



TO: Michael Mitchell, President  
KVCAP Board of Directors

FR: Suzanne Walsh, CEO  
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2024

DA: September 20, 2023

I am pleased to present the Annual Comprehensive Plan and Budget for Fiscal Year 2024 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 27, 2023 meeting of the Board of Directors.

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

## TABLE OF CONTENTS

### **PART I. Corporate Philosophy**

Mission & Vision Statements/Management Philosophy .....	4
---	---

### **PART II. Organizational Charts**

Organizational Charts .....	7
-----------------------------	---

### **PART III. Indirect Cost Pool/Administration**

Operating Budgets .....	14
A. General Administration.....	17
B. Finance .....	20
C. Human Resources.....	21
D. Information Technology .....	22

### **PART IV. Facilities**

Operating Budgets .....	23
A. Facilities .....	26

### **PART V. Agency Operating Budgets**

Agency Operating Budgets .....	27
--------------------------------	----

### **PART VI. Energy & Housing Services**

Operating Budgets .....	31
A. Energy Services.....	37
B. Home Repair Network .....	39
C. Homeownership Services .....	40

### **PART VII. Community Initiatives**

Operating Budgets .....	41
A. South End Teen Center .....	44
B. Poverty Initiative .....	45
C. Community Services Block Grant.....	45

### **PART VIII. Real Estate Development**

Operating Budgets .....	48
A. Real Estate Development .....	51

### **PART IX. Child and Family Services**

Operating Budgets .....	54
A. Child & Family Services.....	62

### **PART X. Social Services**

Operating Budgets .....	64
A. Social Services .....	67

**PART XI. Transportation Services**

Operating Budgets .....	69
A. Transportation Services.....	73

## **KVCAP Mission and Vision**

### **Mission**

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

---

### **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.

---

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.

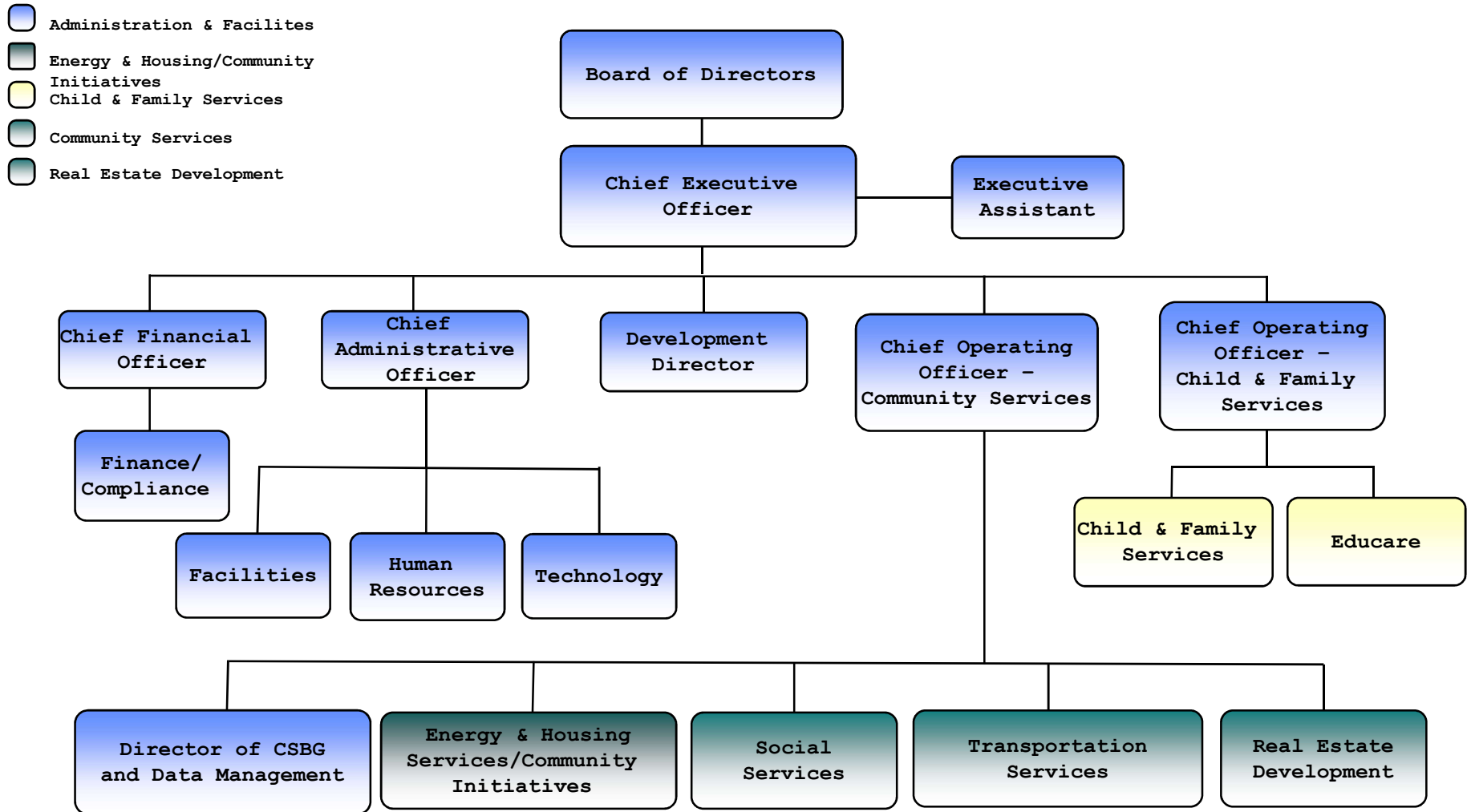
Note: The Board's acceptance of the annual review of the Chief Executive Officer constitutes its endorsement of her/his management strategy and style. When complaints arise regarding the Chief Executive Officer's management of the agency, the board will assume that he/she has behaved appropriately in 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: 8/2023

## KVCAP Management Chain of Command



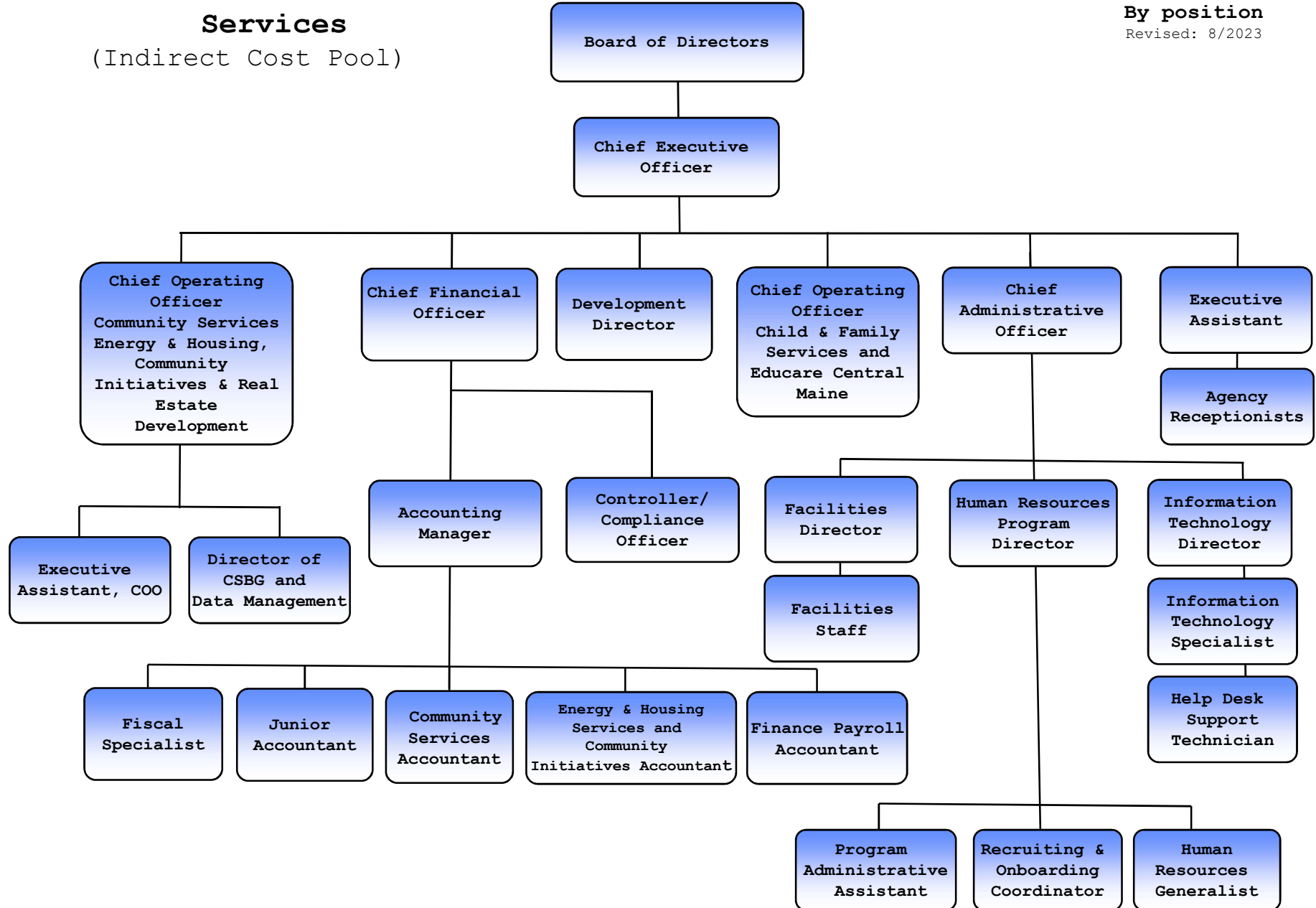
# Administration & Facilities Services

(Indirect Cost Pool)

Organizational Chart

By position

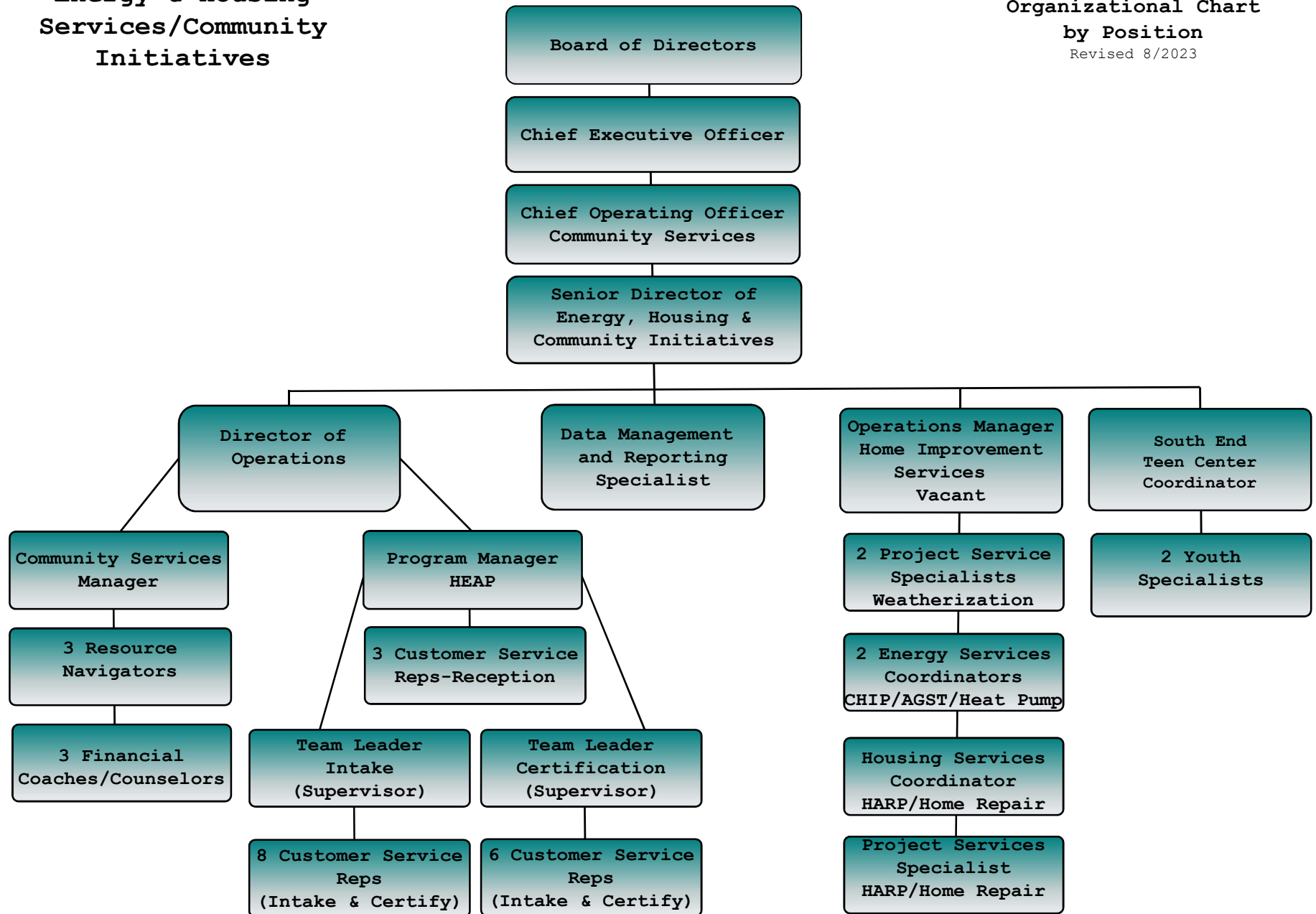
Revised: 8/2023





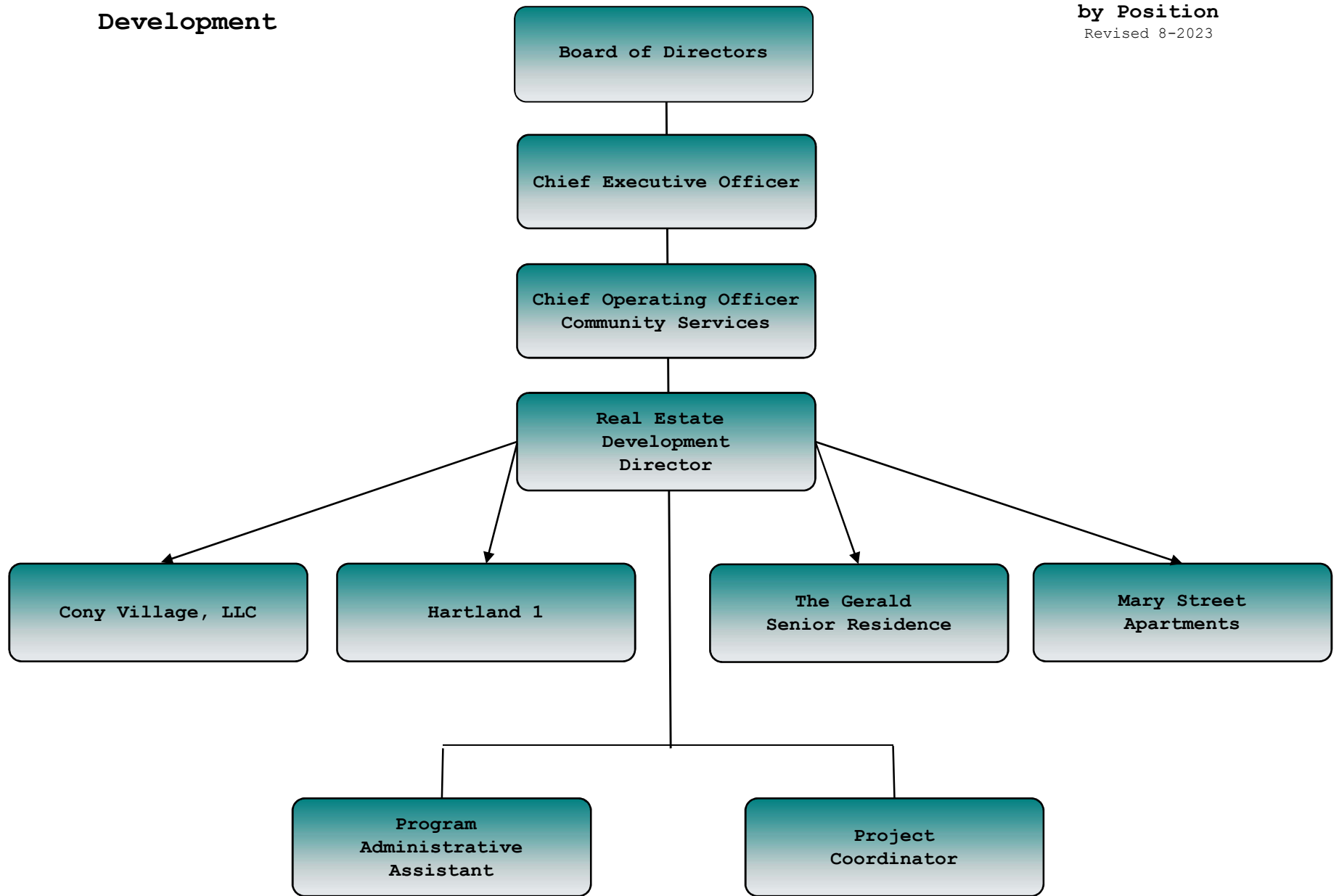
**Energy & Housing  
Services/Community  
Initiatives**

**Organizational Chart  
by Position**  
Revised 8/2023



# Real Estate Development

## Organizational Chart by Position Revised 8-2023



# Child & Family Services

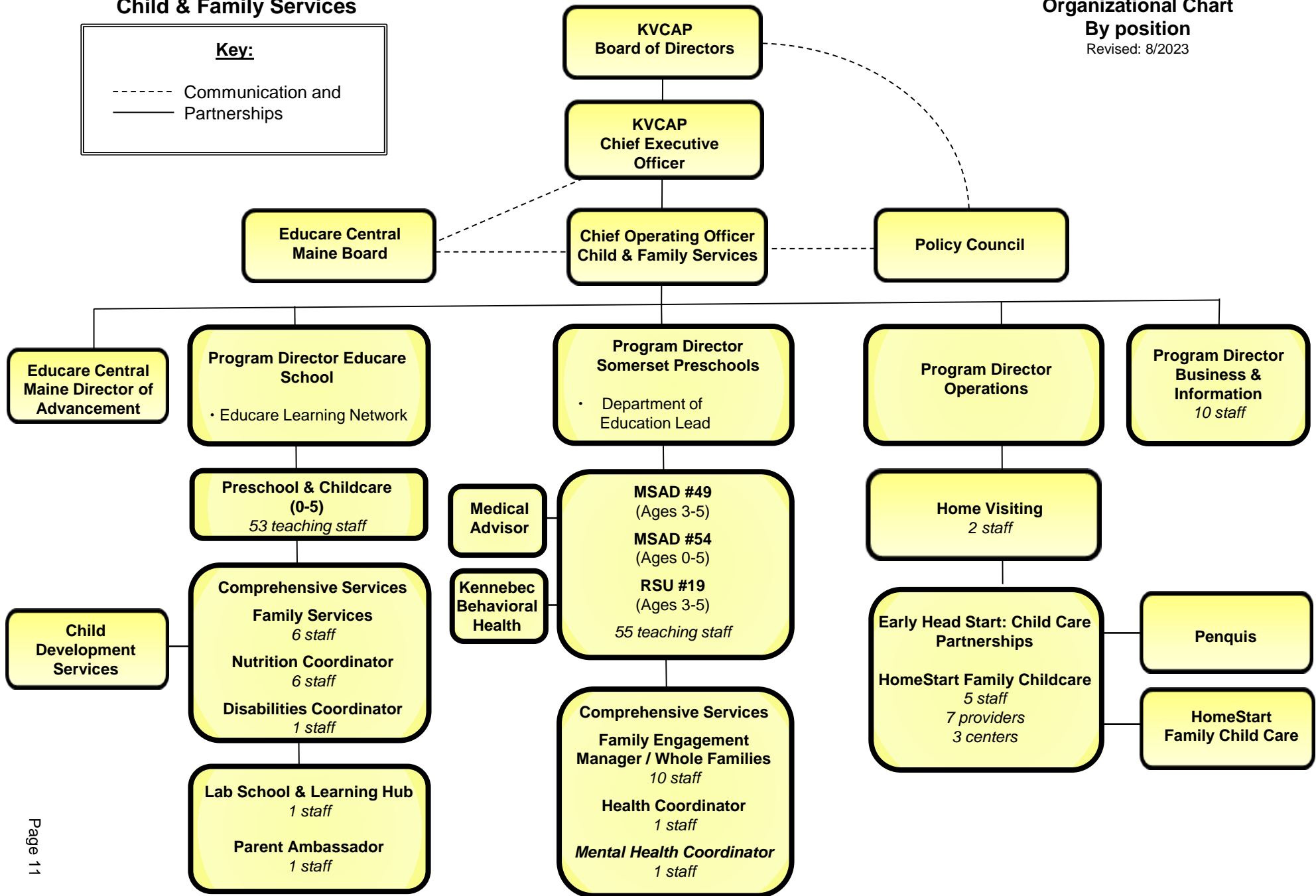
# Organizational Chart

By position

Revised: 8/2023

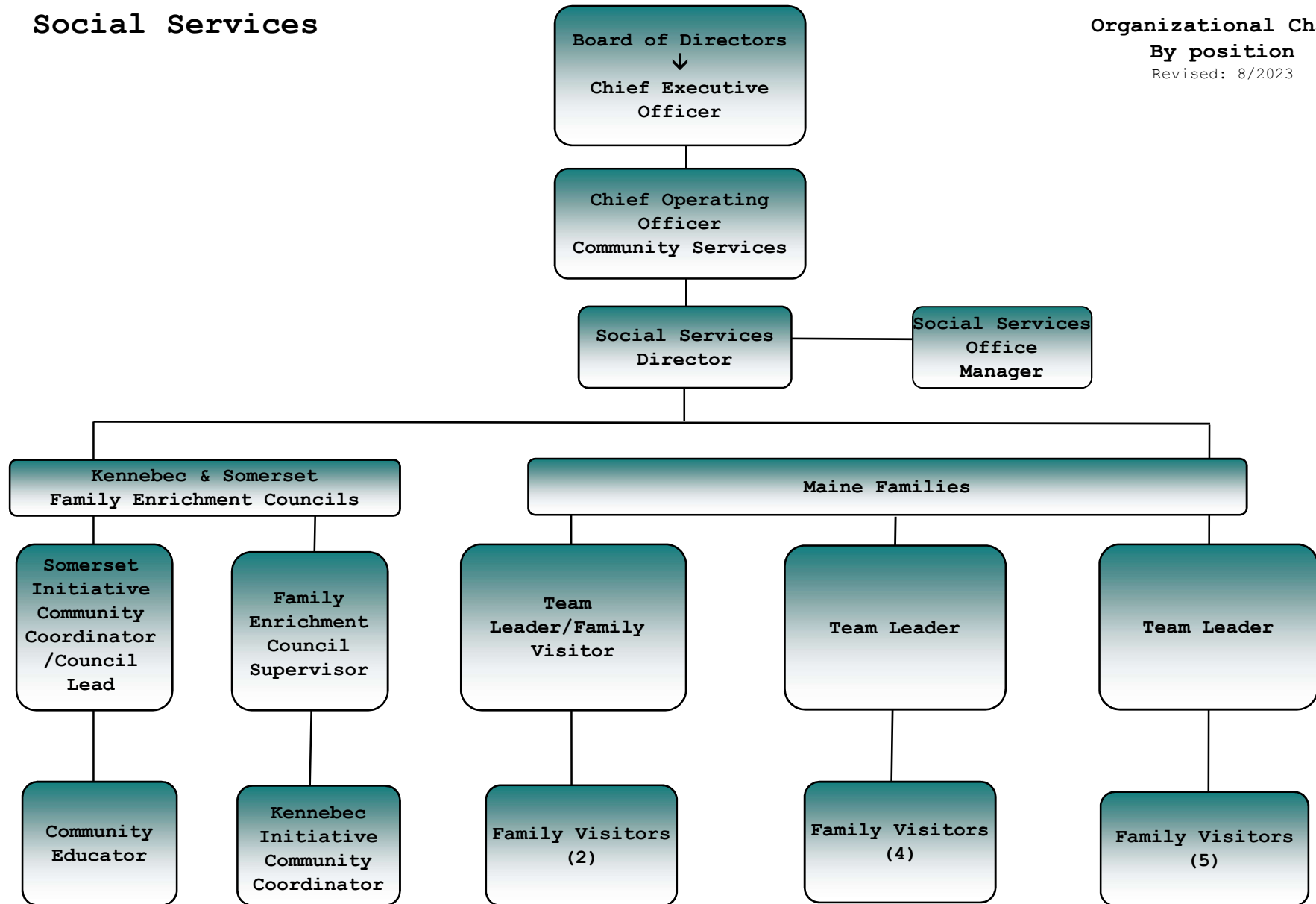
## Key:

----- Communication and  
 — Partnerships



# Social Services

Organizational Chart  
By position  
Revised: 8/2023



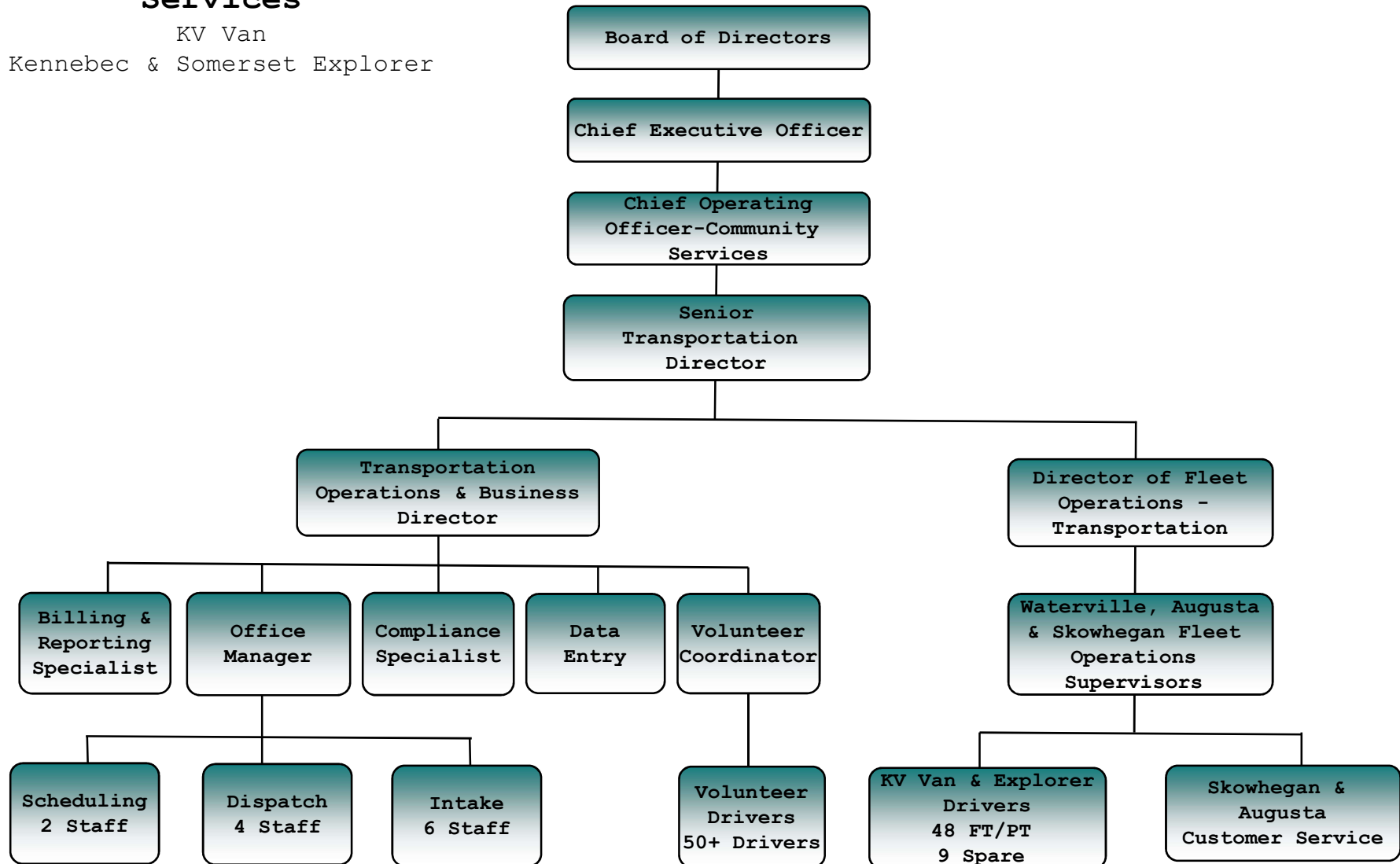
# Transportation Services

KV Van  
Kennebec & Somerset Explorer

## Organizational Chart

By position

Revised: 8/2023

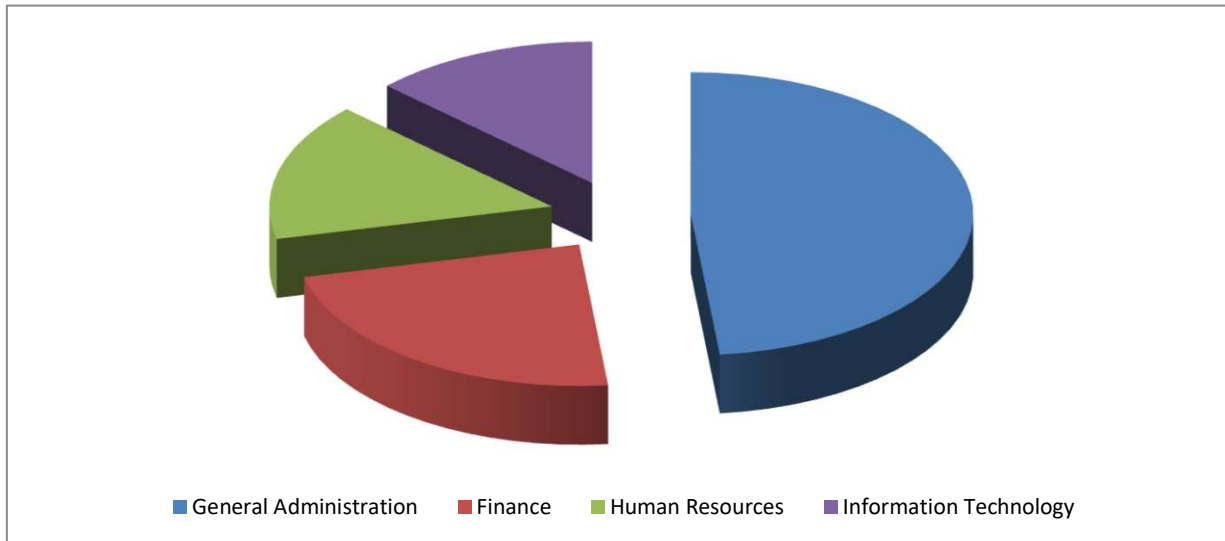


**Kennebec Valley Community Action Program**  
**Indirect Cost Pool/Administration Operating Budgets**  
**October 1, 2023 - September 30, 2024**

<b>Expenses:</b>	<b>General Administration</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Information Technology</b>	<b>Total</b>
Personnel	\$ 968,634	\$ 459,767	\$ 180,923	\$ 195,764	\$ 1,805,088
Payroll Taxes & Employee Benefits	\$ 255,518	\$ 132,535	\$ 58,796	\$ 36,436	\$ 483,285
Staff Development	\$ 64,000	\$ 8,000	\$ 7,000	\$ 6,800	\$ 85,800
Travel	\$ 13,300	\$ 8,000	\$ 4,350	\$ 6,200	\$ 31,850
Office Costs	\$ 5,000	\$ 5,000	\$ 3,500	\$ 15,150	\$ 28,650
Insurance	\$ 83,000	\$ -	\$ 1,050	\$ 2,100	\$ 86,150
Telecommunications	\$ 15,000	\$ 3,000	\$ 2,400	\$ 4,000	\$ 24,400
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 47,500	\$ 83,550	\$ 185,000	\$ 121,250	\$ 437,300
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 21,900	\$ 2,250	\$ 6,750	\$ 7,450	\$ 38,350
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 6,500	\$ 6,600	\$ 8,200	\$ 21,300
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 35,550	\$ 7,100	\$ 35,250	\$ 840	\$ 78,740
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,509,402	\$ 715,702	\$ 491,619	\$ 404,190	\$ 3,120,913

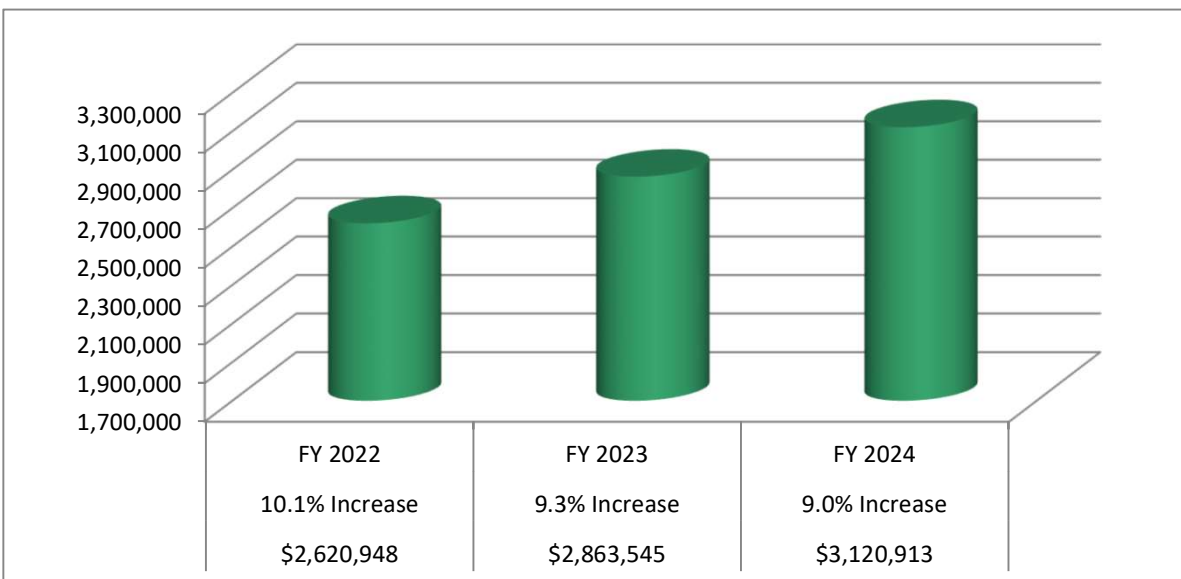
**Kennebec Valley Community Action Program  
Indirect Cost Pool/Administration Operating Budgets  
October 1, 2023 - September 30, 2024**

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 48.4% of the budget), Finance (22.9%), Human Resources (15.7%), and Information Technology (13.0%).



For fiscal year 2024, the proposed Administration/Indirect Cost Pool budget is \$3,120,913. When compared to fiscal year 2023, this is an increase of 9.0%, or \$257,368.

**Administrative/Indirect Cost Comparison  
FY 2022 - FY 2024**



**Kennebec Valley Community Action Program**  
**Indirect Cost Pool/Administration Operating Budgets**  
**October 1, 2023 - September 30, 2024**

The agency's federally approved indirect cost rate for fiscal year 2024 has been proposed for 23.5% of program salaries. Significant changes in this year's budget include:

- Personnel and Payroll Taxes & Employee Benefits increased due to COLA, a new data management position, a new HR generalist position, and a market increases.
- Staff Development and travel increased due to an increase in attendance at out of town conferences and training events.
- Insurance increased based on prior year premiums with new carrier and in anticipation of significant liability insurance increases due to market trends and inflation.
- Contract Services decreased as the net of removal of one-time data consultant (\$150k) and consultant fees for Diversity, Equity, Inclusion, and Accessibility work (\$65k).
- Materials & Supplies and Office Costs decreased as equipment updates were made in the prior year and not needing to be carried through to the upcoming fiscal year budget.
- The Other expense line has seen increases in advertising and staff recruitment, as well as dues and subscriptions and fees and service charges.

<b>Expenses:</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Increase / (Decrease)</b>
Personnel	\$ 1,553,824	\$ 1,805,088	\$ 251,264
Payroll Taxes & Employee Benefits	\$ 416,903	\$ 483,285	\$ 66,382
Staff Development	\$ 69,485	\$ 85,800	\$ 16,315
Travel	\$ 23,033	\$ 31,850	\$ 8,817
Office Costs	\$ 75,650	\$ 28,650	\$ (47,000)
Insurance	\$ 64,500	\$ 86,150	\$ 21,650
Telecommunications	\$ 25,100	\$ 24,400	\$ (700)
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 509,750	\$ 437,300	\$ (72,450)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 57,000	\$ 38,350	\$ (18,650)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 26,100	\$ 21,300	\$ (4,800)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 42,200	\$ 78,740	\$ 36,540
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 2,863,545</b>	<b>\$ 3,120,913</b>	<b>\$ 257,368</b>

The total Administration/Indirect Cost Pool budget is 7.3% of the agency's annual operating budget. This is up 0.4% from FY 2023.



**PART III. INDIRECT COST POOL/ADMINISTRATION** (Chief Executive Officer: Suzanne Walsh)

**A. General Administration**

1. Executive Leadership/Senior Management
2. Customer Services
3. Development
4. CSBG and Data Management

**B. Finance**

**C. Human Resources**

**D. Information Technology**

**A. GENERAL ADMINISTRATION**

**Budget:** \$1,346,967

**1. Executive Leadership/Senior Management**

- Chief Executive Officer, Suzanne Walsh, Responsible for oversight of the entire Agency and assures that KVCAP is carrying out its mission, goals and objectives as defined by the Board of Directors, including Human Resources, Finance, Information & Technology, Facilities and Development.
- Chief Financial Officer, Doug Mitchell, 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, Real Estate Development and Social Services.
- Chief Operating Officer for Child & Family Services Director, Tracie Fortin, Responsible for oversight of Child and Family Services.
- Chief Administrative Officer, Mikki Lane, Responsible for oversight of Human Resources, Facilities & Maintenance, and Information & Technology, including personnel policies, wage/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 continued 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 a training for all staff that will include professional development/education opportunities along with networking to enhance both mission competency and team building.
- Ensure organizational capacity, viability, and sustainability through enhanced professional development of board, executive, and program staff as well as continuance of an ongoing succession planning process.
- Provide leadership and oversight of 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 DEIA Committee of the Board 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 development of 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.

- Ensure professional development opportunities with customer service themes and host networking meetings with other program staff as needed.
- Collaborate with Facilities, IT and program staff to maintain and enhance high quality customer service.

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

**Budget:** \$76,019

**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.
- Work in partnership with Human Resources on the New Employee Orientation, with a focus on messaging that will build and strengthen our brand ambassadors.

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

- Organize and promote the Annual Charitable Contributions Campaign at KVCAP.
- Identify, cultivate, and solicit new/continuing donors for events and through various appeals.
- Plan and execute the Annual Golf Tournament as well as a Community Celebration Day, if feasible.
- Work with MeCAP's (Maine Community Action Partnership) Two-Gen Resource Development Group and assist with securing funds for each CAP agency to advance their Whole Family/Two-Gen effort.
- Build on the past successes of the Greater Waterville Poverty Action Coalition with a focus on raising awareness of the realities of poverty and raising funds for the Community Investors initiative.

### **4. CSBG/Data Management (Director: TBD)**

**Budget:** \$86,416

**Staff:** 1 full time equivalent

**Description of Clients:** KVCAP leadership, the KVCAP Board of Directors, the community, partners, and funding sources.

This newly created position is responsible for ensuring that KVCAP implements the full ROMA cycle in its operations, to include coordinating the agency's comprehensive community assessment; strategic planning; and supporting Senior Management and Program Directors across the agency to utilize data analytics in decision making. The Director oversees the CSBG grant and ensures that all reporting and compliance measures are met, including Organizational Standards. This position is familiar with the various reporting systems used across the agency, and is an administrator for the empowOR data system. Represents KVCAP on the Economic Opportunity Council, participates on other regional and statewide workgroups as appropriate, and obtains/maintains certification as a ROMA Trainer and/or Implementer.

**B. FINANCE (Chief Financial Officer: Doug Mitchell)**

**Budget:** \$715,702

**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 training for agency managers and staff as necessary.
- Oversight of the Agency Annual Audit and other related financial reporting requirements.
- Ensure quality internal controls as well as ensure compliance with all contracts.
- Provide technical assistance to programs on various regulations, e.g., OMB, MAAP, etc.

**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 (Chief Administrative Officer: Mikki Lane)**

**Budget:** \$491,619

**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 and Discrimination
- Performance Evaluations
- Discipline and Termination
- Harassment and Workplace Violence
- Employee Safety
- Family Medical Leave and 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 staff such as a wellness component of the Agency's health insurance plan, reimbursement for gym memberships, Weight Watchers, CSA program, and participation in Virgin Pulse Programs that allows employees to track their daily steps and exercise routines through a Fitbit. Staff may also utilize the Virgin Pulse App to participate and compete in team activities, regardless of health insurance status through KVCAP.

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

- Review and update the Personnel Policy Manual, making it available via Paylocity.
- Implement DEIA strategies as directed by the DEIA Committee.
- Continue to modernize Human Resource systems, providing training to all employees.
- Develop a robust internal training program

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

**Budget:** \$404,190

**Staff:** 3 full-time equivalents

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

##### **Continuing Services:**

- Maintain, secure, and ensure trouble-free operations of the agency's Information Systems and telecommunications infrastructure.
- Evaluate and install 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 must make sure that the equipment it invests in both optimally serves the needs of the agency.
- Provide technology support for all four main offices and our Head Start locations.
- Provide computer/telephone/video support via "Help Desk", in person, and e-mail.
- Maintain agency wide cellular technology device plan, which includes; phones, tablets, hotspots, and other various 4G/ 5G devices, to accommodate ever changing staff needs.

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

- Continue to train and inform staff on Cybersecurity quizzes and awareness testing.
- Refresh WTVL Campus Network, including improved Wi-Fi signal strength and speeds.
- Double main internet backbone speed, along with new fiber build out.
- Converge main sites to a centralized login and provide easier secure access to shared resources.
- Finalize Windows 11 upgrades throughout our PC/Laptop fleet.
- Improve Help Desk service coverage and response times via remote and in person.
- Improve WTVL Campus building interior/exterior video security.
- Expand Educare building interior/exterior video security.
- Expand, replace and/or update equipment for Educare observational booths for classrooms.
- Continue to grow one on one training videos and interactive sessions with our user base.

*Strategic Plan: This section relates to Goal I: Strengthen systemic infrastructure to support organizational growth.*

**Facilities Operating Budget**  
**October 1, 2023 - September 30, 2024**

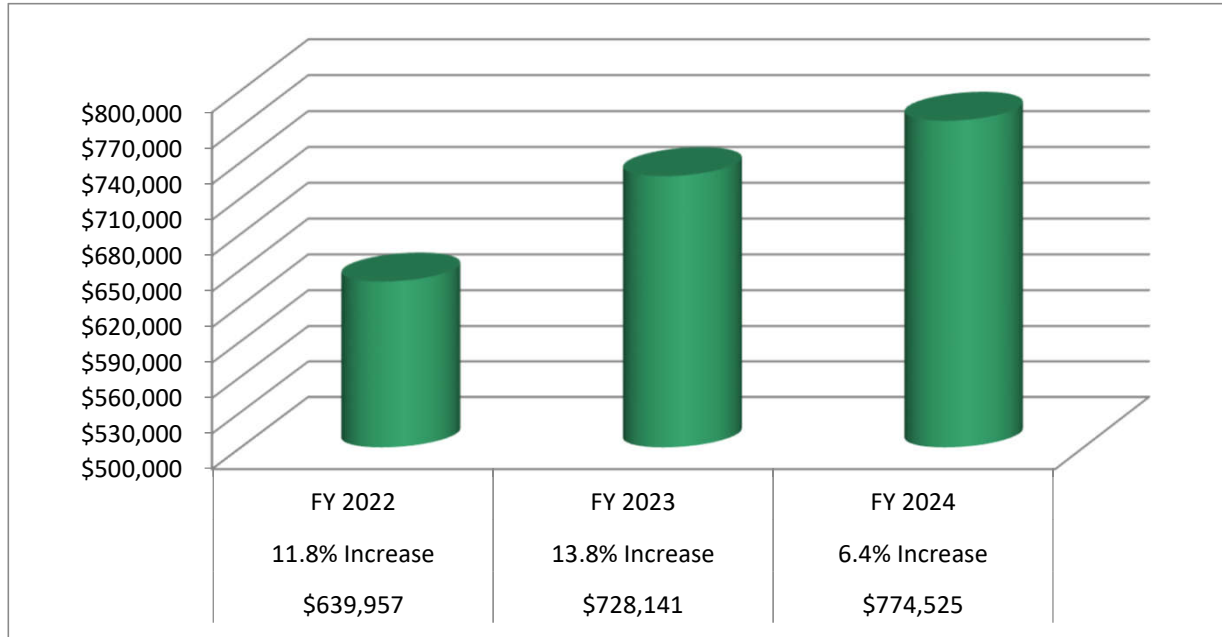
<b>Expenses:</b>	<b>Total</b>
Personnel	\$ 226,587
Payroll Taxes & Employee Benefits	\$ 88,308
Staff Development	\$ 500
Travel	\$ -
Office Costs	\$ -
Insurance	\$ 30,000
Telecommunications	\$ 4,180
Space & Occupancy	\$ 174,240
Contract Services	\$ 50,200
Vehicle	\$ 12,000
Housing Property Costs	\$ -
Materials & Supplies	\$ 12,300
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 53,248
Interest	\$ -
Depreciation	\$ 120,962
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 2,000
Inkind	\$ -
<b>Total Expenses:</b>	<b>\$ 774,525</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, 2023 - September 30, 2024**

For fiscal year 2024, the proposed budget is \$774,525. When compared to fiscal year 2023, this represents an increase of 6.4% or \$46,384.

**Facilities Cost Comparison**  
**FY 2022 - FY 2024**



Significant changes and items of note in the fiscal year 2024 budget projections include:

- Personnel, Payroll Taxes, and Indirect - Increases related to FY 2024 6% COLA in lieu of merit increases that averaged 3%, health insurance rate increase, program's picking up dental coverage, and the new program funded short-term disability insurance.
- Insurance - Increase based on last year's change in insurance carriers and factoring in a potential 5% increase due to the current insurance market.
- Space & Occupancy - See the breakdown below.

	FY 2024	FY 2023	Variance	%age
Rent	54,540	54,540	-	0%
Electricity	45,000	45,000	-	0%
Fuel	40,000	40,000	-	0%
Water/Sewer	3,200	3,200	-	0%
Rubbish Removal	6,500	6,500	-	0%
Snow Removal/Landscaping	25,000	20,000	5,000	25%

- Contract Services - No projected increase for the upcoming fiscal year. Given rising costs for materials and other maintenance related activities, the Director of Facilities has decided to minimize the number of projects planned for the upcoming year in order to keep the overall Facilities budget to a reasonable increase. The focus will be on maintaining health and safety standards, but will delay some projects that may be more cosmetic in nature.



**Kennebec Valley Community Action Program**  
**Facilities Operating Budgets**  
**October 1, 2023 - September 30, 2024**

<b>Expenses:</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Increase/ (Decrease)</b>
Personnel	\$ 212,183	\$ 226,587	\$ 14,404
Payroll Taxes & Employee Benefits	\$ 80,052	\$ 88,308	\$ 8,256
Staff Development	\$ 500	\$ 500	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ 13,500	\$ 30,000	\$ 16,500
Telecommunications	\$ 4,180	\$ 4,180	\$ -
Space & Occupancy	\$ 169,240	\$ 174,240	\$ 5,000
Contract Services	\$ 50,200	\$ 50,200	\$ -
Vehicle	\$ 12,100	\$ 12,000	\$ (100)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 12,300	\$ 12,300	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 50,924	\$ 53,248	\$ 2,324
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 120,962	\$ 120,962	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 2,000	\$ 2,000	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 728,141</b>	<b>\$ 774,525</b>	<b>\$ 46,384</b>

**PART IV: Facilities** (Director: Michael Taylor)

**Budget:** \$774,525 (does not include ECM-paid costs or rental expenses)

**Staff:** 8 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, 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
  - Fleet Services
  - 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 Building, 101 Water Street
    - South End Teen Center, 5 Libby Court
    - Transportation Building, 97 Water Street

**Anticipated New Service Opportunities:**

- Review potential for additional parking off King Street.
- Finalize and institute EAP (Emergency Action Plan).
- Continue with improvements at Research Drive/Skowhegan Office.
- Finalize/update service agreements with local vendors for preventative maintenance of Agency equipment.

*Strategic Plan: This section relates to Goal I: Strengthen systemic infrastructure to support organizational growth.*

**Kennebec Valley Community Action Program**  
**Agency Operating Budgets**  
**October 1, 2023 - September 30, 2024**

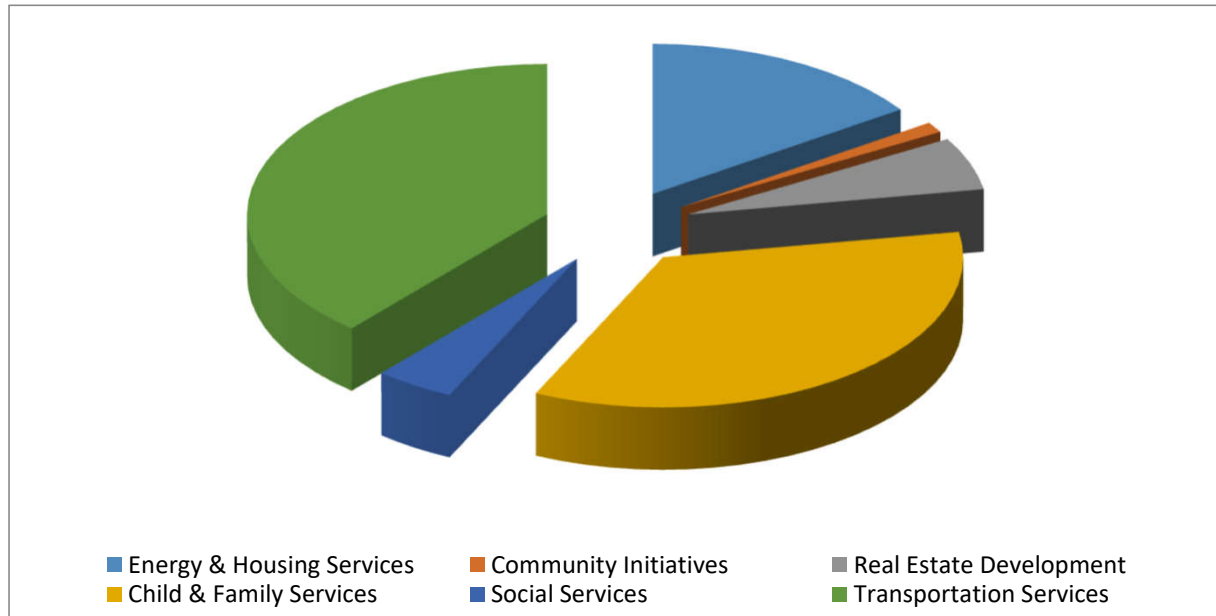
<b>Revenue:</b>	<b>Energy &amp; Housing Services</b>	<b>Community Initiatives</b>	<b>Real Estate Development</b>	<b>Child &amp; Family Services</b>	<b>Social Services</b>	<b>Transportation Services</b>	<b>Total</b>
Grants & Contracts	\$ 6,595,724	\$ 453,636	\$ -	\$ 11,146,041	\$ 1,844,012	\$ 1,371,079	\$ 21,410,492
Program Revenue	\$ 20,000	\$ -	\$ 2,400,000	\$ 1,853,305	\$ -	\$ 14,659,905	\$ 18,933,210
Other Revenue	\$ -	\$ 30,443	\$ 25,000	\$ -	\$ -	\$ 498,693	\$ 554,136
Inkind	\$ -	\$ -	\$ -	\$ 1,792,486	\$ -	\$ -	\$ 1,792,486
<b>Total Revenue:</b>	\$ 6,615,724	\$ 484,079	\$ 2,425,000	\$ 14,791,832	\$ 1,844,012	\$ 16,529,677	\$ 42,690,324

<b>Expenses:</b>							
Personnel	\$ 1,653,106	\$ 258,954	\$ 224,669	\$ 6,939,995	\$ 979,121	\$ 3,554,142	\$ 13,609,987
Payroll Taxes & Employee Benefits	\$ 647,656	\$ 75,330	\$ 62,286	\$ 2,122,818	\$ 343,458	\$ 911,325	\$ 4,162,873
Staff Development	\$ 16,223	\$ 1,700	\$ 5,000	\$ 103,919	\$ 7,200	\$ 1,790	\$ 135,832
Travel	\$ 31,098	\$ 2,188	\$ 7,800	\$ 121,798	\$ 43,154	\$ 7,145	\$ 213,183
Office Costs	\$ 70,732	\$ 903	\$ -	\$ 57,989	\$ 6,647	\$ 22,403	\$ 158,674
Insurance	\$ 14,424	\$ 600	\$ -	\$ 33,244	\$ -	\$ 530	\$ 48,798
Telecommunications	\$ 26,772	\$ 6,020	\$ 2,200	\$ 55,259	\$ 23,299	\$ 121,607	\$ 235,157
Space & Occupancy	\$ 277,683	\$ 59,640	\$ 13,000	\$ 281,413	\$ 144,296	\$ 231,193	\$ 1,007,225
Contract Services	\$ 49,275	\$ 2,850	\$ 1,415,000	\$ 1,236,039	\$ 20,677	\$ 128,877	\$ 2,852,718
Vehicle	\$ 53,352	\$ 1,622	\$ -	\$ -	\$ -	\$ 969,289	\$ 1,024,263
Housing Property Costs	\$ -	\$ -	\$ 370,000	\$ -	\$ -	\$ -	\$ 370,000
Materials & Supplies	\$ 20,169	\$ 1,310	\$ 1,700	\$ 299,397	\$ 36,567	\$ 114,360	\$ 473,503
Direct Client Assistance	\$ 3,319,772	\$ 5,312	\$ -	\$ 5,400	\$ -	\$ 5,650,596	\$ 8,981,080
Administration (Indirect)	\$ 385,696	\$ 60,987	\$ 52,797	\$ 1,630,894	\$ 230,094	\$ 806,946	\$ 3,167,414
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,818	\$ 67,818
Depreciation	\$ 47,713	\$ 6,413	\$ -	\$ -	\$ -	\$ 538,520	\$ 592,646
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,563,160	\$ 3,563,160
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,053	\$ 250	\$ 2,100	\$ 111,181	\$ 9,499	\$ 27,500	\$ 152,583
Inkind	\$ -	\$ -	\$ -	\$ 1,792,486	\$ -	\$ -	\$ 1,792,486
<b>Total Expenses:</b>	\$ 6,615,724	\$ 484,079	\$ 2,156,552	\$ 14,791,832	\$ 1,844,012	\$ 16,717,201	\$ 42,609,400

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ 268,448	\$ -	\$ -	\$ (187,524)	\$ 80,924
--------------------------	------	------	------------	------	------	--------------	-----------

**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2023 - September 30, 2024**

The agency's operating budget consists of six departments - Energy and Housing Services (which contributes 15.5% of the budget), Community Initiatives (1.1%), Real Estate Development (5.7%), Child and Family Services (34.6%), Social Services (4.3%), and Transportation Services (38.8%).



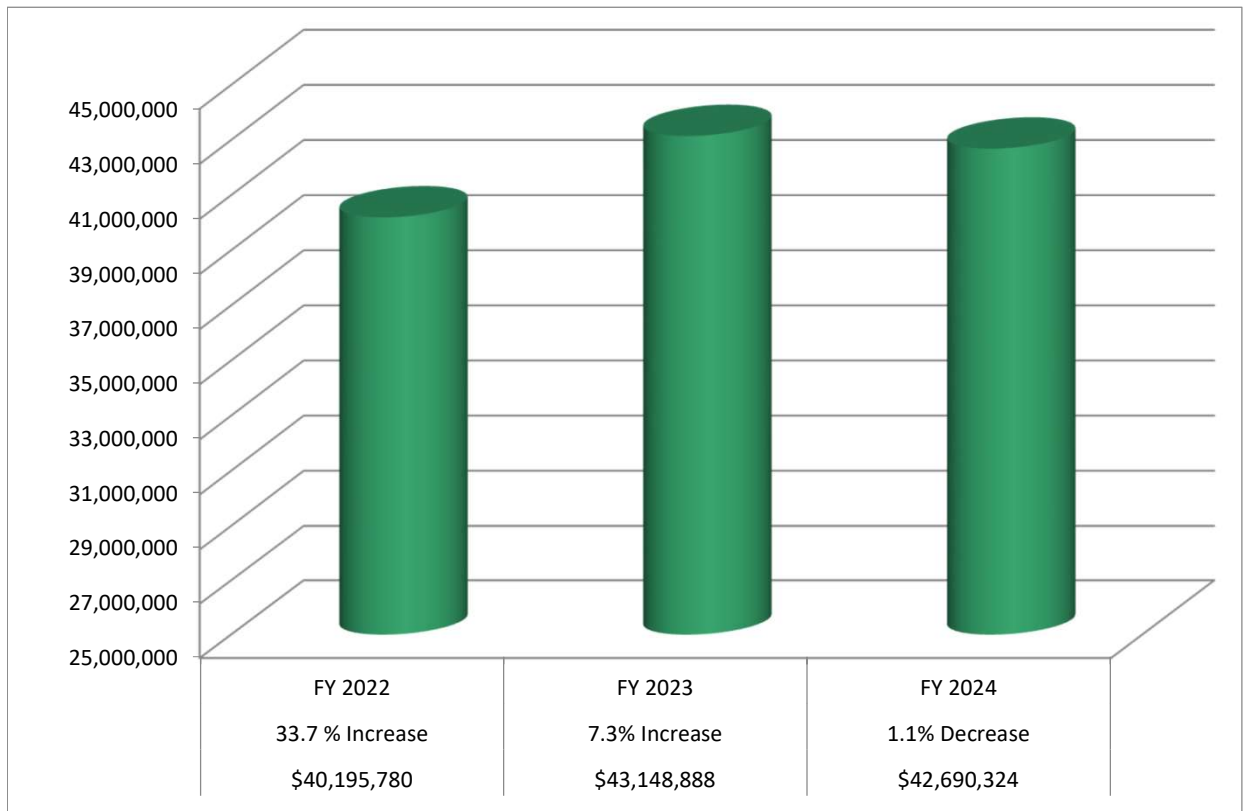
**Budget by Department with Change Information**  
**FY 2024**

Department	Total Budget	Change +/- compared to FY 2023	%age +/- compared to FY 2023
Energy & Housing Services Section VI - Pgs. 31-40	\$ 6,615,724	\$ (3,423,696)	-34.1%
Community Initiatives Section VII - Pgs. 41-47	\$ 484,079	\$ (33,164)	-6.4%
Real Estate Development Section VIII - Pgs. 48-53	\$ 2,425,000	\$ 240,000	11.0%
Child & Family Services Section IX - Pgs. 54-63	\$ 14,791,832	\$ 2,418,275	19.5%
Social Services Section X - Pgs. 64-68	\$ 1,844,012	\$ 11,741	0.6%
Transportation Services Section XI - Pgs. 69-74	\$ 16,529,677	\$ 328,280	2.0%
<b>Total FY 2024 Budget</b>	<b>\$ 42,690,324</b>		

**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2023 - September 30, 2024**

For fiscal year 2024, a \$42,690,324 budget is proposed. This budget represents a (1.1%), or (\$458,564) decrease compared to fiscal year 2023.

**Agency Operating Budget Comparison - Revenues**  
**FY 2022 - FY 2024**



**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 24,889,498	\$ 21,410,492	\$ (3,479,006)
Program Revenue	\$ 18,089,011	\$ 18,933,210	\$ 844,199
Other Revenue	\$ 170,379	\$ 554,136	\$ 383,757
Inkind	\$ -	\$ 1,792,486	\$ 1,792,486
<b>Total Revenue:</b>	\$ 43,148,888	\$ 42,690,324	\$ (458,564)

<b>Expenses:</b>			
Personnel	\$ 11,849,765	\$ 13,609,987	\$ 1,760,222
Payroll Taxes & Employee Benefits	\$ 3,968,993	\$ 4,162,873	\$ 193,880
Staff Development	\$ 131,445	\$ 135,832	\$ 4,387
Travel	\$ 171,137	\$ 213,183	\$ 42,046
Office Costs	\$ 219,809	\$ 158,674	\$ (61,135)
Insurance	\$ 29,613	\$ 48,798	\$ 19,185
Telecommunications	\$ 273,383	\$ 235,157	\$ (38,226)
Space & Occupancy	\$ 880,954	\$ 1,007,225	\$ 126,271
Contract Services	\$ 3,649,736	\$ 2,852,718	\$ (797,018)
Vehicle	\$ 1,253,233	\$ 1,024,263	\$ (228,970)
Housing Property Costs	\$ 5,000	\$ 370,000	\$ 365,000
Materials & Supplies	\$ 355,616	\$ 473,503	\$ 117,887
Direct Client Assistance	\$ 11,850,368	\$ 8,981,080	\$ (2,869,288)
Administration (Indirect)	\$ 2,812,621	\$ 3,167,414	\$ 354,793
Interest	\$ 32,398	\$ 67,818	\$ 35,420
Depreciation	\$ 352,360	\$ 592,646	\$ 240,286
Common Carrier	\$ 3,440,248	\$ 3,563,160	\$ 122,912
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 166,670	\$ 152,583	\$ (14,087)
Inkind	\$ -	\$ 1,792,486	\$ 1,792,486
<b>Total Expenses:</b>	\$ 41,443,349	\$ 42,609,400	\$ 1,166,051

<b>Surplus/(Deficit)</b>	\$ 1,705,539	\$ 80,924	\$ (1,624,615)
--------------------------	--------------	-----------	----------------

**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2023 - September 30, 2024**

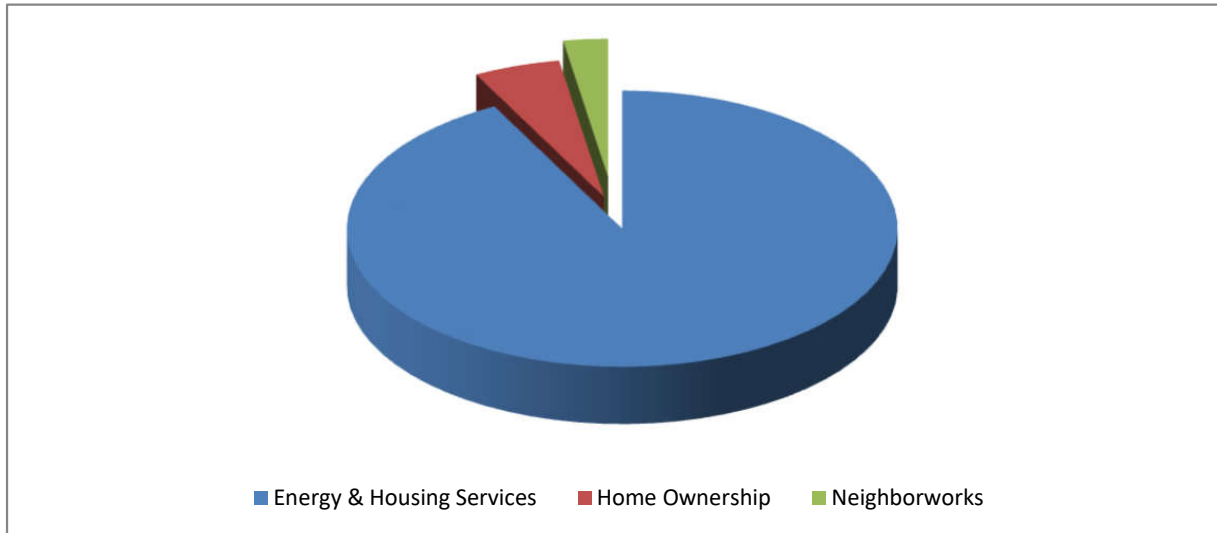
<b>Revenue:</b>	<b>Energy &amp; Housing Services</b>	<b>Home Ownership</b>	<b>Neighborworks</b>	<b>Total</b>
Grants & Contracts	\$ 6,106,539	\$ 316,185	\$ 173,000	\$ 6,595,724
Program Revenue	\$ -	\$ 20,000	\$ -	\$ 20,000
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 6,106,539	\$ 336,185	\$ 173,000	\$ 6,615,724

<b>Expenses:</b>				
Personnel	\$ 1,395,215	\$ 185,137	\$ 72,754	\$ 1,653,106
Payroll Taxes & Employee Benefits	\$ 572,457	\$ 54,341	\$ 20,858	\$ 647,656
Staff Development	\$ 10,723	\$ -	\$ 5,500	\$ 16,223
Travel	\$ 24,948	\$ 150	\$ 6,000	\$ 31,098
Office Costs	\$ 62,507	\$ 4,125	\$ 4,100	\$ 70,732
Insurance	\$ 13,424	\$ -	\$ 1,000	\$ 14,424
Telecommunications	\$ 22,247	\$ 2,325	\$ 2,200	\$ 26,772
Space & Occupancy	\$ 234,827	\$ 28,289	\$ 14,567	\$ 277,683
Contract Services	\$ 4,100	\$ 18,115	\$ 27,060	\$ 49,275
Vehicle	\$ 53,352	\$ -	\$ -	\$ 53,352
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 19,306	\$ -	\$ 863	\$ 20,169
Direct Client Assistance	\$ 3,319,772	\$ -	\$ -	\$ 3,319,772
Administration (Indirect)	\$ 325,092	\$ 43,506	\$ 17,098	\$ 385,696
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 47,713	\$ -	\$ -	\$ 47,713
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 856	\$ 197	\$ 1,000	\$ 2,053
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 6,106,539	\$ 336,185	\$ 173,000	\$ 6,615,724

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
--------------------------	------	------	------	------

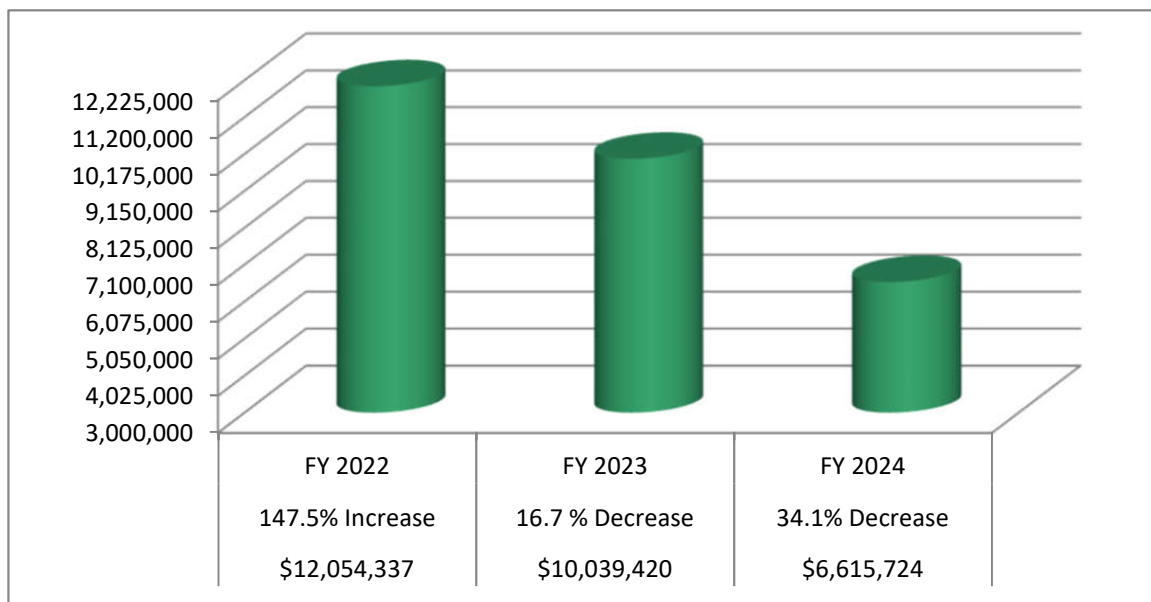
**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budget**  
**October 1, 2023 - September 30, 2024**

The Energy & Housing Services budget consists of the following programming: Energy & Housing Services (which contributes 92.3% of the budget), Home Ownership Services (5.1%), and NeighborWorks (2.6%).



For fiscal year 2024, the proposed Energy & Housing Services budget is \$6,615,724. When compared to fiscal year 2023, this is a decrease of 34.1%, or (\$3,423,696).

**Energy & Housing Services Comparison**  
**FY 2022 - FY 2024**





**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budget**  
**October 1, 2023 - September 30, 2024**

Below is the comparison between the FY 2023 budget and the proposed FY 2024 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 10,023,985	\$ 6,595,724	\$ (3,428,261)
Program Revenue	\$ 15,435	\$ 20,000	\$ 4,565
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 10,039,420	\$ 6,615,724	\$ (3,423,696)

<b>Expenses:</b>			
Personnel	\$ 1,344,328	\$ 1,653,106	\$ 308,778
Payroll Taxes & Employee Benefits	\$ 497,209	\$ 647,656	\$ 150,447
Staff Development	\$ 16,963	\$ 16,223	\$ (740)
Travel	\$ 8,852	\$ 31,098	\$ 22,246
Office Costs	\$ 124,235	\$ 70,732	\$ (53,503)
Insurance	\$ 3,448	\$ 14,424	\$ 10,976
Telecommunications	\$ 48,570	\$ 26,772	\$ (21,798)
Space & Occupancy	\$ 257,921	\$ 277,683	\$ 19,762
Contract Services	\$ 481,604	\$ 49,275	\$ (432,329)
Vehicle	\$ 50,362	\$ 53,352	\$ 2,990
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 10,784	\$ 20,169	\$ 9,385
Direct Client Assistance	\$ 6,851,860	\$ 3,319,772	\$ (3,532,088)
Administration (Indirect)	\$ 322,556	\$ 385,696	\$ 63,140
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 19,418	\$ 47,713	\$ 28,295
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,310	\$ 2,053	\$ 743
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 10,039,420	\$ 6,615,724	\$ (3,423,696)

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
--------------------------	------	------	------

Significant changes in the fiscal year 2024 budget projections include:

- Grant and Contracts Revenue decreased in Energy & Housing Services as the net result of increases in DOE (\$1.69M) and HARP (\$505k) and a decrease in Weatherization programs (\$1.21M). There was a decrease of (\$4.40M) in Home Ownership programming due to the end of the Emergency Rental Assistance and the Housing Stability programs.
- Contract Services expense decreased by (\$432k), which is related to a decrease in LIHEAP use of temporary staffing services and the end of Emergency Rental Assistance and Housing Stability programs.
- Direct Client Assistance expenditures decreased by (\$3.53M) and is the net of the new DOE Bill Act funding and the end of the Emergency Rental Assistance Program.

**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2023 - September 30, 2024**

Revenue:	*LIHEAP	*LIAP	*DOE	*HEAP Wz	*CHIP	*DOE SERC Heat Pump Program	*DEP Tank Replacement	*HARP	*CDBG	Total
Grants & Contracts	\$ 1,350,000	\$ 50,019	\$ 2,214,156	\$ 292,478	\$ 299,999	\$ 634,760	\$ 124,215	\$ 990,912	\$ 150,000	\$ 6,106,539
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,350,000	\$ 50,019	\$ 2,214,156	\$ 292,478	\$ 299,999	\$ 634,760	\$ 124,215	\$ 990,912	\$ 150,000	\$ 6,106,539

Expenses:										
Personnel	\$ 672,439	\$ 21,464	\$ 475,669	\$ 25,230	\$ 47,446	\$ 46,122	\$ 4,500	\$ 88,345	\$ 14,000	\$ 1,395,215
Payroll Taxes & Employee Benefits	\$ 273,606	\$ 8,183	\$ 195,832	\$ 9,741	\$ 18,088	\$ 17,378	\$ 1,660	\$ 41,346	\$ 6,623	\$ 572,457
Staff Development	\$ -	\$ -	\$ 10,723	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,723
Travel	\$ 3,299	\$ -	\$ 21,649	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,948
Office Costs	\$ 51,721	\$ 1,928	\$ 4,758	\$ 200	\$ 2,100	\$ 100	\$ -	\$ 800	\$ 900	\$ 62,507
Insurance	\$ -	\$ -	\$ 13,424	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,424
Telecommunications	\$ 7,500	\$ 2,000	\$ 9,700	\$ 256	\$ 1,000	\$ 291	\$ -	\$ 900	\$ 600	\$ 22,247
Space & Occupancy	\$ 179,024	\$ 10,000	\$ 25,000	\$ 2,494	\$ 7,507	\$ 3,500	\$ -	\$ 6,000	\$ 1,302	\$ 234,827
Contract Services	\$ 2,700	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100
Vehicle	\$ -	\$ -	\$ 38,000	\$ 1,550	\$ 7,002	\$ 600	\$ -	\$ 4,000	\$ 2,200	\$ 53,352
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,563	\$ -	\$ 13,243	\$ -	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ 19,306
Direct Client Assistance	\$ -	\$ -	\$ 1,260,411	\$ 245,965	\$ 196,206	\$ 554,430	\$ 117,000	\$ 825,760	\$ 120,000	\$ 3,319,772
Administration (Indirect)	\$ 158,148	\$ 5,044	\$ 108,991	\$ 5,929	\$ 11,150	\$ 10,839	\$ 1,055	\$ 20,761	\$ 3,175	\$ 325,092
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ 35,900	\$ 1,113	\$ 5,000	\$ 1,500	\$ -	\$ 3,000	\$ 1,200	\$ 47,713
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 856	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 856
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,350,000	\$ 50,019	\$ 2,214,156	\$ 292,478	\$ 299,999	\$ 634,760	\$ 124,215	\$ 990,912	\$ 150,000	\$ 6,106,539

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
--------------------------	------	------	------	------	------	------	------	------	------	------

\*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

\* SERC = Sustainable Energy Resources for Consumers

**Kennebec Valley Community Action Program**  
**Home Ownership Services Operating Budgets**  
**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>Home Buyer Education</b>	<b>*HUD Housing Counseling</b>	<b>MEHAF Housing Counseling</b>	<b>Total</b>
Grants & Contracts	\$ 9,600	\$ 29,000	\$ 277,585	\$ 316,185
Program Revenue	\$ 20,000	\$ -	\$ -	\$ 20,000
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 29,600	\$ 29,000	\$ 277,585	\$ 336,185

<b>Expenses:</b>				
Personnel	\$ 11,100	\$ 18,057	\$ 155,980	\$ 185,137
Payroll Taxes & Employee Benefits	\$ 4,677	\$ 6,503	\$ 43,161	\$ 54,341
Staff Development	\$ -	\$ -	\$ -	\$ -
Travel	\$ 150	\$ -	\$ -	\$ 150
Office Costs	\$ 2,125	\$ -	\$ 2,000	\$ 4,125
Insurance	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 325	\$ -	\$ 2,000	\$ 2,325
Space & Occupancy	\$ 2,500	\$ -	\$ 25,789	\$ 28,289
Contract Services	\$ 6,115	\$ -	\$ 12,000	\$ 18,115
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 2,608	\$ 4,243	\$ 36,655	\$ 43,506
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 197	\$ -	\$ 197
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 29,600	\$ 29,000	\$ 277,585	\$ 336,185

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
--------------------------	------	------	------	------

\*HUD = Housing & Urban Development

**Kennebec Valley Community Action Program**  
**Neighborworks Operating Budget**  
**October 1, 2023 - September 30, 2024**

	Neighborworks Administration	Comprehensive Community Development	NTI Training Grant	Total
<b>Revenue:</b>				
Grants & Contracts	\$ 152,000	\$ 15,000	\$ 6,000	\$ 173,000
Program Revenue	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 152,000	\$ 15,000	\$ 6,000	\$ 173,000

<b>Expenses:</b>				
Personnel	\$ 65,427	\$ 7,327	\$ -	\$ 72,754
Payroll Taxes & Employee Benefits	\$ 17,407	\$ 3,451	\$ -	\$ 20,858
Staff Development	\$ 3,500	\$ 1,000	\$ 1,000	\$ 5,500
Travel	\$ 1,000	\$ -	\$ 5,000	\$ 6,000
Office Costs	\$ 3,600	\$ 500	\$ -	\$ 4,100
Insurance	\$ 1,000	\$ -	\$ -	\$ 1,000
Telecommunications	\$ 2,200	\$ -	\$ -	\$ 2,200
Space & Occupancy	\$ 14,567	\$ -	\$ -	\$ 14,567
Contract Services	\$ 26,560	\$ 500	\$ -	\$ 27,060
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 363	\$ 500	\$ -	\$ 863
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 15,376	\$ 1,722	\$ -	\$ 17,098
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,000	\$ -	\$ -	\$ 1,000
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 152,000	\$ 15,000	\$ 6,000	\$ 173,000

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
--------------------------	------	------	------	------

\*NTI - National Training Institute

## **PART VI: ENERGY & HOUSING SERVICES (Director: Monica Grady)**

A. Energy Services

B. Home Repair

C. Homeownership Services

### **A. Energy & Housing Services**

#### Home Energy Assistance Program (HEAP) – Kennebec and Somerset

**Budget:** \$1,400,019

**Staff:** 21 full – time equivalents, 2 part-time equivalents

**Description of Clients:** Income eligible households

**Number of Households to be served in FY 24:** 9,976

#### **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:**

- Implement the new online application process from MaineHousing that allows applicants to go online and enter demographic information. Once completed the application information is imported and finalized by staff, saving administrative time.
- Realize an increase in in-person application appointments, reducing the administrative time and costs to the program as these intake appointments are more efficient.

#### 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:** \$2,506,634

**Staff:** 4 full – time equivalents

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

**Number of Households to be served in FY 2024:** 137

**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:** \$299,999

**Staff:** 2 full – time equivalents

**Description of Clients:** HEAP eligible households

**Number of Households to be served in FY 2024:** 320

**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:** \$124,215

**Staff:** 1 full – time equivalent

**Description of Clients:** Income eligible households

**Number of Households to be served in FY 2024:** 31

**Continuing Services:**

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

Heat Pump Program (HPP)- Kennebec, Somerset, Lincoln, Sagadahoc

**Budget:** \$634,760

**Staff:** 2 full – time equivalents

**Description of Clients:** Income eligible households

**Number of Households to be served:** 204

**Continuing Services:**

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

**B. Home Repair**

Home RepairNetwork Program - Kennebec, Somerset, Lincoln, Sagadahoc

**Budget:** \$1,140,912 (\$990,912 HARP- \$150,000-CDBG)

**Staff:** 2 full – time equivalents

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

**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.

## **C. Homeownership Services**

### Homeownership Education & Counseling

**Budget:** \$336,185 (\$29,600 – MH [including fees for service], \$29,000 – HUD, \$277,585 - MEHAF)

**Staff:** 4 part-time equivalents

**Description of Clients:** No Income Restrictions

**Estimated Number of Clients to be served in FY 2024:** 420

#### **Continuing Services:**

- Offer Financial Literacy Education & Counseling -Promote housing sustainability for renters and homeowners by providing workshops as well as individual coaching for financial literacy and capability, including budget preparation/management with a focus on saving and building credit. Individual 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.
- Offer 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 individual consultations and analysis to help potential Homebuyers identify barriers and set goals.
- Offer Post-Purchase Counseling – Provide individual 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

*Strategic Plan: This section relates to Goal II: Increase availability of safe and affordable housing.*



**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budgets**  
**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>Community Investors - *UW</b>	<b>*CSBG - South End Teen Center</b>	<b>*CSBG - Community / School Based Education</b>	<b>*CSBG - Poverty Initiatives</b>	<b>*CSBG - Community Assessment &amp; Training</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ 120,541	\$ 79,058	\$ 201,909	\$ 52,128	\$ 453,636
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 7,000	\$ 23,443	\$ -	\$ -	\$ -	\$ 30,443
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 7,000	\$ 143,984	\$ 79,058	\$ 201,909	\$ 52,128	\$ 484,079

<b>Expenses:</b>						
Personnel	\$ 2,545	\$ 78,688	\$ 34,064	\$ 120,994	\$ 22,663	\$ 258,954
Payroll Taxes & Employee Benefits	\$ 857	\$ 26,322	\$ 13,151	\$ 28,820	\$ 6,180	\$ 75,330
Staff Development	\$ -	\$ 300	\$ 400	\$ 500	\$ 500	\$ 1,700
Travel	\$ -	\$ 600	\$ 700	\$ 725	\$ 163	\$ 2,188
Office Costs	\$ -	\$ 225	\$ 300	\$ -	\$ 378	\$ 903
Insurance	\$ -	\$ 600	\$ -	\$ -	\$ -	\$ 600
Telecommunications	\$ -	\$ 3,290	\$ -	\$ 2,730	\$ -	\$ 6,020
Space & Occupancy	\$ -	\$ 4,950	\$ 22,138	\$ 16,884	\$ 15,668	\$ 59,640
Contract Services	\$ -	\$ 1,600	\$ -	\$ -	\$ 1,250	\$ 2,850
Vehicle	\$ -	\$ 1,622	\$ -	\$ -	\$ -	\$ 1,622
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 500	\$ 300	\$ 510	\$ -	\$ 1,310
Direct Client Assistance	\$ 3,000	\$ -	\$ -	\$ 2,312	\$ -	\$ 5,312
Administration (Indirect)	\$ 598	\$ 18,624	\$ 8,005	\$ 28,434	\$ 5,326	\$ 60,987
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 6,413	\$ -	\$ -	\$ -	\$ 6,413
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ 250
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 7,000	\$ 143,984	\$ 79,058	\$ 201,909	\$ 52,128	\$ 484,079

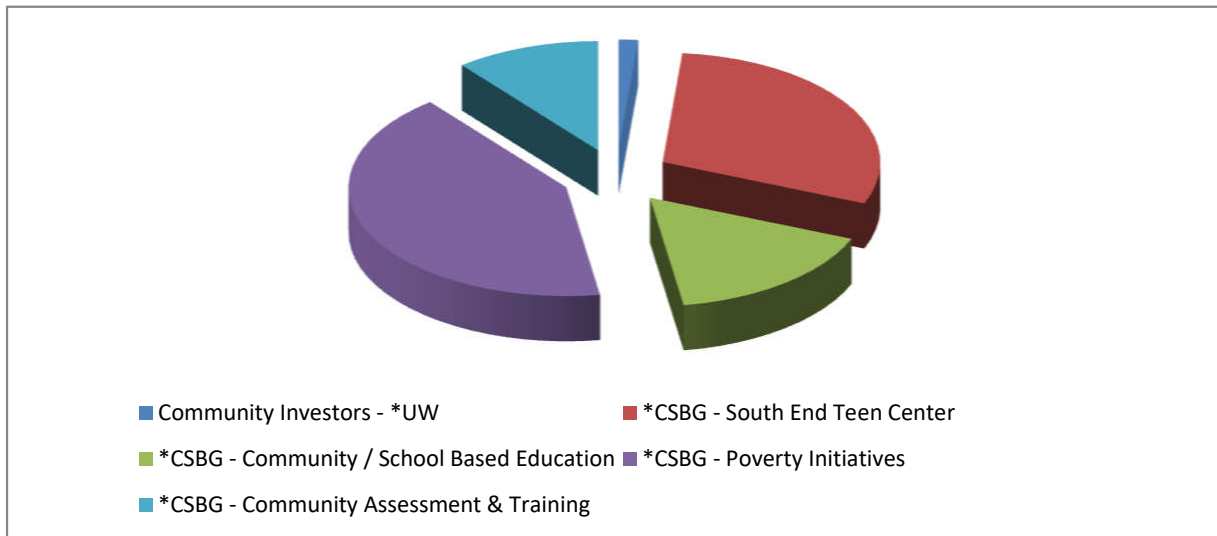
<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
--------------------------	------	------	------	------	------	------

\* UW = United Way

\* CSBG = Community Services Block Grant

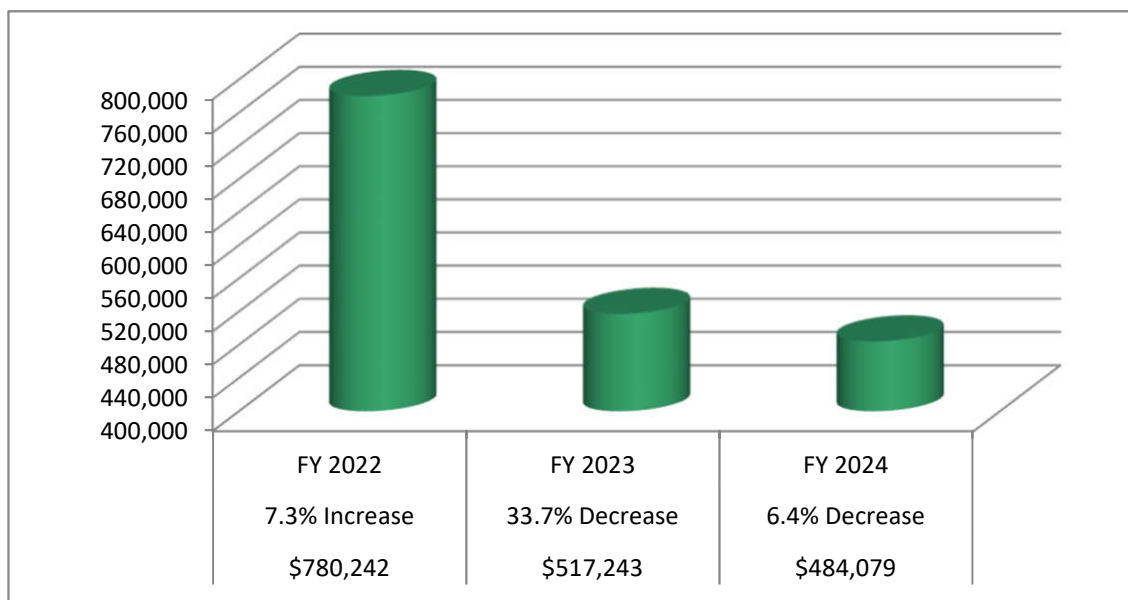
**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budget**  
**October 1, 2023 - September 30, 2024**

The Community Initiatives budget consists of Community Investors - UW Program (1.5%), CSBG - South End Teen Center (29.7%), CSBG - Community/School Based Education (16.3%), CSBG - Poverty Initiatives (41.7%) and CSBG - Community Assessment & Training (10.8%).



For fiscal year 2024, the proposed Community Initiatives budget is \$484,079. When compared to fiscal year 2023, this is a decrease of 6.4%, or (\$33,164).

**Community Initiatives Comparison**  
**FY 2022 - FY 2024**



**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budget**  
**October 1, 2023 - September 30, 2024**

Below is the comparison between the FY 2023 budget and the proposed FY 2024 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 491,163	\$ 453,636	\$ (37,527)
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ 26,080	\$ 30,443	\$ 4,363
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 517,243	\$ 484,079	\$ (33,164)

<b>Expenses:</b>			
Personnel	\$ 281,122	\$ 258,954	\$ (22,168)
Payroll Taxes & Employee Benefits	\$ 86,487	\$ 75,330	\$ (11,157)
Staff Development	\$ 1,300	\$ 1,700	\$ 400
Travel	\$ 1,215	\$ 2,188	\$ 973
Office Costs	\$ 1,800	\$ 903	\$ (897)
Insurance	\$ 600	\$ 600	\$ -
Telecommunications	\$ 10,224	\$ 6,020	\$ (4,204)
Space & Occupancy	\$ 52,291	\$ 59,640	\$ 7,349
Contract Services	\$ 1,023	\$ 2,850	\$ 1,827
Vehicle	\$ -	\$ 1,622	\$ 1,622
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 200	\$ 1,310	\$ 1,110
Direct Client Assistance	\$ 2,500	\$ 5,312	\$ 2,812
Administration (Indirect)	\$ 67,468	\$ 60,987	\$ (6,481)
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 1,513	\$ 6,413	\$ 4,900
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 9,500	\$ 250	\$ (9,250)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 517,243	\$ 484,079	\$ (33,164)

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
--------------------------	------	------	------

Significant changes in the fiscal year 2024 budget projections include:

- Grant and Contracts revenue decrease of (\$37,527) is the net of a reduction in the CSBG allocation of (\$49,415), the end of the Oak Grove Foundation Grant (\$4,000), and increases in teen center funding from the Alford Youth and Community Center (TANF = \$13,888 and OJP = \$2,000).
- Personnel, Taxes & Benefits, and Administrative expenses decrease is related to removing an unfilled position within Poverty Initiative due to the reduced allocation.
- Vehicle and Depreciation expenses increased due to a 12-passenger van that was purchased for the teen center in FY 2023.
- United Way funding for Community Investors increased for FY 2024 by \$4,000 with \$3,000 of that going to Direct Client Assistance.
- Contract Services increased by \$1,827 with the majority related to teen counseling services.

**PART VII. Community Initiatives (Director: Monica Grady)**

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

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

**Budget:** \$143,984 Total (\$81,859 CSBG; \$22,000 United Way; \$30,682 TANF; \$9,443 OJP)

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

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

**Number of teens to be served in FY 2024:** 25

**Continuing Services:**

- Provide a safe, healthy environment for teens during after school hours.
- Offer a wide range of educational and recreational activities, community service projects, homework support, and a chance to develop supportive, positive relationships with staff and college student volunteers.
- Offer programs/activities such as weekly cooking activities; arts/crafts; 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 summer programming that offers 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:**

- Conduct outreach efforts to increase membership in the upcoming year.
- Develop new community service opportunities that will help increase community engagement and social capital for the teens.
- Explore more educational opportunities through conferences, online training, and community partnership engagements.

## **B. Poverty Initiative**

**Budget:** \$208,909 Total - (\$201,909 CSBG; \$7,000 Community Investors United Way)

**Staff:** 2.5 FTEs (direct service, coalition participation/coordination, administration)

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

**Number of Clients to be served:** 30 families through Community Investors; 50 families through Resource Navigator and/or Emergency Assistance and an additional 250 families that are provided I&R intervention by phone.

### **Continuing Services:**

- Provide direct services to KVCAP clients through the Resource Navigator program. This component offers support, resources and referrals to assist people with overcoming barriers to family stability. Offer goal planning/skill building with those who seek to achieve greater self-sufficiency, including through employment. Provide information and referral services by phone to individuals and families looking for resources.
- Oversee the Poverty Action Coalition (PAC) of the Waterville area and its two initiatives (Community Investors/Hope Fund and Laundry Fund) and the Somerset Community Investors Initiative. These groups focus on raising community awareness of poverty issues, advocating for policy and systems changes to improve opportunities for those living in poverty, and providing direct supportive services to individuals/families through donations made by the Community Investors.
- Administer the Emergency Assistance program that taps into a variety of funding sources, such as CSBG, providing financial assistance to eligible individuals/families.

### **Anticipated New Opportunities:**

- Increase knowledge of the Resource Navigator staff around several internal subsidy programs (such as HEAP and HAF), providing more tools to serve those in need.
- Engage in ongoing training in the Whole Family approach.
- Continue to develop strong working relationships with DHHS and the statewide Community Action network as well as local providers, to collaborate in new ways to meet the emerging needs of individuals and families in Central Maine.

## **C. COMMUNITY SERVICES BLOCK GRANT (Director: Monica Grady)**

**Budget:** Regular CSBG: \$414,954

In FY 2024, CSBG will support four components including a portion of 14 staff positions (4.5 full time equivalents).

The KVCAP Board of Directors oversees CSBG funding and approves the allocation of the funds on an annual basis. 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 only available to 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 that are 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 KVCAP components funded by regular CSBG in FY 2024 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 focus on expanding a Whole Family Approach in our work.

*Strategic Plan: This section relates to Goal III: Increase family stability through a “Whole Family” approach.*

**Kennebec Valley Community Action Program**  
**Real Estate Development Operating Budgets**  
**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>Cony Village Development</b>	<b>Tax Credit Projects</b>	<b>Pilot Projects</b>	<b>Program Adminstration</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ -	\$ -	\$ -
Program Revenue	\$ 1,600,000	\$ 600,000	\$ 200,000	\$ -	\$ 2,400,000
Other Revenue	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,600,000	\$ 625,000	\$ 200,000	\$ -	\$ 2,425,000

<b>Expenses:</b>					
Personnel	\$ -	\$ -	\$ -	\$ 224,669	\$ 224,669
Payroll Taxes & Employee Benefits	\$ -	\$ -	\$ -	\$ 62,286	\$ 62,286
Staff Development	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
Travel	\$ -	\$ -	\$ -	\$ 7,800	\$ 7,800
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ 2,200	\$ 2,200
Space & Occupancy	\$ -	\$ -	\$ -	\$ 13,000	\$ 13,000
Contract Services	\$ 1,250,000	\$ 60,000	\$ 80,000	\$ 25,000	\$ 1,415,000
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ 185,000	\$ 90,000	\$ 95,000	\$ -	\$ 370,000
Materials & Supplies	\$ -	\$ -	\$ -	\$ 1,700	\$ 1,700
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ 52,797	\$ 52,797
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ 2,100	\$ 2,100
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,435,000	\$ 150,000	\$ 175,000	\$ 396,552	\$ 2,156,552

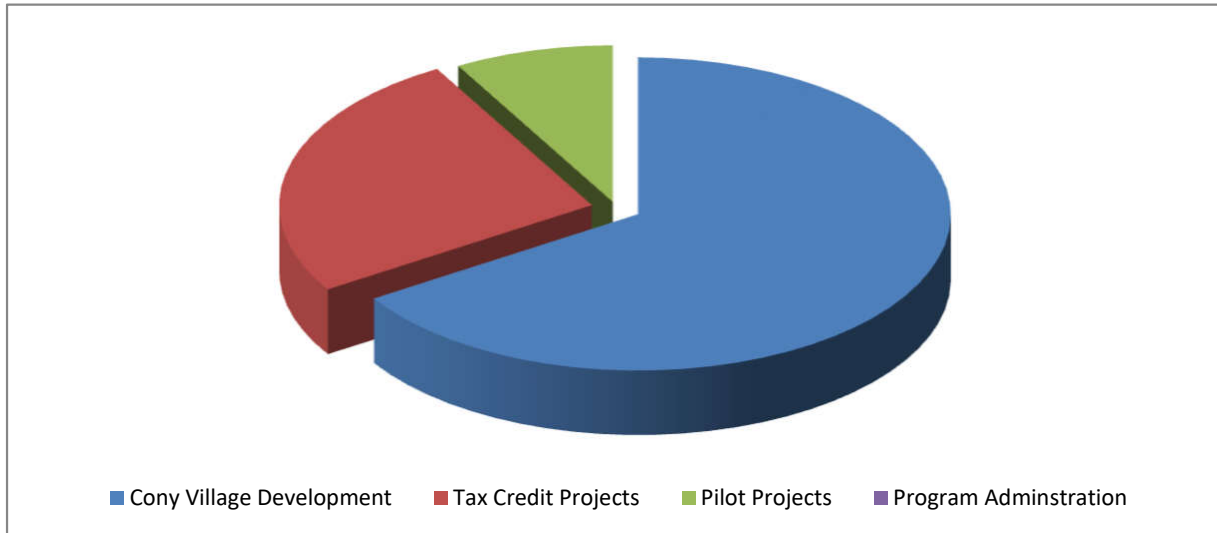
<b>Surplus/(Deficit)</b>	\$ 165,000	\$ 475,000	\$ 25,000	\$ (396,552)	\$ 268,448
--------------------------	------------	------------	-----------	--------------	------------

\*Tax credit projects include Gerald Senior Residents, Hartland Senior Living Phase I, Hartland Senior Living Phase II, Mary Street Apartments, and King Street development projects.



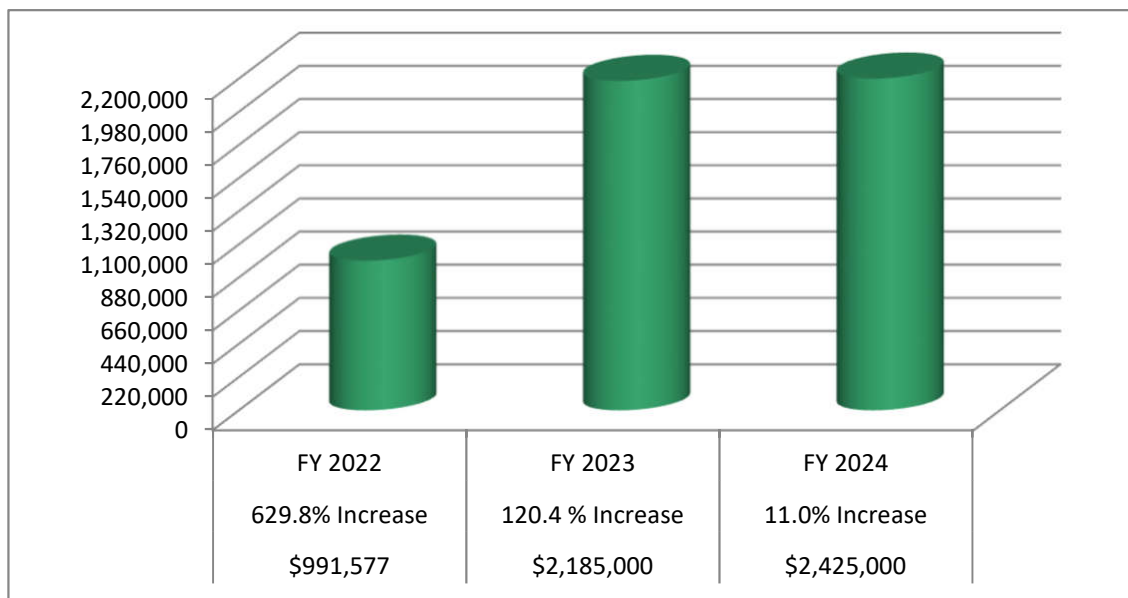
**Kennebec Valley Community Action Program**  
**Real Estate Development Operating Budget**  
**October 1, 2023 - September 30, 2024**

The Real Estate Development budget consists of the Cony Village Home Development (which contributes 66.0% of the budget), Tax Credit Projects (25.8%), Pilot Projects (8.2%), and Program Administration.



For fiscal year 2024, the proposed Real Estate Development budget is \$2,425,000. When compared to fiscal year 2023, this is an increase of 11.0%, or \$240,000.

**Real Estate Development Comparison**  
**FY 2022 - FY 2024**



**Kennebec Valley Community Action Program**  
**Real Estate Development Operating Budget**  
**October 1, 2023 - September 30, 2024**

Below is the comparison between the FY 2023 budget and the proposed FY 2024 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ -	\$ -	\$ -
Program Revenue	\$ 2,185,000	\$ 2,400,000	\$ 215,000
Other Revenue	\$ -	\$ 25,000	\$ 25,000
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 2,185,000	\$ 2,425,000	\$ 240,000

<b>Expenses:</b>			
Personnel	\$ 120,617	\$ 224,669	\$ 104,052
Payroll Taxes & Employee Benefits	\$ 25,858	\$ 62,286	\$ 36,428
Staff Development	\$ 4,500	\$ 5,000	\$ 500
Travel	\$ 4,500	\$ 7,800	\$ 3,300
Office Costs	\$ 2,000	\$ -	\$ (2,000)
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 1,440	\$ 2,200	\$ 760
Space & Occupancy	\$ 12,693	\$ 13,000	\$ 307
Contract Services	\$ 1,486,120	\$ 1,415,000	\$ (71,120)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ 5,000	\$ 370,000	\$ 365,000
Materials & Supplies	\$ -	\$ 1,700	\$ 1,700
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 28,948	\$ 52,797	\$ 23,849
Interest	\$ 3,000	\$ -	\$ (3,000)
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 3,300	\$ 2,100	\$ (1,200)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,697,976	\$ 2,156,552	\$ 458,576

<b>Surplus/(Deficit)</b>	\$ 487,024	\$ 268,448	\$ (218,576)
--------------------------	------------	------------	--------------

Significant changes in the fiscal year 2024 budget projections include:

- Program Revenue increase is the net of increased sales at Cony Village (\$493k), which is projected to sell 6 condos and 2 single family homes, and the reduction of development fees on tax credit projects (\$263k) as we are between active construction phases.
- Personnel, Taxes & Benefits, and Administration increased due to the annual COLA and the addition of a project management position.
- Contract Services expenses show a small reduction (\$71k) related to the progression on the department's pilot projects; however, Housing Property Costs increased (\$370k) due to the acquisition of properties for development.

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

**Budget:** \$2,425,000

**Staff:** 3 full-time equivalents

Cony Village LLC

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

**Households to be Served in FY 2024:** 30

**Continuing Services:**

- Coordinate Homeowners Association meetings periodically throughout the year.
- Build and sell nine condominiums.

**Anticipated New Opportunities:**

- Determine best use of the additional land abutting Cony Village that was purchased for the purpose of building homes, apartments or condos.

The Gerald Senior Residence

**Description of Clients:** 50%-60% of area median income, age 55 and over.

**Households to be Served:** 28

**Continuing Services:**

- Offer 28 one and 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.

Hartland Senior Living Phase I

**Description of Clients:** 50%-60% of area median income, age 55 and over.

**Households to be Served:** 30

**Continuing Services:**

- Offer 30 one and two bedroom - apartment units that are managed by C&C Realty Management services.

Mary Street Apartments

**Description of Clients:** 50%-60% of area median income, family/workforce housing.

**Households to be Served:** 40

**Continuing Services:**

- Offer 40 one, two and three - bedroom apartment units that are managed by C&C Realty Management services.

Other Affordable Housing Initiatives**Anticipated New Service Opportunities:**

Hartland Senior Housing: Construction of a second building as part of a “phase 2” option is expected to be complete in June, 2024.

*Two Pilot Projects for 2023 – 2024:*

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.

*Strategic Plan: This section relates to Goal I: Strengthen systemic infrastructure to support organizational growth.*

**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.

*Strategic Plan: This section relates to Goal II: Increase availability of safe and affordable housing.*

**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budgets**  
**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>Head Start/Early Head Start</b>	<b>*CACFP</b>	<b>Other Child &amp; Family Services</b>	<b>Total</b>
Grants & Contracts	\$ 7,642,675	\$ 221,538	\$ 3,281,828	\$ 11,146,041
Program Revenue	\$ -	\$ -	\$ 1,853,305	\$ 1,853,305
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ 1,792,486	\$ -	\$ -	\$ 1,792,486
<b>Total Revenue:</b>	\$ 9,435,161	\$ 221,538	\$ 5,135,133	\$ 14,791,832

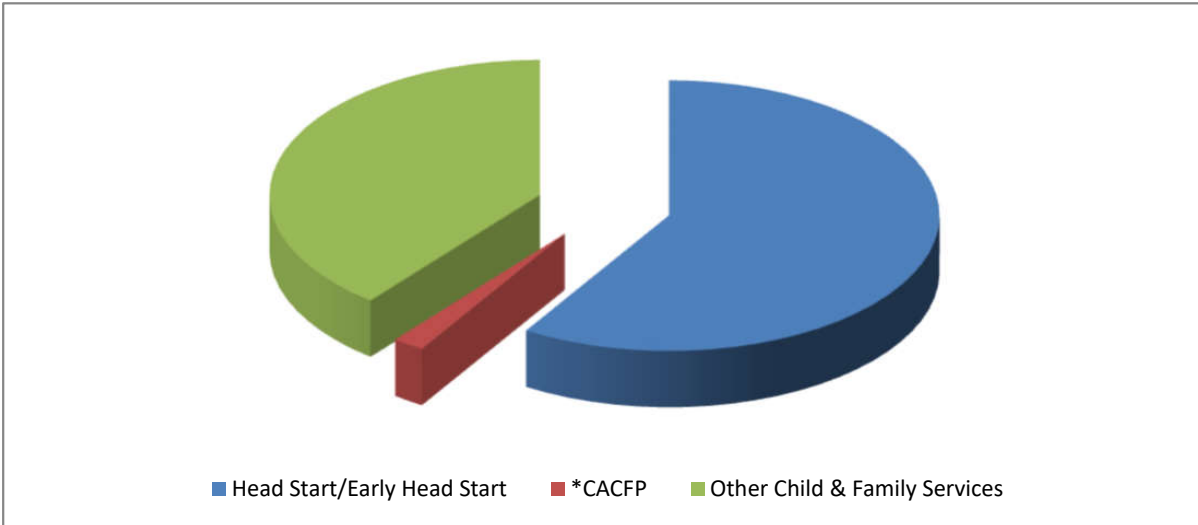
<b>Expenses:</b>				
Personnel	\$ 4,115,891	\$ 51,335	\$ 2,772,769	\$ 6,939,995
Payroll Taxes & Employee Benefits	\$ 1,256,971	\$ 15,658	\$ 850,189	\$ 2,122,818
Staff Development	\$ 93,892	\$ -	\$ 10,027	\$ 103,919
Travel	\$ 88,026	\$ -	\$ 33,772	\$ 121,798
Office Costs	\$ 25,942	\$ -	\$ 32,047	\$ 57,989
Insurance	\$ 10,848	\$ -	\$ 22,396	\$ 33,244
Telecommunications	\$ 24,523	\$ -	\$ 30,736	\$ 55,259
Space & Occupancy	\$ 54,927	\$ -	\$ 226,486	\$ 281,413
Contract Services	\$ 909,815	\$ -	\$ 326,224	\$ 1,236,039
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 80,834	\$ 142,482	\$ 76,081	\$ 299,397
Direct Client Assistance	\$ 400	\$ -	\$ 5,000	\$ 5,400
Administration (Indirect)	\$ 967,234	\$ 12,063	\$ 651,597	\$ 1,630,894
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 13,372	\$ -	\$ 97,809	\$ 111,181
Inkind	\$ 1,792,486	\$ -	\$ -	\$ 1,792,486
<b>Total Expenses:</b>	\$ 9,435,161	\$ 221,538	\$ 5,135,133	\$ 14,791,832

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
--------------------------	------	------	------	------

\*CACFP = Child and Adult Care Food Program

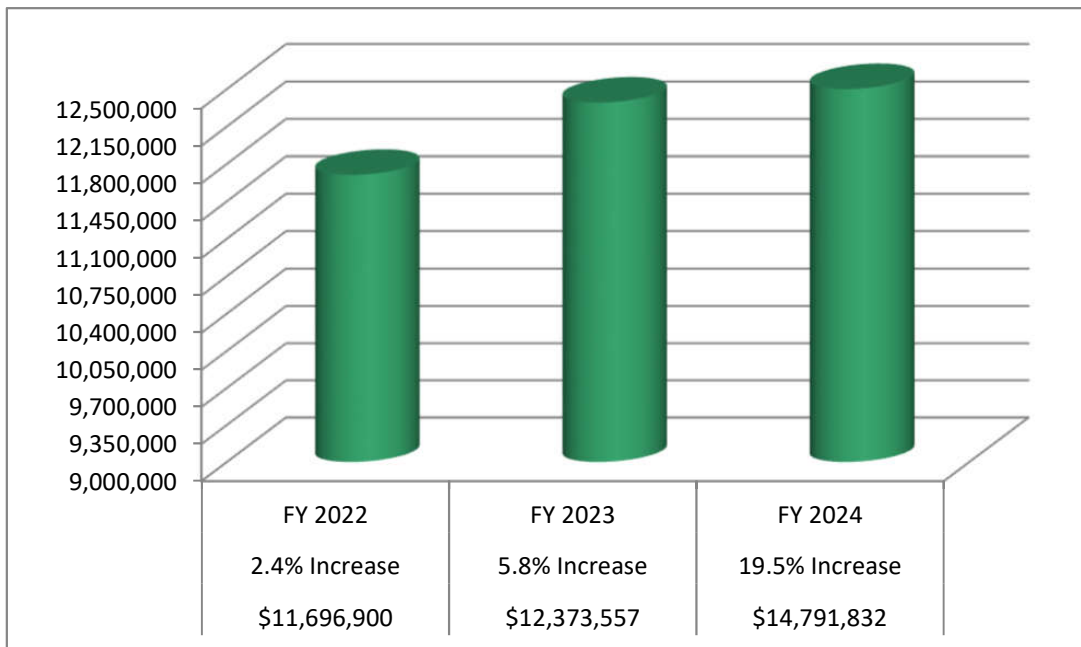
**Kennebec Valley Community Action Program  
Child & Family Services Operating Budget  
October 1, 2023 - September 30, 2024**

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 63.8% of the budget), the Child and Adult Care Food Program [CACFP] (1.5%), and Other Child & Family Services (34.7%).



For fiscal year 2024, the proposed Child & Family Services budget is \$14,791,832. When compared to fiscal year 2023, this is an increase of 19.5%, or \$2,418,275.

**Child & Family Services Comparison  
FY 2022 - FY 2024**



**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budget**  
**October 1, 2023 - September 30, 2024**

Below is the comparison between the FY 2023 budget and the proposed FY 2024 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 10,600,048	\$ 11,146,041	\$ 545,993
Program Revenue	\$ 1,773,509	\$ 1,853,305	\$ 79,796
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ 1,792,486	\$ 1,792,486
<b>Total Revenue:</b>	<b>\$ 12,373,557</b>	<b>\$ 14,791,832</b>	<b>\$ 2,418,275</b>
<b>Expenses:</b>			
Personnel	\$ 6,249,290	\$ 6,939,995	\$ 690,705
Payroll Taxes & Employee Benefits	\$ 2,212,874	\$ 2,122,818	\$ (90,056)
Staff Development	\$ 68,100	\$ 103,919	\$ 35,819
Travel	\$ 89,474	\$ 121,798	\$ 32,324
Office Costs	\$ 57,913	\$ 57,989	\$ 76
Insurance	\$ 25,028	\$ 33,244	\$ 8,216
Telecommunications	\$ 63,737	\$ 55,259	\$ (8,478)
Space & Occupancy	\$ 280,106	\$ 281,413	\$ 1,307
Contract Services	\$ 1,550,600	\$ 1,236,039	\$ (314,561)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 246,669	\$ 299,397	\$ 52,728
Direct Client Assistance	\$ 5,400	\$ 5,400	\$ -
Administration (Indirect)	\$ 1,469,501	\$ 1,630,894	\$ 161,393
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 54,865	\$ 111,181	\$ 56,316
Inkind	\$ -	\$ 1,792,486	\$ 1,792,486
<b>Total Expenses:</b>	<b>\$ 12,373,557</b>	<b>\$ 14,791,832</b>	<b>\$ 2,418,275</b>
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Significant changes in the fiscal year 2024 budget projections include:

- Overall revenue increased by \$2.4M.
  - Head Start/Early Head Start funding increased by \$2.5M. The increase is primarily related to the reinstatement of the non-federal match funding or inkind on federal awards, which totaled \$1.8M and has a matching expense of the same amount. The remaining amount is the net of the end of COVID and ARP funding (\$309k), and increases due to COLA and Quality Improvements of \$512k and carryforward from prior awards of \$500k.
  - CACFP reimbursements increased by \$20k due to rate increases and increased attendance.
  - CFS Other Programming decreased by (\$96k) as a net result of increases that include public school partnership funding (\$308k), State Parent Ambassadors (\$170k), First 4 ME program (\$75k), and Clare Foundation (\$57k); and decreases that include Child Care Stabilization (\$48k) and the end of Elevate Maine (\$40k), Lennox Foundation funding (\$97k), and Americorp (\$555k).
- Personnel, Payroll Taxes & Employee Benefits, and Administrative expenses increased due to the COLA and market rate adjustments for educators.
- Contract Services decreased by (\$315k) due to the end of the Americorp program.
- The Other expense line increase is related to activities in the State Parent Ambassador program.



**Kennebec Valley Community Action Program**  
**Head Start/Early Head Start Operating Budgets (Page 1 of 2)**  
**October 1, 2023 - September 30, 2024**

<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>*EHS/CC Partnership - Educare</b>	<b>*EHS/CC Partnership - All Other Centers</b>
Grants & Contracts	\$ 248,351	\$ 2,361,215	\$ 2,115,118	\$ 683,321	\$ 2,134,901
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ 1,143,917	\$ -	\$ 648,569
<b>Total Revenue:</b>	\$ 248,351	\$ 2,361,215	\$ 3,259,035	\$ 683,321	\$ 2,783,470

<b>Expenses:</b>					
Personnel	\$ 163,064	\$ 1,463,412	\$ 1,294,043	\$ 413,528	\$ 781,844
Payroll Taxes & Employee Benefits	\$ 46,967	\$ 448,591	\$ 394,984	\$ 126,763	\$ 239,666
Staff Development	\$ -	\$ 2,500	\$ 2,500	\$ 16,384	\$ 1,000
Travel	\$ -	\$ 8,787	\$ 20,723	\$ 11,200	\$ 21,500
Office Costs	\$ -	\$ 9,981	\$ 9,780	\$ 1,899	\$ 4,282
Insurance	\$ -	\$ 4,000	\$ 2,500	\$ 1,200	\$ 3,148
Telecommunications	\$ -	\$ 6,528	\$ 10,425	\$ 1,229	\$ 6,341
Space & Occupancy	\$ -	\$ 16,472	\$ 20,286	\$ 2,133	\$ 16,036
Contract Services	\$ -	\$ 19,663	\$ 21,364	\$ 3,647	\$ 865,141
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ 33,287	\$ 29,926	\$ 7,040	\$ 10,581
Direct Client Assistance	\$ -	\$ -	\$ 400	\$ -	\$ -
Administration (Indirect)	\$ 38,320	\$ 343,902	\$ 304,100	\$ 97,179	\$ 183,733
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 4,092	\$ 4,087	\$ 1,119	\$ 1,629
Inkind	\$ -	\$ -	\$ 1,143,917	\$ -	\$ 648,569
<b>Total Expenses:</b>	\$ 248,351	\$ 2,361,215	\$ 3,259,035	\$ 683,321	\$ 2,783,470

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -
--------------------------	------	------	------	------	------

\*EHS/CC = Early Head Start/Child Care

**Kennebec Valley Community Action Program**  
**Head Start/Early Head Start Operating Budgets (Page 2 of 2)**  
**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>*T&amp;TA - Educare</b>	<b>*T&amp;TA - All Other Centers</b>	<b>Total</b>
Grants & Contracts	\$ 56,622	\$ 43,147	\$ 7,642,675
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ 1,792,486
<b>Total Revenue:</b>	\$ 56,622	\$ 43,147	\$ 9,435,161

<b>Expenses:</b>			
Personnel	\$ -	\$ -	\$ 4,115,891
Payroll Taxes & Employee Benefits	\$ -	\$ -	\$ 1,256,971
Staff Development	\$ 43,673	\$ 27,835	\$ 93,892
Travel	\$ 11,952	\$ 13,864	\$ 88,026
Office Costs	\$ -	\$ -	\$ 25,942
Insurance	\$ -	\$ -	\$ 10,848
Telecommunications	\$ -	\$ -	\$ 24,523
Space & Occupancy	\$ -	\$ -	\$ 54,927
Contract Services	\$ -	\$ -	\$ 909,815
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 80,834
Direct Client Assistance	\$ -	\$ -	\$ 400
Administration (Indirect)	\$ -	\$ -	\$ 967,234
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 997	\$ 1,448	\$ 13,372
Inkind	\$ -	\$ -	\$ 1,792,486
<b>Total Expenses:</b>	\$ 56,622	\$ 43,147	\$ 9,435,161

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
--------------------------	------	------	------

\*T&TA = Training & Technical Assistance

**Kennebec Valley Community Action Program**

**\*CACFP Operating Budgets**

**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>CACFP - Educare</b>	<b>CACFP - All Other Centers</b>	<b>Total</b>
Grants & Contracts	\$ 201,101	\$ 20,437	\$ 221,538
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 201,101	\$ 20,437	\$ 221,538

<b>Expenses:</b>			
Personnel	\$ 44,463	\$ 6,872	\$ 51,335
Payroll Taxes & Employee Benefits	\$ 13,562	\$ 2,096	\$ 15,658
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 132,628	\$ 9,854	\$ 142,482
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 10,448	\$ 1,615	\$ 12,063
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 201,101	\$ 20,437	\$ 221,538

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
--------------------------	------	------	------

\*CACFP = Child and Adult Care Food Program

**Kennebec Valley Community Action Program**  
**Other Child & Family Services Operating Budgets**  
**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>Whole Families</b>	<b>State CC Stabilization Grant - Educare</b>	<b>State CC Stabilization Grant - All Other Centers</b>	<b>KVCC</b>	<b>Maine Parent Ambassadors</b>	<b>First 4 ME</b>	<b>Quimby Foundation Grant</b>	<b>Clare Foundation Grant</b>
Grants & Contracts	\$ 245,000	\$ 174,337	\$ 127,658	\$ 17,958	\$ 170,000	\$ 75,000	\$ 8,000	\$ 57,500
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 245,000	\$ 174,337	\$ 127,658	\$ 17,958	\$ 170,000	\$ 75,000	\$ 8,000	\$ 57,500

<b>Expenses:</b>								
Personnel	\$ 142,105	\$ 113,205	\$ 82,893	\$ 11,638	\$ 57,428	\$ 47,218	\$ -	\$ -
Payroll Taxes & Employee Benefits	\$ 42,923	\$ 34,529	\$ 25,285	\$ 2,705	\$ 16,628	\$ 16,687	\$ -	\$ -
Staff Development	\$ 5,427	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ 8,386	\$ -	\$ -	\$ 268	\$ 11,000	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ 1,750	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 1,836	\$ -	\$ -	\$ 612	\$ 612	\$ -	\$ -	\$ -
Space & Occupancy	\$ 5,428	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ 9,760	\$ -	\$ 8,000	\$ 57,500
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 500	\$ -	\$ -	\$ -	\$ 227	\$ -	\$ -	\$ -
Direct Client Assistance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 33,395	\$ 26,603	\$ 19,480	\$ 2,735	\$ 13,495	\$ 11,095	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ 59,100	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 245,000	\$ 174,337	\$ 127,658	\$ 17,958	\$ 170,000	\$ 75,000	\$ 8,000	\$ 57,500

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
--------------------------	------	------	------	------	------	------	------	------

\* CC = Child Care

**Kennebec Valley Community Action Program**  
**Other Child & Family Services Operating Budgets**  
**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>Child Care - Educare</b>	<b>Child Care - All Other Centers</b>	<b>District Services - Educare</b>	<b>District Services - All Other Centers</b>	<b>Educare Facilities</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ 877,348	\$ 1,529,027	\$ -	\$ 3,281,828
Program Revenue	\$ 1,596,105	\$ 132,200	\$ 75,000	\$ 50,000	\$ -	\$ 1,853,305
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,596,105	\$ 132,200	\$ 952,348	\$ 1,579,027	\$ -	\$ 5,135,133
<b>Expenses:</b>						
Personnel	\$ 701,835	\$ 79,630	\$ 404,459	\$ 974,446	\$ 157,912	\$ 2,772,769
Payroll Taxes & Employee Benefits	\$ 214,829	\$ 24,408	\$ 126,655	\$ 297,296	\$ 48,244	\$ 850,189
Staff Development	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 600	\$ 10,027
Travel	\$ 849	\$ -	\$ 9,621	\$ 3,588	\$ 60	\$ 33,772
Office Costs	\$ 13,431	\$ 1,123	\$ 7,169	\$ 8,574	\$ -	\$ 32,047
Insurance	\$ -	\$ 696	\$ -	\$ 2,700	\$ 19,000	\$ 22,396
Telecommunications	\$ 3,470	\$ 796	\$ 2,126	\$ 7,084	\$ 14,200	\$ 30,736
Space & Occupancy	\$ 13,914	\$ 3,054	\$ 11,836	\$ 14,154	\$ 178,100	\$ 226,486
Contract Services	\$ 8,599	\$ 1,147	\$ 182,144	\$ 18,074	\$ 41,000	\$ 326,224
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 17,164	\$ 2,087	\$ 20,529	\$ 13,774	\$ 21,800	\$ 76,081
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Administration (Indirect)	\$ 164,930	\$ 18,713	\$ 95,047	\$ 228,995	\$ 37,109	\$ 651,597
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 3,478	\$ 546	\$ 13,419	\$ 8,342	\$ 12,924	\$ 97,809
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,142,499	\$ 132,200	\$ 875,005	\$ 1,579,027	\$ 530,949	\$ 5,135,133
<b>Surplus/(Deficit)</b>	\$ 453,606	\$ -	\$ 77,343	\$ -	\$ (530,949)	\$ -

**PART IX. Child & Family Services (Chief Operating Officer: Tracye Fortin)**

**Budget:** \$14,791,832

**Staff:** 172

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

**Number of Clients/Households to be served in FY 2024:** 561 children

**Continuing Services:**

- Provide 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 561 children ages birth through age 5 and their families. Service options are center based, school based, family child care and home visiting. Of the 561 children being served, 100 are funded through Federal Early Head Start Child Care Partnerships, 56 are funded by Federal and State Early Head Start, 236 are funded by Federal Head Start, and 169 private enrollment opportunities (non-Head Start children ages 0-5) are 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 and the Educare Central Maine Lab School & Learning Hub 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 staff and Parent Ambassadors for policy change;
  - Career & Technical Centers to support early childhood education and workforce entry;
  - Higher education institutions to support early childhood workforce development;
  - State Department of Education and Department of Health & Human Services early childhood expansion technical assistance.
- 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 whole family functioning.
- Support and promote engagement of the whole family, including male involvement and grandparent caregivers.
- 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, events, social media, and a variety of other program participation strategies.
- Provide parenting education and partner with parents in children's school readiness and transition to kindergarten.

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

- Explore feasibility of and funding to increase service to infants/toddlers – largest waiting list category.
- Continue to advocate for funding to serve 3 year olds for continuity of service.
- Respond to workforce needs through exploration of increased child care services, if feasible.
- Expand the Child Development Services partnership in settings with high enrollment of children with special needs, securing state funding for special education services.
- Increase Technical Assistance partnerships with state and community providers to elevate quality early care and education.
- Support workforce development through the Educare Lab School & Learning Hub; badging, higher education credits, and training for early care and education providers.
- Increase the parent substitute training program as a model for statewide expansion.
- Continue to seek funding for the Whole Family Approach.
- Deepen community and stakeholder knowledge of the issues of poverty through the state funded expansion of the Parent Ambassador program.

*Strategic Plan: This section relates to Goal III: Increase family stability through a “Whole Family” approach.*

**Kennebec Valley Community Action Program**  
**Social Services Operating Budgets**  
**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>Maine Families</b>	<b>Maine Families - ARP*</b>	<b>Families First</b>	<b>Somerset Initiative</b>	<b>Kennebec Initiative</b>	<b>Somerset Front Porch</b>	<b>Kennebec Front Porch</b>	<b>Total</b>
Grants & Contracts	\$ 1,145,623	\$ 26,600	\$ 355,789	\$ 153,000	\$ 153,000	\$ 5,000	\$ 5,000	\$ 1,844,012
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,145,623	\$ 26,600	\$ 355,789	\$ 153,000	\$ 153,000	\$ 5,000	\$ 5,000	\$ 1,844,012

<b>Expenses:</b>								
Personnel	\$ 612,233	\$ -	\$ 189,724	\$ 90,943	\$ 84,296	\$ 1,925	\$ -	\$ 979,121
Payroll Taxes & Employee Benefits	\$ 217,358	\$ -	\$ 67,540	\$ 26,585	\$ 31,463	\$ 512	\$ -	\$ 343,458
Staff Development	\$ 4,500	\$ -	\$ 1,500	\$ 600	\$ 600	\$ -	\$ -	\$ 7,200
Travel	\$ 29,000	\$ -	\$ 9,042	\$ 1,780	\$ 3,332	\$ -	\$ -	\$ 43,154
Office Costs	\$ 4,000	\$ -	\$ 1,395	\$ 500	\$ 752	\$ -	\$ -	\$ 6,647
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 14,707	\$ -	\$ 4,824	\$ 1,260	\$ 2,508	\$ -	\$ -	\$ 23,299
Space & Occupancy	\$ 97,344	\$ -	\$ 31,496	\$ 9,504	\$ 5,952	\$ -	\$ -	\$ 144,296
Contract Services	\$ 14,000	\$ -	\$ 3,450	\$ 227	\$ 3,000	\$ -	\$ -	\$ 20,677
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 4,013	\$ 26,600	\$ 1,338	\$ 229	\$ 1,137	\$ 750	\$ 2,500	\$ 36,567
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 143,875	\$ -	\$ 44,585	\$ 21,372	\$ 19,810	\$ 452	\$ -	\$ 230,094
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 4,593	\$ -	\$ 895	\$ -	\$ 150	\$ 1,361	\$ 2,500	\$ 9,499
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,145,623	\$ 26,600	\$ 355,789	\$ 153,000	\$ 153,000	\$ 5,000	\$ 5,000	\$ 1,844,012

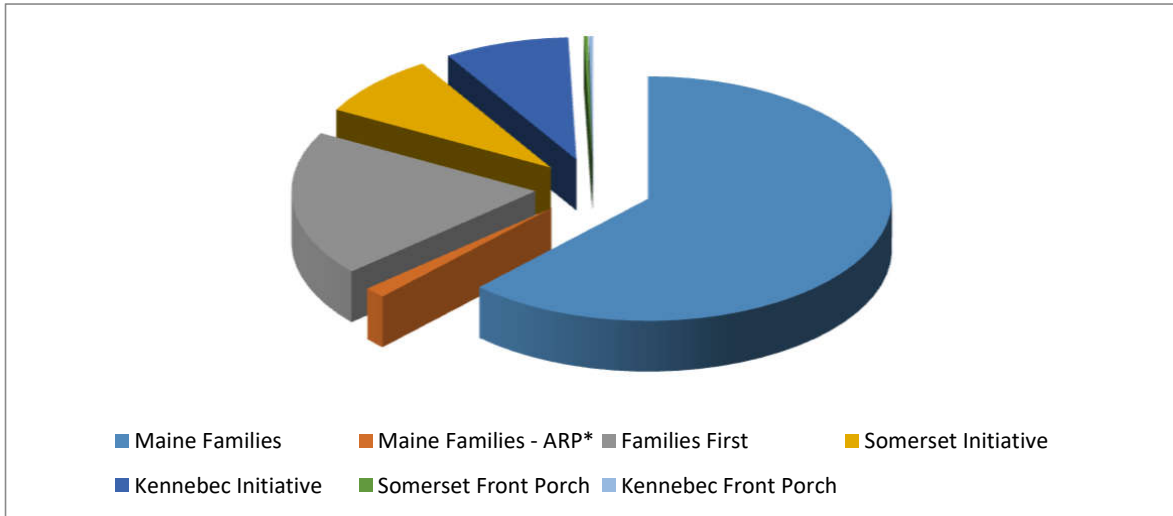
<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
--------------------------	------	------	------	------	------	------	------	------

\* ARP = American Rescue Plan



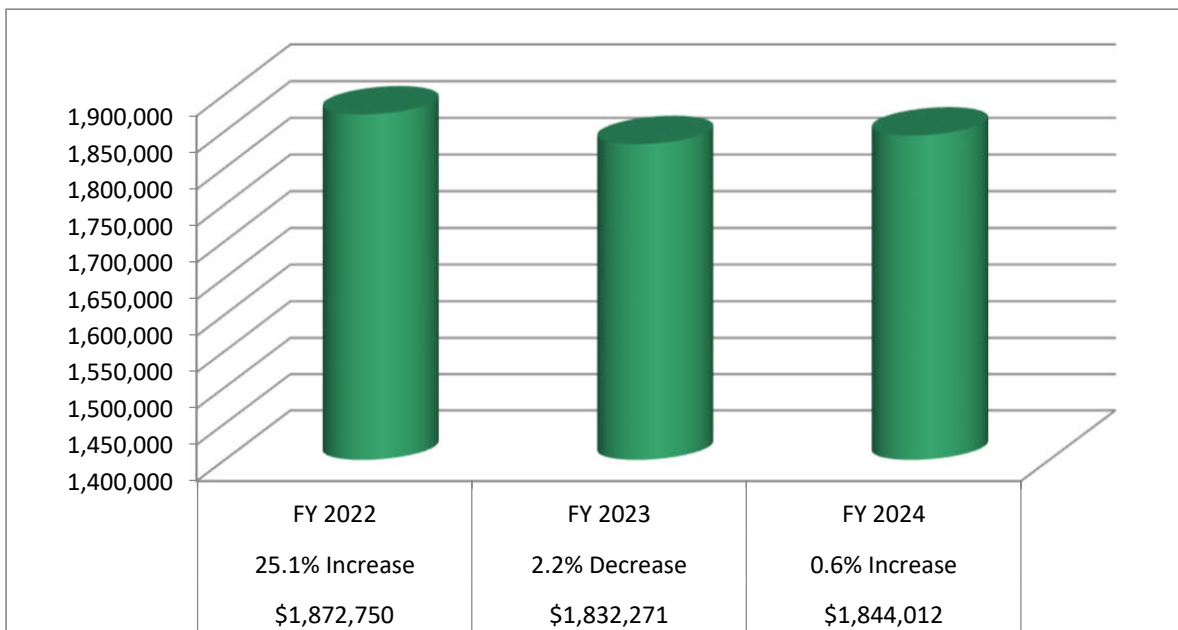
**Kennebec Valley Community Action Program  
Social Services Operating Budget  
October 1, 2023 - September 30, 2024**

The Social Services budget consists of Maine Families (which contributes 62.1% of the budget), Maine Families ARP (1.4%), Families First (19.3%), Somerset Initiative (8.3%), Kennebec Initiative (8.30%), Somerset Front Porch (0.3%) and Kennebec Front Porch (0.3%) programs.



For fiscal year 2024, the proposed Social Services budget is \$1,844,012. When compared to fiscal year 2023, this is an increase of 0.6%, or \$11,741.

**Social Services Comparison  
FY 2022 - FY 2024**



**Kennebec Valley Community Action Program**  
**Social Services Operating Budget**  
**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 1,832,271	\$ 1,844,012	\$ 11,741
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,832,271	\$ 1,844,012	\$ 11,741

<b>Expenses:</b>			
Personnel	\$ 927,278	\$ 979,121	\$ 51,843
Payroll Taxes & Employee Benefits	\$ 340,139	\$ 343,458	\$ 3,319
Staff Development	\$ 39,312	\$ 7,200	\$ (32,112)
Travel	\$ 59,179	\$ 43,154	\$ (16,025)
Office Costs	\$ 15,020	\$ 6,647	\$ (8,373)
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 27,381	\$ 23,299	\$ (4,082)
Space & Occupancy	\$ 128,175	\$ 144,296	\$ 16,121
Contract Services	\$ 20,312	\$ 20,677	\$ 365
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 21,723	\$ 36,567	\$ 14,844
Direct Client Assistance	\$ 20,201	\$ -	\$ (20,201)
Administration (Indirect)	\$ 221,637	\$ 230,094	\$ 8,457
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 11,914	\$ 9,499	\$ (2,415)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,832,271	\$ 1,844,012	\$ 11,741

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
--------------------------	------	------	------

Significant changes in the fiscal year 2024 budget projections include:

- Social Services revenue is pretty close to flat funding for the current year. The small increase is the net of decreases in Maine Families (\$9k) and the winding down of American Rescue Plan funding (\$39k) and increases in Families First (\$50k) and the inclusion of Front Porch programs in both Somerset and Kennebec counties (\$10k).
- Staff Development and Direct Client Services decreased due to the winding down of American Rescue Plan funding. The remaining contracted funds have been designated for Materials and Supplies and account for that increase.
- Other expense line variances net to a small reduction (\$6k) and are related to reprioritizing funding to cover increases in personnel costs and space and occupancy expenditures.

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

### **Maine Families Home Visiting**

**Budget:** \$1,528,012 October 1, 2023-September 30, 2024

(\$1,145,623 – Home Visiting; \$26,600 – American Rescue Plan; \$355,789 – Family First)

**Staff:** 15.77 full-time equivalents (11.5 direct service, 3.7 supervisor, and 0.57 admin)

**Description of Clients:** Pregnant people and expectant parents, and parents or primary caregivers of children prenatally to age five in Kennebec and Somerset counties. Most clients served up to age three, and families referred by child welfare under Family First eligibility can remain enrolled through age five. There is no income eligibility to participate and services are voluntary and free of charge.

**Number of Clients to be Served in FY 2023-24:** 218 Families

#### **Continuing Services:**

- Provide Maine Families Home Visiting - an evidence based program that uses the Parents as Teachers Model. Trained Family Visitors partner with families to promote safe and healthy growth and development and provide key connections to other services and community supports.
- Expand the program through Family First funding to allow families with children under age 4.5 years old involved with child welfare services to enroll with the goal of helping prevent children from entering foster care by promoting parent-child relationships, developmental centered parenting practices, and family wellbeing.
- Continue to utilize American Rescue Plan (ARP) funds for emergency supplies of diapers, wipes, grocery store gift cards, and gas cards to families experiencing economic insecurity.

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

- Apply for anticipated Maine Children's Trust grants to fund parent leadership opportunities in FY2024.

### **Kennebec & Somerset County Family Enrichment Councils**

**Budget:** \$395,058 July 1, 2023-June 30, 2024 & October 1, 2023-September 30, 2024

(\$306,000 – Prevention Council contracts with Maine Children's Trust; \$79,058 – CSBG for School/Community Based Education & Strengthening; \$5,000 – Front Porch Project; \$5,000 – Parent Leadership)

**Staff:** 3.42 full-time equivalents

**Description of Clients:** Kennebec and Somerset County residents and service providers

**Number of Clients to be served in FY 2023-2024:** Approximately 2,500

**Continuing Services:**

- Coordinate county-wide efforts in Kennebec and Somerset County to promote protective factors and prevent child abuse and neglect by raising awareness, increasing knowledge and skills of parenting practices and protective factors, mobilizing resources and concrete supports, and providing training and education.
- Provide specific programs including:
  - Parenting classes and workshops offered virtually and in-person
  - Playgroups and parent support groups
  - Community and professional trainings in Infant Safe Sleep, Abusive Head Trauma Prevention, Mandated Reporting, Protective Factors, and the Front Porch Project
  - Community events (Apple Festivals, Skowpendous, and Community Baby Showers)
  - Distribution of diapers, wipes, and other concrete supports
  - Child Abuse Prevention Month awareness and education activities
  - Community partnerships to support other efforts to promote protective factors such as Domestic Violence Prevention Month activities with Family Violence Project

*Strategic Plan: This section relates to Goal III: Increase family stability through a “Whole Family” approach.*

**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budgets**  
**October 1, 2023 - September 30, 2024**

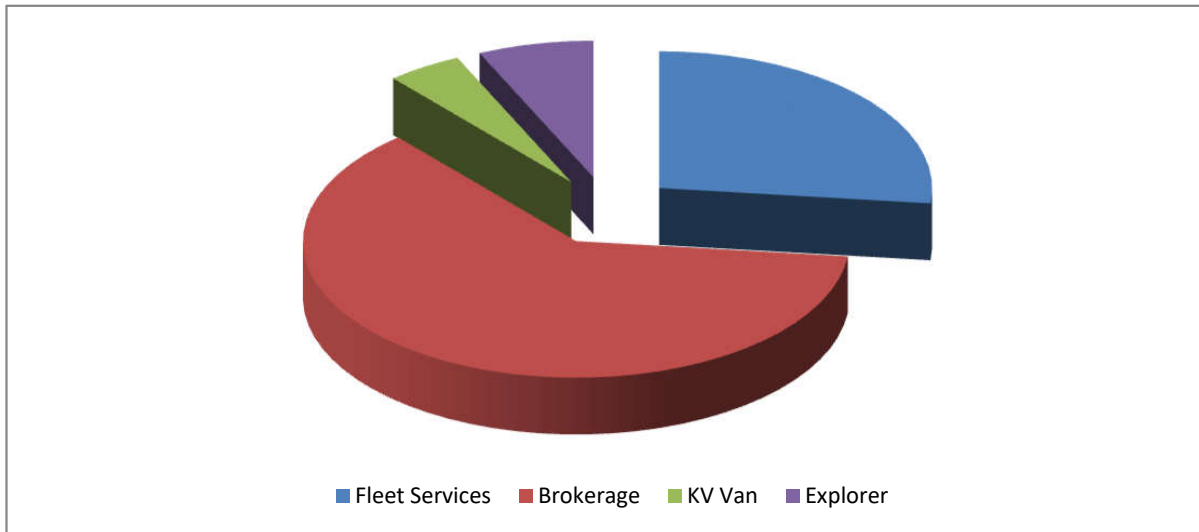
<b>Revenue:</b>	<b>Fleet Services</b>	<b>Brokerage</b>	<b>KV Van</b>	<b>Explorer</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ 721,559	\$ 649,520	\$ 1,371,079
Program Revenue	\$ 4,428,391	\$ 10,231,514	\$ -	\$ -	\$ 14,659,905
Other Revenue	\$ -	\$ -	\$ 15,000	\$ 483,693	\$ 498,693
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 4,428,391	\$ 10,231,514	\$ 736,559	\$ 1,133,213	\$ 16,529,677

<b>Expenses:</b>					
Personnel	\$ 2,191,097	\$ 801,109	\$ 44,375	\$ 517,561	\$ 3,554,142
Payroll Taxes & Employee Benefits	\$ 460,154	\$ 270,666	\$ 15,980	\$ 164,525	\$ 911,325
Staff Development	\$ -	\$ 750	\$ 40	\$ 1,000	\$ 1,790
Travel	\$ 1,383	\$ 1,200	\$ 212	\$ 4,350	\$ 7,145
Office Costs	\$ 2,687	\$ 16,500	\$ 866	\$ 2,350	\$ 22,403
Insurance	\$ -	\$ 500	\$ 30	\$ -	\$ 530
Telecommunications	\$ 732	\$ 109,700	\$ 5,775	\$ 5,400	\$ 121,607
Space & Occupancy	\$ -	\$ 128,428	\$ 6,765	\$ 96,000	\$ 231,193
Contract Services	\$ 42,947	\$ 78,780	\$ 4,150	\$ 3,000	\$ 128,877
Vehicle	\$ 801,889	\$ -	\$ -	\$ 167,400	\$ 969,289
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 72,465	\$ 10,630	\$ 565	\$ 30,700	\$ 114,360
Direct Client Assistance	\$ -	\$ 5,362,756	\$ 287,840	\$ -	\$ 5,650,596
Administration (Indirect)	\$ 489,442	\$ 185,587	\$ 10,290	\$ 121,627	\$ 806,946
Interest	\$ 67,818	\$ -	\$ -	\$ -	\$ 67,818
Depreciation	\$ 467,625	\$ 55,000	\$ 2,895	\$ 13,000	\$ 538,520
Common Carrier	\$ -	\$ 3,400,000	\$ 163,160	\$ -	\$ 3,563,160
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 12,690	\$ 8,080	\$ 430	\$ 6,300	\$ 27,500
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 4,610,929	\$ 10,429,686	\$ 543,373	\$ 1,133,213	\$ 16,717,201

<b>Surplus/(Deficit)</b>	\$ (182,538)	\$ (198,172)	\$ 193,186	\$ -	\$ (187,524)
--------------------------	--------------	--------------	------------	------	--------------

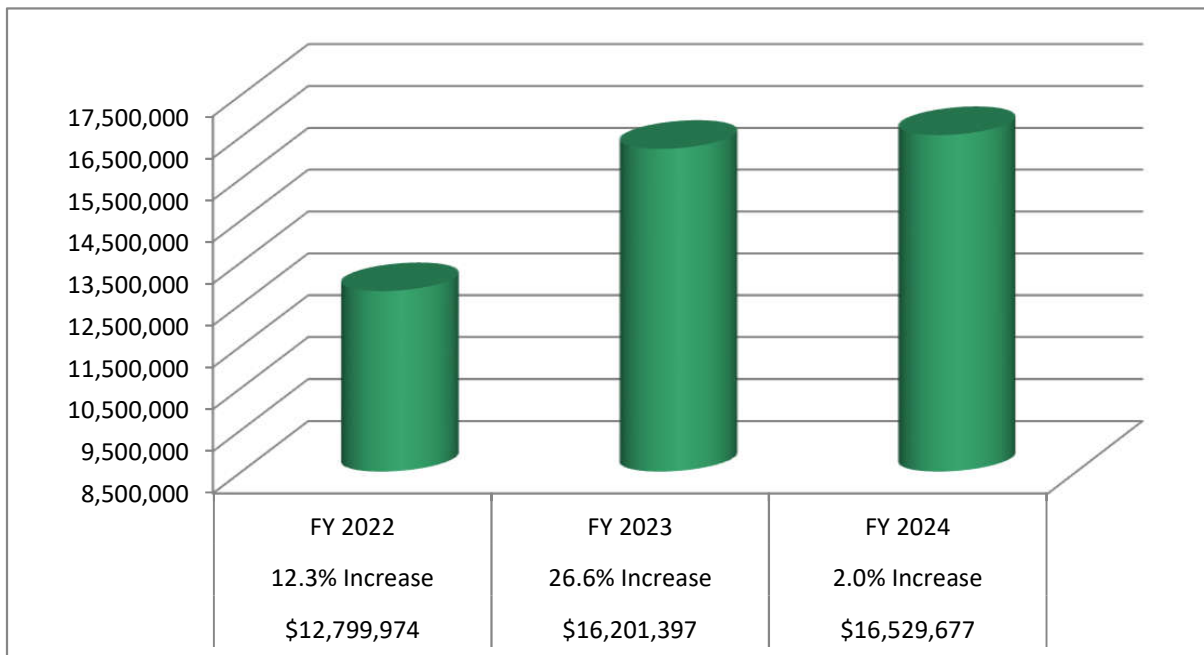
**Kennebec Valley Community Action Program  
Transportation Services Operating Budget  
October 1, 2023 - September 30, 2024**

The Transportation Services budget consists of Fleet Services (which contributes 26.8% of the budget), Brokerage (61.9%), KV Van (4.4%), and Explorer (6.9%).



For fiscal year 2024, the proposed Transportation Services budget is \$16,529,677. When compared to fiscal year 2023, this is an increase of 2.0%, or \$328,280.

**Transportation Services Comparison  
FY 2022 - FY 2024**



**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budget**  
**October 1, 2023 - September 30, 2024**

<b>Revenue:</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 1,942,031	\$ 1,371,079	\$ (570,952)
Program Revenue	\$ 14,115,067	\$ 14,659,905	\$ 544,838
Other Revenue	\$ 144,299	\$ 498,693	\$ 354,394
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 16,201,397</b>	<b>\$ 16,529,677</b>	<b>\$ 328,280</b>
<b>Expenses:</b>			
Personnel	\$ 2,927,130	\$ 3,554,142	\$ 627,012
Payroll Taxes & Employee Benefits	\$ 806,426	\$ 911,325	\$ 104,899
Staff Development	\$ 1,270	\$ 1,790	\$ 520
Travel	\$ 7,917	\$ 7,145	\$ (772)
Office Costs	\$ 18,841	\$ 22,403	\$ 3,562
Insurance	\$ 537	\$ 530	\$ (7)
Telecommunications	\$ 122,031	\$ 121,607	\$ (424)
Space & Occupancy	\$ 149,768	\$ 231,193	\$ 81,425
Contract Services	\$ 110,077	\$ 128,877	\$ 18,800
Vehicle	\$ 1,202,871	\$ 969,289	\$ (233,582)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 76,240	\$ 114,360	\$ 38,120
Direct Client Assistance	\$ 4,970,407	\$ 5,650,596	\$ 680,189
Administration (Indirect)	\$ 702,511	\$ 806,946	\$ 104,435
Interest	\$ 29,398	\$ 67,818	\$ 38,420
Depreciation	\$ 331,429	\$ 538,520	\$ 207,091
Common Carrier	\$ 3,440,248	\$ 3,563,160	\$ 122,912
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 85,781	\$ 27,500	\$ (58,281)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 14,982,882</b>	<b>\$ 16,717,201</b>	<b>\$ 1,734,319</b>
<b>Surplus/(Deficit)</b>	<b>\$ 1,218,515</b>	<b>\$ (187,524)</b>	<b>\$ (1,406,039)</b>

Significant changes in the fiscal year 2024 budget projections include:

- Contract revenue decreased in the Explorer program due to the end of COVID stimulus funding, which also resulted in an increase in Other revenue due to the need for match funding on the contract.
- Program revenue increased due to the net of reduced MaineCare reimbursements and an increase in provider rate agreements.
- Personnel, Taxes & Benefits, and Indirect expenditures all increased due to the annual COLA and also market rate adjustments for drivers.
- Space & Occupancy expenses increased as a result of the purchase of the Fleet Maintenance Building.
- Vehicle costs decreased due to lower projection of fuel costs compared to FY 2023 and anticipated savings on vehicle maintenance expenses.
- Direct Client Services expenses increased due to rate increases for reimbursements of Fleet Services and volunteer reimbursements.
- Depreciation increased due to new vehicle purchases and the purchase of the Fleet Maintenance Facility in FY 2023.

**Kennebec Valley Community Action Program  
Transportation Services Operating Budget  
October 1, 2023 - September 30, 2024**

---

Of note, the budget shows a projected deficit for Transportation Services for FY 2024. It is important to remember that a budget is a snapshot - a best estimate based on the information that we have at any given time. We have been fortunate to have seen surpluses over the last several years, but we have known that those days would probably come to an end as the influx of stimulus funding due to the COVID-19 pandemic ended. That time has come.

This year seems to be a perfect storm. Not only are we seeing the end of stimulus funding, but we are also seeing reduced enrollment in the MaineCare system for our region, as well as reduced overall MaineCare rates for the coming year. Because the MaineCare system, which funds the Brokerage program, is funded on a per capitated basis, this is in essence a "double whammy" when it comes to funding. It made negotiating provider rates difficult. Funding may have gone down, but expenditures certainly did not.

One factor to consider is that the projected revenue from the Brokerage is based on Penquis's projections, which are very conservative and assume a 1.5 percent decrease in MaineCare members per month. So far, the data indicates that this decrease has not materialized yet, so we anticipate the potential for greater revenue than projected in the brokerage. For the purposes of our budget, and to ensure alignment with the consolidated budget that we work from in collaboration with Penquis, we are using their revenue projections.

In Fleet Services, the deficit is a result of a negotiated rate of \$4.40 per mile, which is substantially less than where we started negotiations (\$5.05). We were able to cut back on some expenditures and completely remove other planned items to come to a break even point of \$4.59 per mile. Nineteen cents doesn't seem like a lot until you realize that that is \$0.19 per mile on a projected 963k miles traveled. With our Brokerage model of sharing the financial results equally with Penquis, we get to share in the profits and the losses. The shortfall projected with the higher rates would not have been sustainable to either agency.

That's the "uncomfortable" news.

No one wants to present a negative budget. As a management team, we decided to leave the budget as is. This is an honest and transparent assessment of how we see the program going based on current data. We could have gone in and made unrealistic cuts to expenditures or added revenue in the hope that we may find other discretionary funding to help fill the gap in order to provide a balanced budget. That wouldn't have fixed this or made ongoing discussions throughout the year any better or less uncomfortable.

What are we doing to address this? We know that deficits cannot be sustained over a long period of time. It just isn't feasible. FY 2024 is going to be a transformative year. We are fortunate to have a Director, new to the agency in the last year, who truly understands the programs, how they operate, and how funding can be leveraged. That understanding has led to an in-depth review of the service models that we have across all of our Transportation programs to find efficiencies and potential savings while continuing to provide excellent service. We are going to be having regular and frequent meetings with our partners at Penquis. This will give us a more "real time" view of the financial situation within the program and the potential to make course corrections sooner in the process, which include adjusting provider rates as appropriate. The goal is always to keep us all whole.



**PART XI. Transportation** (Directors: Erin Binghalib, Paula Grenier, and Kirk Bellavance)

**Budget:** (July 1, 2023 to June 30, 2024): \$16,529,677 (Fleet Services: \$4,428,391; Brokerage: \$10,231,514; KV Van: \$736,559; Explorer: \$1,133,213)

**Number of Staff:** 73 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 2024:** Approximately 5,000

**Continuing Services:**

MaineCare Transportation

- Work in partnership with Penquis Brokerage to deliver rides to MaineCare covered services for eligible members.
- Provide referred rides 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, 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

Explorer

The traditional flex-route service will transition to a demand-response model by the end of this calendar year. New zones are being drawn in Augusta, Waterville, and Skowhegan, respectively, where the service will operate. The door-to-door service will be open to the public and will be performed on a first-come, first-served basis. Individuals will need to call at least one business day in advance to reserve their trip.

**Anticipated New Service Opportunities:**

With the transition to a demand-response model, there is great potential for expansion of services, from drawing larger zones to formal agreements with public and private stakeholders to provide additional services that enhance what we will already be doing.

Looking to the future, we intend to eventually roll-out a true on-demand model, where individuals will download an app and be able to request a ride in real-time, just like Uber. Research on software, success stories, and a cost analysis have already begun and will be informed by the data collected from the demand-response model that will go live in January 2024.

*Strategic Plan: This section relates to Goal IV: Enhance transportation options in Kennebec & Somerset counties.*