

Waldo Community Action Partners

WCAP

*we care about people*

# 2021 ANNUAL REPORT



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Waldo Community Action Partners



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## LEADERSHIP

Donna Kelley, *President and CEO*

LeeAnn Horowitz, *Chief Financial Officer*

Katie Bagley, *Human Resources Director*

Michael Hallundbaek, *Transit Systems Director*

Jamie Williams, *Early Childhood Director*

Marina Kinney, *Development Director*

Patricia Kelleher, *Community Services Director*

## BOARD OF DIRECTORS

Since 1968, local community action agencies have been required to have tripartite governing boards. These boards reflect and promote the unique anti-poverty leadership, action, and mobilization responsibilities assigned by law to community action agencies.

### Officers

Kimberley Mitchell, *Chair*

Jason Moody, *Vice Chair*

Wesley Neff, *Secretary*

Joanne Pease, *Treasurer*

### Low Income Sector

Joyce Fenner, *Low-Income Representative 1*

Karen Gorris-Hicock, *Low-Income Representative 2*

Gary Moore, *Low-Income Representative 3*

Jason Moody, *Low-Income Representative 4*

Heather Ross, *Low-Income Representative 5*

Melissa Harding, *Head Start Policy Council*

### Private Sector

Kimberley Mitchell, *Finance*

Sarah Martin, *Business*

Linda Stec, *Education*

Art Fairbrother, *Religion*

Lt Matthew Curtis, *Law Enforcement*

### Public Sector

Joanne Pease, *Liberty*

Wesley Neff, *Winterport*

Daniel Horton, *Swanville*

Walter Ash Jr., *Belfast*

Patricia Clark, *Unity*

Senator Chip Curry, *Belfast*

# LETTER FROM OUR CEO AND BOARD CHAIR

Dear Friends, Supporters, and Community Members,

While we, like all of you, are eager to see the pandemic behind us, we recognize the need to plan for the long-term challenges that remain ahead. Last year, we continued to work on building a strong foundation for our organization by meeting ongoing community needs, expanding partnerships, and improving access to programs. Building this foundation and investing in our infrastructure creates a more stable future. 2021 marked a memorable milestone for Waldo Community Action Partners. After many years of planning, we finally purchased the property that will become our future home.

This milestone was part of the agency's five-year strategic plan, and after 57 years of committed service to our community, we look forward to creating a comprehensive plan for the property in partnership with our staff, board, and those we serve. This comprehensive plan will take into consideration the needs expressed by our community. In 2021, and for the first time ever, we completed our Community Needs Assessment in partnership with all Community Action Agencies in the State. This assessment lays the groundwork for our future strategic planning efforts, including the building and layout of our new campus.

As we plan for our future, we reflect on the past year. Our Annual Report for the fiscal year ending December 31st, 2021, provides an overview of our key accomplishments and a summary of our financial health. Last year, we continued to respond to emergent needs by reopening all services under the guidelines of our structured Business Continuity Plan and expanding services as funding and partnerships allowed, including bringing the Cinderella Project to the northern most reaches of Aroostook County.

We continued to support our own infrastructure and staff to ensure the continuity of critical services by investing in our technology and purchasing new fleets to replace our aging vehicles. We also made an investment in our organization by adding a new Executive Assistant/Communications Specialist position, a new Human Resources position, and an additional Fiscal position. To improve efficiency and reporting across all our departments, we increased use of our key software system, empowOR, and implemented CSBG reporting. Unprecedented challenges with hiring and retention created an opportunity to provide new-hire and recruiting incentives for staff, raise our minimum wage, and improve our PTO and holiday benefits.

Waldo CAP continues to provide key services despite the ongoing impacts of the pandemic on our workforce. For example, we provided another 8-week Summer Food Service Program, serving 3,468 meals to at-risk children, and worked in partnership with local grocers, businesses, and volunteers to deliver 1,566 Heroes 4 Hunger holiday food boxes and provide 778 children with holiday gifts.

We are encouraged and humbled by the generosity of our community within, and outside of, Waldo County. The remarkable individuals, businesses, community groups, and funders who continue to support us ensure we have resources available for those we serve. Last year, we received donations of time, space, clothing (including over 900 dresses for the Cinderella Project), and general support for WCAP's programs. These generous in-kind donations allow us to direct cash assistance to individuals and families most in need.

We remain committed to delivering quality services and advocating for improved access to resources for those in need. Although there is more work to be done in building strong families and improving access to basic needs, we look forward to continuing this work in the coming year. We wish to thank our dedicated staff, board, funders, valued community partners and volunteers who are all critical in what we have accomplished.

We have proven, once again, how impactful we are when we do this important work together.

Thank you,



Donna M. Kelley, LCSW  
President & CEO



Kimberley J. Mitchell  
Board Chair



# 'THANK YOU' TO OUR DONORS

## **INDIVIDUALS**

Elizabeth Ahearn  
Steve & Ruth Albin  
William & Patrice Allen  
Walter Ash, Jr  
Milton Ayer  
Patricia Ayers  
Archie Barnes &  
Michael Barnes-Lopez  
Robert Barrett  
Carol Bauss  
Frances Bean  
Janet Berry  
Gail & John Bertuzzi  
John & Elaine Bielenberg  
Michael & Linda Bowe  
Philip & Joan Bowen  
Bob Brennan  
Linda Bright  
Meredith Bruskin &  
Donna Short  
Betsy Cain Keidan &  
Richard Keidan  
Frank Caputo  
Murray Carpenter  
Elizabeth Cioe  
Pat Clark  
Courtney Collins  
Patrick & Patricia Conran  
Senator Chip Curry  
Matthew Curtis  
Ellie Daniels  
Mary Davis  
Ricky & Corliss Davis  
Squidge Davis  
Lucy Dawes  
Jessica Decke  
Evelyn Defrees  
Joan Dickey  
Anne Dolbashian  
Linwood & Karen Doughty  
Joel Dufour  
Jean Durham  
Jeffrey & Mary Dutch  
Rhonda Feiman &  
Petra Hall  
James & Linda Fenlason  
Joyce Fenner  
Robert & Nancy Fenney  
Rick & Liz Fitzsimmons  
Nancy Ford  
Nancy Foreman  
Karen Foxwell  
Stephanie Francis  
John & Susan Fraser  
Melanie Frazek  
Leon Gallant &  
Judith Rivera-Gallant  
Paul Garelli  
Rick Gatewood

Syrena & Rick Gatewood  
Reeves Gilmore  
Shirley Glubka &  
Virginia Holmes  
John Golden  
Carl Goodwin-Moore  
Karen Gorris-Hicock &  
Andy Hicock  
Jerry Gould  
Aleka Greeley  
Nikki Grimes  
Greta Gulezian  
David Haas  
Melissa Hackett  
Robert & Claire Hamilton  
Forest & Susan Hart  
Ralph Harvey  
Shirley Harvey  
Tracy Hastings  
Peter Heslam  
John Holmes  
Dan & Dianne Horton  
Crystal Howard-Doliber  
Diane Hull  
John Hurley  
Bruce Hutchins  
Linnea Johnson  
Meredith Jones &  
Dana Murch  
Ronald Kavas  
Dana & Cindee Keene  
Donna Kelley  
Dr. Tamara Kennard  
Christine Kiley  
Roger Knight  
Karen Knox  
Nancy Kragh  
Carol Kuhn  
Mark & Deirdre Kuzio  
Kenneth & Michelle Larrabee  
Arlin & Sharon Larson  
Adrienne Lee  
Christine & Jay Legore  
Mike & Jean Lenderking  
John Lewis & Jill Ducharme  
Samuel Lipman &  
Catherine Cornell  
Carolyn Locke  
Sok Lou  
Jason Lundy  
Roland & Veronica Magnan  
Sarah Martin  
Reed Mathews &  
Anne McCormack  
Suzanne Mazerall  
Gloria McElroy  
Al & Marie McMonagle  
Bob Meggison  
Patricia Meisner  
Wayne Merrifield  
Katherine Mishler

Kim Mitchell  
Marianna Moll  
Lyndon & Cathy Morgan, M.D.  
Thomas Morland  
Ed & Gail Nason  
Wesley Neff  
Robert Nelson  
Linda Newcomb  
Beverly & John O'Malia  
Julia Olson  
Krista Ottman  
Jan & Jim Owen  
Dennis Payeur  
Joanne Pease  
Tricia Pendleton  
Helen Perille  
Leslie Peters  
Peter Petersen  
Michael & Roxanne Philbrick  
Lucy Pincince  
Martha & Stephen Porter  
Lorraine Pregenzer  
Janet and Robert Proulx  
Jeff Rauch  
Mike Rauch & Tike Voet  
Nicole Rausch  
Pauline Ravin  
Mr & Mrs Thomas Remington  
Richard Fischbeck Richard  
Lucien & Mary Robichaud  
Paul Robie & Karen Young  
Hugh Roth  
Carlton & Lorna Russell  
Lucy Salisbury  
Molly Schaffler  
Rick & Judy Schleder  
Nancy Schroeder  
Joyce Scott  
Tammy Lacher Scully  
Victoria Sears  
Rita Sella  
Kathryn Shagas  
Arthur Shea &  
Jeanne Robbie-Shea  
Patricia Sheehan  
Marsha & Philip Shibles  
Cary Slocum &  
Glenn Montgomery  
Keith Small  
Mary & Ralph Snyder  
Phyllis Sommer  
David Spencer  
Geraldine Steele  
David & Marjory Stickler  
Sharon Stone  
Judith Stover  
Priscilla Tate  
Seth Thayer  
Kerenza Thompson  
Peter Tidd  
Marjorie Timmermann

Joanne Tomao  
Richard & Mary Ann Topping  
Virginia Trask  
Frank Trocco  
Linda Tyer  
Julianna Tyler  
Marie Underwood  
Carole Upton  
Corrine & Richard Vaccaro  
Cynthia Van Etten  
Jeff & Monica Van Peski  
Barbara Walker  
Patrick Walsh & Lisa Kushner  
Michael & Ellie Weaver  
Roberta & Mark Wheeler  
Norma Whitman

## **ORGANIZATIONS**

Towns End Property Management  
Allen Insurance & Financial Group  
Bank of America Charitable Foundation  
Belfast Co-Op  
Chocolate Drop Candy Shoppe  
Colonial Theatre  
Community Fuels Inc.  
Consumers Fuel  
Coyote Moon  
Fidelity Charitable  
Front Street Shipyard  
Full Plates Full Potential  
Good Shepherd Food Bank of ME  
Greater Bay Area Ministerium  
Hamilton Marine  
Holmes Florist & Greenhouse  
Katwalk  
Key Private Bank  
Left Bank Books  
Maine Cancer Foundation  
Maine Community Foundation  
Mark and Pam Riposta  
Network for Good  
New Beat Farm  
Pride Manufacturing  
R.M. Davis Private Wealth Management  
Searsport Congregational &  
Methodist Church Food Cupboard  
Searsport Lions Club  
Senior College at Belfast  
Swan Lake Grocery  
The Bertuzzi Family Foundation  
The Green Store  
The Soap Closet  
Twig Foundation Inc.  
United Midcoast Charities  
Unity Pond Pottery  
Viking Lumber, Inc.  
Wayne's Fiberglassing Co.  
Woodside Foundation

# SUPPORT FROM OUR COMMUNITY

## What is general operating support and how are funds used?

The majority of our funding comes from government contracts with strict guidelines. However, there are situations that call for flexible dollars. For example, last year we used funds from a private donation to help a family find temporary housing after their home burned down.

General operating support is critical as it covers various administrative costs and assists with actual program costs where some programs are only partially funded by contributions or by earned revenue. General operating support allows us to innovate and adapt to community needs and assist families who require help outside of some of our contracted services.

**We are incredibly grateful for the support from our community—the funds donated by individuals and organizations, the time donated by volunteers, and the contributions from the towns we serve. *Thank you.***



**\$56,885** donated  
by **individuals and  
local businesses.**



**\$160,668** contributed by all  
**26 towns in Waldo County, &  
the County Commissioners.**



**\$165,152** in **small  
foundation grants  
to programs.**



**194 individuals**  
donated **15,463  
hours** of their time to  
programs or on the  
Board of Directors.



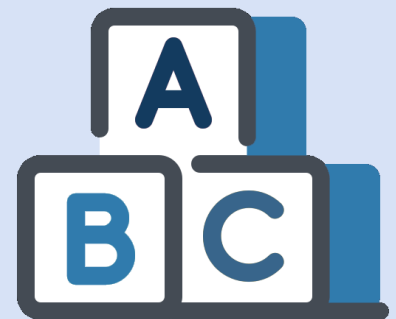
*Volunteers with Heroes 4 Hunger 2021 at Brooks Wentworth Store.*

# EARLY CHILDHOOD SERVICES

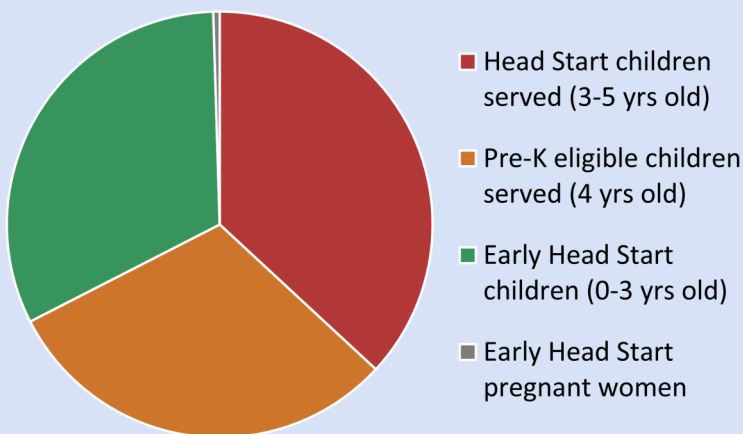


## *How we stack up...*

Head Start offers a variety of programs for families to participate in the education, health care, social, and emotional growth of their children. Our Early Childhood programs serve expectant mothers and children ages zero to five. For a full financial report on our Early Childhood Program, visit: [www.waldocap.org/resources/reports](http://www.waldocap.org/resources/reports).

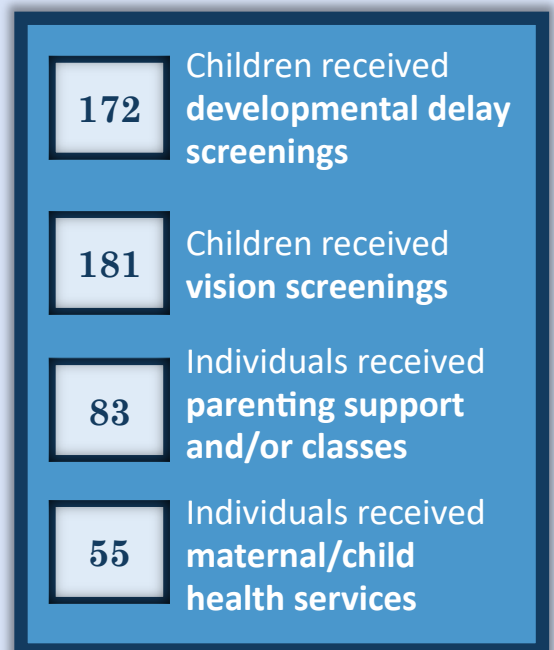


### 206 Individuals Served in Head Start Programs



### *Of children served...*

58.5% are income eligible  
22.5% live within 100-200% of the poverty limit  
5.5% are in foster care  
2% are homeless



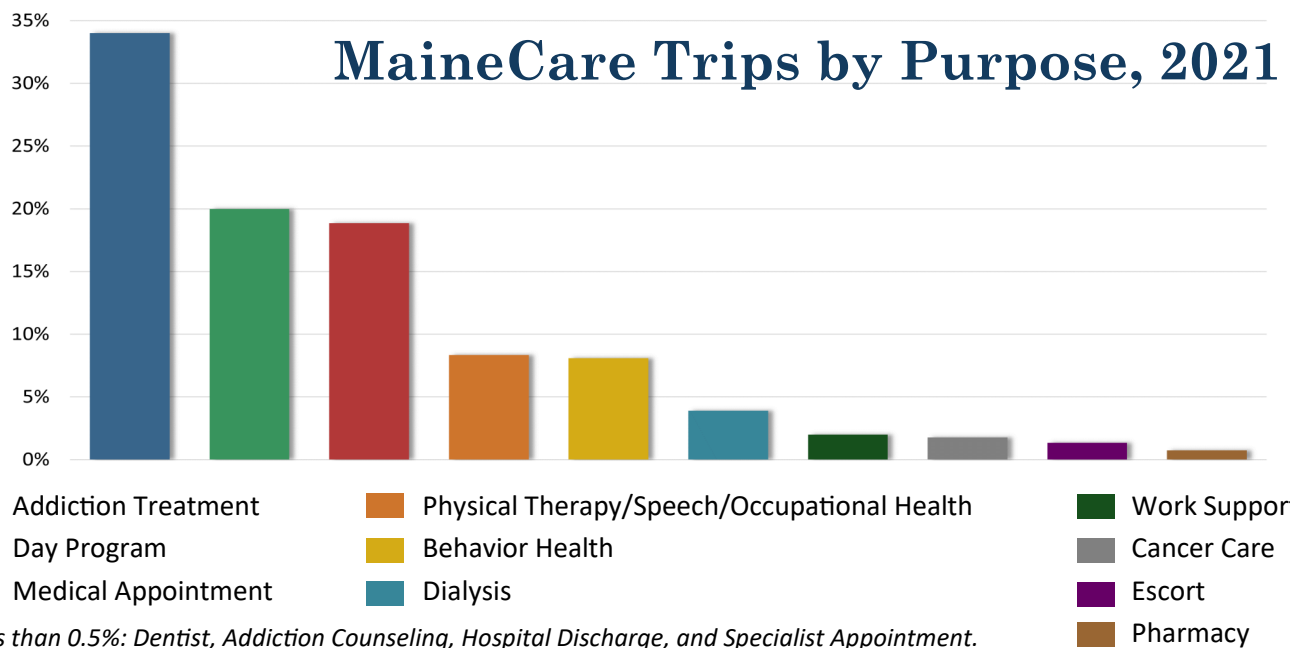
*"Thank you for helping my child prepare for the next steps. It really does take a village and it hasn't been an easy year with all the guidelines you have to follow for this pandemic. You are truly appreciated."*



# TRANSPORTATION SERVICES

## *Connecting our Communities*

Throughout 2021, WCAP Transit Systems continued to improve and increase access to mobility solutions for community members traveling locally and beyond. Reflected in passenger feedback, our greatest strength remains the dedication of WCAP staff to those we serve. Their work with our clients and our partners (other organizations, State and Federal funders, private funders, and contracted transportation providers) in the four-county service area of Waldo, Knox, Lincoln, and Sagadahoc, continues to represent the mainstay of the WCAP Transit System. The success of the system - **carrying thousands of individuals millions of miles each year** - is a testimony to the efforts of this diverse cross-section of staff, partners, and community stakeholders who work together to continuously and organically create services that literally connect, and thereby strengthen, the core of the communities we live and work in.



## MILES DRIVEN

Agency: 674,569 miles

Brokered: 1,110,197 miles

Self-driven: 1,386,942 miles

# 2021 Total: 3,171,708 miles

## FOOD



WCAP helped individuals and families in our community by providing:

**126** Food Cards for use at Local Grocers

**222** Individual Prepared Meals

**1,566** Food Baskets for the Holidays

**3,468** Grab-and-Go Meals for Kids in Rural Areas

WCAP helped children and families in our community by providing:

**206** Backpacks with School Supplies to Children

**142** Personal/ Household Care Kits

**778** Holiday Gifts for Children

**142** Prom Dresses for Students

**83** Support Classes/ Sessions for Parents

**172** Developmental Delay Screenings

**181** Vision Screenings for Children

**75** Case Management Supports





# COMMUNITY IMPACT

Waldo CAP helped individuals and families in our community with:

**777** Rides to Vaccination Appointments

**240,519** Miles Driven by Volunteers

**48,726** Mileage Reimbursements for MaineCare Trips

**1,784,767** Miles Traveled by WCAP Transportation



Waldo CAP helped individuals and families in our community with:

**9** Temporary or Permanent Housing Placements

**5** Independent Living Home Improvements (handicap accessible modifications)

**226** Healthy Home Services (eliminating or reducing fire, electrical, and chemical hazards)

**216** Energy Efficiency Improvements (insulation, air sealing, furnace repair, etc.)

**213** Home Repairs (structural work, home appliances, heating systems, etc.)

**69** Emergency Utility or Housing Payments

**2,155** HEAP Utility Payments

**939** Rental Assistance Payments



# COMMUNITY SERVICES



## Food Programs

### Child & Adult Care Food Program

CACFP is a federally funded program that helps childcare providers offer nutritious meals and snacks to children. Last year, **31,988 meals and snacks** were served through 13 daycare providers. All CACFP contractees are equal opportunity providers.

### Summer Food Service Program

To combat child hunger last summer, WCAP distributed **3,468 grab-and-go meals**, along with educational materials, at six locations around Waldo County.

## Resource Advocacy Program

Our Resource Advocacy Program has highly qualified social workers to assist individuals and families in finding resources to meet their specific needs. Resource Advocates can help to stabilize short-term emergencies and/or provide long-term case management. In 2021, they helped Waldo County residents with:

### BASIC NEEDS

#### Food

126 food cards

222 meals



#### Necessities

96 clothing assistance

142 personal care kits

22 gas cards

### LIFE SKILLS



10 people received financial coaching/counseling

75 clients used case management supports

### REFERRALS



231 referrals to other vital services and resources

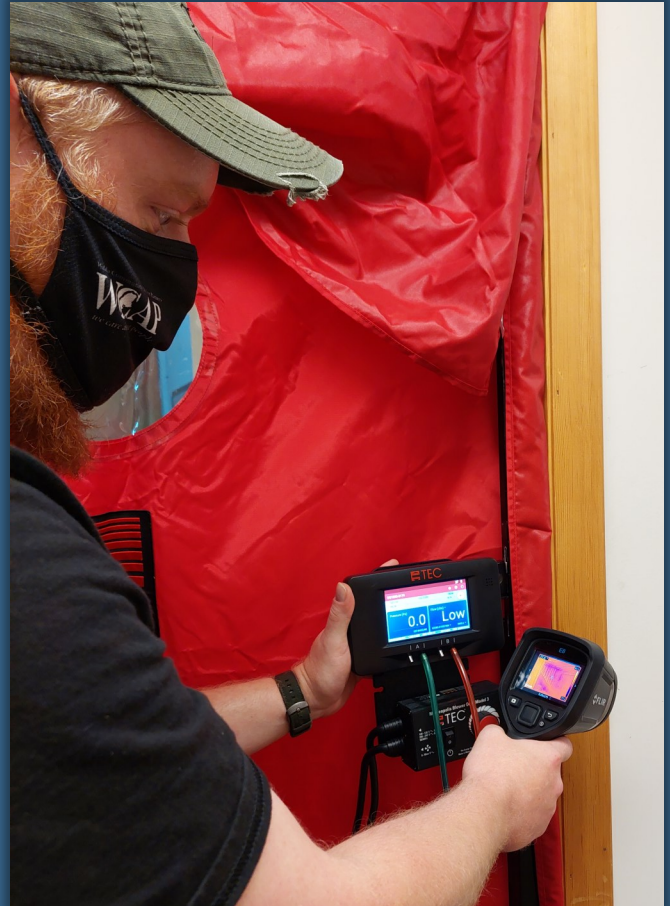
# HOUSING & ENERGY SERVICES

## Housing Services

Last year, the largest impact we had on housing was through our rental assistance program. The ongoing pandemic and rising rent costs threatened the living situation of hundreds of individuals and families in Waldo County.

We were able to assist with **939 rent payments** to provide some relief to our community during this difficult time.

Our Housing Department also offers services such as energy efficiency improvements, home maintenance, weatherization services, and more. Through these programs, we made **660 home repairs and improvements**.



*"WCAP has been so helpful to me. From insulating my cellar, carbon monoxide alarm, refrigeration, so many energy saving areas to just the kind caring commitment of the employees. Thank you."*

## Additional emergency response services through our Resource Advocacy Program:

- ⇒ **29** rental payments
- ⇒ **40** utility payments
- ⇒ **9** temporary or permanent housing placements



## Energy Services

The Home Energy Assistance Program (HEAP), is a federally funded program that helps eligible low-income households pay a portion of their heating bills.

Last year, WCAP made **2,155 direct payments** to vendors for oil, kerosene, wood, propane, and electricity.



# COMMUNITY PARTNERSHIPS



## CINDERELLA Project of Maine



The Cinderella Project is a prom dress giveaway program for high school students throughout the state of Maine that promotes positive body image and increased self-esteem. New or gently used prom dresses are available for free at giveaway events.

**77 prom dresses** were given to students through the Cinderella Project of Maine.

**3 sites participated**, including Waldo CAP in Belfast and sister-sites in Gardiner and Aroostook County.



Neighbor for Neighbor is a coalition of organizations who offer holiday food and gift projects throughout the county. By sharing a common application and single database, Neighbor for Neighbor works to ensure that services are unduplicated to achieve the maximum distribution of resources to those in need.

Neighbor for Neighbor is coordinated by WCAP, and we offer support to organizations by processing applications, answering calls, sending mail, and assigning families for gifts.

Heroes 4 Hunger is a WCAP holiday food box project that falls under the Neighbor for Neighbor coalition/umbrella.



**1,566 food baskets** were given to families for Thanksgiving and Christmas.

**778 children** were 'adopted' for Christmas.

**14 Organizations** (including Waldo CAP) and **6 individuals** participated.



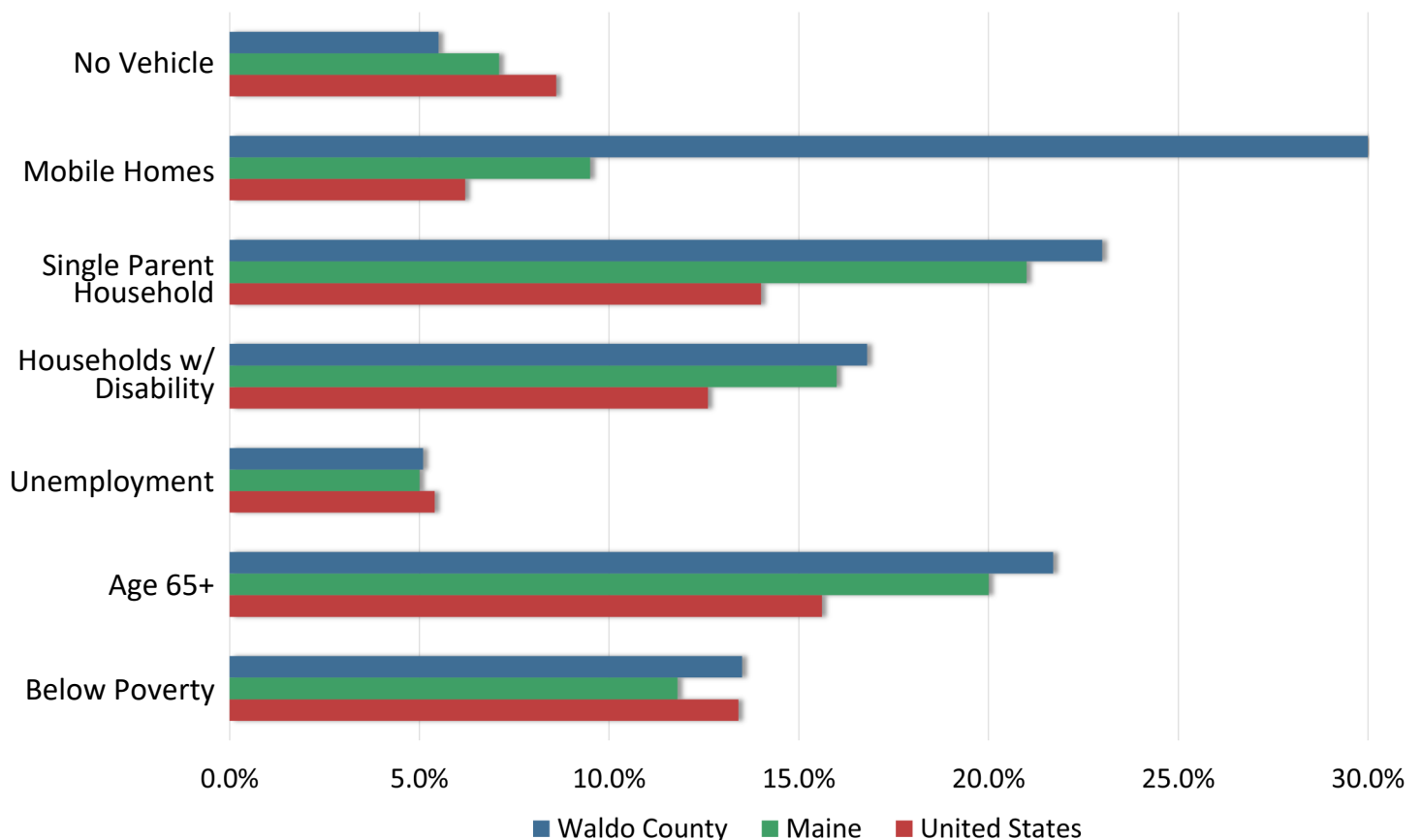
*"This year has been so difficult for us, both emotionally and financially and this program really made a huge difference. My children had a good Christmas and I have you all to thank for it. Thank you from the bottom of my heart!"*

# WALDO COUNTY NEEDS ASSESSMENT

As required of all Community Action Agencies, WCAP performs a community needs assessment every three years to help us plan and deliver programs. Last year, WCAP worked in collaboration with Maine Community Action Partnership to perform the first ever statewide community needs assessment. The information below provides an overview of the community WCAP serves.

*To view the full 2021 WCAP Community Needs Assessment, visit our website.*

## Social Vulnerability Index\* of Waldo County Community



### The three top needs identified were:

1. More flexible/affordable childcare
2. More affordable apartments
3. Access to high-speed internet



### Median Household Income

United States: \$62,843

Maine: \$57,918

Waldo County: \$51,931

*\***Social vulnerability** refers to the potential negative effects on communities caused by external stresses such as natural disasters or disease outbreaks. Reducing social vulnerability can decrease both human suffering and economic loss. For the full report, visit [waldocap.org/resources/reports](http://waldocap.org/resources/reports)*

# SUMMARY OF SERVICES

*Summary of Services Report for the Period of September 1, 2020 to August 31, 2021.*

PROGRAM	NUMBER SERVED	VALUE OF SERVICES	SERVICE AREA
TRANSPORTATION SERVICES	2,740,145 Vehicle Miles 2,721 Individuals	\$6,996,071	Region 5: Waldo, Knox, Lincoln, Sagadahoc Counties + Brunswick & Harpswell Municipalities
HOME ENERGY ASSISTANCE (HEAP)	1,502 Households 1,521 Individuals	\$1,113,457	Waldo County
EARLY CHILDHOOD PROGRAMS	169 Households 180 Individuals	\$3,008,271	Waldo County
HOUSING PROGRAMS	961 Households 1,999 Individuals	\$3,351,866	Waldo County
COMMUNITY SERVICE PROGRAMS	1,690 Households 2,192 Individuals 79,781 Meals/Snacks	\$356,422	Waldo County
COUNTY-WIDE PROGRAMS			
LOW-INCOME ASSISTANCE (LIAP)	N/A	\$15,562	Waldo County
RESOURCE ADVOCACY	N/A	\$98,268	Waldo County
SAFETY SEAT PROGRAM	29 Households 38 Individuals	\$1,895	Waldo County
EMERGENCY RESPONSE SERVICES	N/A	\$21,572	Waldo County

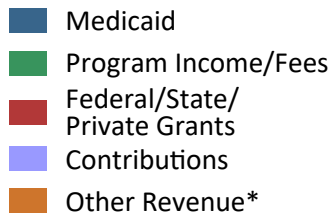
**TOTAL VALUE OF SERVICES PROVIDED TO OUR COMMUNITY:**  
**\$15,100,683**



# FINANCIAL REPORT

## REPORT PERIOD JAN. 1, 2021—DEC. 31, 2021 (AUDITED)

### REVENUES (\$20,263,058)



\*includes Paycheck Protection Program loan proceeds

### EXPENSES (\$15,399,990)



Overall allocation of administrative expenses, which totals a negative expense of -\$57,469 for 'Other Expenses'.

ASSETS	AUDITED 2021	AUDITED 2020
Cash and equivalents	\$10,778,037	\$6,463,261
Accounts and grants receivable	\$1,106,553	\$1,347,992
Loans receivable—deferred	\$ -	\$ -
Prepaid expenses	\$73,435	\$65,296
<b>Total current assets</b>	<b>\$11,958,025</b>	<b>\$7,876,549</b>
Land	\$915,136	\$12,200
Buildings and improvements	\$557,051	\$501,871
Furniture and equipment	\$531,278	\$486,720
Vehicles	\$1,578,120	\$1,268,234
Less accumulated depreciation	\$(1,358,074)	\$(1,379,642)
<b>Total fixed assets</b>	<b>\$2,223,511</b>	<b>\$889,383</b>
<b>Total assets</b>	<b>\$14,181,536</b>	<b>\$8,765,932</b>
LIABILITIES/NET ASSETS	AUDITED 2021	AUDITED 2020
Accounts payable	\$490,080	\$356,575
Accrued payroll & comp. absences	\$313,281	\$263,781
Short term debt	\$3,575	\$3,400
Deferred revenue	\$1,786,970	\$1,426,485
Other	\$ -	\$ -
<b>Total current liabilities</b>	<b>\$2,593,906</b>	<b>\$2,050,241</b>
<b>LONG-TERM DEBT</b>	<b>\$4,104</b>	<b>\$7,641</b>
<b>NET ASSETS</b>	<b>\$11,583,526</b>	<b>\$6,708,050</b>
<b>TOTAL LIABILITIES/NET ASSETS</b>	<b>\$14,181,536</b>	<b>\$8,765,932</b>

Waldo Community Action Partners



*we care about people*

WALDO COMMUNITY ACTION PARTNERS

P.O. BOX 130

BELFAST, ME 04915

Subscribe to our e-newsletter; email [info@waldocap.org](mailto:info@waldocap.org)



Food insecurity in Waldo County affects nearly 1 in 7 residents due to the high cost of food and lack of access to grocery stores.



Maine spends 86 cents per person annually for public transportation. That is 37th among all states, and is below every other New England state.



A Waldo County renter household earning the median income cannot afford the average 2-bedroom apartment without spending 30% of their income.

**“HELPING PEOPLE, CHANGING LIVES”**