

TO: Dennis Carrillo, President  
KVCAP Board of Directors

FR: Suzanne Walsh, CEO  
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2023

DA: September 13, 2022

I am pleased to present the Annual Comprehensive Plan and Budget for Fiscal Year 2023 for your review and approval.

In this document, you will find information on current services, anticipated new service opportunities, and strategic issues and opportunities. 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.

Senior Management and the Agency Leadership Team will present the plan and answer questions at the September 21, 2022 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 Mission and Vision

### Mission

We strengthen individuals, families and communities through direct services and community collaborations that create solutions to poverty.

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### Vision

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

In line with our Mission, KVCAP will develop efficient systems and effective programs in the critical areas of housing, transportation, early childhood development, and workforce development by 2025.

Through a holistic, coordinated approach, we will establish the internal capacity to withstand unforeseen changes in the landscape and maintain a leadership role in serving our most vulnerable neighbors.

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Approved by the Board of Directors: 8/24/2022



## Management Philosophy

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, and 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.

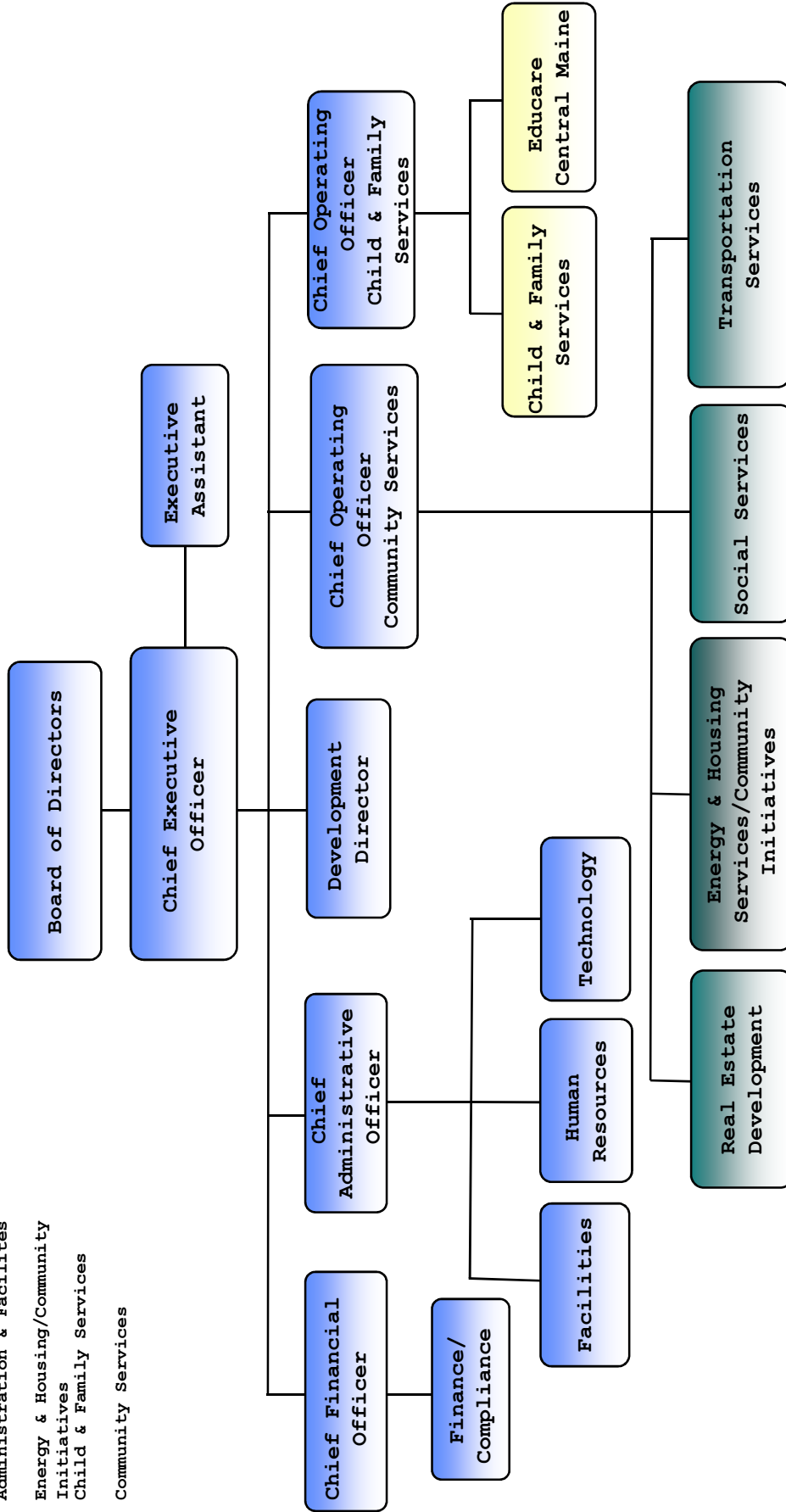
Approved by the Board of Directors: 6/25/1997

# Organizational Chart

Revised: 8/2022

## KVCAP Management Chain of Command

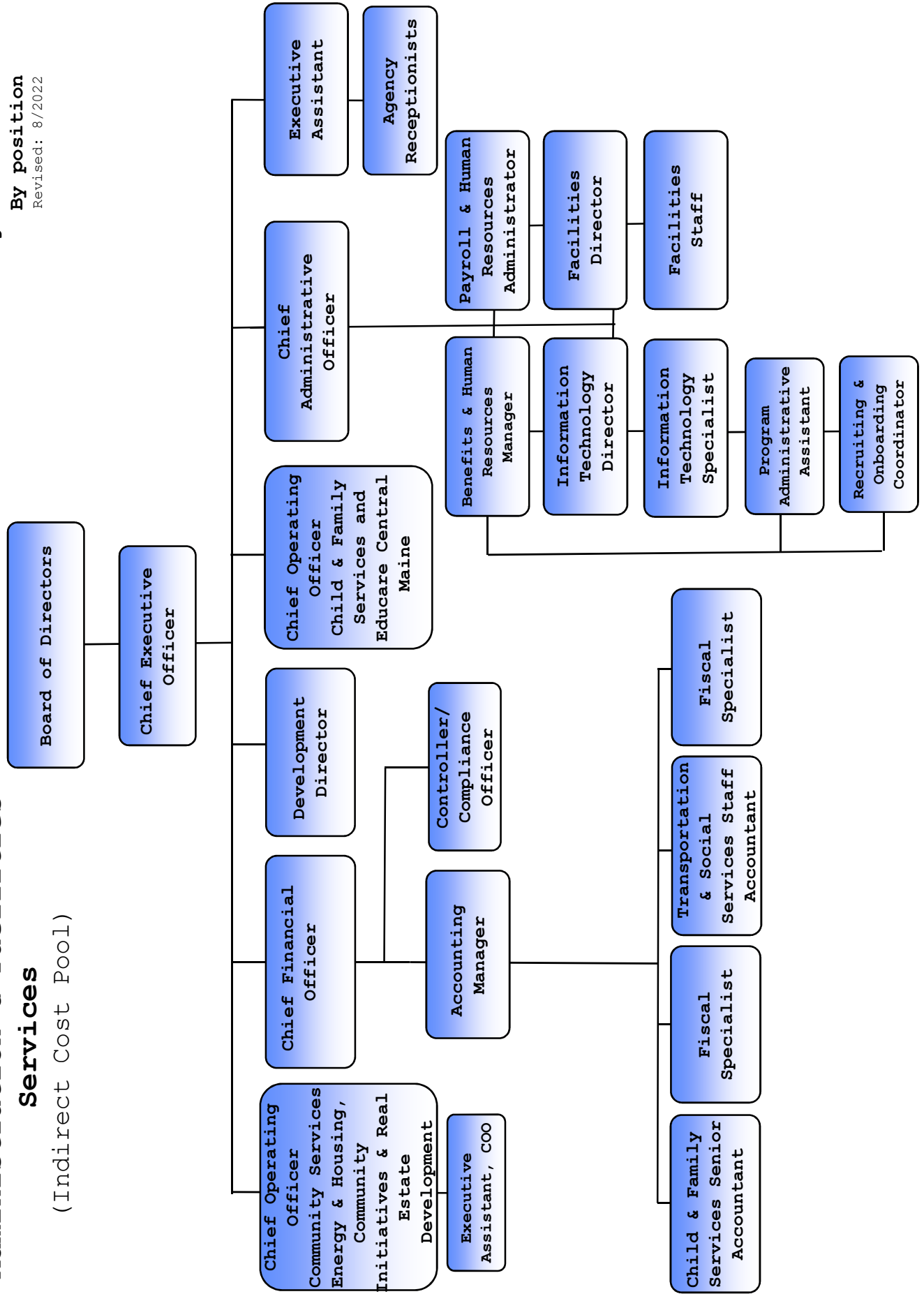
- Administration & Facilities
- Energy & Housing/Community Initiatives
- Child & Family Services
- Community Services



# Administration & Facilities Services

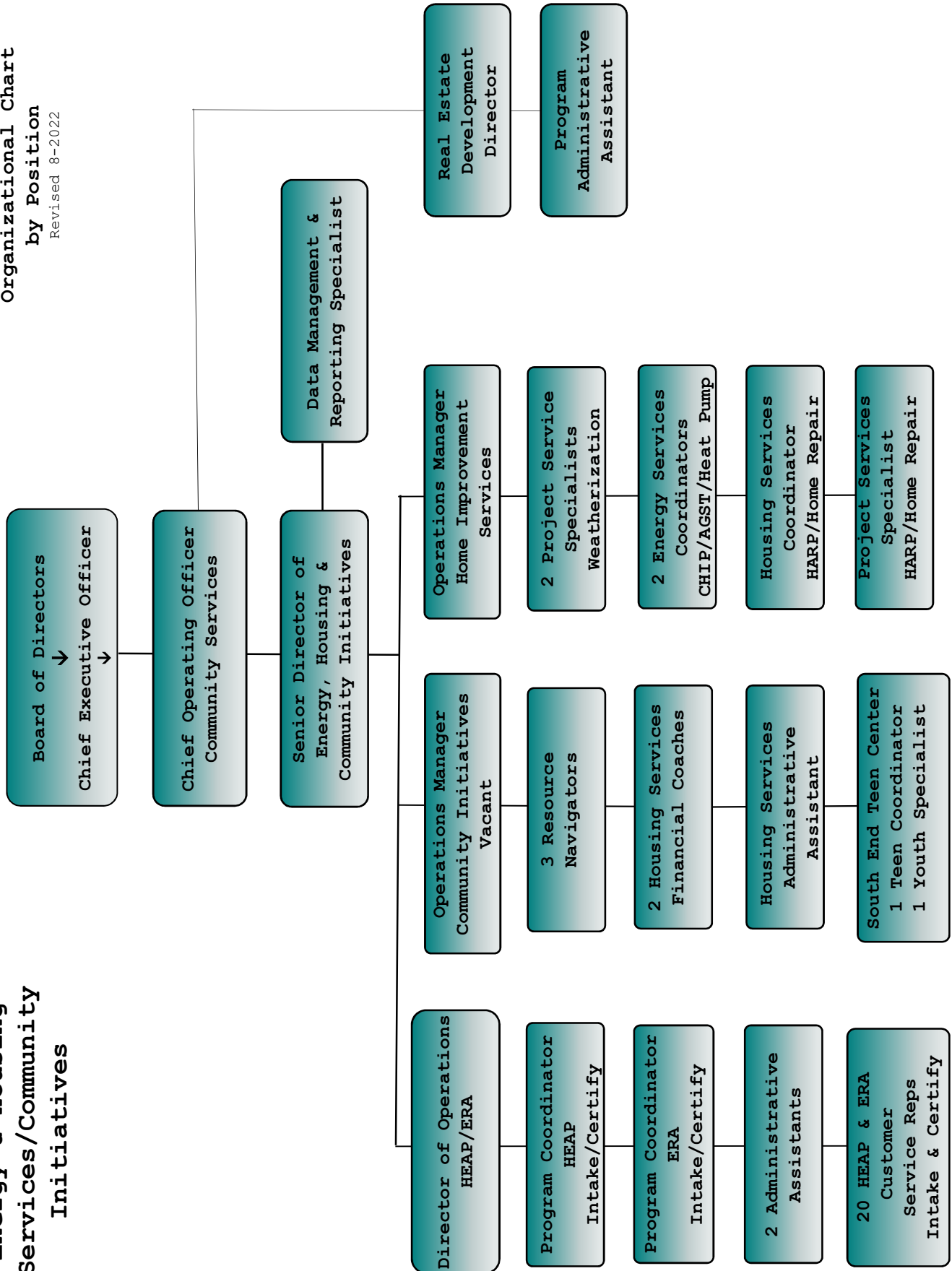
(Indirect Cost Pool)

Organizational Chart  
By position  
Revised: 8/2022



# Energy & Housing Services/Community Initiatives

## Organizational Chart by Position Revised 8-2022

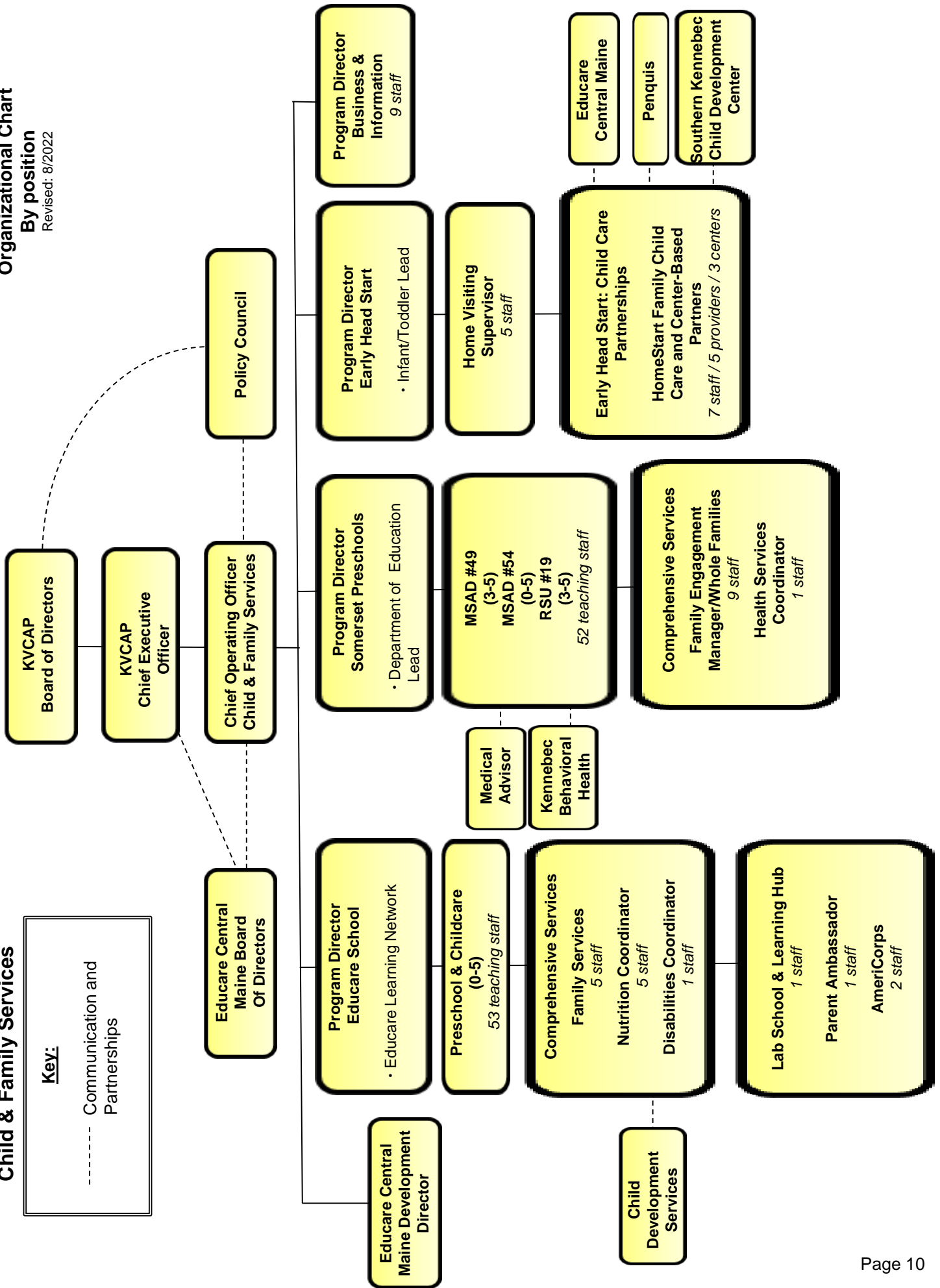


## Child & Family Services

## Organizational Chart

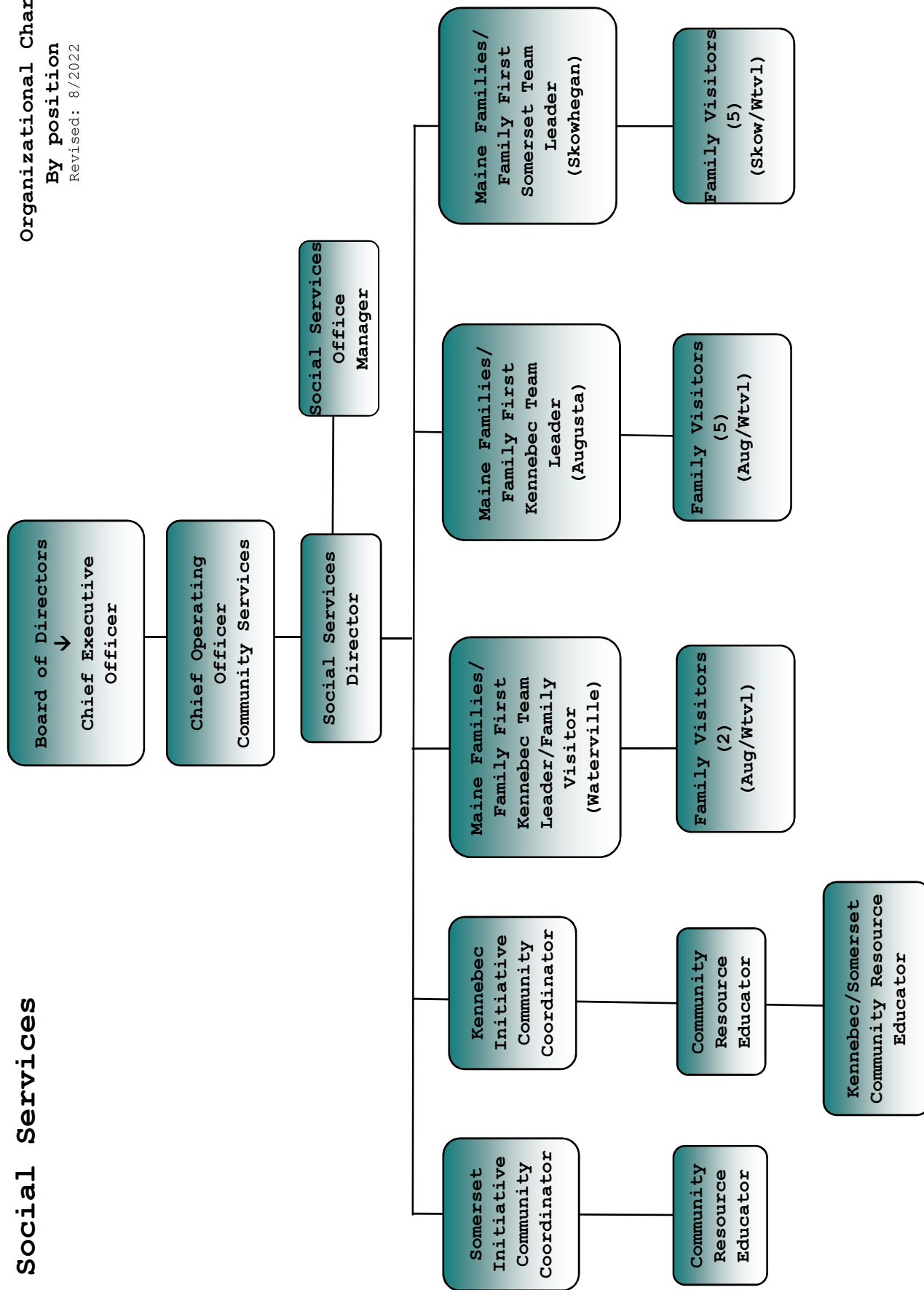
By position

Revised: 8/2022



# Social Services

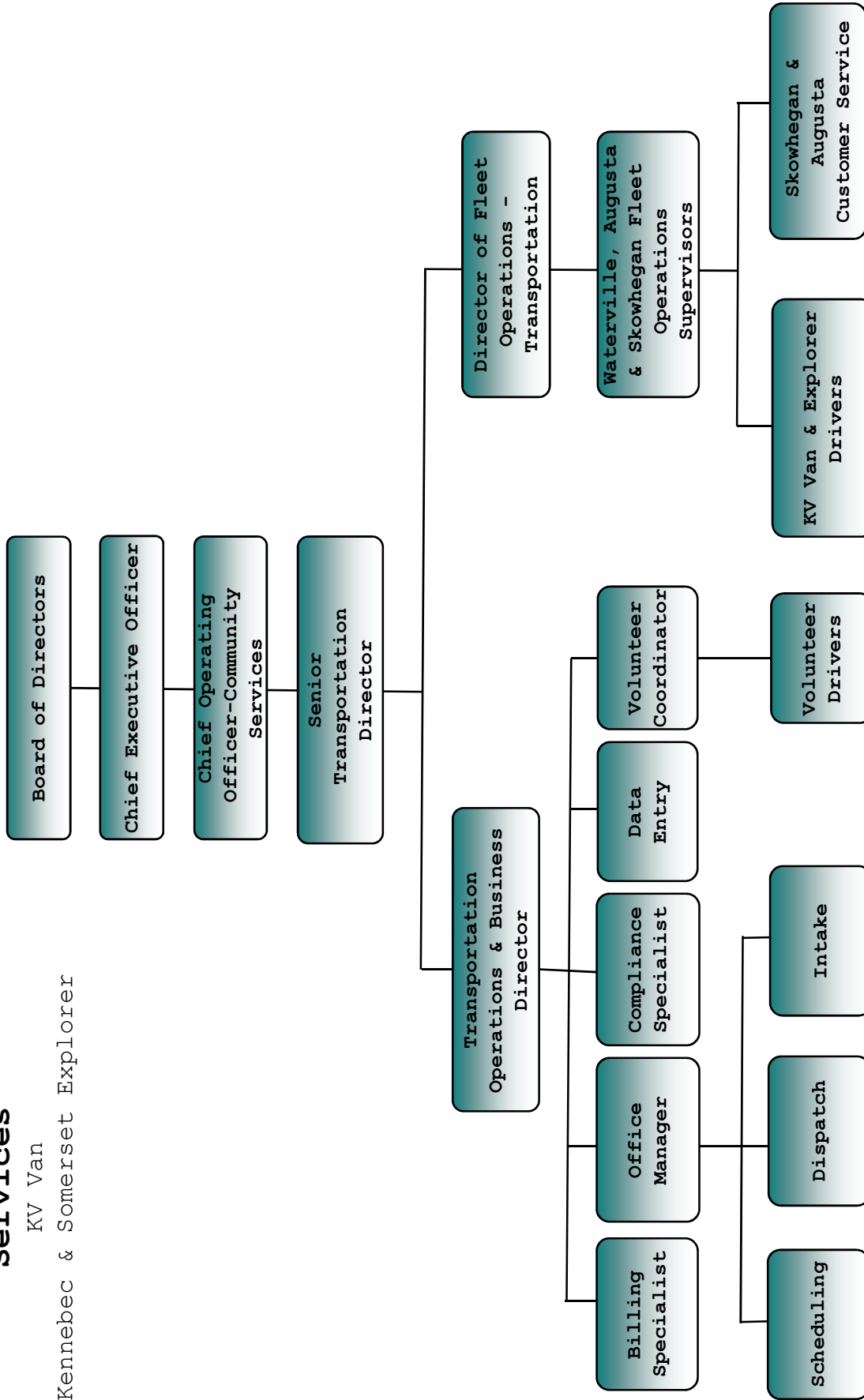
## Organizational Chart By position Revised: 8/2022



# Transportation Services

KV Van  
Kennebec & Somerset Explorer

Organizational Chart  
By position  
Revised: 8/2022



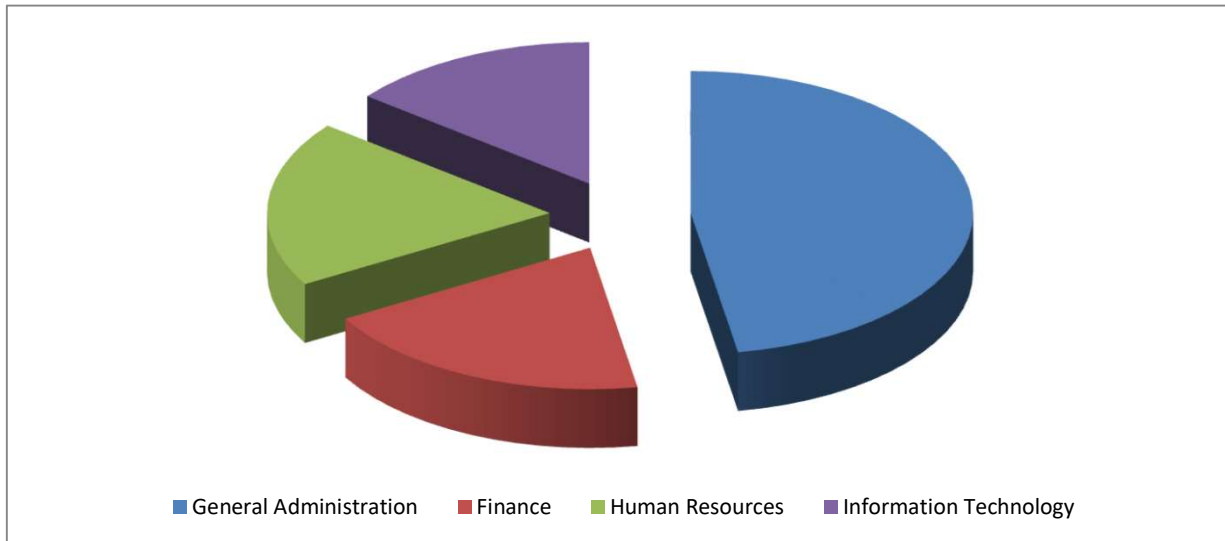


**Kennebec Valley Community Action Program**  
**Indirect Cost Pool/Administration Operating Budgets**  
**October 1, 2022 - September 30, 2023**

<b>Expenses:</b>	<b>General Administration</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Information Technology</b>	<b>Total</b>
Personnel	\$ 765,982	\$ 334,254	\$ 273,143	\$ 180,445	\$ 1,553,824
Payroll Taxes & Employee Benefits	\$ 217,228	\$ 84,766	\$ 69,786	\$ 45,123	\$ 416,903
Staff Development	\$ 21,485	\$ 12,000	\$ 30,000	\$ 6,000	\$ 69,485
Travel	\$ 14,878	\$ 2,000	\$ 1,500	\$ 4,655	\$ 23,033
Office Costs	\$ 48,150	\$ 9,500	\$ 15,750	\$ 2,250	\$ 75,650
Insurance	\$ 50,000	\$ -	\$ 500	\$ 14,000	\$ 64,500
Telecommunications	\$ 17,000	\$ 2,000	\$ 1,100	\$ 5,000	\$ 25,100
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 172,500	\$ 96,500	\$ 130,000	\$ 110,750	\$ 509,750
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 12,000	\$ 5,000	\$ 8,500	\$ 31,500	\$ 57,000
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 7,000	\$ 6,600	\$ 12,500	\$ 26,100
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 35,700	\$ 250	\$ 6,100	\$ 150	\$ 42,200
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,354,923	\$ 553,270	\$ 542,979	\$ 412,373	\$ 2,863,545

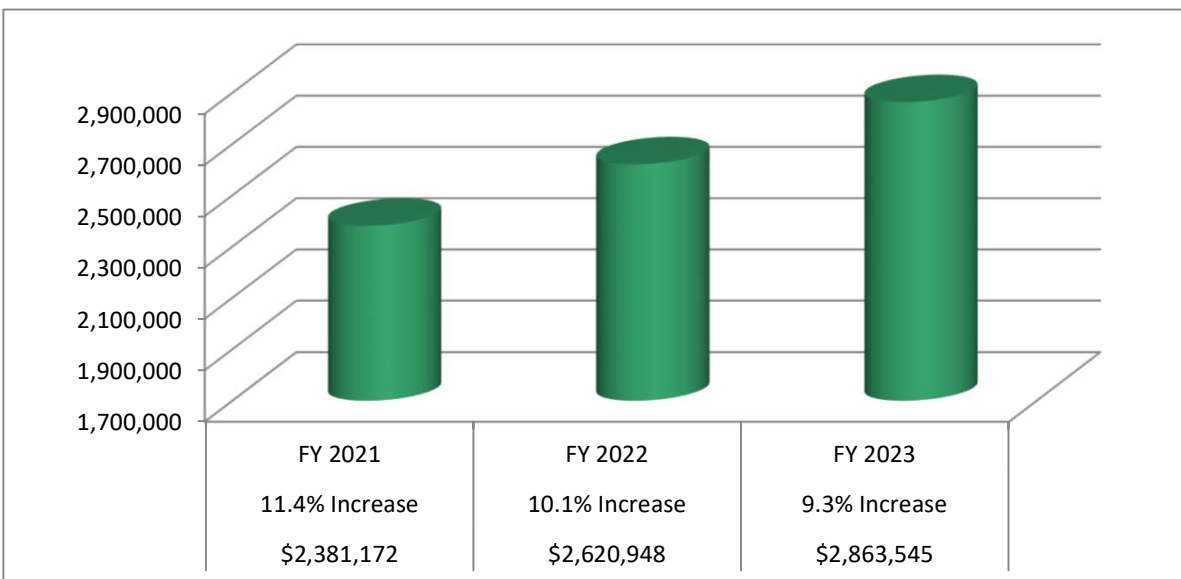
**Kennebec Valley Community Action Program  
Indirect Cost Pool/Administration Operating Budgets  
October 1, 2022 - September 30, 2023**

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 47.3% of the budget), Finance (19.3%), Human Resources (19.0%), and Information Technology (14.4%).



For fiscal year 2023, the proposed Administration/Indirect Cost Pool budget is \$2,863,545. When compared to fiscal year 2022, this is an increase of 9.3%, or \$242,597.

**Administrative/Indirect Cost Comparison  
FY 2021 - FY 2023**



**Kennebec Valley Community Action Program**  
**Indirect Cost Pool/Administration Operating Budgets**  
**October 1, 2022 - September 30, 2023**

The agency's federally approved indirect cost rate for fiscal year 2023 has been proposed for 24.0% of program salaries. Significant changes in this year's budget include:

- Personnel and Payroll Taxes & Employee Benefits increased due to standard merit increases, a new IT team position, and a new agency receptionist position in Skowhegan.
- Staff Development increased due to an increase for training for Finance staff and the new onboarding process in Human Resources.
- Insurance increased in anticipation of significant liability insurance increases due to market trends and inflation.
- Contract Services increased primarily in data services due to new software being implemented for Human Resources/Payroll.
- Materials & Supplies decreased as equipment updates were made in the prior year and not needing to be carried through to the upcoming fiscal year budget.

<b>Expenses:</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Increase / (Decrease)</b>
Personnel	\$ 1,465,583	\$ 1,553,824	\$ 88,241
Payroll Taxes & Employee Benefits	\$ 372,773	\$ 416,903	\$ 44,130
Staff Development	\$ 45,800	\$ 69,485	\$ 23,685
Travel	\$ 36,915	\$ 23,033	\$ (13,882)
Office Costs	\$ 77,825	\$ 75,650	\$ (2,175)
Insurance	\$ 42,030	\$ 64,500	\$ 22,470
Telecommunications	\$ 24,532	\$ 25,100	\$ 568
Space & Occupancy	\$ 4,500	\$ -	\$ (4,500)
Contract Services	\$ 383,700	\$ 509,750	\$ 126,050
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 93,150	\$ 57,000	\$ (36,150)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 35,190	\$ 26,100	\$ (9,090)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 38,950	\$ 42,200	\$ 3,250
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 2,620,948</b>	<b>\$ 2,863,545</b>	<b>\$ 242,597</b>

The total Administration/Indirect Cost Pool budget is 6.9% of the agency's annual operating budget. This is down 0.2% from FY 2022.

### **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:** \$1,282,903

#### **I. 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, Development, and all programmatic operations.
- Chief Financial Officer, Raymond Girouard, responsible for oversight of Agency finances and contract compliance.
- Chief Operating Officer for Community Services, Michele Prince, responsible for oversight of Energy & Housing, Community Initiatives, Transportation, and Social Services.
- Chief Operating Officer for Child & Family Services Director, Tracye Fortin, responsible for oversight of Child and Family Services.
- Chief Administrative Officer, Mikki Lane, Responsible for oversight of Human Resources, Facilities, and Information & Technology, including personnel policies, wage and benefit systems, Workers' Compensation, recruitment, onboarding, job descriptions and evaluations, including 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 the Agency's Three Year Strategic Plan (2022-2025), 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 and outcomes.
- Coordinate and implement professional development/education opportunities for all staff to enhance both mission competency and team building, agency wide.
- Ensure organizational capacity, viability, and sustainability through professional development of Board, executive, and program staff as well as continuance of an ongoing succession planning process.
- Provide leadership and oversight of 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 mission and vision, internally and externally.
- Implement a Diversity, Equity, Inclusion and Accessibility (DEIA) Committee to lead this initiative in the Agency.
- Maintain focus on a succession planning strategy for senior management staff, to ensure continuity and quality of leadership, including a robust leadership development process.

**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 reception, telephone and email support, and customer service to agency programs, clients, and customers.
- Attend trainings on customer service and related services, as available.
- Ensure professional development opportunities 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 high – quality customer service.

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

**Budget:** \$72,020

**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, including diverse social media presence.
- Provide technical assistance to programs on grant writing, branding, and public relations.

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

- Organize and promote the FY2023 Charitable Contributions Campaign at KVCAP.
- Identify, cultivate, and solicit new/continuing donors for events and through a fall appeal, a spring appeal, and an employee appeal.
- Plan and execute the Annual Golf Tournament as well as the Community Celebration Day, if feasible.
- 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.

### B. FINANCE (Chief Financial Officer: Raymond Girouard)

**Budget:** \$553,270

**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:

- Provide oversight to the Risk Management Committee. Collaborate with agency staff 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.
- Seek ways to utilize technology and to modernize processes, which will include enhancing data management, expanding the ACOM EZContent Manager program to include document management and routing of contracts and other key program documentation.

### C. HUMAN RESOURCES (Director: Mikki Lane)

**Budget:** \$542,979

**Staff:** 4 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 in the following areas:

- Hiring & Equal Employment Opportunity.
- 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. This includes: 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.

**Anticipated New Service Opportunities:**

- Review and update the Affirmative Action Plan.
- Convene and lead a DEIA Committee.
- Continue the implementation of enhanced wellness programming.
- Create an Onboarding standard for all employees, including a day dedicated to supervisors coming into the agency. Provide all current supervisors with this training to ensure continuity through departments.
- Review and revise (if needed) the job grading tool to ensure it meets industry best practices.

**D. Information Technology (Director: Eric Caron)**

**Budget:** \$412,373

**Staff:** 3 full-time equivalents

**Description of Clients:** All KVCAP employees.

**Continuing Services:**

- Maintain, secure, and ensure trouble-free operation of the agency's Information Systems and telecommunications infrastructure.
- Evaluate and install the proper hardware and software necessary to keep the network functioning properly. This includes working within a budget that allocates the amount of money the agency can afford on network devices and software. The IT department ensures that the equipment it invests in optimally serves the needs of the agency.
- Provide technology support for all four main offices and KVCAP Head Start locations.
- Provide computer/telephone/video support via "Help Desk", in person, and/or through email.
- Maintain a cellular technology device plan, which includes: phones, tablets, hotspots, and other various 4G and 5G devices, to accommodate ever changing staff needs.

**Anticipated New Service Opportunities:**

- Continue to train and inform our user base on Cybersecurity and awareness.
- Work with Transportation to implement and complete new video and audio requirements for our fleet 2022.
- Complete Educare training and conference rooms with full technology by Fall 2022.
- Expand department with a dedicated HelpDesk staff person, Summer/Fall 2022.
- Improve training for staff with one – on – one video sessions and video tips. Coming Fall 2022.



**Facilities Operating Budget**  
**October 1, 2022 - September 30, 2023**

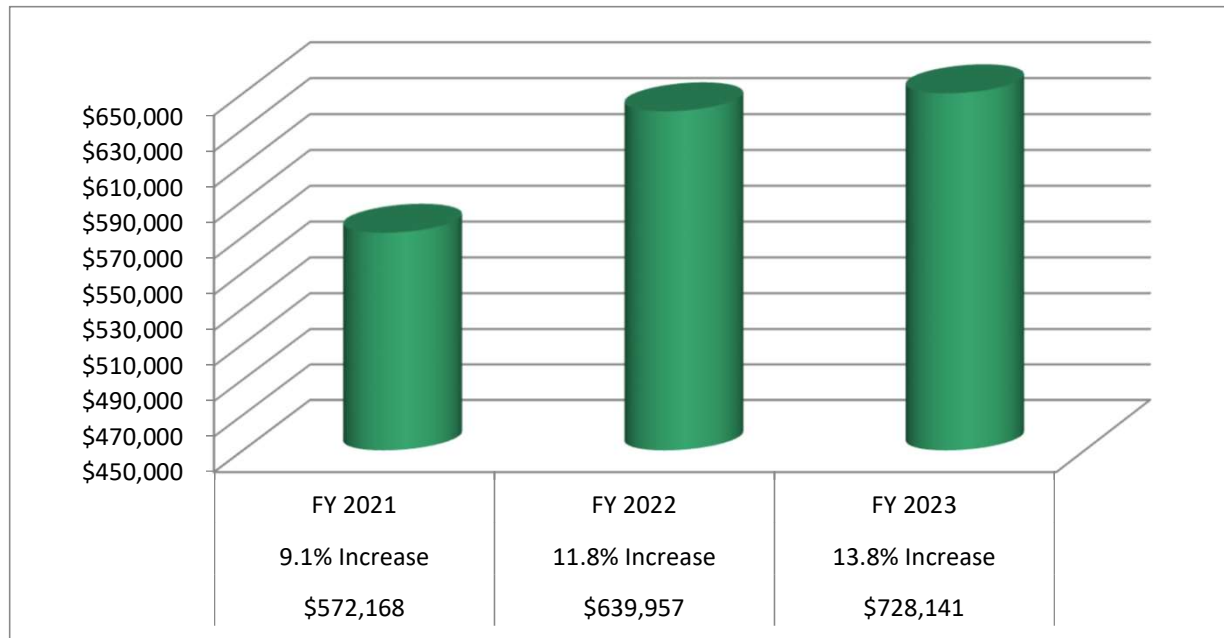
<b>Expenses:</b>	<b>Total</b>
Personnel	\$ 212,183
Payroll Taxes & Employee Benefits	\$ 80,052
Staff Development	\$ 500
Travel	\$ -
Office Costs	\$ -
Insurance	\$ 13,500
Telecommunications	\$ 4,180
Space & Occupancy	\$ 169,240
Contract Services	\$ 50,200
Vehicle	\$ 12,100
Housing Property Costs	\$ -
Materials & Supplies	\$ 12,300
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 50,924
Interest	\$ -
Depreciation	\$ 120,962
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 2,000
Inkind	\$ -
<b>Total Expenses:</b>	<b>\$ 728,141</b>

\* 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.

**Kennebec Valley Community Action Program**  
**Facilities Operating Budget**  
**October 1, 2022 - September 30, 2023**

For fiscal year 2023, the proposed budget is \$728,141. When compared to fiscal year 2022, this represents an increase of 13.8% or \$88,184.

**Facilities Cost Comparison**  
**FY 2021 - FY 2023**



Significant changes in the fiscal year 2023 budget projections include:

- Personnel, Payroll Taxes, and Indirect - Increases related to standard merit increases, correcting the budgeting for the vacant position that was inadvertently budgetted as a part-time placement in FY 2022, and the 0.5% increase in the indirect cost rate
- Contract Services & Materials & Supplies - Decreases related to managing maintenance and upkeep projects and the inflationary effect on the cost of materials associated with those projects.
- Vehicle - Increases in fuel costs, maintenance costs, and anticipated insurance increases.
- Interest - Decrease is related to debt being paid off in FY 2021 and not needing to finance the acquisition of the 28 Research Drive, Skowhegan facility or the renovations at the 225 Western Avenue, Augusta location.
- Depreciation - Increase due to new facilities at 28 Research Drive, Skowhegan and 225 Western Avenue, Augusta.
- Space & Occupancy - Increase due to two major factors - 1) increased rent due to the move from the Buker School facility in Augusta to 225 Western Avenue and 2) electricity costs that have increased by more than 50% over the past year. See the breakdown below.

	FY 2023	FY 2022	Variance	%age
Rent	54,540	22,650	31,890	141%
Electricity	45,000	29,000	16,000	55%
Fuel	40,000	40,000	-	0%
Water/Sewer	3,200	3,000	200	7%
Rubbish Removal	6,500	5,000	1,500	30%
Snow Removal/Landscaping	20,000	18,000	2,000	11%

**Kennebec Valley Community Action Program**  
**Facilities Operating Budgets**  
**October 1, 2022 - September 30, 2023**

<b>Expenses:</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Increase/ (Decrease)</b>
Personnel	\$ 175,205	\$ 212,183	\$ 36,978
Payroll Taxes & Employee Benefits	\$ 73,485	\$ 80,052	\$ 6,567
Staff Development	\$ 2,360	\$ 500	\$ (1,860)
Travel	\$ 100	\$ -	\$ (100)
Office Costs	\$ 150	\$ -	\$ (150)
Insurance	\$ 13,500	\$ 13,500	\$ -
Telecommunications	\$ 3,600	\$ 4,180	\$ 580
Space & Occupancy	\$ 117,650	\$ 169,240	\$ 51,590
Contract Services	\$ 69,065	\$ 50,200	\$ (18,865)
Vehicle	\$ 8,100	\$ 12,100	\$ 4,000
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 11,650	\$ 12,300	\$ 650
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 41,174	\$ 50,924	\$ 9,750
Interest	\$ 12,500	\$ -	\$ (12,500)
Depreciation	\$ 110,118	\$ 120,962	\$ 10,844
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,300	\$ 2,000	\$ 700
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 639,957</b>	<b>\$ 728,141</b>	<b>\$ 88,184</b>

#### PART IV: Facilities (Michael Taylor, Facilities Director)

**Budget:** \$728,141 (does not include ECM – paid costs or rental expenses)

**Staff:** Up to 7 full – time employees (includes Educare Central Maine staff)

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

##### Continuing Services:

- Continue building upgrades and energy efficiency improvements at all locations.
- 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
- 6 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:

- New integrated Keycard/Security system at 7 Libby.
- Finalize and institute EAP (Emergency Action Plan).
- Institute Active shooter protocols and training.
- Continue with improvements at Research Drive (Skowhegan Office).
- New Fire/Keycard/Security system at Research Drive.
- Integrate Keycard and Security systems at Educare.

**Kennebec Valley Community Action Program**  
**Agency Operating Budgets**  
**October 1, 2022 - September 30, 2023**

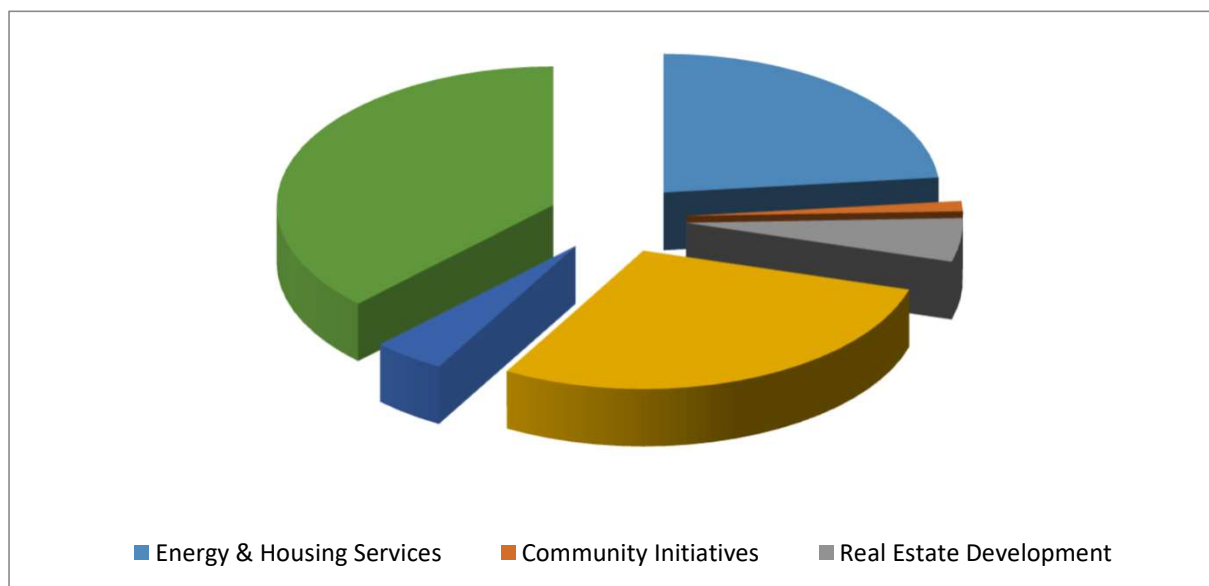
	Energy & Housing Services	Community Initiatives	Real Estate Development	Child & Family Services	Social Services	Transportation Services	Total
<b>Revenue:</b>							
Grants & Contracts	\$ 10,023,985	\$ 491,163	\$ -	\$ 10,600,048	\$ 1,832,271	\$ 1,942,031	\$ 24,889,498
Program Revenue	\$ 15,435	\$ -	\$ 2,185,000	\$ 1,773,509	\$ -	\$ 14,115,067	\$ 18,089,011
Other Revenue	\$ -	\$ 26,080	\$ -	\$ -	\$ -	\$ 144,299	\$ 170,379
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 10,039,420	\$ 517,243	\$ 2,185,000	\$ 12,373,557	\$ 1,832,271	\$ 16,201,397	\$ 43,148,888

<b>Expenses:</b>							
Personnel	\$ 1,344,328	\$ 281,122	\$ 120,617	\$ 6,249,290	\$ 927,278	\$ 2,927,130	\$ 11,849,765
Payroll Taxes & Employee Benefits	\$ 497,209	\$ 86,487	\$ 25,858	\$ 2,212,874	\$ 340,139	\$ 806,426	\$ 3,968,993
Staff Development	\$ 16,963	\$ 1,300	\$ 4,500	\$ 68,100	\$ 39,312	\$ 1,270	\$ 131,445
Travel	\$ 8,852	\$ 1,215	\$ 4,500	\$ 89,474	\$ 59,179	\$ 7,917	\$ 171,137
Office Costs	\$ 124,235	\$ 1,800	\$ 2,000	\$ 57,913	\$ 15,020	\$ 18,841	\$ 219,809
Insurance	\$ 3,448	\$ 600	\$ -	\$ 25,028	\$ -	\$ 537	\$ 29,613
Telecommunications	\$ 48,570	\$ 10,224	\$ 1,440	\$ 63,737	\$ 27,381	\$ 122,031	\$ 273,383
Space & Occupancy	\$ 257,921	\$ 52,291	\$ 12,693	\$ 280,106	\$ 128,175	\$ 149,768	\$ 880,954
Contract Services	\$ 481,604	\$ 1,023	\$ 1,486,120	\$ 1,550,600	\$ 20,312	\$ 110,077	\$ 3,649,736
Vehicle	\$ 50,362	\$ -	\$ -	\$ -	\$ -	\$ 1,202,871	\$ 1,253,233
Housing Property Costs	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
Materials & Supplies	\$ 10,784	\$ 200	\$ -	\$ 246,669	\$ 21,723	\$ 76,240	\$ 355,616
Direct Client Assistance	\$ 6,851,860	\$ 2,500	\$ -	\$ 5,400	\$ 20,201	\$ 4,970,407	\$ 11,850,368
Administration (Indirect)	\$ 322,556	\$ 67,468	\$ 28,948	\$ 1,469,501	\$ 221,637	\$ 702,511	\$ 2,812,621
Interest	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 29,398	\$ 32,398
Depreciation	\$ 19,418	\$ 1,513	\$ -	\$ -	\$ -	\$ 331,429	\$ 352,360
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,440,248	\$ 3,440,248
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,310	\$ 9,500	\$ 3,300	\$ 54,865	\$ 11,914	\$ 85,781	\$ 166,670
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 10,039,420	\$ 517,243	\$ 1,697,976	\$ 12,373,557	\$ 1,832,271	\$ 14,982,882	\$ 41,443,349

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ 487,024	\$ -	\$ -	\$ 1,218,515	\$ 1,705,539
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**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2022 - September 30, 2023**

The agency's operating budget consists of six departments - Energy and Housing Services (which contributes 23.3% of the budget), Community Initiatives (1.2%), Real Estate Development (\$5.1%), Child and Family Services (28.6%), Social Services (4.2%), and Transportation Services (37.6%).



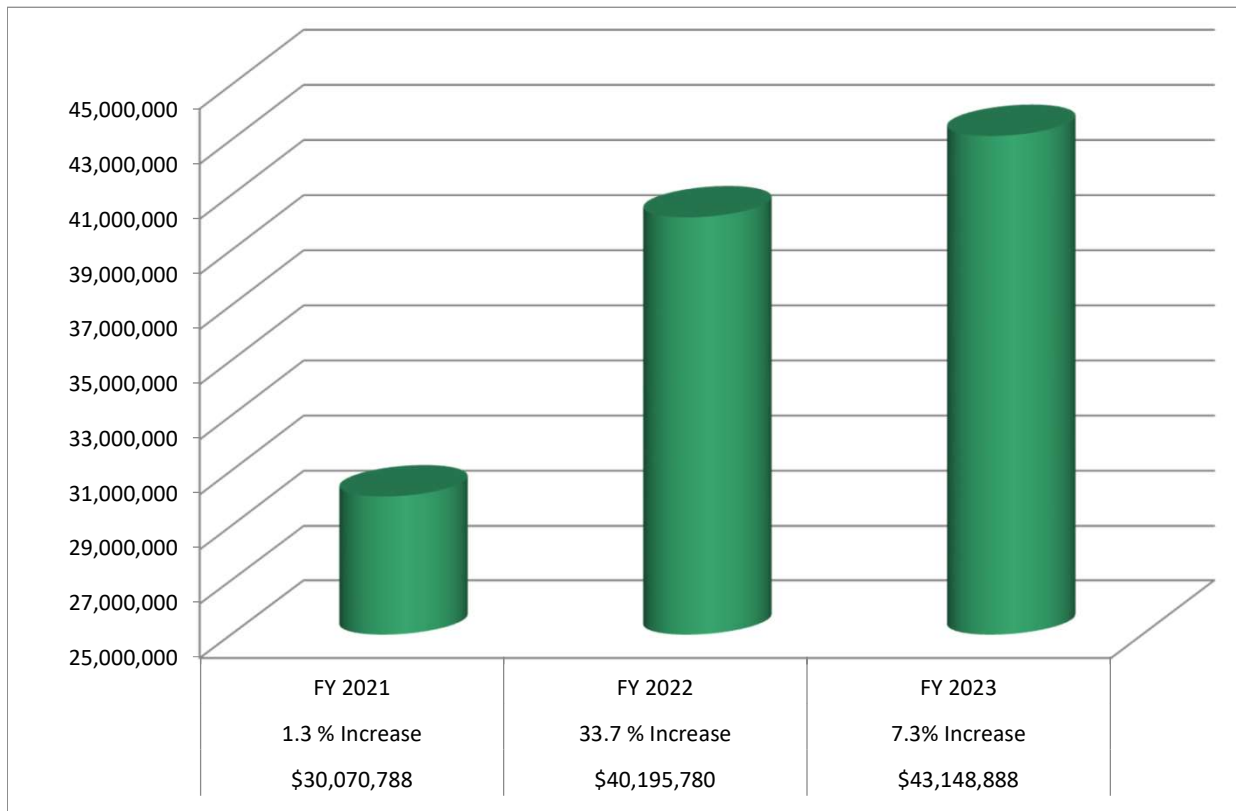
**Budget by Department with Change Information**  
**FY 2023**

Department	Total Budget	Change +/- compared to FY 2022	%age +/- compared to FY 2022
Energy & Housing Services Section VI - Pgs. 29-39	\$ 10,039,420	\$ (2,014,917)	-16.7%
Community Initiatives Section VII - Pgs. 40-49	\$ 517,243	\$ (262,999)	-33.7%
Real Estate Development Section VIII - Pgs. 50-54	\$ 2,185,000	\$ 1,193,423	120.4%
Child & Family Services Section IX - Pgs. 55-64	\$ 12,373,557	\$ 676,657	5.8%
Social Services Section X - Pgs. 65-69	\$ 1,832,271	\$ (40,479)	-2.2%
Transportation Services Section XI - Pgs. 70-74	\$ 16,201,397	\$ 3,401,423	26.6%
<b>Total FY 2023 Budget</b>	<b>\$ 43,148,888</b>		

**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2022 - September 30, 2023**

For fiscal year 2023, a \$43,132,962 budget is proposed. This budget represents a 7.3%, or \$2,937,182 increase compared to fiscal year 2022.

**Agency Operating Budget Comparison - Revenues**  
**FY 2021 - FY 2023**



**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2022 - September 30, 2023**

<b>Revenue:</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 26,368,469	\$ 24,889,498	\$ (1,478,971)
Program Revenue	\$ 13,616,217	\$ 18,089,011	\$ 4,472,794
Other Revenue	\$ 211,094	\$ 170,379	\$ (40,715)
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 40,195,780</b>	<b>\$ 43,148,888</b>	<b>\$ 2,953,108</b>

<b>Expenses:</b>			
Personnel	\$ 11,150,631	\$ 11,849,765	\$ 699,134
Payroll Taxes & Employee Benefits	\$ 3,917,366	\$ 3,968,993	\$ 51,627
Staff Development	\$ 153,531	\$ 131,445	\$ (22,086)
Travel	\$ 197,417	\$ 171,137	\$ (26,280)
Office Costs	\$ 260,366	\$ 219,809	\$ (40,557)
Insurance	\$ 22,357	\$ 29,613	\$ 7,256
Telecommunications	\$ 291,790	\$ 273,383	\$ (18,407)
Space & Occupancy	\$ 814,271	\$ 880,954	\$ 66,683
Contract Services	\$ 2,374,158	\$ 3,649,736	\$ 1,275,578
Vehicle	\$ 867,750	\$ 1,253,233	\$ 385,483
Housing Property Costs	\$ -	\$ 5,000	\$ 5,000
Materials & Supplies	\$ 409,538	\$ 355,616	\$ (53,922)
Direct Client Assistance	\$ 12,568,922	\$ 11,850,368	\$ (718,554)
Administration (Indirect)	\$ 2,620,078	\$ 2,812,621	\$ 192,543
Interest	\$ 24,974	\$ 32,398	\$ 7,424
Depreciation	\$ 227,838	\$ 352,360	\$ 124,522
Common Carrier	\$ 2,800,376	\$ 3,440,248	\$ 639,872
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 193,614	\$ 166,670	\$ (26,944)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 38,894,977</b>	<b>\$ 41,443,349</b>	<b>\$ 2,548,372</b>

<b>Surplus/(Deficit)</b>	<b>\$ 1,300,803</b>	<b>\$ 1,705,539</b>	<b>\$ 404,736</b>
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**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2022 - September 30, 2023**

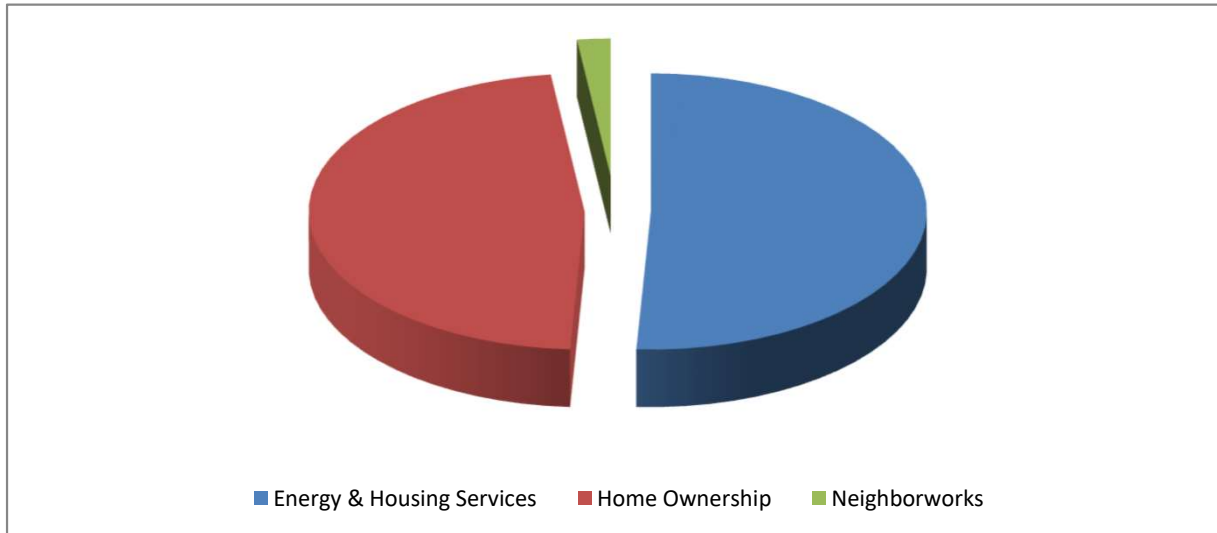
<b>Revenue:</b>	<b>Energy &amp; Housing Services</b>	<b>Home Ownership</b>	<b>Neighborworks</b>	<b>Total</b>
Grants & Contracts	\$ 5,103,845	\$ 4,723,140	\$ 197,000	\$ 10,023,985
Program Revenue	\$ -	\$ 15,435	\$ -	\$ 15,435
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 5,103,845	\$ 4,738,575	\$ 197,000	\$ 10,039,420

<b>Expenses:</b>				
Personnel	\$ 951,802	\$ 323,088	\$ 69,438	\$ 1,344,328
Payroll Taxes & Employee Benefits	\$ 387,528	\$ 90,660	\$ 19,021	\$ 497,209
Staff Development	\$ 6,463	\$ -	\$ 10,500	\$ 16,963
Travel	\$ 7,852	\$ -	\$ 1,000	\$ 8,852
Office Costs	\$ 100,292	\$ 19,843	\$ 4,100	\$ 124,235
Insurance	\$ 2,448	\$ -	\$ 1,000	\$ 3,448
Telecommunications	\$ 36,745	\$ 9,625	\$ 2,200	\$ 48,570
Space & Occupancy	\$ 199,573	\$ 44,750	\$ 13,598	\$ 257,921
Contract Services	\$ 251,586	\$ 172,958	\$ 57,060	\$ 481,604
Vehicle	\$ 50,362	\$ -	\$ -	\$ 50,362
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 9,284	\$ -	\$ 1,500	\$ 10,784
Direct Client Assistance	\$ 2,851,860	\$ 4,000,000	\$ -	\$ 6,851,860
Administration (Indirect)	\$ 228,432	\$ 77,541	\$ 16,583	\$ 322,556
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 19,418	\$ -	\$ -	\$ 19,418
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 200	\$ 110	\$ 1,000	\$ 1,310
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 5,103,845	\$ 4,738,575	\$ 197,000	\$ 10,039,420

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
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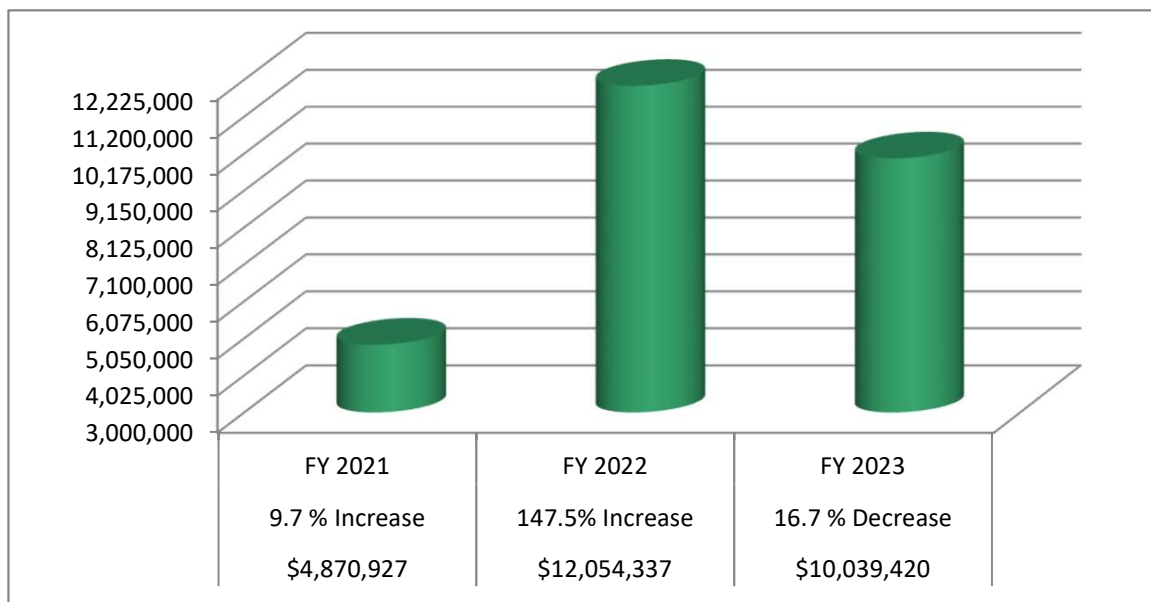
**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budget**  
**October 1, 2022 - September 30, 2023**

The Energy & Housing Services budget consists of the following programming: Energy & Housing Services (which contributes 50.8% of the budget), Home Ownership Services (47.2%), and NeighborWorks (2.0%).



For fiscal year 2023, the proposed Energy & Housing Services budget is \$10,039,420. When compared to fiscal year 2022, this is a decrease of 16.7%, or (\$2,014,917).

**Energy & Housing Services Comparison**  
**FY 2021 - FY 2023**



**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budget**  
**October 1, 2022 - September 30, 2023**

Below is the comparison between the FY 2022 budget and the proposed FY 2023 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 12,038,955	\$ 10,023,985	\$ (2,014,970)
Program Revenue	\$ 15,382	\$ 15,435	\$ 53
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 12,054,337</b>	<b>\$ 10,039,420</b>	<b>\$ (2,014,917)</b>

<b>Expenses:</b>			
Personnel	\$ 1,371,726	\$ 1,344,328	\$ (27,398)
Payroll Taxes & Employee Benefits	\$ 515,602	\$ 497,209	\$ (18,393)
Staff Development	\$ 27,000	\$ 16,963	\$ (10,037)
Travel	\$ 14,827	\$ 8,852	\$ (5,975)
Office Costs	\$ 150,539	\$ 124,235	\$ (26,304)
Insurance	\$ 1,000	\$ 3,448	\$ 2,448
Telecommunications	\$ 49,635	\$ 48,570	\$ (1,065)
Space & Occupancy	\$ 269,472	\$ 257,921	\$ (11,551)
Contract Services	\$ 576,369	\$ 481,604	\$ (94,765)
Vehicle	\$ 51,144	\$ 50,362	\$ (782)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 29,805	\$ 10,784	\$ (19,021)
Direct Client Assistance	\$ 8,662,733	\$ 6,851,860	\$ (1,810,873)
Administration (Indirect)	\$ 322,354	\$ 322,556	\$ 202
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 11,131	\$ 19,418	\$ 8,287
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,000	\$ 1,310	\$ 310
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 12,054,337</b>	<b>\$ 10,039,420</b>	<b>\$ (2,014,917)</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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Significant changes in the fiscal year 2023 budget projections include:

- Grant and Contracts Revenue decreased in Energy & Housing Services as the net result of an increase in LIHEAP (\$329k) and decreases in Weatherization programs (\$978k) and Home Repair programs (\$95k). There were also decreases in Home Ownership programming primarily due to the winding down of the Emergency Rental Assistance Program (\$1.4M).
- Contract Services expense decreased by (\$95k) and related to the Emergency Rental Assistance Program/Housing Stability program.
- Direct Client Assistance expenditures decreased due to contract reductions in Weatherization programs (\$810k), Home Repair (\$78k), and Emergency Rental Assistance (\$923k).

**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2022 - September 30, 2023**

Revenue:	*LIHEAP	*LIAP	*DOE	*HEAP Wz	*CHIP	Heat Pump Program	*DEP Tank Replacement	*HARP	*CDBG	Total
Grants & Contracts	\$ 1,339,956	\$ 60,290	\$ 521,647	\$ 525,598	\$ 1,078,126	\$ 836,645	\$ 106,075	\$ 485,508	\$ 150,000	\$ 5,103,845
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 1,339,956</b>	<b>\$ 60,290</b>	<b>\$ 521,647</b>	<b>\$ 525,598</b>	<b>\$ 1,078,126</b>	<b>\$ 836,645</b>	<b>\$ 106,075</b>	<b>\$ 485,508</b>	<b>\$ 150,000</b>	<b>\$ 5,103,845</b>

Expenses:										
Personnel	\$ 500,000	\$ 26,500	\$ 84,585	\$ 75,000	\$ 131,887	\$ 66,120	\$ 4,000	\$ 45,710	\$ 18,000	\$ 951,802
Payroll Taxes & Employee Benefits	\$ 232,370	\$ 12,092	\$ 30,905	\$ 20,979	\$ 42,652	\$ 23,672	\$ 1,215	\$ 19,017	\$ 4,626	\$ 387,528
Staff Development	\$ -	\$ -	\$ 6,463	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,463
Travel	\$ 3,300	\$ -	\$ 4,552	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,852
Office Costs	\$ 81,500	\$ 3,338	\$ 5,100	\$ 4,500	\$ 2,300	\$ 2,000	\$ -	\$ 800	\$ 754	\$ 100,292
Insurance	\$ -	\$ -	\$ 2,448	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,448
Telecommunications	\$ 17,700	\$ 2,000	\$ 3,500	\$ 5,000	\$ 5,434	\$ 2,500	\$ -	\$ 311	\$ 300	\$ 36,745
Space & Occupancy	\$ 130,000	\$ 10,000	\$ 14,000	\$ 4,490	\$ 18,425	\$ 19,658	\$ -	\$ 2,000	\$ 1,000	\$ 199,573
Contract Services	\$ 251,586	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 251,586
Vehicle	\$ -	\$ -	\$ 10,000	\$ 8,500	\$ 16,750	\$ 12,912	\$ -	\$ 1,500	\$ 700	\$ 50,362
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 3,500	\$ -	\$ 2,184	\$ 1,500	\$ 2,100	\$ -	\$ -	\$ -	\$ -	\$ 9,284
Direct Client Assistance	\$ -	\$ -	\$ 332,410	\$ 384,729	\$ 820,507	\$ 689,914	\$ 99,900	\$ 404,400	\$ 120,000	\$ 2,851,860
Administration (Indirect)	\$ 120,000	\$ 6,360	\$ 20,300	\$ 18,000	\$ 31,653	\$ 15,869	\$ 960	\$ 10,970	\$ 4,320	\$ 228,432
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ 5,000	\$ 2,900	\$ 6,418	\$ 4,000	\$ -	\$ 800	\$ 300	\$ 19,418
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 1,339,956</b>	<b>\$ 60,290</b>	<b>\$ 521,647</b>	<b>\$ 525,598</b>	<b>\$ 1,078,126</b>	<b>\$ 836,645</b>	<b>\$ 106,075</b>	<b>\$ 485,508</b>	<b>\$ 150,000</b>	<b>\$ 5,103,845</b>

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\* LIHEAP = Low-Income Home Energy Assistance Program

\* LIAP = Low-Income Assistance Program

\* DOE = Department of Energy (Weatherization)

\* HEAP Wthz. = Home Energy Assistance Program Weatherization

\* CHIP = Central Heating Improvement Program

\* DEP = Department of Environmental Protection

\* HARP = Home Accessibility and Repair Program

\* CDBG = Community Development Block Grant

**Kennebec Valley Community Action Program**  
**Home Ownership Services Operating Budgets**  
**October 1, 2022 - September 30, 2023**

Revenue:	Home Buyer Education	Home Ownership Ed & Counseling	*HUD Housing Counseling	MEHAF Housing Counseling	Emergency Rental Assistance	Housing Stability	Total
Grants & Contracts	\$ 9,600	\$ 9,000	\$ 28,302	\$ 140,000	\$ 4,441,238	\$ 95,000	\$ 4,723,140
Program Revenue	\$ 15,435	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,435
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 25,035	\$ 9,000	\$ 28,302	\$ 140,000	\$ 4,441,238	\$ 95,000	\$ 4,738,575

Expenses:	Home Buyer Education	Home Ownership Ed & Counseling	*HUD Housing Counseling	MEHAF Housing Counseling	Emergency Rental Assistance	Housing Stability	Total
Personnel	\$ 10,524	\$ 6,000	\$ 17,064	\$ 59,500	\$ 190,000	\$ 40,000	\$ 323,088
Payroll Taxes & Employee Benefits	\$ 4,457	\$ 1,560	\$ 7,033	\$ 11,720	\$ 47,260	\$ 18,630	\$ 90,660
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ 228	\$ -	\$ -	\$ 2,500	\$ 15,300	\$ 1,815	\$ 19,843
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 500	\$ -	\$ -	\$ 1,500	\$ 5,400	\$ 2,225	\$ 9,625
Space & Occupancy	\$ 800	\$ -	\$ -	\$ 5,500	\$ 29,720	\$ 8,730	\$ 44,750
Contract Services	\$ 6,000	\$ -	\$ -	\$ 45,000	\$ 107,958	\$ 14,000	\$ 172,958
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	\$ -	\$ 4,000,000
Administration (Indirect)	\$ 2,526	\$ 1,440	\$ 4,095	\$ 14,280	\$ 45,600	\$ 9,600	\$ 77,541
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 110	\$ -	\$ -	\$ -	\$ 110
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 25,035	\$ 9,000	\$ 28,302	\$ 140,000	\$ 4,441,238	\$ 95,000	\$ 4,738,575

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

**Kennebec Valley Community Action Program**  
**Neighborhoods Operating Budget**  
**October 1, 2022 - September 30, 2023**

Revenue:	Neighborhoods Administration	Comprehensive Community Development	NTI Training Grant	Total
Grants & Contracts	\$ 176,000	\$ 15,000	\$ 6,000	\$ 197,000
Program Revenue	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 176,000</b>	<b>\$ 15,000</b>	<b>\$ 6,000</b>	<b>\$ 197,000</b>

Expenses:				
Personnel	\$ 62,111	\$ 7,327	\$ -	\$ 69,438
Payroll Taxes & Employee Benefits	\$ 15,570	\$ 3,451	\$ -	\$ 19,021
Staff Development	\$ 3,500	\$ 1,000	\$ 6,000	\$ 10,500
Travel	\$ 1,000	\$ -	\$ -	\$ 1,000
Office Costs	\$ 3,600	\$ 500	\$ -	\$ 4,100
Insurance	\$ 1,000	\$ -	\$ -	\$ 1,000
Telecommunications	\$ 2,200	\$ -	\$ -	\$ 2,200
Space & Occupancy	\$ 13,598	\$ -	\$ -	\$ 13,598
Contract Services	\$ 56,560	\$ 500	\$ -	\$ 57,060
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,000	\$ 500	\$ -	\$ 1,500
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 14,861	\$ 1,722	\$ -	\$ 16,583
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,000	\$ -	\$ -	\$ 1,000
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 176,000</b>	<b>\$ 15,000</b>	<b>\$ 6,000</b>	<b>\$ 197,000</b>

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

## PART VI: ENERGY & HOUSING SERVICES (Chief Operating Officer: Michele Prince)

- A. Energy Services
- B. Home Repair
- C. Homeownership Services

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

#### Home Energy Assistance Program (HEAP) – Kennebec, Somerset, Lincoln, Sagadahoc

Budget: \$1,400,246

Staff: 13 full – time equivalents, 7 temporary and 2 contract

Description of Clients: Income eligible households

Number of Households to be served in FY 2023: 13,580

#### 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.

**Anticipated New Service Opportunities:** We are partnering with Mid-Coast Community Action in the coming year to explore training their staff to provide HEAP services to participants in Lincoln and Sagadahoc counties. This will increase capacity to allow for additional outreach, with the goal to increase the number of households served.

#### 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:** \$1,047,245

**Staff:** 4 full – time equivalents

**Description of Clients:** HEAP – eligible households

**Number of Households to be served in FY 2023:** 143

**Continuing Services:**

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

**Central Heating Improvement Program (CHIP) – Kennebec, Somerset, Lincoln, Sagadahoc**

**Budget:** \$1,078,126

**Staff:** 2 full – time equivalents

**Description of Clients:** HEAP eligible households

**Number of Households to be served:** 563

**Continuing Services:**

- Provide heating system replacement and repairs to Home Energy Assistance Program (HEAP) eligible households.

**DEP Home Heating Oil Tank Replacement Program –Kennebec, Somerset, Lincoln, Sagadahoc**

**Budget:** \$106,075

**Staff:** 1 full – time equivalent

**Description of Clients:** Income eligible households

**Continuing Services:**

- Provide oil tank replacements to Home Energy Assistance Program (HEAP) eligible homeowners.



Number of Households to be served in FY 2023: 25

**Heat Pump Program:**

Budget: \$836,645

Staff: 2 full – time equivalents

Description of Clients: Income eligible households

Number of Households to be served: 417

**Continuing Services:**

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

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

Budget: \$635,508 (\$485,508 HARP- \$150,000-CDBG)

Description of Clients: Income eligible single family homeowners

Staff: 2 full – time equivalents

Number of Families to be served: 45

**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.

**Emergency Rental Assistance: Kennebec and Somerset County**

Budget: \$4,441,238

Staff: 7 full – time equivalents, 3 temporary staff

Description of Clients: Income eligible renters

Estimated number of households to be served in FY 2023: 1,000

**Continuing Services:**

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

**Anticipated New Service Opportunities:** This contract is expected to end by the spring of 2023, however it is anticipated that there will be other opportunities to continue this work and expand efforts.

**Housing Stability:** Kennebec and Somerset County

**Budget:** \$95,000

**Staff:** 2 full – time equivalents

**Description of Clients:** Income eligible renters

**Estimated number of households to be served:** 35

**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 ends December 31, 2022, however it is anticipated that there will be other opportunities to continue this work and expand efforts.

**C. HOMEOWNERSHIP SERVICES (Director: Monica Grady)**

**Homeownership Education & Counseling**

**Budget:** \$202,337 (\$25,035 – MH [including fees for service], \$28,302 – HUD, \$9,000 – NW, \$140,000 – MEHAF)

**Staff:** 3 part-time equivalents

**Description of Clients:** No Income Restrictions

**Estimated Number of Clients to be served in FY 2023:** 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 ~\$99 pp, In – person classes ~ \$30 pp

**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budgets**  
**October 1, 2022 - September 30, 2023**

Revenue:	Community Initiatives	*CSBG	Total
Grants & Contracts	\$ 26,794	\$ 464,369	\$ 491,163
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ 26,080	\$ -	\$ 26,080
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 52,874</b>	<b>\$ 464,369</b>	<b>\$ 517,243</b>

Expenses:			
Personnel	\$ 33,268	\$ 247,854	\$ 281,122
Payroll Taxes & Employee Benefits	\$ 11,622	\$ 74,865	\$ 86,487
Staff Development	\$ -	\$ 1,300	\$ 1,300
Travel	\$ -	\$ 1,215	\$ 1,215
Office Costs	\$ -	\$ 1,800	\$ 1,800
Insurance	\$ -	\$ 600	\$ 600
Telecommunications	\$ -	\$ 10,224	\$ 10,224
Space & Occupancy	\$ -	\$ 52,291	\$ 52,291
Contract Services	\$ -	\$ 1,023	\$ 1,023
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 200	\$ 200
Direct Client Assistance	\$ -	\$ 2,500	\$ 2,500
Administration (Indirect)	\$ 7,984	\$ 59,484	\$ 67,468
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 1,513	\$ 1,513
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ 9,500	\$ 9,500
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 52,874</b>	<b>\$ 464,369</b>	<b>\$ 517,243</b>

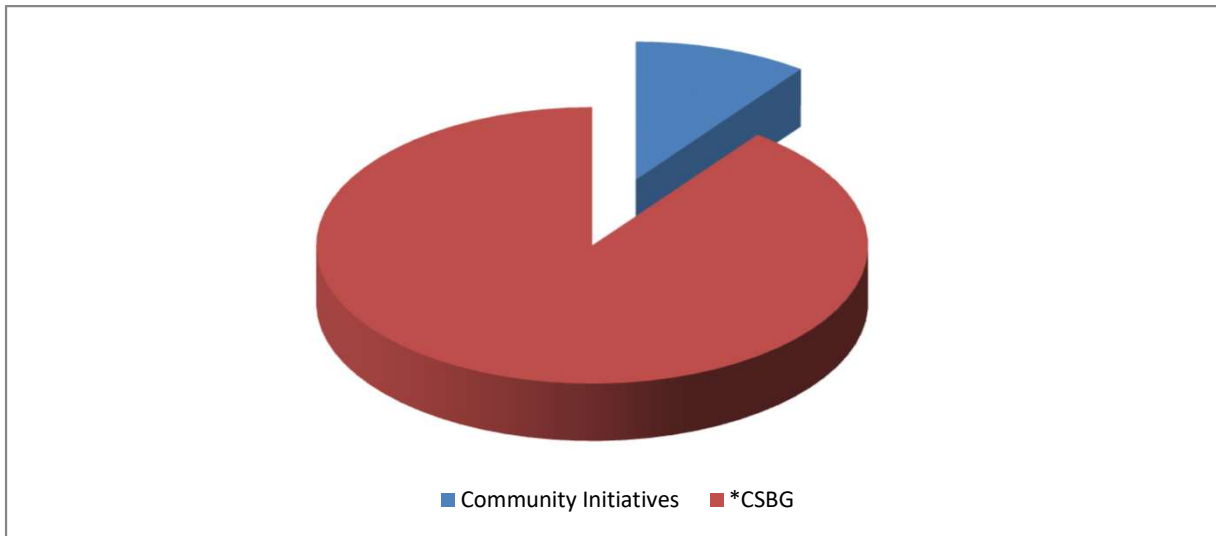
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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\* CSBG = Community Services Block Grant

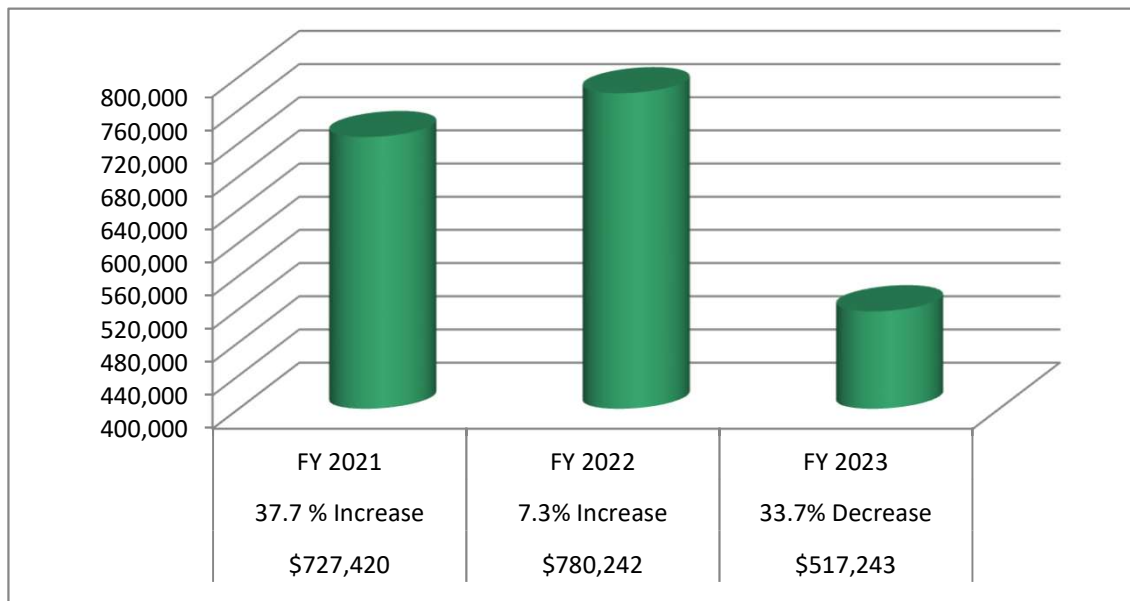
**Kennebec Valley Community Action Program  
Community Initiatives Operating Budget  
October 1, 2022 - September 30, 2023**

The Community Initiatives budget consists of Community Initiatives programming (10.2%) and CSBG (89.8%).



For fiscal year 2023, the proposed Community Initiatives budget is \$517,243. When compared to fiscal year 2022, this is a decrease of 33.7%, or (\$262,999).

**Community Initiatives Comparison  
FY 2021 - FY 2023**



**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budget**  
**October 1, 2022 - September 30, 2023**

Below is the comparison between the FY 2022 budget and the proposed FY 2023 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 754,569	\$ 491,163	\$ (263,406)
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ 25,673	\$ 26,080	\$ 407
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 780,242	\$ 517,243	\$ (262,999)

<b>Expenses:</b>			
Personnel	\$ 393,106	\$ 281,122	\$ (111,984)
Payroll Taxes & Employee Benefits	\$ 129,923	\$ 86,487	\$ (43,436)
Staff Development	\$ 2,025	\$ 1,300	\$ (725)
Travel	\$ 4,648	\$ 1,215	\$ (3,433)
Office Costs	\$ 2,956	\$ 1,800	\$ (1,156)
Insurance	\$ 580	\$ 600	\$ 20
Telecommunications	\$ 8,863	\$ 10,224	\$ 1,361
Space & Occupancy	\$ 63,217	\$ 52,291	\$ (10,926)
Contract Services	\$ 7,905	\$ 1,023	\$ (6,882)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 6,338	\$ 200	\$ (6,138)
Direct Client Assistance	\$ 50,439	\$ 2,500	\$ (47,939)
Administration (Indirect)	\$ 92,379	\$ 67,468	\$ (24,911)
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 1,513	\$ 1,513	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 16,350	\$ 9,500	\$ (6,850)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 780,242	\$ 517,243	\$ (262,999)

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
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Significant changes in the fiscal year 2023 budget projections include:

- Grant and Contracts revenue decreased primarily due to the end of programming related to COVID-19 relief funding - CSBG CARES Act (\$216k), Social Supports (\$37k), and Vaccination Supports (\$4k).
- Expenditures decreases are related to the loss of funding for COVID-19 relief programming.

**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budgets**  
**October 1, 2022 - September 30, 2023**

Revenue:	*SETC - UW	*SETC - BGCA - OJP	*SETC - Oak Grove Foundation	*SETC - BGCA - TANF	Community Investors - *UW	Total
Grants & Contracts	\$ -	\$ 6,000	\$ 4,000	\$ 16,794	\$ -	\$ 26,794
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 22,000	\$ 1,080	\$ -	\$ -	\$ 3,000	\$ 26,080
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 22,000	\$ 7,080	\$ 4,000	\$ 16,794	\$ 3,000	\$ 52,874

Expenses:						
Personnel	\$ 12,726	\$ 4,500	\$ 2,568	\$ 11,500	\$ 1,974	\$ 33,268
Payroll Taxes & Employee Benefits	\$ 6,220	\$ 1,500	\$ 816	\$ 2,534	\$ 552	\$ 11,622
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 3,054	\$ 1,080	\$ 616	\$ 2,760	\$ 474	\$ 7,984
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 22,000	\$ 7,080	\$ 4,000	\$ 16,794	\$ 3,000	\$ 52,874

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

\*TANF = Temporary Assistance for Needy Families

\*UW = United Way

\*BGCA = Boys & Girls Clubs of America

\*OJP = Office of Justice Program

**Kennebec Valley Community Action Program**  
**Community Services Block Grant Operating Budgets**  
**October 1, 2022 - September 30, 2023**

<b>Revenue:</b>	<b>South End Teen Center</b>	<b>Community / School Based Education</b>	<b>Poverty Initiatives</b>	<b>Community Assessment &amp; Training</b>	<b>Total</b>
Grants & Contracts	\$ 90,242	\$ 73,956	\$ 252,326	\$ 47,845	\$ 464,369
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 90,242	\$ 73,956	\$ 252,326	\$ 47,845	\$ 464,369

<b>Expenses:</b>					
Personnel	\$ 48,375	\$ 37,931	\$ 139,096	\$ 22,452	\$ 247,854
Payroll Taxes & Employee Benefits	\$ 17,411	\$ 8,728	\$ 41,600	\$ 7,126	\$ 74,865
Staff Development	\$ 500	\$ 300	\$ 500	\$ -	\$ 1,300
Travel	\$ 540	\$ 315	\$ 360	\$ -	\$ 1,215
Office Costs	\$ 100	\$ 300	\$ 950	\$ 450	\$ 1,800
Insurance	\$ 600	\$ -	\$ -	\$ -	\$ 600
Telecommunications	\$ 3,120	\$ 1,683	\$ 5,103	\$ 318	\$ 10,224
Space & Occupancy	\$ 4,700	\$ 15,396	\$ 20,834	\$ 11,361	\$ 52,291
Contract Services	\$ 273	\$ -	\$ -	\$ 750	\$ 1,023
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 200	\$ -	\$ -	\$ 200
Direct Client Assistance	\$ -	\$ -	\$ 2,500	\$ -	\$ 2,500
Administration (Indirect)	\$ 11,610	\$ 9,103	\$ 33,383	\$ 5,388	\$ 59,484
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,513	\$ -	\$ -	\$ -	\$ 1,513
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,500	\$ -	\$ 8,000	\$ -	\$ 9,500
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 90,242	\$ 73,956	\$ 252,326	\$ 47,845	\$ 464,369

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -
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## **PART VII. Community Initiatives (Director: Monica Grady)**

- A. South End Teen Center
- B. Poverty Initiative
- C. Comprehensive Community Development
- D. Community Services Block Grant

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

**Budget:** \$90,242 CSBG; \$22,000 United Way; (\$27,874 other funding)

**Staff:** 1.75 full – time equivalents (1 on – site Coordinator, 2 part – time direct service)

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

**Number of teens to be served in FY 2023:** 40

#### **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 peers, staff and college student volunteers.
- Offer programming/activities such as weekly cooking activities: arts/crafts; music lessons; discussion groups, field trips, use of computers, 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, Snow Pond Arts Academy, Waterville Public School/Resource Officer, Colby and Thomas Colleges.

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

During the pandemic, membership decreased. The Staff will conduct outreach efforts to increase membership in the upcoming year. The Teen Center will also continue to develop new community service opportunities that will help increase community engagement and social capital for the teens.

## **B. Social Supports**

**Budget:** (remaining contract balance for final three months)

**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:** 40

### **Continuing Services:**

- This program component was developed in collaboration with the Department of Health and Human Services to provide social supports to help people successfully complete quarantine due to a positive COVID status and to educate the community about the prevention of COVID.

**Anticipated New Service Opportunities:** This contract ends December 31, 2022 and we do not anticipate that additional funding will be allocated.

## **C. Poverty Initiative**

**Budget:** \$252,326 CSBG; \$3,000; Community Investors United Way

**Staff:** 3 full – time equivalents (direct service, coalition participation/coordination, administration)

**Description of Clients:** Kennebec and Somerset County communities and residents

**Number of Clients to be served:** 75 families through Resource Navigator and/or Emergency Assistance and an additional 150 families that are provided Information & Referral intervention by phone, 30 families through Community Investors, and 6 families through Child Care subsidy.

### **Continuing Services:**

- Resource Navigator program: Offers information and referral, support and resources to assist families/individuals to overcome barriers to family stability. When appropriate, based on an assessment of needs and the request of the participant(s), provide ongoing case management services assisting with goal planning/skill building for those who seek to achieve greater self-sufficiency, including working toward employment.
- Coalition work: Continue to lead/coordinate the Poverty Action Coalition in Northern Kennebec which focuses on raising poverty awareness and competency in the community as well as working in partnership to develop resources for those living in poverty. When needed, coordinate a team to assist Rapid Response in the event that a large employer lays off employees.

- Community Investors Initiatives: Oversee two collaborative initiatives, one in Kennebec County and one in Somerset, providing direct supportive services to individuals/families using donations made by the community members who have enrolled as Community Investors.
- Emergency Services: Provide resources for clients at or below 250% of poverty to overcome a crisis or barrier that threatens family stability and/or progress toward greater self-sufficiency. This component augments the resources provided by the Community Investors – many times the two components combine resources to help a family overcome a challenge.
- Child Care subsidy: Provide a small amount of subsidy for income qualified families toward child care expenses.

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

The Resource Navigator component will continue to respond to emerging community needs, including needs that arise from impacts resulting from the pandemic. KVCAP has developed strong working relationships with DHHS and the statewide Community Action network as well as local providers, to collaborate in new ways to meet these emerging needs.

#### **D. Comprehensive Community Development (Directors: Monica Grady/David Pelton)**

**Budget:** \$15,000 from NeighborWorks and in-kind across several programs

**Staff:** .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.
  - Sponsors 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.

- If feasible, KVCAP will coordinate an Annual Community Celebration event targeted for families with children.
- KVCAP coordinates a number of other family friendly events throughout the year through its Family Enrichment Councils in each county.

#### **E. Community Services Block Grant (Director: Monica Grady)**

**Budget:** CSBG: \$464,369

In FY 2023, CSBG will support four components including a portion of 14 staff positions (5.5 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 Community Initiatives (CI) and the funding supports many agency capacity activities as well as programming components within CI and Social Services.

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 worked with the Maine Community Action Partnership and CAAs across the state to complete a comprehensive community needs assessment in 2021. The needs assessment helps to inform decisions regarding the allocation of CSBG funds and the agency strategic planning process.

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 CSBG in FY 2023 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 the 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. In addition, this component 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’s focus on expanding the Whole Family Approach to our work.

**Kennebec Valley Community Action Program**  
**Real Estate Development Operating Budgets**  
**October 1, 2022 - September 30, 2023**

<b>Revenue:</b>	<b>Cony Village Development</b>	<b>Tax Credit Projects</b>	<b>Pilot Projects</b>	<b>Program Administration</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ -	\$ -	\$ -
Program Revenue	\$ 1,107,000	\$ 863,000	\$ 215,000	\$ -	\$ 2,185,000
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,107,000	\$ 863,000	\$ 215,000	\$ -	\$ 2,185,000

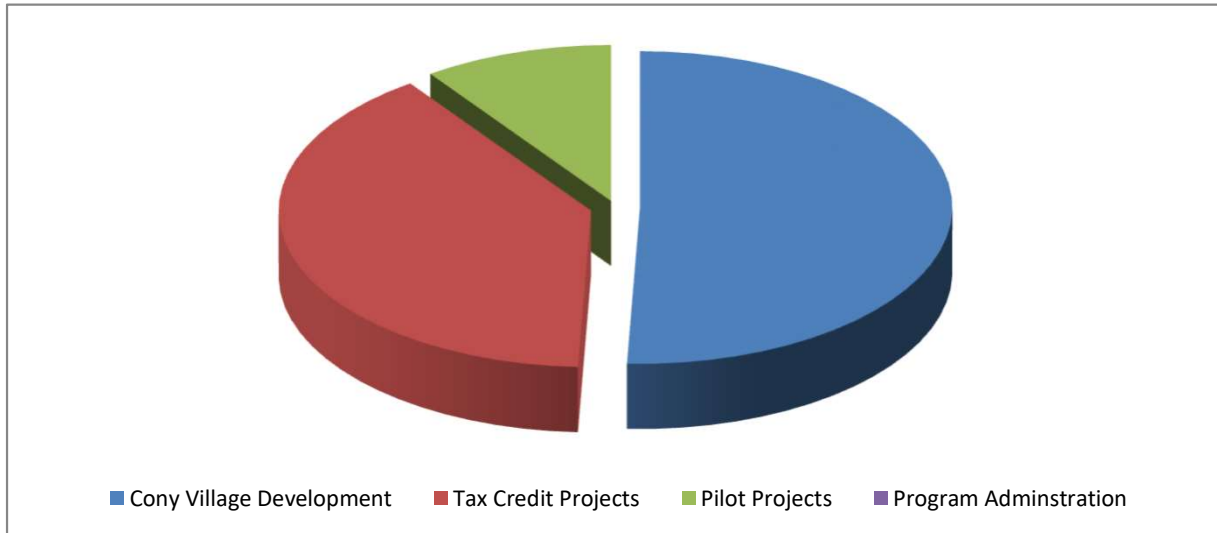
<b>Expenses:</b>					
Personnel	\$ -	\$ -	\$ -	\$ 120,617	\$ 120,617
Payroll Taxes & Employee Benefits	\$ -	\$ -	\$ -	\$ 25,858	\$ 25,858
Staff Development	\$ -	\$ -	\$ -	\$ 4,500	\$ 4,500
Travel	\$ -	\$ -	\$ -	\$ 4,500	\$ 4,500
Office Costs	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ 1,440	\$ 1,440
Space & Occupancy	\$ -	\$ -	\$ -	\$ 12,693	\$ 12,693
Contract Services	\$ 966,120	\$ 60,000	\$ 460,000	\$ -	\$ 1,486,120
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ 28,948	\$ 28,948
Interest	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ 3,300	\$ 3,300
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 974,120	\$ 60,000	\$ 460,000	\$ 203,856	\$ 1,697,976

<b>Surplus/(Deficit)</b>	\$ 132,880	\$ 803,000	\$ (245,000)	\$ (203,856)	\$ 487,024
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\*Tax credit projects include Gerald Senior Residents, Hartland Senior Living Phase I, Hartland Senior Living Phase II, and Mary Street Apartments.

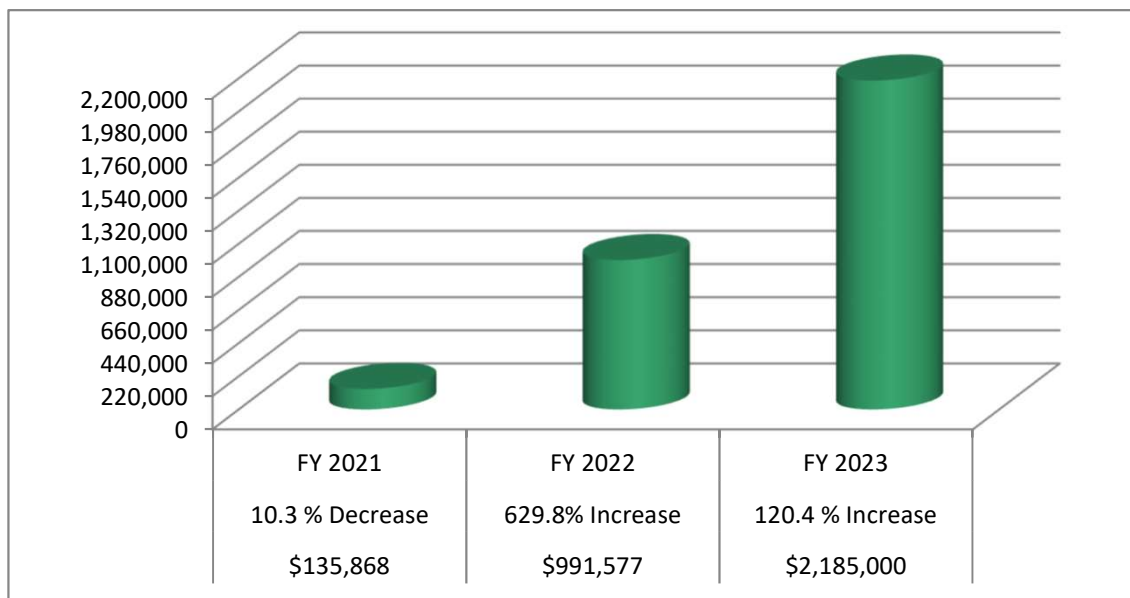
**Kennebec Valley Community Action Program  
Real Estate Development Operating Budget  
October 1, 2022 - September 30, 2023**

The Real Estate Development budget consists of the Cony Village Home Development (which contributes 42.3% of the budget), Tax Credit Projects (41.7%), Pilot Projects (1.2%), and Program Administration.



For fiscal year 2023, the proposed Real Estate Development budget is \$2,185,000. When compared to fiscal year 2022, this is an increase of 120.4%, or \$1,193,423.

**Energy & Housing Services Comparison  
FY 2021 - FY 2023**



**Kennebec Valley Community Action Program**  
**Real Estate Development Operating Budget**  
**October 1, 2022 - September 30, 2023**

Below is the comparison between the FY 2022 budget and the proposed FY 2023 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ -	\$ -	\$ -
Program Revenue	\$ 991,577	\$ 2,185,000	\$ 1,193,423
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 991,577	\$ 2,185,000	\$ 1,193,423

<b>Expenses:</b>			
Personnel	\$ 80,961	\$ 120,617	\$ 39,656
Payroll Taxes & Employee Benefits	\$ 40,069	\$ 25,858	\$ (14,211)
Staff Development	\$ 4,000	\$ 4,500	\$ 500
Travel	\$ 4,725	\$ 4,500	\$ (225)
Office Costs	\$ 1,000	\$ 2,000	\$ 1,000
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 1,300	\$ 1,440	\$ 140
Space & Occupancy	\$ 5,000	\$ 12,693	\$ 7,693
Contract Services	\$ 139,000	\$ 1,486,120	\$ 1,347,120
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ 5,000	\$ 5,000
Materials & Supplies	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 19,026	\$ 28,948	\$ 9,922
Interest	\$ -	\$ 3,000	\$ 3,000
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 750	\$ 3,300	\$ 2,550
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 295,831	\$ 1,697,976	\$ 1,402,145

<b>Surplus/(Deficit)</b>	\$ 695,746	\$ 487,024	\$ (208,722)
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Significant changes in the fiscal year 2023 budget projections include:

- Program Revenue increases are due to budgeting for the sale of 4 homes at the Cony Village Development (\$1.1M) and revenues estimated to be generated from the new pilot projects that includes Southend Renovation Project (\$215k). These increases are net reductions in development fees within the Tax Credit Projects (\$122k).
- Contract Services expenses show the largest change within the budget for FY 2023. This is related to the changes in Program Revenue. Increases in Cony Village Development costs (\$966k) and Pilot Project costs (\$466k) are net of reductions in Tax Credit Projects decrease in pre-development costs (\$79k).



## **PART VIII: REAL ESTATE DEVELOPMENT (Director: David Pelton)**

**Budget:** \$2,185,000

**Staff:** 2 full-time equivalents

**Cony Village LLC**

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

**Households to be Served in FY 2023:** 25

**Continuing Services:**

- Coordinate Homeowners Association meetings periodically throughout the year.
- Build and sell four 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 has been completed and lease – up is underway at 62 Elm Street in Hartland. Construction of a second building as part of a “phase 2” option is expected to begin in October, 2022.

26 Mary Street, Skowhegan: Family/workforce housing is under construction. Completion is expected in March 2023.

Three Pilot Projects for 2022 – 2023:

### Single Family Neighborhood Revitalization

**Target Demographic:** Lower income neighborhoods in the Kennebec Valley. The South End in Waterville will be a priority area.

**Scope of Work:** Identify and purchase blighted and/or abandoned single family or duplex properties in targeted neighborhoods, renovate those properties, and resell them to income qualified buyers.

**Budget:** This project requires revolving fund seed capital of \$390,000, which has been allocated by the Board of Directors. The funds will be used to research, purchase, renovate, and re – sell the first two properties or a duplex. Once a renovated property is re – sold, the proceeds return to the revolving fund for the next purchase and renovation.

### USDA 515 RD Property Feasibility

**Target Demographic:** Rural communities in need of affordable housing.

**Scope of Work:** Work with the Genesis Fund to identify USDA Rural Development projects in and around the Kennebec Valley nearing the end of their affordability requirements. Choose 2 – 3 potential properties for a deeper dive into the economic feasibility of taking over as owner. Report back to the committee on results and next steps.

**Budget:** This project would require a KVCAP investment of \$45,000 of funding to pay for common pre – development expenses. Additional funds up to \$5,000 may be available through the Genesis Fund.

### Mobile/Manufactured Home Park Revitalization

**Target Demographic:** Lower income communities in the Kennebec Valley.

**Scope of Work:** Identify at – risk communities in and around the Kennebec Valley. Engage in community building meetings to gain local support and input. Build a local coalition of support for next steps toward keeping the community clean, safe, and affordable.

**Budget:** This project would require an initial KVCAP investment of \$25,000 to pay for research, conceptual drawings and other pre – development expenses. Additional KVCAP funding could be committed if a community becomes available for purchase and/or renovation. Since the cost and scope of such additional work is unknown, this will be research only project for now.

**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budgets**  
**October 1, 2022 - September 30, 2023**

Revenue:	Head Start/Early Head Start	*CACFP	Other Child & Family Services	Total
Grants & Contracts	\$ 6,939,791	\$ 202,023	\$ 3,458,234	\$ 10,600,048
Program Revenue	\$ -	\$ -	\$ 1,773,509	\$ 1,773,509
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 6,939,791	\$ 202,023	\$ 5,231,743	\$ 12,373,557

Expenses:				
Personnel	\$ 3,607,318	\$ 45,399	\$ 2,596,573	\$ 6,249,290
Payroll Taxes & Employee Benefits	\$ 1,257,096	\$ 15,940	\$ 939,838	\$ 2,212,874
Staff Development	\$ 54,630	\$ -	\$ 13,470	\$ 68,100
Travel	\$ 80,740	\$ -	\$ 8,734	\$ 89,474
Office Costs	\$ 29,707	\$ -	\$ 28,206	\$ 57,913
Insurance	\$ 8,900	\$ -	\$ 16,128	\$ 25,028
Telecommunications	\$ 29,295	\$ -	\$ 34,442	\$ 63,737
Space & Occupancy	\$ 64,755	\$ -	\$ 215,351	\$ 280,106
Contract Services	\$ 872,270	\$ -	\$ 678,330	\$ 1,550,600
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 66,736	\$ 130,015	\$ 49,918	\$ 246,669
Direct Client Assistance	\$ 400	\$ -	\$ 5,000	\$ 5,400
Administration (Indirect)	\$ 848,360	\$ 10,669	\$ 610,472	\$ 1,469,501
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 19,584	\$ -	\$ 35,281	\$ 54,865
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 6,939,791	\$ 202,023	\$ 5,231,743	\$ 12,373,557

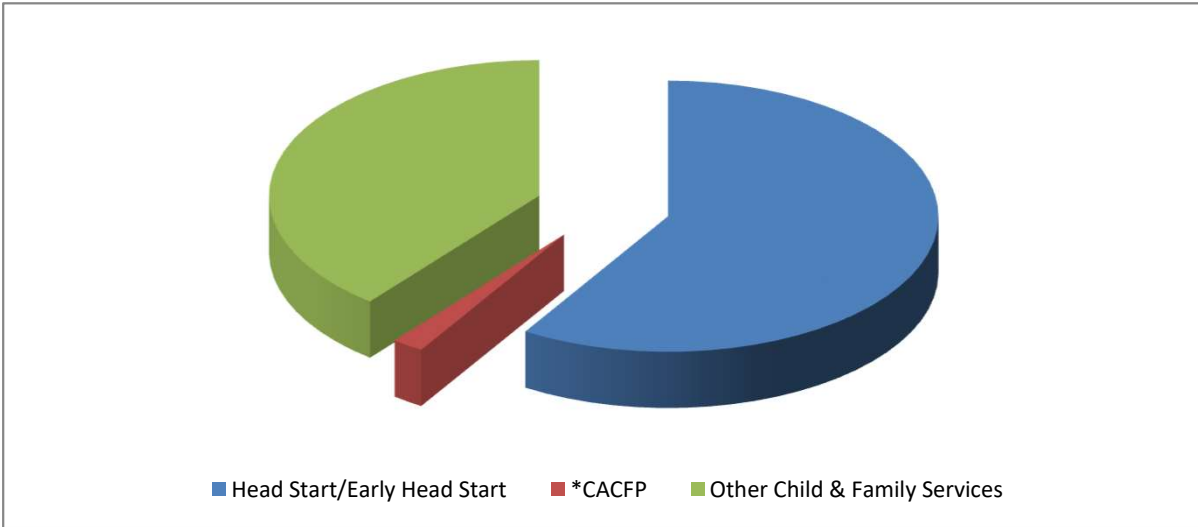
<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
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\*CACFP = Child and Adult Care Food Program

(Pgs 58-59) (Page 60) (Pgs 61-62)

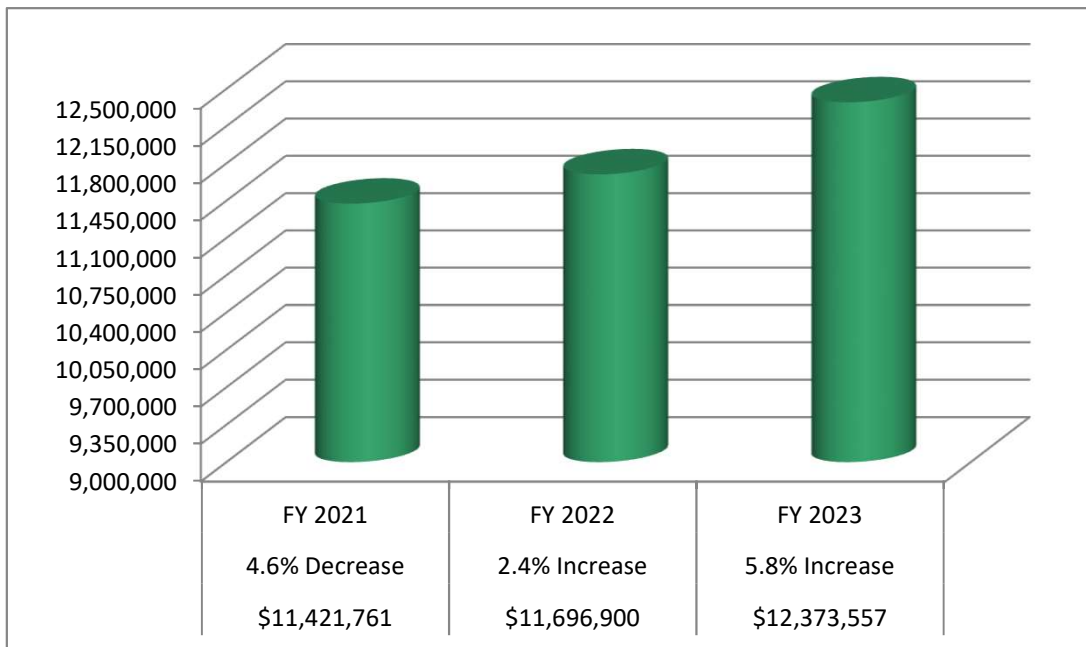
**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budget**  
**October 1, 2022 - September 30, 2023**

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 56.1% of the budget), the Child and Adult Care Food Program [CACFP] (1.6%), and Other Child & Family Services (42.3%).



For fiscal year 2023, the proposed Child & Family Services budget is \$12,373,557. When compared to fiscal year 2022, this is an increase of 5.8%, or \$676,657.

**Child & Family Services Comparison**  
**FY 2021 - FY 2023**



**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budget**  
**October 1, 2022 - September 30, 2023**

Below is the comparison between the FY 2022 budget and the proposed FY 2023 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 9,884,475	\$ 10,600,048	\$ 715,573
Program Revenue	\$ 1,706,694	\$ 1,773,509	\$ 66,815
Other Revenue	\$ 105,731	\$ -	\$ (105,731)
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 11,696,900	\$ 12,373,557	\$ 676,657

<b>Expenses:</b>			
Personnel	\$ 5,878,355	\$ 6,249,290	\$ 370,935
Payroll Taxes & Employee Benefits	\$ 2,136,664	\$ 2,212,874	\$ 76,210
Staff Development	\$ 96,328	\$ 68,100	\$ (28,228)
Travel	\$ 114,649	\$ 89,474	\$ (25,175)
Office Costs	\$ 69,375	\$ 57,913	\$ (11,462)
Insurance	\$ 20,179	\$ 25,028	\$ 4,849
Telecommunications	\$ 75,859	\$ 63,737	\$ (12,122)
Space & Occupancy	\$ 205,623	\$ 280,106	\$ 74,483
Contract Services	\$ 1,519,591	\$ 1,550,600	\$ 31,009
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 258,511	\$ 246,669	\$ (11,842)
Direct Client Assistance	\$ 5,400	\$ 5,400	\$ -
Administration (Indirect)	\$ 1,381,419	\$ 1,469,501	\$ 88,082
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 21,005	\$ -	\$ (21,005)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 139,205	\$ 54,865	\$ (84,340)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 11,922,163	\$ 12,373,557	\$ 451,394

<b>Surplus/(Deficit)</b>	\$ (225,263)	\$ -	\$ 225,263
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Significant changes in the fiscal year 2023 budget projections include:

- Grant and Contract Revenue increased by \$603k.
  - Head Start/Early Head Start funding saw a small decrease of (\$2,488) as a net result of increases in the Federal Head Start and Early Head Start/Child Care Partnership programming and the end of One Time funding for repairs at Educare.
  - CACFP reimbursements increased by \$16k due to rate increases.
  - CFS Other Programming increased by \$588k as a net result of increases in public school partnership funding (\$103k), Americorp (\$447k), and Child Care Stabilization Funding (\$257k); and decreases in Elevate Maine (\$8k) and the end of the Parent Ambassadors acceleration grant (\$211k).
- Personnel, Payroll Taxes & Employee Benefits, and Administrative expenses increased due to standard merit increases.
- Space and Occupancy costs increased due to inflationary increases in fuel, electricity and other facilities related costs at both KVCAP and Educare.
- Other expenditures decreased by (\$84k) related to the programs that ended and changes in the Americorp program that no longer requires an agency commitment.

**Kennebec Valley Community Action Program**  
**Head Start/Early Head Start Operating Budgets (Page 1 of 2)**  
**October 1, 2022 - September 30, 2023**

<b>Revenue:</b>	<b>State Head Start - Educare</b>	<b>Head Start/Early Head Start - Educare</b>	<b>Head Start/Early Head Start - All Other Centers</b>	<b>Head Start/Early Head Start - COVID Funds - Educare</b>	<b>Head Start/Early Head Start - COVID Funds - All Other Centers</b>	<b>Head Start/Early Head Start - ARP Funds - Educare</b>	<b>Head Start/Early Head Start - ARP Funds - All Other Centers</b>
Grants & Contracts	\$ 245,464	\$ 1,877,646	\$ 2,039,898	\$ 27,746	\$ 34,405	\$ 110,231	\$ 136,846
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -		
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -		
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -		
<b>Total Revenue:</b>	\$ 245,464	\$ 1,877,646	\$ 2,039,898	\$ 27,746	\$ 34,405	\$ 110,231	\$ 136,846

<b>Expenses:</b>							
Personnel	\$ 158,078	\$ 1,120,917	\$ 1,200,371	\$ 17,651	\$ 21,487	\$ 69,281	\$ 85,658
Payroll Taxes & Employee Benefits	\$ 50,238	\$ 390,989	\$ 419,096	\$ 5,947	\$ 7,795	\$ 24,323	\$ 30,839
Staff Development		\$ -	\$ -	\$ -	\$ -		
Travel		\$ 7,725	\$ 29,588	\$ -	\$ -		
Office Costs		\$ 13,374	\$ 14,257	\$ -	\$ -		
Insurance		\$ 4,000	\$ 2,500	\$ -	\$ -		
Telecommunications		\$ 7,137	\$ 14,628	\$ -	\$ -		
Space & Occupancy		\$ 17,005	\$ 26,975	\$ -	\$ -		
Contract Services		\$ 19,172	\$ 18,424	\$ -	\$ -		
Vehicle		\$ -	\$ -	\$ -	\$ -		
Housing Property Costs		\$ -	\$ -	\$ -	\$ -		
Materials & Supplies		\$ 29,019	\$ 26,637	\$ -	\$ -		
Direct Client Assistance		\$ -	\$ 400	\$ -	\$ -		
Administration (Indirect)	\$ 37,148	\$ 263,416	\$ 282,088	\$ 4,148	\$ 5,123	\$ 16,627	\$ 20,349
Interest		\$ -	\$ -	\$ -	\$ -		
Depreciation		\$ -	\$ -	\$ -	\$ -		
Common Carrier		\$ -	\$ -	\$ -	\$ -		
Bad Debt Expense		\$ -	\$ -	\$ -	\$ -		
Other		\$ 4,892	\$ 4,934	\$ -	\$ -		
Inkind		\$ -	\$ -	\$ -	\$ -		
<b>Total Expenses:</b>	\$ 245,464	\$ 1,877,646	\$ 2,039,898	\$ 27,746	\$ 34,405	\$ 110,231	\$ 136,846

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\*ARP = American Rescue Plan

**Kennebec Valley Community Action Program**  
**Head Start/Early Head Start Operating Budgets (Page 2 of 2)**  
**October 1, 2022 - September 30, 2023**

Revenue:	*EHS/CC Partnership - Educare	*EHS/CC Partnership - All Other Centers	*T&TA - Educare	*T&TA - All Other Centers	Total
Grants & Contracts	\$ 415,002	\$ 1,952,782	\$ 37,496	\$ 62,275	\$ 6,939,791
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 415,002	\$ 1,952,782	\$ 37,496	\$ 62,275	\$ 6,939,791

Expenses:					
Personnel	\$ 226,716	\$ 693,375	\$ 2,872	\$ 10,912	\$ 3,607,318
Payroll Taxes & Employee Benefits	\$ 79,596	\$ 243,433	\$ 1,009	\$ 3,831	\$ 1,257,096
Staff Development	\$ 872	\$ -	\$ 26,591	\$ 27,167	\$ 54,630
Travel	\$ -	\$ 26,723	\$ 2,852	\$ 13,852	\$ 80,740
Office Costs	\$ 668	\$ 1,408	\$ -	\$ -	\$ 29,707
Insurance	\$ -	\$ 2,400	\$ -	\$ -	\$ 8,900
Telecommunications	\$ -	\$ 7,530	\$ -	\$ -	\$ 29,295
Space & Occupancy	\$ -	\$ 20,775	\$ -	\$ -	\$ 64,755
Contract Services	\$ 48,801	\$ 785,873	\$ -	\$ -	\$ 872,270
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 4,179	\$ 6,901	\$ -	\$ -	\$ 66,736
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ 400
Administration (Indirect)	\$ 53,278	\$ 162,943	\$ 675	\$ 2,565	\$ 848,360
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 892	\$ 1,421	\$ 3,497	\$ 3,948	\$ 19,584
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 415,002	\$ 1,952,782	\$ 37,496	\$ 62,275	\$ 6,939,791

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

\*T&TA = Training & Technical Assistance

Kennebec Valley Community Action Program  
\*CACFP Operating Budgets  
October 1, 2022 - September 30, 2023

Revenue:	CACFP - Educare	CACFP - All Other Centers	Total
Grants & Contracts	\$ 187,150	\$ 14,873	\$ 202,023
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 187,150	\$ 14,873	\$ 202,023

Expenses:			
Personnel	\$ 42,234	\$ 3,165	\$ 45,399
Payroll Taxes & Employee Benefits	\$ 14,828	\$ 1,112	\$ 15,940
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 120,163	\$ 9,852	\$ 130,015
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 9,925	\$ 744	\$ 10,669
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 187,150	\$ 14,873	\$ 202,023

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



**Kennebec Valley Community Action Program**  
**Other Child & Family Services Operating Budgets**  
**October 1, 2022 - September 30, 2023**

Revenue:	Elevate Maine	Whole Families	State CC Stabilization Grant - Educare	State CC Stabilization Grant - All Other Centers	Americorp	Quimby Foundation	Lennox Foundation Grant
Grants & Contracts	\$ 40,000	\$ 245,000	\$ 100,182	\$ 249,421	\$ 555,246	\$ 15,000	\$ 97,547
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 40,000	\$ 245,000	\$ 100,182	\$ 249,421	\$ 555,246	\$ 15,000	\$ 97,547

Expenses:							
Personnel	\$ -	\$ 142,160	\$ 63,164	\$ 153,622	\$ 102,287	\$ -	\$ 54,976
Payroll Taxes & Employee Benefits	\$ -	\$ 49,909	\$ 22,174	\$ 53,936	\$ 64,066	\$ -	\$ 19,377
Staff Development	\$ -	\$ 5,551	\$ -	\$ -	\$ 1,000	\$ -	\$ -
Travel	\$ -	\$ 1,717	\$ -	\$ -	\$ 675	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ 2,250	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ 2,165	\$ -	\$ -	\$ 960	\$ -	\$ -
Space & Occupancy	\$ -	\$ 5,090	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 40,000	\$ -	\$ -	\$ 5,760	\$ 348,525	\$ 15,000	\$ 5,000
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Direct Client Assistance	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ 33,408	\$ 14,844	\$ 36,103	\$ 24,038	\$ -	\$ 13,194
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ 11,445	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 40,000	\$ 245,000	\$ 100,182	\$ 249,421	\$ 555,246	\$ 15,000	\$ 97,547

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

**Kennebec Valley Community Action Program**  
**Other Child & Family Services Operating Budgets**  
**October 1, 2022 - September 30, 2023**

<b>Revenue:</b>	<b>Child Care - Educare</b>	<b>Child Care - All Other Centers</b>	<b>Other Services - Educare</b>	<b>Other Services - All Other Centers</b>	<b>Educare Facilities</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ 735,475	\$ 1,420,363	\$ -	\$ 3,458,234
Program Revenue	\$ 1,594,593	\$ 112,200	\$ 23,487	\$ 43,229	\$ -	\$ 1,773,509
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,594,593	\$ 112,200	\$ 758,962	\$ 1,463,592	\$ -	\$ 5,231,743

<b>Expenses:</b>						
Personnel	\$ 890,216	\$ 66,215	\$ 348,022	\$ 694,456	\$ 81,455	\$ 2,596,573
Payroll Taxes & Employee Benefits	\$ 312,539	\$ 23,246	\$ 122,183	\$ 243,811	\$ 28,597	\$ 939,838
Staff Development	\$ -	\$ -	\$ 3,919	\$ 3,000	\$ -	\$ 13,470
Travel	\$ 849	\$ -	\$ 1,905	\$ 3,588	\$ -	\$ 8,734
Office Costs	\$ 5,303	\$ 480	\$ 9,120	\$ 11,053	\$ -	\$ 28,206
Insurance	\$ -	\$ 696	\$ -	\$ 2,700	\$ 12,732	\$ 16,128
Telecommunications	\$ 4,603	\$ 500	\$ 2,564	\$ 7,550	\$ 16,100	\$ 34,442
Space & Occupancy	\$ -	\$ 1,200	\$ 8,060	\$ 16,930	\$ 184,071	\$ 215,351
Contract Services	\$ 2,169	\$ 3,120	\$ 132,283	\$ 18,173	\$ 108,300	\$ 678,330
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 10,410	\$ 1,148	\$ 12,703	\$ 10,357	\$ 10,300	\$ 49,918
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Administration (Indirect)	\$ 209,201	\$ 15,561	\$ 81,785	\$ 163,196	\$ 19,142	\$ 610,472
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 120	\$ 120	\$ 13,676	\$ 9,920	\$ -	\$ 35,281
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,435,410	\$ 112,286	\$ 736,220	\$ 1,184,734	\$ 460,697	\$ 5,231,743

<b>Surplus/(Deficit)</b>	\$ 159,183	\$ (86)	\$ 22,742	\$ 278,858	\$ (460,697)	\$ -
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## PART IX. Child & Family Services (Chief Operating Officer: Tracye Fortin)

Budget: \$12,373,557

Staff: 167

Description of Clients: Children Birth – 5 years of age and their families

Number of Clients/Households to be served in FY 2023: 577 children

### Continuing Services:

Provision of high quality, comprehensive services to children and families that include: nutritious meals, health services (medical, social/emotional, dental, physical), special services for children with disabilities, and intensive family engagement. These high quality early care and education services enrich the lives of 577 children ages birth through age 5 and their families. Service options are center based, school based, family child care and home visiting. Of the 577 children being served, 100 are funded through Federal Early Head Start Child Care Partnerships, 56 funded by Federal and State Early Head Start, 236 funded by Federal Head Start, 180 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 early childhood workforce development.
- 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, surveys, focus groups, curriculum planning, and a variety of other program participation strategies.
- 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 advocate for funding to serve 3 year olds for continuity of service.
- Continue to seek funding to increase service to infants/toddlers.
- Expand the Child Development Services partnership in settings with high enrollment of children with special needs, securing state funding for special education services.
- Expand the Home Start model throughout Maine with a state funded contract for Training & Technical Assistance in the First4ME expansion project.
- Support workforce development through the Educare Lab School & Learning Hub, including marketing, to increase trainings to early care and education providers.
- Continue to seek funding to increase and to deepen a Whole Family Approach in our work with children and families.
- Actively engage in the comprehensive campaign to raise awareness and funding for the new school construction, promoting Maine's first Birth-grade 5 school readiness and educational continuum.
- Deepen community and stakeholder knowledge of the issues of poverty through state funded expansion of the Parent Ambassador program.
- Several of the Anticipated New Service Opportunities are in contract negotiation with a \$500,000+ estimated revenue increase.

**Kennebec Valley Community Action Program**  
**Social Services Operating Budgets**  
**October 1, 2022 - September 30, 2023**

Revenue:	Maine Families	Maine Families - ARP*	Families First	Somerset Initiative	Kennebec Initiative	Total
Grants & Contracts	\$ 1,154,760	\$ 65,941	\$ 305,570	\$ 153,000	\$ 153,000	\$ 1,832,271
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 1,154,760</b>	<b>\$ 65,941</b>	<b>\$ 305,570</b>	<b>\$ 153,000</b>	<b>\$ 153,000</b>	<b>\$ 1,832,271</b>

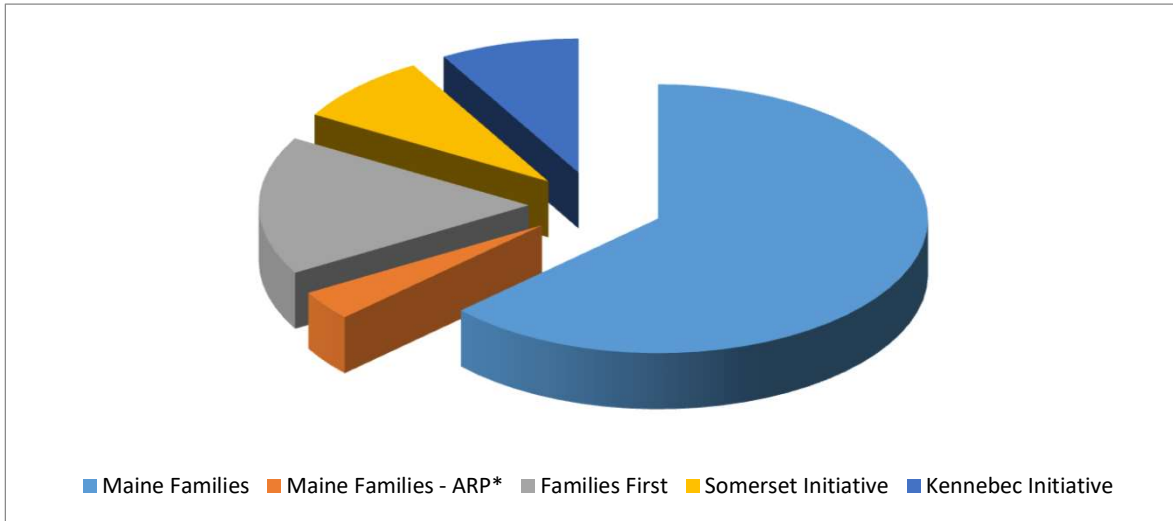
Expenses:						
Personnel	\$ 603,242	\$ -	\$ 142,225	\$ 91,741	\$ 90,070	\$ 927,278
Payroll Taxes & Employee Benefits	\$ 225,112	\$ 2,960	\$ 62,928	\$ 24,973	\$ 24,166	\$ 340,139
Staff Development	\$ 4,200	\$ 33,600	\$ 1,200	\$ 162	\$ 150	\$ 39,312
Travel	\$ 37,225	\$ -	\$ 16,525	\$ 2,479	\$ 2,950	\$ 59,179
Office Costs	\$ 8,600	\$ -	\$ 3,743	\$ 1,110	\$ 1,567	\$ 15,020
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 17,776	\$ -	\$ 4,737	\$ 2,310	\$ 2,558	\$ 27,381
Space & Occupancy	\$ 94,301	\$ -	\$ 18,828	\$ 8,316	\$ 6,730	\$ 128,175
Contract Services	\$ 10,112	\$ -	\$ 7,200	\$ -	\$ 3,000	\$ 20,312
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 3,200	\$ 9,180	\$ 8,350	\$ 350	\$ 643	\$ 21,723
Direct Client Assistance	\$ -	\$ 20,201	\$ -	\$ -	\$ -	\$ 20,201
Administration (Indirect)	\$ 144,778	\$ -	\$ 34,134	\$ 21,559	\$ 21,166	\$ 221,637
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 6,214	\$ -	\$ 5,700	\$ -	\$ -	\$ 11,914
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 1,154,760</b>	<b>\$ 65,941</b>	<b>\$ 305,570</b>	<b>\$ 153,000</b>	<b>\$ 153,000</b>	<b>\$ 1,832,271</b>

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\* ARP = American Rescue Plan

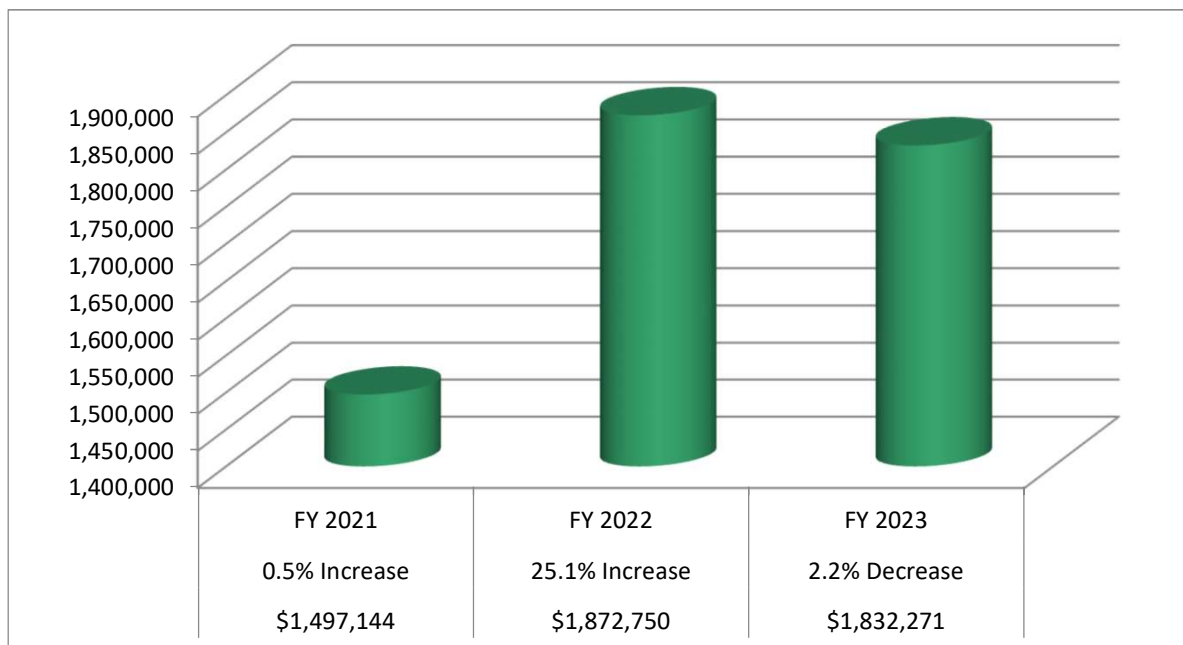
**Kennebec Valley Community Action Program  
Social Services Operating Budget  
October 1, 2022 - September 30, 2023**

The Social Services budget consists of Maine Families (which contribute 63.0% of the budget), Maine Families ARP (3.6%), Families First (16.7%), Somerset Initiative (8.35%), and Kennebec Initiative (8.35%) programs.



For fiscal year 2023, the proposed Social Services budget is \$1,832,271. When compared to fiscal year 2022, this is a decrease of 2.2%, or (\$40,479).

**Social Services Comparison  
FY 2021 - FY 2023**



**Kennebec Valley Community Action Program**  
**Social Services Operating Budget**  
**October 1, 2022 - September 30, 2023**

<b>Revenue:</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 1,869,450	\$ 1,832,271	\$ (37,179)
Program Revenue	\$ 3,300	\$ -	\$ (3,300)
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 1,872,750</b>	<b>\$ 1,832,271</b>	<b>\$ (40,479)</b>

<b>Expenses:</b>			
Personnel	\$ 963,964	\$ 927,278	\$ (36,686)
Payroll Taxes & Employee Benefits	\$ 332,111	\$ 340,139	\$ 8,028
Staff Development	\$ 20,270	\$ 39,312	\$ 19,042
Travel	\$ 50,216	\$ 59,179	\$ 8,963
Office Costs	\$ 13,712	\$ 15,020	\$ 1,308
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 25,762	\$ 27,381	\$ 1,619
Space & Occupancy	\$ 125,157	\$ 128,175	\$ 3,018
Contract Services	\$ 31,600	\$ 20,312	\$ (11,288)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 25,040	\$ 21,723	\$ (3,317)
Direct Client Assistance	\$ 47,161	\$ 20,201	\$ (26,960)
Administration (Indirect)	\$ 226,209	\$ 221,637	\$ (4,572)
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 11,548	\$ 11,914	\$ 366
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 1,872,750</b>	<b>\$ 1,832,271</b>	<b>\$ (40,479)</b>

<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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Significant changes in the fiscal year 2023 budget projections include:

- Social Services revenue decrease is the net of an increase in Maine Families (\$55k), a reduction in Families First (\$28k), and the end of three programs - Maine Families subcontract (\$45k), Kids First (\$13k), and Initiatives ARP (\$10k).
- Personnel, Payroll Taxes & Employee Benefits, and Administration costs decreases are the net of standard merit increases and changes in programming. The reduction in personnel costs were handled with the voluntary leave of employment of several individuals through retirements.
- Staff Development increased expense and Direct Client Assistance reduced expense offset each other and are related to programming changes within the Maine Families ARP program.
- Contract Services decreased due to the end of Kids First programming.

## **PART X. Social Services (Director: Erin Whitham)**

### **Maine Families**

**Budget:** \$1,154,760

**Staff:** 12.75 full – time equivalents

**Description of Clients:** Pregnant women, expectant fathers, and parents or primary caregivers of children prenatally and up to age three in Kennebec and Somerset counties. There is no income eligibility to participate. Services are voluntary and free of charge.

**Number of Clients to be Served in FY 2022-23:** 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 trained on the latest early childhood and parenting research and are certified by the national home visiting Parents As Teachers model.
- Family Visitors provide ongoing educational and support services to 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:** \$305,570

**Staff:** 3 full – time equivalents

#### **Description of Services:**

- Maine Families was selected as one of five pilot sites to expand home visiting services. Sites were selected based on the child abuse and neglect rates. This expansion is in response to the Families First Prevention Act that was 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.
- This program will be rolled out slowly due to the difficulty in hiring staff in the current environment.

**Number of Clients to be served in FY 2022-2023:** 32



## Kennebec & Somerset County Child Abuse Prevention Councils (Family Enrichment Councils)

**Budget:** \$306,000

\$73,956 (CSBG for School/Community Based Education & Strengthening)

**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 2023:** 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 focus 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.
- Continue to participate in programs through the Maine Children's Trust (MCT). The MCT leads an effort to invest in and coordinate prevention services through the CAN prevention council network throughout Maine. Councils will provide community training which 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.

**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budgets**  
**October 1, 2022 - September 30, 2023**

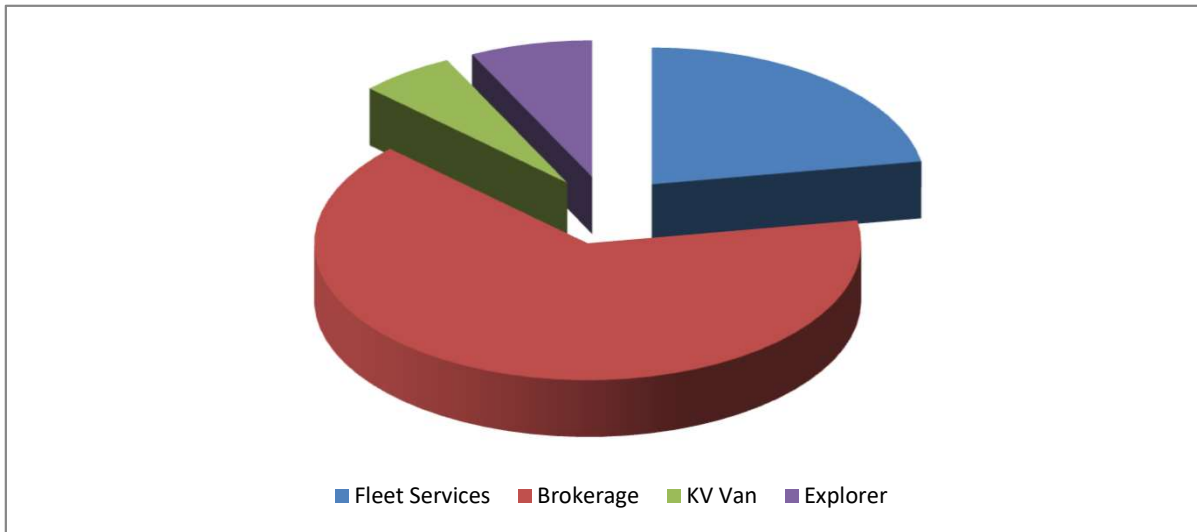
<b>Revenue:</b>	<b>Fleet Services</b>	<b>Brokerage</b>	<b>KV Van</b>	<b>Explorer</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ 901,559	\$ 1,040,472	\$ 1,942,031
Program Revenue	\$ 3,616,565	\$ 10,498,502	\$ -	\$ -	\$ 14,115,067
Other Revenue	\$ -	\$ -	\$ 10,000	\$ 134,299	\$ 144,299
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 3,616,565	\$ 10,498,502	\$ 911,559	\$ 1,174,771	\$ 16,201,397

<b>Expenses:</b>					
Personnel	\$ 1,524,523	\$ 814,518	\$ 59,898	\$ 528,191	\$ 2,927,130
Payroll Taxes & Employee Benefits	\$ 369,094	\$ 266,318	\$ 19,584	\$ 151,430	\$ 806,426
Staff Development	\$ -	\$ 1,183	\$ 87	\$ -	\$ 1,270
Travel	\$ 959	\$ 5,129	\$ 377	\$ 1,452	\$ 7,917
Office Costs	\$ 1,831	\$ 14,331	\$ 1,055	\$ 1,624	\$ 18,841
Insurance	\$ -	\$ 500	\$ 37	\$ -	\$ 537
Telecommunications	\$ 591	\$ 109,217	\$ 8,031	\$ 4,192	\$ 122,031
Space & Occupancy	\$ -	\$ 122,854	\$ 9,034	\$ 17,880	\$ 149,768
Contract Services	\$ 43,884	\$ 59,094	\$ 4,346	\$ 2,753	\$ 110,077
Vehicle	\$ 884,267	\$ -	\$ -	\$ 318,604	\$ 1,202,871
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 49,130	\$ 9,485	\$ 696	\$ 16,929	\$ 76,240
Direct Client Assistance	\$ -	\$ 4,519,423	\$ 450,984	\$ -	\$ 4,970,407
Administration (Indirect)	\$ 365,886	\$ 195,484	\$ 14,375	\$ 126,766	\$ 702,511
Interest	\$ 29,398	\$ -	\$ -	\$ -	\$ 29,398
Depreciation	\$ 277,151	\$ 50,560	\$ 3,718	\$ -	\$ 331,429
Common Carrier	\$ -	\$ 3,105,800	\$ 334,448	\$ -	\$ 3,440,248
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 9,449	\$ 66,493	\$ 4,889	\$ 4,950	\$ 85,781
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 3,556,163	\$ 9,340,389	\$ 911,559	\$ 1,174,771	\$ 14,982,882

<b>Surplus/(Deficit)</b>	\$ 60,402	\$ 1,158,113	\$ -	\$ -	\$ 1,218,515
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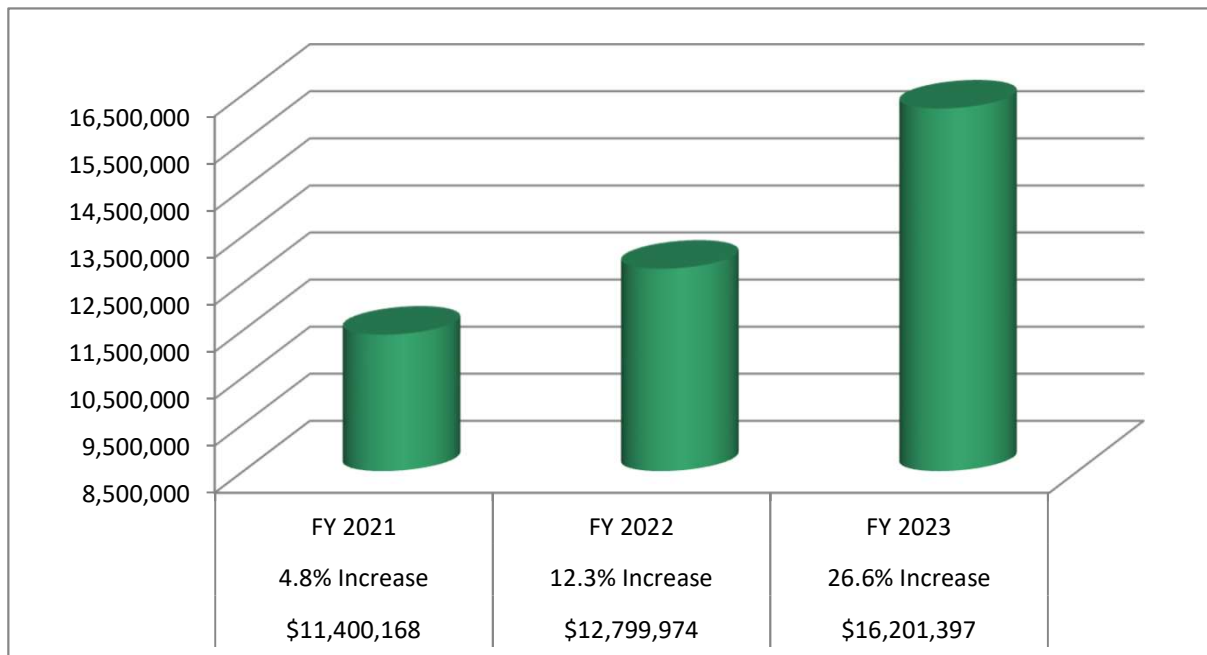
**Kennebec Valley Community Action Program  
Transportation Services Operating Budget  
October 1, 2022 - September 30, 2023**

The Transportation Services budget consists of Fleet Services (which contribute 22.3% of the budget), Brokerage (64.8%), KV Van (5.6%), and Explorer (87.2%).



For fiscal year 2023, the proposed Transportation Services budget is \$16,198,722. When compared to fiscal year 2022, this is an increase of 26.6%, or \$3,401,423.

**Transportation Services Comparison  
FY 2021 - FY 2023**



**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budget**  
**October 1, 2022 - September 30, 2023**

<b>Revenue:</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 1,821,020	\$ 1,942,031	\$ 121,011
Program Revenue	\$ 10,899,264	\$ 14,115,067	\$ 3,215,803
Other Revenue	\$ 79,690	\$ 144,299	\$ 64,609
Inkind	0	\$ -	\$ -
<b>Total Revenue:</b>	\$ 12,799,974	\$ 16,201,397	\$ 3,401,423

<b>Expenses:</b>			
Personnel	\$ 2,462,519	\$ 2,927,130	\$ 464,611
Payroll Taxes & Employee Benefits	\$ 762,997	\$ 806,426	\$ 43,429
Staff Development	\$ 3,908	\$ 1,270	\$ (2,638)
Travel	\$ 8,352	\$ 7,917	\$ (435)
Office Costs	\$ 22,784	\$ 18,841	\$ (3,943)
Insurance	\$ 598	\$ 537	\$ (61)
Telecommunications	\$ 130,371	\$ 122,031	\$ (8,340)
Space & Occupancy	\$ 145,802	\$ 149,768	\$ 3,966
Contract Services	\$ 99,693	\$ 110,077	\$ 10,384
Vehicle	\$ 816,606	\$ 1,202,871	\$ 386,265
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 89,844	\$ 76,240	\$ (13,604)
Direct Client Assistance	\$ 3,803,189	\$ 4,970,407	\$ 1,167,218
Administration (Indirect)	\$ 578,691	\$ 702,511	\$ 123,820
Interest	\$ 24,974	\$ 29,398	\$ 4,424
Depreciation	\$ 194,189	\$ 331,429	\$ 137,240
Common Carrier	\$ 2,800,376	\$ 3,440,248	\$ 639,872
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 24,761	\$ 85,781	\$ 61,020
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 11,969,654	\$ 14,982,882	\$ 3,013,228

<b>Surplus/(Deficit)</b>	\$ 830,320	\$ 1,218,515	\$ 388,195
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Significant changes in the fiscal year 2023 budget projections include:

- Program revenue increased due to MaineCare rate increases in the Brokerage program and rate increases for Fleet Services.
- Other revenue increased for estimated match dollars needed for the Explorer program as COVID relief funding comes to an end.
- Personnel, Payroll Taxes & Employee Benefits, and Indirect expenditures all increased in part due to standard merit increases, wage scale adjustments that took place in January of 2022, and the increase to the approved indirect cost rate.
- Vehicle expenditures increased under inflationary concerns for increased fuel and maintenance costs, and insurance renewals.
- Direct Client Services & Common Carrier expenses increased due to rate increases for reimbursements of Fleet Services, inflationary increase in costs for other provider reimbursements, and increased services to be provided.
- Depreciation increased due to new vehicle purchases over the past year.

## PART XI. Transportation (Director: Erin Binghalib)

**Budget:** \$16,201,397 (Brokerage: \$10,498,502; KV Van: \$911,559; Explorer: \$1,174,771; Fleet Services: \$3,616,565)

**Number of Staff:** 69 full – time equivalents, 50+ volunteer drivers

**Description of Clients:** MaineCare members, low-income, seniors, cancer patients, passengers with disabilities, special needs children, general public

**Number of Clients/Households to be served in 2023:** Approximately 5,000

### Continuing Services:

#### MaineCare Transportation

Work in partnership with Penquis Brokerage to deliver rides to MaineCare covered services for eligible members. Referred rides are provided using KVCAP Agency Vehicles, volunteers, local taxis and outside wheelchair van services as appropriate to individuals. KVCAP has a unique and creative service delivery and profit sharing agreement with Penquis.

#### KV Van

- Full-service regional transportation provider.
- Para-transit van program operated by professional drivers.
- Volunteer Driver program.
- DHHS low-income Friend & Family Driver Program.
- Transportation to children with special needs, children under protective custody and their families protective custody, and children going to a variety of medical/developmental services.
- General medical and social service transportation to low income, seniors, and people with disabilities through multiple agreements with the Maine Department of Health & Human Services.
- Transportation services to specific populations through United Way, other foundation funding, and special projects as funding is available.

#### Kennebec Explorer

A flex – route public transit service operating throughout the greater Augusta-Waterville corridor. While available to the general public, seniors, passengers with disabilities, students, commuters and low income people utilize the service most frequently as an affordable means of transportation. While routes were modified and limited during the pandemic, full flex – route service has been restored and ridership is steadily increasing.

Kennebec Explorer 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 to the local Augusta region. This allows disadvantaged youth an opportunity to attend

beneficial after – school programming, engage in healthy activities, 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.

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

Multiple survey results, along with input from residents and community leaders across the region, confirm that public transportation continues to be a growing need in Maine and the local area. This growing demand is in response to demographic shifts including an aging population, shifting economic priorities for younger generations, lack of transportation for low-wage earners, limited transportation options for people with substance use disorders, and limited local medical resources. KVCAP Transportation will continue to work with municipalities, local workgroups, service providers and other potential partners to explore opportunities for increased service. The primary barrier is a lack of sufficient state, local and private funds that are required as match for growing Federal resources. Program management continues to work with partners to enhance these funding opportunities.

Service areas with the most interest/potential include:

- Additional services in the greater Waterville area to include Thomas College and a mid-town corridor to provide service to new senior housing sites.
- Service connecting Southern Somerset and Northern Kennebec Counties, to include greater access to Kennebec Valley Community College campuses at Hinckley and Fairfield, the Career Center, substance abuse recovery programs, and large local employers.
- Increased transportation options in rural communities, including micro – transit services that take advantage of real – time computer software technology and locally responsive demand management.