assistance

Kennebec Valley Community Action Program

***CACFP Operating Budgets**

October 1, 2021 - September 30, 2022

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

Expenses:			
Personnel	\$ 40,153	\$ -	\$ 40,153
Payroll Taxes & Employee Benefits	\$ 15,394	\$ -	\$ 15,394
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 102,301	\$ 16,875	\$ 119,176
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 9,437	\$ -	\$ 9,437
Interest			\$ -
Depreciation			\$ -
Common Carrier			\$ -
Bad Debt Expense			\$ -
Other			\$ -
Inkind			\$ -
Total Expenses:	\$ 167,285	\$ 16,875	\$ 184,160

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

**Kennebec Valley Community Action Program
Other Child & Family Services Operating Budgets
October 1, 2021 - September 30, 2022**

Revenue:	Elevate Maine	Whole Families	OCFS - CRRSAA Educare	OCFS - CRRSAA All Other Centers	Parent Ambassadors	Clare Foundation
Grants & Contracts	\$ 47,864	\$ 245,000	\$ 41,800	\$ 50,960	\$ 210,904	\$ -
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 47,864	\$ 245,000	\$ 41,800	\$ 50,960	\$ 210,904	\$ 50,000

Expenses:						
Personnel	\$ 9,171	\$ 131,738	\$ 27,999	\$ 26,888	\$ 41,931	\$ 4,576
Payroll Taxes & Employee Benefits	\$ 5,348	\$ 50,196	\$ 6,339	\$ 15,857	\$ 13,944	\$ 1,530
Staff Development		\$ 5,000			\$ 14,000	\$ 18,230
Travel	\$ 1,000	\$ 10,035			\$ 445	\$ 8,951
Office Costs					\$ 950	\$ 600
Insurance						
Telecommunications	\$ 160	\$ 1,848			\$ 480	
Space & Occupancy		\$ 4,425				
Contract Services	\$ 29,830				\$ 121,500	
Vehicle						
Housing Property Costs						
Materials & Supplies		\$ 5,800	\$ 882	\$ 1,896		\$ 5,000
Direct Client Assistance		\$ 5,000				
Administration (Indirect)	\$ 2,155	\$ 30,958	\$ 6,580	\$ 6,319	\$ 9,854	\$ 1,075
Interest						
Depreciation						
Common Carrier						
Bad Debt Expense						
Other	\$ 200				\$ 7,800	\$ 10,038
Inkind						
Total Expenses:	\$ 47,864	\$ 245,000	\$ 41,800	\$ 50,960	\$ 210,904	\$ 50,000

Surplus/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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* OCFS - Office of Child & Family Services

*CRRSAA - Coronavirus Response and Relief Supplemental Appropriations Act

Kennebec Valley Community Action Program
Other Child & Family Services Operating Budgets
October 1, 2021 - September 30, 2022

Revenue:	Americorp	Other Services - Educare	Other Services - All Other Centers	Educare Facilities	Total
Grants & Contracts	\$ 108,360	\$ 537,916	\$ 1,515,232	\$ -	\$ 2,758,036
Program Revenue	\$ 87,268	\$ 1,487,379	\$ 132,047	\$ -	\$ 1,706,694
Other Revenue	\$ -	\$ 50,731	\$ 5,000	\$ -	\$ 105,731
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 195,628	\$ 2,076,026	\$ 1,652,279	\$ -	\$ 4,570,461

Expenses:					
Personnel	\$ 39,808	\$ 1,118,696	\$ 892,647	\$ 62,664	\$ 2,356,118
Payroll Taxes & Employee Benefits	\$ 38,386	\$ 403,383	\$ 325,057	\$ 29,633	\$ 889,673
Staff Development	\$ 325	\$ 5,220	\$ 4,720		\$ 47,495
Travel	\$ 1,863	\$ 11,020	\$ 10,755	\$ 100	\$ 44,169
Office Costs	\$ 1,918	\$ 4,838	\$ 17,960		\$ 26,266
Insurance		\$ 826	\$ 2,943	\$ 8,021	\$ 11,790
Telecommunications		\$ 2,691	\$ 10,860	\$ 16,440	\$ 32,479
Space & Occupancy		\$ 11,755	\$ 13,685	\$ 127,875	\$ 157,740
Contract Services	\$ 99,600	\$ 130,438	\$ 14,526	\$ 97,733	\$ 493,627
Vehicle					\$ -
Housing Property Costs					\$ -
Materials & Supplies	\$ 475	\$ 16,298	\$ 29,546	\$ 7,400	\$ 67,297
Direct Client Assistance					\$ 5,000
Administration (Indirect)	\$ 9,355	\$ 262,896	\$ 209,772	\$ 14,726	\$ 553,690
Interest					\$ -
Depreciation		\$ 1,396		\$ 8,679	\$ 10,075
Common Carrier					\$ -
Bad Debt Expense					\$ -
Other	\$ 3,898	\$ 7,406	\$ 70,963		\$ 100,305
Inkind					\$ -
Total Expenses:	\$ 195,628	\$ 1,976,863	\$ 1,603,434	\$ 373,271	\$ 4,795,724

Surplus/(Deficit)	\$ -	\$ 99,163	\$ 48,845	\$ (373,271)	\$ (225,263)
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PART VII. CHILD & FAMILY SERVICES (Chief Operating Officer: Tracye Fortin)

Budget: \$11,696,900

Staff: 166

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

Number of Clients/Households to be served in FY 2021: 648 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 enrich the lives of 648 children ages birth through age 5 and their families. Service options are center based, family child care and home visiting. Of the 648 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, 235 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;
 - 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 education and advocacy for early care and education, including Parent Ambassador education and advocacy support for policy change.
 - Higher education institutions to support growing the early childhood workforce.
- Provide social service, advocacy and support services to all families based upon individual needs and opportunities to elevate parent voice.

- 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 Child Development Services partnership in settings with high enrollment of children with special needs.
- Expand the Home Start model throughout Maine with Early Head Start: Child Care Partnerships state and federal opportunities.
- 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 early care and education continuum 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, implement Whole Family Coaching, 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): Implement select technical assistance and continue to develop the ECM Lab School & Learning Hub.

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

(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, 2021 - September 30, 2022

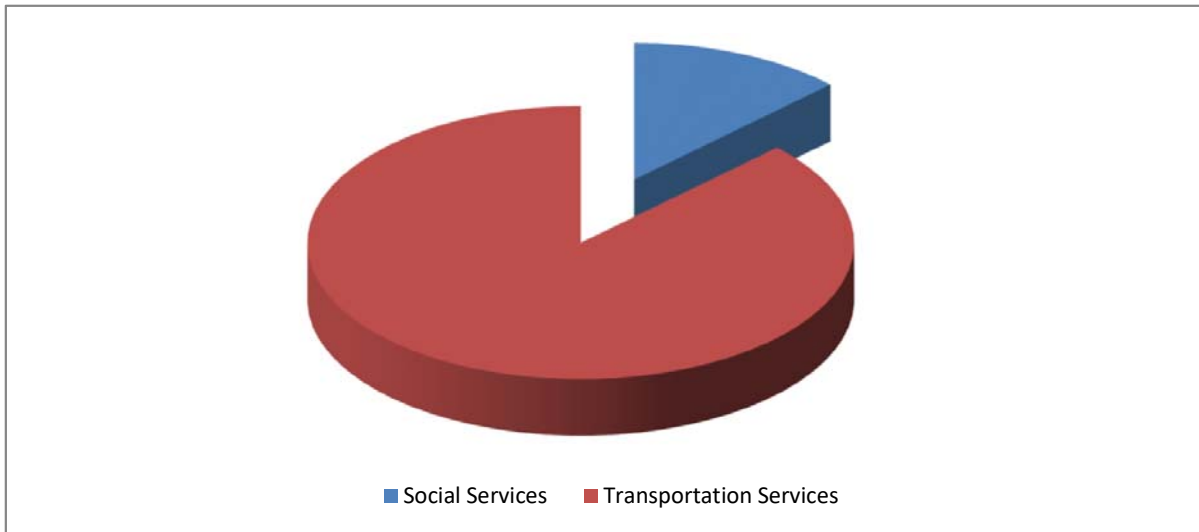
Revenue:	Social Services	Transportation Services	Total
Grants & Contracts	\$ 1,869,450	\$ 1,821,020	\$ 3,690,470
Program Revenue	\$ 3,300	\$ 10,899,264	\$ 10,902,564
Other Revenue	\$ -	\$ 79,690	\$ 79,690
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 1,872,750	\$ 12,799,974	\$ 14,672,724

Expenses:			
Personnel	\$ 963,964	\$ 2,462,519	\$ 3,426,483
Payroll Taxes & Employee Benefits	\$ 332,111	\$ 762,997	\$ 1,095,108
Staff Development	\$ 20,270	\$ 3,908	\$ 24,178
Travel	\$ 50,216	\$ 8,352	\$ 58,568
Office Costs	\$ 13,712	\$ 22,784	\$ 36,496
Insurance	\$ -	\$ 598	\$ 598
Telecommunications	\$ 25,762	\$ 130,371	\$ 156,133
Space & Occupancy	\$ 125,157	\$ 145,802	\$ 270,959
Contract Services	\$ 31,600	\$ 99,693	\$ 131,293
Vehicle	\$ -	\$ 816,606	\$ 816,606
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 25,040	\$ 89,844	\$ 114,884
Direct Client Assistance	\$ 47,161	\$ 3,803,189	\$ 3,850,350
Administration (Indirect)	\$ 226,209	\$ 578,691	\$ 804,900
Interest	\$ -	\$ 24,974	\$ 24,974
Depreciation	\$ -	\$ 194,189	\$ 194,189
Common Carrier	\$ -	\$ 2,800,376	\$ 2,800,376
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 11,548	\$ 24,761	\$ 36,309
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 1,872,750	\$ 11,969,654	\$ 13,842,404

Surplus/(Deficit)	\$ -	\$ 830,320	\$ 830,320
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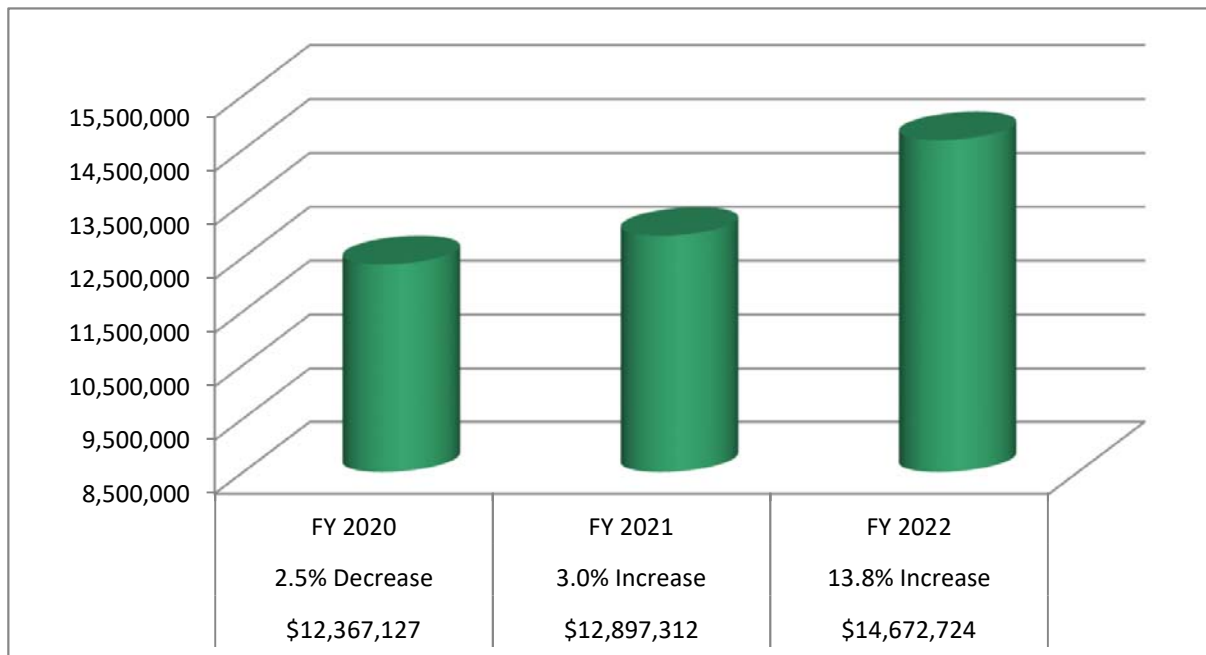
Kennebec Valley Community Action Program
Community Services Operating Budget
October 1, 2021 - September 30, 2022

The Community Services budget consists of Social Services programs (which contribute 12.8% of the budget) and Transportation Services (87.2%).



For fiscal year 2022, the proposed Community Services budget is \$14,672,724. When compared to fiscal year 2021, this is an increase of 13.8%, or \$1,775,412.

Community Services Comparison
FY 2020 - FY 2022



Kennebec Valley Community Action Program
Community Services Operating Budget
October 1, 2021 - September 30, 2022

Revenue:	FY 2021	FY 2022	Increase/ (Decrease)
Grants & Contracts	\$ 3,023,496	\$ 3,690,470	\$ 666,974
Program Revenue	\$ 9,858,566	\$ 10,902,564	\$ 1,043,998
Other Revenue	\$ 15,250	\$ 79,690	\$ 64,440
Inkind	\$ -	\$ -	\$ -
Total Revenue:	\$ 12,897,312	\$ 14,672,724	\$ 1,775,412

Expenses:			
Personnel	\$ 3,064,269	\$ 3,426,483	\$ 362,214
Payroll Taxes & Employee Benefits	\$ 978,894	\$ 1,095,108	\$ 116,214
Staff Development	\$ 4,456	\$ 24,178	\$ 19,722
Travel	\$ 56,053	\$ 58,568	\$ 2,515
Office Costs	\$ 31,277	\$ 36,496	\$ 5,219
Insurance	\$ -	\$ 598	\$ 598
Telecommunications	\$ 135,794	\$ 156,133	\$ 20,339
Space & Occupancy	\$ 258,245	\$ 270,959	\$ 12,714
Contract Services	\$ 125,336	\$ 131,293	\$ 5,957
Vehicle	\$ 917,110	\$ 816,606	\$ (100,504)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 21,093	\$ 114,884	\$ 93,791
Direct Client Assistance	\$ 4,000,909	\$ 3,850,350	\$ (150,559)
Administration (Indirect)	\$ 721,501	\$ 804,900	\$ 83,399
Interest	\$ 17,046	\$ 24,974	\$ 7,928
Depreciation	\$ 100,330	\$ 194,189	\$ 93,859
Common Carrier	\$ 2,429,440	\$ 2,800,376	\$ 370,936
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 35,559	\$ 36,309	\$ 750
Inkind	\$ -	\$ -	\$ -
Total Expenses:	\$ 12,897,312	\$ 13,842,404	\$ 945,092

Surplus/(Deficit)	\$ -	\$ 830,320	\$ 830,320
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Significant changes in the fiscal year 2022 budget projections include:

- Social Services revenues - Increases the net result of the end of United Way programming (\$15k), reductions in Maine Families (\$17k) and Kids First (\$2k), and new programming funded through the American Rescue Plan (ARP) for Maine Families (\$66k), Families First (\$333k), and the Initiative programs (\$10k).
- Transportation revenues - Increases of \$1.4M include continued CARES Act and CRRSAA funding for the Explorer program (\$115k), an estimated rate increase and recognition of municipal and private donations for Transportation services in the KV Van program (\$280k), and increased enrollment within MaineCare which funds the Brokerage program (\$1M).
- Personnel, Payroll Taxes & Employee Benefits, and Indirect expenditures all increased in part due to standard merit increases, new programming which requires new hires, and estimated increases that may result from negotiations with the drivers' union.

Kennebec Valley Community Action Program
Community Services Operating Budget
October 1, 2021 - September 30, 2022

Significant changes continued:

- Staff development - Increase of 443% (\$20k) primarily the result of the new Social Services programming funded by ARP that provides for additional staff training.
- Material & Supplies - Increase of 445% (\$93k) due to new technology purchases for Social Services ARP funded programs (\$21k) and for signage and radio equipment as well as PPE for the Transportation program (\$72k).
- Depreciation - Increase of 94% (\$94k) due to anticipated new vehicle purchases.
- Direct Client Assistance & Common Carrier - Off setting changes with Direct Client Assistance decreasing by (4%) (\$150k) and Common Carrier increasing by 15% (\$371k) due primarily to a decrease in volunteer drivers from 93 pre-COVID to 58 currently, in addition to smaller reductions in other modes has resulted in the increased trip volume use of taxis, a higher cost mode of transportation.

Kennebec Valley Community Action Program
Social Services Operating Budgets
October 1, 2021 - September 30, 2022

Revenue:	Maine Families	*MCT - Maine Families Subcontract	Families First	Maine Families - ARP	Somerset Initiative	Kennebec Initiative	Kids First	Initiatives - ARP	Total
Grants & Contracts	\$ 1,099,760	\$ 45,000	\$ 333,349	\$ 65,941	\$ 153,000	\$ 153,000	\$ 9,400	\$ 10,000	\$ 1,869,450
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,300	\$ -	\$ 3,300
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 1,099,760	\$ 45,000	\$ 333,349	\$ 65,941	\$ 153,000	\$ 153,000	\$ 12,700	\$ 10,000	\$ 1,872,750

Expenses:									
Personnel	\$ 579,658	\$ 29,790	\$ 175,069	\$ -	\$ 92,763	\$ 85,498	\$ 1,186	\$ -	\$ 963,964
Payroll Taxes & Employee Benefits	\$ 203,545	\$ 8,108	\$ 66,135	\$ -	\$ 22,616	\$ 31,233	\$ 474	\$ -	\$ 332,111
Staff Development	\$ 4,200	\$ -	\$ 1,000	\$ 12,000	\$ -	\$ 150	\$ -	\$ 2,920	\$ 20,270
Travel	\$ 37,998	\$ 418	\$ 6,350	\$ -	\$ 2,500	\$ 2,950	\$ -	\$ -	\$ 50,216
Office Costs	\$ 8,292	\$ -	\$ 2,600	\$ -	\$ 1,046	\$ 1,567	\$ 207	\$ -	\$ 13,712
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 17,200	\$ -	\$ 4,422	\$ -	\$ 1,810	\$ 2,330	\$ -	\$ -	\$ 25,762
Space & Occupancy	\$ 91,989	\$ -	\$ 16,622	\$ -	\$ 9,816	\$ 6,730	\$ -	\$ -	\$ 125,157
Contract Services	\$ 11,960	\$ -	\$ 7,280	\$ -	\$ -	\$ 1,800	\$ 10,560	\$ -	\$ 31,600
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 9,880	\$ 10,080	\$ 650	\$ 650	\$ -	\$ 3,780	\$ 25,040
Direct Client Assistance	\$ -	\$ -	\$ -	\$ 43,861	\$ -	\$ -	\$ -	\$ 3,300	\$ 47,161
Administration (Indirect)	\$ 136,220	\$ 6,684	\$ 41,141	\$ -	\$ 21,799	\$ 20,092	\$ 273	\$ -	\$ 226,209
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 8,698	\$ -	\$ 2,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,548
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 1,099,760	\$ 45,000	\$ 333,349	\$ 65,941	\$ 153,000	\$ 153,000	\$ 12,700	\$ 10,000	\$ 1,872,750

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

* ARP = American Rescue Plan

Kennebec Valley Community Action Program
Transportation Services Operating Budgets
October 1, 2021 - September 30, 2022

Revenue:	Brokerage	KV Van	Explorer	Total
Grants & Contracts	\$ -	\$ 736,742	\$ 1,084,278	\$ 1,821,020
Program Revenue	\$ 8,227,011	\$ 2,672,253	\$ -	\$ 10,899,264
Other Revenue	\$ -	\$ 79,690	\$ -	\$ 79,690
Inkind	\$ -	\$ -	\$ -	\$ -
Total Revenue:	\$ 8,227,011	\$ 3,488,685	\$ 1,084,278	\$ 12,799,974

Expenses:				
Personnel	\$ 666,240	\$ 1,284,289	\$ 511,990	\$ 2,462,519
Payroll Taxes & Employee Benefits	\$ 224,330	\$ 379,289	\$ 159,378	\$ 762,997
Staff Development	\$ 1,900	\$ 1,438	\$ 570	\$ 3,908
Travel	\$ 5,243	\$ 2,436	\$ 673	\$ 8,352
Office Costs	\$ 16,154	\$ 3,362	\$ 3,268	\$ 22,784
Insurance	\$ 500	\$ 98	\$ -	\$ 598
Telecommunications	\$ 112,424	\$ 13,155	\$ 4,792	\$ 130,371
Space & Occupancy	\$ 115,106	\$ 12,789	\$ 17,907	\$ 145,802
Contract Services	\$ 76,000	\$ 15,952	\$ 7,741	\$ 99,693
Vehicle	\$ -	\$ 578,417	\$ 238,189	\$ 816,606
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 13,773	\$ 61,098	\$ 14,973	\$ 89,844
Direct Client Assistance	\$ 3,422,870	\$ 380,319	\$ -	\$ 3,803,189
Administration (Indirect)	\$ 156,566	\$ 301,808	\$ 120,317	\$ 578,691
Interest	\$ 6,871	\$ 18,103	\$ -	\$ 24,974
Depreciation	\$ 47,427	\$ 146,762	\$ -	\$ 194,189
Common Carrier	\$ 2,520,338	\$ 280,038	\$ -	\$ 2,800,376
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 10,949	\$ 9,332	\$ 4,480	\$ 24,761
Inkind	\$ -	\$ -	\$ -	\$ -
Total Expenses:	\$ 7,396,691	\$ 3,488,685	\$ 1,084,278	\$ 11,969,654

Surplus/(Deficit)	\$ 830,320	\$ -	\$ -	\$ 830,320
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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: \$1,099,760 (October 1, 2021 – September 30, 2022) and \$45,000 (Maine Children's Trust subcontract for support services)

Staff: 13.25 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 2021-22: 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.

Families First (Expansion of Home Visiting Services)

Budget: \$333,349 (October 1, 2021 – September 30, 2022)

Staff: 3 full-time equivalents

Description of Services:

- MF Kennebec/Somerset was selected as one of five pilot sites to expand home visiting services. Sites were selected based the Districts child abuse and neglect rates. This expansion is in response to the Families First Prevention Act that signed into law in 2018. This Act provides increased federal dollars to support the state's efforts to prevent the need for children to enter the foster care system.

Number of Clients to be served in FY 2021-2022: 32

American Rescue Plan Funding: \$65,941 (October 1, 2021 – September 30, 2023)

Description of Service:

- The purpose of this funding will allow Maine Families to assist families as well as programs that have been impacted by COVID-19. Allowable expenses lines are
 - Staff costs
 - Staff training
 - Technology for participants and staff
 - Emergency Supplies (PPE, diapers, grocery cards, food/water, formula)

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 to use 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: \$306,000 (July 1, 2021 – June 30, 2022); \$75,135 (CSBG for School/Community Based Education & Strengthening); and \$12,700 (Kids First)

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 Community Education, to the County Jails.
- 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.

American Rescue Plan Funding: \$10,000.00 (\$5,000 per county)

Description of Service:

- The purpose of this funding will allow the councils to assist families as well as programs that have been impacted by COVID-19. Allowable expenses lines are
 - Staff training
 - Technology for participants and staff
 - Emergency Supplies (PPE, diapers, grocery cards, food/water, formula)

Anticipated New Service Opportunities:

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

The provision of the Front Porch Project which is a community based training on child abuse and neglect.

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.

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

Budget: Brokerage: \$8,227,011; KV Van: \$3,488,685; Explorer: \$1,084,278 (July 1, 2021 to June 30, 2022)

Number of Staff: 56 full-time equivalents, 64 volunteer drivers

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

Number of Clients/Households to be served in 2022: Approximately 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.

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 3: Successfully implement an integrated intake and referral process.

Goal II - Revised Strategy B. Initiative: Expand public transportation services to more fully serve rural communities, urban communities and including commuter corridors.