

# KENNEBEC VALLEY COMMUNITY ACTION PROGRAM



**2025 ANNUAL REPORT  
60 YEARS OF IMPACT**

# Helping People, Changing Lives

## KVCAP Board of Directors

KVCAP is governed by a Board of Directors comprised of volunteers from our service area. KVCAP bylaws ensure that the Board represents the communities we serve and brings together caring, dedicated community members from diverse professions, income levels, and backgrounds to support KVCAP's mission. Board members serve on various subcommittees and volunteer hundreds of hours to KVCAP. Together their efforts benefit more than 20,000 people in Kennebec, Somerset, Lincoln, and Sagadahoc counties each year.

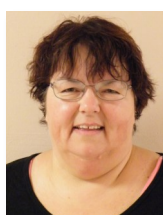
**Thank you to our Board of Directors for their outstanding leadership and dedication to KVCAP!**



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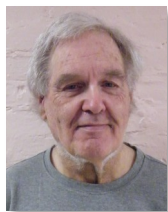
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## Our Mission

**KVCAP strengthens individuals, families and communities through direct services and community collaborations that create solutions to poverty.**



# Letter from the CEO and Board President

Dear Friends,

This year marks an amazing milestone in KVCAP's history: **60 years of service to Central Maine residents and communities**. Since 1965, we have stood alongside individuals and families, adapting to changing needs while remaining steadfast in our mission to reduce poverty, strengthen families, and foster thriving communities.

Looking back over six decades, the story of KVCAP is one of resilience, partnership, and progress. What began in the 1960s as a local and national response to poverty has grown into a comprehensive network that connects people to **housing, transportation, early childhood and parent education, heating assistance, financial empowerment**, and so much more. Each decade has brought new challenges, and also opportunities to innovate and expand our impact.

The results are visible across the region: children enter school prepared to learn, parents gain tools to achieve stability, teens gain knowledge of life skills, seniors live safely in their homes, and families access the transportation, housing, and parent resources they need to thrive. These successes reflect not just programs, but a **Whole Family Approach** that ensures lasting change by lifting up parents, caregivers, and children together.

None of this would be possible without the dedication of our incredible staff, the leadership of our Board, and the support of our partners, business leaders, and community members. Together, we built an organization that not only responds to crises, but also creates long-term solutions that strengthen the fabric of Central Maine.

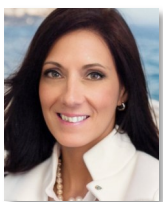
As we celebrate 60 years of positive impact, we are looking ahead. The challenges of poverty, housing, childcare, and workforce development remain critical. We are motivated every day by the resilience of the people we serve, the passion of our team, and the belief that by working together, the next 60 years will bring even greater opportunity and stability for families.

On behalf of KVCAP's leadership and Board of Directors, thank you for standing with us. Your support has made six decades of service possible and will fuel the decades to come.

With Gratitude,



Suzanne Walsh  
KVCAP Chief Executive Officer



Dr. Pamela Thompson  
KVCAP Board President



## Our Vision

KVCAP's vision is thriving communities of individuals and families who are healthy, financially secure, and able to reach their fullest potential.

# 60 Years serving Children & Families in Kennebec

Since our inception, KVCAP's efforts have focused on serving children and families to help them become and remain healthy, financially secure, and able to reach their fullest potential. As our services have evolved over the years, one thing remains constant—children and families are at the very heart of our work!

## Head Start

Head Start began in 1965 as a summer program designed to help disadvantaged preschool children by providing early learning, health, nutrition, and family support services to break the cycle of poverty. KVCAP opened our first Head Start program in 1966 in downtown Skowhegan. Our Head Start programming now spans across Central Maine in partnership with public schools and community providers.



## Social Services Programming



KVCAP launched its Social Services programs in 1991, including Skill Builders and Case Management for families living in KVCAP Transitional houses. We expanded case management services in 1992 for patients of health centers, in collaboration with the Kennebec Valley Regional Health Agency and the Family Medicine Institute. While we no longer offer “targeted case management” we offer a number of programs where staff work closely with families to help them reach their aspirations, including their employment, education and housing goals.

## Public School Partnerships

In 1993, KVCAP Head Start entered our first Tri-Party partnership with MSAD #53 in Pittsfield and Child Development Services, embracing the community model of providing quality early childhood education for 3 and 4 year old children. We continue to build and maintain vital partnerships with public preschools, and with support from the Department of Education to serve children with special needs.

## Child Abuse and Neglect Prevention

In 1993, the Maine Legislature established Child Abuse and Neglect Prevention Councils in statute to provide education and awareness concerning child abuse and neglect with the focus on prevention. KVCAP's Family Enrichment Council serves as a member of the Maine Prevention Council Network to this day. Council services include parenting classes, playgroups and family-friendly community events in Kennebec & Somerset counties.



## Early Head Start

In 1996, KVCAP was awarded our first Federal Early Head Start (EHS) grant to serve infants and toddlers. In addition to opening our own EHS classrooms, this also created a unique opportunity to partner with community child care providers to help enhance the quality of their programs with comprehensive health, nutrition, educational and family support. Today we offer early childhood education for infants and toddlers at Educare Central Maine in Waterville, at the Hight Family Early Learning Center in Skowhegan, and in our classroom at Kennebec Valley Community College; and we continue to partner with community child care provider homes and centers through our Home Start model.

# Sebec & Somerset Counties : Key Milestones

## Educare Central Maine

KVCAP was selected as Maine's National Educare partner in 2007, leading to a vital partnership between KVCAP, Waterville Public Schools, the Bill & Joan Alford Foundation, and the Buffett Early Childhood Fund. The ground breaking event for the new facility was held in June of 2009, and we opened our doors to children and families in the fall of 2010!

This year Educare celebrates its 15th anniversary, serving over 2,500 children during this 15 year period. We are expanding Educare's reach through our Lab School and Learning Hub, integrating the Educare model across our programs and in partnership with community early childhood education providers.



## Maine State Parent Ambassadors



In 2016, Educare created Parent Ambassadors, a leadership and advocacy program for parents with children who attend the program. Experiencing success, we grew to include parents from all of our early childhood programs. The goal of the program is to develop parent leaders and to empower parents to advocate for themselves and their children. In 2019, we expanded statewide to implement Educare's Maine State Parent Ambassador's program, now available to any parent with a child aged eight or under, with funding through the State of Maine. Parents Ambassador Alumni guide new Ambassadors as they advocate for high-quality early childhood education and other key issues at the Maine State House and on Capitol Hill.

## Maine Families Named Blue Ribbon Affiliate

KVCAP's Maine Families Home Visiting Program, which started in 1997, earned a prestigious endorsement by the Parents as Teachers national center as a Blue Ribbon Affiliate in 2017, making ours one of the top performing early education and home visiting affiliates within the international Parents as Teachers network.



## Hight Family Early Learning Center

In 2019, the Maine Department of Education determined that a new MSAD #54 elementary school in Skowhegan was critical for the region, and they supported the inclusion of an early childhood education wing – the first of its kind in Maine! The \$75.44 million construction project broke ground in July 2023.

In the fall of 2025, the Hight Family Early Learning Center (HFELC) in the new Margaret Chase Smith Community School, opened its doors to children ages birth to age 5! The new school serves the majority of

MSAD #54's children from birth through fifth grade, providing continuity for children and their families.

KVCAP, the operating partner for the HFELC, assisted with the Building Better Buildings campaign led by Sam Hight, successfully raising \$3 million in funds to support the construction of the early childhood wing, to support operations, and for training and technical assistance.





# Energy & Housing: Warm, Safe Homes

KVCAP has been a leader in energy and housing-related efforts in the Kennebec Valley region for over 50 years. While services have changed through the years, the mission to improve the quality of life for lower-income residents of Kennebec and Somerset counties has remained constant.

Current programs include the Home Energy Assistance Program (HEAP), Central Heating Improvement Program (CHIP), Weatherization, Home Repair, Community Aging in Place, Home Buyer Education and mortgage counseling, and home ownership opportunities.

## Weatherization

KVCAP received its first weatherization grant in December of 1973. Today we provide weatherization services in HEAP-eligible homes in Kennebec, Somerset, Lincoln and Sagadahoc counties. The program supports two full-time energy auditors who assess the homes and arrange installation of the most effective measures to conserve energy and reduce heating costs.



## Home Energy Assistance Program

The Home Energy Assistance Program (HEAP) experienced a notable expansion in 1979, increasing program funding from \$100,000 annually to over \$3.5 million, helping eligible homeowners and renters pay for heating costs in Kennebec and Somerset counties. This vital program has helped tens of thousands of people stay warm in their homes and continues to this day.

## NeighborWorks America

KVCAP was approved as a National NeighborWorks Chartered Member in 1997, the first agency in Maine! Our agency earned Exemplary Status in 2020, the highest possible rating for a network organization. Exemplary Status signifies high performance, financial health, and organizational capacity. We continue to maintain this honorable designation.



## COVID supports

KVCAP's Energy & Housing Department played a vital community role throughout the COVID pandemic, implementing programs such as the Emergency Assistance Program and the Rental Relief Program. \$39 million in direct client supports was dispersed to help nearly 7,000 households in crisis.

# South End Teen Center: 23 Years of Success

The South End Teen Center (SETC) was established in 2002 in response to a community-identified need for safe, structured after-school opportunities in Waterville's South End neighborhood. A neighborhood forum highlighted the lack of local afterschool programming in the neighborhood. In partnership with the Alford Youth and Community Center, KVCAP opened the South End Teen Center on our Waterville campus as a unit of the Boys and Girls Clubs of America (BGCA) in 2002.

For over two decades, SETC has filled this gap by providing a reliable, accessible space for youth, many of whom come from low-income, food-insecure households. SETC offers essential resources such as five meals per week, access to weather-appropriate clothing, hygiene items, and school supplies. The center also focuses on mentorship, academic support, and life skills programs that help members succeed in school, prepare for employment, and pursue further education - often as the first in their families to do so.



## What We Offer

The SETC serves any youth in grades 6–12 from the greater Waterville area, offering academic, personal, and social growth programs, including tutoring, mentoring, cooking, gardening, art, music, and field trips. Life skills sessions cover topics such as employment readiness, stress management, and conflict resolution. Through BCGA programs and strong community partnerships, our youth strengthen their well-being and build positive relationships to become active contributors in our community.

## 2025 Highlights

**Career Launch:** In partnership with the Maine Department of Labor, we offered Career Launch, a BGCA program for teens to explore career paths and make informed educational decisions. The emphasis is on job readiness, apprenticeships, and site visits that connect participants with local employers. In 2025, 35 teens participated. We continue to offer individualized support to help teens achieve their long-term career and educational goals.



**Adventure Therapy:** Our Adventure Therapy program, a collaboration with Four Peaks Counseling, is one of our most impactful offerings. The program gives teens opportunities to build resilience, strengthen social skills, and support mental health through structured outdoor experiences. In the past year, 44 youth participated in adventures including archery, kayaking, hiking, and cross-country skiing at Quarry Road Trails!



**Music Program:** Our partnership with Snow Pond Community Arts continues to be one of our longest-standing and most successful programs, now in its eighth year. Teens are introduced to music theory and a variety of instruments, with the opportunity to earn an instrument upon completing a series of individualized lessons and a performance. Last year, 35 youth participated, and two members earned their own instruments!



# 2025 Impact Snapshot: A

## Early Childhood Education

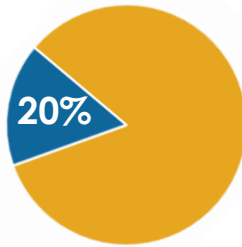


Children increased their **readiness for school success** in our center-based and family child care homes.

### Children receiving screenings



**1** out of **5** children had an **identified special need.**



### Early Childhood Education Partnerships

#### Direct Services

- 3** School Districts:
  - Waterville MSAD #54
  - RSU #19
- 3** family child care homes
- 6** child care centers

**Educare Central Maine's Lab School & Learning Hub** reaches hundreds of educator professionals through training, technical assistance, and via conference presentations.

## For Families

**524**

Families received **coaching on goal setting**, focusing on housing, education, employment, basic needs, and financial stability.

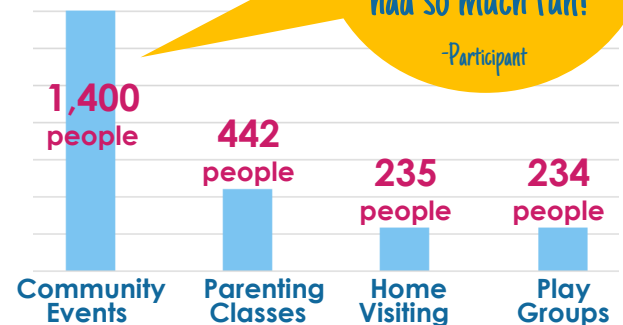
More than **9,000** families received **direct supports** to help meet their basic needs, including housing, hygiene, food, clothing, transportation, medical items, and more!

**267,000** **Diapers**

provided to families in need, keeping babies healthier!



### Parent Supports & Events



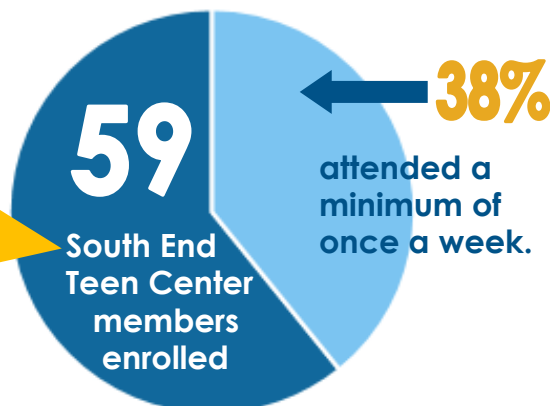
"I went to the Community Baby Shower and we had so much fun!"

-Participant

## Youth Programs

"At the South End Teen Center, I belong and I feel safe."

-SETC member



### All SETC members

advanced to the **next grade.**

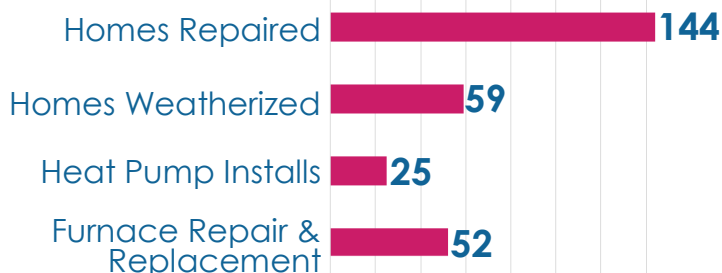
- 19** achieved **honor roll!**
- 4** teen members **got a job!**
- 2** obtained their **driver's permit!**
- 35** did **community service!**



# Report to the Community

## For the Home

### # of Households Served



This program really helped keep my pipes from freezing last winter.

-HEAP client

6,558

Households were warmer this winter because of our **Fuel Assistance** programs.

## Real Estate Development

KVCAP renovated **2 affordable single-family homes** in Waterville. One sold in April and the second is currently on the market.

**Cony Village** in Augusta was completed with the construction of the final **2 single-family homes** and **3 condominiums**. This vibrant neighborhood, offers **32 affordable homes and 9 condos**.



KVCAP began construction of a **37-unit affordable apartment complex** on King Street in Waterville.

We purchased **Fairfield Primary School**, with plans to develop **31 affordable apartments** in 2027.

**365** people successfully completed a **homebuyer education program**.

**39** households worked with a housing counselor on **creating a budget** and improving credit scores.

## Economic Impacts

KVCAP paid over **\$42,175,000**

in expenses in FY2025. The majority of **those dollars went into our local economy** through our payroll, vendor payments, and direct client supports.



KVCAP employs **325 people**.

Our **monthly payroll is \$1,275,000**.

These dollars are spent in communities throughout Central Maine, supporting the local economy.

## Transportation

KVCAP's public transit system provided **17,856** rides, bringing people to work, shopping, and other destinations in Kennebec & Somerset counties.

KVCAP Drivers and Staff are the best because they consistently go above and beyond. I'm so grateful for their services.

-Public Transit rider

**246,294** rides were provided, bringing people to **health and social service appointments**.

We drove passengers more than **5.2 million miles!** That equals over **15,000 trips** from Fort Kent to Kittery!

# Transportation: Your Trusted Navigator

KVCAP began offering transportation services in 1969, just four years after the agency was established. Since that time, we have provided rides for tens of thousands of riders, helping them get to medical appointments, work, school, and to local businesses and services. While the program has evolved throughout the years, one thing has remained constant—successfully getting people where they need to go!

## Medical Transportation

KVCAP's Medical Transportation Program began in 1969, bringing Somerset residents to Waterville for medical care. In 1975, we expanded services to include northern Somerset County. Today, we provide over 1,000 rides every single day, driving more than 5 million miles each year, to ensure people can access the medical care they need to stay safe and healthy.



## Volunteer Drivers

In the mid-1980's, KVCAP established a Volunteer Driver program to address barriers to health and social services, initially collaborating with Maine DHHS. Since then, hundreds of local residents have volunteered to bring people to medical appointments, giving of their time and being reimbursed for mileage. Volunteer drivers are an essential part of our Transportation program, and we are so grateful for their service!

## Public Transportation

- **1976**—The Maine Department of Transportation formally recognizes KVCAP as the public transit provider for Kennebec and Somerset Counties, allowing us to begin offering rides to the general public.
- **1982**—KVCAP Board of Directors approved the first annual Transit plan for Section 18 funding, creating transit routes in the Waterville and Augusta areas.
- **2011 & 2012**—KVCAP rebrands public transit to the Explorer System. The Kennebec Explorer launched in 2011 and the Somerset Explorer began offering regular service three days a week in Skowhegan, Madison, Norridgewock, and Anson.
- **2024**—We moved to Demand Response Public Transit instead of fixed route service, providing curb-to-curb pick-up and drop-off service in Augusta, Waterville and Skowhegan.

## New Fleet Center!

In 2023, KVCAP purchased the Fleet Maintenance Facility in Waterville—the former David Mathieu Company building. Agency staff at the new facility now provide the bulk of all vehicle maintenance and repairs, which is a huge cost savings for our Transportation Department!

## Evolution of our buses!





# Real Estate Development: Building Futures

KVCAP has a long history of building and/or renovating homes for residents in Kennebec and Somerset counties. In the past 20 years, our efforts to create affordable apartments and single-family homes has grown by leaps and bounds!

## Cony Village

In 2005, KVCAP purchased a large swath of property on Augusta's east side and formed Cony Village, LLC. The goal was to create a vibrant neighborhood, built with green standards, by constructing and selling 32 affordable homes and 9 condominiums. We are thrilled to announce that the final phase of construction is complete!



In 2025:

- Construction of the final two single-family homes and three condos was completed.
- Three condos are currently on the market with active showings.
- One single-family home is on the market and the other is currently under contract.



## Affordable Apartments

KVCAP purchased the historic Gerald Hotel in Fairfield and transformed the building into affordable apartments. The project was completed in 2013, providing 28 units for people aged 55+.

Between 2020 and 2024, we developed Hartland Senior Living I and II, along with Mary Street Apartments in Skowhegan. When combined, these two projects provide a total of 100 units of affordable apartments in our rural communities!

## Rehabilitation of Older Homes

During 2024 and 2025, we purchased two older homes in the South End neighborhood of Waterville. Both homes were completely renovated. The first home was sold in April and the second home is now on the market as affordable housing.

## What's Next?

KVCAP purchased land on King and Gold Streets in Waterville in 2024. Construction of a 37-unit affordable apartment building is now underway, with the completion goal in late 2026!

A single-family home on our Waterville Campus that had been used as office space is undergoing a major remodel. The completion is anticipated in November, and the home will be listed on the market as affordable housing.

KVCAP purchased the former Fairfield Primary School in April of 2025, with plans to convert the historic school building into 32 affordable apartments. We anticipate construction to begin in late 2026 or in 2027.



# Creating Solutions to Poverty

## Community Action Network's Core Funding - Community Services Block Grant (CSBG)

Community Action Agencies nationwide receive federal Community Services Block Grant (CSBG) funding. This allows agencies to implement services and strategies that address issues of poverty at the local level, with the goal to increase family stability and financial security of the people we serve. To guide the allocation of CSBG dollars, agencies are required to conduct a comprehensive community needs assessment every three years. KVCAP's community needs assessment can be found on the KVCAP website. CSBG funded programs and activities for 2025 included:

- Agency capacity activities—staff training, strategic planning, community assessments, etc.
- Child abuse and neglect prevention
- Community Investors initiative
- Connecting people to resources
- Parent education and supports
- Poverty Action Coalition—raising awareness of poverty issues
- Partnership building to expand community resources
- South End Teen Center



### The Promise of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

## Private Funding Sources

Alfond Youth & Community Center  
CASH Maine Coalitions  
Charter Communications/Spectrum  
Clare Foundation  
Coastal Enterprises Inc.  
Healthy Northern Kennebec  
Hudson Foundation  
John T. Gorman Foundation  
Kennebec Valley Community College  
Maine Cancer Foundation  
Maine Children's Trust  
Maine Community Action Partners  
MaineGeneral Health

Maine Recovery Council  
Merriam Family Fund  
NeighborWorks America  
New Ventures Maine  
Penquis Community Action Program  
Red Nose Day Fund  
Quimby Family Foundation  
Start Early  
United Parent Leader Action Network  
United Way of Kennebec Valley  
United Ways of Maine  
University of Kansas  
University of Maine System/USM



# Financial Information

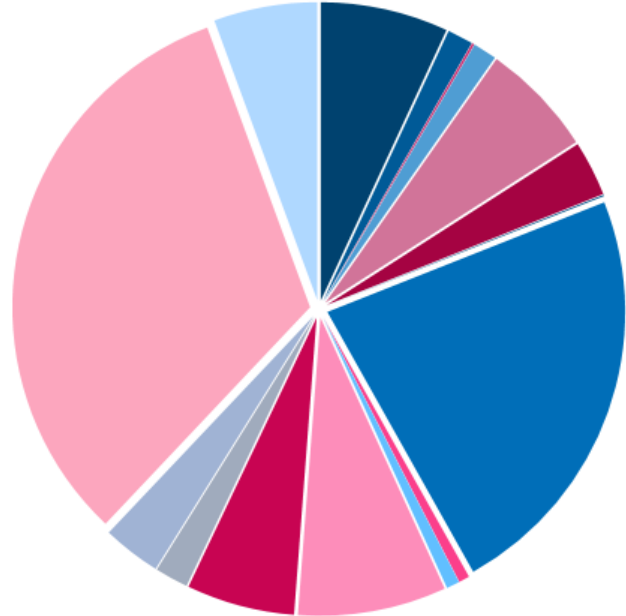
## Revenue & Expenses (Based on Audited Fiscal Year 2024 Financial Statements)

Revenue Breakdown by Funding Source  
Total Revenue = **\$43,858,144**



- Grants—51.59%
- Contracts—31.25%
- Program Revenue—12.95%
- Other Revenue—.93%
- In-kind—3.28%

Expense Breakdown by Service Area  
Total Expenses = **\$42,353,063**



- Administration—6.93%
- Community Initiatives—0.13%
- Educare Programming—6.18%
- Fundraising—0.07%
- Housing—0.59%
- Other Child & Family Services—8.06%
- Rehab Loan Programs—1.81%
- Transportation—32.32%
- Agency Other—1.40%
- CSBG—1.29%
- Fuel Assistance—3.00%
- Head Start—22.85%
- NeighborWorks—0.71%
- Real Estate Development—5.87%
- Social Services—3.17%
- Weatherization—5.62%

## Government Funding Sources

Maine Department of Economic & Community Development  
Maine Department of Education  
Maine Department of Environmental Protection  
Maine Department of Health & Human Services  
Maine Department of Transportation  
Maine State Housing Authority  
State of Maine Office of Attorney General  
U.S. Department of Agriculture

U.S. Department of Education  
U.S. Department of Energy  
U.S. Department of Health & Human Services  
U.S. Department of Health & Human Services – Administration of Children & Families  
U.S. Department of Housing & Urban Development  
U.S. Department of Justice  
U.S. Department of Transportation  
U.S. Department of Treasury

# You are helping people and changing lives!

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A.E. Hodsdon Engineers  
Advance 1 Cleaning Service  
Allen Insurance & Financial  
Automotive Garage Tools  
Baird Foundation Inc  
Benevity  
Berry's Stationers  
Best Western Plus  
Boy Locksmith  
C & C Realty Management  
Cappza's Pizza  
Catholic Foundation of Maine  
Centenary United Methodist Church  
Central Maine Garden Club  
Central Maine Motors Auto Group  
Child Development Services  
Children's Discovery Museum  
Cianbro Corporation  
City of Augusta  
City of Gardiner  
City of Rockland  
City of Waterville  
Clark Insurance  
Clinton Lion's Club  
Damon's Beverage Redemption  
Darling's Ice Cream Truck for a Cause  
Dennison Lubricants  
Dunkin Donuts – Skowhegan  
E.W. Littlefield  
Educare Central Maine  
Embden Travelers Snowmobile Club  
Fine Line Paving & Grading LLC  
Franklin Savings Bank  
Fred's Coffee Company  
Gallant Funeral Home

Governor's Restaurant  
Hannaford Supermarket – Elm Plaza  
Hannaford Supermarket – JFK  
Hannaford Supermarket – Skowhegan  
Healey & Associates  
Health Plans Inc.  
Heart of Maine United Way  
Holy Cannoli  
Houle's Plumbing & Heating  
Huhtamaki  
J.R.'s Trading and Pawn  
Kennebec Behavioral Health  
Kennebec Savings Bank  
Kennebec Valley United Way  
Kyocera Document Solutions New England  
Lakewood Golf Course  
Maine Rural School Unit #19  
Maine Rural School Unit #54  
Maine State Credit Union  
Mid-State Foundation  
Mills, Shay, Lexier & Talbot  
Natanis Golf Course  
New Balance  
New Dimensions FCU  
O'Connor Auto Park  
Only Pans  
Palmer Accounting LLC  
People's Salon & Spa  
Performance Food Group  
Pike Industries  
Pine Tree Group  
PJM Property Management LLC  
Pride Manufacturing Company, LLC  
Prince Family Foundation

Redington-Fairview General Hospital  
Ride With Us  
Rotary Club of Skowhegan  
SAPPI North America  
Selah Tea  
Shaw's Waterville  
Silver Street Tavern  
Skowhegan Rotary Club  
Skowhegan Savings  
Sprague & Curtis Real Estate  
St. Mark's Episcopal Church  
Strictly Roofing  
Sunset Home of Waterville  
Taylor, McCormack & Frame, LLC  
TD Bank  
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Town of Jackman  
Town of Litchfield  
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Town of Windsor  
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Valley Springs Essentials  
Waterville Area Women's Club  
Waterville Creates!  
Waterville Education Association  
Waterville Public Schools  
Waterville Noontime Rotary Club  
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Weeks & Sons Well Drilling  
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WIPFLI





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Cynthia Rafuse	Susan Tolman
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Fred Robie	Nicole Washburn
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David & Sharon Roy	Shelley White
Mary-Gene Rumery	Julie Whitehouse
Jennifer Rush	Erin Whitham
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Betty St. Hilaire	Linda Woods
Richard & Wendy St. Pierre	Melissa Young
Nancy Sanford	



**All KVCAP services: 207-859-1500 or 1-800-542-8227**

**South End Teen Center: 207-873-5621**

**Educare Central Maine: 207-680-7200**

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