



TO: Dr. Pamela Thompson, President  
KVCAP Board of Directors

FR: Suzanne Walsh, CEO  
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2026

DA: August 15, 2025

I am pleased to present the Annual Comprehensive Plan and Budget for Fiscal Year 2026 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.

KVCAP's Leadership Team will present the plan and answer questions at the August 27, 2025 meeting of the Board of Directors.

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

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## **KVCAP Mission Statement**

### **Mission**

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

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

## **Management Philosophy**

The Board of Directors of KVCAP is endorsing the following statement of management philosophy to serve as a guide for Board action and the day-to-day operations of the agency. It is hoped that this articulation of our general approach to meeting the mandate of the agency's mission will help everyone involved with KVCAP to maintain a clear consensus regarding the operating chain of command of the agency and the basic standards which will be applied to the assessment of agency operating decisions and employee behavior. KVCAP has been very successful in serving its constituents' needs and maintaining a competent, effective staff of employees by adhering to the philosophy that the agency is a business, which provides social services. This means that, while our major function is to fulfill the mandate of the mission by sensitively and effectively meeting the needs of our clientele, internal agency operations are efficiently conducted according to general principles of business management. The Board endorses business-like internal operations because we believe this is a sensible, understandable, and effective way for the organization to operate internally.

### **Chain of Command**

The authority to manage the affairs of this agency originates in the interests and needs of our clientele. The Board of Directors is selected according to the bylaws of the agency to represent the constituencies of the agency. The Board carries out its responsibility by establishing policy, hiring the Chief Executive Officer, and monitoring his/her ongoing management of the agency. As the sole employee of the Board, the Chief Executive Officer is responsible for implementing the mandates of the Board of Directors. This will be done consistent with the bylaws of the agency and the policy directives of the Board. The Chief Executive Officer is responsible for hiring and overseeing the agency's senior management, who in turn will see to the staffing of the agency and oversight of operating staff. The Chief Executive Officer and staff designated by him/her will contribute to the development of agency policies subject to the approval of the Board, and the Chief Executive Officer and all staff will operate the agency consistent with these policies.

All employees of the agency operate within an established chain of command. Ideally, each employee of the agency reports to and is directed by one clearly designated supervisor. In circumstances where one person carries out disparate roles, there will be a clear delineation of which activities of the person are overseen by which of two or more supervisors. Organizational structure must always embody a complete alignment of the responsibilities and authority of each position in the agency. This means when an employee is accountable for the completion of a function within the agency, the employee must be given the necessary tools and authority to successfully complete the task. In order to assure maximum efficiency and flexibility, decision making authority for a given function should be placed as far down the chain of command as is practically possible. Of course, when an employee receives decision-making authority, she/he is also responsible for results.

The Chief Executive Officer will see that all employees of the agency are regularly evaluated and appropriate action is taken regarding staff tenure, promotion, and other employment related decisions. Evaluations of employees will be solely based on objective measurement of their performance of the tasks assigned to them, not on personal liking or other elements of behavior

unrelated to job performance. When necessary, between formal evaluations, the Chief Executive Officer may need to review the performance of employees, particularly when job responsibilities change, and take appropriate management action to remedy performance problems in the interest of the agency. The performance of the Chief Executive Officer will be formally evaluated by the Board of Directors annually.

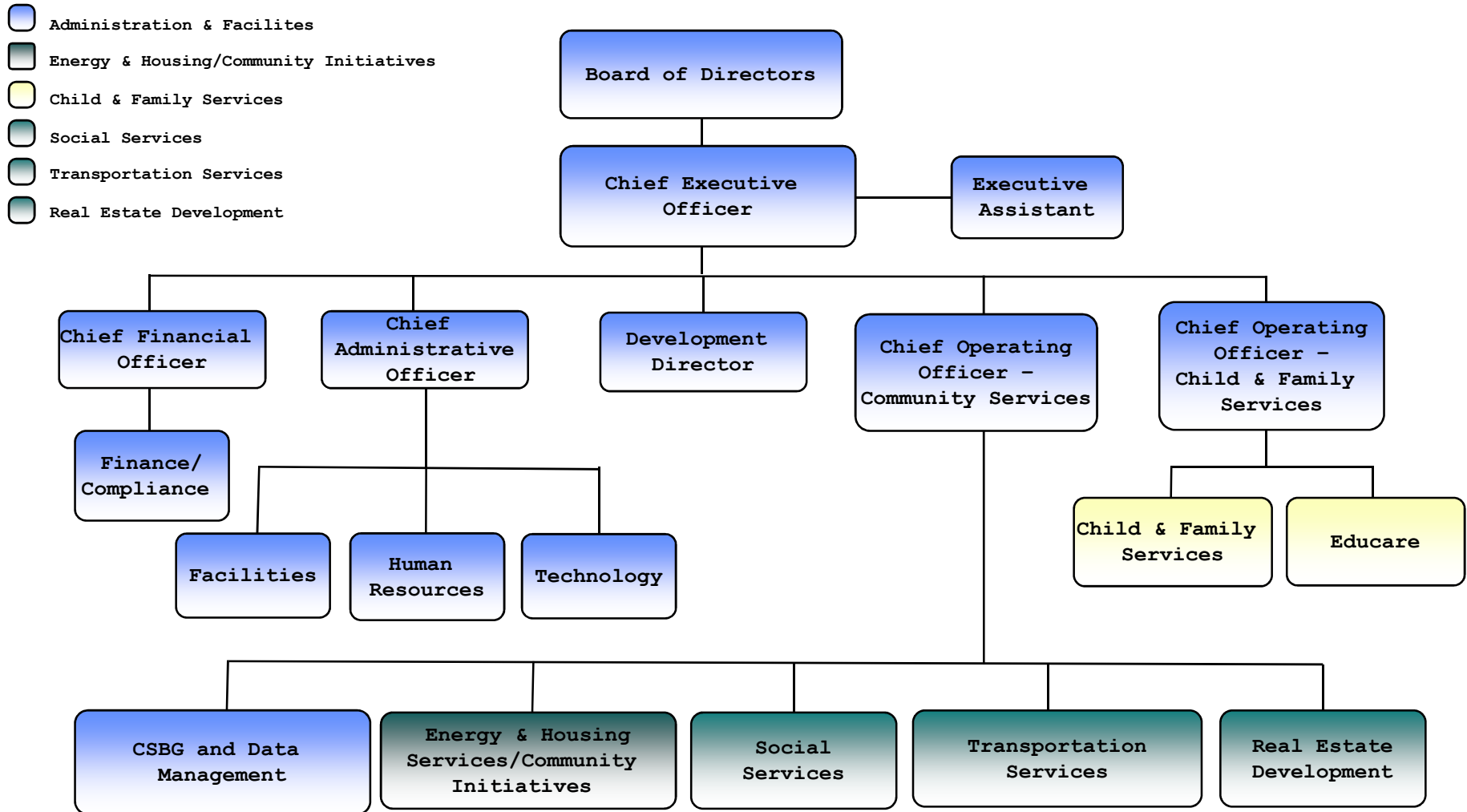
Note: The Board's acceptance of the annual review of the Chief Executive Officer constitutes its endorsement of her/his management strategy and style. When complaints arise regarding the Chief Executive Officer's management of the agency, the board will assume that he/she has behaved appropriately in the operation of the agency. The obligation to prove otherwise rests with the complaining party.

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

# Organizational Chart

Revised: 7/2025

## KVCAP Management Chain of Command



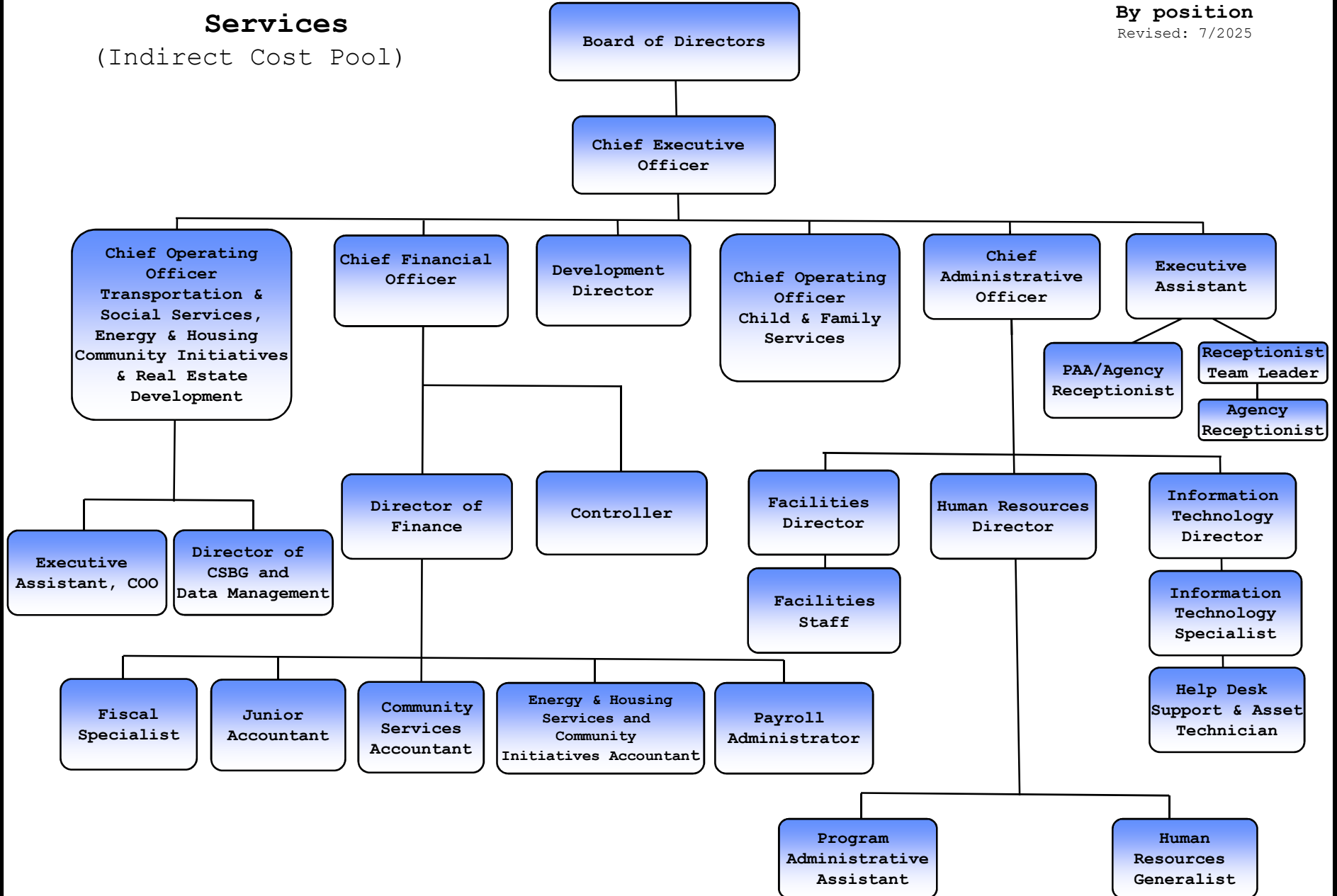
# Administration & Facilities Services

(Indirect Cost Pool)

## Organizational Chart

By position

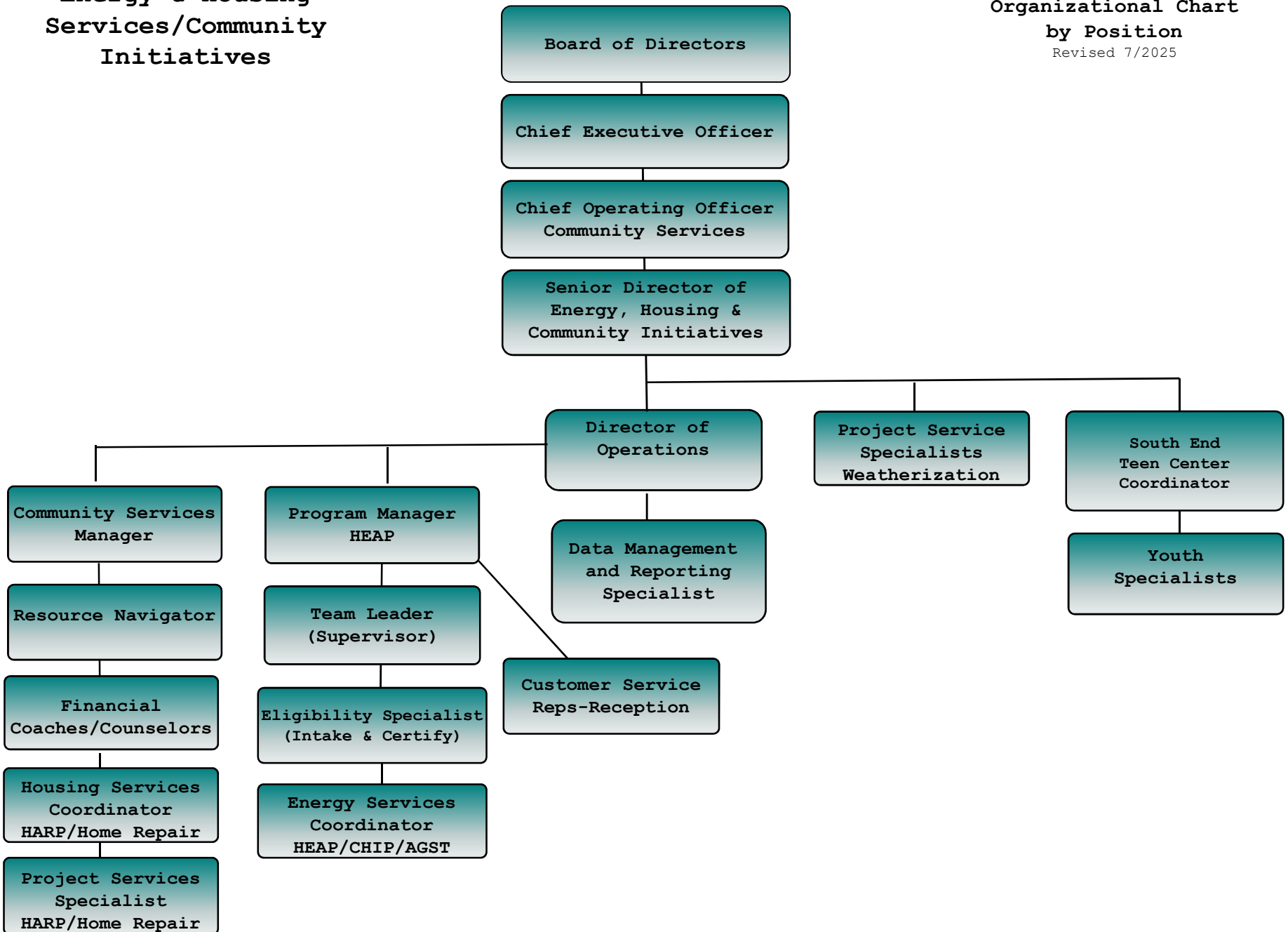
Revised: 7/2025





**Energy & Housing  
Services/Community  
Initiatives**

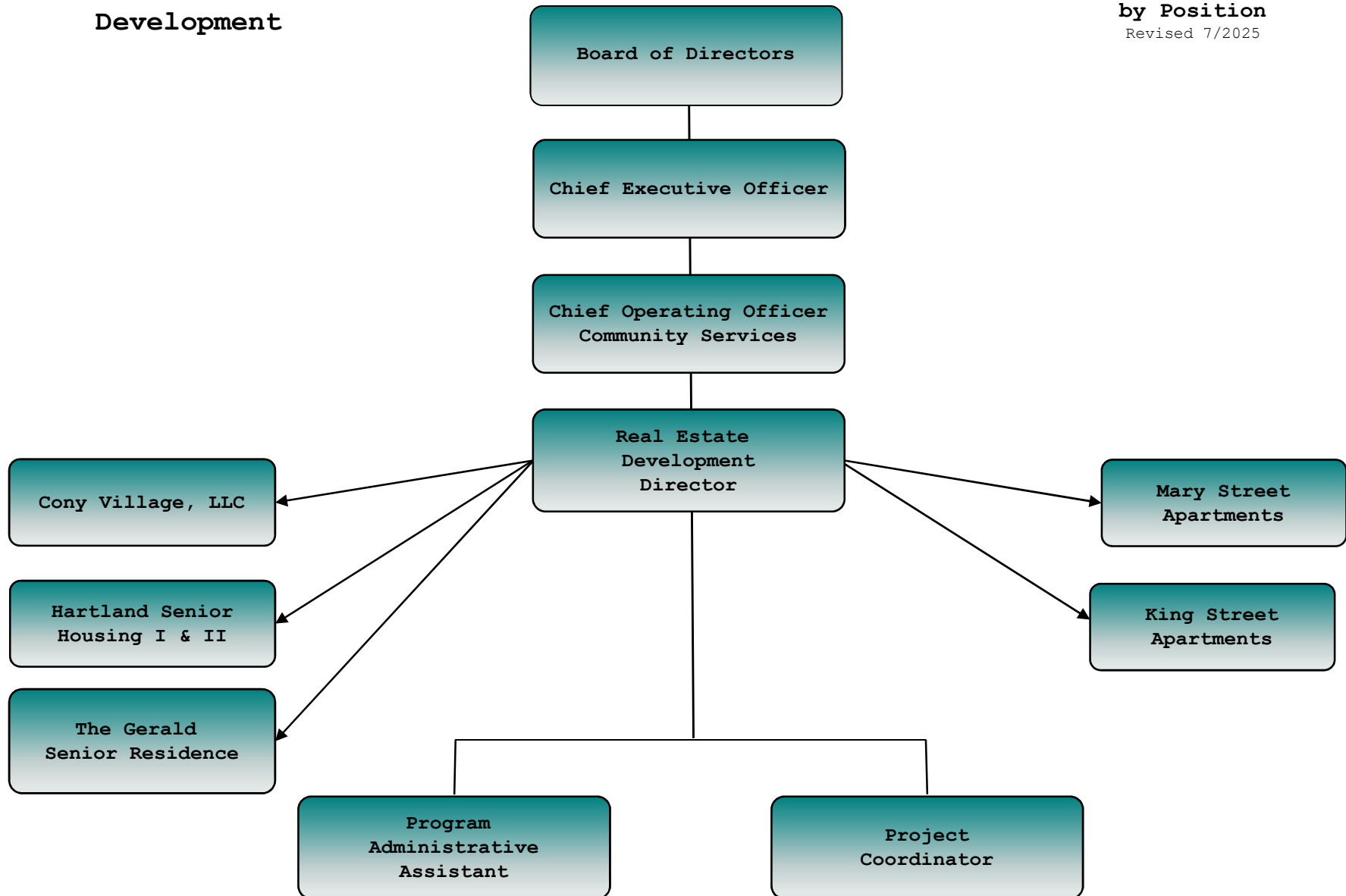
**Organizational Chart  
by Position**  
Revised 7/2025



## Real Estate Development

## Organizational Chart by Position

Revised 7/2025

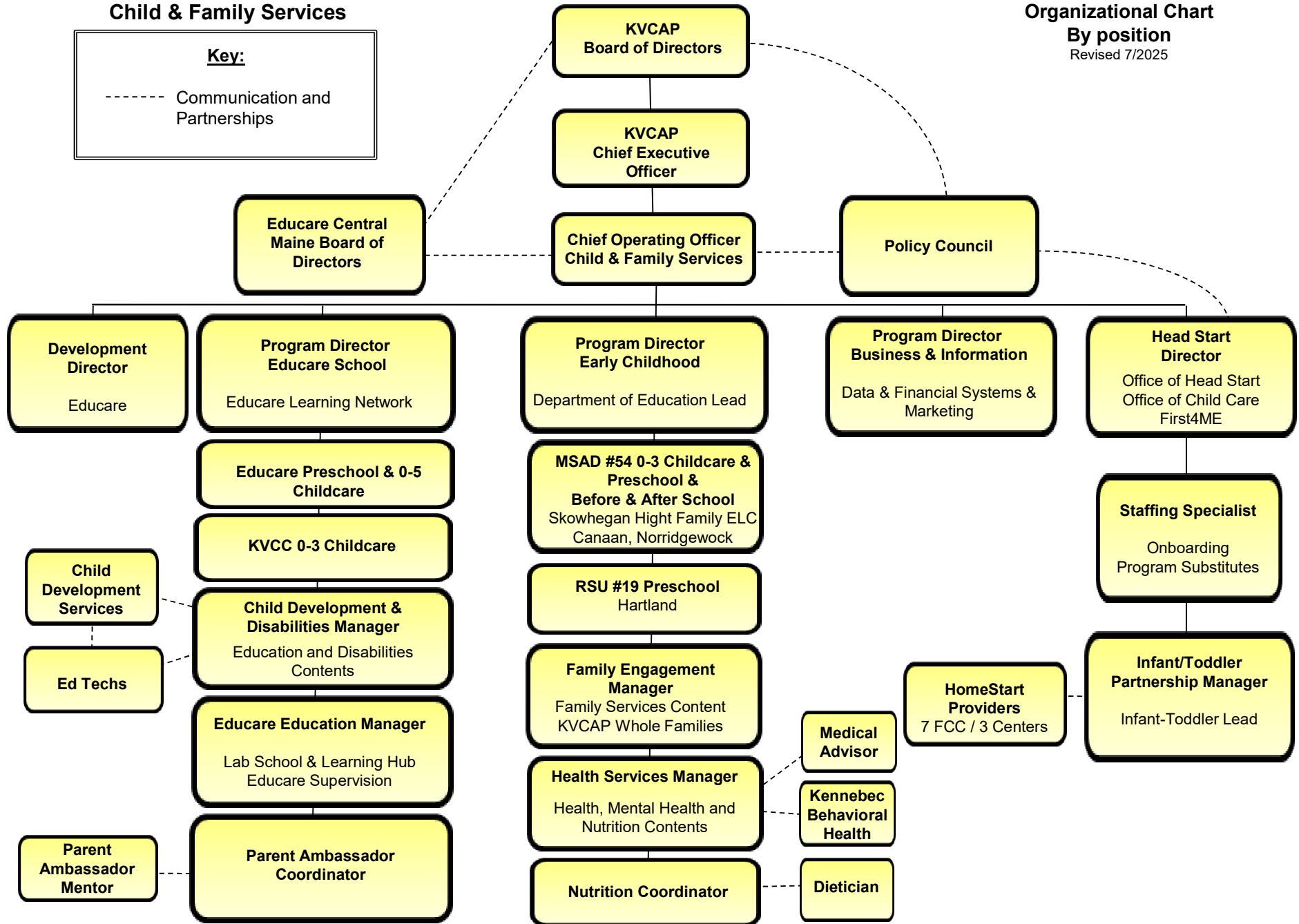


## Child & Family Services

### Key:

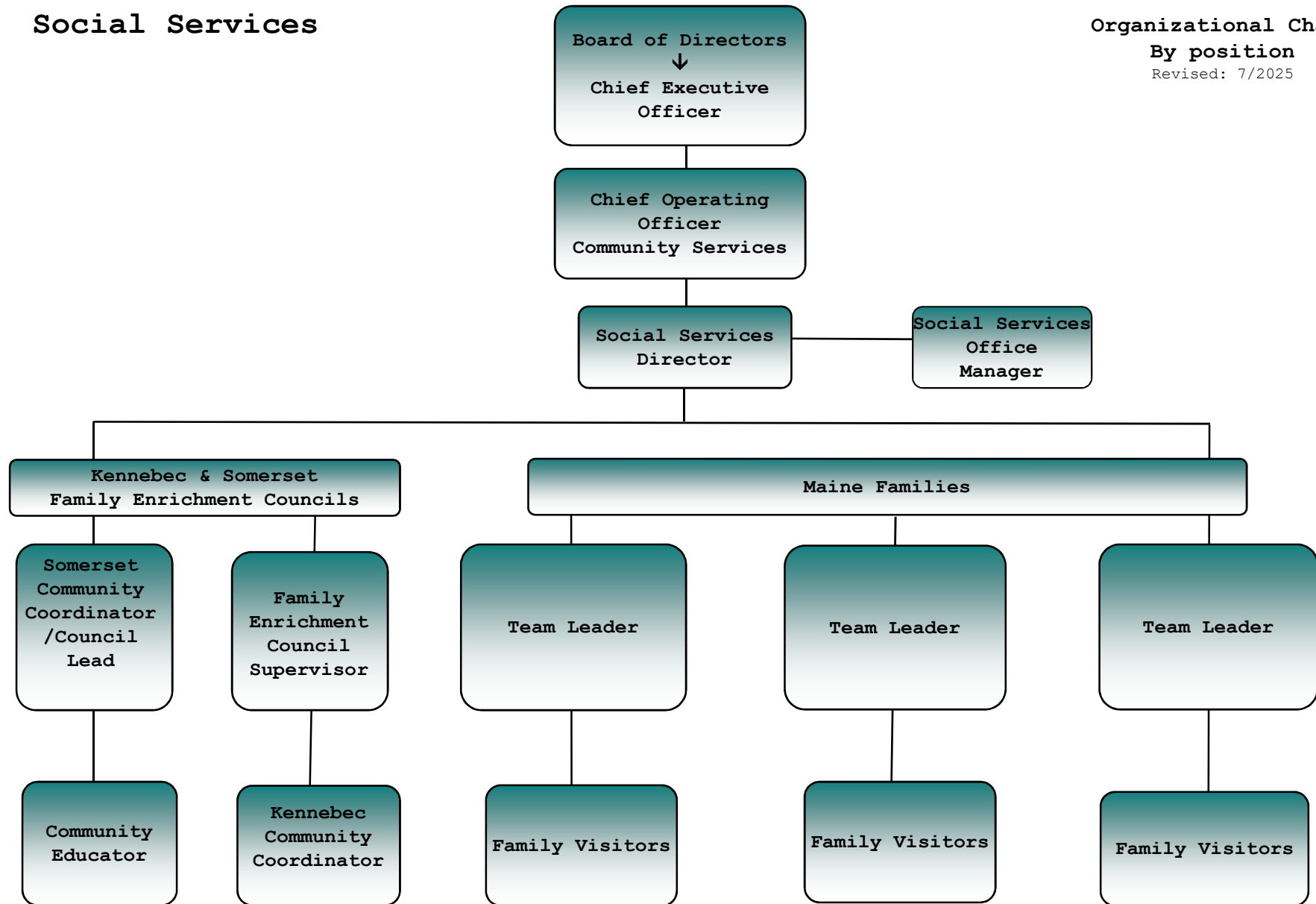
----- Communication and Partnerships

## Organizational Chart By position Revised 7/2025



# Social Services

Organizational Chart  
By position  
Revised: 7/2025



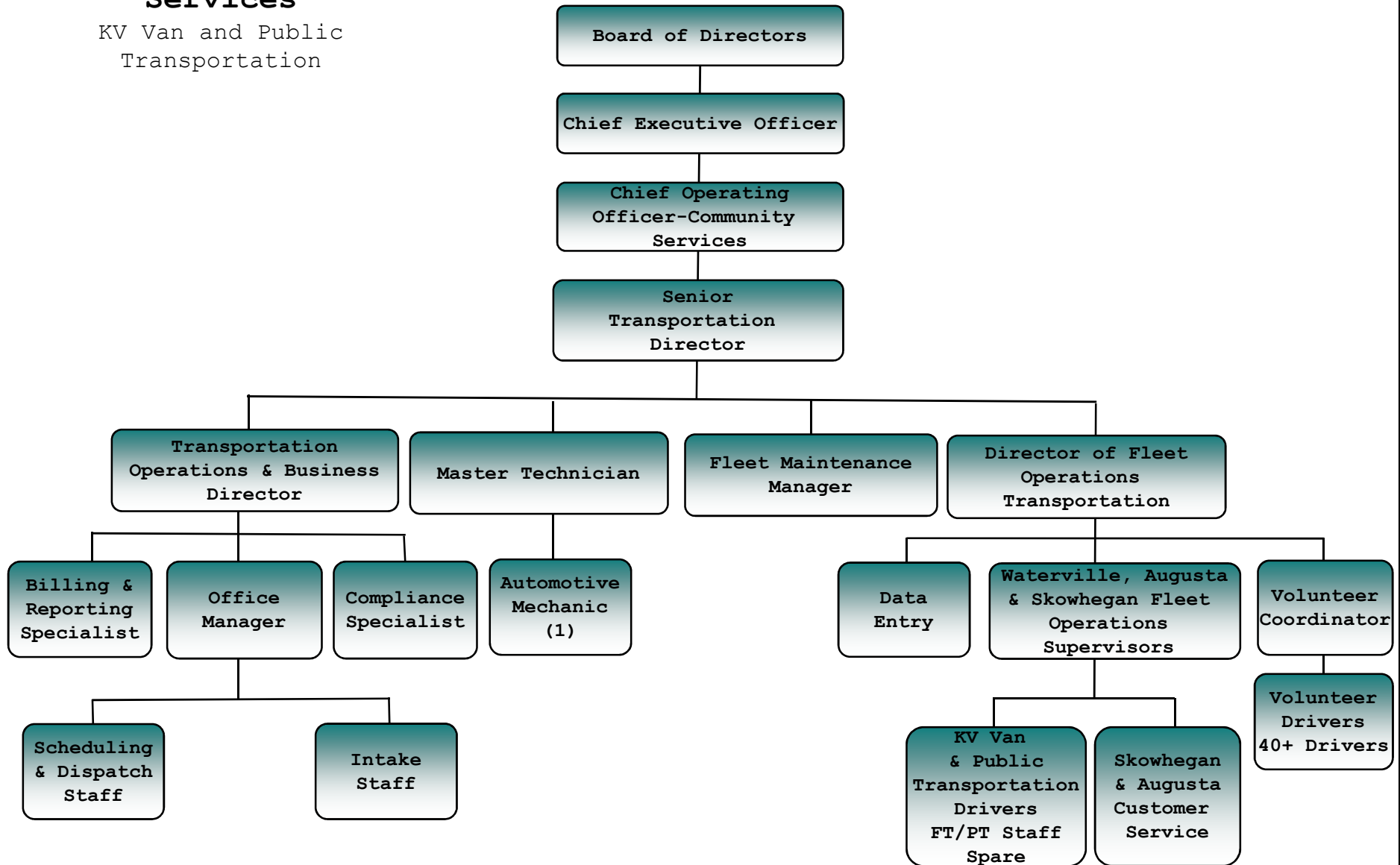
# Transportation Services

KV Van and Public Transportation

## Organizational Chart

By position

Revised: 7/2025

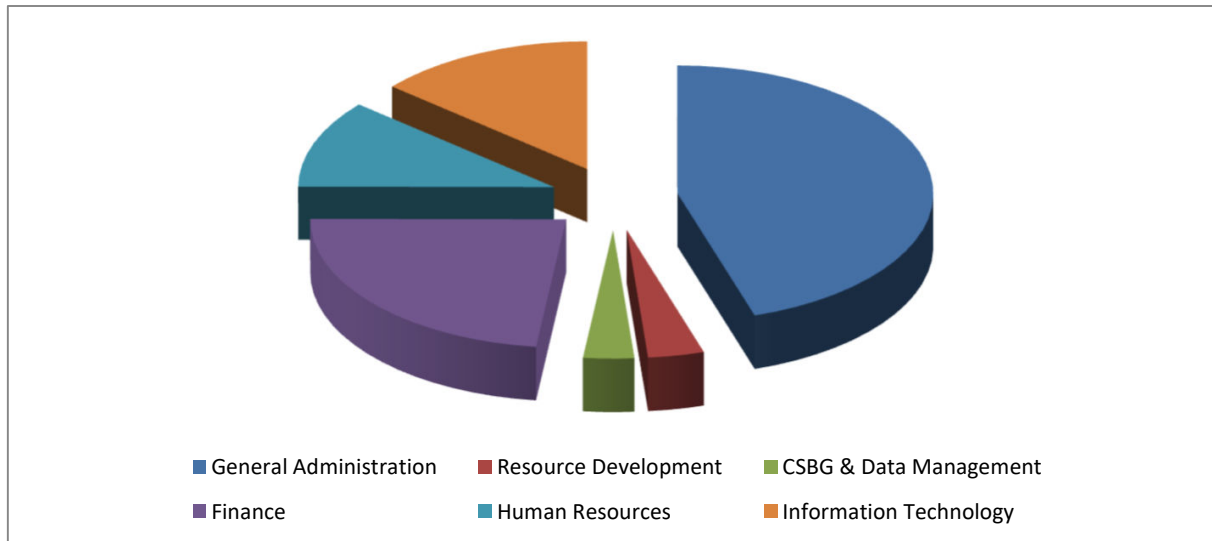


**Kennebec Valley Community Action Program**  
**Indirect Cost Pool/Administration Operating Budgets**  
**October 1, 2025 - September 30, 2026**

<b>Expenses:</b>	<b>General Administration</b>	<b>Resource Development</b>	<b>CSBG &amp; Data Management</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Information Technology</b>	<b>Total</b>
Personnel	\$ 964,004	\$ 85,986	\$ 79,504	\$ 438,314	\$ 165,018	\$ 213,512	\$ 1,946,338
Payroll Taxes & Employee Benefits	\$ 269,674	\$ 22,666	\$ 24,700	\$ 139,337	\$ 50,600	\$ 42,818	\$ 549,795
Staff Development	\$ 13,500	\$ 900	\$ 500	\$ 4,250	\$ 11,000	\$ 2,600	\$ 32,750
Travel	\$ 10,600	\$ 2,000	\$ 300	\$ 200	\$ 800	\$ 1,300	\$ 15,200
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,500
Insurance	\$ 81,000	\$ -	\$ -	\$ -	\$ 440	\$ 2,800	\$ 84,240
Telecommunications	\$ 3,500	\$ 350	\$ 480	\$ 3,000	\$ 1,500	\$ 3,750	\$ 12,580
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500
Contract Services	\$ 41,925	\$ -	\$ -	\$ 170,350	\$ 102,500	\$ 166,000	\$ 480,775
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 23,000	\$ 1,800	\$ -	\$ 1,250	\$ 4,300	\$ 9,900	\$ 40,250
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,600	\$ 6,600
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 73,530	\$ 2,470	\$ -	\$ 4,050	\$ 28,975	\$ 1,050	\$ 110,075
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,480,733	\$ 116,172	\$ 105,484	\$ 760,751	\$ 365,133	\$ 453,330	\$ 3,281,603

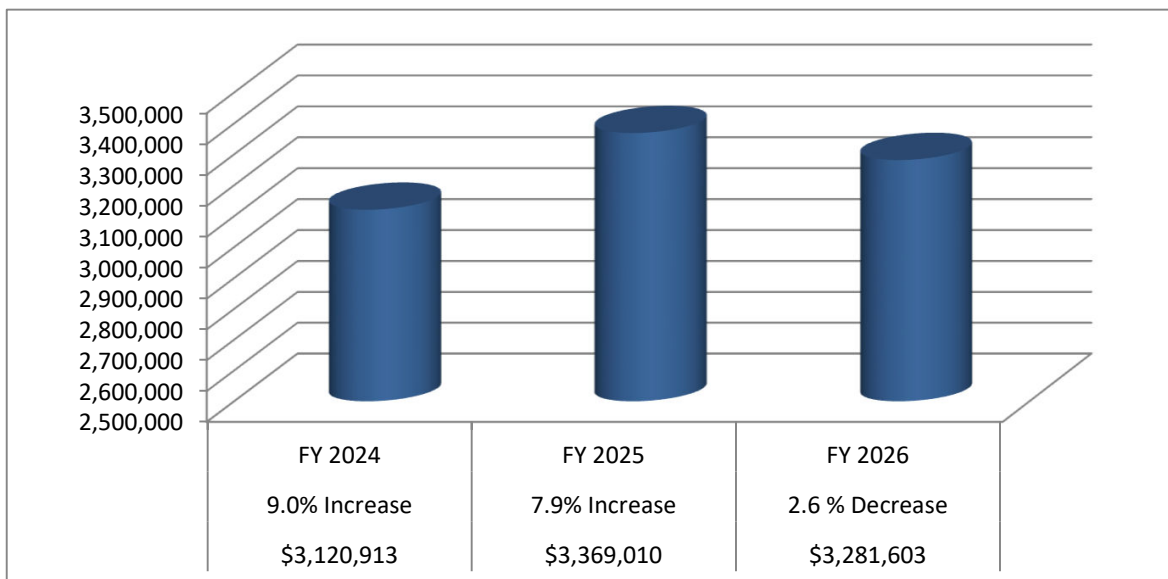
**Kennebec Valley Community Action Program  
Indirect Cost Pool/Administration Operating Budgets  
October 1, 2025 - September 30, 2026**

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 45.1% of the budget), Resource Development (3.6%), CSBG & Data Management (3.2%), Finance (23.2%), Human Resources (11.1%), and Information Technology (13.8%).



For fiscal year 2026, the proposed Administration/Indirect Cost Pool budget is \$3,281,603. When compared to fiscal year 2025, this is a decrease of 2.6%, or (\$87,407).

**Administrative/Indirect Cost Comparison  
FY 2024 - FY 2026**



**Kennebec Valley Community Action Program**  
**Indirect Cost Pool/Administration Operating Budgets**  
**October 1, 2025 - September 30, 2026**

The agency's federally approved indirect cost rate for fiscal year 2026 has been proposed for 23.5% of program salaries. Significant changes in this year's budget include:

- As a cost savings measure, Staff Development and Travel was reduced in relation to conferences and professional development along with any related travel. The focus will be on instate and virtual training to meet those requirements/needs.
- Office Costs decreased as equipment and furniture updates were made in the prior year and not needing to be carried through to the upcoming fiscal year budget.
- Depreciation decreased due to software and equipment upgrades made over the last five to ten years have become fully depreciated.
- The decrease in Contract Services and the increase in Other are offsetting expenses as this is related to internal training and onboarding activities.

<b>Expenses:</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Increase / (Decrease)</b>
Personnel	\$ 1,934,031	\$ 1,946,338	\$ 12,307
Payroll Taxes & Employee Benefits	\$ 561,854	\$ 549,795	\$ (12,059)
Staff Development	\$ 86,700	\$ 32,750	\$ (53,950)
Travel	\$ 45,275	\$ 15,200	\$ (30,075)
Office Costs	\$ 8,500	\$ 2,500	\$ (6,000)
Insurance	\$ 76,400	\$ 84,240	\$ 7,840
Telecommunications	\$ 12,650	\$ 12,580	\$ (70)
Space & Occupancy	\$ -	\$ 500	\$ 500
Contract Services	\$ 506,250	\$ 480,775	\$ (25,475)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 42,800	\$ 40,250	\$ (2,550)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 19,700	\$ 6,600	\$ (13,100)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 74,850	\$ 110,075	\$ 35,225
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 3,369,010</b>	<b>\$ 3,281,603</b>	<b>\$ (87,407)</b>

The total Administration/Indirect Cost Pool budget is 7.6% of the agency's annual operating budget. This is down 2.6% from FY 2025.



### **PART III. Indirect Cost Pool/Administration (Chief Executive Officer: Suzanne Walsh)**

#### **A. General Administration**

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

#### **B. Finance**

#### **C. Human Resources**

#### **D. Information Technology**

### **A. GENERAL ADMINISTRATION**

**Budget:** \$1,480,733

#### **Executive Leadership Team (Senior Management)**

- Chief Executive Officer, Suzanne Walsh, Responsible for oversight of the entire Agency and ensures that KVCAP is carrying out its mission, vision, goals and objectives, and strategic plan initiatives as defined by the Board of Directors, including Human Resources, Finance, Information & Technology, Facilities and Resource Development.
- Chief Financial Officer (Vacant), Responsible for oversight of KVCAP's Finance Department, all financial aspects of the organization, and contract compliance.
- Chief Operating Officer for Community Services, Michele Prince, Responsible for oversight of Energy & Housing, Community Initiatives, Transportation, Real Estate Development, Social Services and CSBG.
- Chief Operating Officer for Child & Family Services, Tracye Fortin, Responsible for oversight of Child and Family Services, including Educare Central Maine programming.
- Chief Administrative Officer, Mikki Lane, Responsible for oversight of Human Resources, Facilities & Maintenance, and Information & Technology, including personnel policies, wage/benefit systems, recruitment, onboarding, performance management systems, including compliance with state and federal labor laws.

**Staff:** 5 full-time equivalents

2 full-time Executive Assistants

**Description of Clients:** All KVCAP employees, the KVCAP Board of Directors, clients, the community, partners, stakeholders, and funding sources.

#### **Continuing Services:**

Provide ongoing and effective leadership to ensure the following:

- Effective, mission-driven operations of the entire Agency.
- Implementation of the Agency Strategic Plan.
- Compliance with requirements of all funding sources.
- Assessment of community needs as well as partnership opportunities.
- Provision of high quality services and operations.
- Recruitment and retention of a highly trained and skilled workforce.
- Financial capacity and sustainability to support organizational infrastructure and all operations.

- 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.
- Leadership and oversight of partnership opportunities with other organizations.
- Expansion of initiatives and resources to enhance the financial strength of the organization through both program and unrestricted dollars.
- Communication of a compelling and inspired mission and vision, internally and externally.

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

- Leadership and oversight of the Agency's Three Year Strategic Plan (2025-2028), in partnership with the Executive Leadership Team, the Leadership Advisory Team and the Board of Directors.
- Lead progress toward a "Whole Family" approach in service delivery and data collection/outcomes.
- Coordinate and implement relevant mission-based training for Board and staff that will include professional development/education opportunities along with networking to enhance both mission competency and team building.
- Maintain focus on a succession planning strategy for senior leadership and management staff, to ensure continuity and quality of leadership, including ongoing implementation of a robust leadership development process.

## **2. Customer Services (Executive Assistant: Sheila Avila)**

**Staff:** 4 full-time equivalents

**Description of Clients:** All KVCAP employees, the KVCAP Board of Directors, 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 as well as provide support for office moves this fall, as needed.
- Provide recommendations to the CEO on the modernization of agency communication systems, e.g., telephone system, client/visitor flow, etc.

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

**Budget:** \$116,172 (Expenses related to fundraising activities are not included in this budget and are covered by unrestricted donations.)

**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, and provide donor stewardship.
- Develop and implement fundraising and public relations activities.
- Develop marketing resources and publications, including social media presence.
- Provide technical assistance to programs on grant writing, branding, public relations, and events.
- Organize and promote the Annual Charitable Contributions Campaign at KVCAP.
- Identify, cultivate, and solicit new/continuing donors for events and various appeals.
- Plan and execute the Annual Golf Tournament.
- Work in partnership with Human Resources on the New Employee Orientation, with a focus on messaging that will build and strengthen our brand.

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

- Serve on MeCAP's (Maine Community Action Partnership) Advancement Community of Practice to support strategic plan goals for best statewide outcomes through shared branding and messaging; share knowledge, best practices to support advancement throughout the network; and explore shared resource development opportunities.
- 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 Kennebec Community Investors initiative; increase the number of Somerset Investors for the Somerset Investors initiative.

## **4. CSBG & Data Management (Director: Scott Pasco)**

**Budget:** \$105,484

**Staff:** 1 full time equivalent

### **Description of Clients:**

All KVCAP employees, the KVCAP Board of Directors, and the Department of Human Services Community Services Block Grant (CSBG) office.

### **Continuing Services:**

- Ensure that KVCAP implements the full ROMA cycle in its operations, including coordinating the agency comprehensive community assessment, providing technical assistance to the strategic planning process, and overseeing the data collection and analysis required for CSBG annual reporting.
- Ensure that KVCAP is compliant in all areas of CSBG required Organizational Standard and coordinate compliance reporting through the empowOR data system.
- Lead the work of the agency Data Committee, which seeks to increase agency capacity to utilize data efficiently and effectively in agency decision making and in communicating our "story" to funders and the wider community.

- Provide ROMA training to staff, the Board and the community action network.
- Represent KVCAP on several statewide communities of practice groups, including the Data Committee, ROMA Committee and the Economic Opportunity Council.
- Provide technical assistance to staff working with empowOR and seek to increase the utilization of this data system for comprehensive data collection across the agency.

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

- Work with the statewide Data Committee on cross-platform solutions in order to consolidate data.
- Work with staff to implement a new tiered system in empowOR that will provide enhanced opportunities to analyze and present data.

**B. FINANCE** (CFO Vacant – Suzanne Walsh, CEO, to provide oversight in the interim)

**Budget:** \$760,751

**Staff:** 7 full-time equivalents

#### **Description of Clients:**

All KVCAP employees, the KVCAP Board of Directors, vendors, 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.
- Monitor current government funding sources and make recommendations on diversifying revenue sources, where possible.
- 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 as well as monthly financial statements 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 and any applicable state and federal regulations.
- Provide technical assistance to programs on various regulations, e.g., OMB, MAAP, etc.
- Provide leadership and oversight to the Risk Management Committee.
- Collaborate with agency staff to maintain and update necessary reporting mechanisms and agency compliance policies and procedures manuals.

**Anticipated New Service Opportunities:**

- Redesign agency accountability reports.
- Update 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.
- Offer training to the KVCAP Board of Directors on KVCAP finance processes, as needed.

**C. HUMAN RESOURCES** (Director: Linda Bellavance)

**Budget:** \$365,133

**Staff:** 2 full-time, 1 part-time equivalents

**Description of Clients:** All KVCAP employees

**Continuing Services:**

- 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
- Work in partnership with departments to create organizational structures that allow for expansion and change, and appropriately place skilled employees within those structures.
- Provide agency training options for supervisory staff in the following areas:
  - Hiring and Discrimination
  - Performance Management System
  - Discipline and Termination
  - Harassment and Workplace Violence
  - Employee Safety
  - Family Medical Leave and Privacy
  - Emergency Response Procedures
- Oversee an Agency Wellness Program in order to support a healthy workforce 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, and the CSA program.

**Anticipated New Service Opportunities:**

- Finalize KVCAP's Policy-related Procedures, incorporate into KVCAP Policy Manual, and make available via Paylocity.
- Continue to modernize Human Resource systems, providing training to all employees.

- Develop a robust internal training program for all levels of the agency.
- Work with Executive Leadership Team to develop robust leadership development.

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

**Budget:** \$453,330

**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.
- Ensure that equipment investments optimally serve the needs of the agency and are financially feasible.
- Provide technology support for all four main offices and Head Start locations.
- Provide computer/telephone/video support via "Help Desk", in person, or through e-mail.
- Maintain agency wide cellular technology device plan, which includes; phones, tablets, hotspots, and other various mobile devices, to accommodate ever changing staff needs.

**Anticipated New Service Opportunities:**

- Continue to expand VPN/Remote access, as office space is consolidated and to support a growing remote based workforce.
- Offer additional AI and cloud service training options as AI is quickly expanding in all aspects of our daily lives.

**Facilities Operating Budget**  
**October 1, 2025 - September 30, 2026**

<b>Expenses:</b>	<b>Total</b>
Personnel	\$ 369,018
Payroll Taxes & Employee Benefits	\$ 132,010
Staff Development	\$ 800
Travel	\$ 150
Office Costs	\$ 500
Insurance	\$ 84,000
Telecommunications	\$ 55,075
Space & Occupancy	\$ 293,404
Contract Services	\$ 152,231
Vehicle	\$ 5,125
Housing Property Costs	\$ -
Materials & Supplies	\$ 37,320
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 86,297
Interest	\$ -
Depreciation	\$ 142,835
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 1,235
Inkind	\$ -
<b>Total Expenses:</b>	<b>\$ 1,360,000</b>

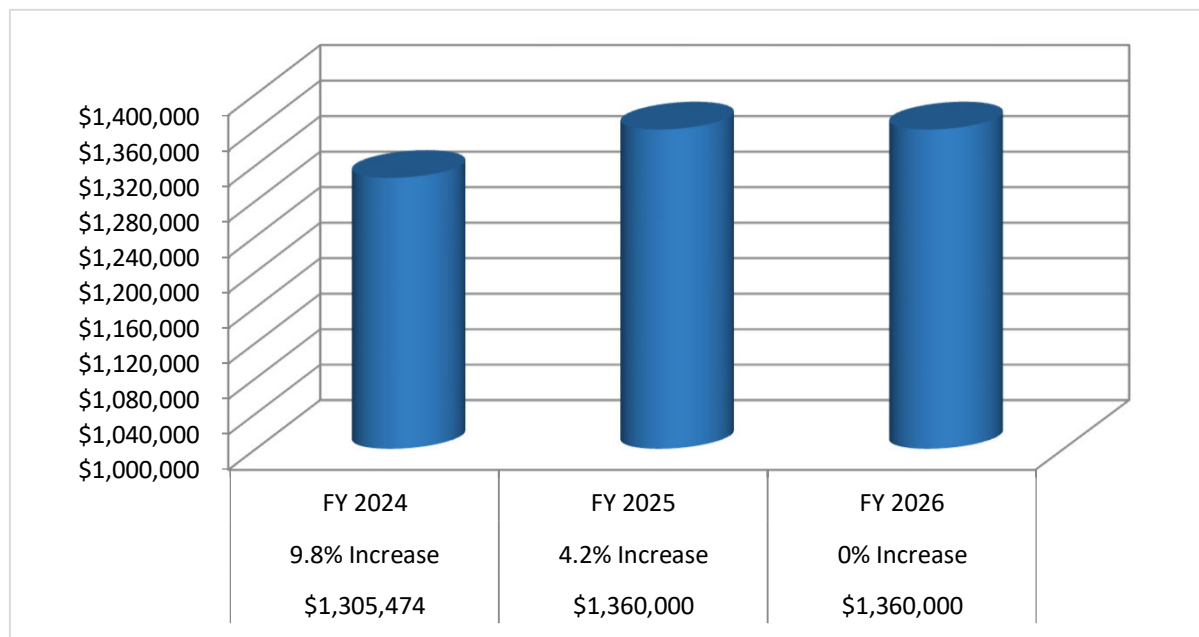
\* The facilities budget represents the costs associated with the normal maintenance and upkeep of KVCAP's eight major locations and support services to offsite program locations.

**Kennebec Valley Community Action Program**  
**Facilities Operating Budget**  
**October 1, 2025 - September 30, 2026**

For fiscal year 2026, the proposed budget is \$1,360,000. When compared to fiscal year 2025, this budget is flat funded.

The Director of Facilities did an analysis of our properties. Together with the agency's programs, a plan was developed to "right size" the agency's footprint by closing some of our smaller buildings and relocating staff to available space in our larger buildings. By doing so, this has allowed for the budget to remain at FY 2025 levels.

**Facilities Cost Comparison**  
**FY 2024 - FY 2026**





**Kennebec Valley Community Action Program**  
**Facilities Operating Budgets**  
**October 1, 2025 - September 30, 2026**

<b>Expenses:</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Increase/ (Decrease)</b>
Personnel	\$ 357,952	\$ 369,018	\$ 11,066
Payroll Taxes & Employee Benefits	\$ 127,466	\$ 132,010	\$ 4,544
Staff Development	\$ 1,200	\$ 800	\$ (400)
Travel	\$ -	\$ 150	\$ 150
Office Costs	\$ 600	\$ 500	\$ (100)
Insurance	\$ 84,000	\$ 84,000	\$ -
Telecommunications	\$ 54,000	\$ 55,075	\$ 1,075
Space & Occupancy	\$ 280,400	\$ 293,404	\$ 13,004
Contract Services	\$ 171,447	\$ 152,231	\$ (19,216)
Vehicle	\$ 8,100	\$ 5,125	\$ (2,975)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 33,800	\$ 37,320	\$ 3,520
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 84,000	\$ 86,297	\$ 2,297
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 155,335	\$ 142,835	\$ (12,500)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 1,700	\$ 1,235	\$ (465)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 1,360,000</b>	<b>\$ 1,360,000</b>	<b>\$ -</b>

There are no real significant changes in facilities costs in FY 2026. Most shifts within the budget are due to prioritizing cost savings and health and safety standards over more cosmetic projects. Other than Personnel and payroll related expenses, the one line item that saw a larger increase was Space & Occupancy. That is broken out below.

	<b>FY 2026</b>	<b>FY 2025</b>	<b>Variance</b>	<b>%age</b>
Rent	59,004	48,000	11,004	23%
Electricity	90,000	90,000	-	0%
Fuel	80,000	80,000	-	0%
Water/Sewer	14,400	14,400	-	0%
Rubbish Removal	20,000	18,000	2,000	11%
Snow Removal/Landscaping	30,000	30,000	-	0%

The variances in Rent and Rubbish Removal are due to rate increases. Due to building consolidation, anticipated rebates, and rate reductions, the costs in the other line items were held at 2025 levels.

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

**Budget:** \$1,360,000.00 (does not include rental expenses)

**Staff:** 8 full-time employees

**Description of Clients:** Agency staff and all KVCAP programs.

**Continuing Services:**

- Continue building upgrades and energy efficiency improvements at all locations.
- Continue with vendor service agreements for preventative maintenance of the Agency's equipment.
- Continue updating safety & security of buildings and grounds.
- Continue building, grounds, janitorial and maintenance services to provide clean, safe, friendly and pleasant looking properties for all agency facilities including:
  - Augusta Office (rented space)
  - Educare Central Maine
  - Fleet Services
  - Gerald Senior Residence
  - Skowhegan Office Building (Research Drive)
  - Skowhegan Early Head Start
  - 3 Pre-K locations in central Maine
  - Waterville Campus
    - Robert E. Drapeau Building, 101 Water Street
    - South End Teen Center, 5 Libby Court

**Anticipated New Service Opportunities:**

- Building and Grounds improvements at the Skowhegan Office.
- Building and Grounds improvements at Educare.
- Building and Grounds improvements at Fleet Services.

**Kennebec Valley Community Action Program**  
**Agency Operating Budgets**  
**October 1, 2025 - September 30, 2026**

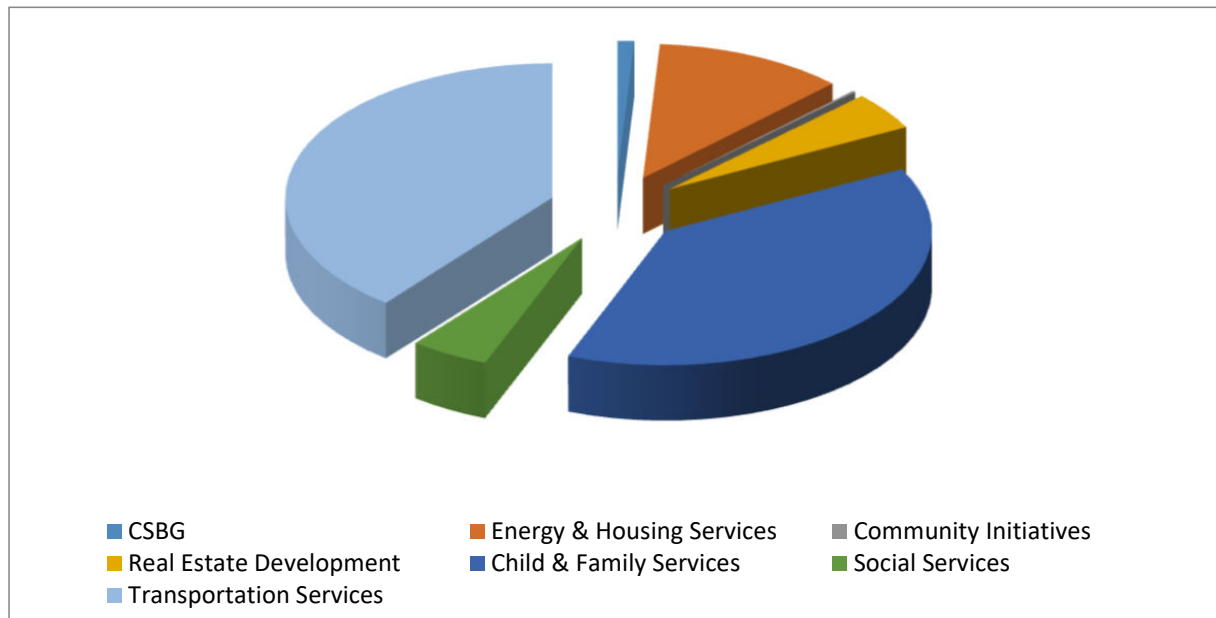
<b>Revenue:</b>	<b>Community Services Block Grant (CSBG)</b>	<b>Energy &amp; Housing Services</b>	<b>Community Initiatives</b>	<b>Real Estate Development</b>	<b>Child &amp; Family Services</b>	<b>Social Services</b>	<b>Transportation Services</b>	<b>Total</b>
Grants & Contracts	\$ 430,766	\$ 4,909,159	\$ 59,600	\$ -	\$ 11,004,033	\$ 2,041,187	\$ 1,606,369	\$ 20,051,114
Program Revenue	\$ -	\$ 20,000	\$ -	\$ 1,941,000	\$ 3,549,810	\$ -	\$ 14,847,895	\$ 20,358,705
Other Revenue	\$ -	\$ -	\$ 31,050	\$ -	\$ 100,000	\$ -	\$ 278,177	\$ 409,227
Inkind	\$ -	\$ -	\$ -	\$ -	\$ 1,757,186	\$ -	\$ -	\$ 1,757,186
<b>Total Revenue:</b>	\$ 430,766	\$ 4,929,159	\$ 90,650	\$ 1,941,000	\$ 16,411,029	\$ 2,041,187	\$ 16,732,441	\$ 42,576,232

<b>Expenses:</b>								
Personnel	\$ 262,989	\$ 1,220,466	\$ 43,657	\$ 229,601	\$ 7,701,290	\$ 1,127,881	\$ 3,171,933	\$ 13,757,817
Payroll Taxes & Employee Benefits	\$ 63,752	\$ 428,692	\$ 11,357	\$ 66,813	\$ 2,613,884	\$ 418,272	\$ 990,873	\$ 4,593,643
Staff Development	\$ 2,300	\$ 9,930	\$ -	\$ 10,000	\$ 114,449	\$ 7,651	\$ 25,486	\$ 169,816
Travel	\$ 1,550	\$ 12,170	\$ -	\$ 11,900	\$ 102,396	\$ 31,096	\$ 2,085	\$ 161,197
Office Costs	\$ -	\$ 3,000	\$ -	\$ 1,200	\$ 44,698	\$ 1,093	\$ 68,280	\$ 118,271
Insurance	\$ 1,600	\$ 10,482	\$ -	\$ 9,700	\$ 12,232	\$ -	\$ 504	\$ 34,518
Telecommunications	\$ 3,230	\$ 6,441	\$ -	\$ 2,000	\$ 42,820	\$ 9,912	\$ 101,581	\$ 165,984
Space & Occupancy	\$ 18,284	\$ 178,679	\$ -	\$ 14,000	\$ 732,648	\$ 125,742	\$ 427,391	\$ 1,496,744
Contract Services	\$ 4,400	\$ 15,789	\$ 1,600	\$ 1,479,120	\$ 871,881	\$ 17,050	\$ 222,395	\$ 2,612,235
Vehicle	\$ -	\$ 24,648	\$ 2,800	\$ -	\$ -	\$ -	\$ 974,150	\$ 1,001,598
Housing Property Costs	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ 450,000
Materials & Supplies	\$ 2,875	\$ 32,898	\$ 608	\$ 2,525	\$ 418,074	\$ 32,424	\$ 19,836	\$ 509,240
Direct Client Assistance	\$ 6,372	\$ 2,667,152	\$ 3,000	\$ -	\$ 11,863	\$ -	\$ 5,904,090	\$ 8,592,477
Administration (Indirect)	\$ 61,801	\$ 286,809	\$ 10,260	\$ 53,957	\$ 1,816,992	\$ 265,053	\$ 745,405	\$ 3,240,277
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,513	\$ 26,550	\$ 9,910	\$ -	\$ -	\$ -	\$ 565,438	\$ 603,411
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,253,000	\$ 3,253,000
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 100	\$ 5,453	\$ 7,458	\$ 4,775	\$ 166,378	\$ 5,013	\$ 39,219	\$ 228,396
Inkind	\$ -	\$ -	\$ -	\$ -	\$ 1,757,186	\$ -	\$ -	\$ 1,757,186
<b>Total Expenses:</b>	\$ 430,766	\$ 4,929,159	\$ 90,650	\$ 2,335,591	\$ 16,406,791	\$ 2,041,187	\$ 16,511,666	\$ 42,745,810

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ (394,591)	\$ 4,238	\$ -	\$ 220,775	\$ (169,578)
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**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2025 - September 30, 2026**

The agency's operating budget consists of seven content areas - Community Services Block Grant (which contributes 1.0% of the budget), Energy and Housing Services (11.6%), Community Initiatives (0.2%), Real Estate Development (4.6%), Child and Family Services (38.5%), Social Services (4.8%), and Transportation Services (39.3%).



**Budget by Department with Change Information**  
**FY 2026**

Department	Total Budget	Change +/- compared to FY 2024	%age +/- compared to FY 2025
Community Services Block Grant Section VI - Pgs. 30-34	\$ 430,766	\$ 14,456	3.5%
Energy & Housing Services Section VII - Pgs. 35-44	\$ 4,929,159	\$ (694,588)	-12.4%
Community Initiatives Section VIII - Pgs. 45-49	\$ 90,650	\$ (2,949)	-3.2%
Real Estate Development Section IX - Pgs. 50-55	\$ 1,941,000	\$ (988,000)	-33.7%
Child & Family Services Section X - Pgs. 56-66	\$ 16,411,029	\$ 1,133,259	7.4%
Social Services Section XI - Pgs. 67-71	\$ 2,041,187	\$ 69,592	3.5%
Transportation Services Section XII - Pgs. 72-76	\$ 16,732,441	\$ 5,112,146	44.0%
Total FY 2025 Budget	\$ 42,576,232		

**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2025 - September 30, 2026**

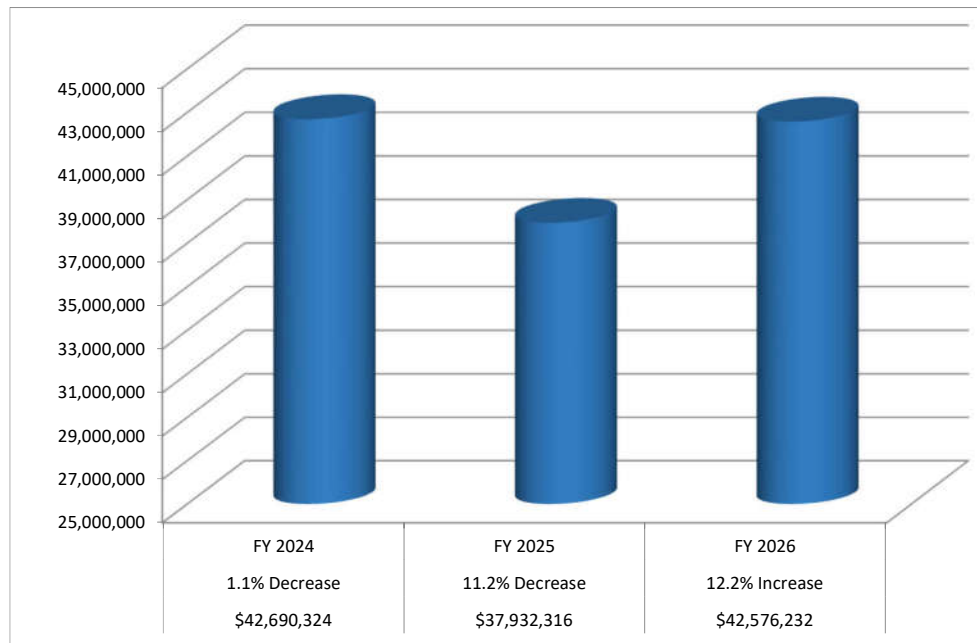
For fiscal year 2026, a \$42,576,232 budget is proposed. This budget represents a 12.2%, or \$4,643,916 increase compared to fiscal year 2025.

As with all budgets, the FY 2026 budget is our best projection for what the upcoming year is going to look like with the information that we have at this time. With the bulk of our funding coming from government sources, there may be changes as those budgets get finalized.

There are three contributing and offsetting factors to the increase:

- 1) Transportation is showing a full 12 month budget as we have received some assurances as to our continued participation in the Brokerage NEMT contract whatever the outcome of current litigation regarding the award.
- 2) The opening of the Hight Family Early Learning Center at the new Skowhegan School has resulted in four new classrooms and increased services in Somerset County under the Child & Family Services umbrella.
- 3) In Real Estate Development, the program is between starting and closing on tax credit development projects resulting in a projected deficit for the program as they utilize development fees received in prior years to cover costs.

**Agency Operating Budget Comparison - Revenues**  
**FY 2024 - FY 2026**



**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 20,153,043	\$ 20,051,114	\$ (101,929)
Program Revenue	\$ 15,797,665	\$ 20,358,705	\$ 4,561,040
Other Revenue	\$ 194,422	\$ 409,227	\$ 214,805
Inkind	\$ 1,787,186	\$ 1,757,186	\$ (30,000)
<b>Total Revenue:</b>	\$ 37,932,316	\$ 42,576,232	\$ 4,643,916

<b>Expenses:</b>			
Personnel	\$ 12,274,771	\$ 13,757,817	\$ 1,483,046
Payroll Taxes & Employee Benefits	\$ 4,189,898	\$ 4,593,643	\$ 403,745
Staff Development	\$ 170,876	\$ 169,816	\$ (1,060)
Travel	\$ 211,529	\$ 161,197	\$ (50,332)
Office Costs	\$ 149,004	\$ 118,271	\$ (30,733)
Insurance	\$ 24,923	\$ 34,518	\$ 9,595
Telecommunications	\$ 174,022	\$ 165,984	\$ (8,038)
Space & Occupancy	\$ 1,509,829	\$ 1,496,744	\$ (13,085)
Contract Services	\$ 3,256,230	\$ 2,612,235	\$ (643,995)
Vehicle	\$ 623,121	\$ 1,001,598	\$ 378,477
Housing Property Costs	\$ 332,209	\$ 450,000	\$ 117,791
Materials & Supplies	\$ 476,187	\$ 509,240	\$ 33,053
Direct Client Assistance	\$ 6,593,104	\$ 8,592,477	\$ 1,999,373
Administration (Indirect)	\$ 2,891,069	\$ 3,240,277	\$ 349,208
Interest	\$ 24,950	\$ -	\$ (24,950)
Depreciation	\$ 545,502	\$ 603,411	\$ 57,909
Common Carrier	\$ 2,477,988	\$ 3,253,000	\$ 775,012
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 147,240	\$ 228,396	\$ 81,156
Inkind	\$ 1,787,186	\$ 1,757,186	\$ (30,000)
<b>Total Expenses:</b>	\$ 37,859,638	\$ 42,745,810	\$ 4,886,172

<b>Surplus/(Deficit)</b>	\$ 72,678	\$ (169,578)	\$ (242,256)
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**Kennebec Valley Community Action Program**  
**Community Services Block Grant Operating Budgets**  
**October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>South End Teen Center</b>	<b>Community / School Based Education</b>	<b>Poverty Initiatives</b>	<b>Community Partners Assessment &amp; Training</b>	<b>Total</b>
Grants & Contracts	\$ 97,251	\$ 81,990	\$ 207,792	\$ 43,733	\$ 430,766
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 97,251	\$ 81,990	\$ 207,792	\$ 43,733	\$ 430,766

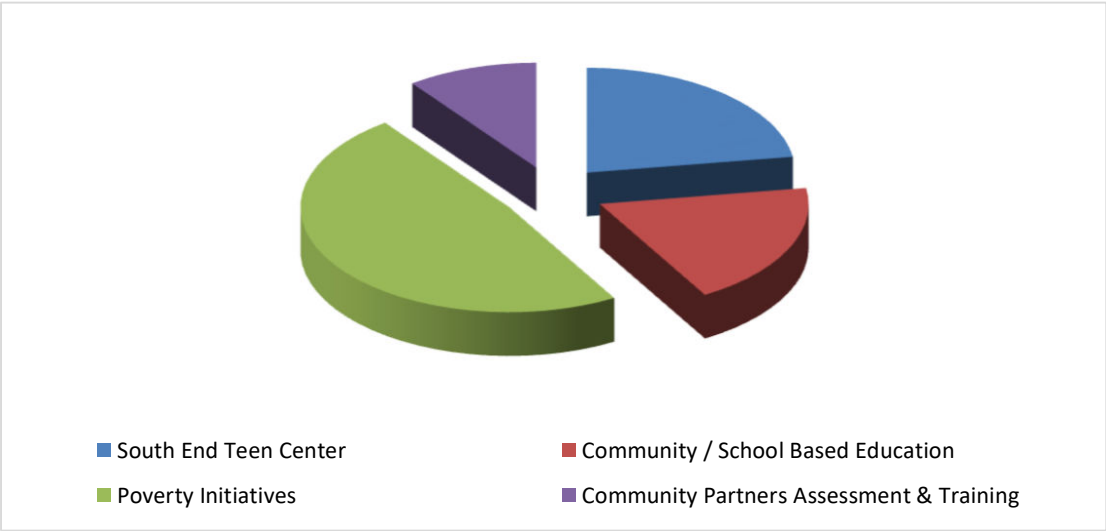
<b>Expenses:</b>					
Personnel	\$ 57,136	\$ 52,276	\$ 124,262	\$ 29,315	\$ 262,989
Payroll Taxes & Employee Benefits	\$ 8,146	\$ 14,360	\$ 36,870	\$ 4,376	\$ 63,752
Staff Development	\$ 1,000	\$ -	\$ 500	\$ 800	\$ 2,300
Travel	\$ -	\$ 300	\$ 1,050	\$ 200	\$ 1,550
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 1,600	\$ -	\$ -	\$ -	\$ 1,600
Telecommunications	\$ 2,230	\$ 100	\$ 800	\$ 100	\$ 3,230
Space & Occupancy	\$ 6,000	\$ 2,519	\$ 7,812	\$ 1,953	\$ 18,284
Contract Services	\$ 4,400	\$ -	\$ -	\$ -	\$ 4,400
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,800	\$ 150	\$ 925	\$ -	\$ 2,875
Direct Client Assistance	\$ -	\$ -	\$ 6,372	\$ -	\$ 6,372
Administration (Indirect)	\$ 13,426	\$ 12,285	\$ 29,201	\$ 6,889	\$ 61,801
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 1,513	\$ -	\$ -	\$ -	\$ 1,513
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ 100	\$ 100
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 97,251	\$ 81,990	\$ 207,792	\$ 43,733	\$ 430,766

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

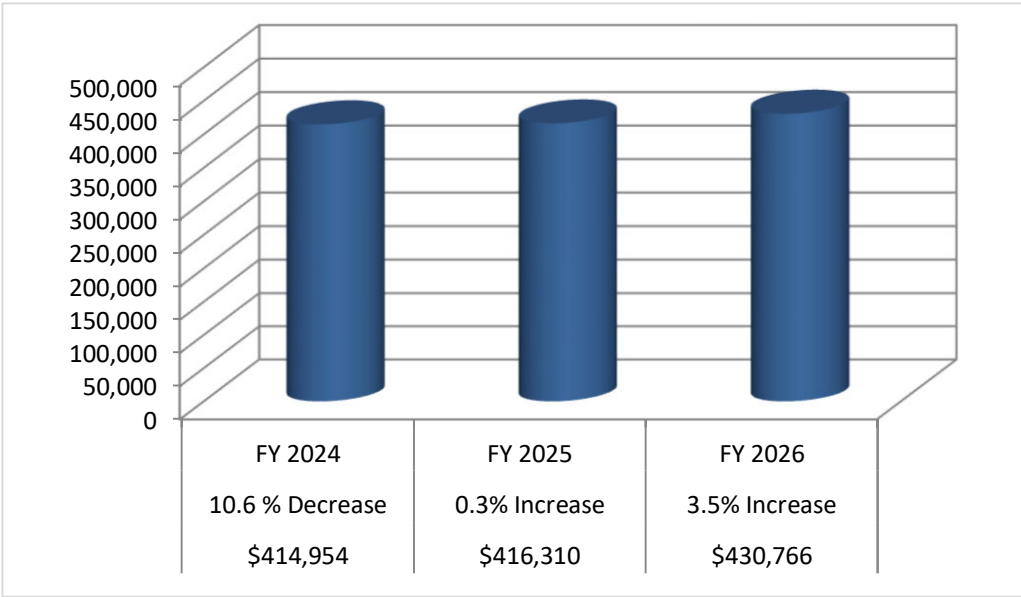
**Kennebec Valley Community Action Program  
Community Services Block Grant Operating Budget  
October 1, 2025 - September 30, 2026**

The CSBG budget consists of the South End Teen Center (22.6%), Community/School Based Education (19.0%), Poverty Initiatives (48.2%) and Community Assessment & Training (10.2%).



For fiscal year 2026, the proposed CSBG budget is \$430,766. When compared to fiscal year 2025, this is a increase of 3.5%, or \$14,456.

**CSBG Comparison  
FY 2024 - FY 2026**





**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budget**  
**October 1, 2025 - September 30, 2026**

Below is the comparison between the FY 2025 budget and the proposed FY 2026 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 416,310	\$ 430,766	\$ 14,456
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 416,310	\$ 430,766	\$ 14,456

<b>Expenses:</b>			
Personnel	\$ 239,908	\$ 262,989	\$ 23,081
Payroll Taxes & Employee Benefits	\$ 61,649	\$ 63,752	\$ 2,103
Staff Development	\$ 2,800	\$ 2,300	\$ (500)
Travel	\$ 4,280	\$ 1,550	\$ (2,730)
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ 1,500	\$ 1,600	\$ 100
Telecommunications	\$ 3,360	\$ 3,230	\$ (130)
Space & Occupancy	\$ 21,273	\$ 18,284	\$ (2,989)
Contract Services	\$ 1,500	\$ 4,400	\$ 2,900
Vehicle	\$ 2,200	\$ -	\$ (2,200)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,250	\$ 2,875	\$ 1,625
Direct Client Assistance	\$ 8,799	\$ 6,372	\$ (2,427)
Administration (Indirect)	\$ 56,378	\$ 61,801	\$ 5,423
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 11,413	\$ 1,513	\$ (9,900)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ 100	\$ 100
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 416,310	\$ 430,766	\$ 14,456

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
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There are not a lot of significant changes between the FY 2025 and FY 2026 budgets. Items of note and general observations are:

- Expenses related to the Teen Center van are not supported by the CSBG contract resulting in the large decrease in Vehicle and Depreciation expenses. These expenses are covered using other funding sources that support the Teen Center, and resulted in increases in Personnel costs and Materials & Supplies to accommodate that shift.
- Other increases in Personnel costs are related to the FY 2026 COLA. There was also a small increase in Poverty Initiative related to decrease in United Way funding to support Community Investors activities.
- The Contract Services increase is due to increases at the Teen Center related to the security system and counseling for the teens.

## **Part VI. Community Services Block Grant (Director: Scott Pasco)**

**Budget:** \$430,766

In FY 2026, CSBG will support four components including a portion of 19 staff positions, for a total of 5.5 full-time equivalents.

The KVCAP Board of Directors oversees CSBG funding and approves the allocation of funds on an annual basis. The funding supports many agency capacity activities as well as programming components within Community Initiatives 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 fill gaps in existing services, as identified through a comprehensive community needs assessment. KVCAP, as a member of the Maine Community Action Partnership (MECAP), partnered with MESCHNA (the Maine Shared Community Health Needs Assessment) to complete a comprehensive community needs assessment in 2025. 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 CSBG in FY 2026 include:

South End Teen Center – description in the Community Initiatives section.

Community Education and Strengthening – a component of the Family Enrichment Council, 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. This includes data collection and analysis. It also supports work on several agency-wide training initiatives including ROMA training for staff and the Board of Directors; and the agency focus on expanding a Whole Family Approach in our work.

**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2025 - September 30, 2026**

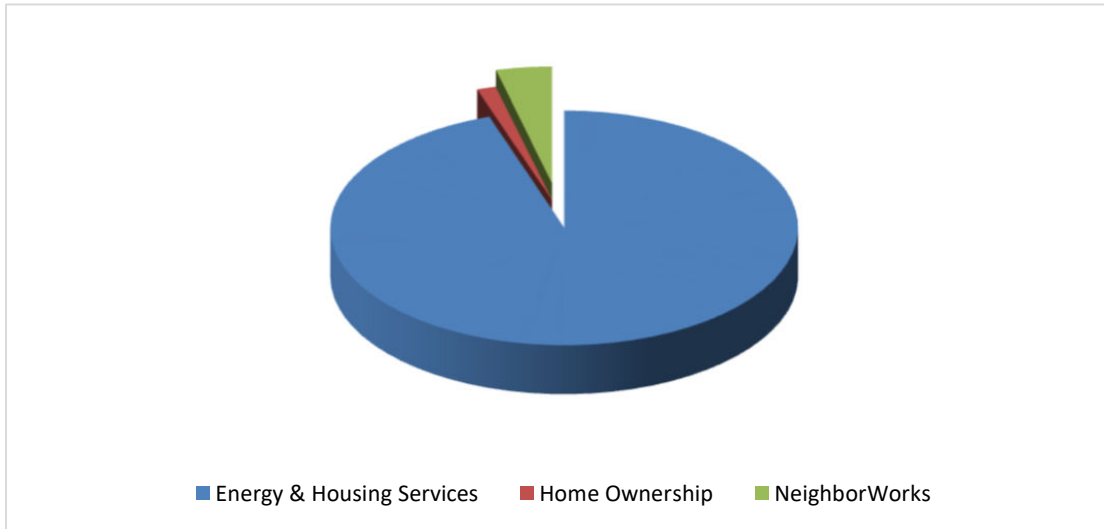
<b>Revenue:</b>	<b>Energy &amp; Housing Services</b>	<b>Home Ownership</b>	<b>NeighborWorks</b>	<b>Total</b>
Grants & Contracts	\$ 4,672,959	\$ 45,200	\$ 191,000	\$ 4,909,159
Program Revenue	\$ -	\$ 20,000	\$ -	\$ 20,000
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 4,672,959	\$ 65,200	\$ 191,000	\$ 4,929,159

<b>Expenses:</b>				
Personnel	\$ 1,087,640	\$ 34,413	\$ 98,413	\$ 1,220,466
Payroll Taxes & Employee Benefits	\$ 387,741	\$ 8,207	\$ 32,744	\$ 428,692
Staff Development	\$ 2,500	\$ -	\$ 7,430	\$ 9,930
Travel	\$ 8,100	\$ -	\$ 4,070	\$ 12,170
Office Costs	\$ 3,000	\$ -	\$ -	\$ 3,000
Insurance	\$ 10,482	\$ -	\$ -	\$ 10,482
Telecommunications	\$ 6,241	\$ -	\$ 200	\$ 6,441
Space & Occupancy	\$ 158,063	\$ 5,200	\$ 15,416	\$ 178,679
Contract Services	\$ 6,149	\$ 8,640	\$ 1,000	\$ 15,789
Vehicle	\$ 24,648	\$ -	\$ -	\$ 24,648
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 30,098	\$ 600	\$ 2,200	\$ 32,898
Direct Client Assistance	\$ 2,662,152	\$ -	\$ 5,000	\$ 2,667,152
Administration (Indirect)	\$ 255,595	\$ 8,087	\$ 23,127	\$ 286,809
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 26,550	\$ -	\$ -	\$ 26,550
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 4,000	\$ 53	\$ 1,400	\$ 5,453
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 4,672,959	\$ 65,200	\$ 191,000	\$ 4,929,159

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
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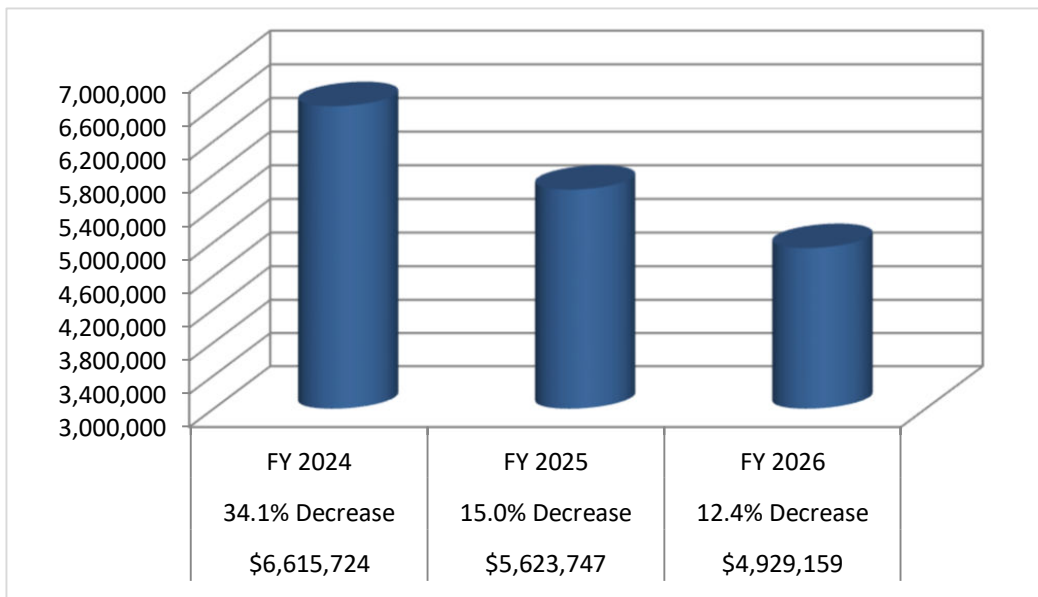
**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budget**  
**October 1, 2025 - September 30, 2026**

The Energy & Housing Services budget consists of the following programming: Energy & Housing Services (which contributes 94.8% of the budget), Home Ownership Services (1.3%), and NeighborWorks (3.9%).



For fiscal year 2026, the proposed Energy & Housing Services budget is \$4,929,159. When compared to fiscal year 2025, this is a decrease of 12.4%, or (\$694,588).

**Energy & Housing Services Comparison**  
**FY 2024 - FY 2026**



**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budget**  
**October 1, 2025 - September 30, 2026**

Below is the comparison between the FY 2025 budget and the proposed FY 2026 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 5,607,407	\$ 4,909,159	\$ (698,248)
Program Revenue	\$ 16,340	\$ 20,000	\$ 3,660
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 5,623,747	\$ 4,929,159	\$ (694,588)

<b>Expenses:</b>			
Personnel	\$ 1,573,238	\$ 1,220,466	\$ (352,772)
Payroll Taxes & Employee Benefits	\$ 624,624	\$ 428,692	\$ (195,932)
Staff Development	\$ 20,250	\$ 9,930	\$ (10,320)
Travel	\$ 28,040	\$ 12,170	\$ (15,870)
Office Costs	\$ 8,234	\$ 3,000	\$ (5,234)
Insurance	\$ 8,591	\$ 10,482	\$ 1,891
Telecommunications	\$ 11,743	\$ 6,441	\$ (5,302)
Space & Occupancy	\$ 221,501	\$ 178,679	\$ (42,822)
Contract Services	\$ 37,692	\$ 15,789	\$ (21,903)
Vehicle	\$ 31,565	\$ 24,648	\$ (6,917)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 62,112	\$ 32,898	\$ (29,214)
Direct Client Assistance	\$ 2,594,786	\$ 2,667,152	\$ 72,366
Administration (Indirect)	\$ 369,711	\$ 286,809	\$ (82,902)
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 25,132	\$ 26,550	\$ 1,418
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 6,528	\$ 5,453	\$ (1,075)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 5,623,747	\$ 4,929,159	\$ (694,588)

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
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Significant changes in the fiscal year 2026 budget projections include:

- Grant and Contracts Revenue decreased by (\$698,248) due to reductions in LIHEAP (\$449k) and HEAP Weatherization/CHIP funding (\$347k), which was offset by a slight increase in DOE funding (\$109k).
- The majority of expenditures decreased based on funding cuts mentioned above. Line items for Office Costs, Materials & Supplies, and Contract Services are related to the LIHEAP fuel assistance support costs being cut by half in the new contract and connected to the move to an online application process.
- Direct Client Assistance expenditures increase is the net of decreases in HEAP Weatherization/CHIP Weatherization and an increase in the DOE program connected to the Infrastructure Investment and Jobs Act (IIJA).

**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>*HEAP</b>	<b>*LIAP</b>	<b>*DOE</b>	<b>*HEAP Wz</b>	<b>*CHIP</b>	<b>*DEP Tank Replacement</b>	<b>Community Aging In Place</b>	<b>*HARP</b>	<b>*CDBG</b>	<b>Total</b>
Grants & Contracts	\$ 1,122,677	\$ 53,930	\$ 1,479,512	\$ 617,065	\$ 222,275	\$ 100,000	\$ 120,000	\$ 787,500	\$ 170,000	\$ 4,672,959
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,122,677	\$ 53,930	\$ 1,479,512	\$ 617,065	\$ 222,275	\$ 100,000	\$ 120,000	\$ 787,500	\$ 170,000	\$ 4,672,959

<b>Expenses:</b>										
Personnel	\$ 628,983	\$ 27,738	\$ 186,380	\$ 92,498	\$ 33,882	\$ 3,451	\$ 20,125	\$ 79,765	\$ 14,818	\$ 1,087,640
Payroll Taxes & Employee Benefits	\$ 214,288	\$ 8,970	\$ 58,661	\$ 30,987	\$ 14,231	\$ 1,238	\$ 9,506	\$ 42,060	\$ 7,800	\$ 387,741
Staff Development	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500
Travel	\$ 300	\$ -	\$ 7,700	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ -	\$ 8,100
Office Costs	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000
Insurance	\$ -	\$ -	\$ 10,482	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,482
Telecommunications	\$ 1,100	\$ -	\$ 3,100	\$ 650	\$ 300	\$ -	\$ 50	\$ 341	\$ 700	\$ 6,241
Space & Occupancy	\$ 106,000	\$ 10,704	\$ 18,763	\$ 7,896	\$ 3,350	\$ -	\$ 140	\$ 9,110	\$ 2,100	\$ 158,063
Contract Services	\$ 3,000	\$ -	\$ 2,305	\$ 244	\$ -	\$ -	\$ -	\$ 600	\$ -	\$ 6,149
Vehicle	\$ -	\$ -	\$ 12,344	\$ 3,500	\$ 2,275	\$ -	\$ 50	\$ 3,579	\$ 2,900	\$ 24,648
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 21,195	\$ -	\$ 4,666	\$ 425	\$ 662	\$ -	\$ 50	\$ 900	\$ 2,200	\$ 30,098
Direct Client Assistance	\$ -	\$ -	\$ 1,105,911	\$ 453,128	\$ 157,613	\$ 94,500	\$ 85,000	\$ 630,000	\$ 136,000	\$ 2,662,152
Administration (Indirect)	\$ 147,811	\$ 6,518	\$ 43,800	\$ 21,737	\$ 7,962	\$ 811	\$ 4,729	\$ 18,745	\$ 3,482	\$ 255,595
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ 16,200	\$ 6,000	\$ 2,000	\$ -	\$ 350	\$ 2,000	\$ -	\$ 26,550
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 3,700	\$ -	\$ -	\$ -	\$ -	\$ 300	\$ -	\$ 4,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,122,677	\$ 53,930	\$ 1,479,512	\$ 617,065	\$ 222,275	\$ 100,000	\$ 120,000	\$ 787,500	\$ 170,000	\$ 4,672,959

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

\*LIAP = Low-Income Assistance Program

\* DOE = Department of Energy (Weatherization)

\* HEAP Wthz. = Home Energy Assistance Program Weatherization

\* CHIP = Central Heating Improvement Program

\* DEP = Department of Environmental Protection

\* HARP = Home Accessibility and Repair Program

\* CDBG = Community Development Block Grant

**Kennebec Valley Community Action Program**  
**Home Ownership Services Operating Budgets**  
**October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>Home Buyer Education</b>	<b>*HUD Housing Counseling</b>	<b>Total</b>
Grants & Contracts	\$ 14,400	\$ 30,800	\$ 45,200
Program Revenue	\$ 20,000	\$ -	\$ 20,000
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 34,400	\$ 30,800	\$ 65,200

<b>Expenses:</b>			
Personnel	\$ 16,282	\$ 18,131	\$ 34,413
Payroll Taxes & Employee Benefits	\$ 3,722	\$ 4,485	\$ 8,207
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ 5,200	\$ -	\$ 5,200
Contract Services	\$ 4,717	\$ 3,923	\$ 8,640
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 600	\$ -	\$ 600
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 3,826	\$ 4,261	\$ 8,087
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 53	\$ -	\$ 53
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 34,400	\$ 30,800	\$ 65,200

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



**Kennebec Valley Community Action Program**  
**NeighborWorks Operating Budget**  
**October 1, 2025 - September 30, 2026**

	NeighborWorks Administration	Comprehensive Community Development	NTI Training Grant	Total
<b>Revenue:</b>				
Grants & Contracts	\$ 178,000	\$ 7,000	\$ 6,000	\$ 191,000
Program Revenue	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 178,000	\$ 7,000	\$ 6,000	\$ 191,000

<b>Expenses:</b>				
Personnel	\$ 94,733	\$ 3,680	\$ -	\$ 98,413
Payroll Taxes & Employee Benefits	\$ 30,289	\$ 2,455	\$ -	\$ 32,744
Staff Development	\$ 5,000	\$ -	\$ 2,430	\$ 7,430
Travel	\$ 500	\$ -	\$ 3,570	\$ 4,070
Office Costs	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 200	\$ -	\$ -	\$ 200
Space & Occupancy	\$ 15,416	\$ -	\$ -	\$ 15,416
Contract Services	\$ 1,000	\$ -	\$ -	\$ 1,000
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 2,200	\$ -	\$ -	\$ 2,200
Direct Client Assistance	\$ 5,000	\$ -	\$ -	\$ 5,000
Administration (Indirect)	\$ 22,262	\$ 865	\$ -	\$ 23,127
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,400	\$ -	\$ -	\$ 1,400
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 178,000	\$ 7,000	\$ 6,000	\$ 191,000

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

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

A. Energy Services

B. Home Repair

C. Homeownership Services

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

Home Energy Assistance Program (HEAP) and associated programs – Kennebec and Somerset

**Budget:** \$1,176,607 (LIHEAP = \$1,122,677; LIAP = \$53,930)

**Staff:** 18 full-time equivalents

**Description of Clients:** Income eligible households.

**Number of Households to be served in FY 26:** 9,976

#### **Continuing Services:**

- LIHEAP: Provide a fuel assistance benefit to income eligible households. Applicants encouraged to use the online application portal.
- 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.

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:** \$2,096,577 (DOE = \$1,479,512; HEAP Weatherization = \$617,065)

**Staff:** 4 full – time equivalents

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

**Number of Households to be served in FY 2026:** 155

**Continuing Services:**

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

**Anticipated New Service Opportunities:**

- Pursue additional funding opportunities, such as WEALTH Program funding through the City of Waterville.

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

**Budget:** \$222,275

**Staff:** 2 full-time equivalents

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

**Number of Households to be served in FY 2026:** 25

**Continuing Services:**

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

**Anticipated New Service Opportunities:**

- Pursue additional funding opportunities, such as WEALTH Program funding through the City of Waterville.

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

**Budget:** \$100,000

**Staff:** 1 full-time equivalent

**Description of Clients:** Income eligible households.

**Number of Households to be served in FY 2026:** 22

**Continuing Services:**

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

**B. Home Repair**

Home Repair Program: Kennebec, Somerset, Lincoln, Sagadahoc and Franklin

**Budget:** \$1,007,500 (Community Aging in Place = \$120,000; HARP = \$787,500; CDBG = \$170,000)

**Staff:** 2 full-time equivalents

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

**Number of Families to be served in FY 2026:** 68

**Continuing Services:**

- Offer resources to provide home repair services to homeowners so that they can maintain a safe, decent living environment.
- Offer services that allow community members in service area to continue to live safely and comfortably at home. The program offers no-cost home safety checks, minor maintenance repairs, and accessibility modifications to eligible low-income older adults and disabled homeowners.

**Anticipated New Service Opportunities:**

- Pursue additional funding opportunities, such as WEALTH Program funding through the City of Waterville.

## **C. Homeownership Services**

### Homeownership Education & Counseling

**Budget:** \$86,200 (MH = \$14,400 [does not include fees for service]; HUD = \$30,800; NW = \$31,000)

**Staff:** 3 part-time equivalents

**Description of Clients:** No Income Restrictions.

**Estimated Number of Clients to be served in FY 2026:** 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.
- Offer Fee for Service eHome America online classes - \$99 pp, In-person classes - \$30 pp

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

- Pursue additional funding streams to support housing counseling and HomeBuyer Education.

**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budgets**  
**October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>Community Investors - *UWKV</b>	<b>*SETC - UWKV</b>	<b>*SETC - BGCA - OJP</b>	<b>*SETC - BGCA - TANF</b>	<b>*SETC - NeighborWorks</b>	<b>VITA</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ 6,000	\$ 19,100	\$ 25,000	\$ 9,500	\$ 59,600
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 3,000	\$ 14,000	\$ -	\$ -	\$ 1,050	\$ 13,000	\$ 31,050
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 3,000	\$ 14,000	\$ 6,000	\$ 19,100	\$ 26,050	\$ 22,500	\$ 90,650

<b>Expenses:</b>							
Personnel	\$ -	\$ 4,703	\$ 4,185	\$ 13,322	\$ 7,000	\$ 14,447	\$ 43,657
Payroll Taxes & Employee Benefits	\$ -	\$ 934	\$ 831	\$ 2,647	\$ 4,595	\$ 2,350	\$ 11,357
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 1,500	\$ 1,600
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ 2,800	\$ -	\$ 2,800
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 608	\$ 608
Direct Client Assistance	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000
Administration (Indirect)	\$ -	\$ 1,105	\$ 984	\$ 3,131	\$ 1,645	\$ 3,395	\$ 10,260
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ 9,910	\$ -	\$ 9,910
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 7,258	\$ -	\$ -	\$ -	\$ 200	\$ 7,458
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 3,000	\$ 14,000	\$ 6,000	\$ 19,100	\$ 26,050	\$ 22,500	\$ 90,650

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\* UWKV = United Way Kennebec Valley

\*SETC = South End Teen Center

\*BGCA = Boys & Girls Clubs of America

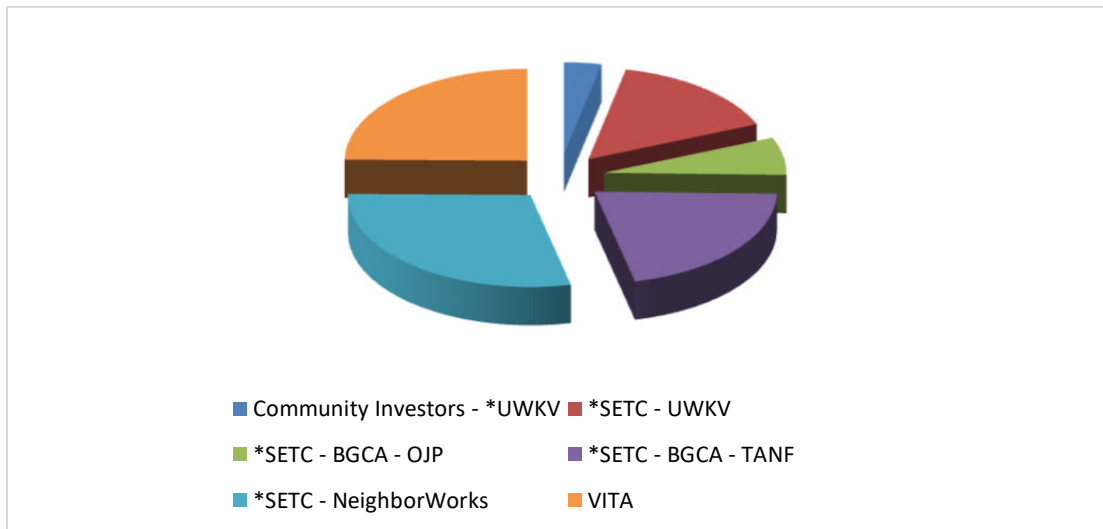
\*OJP = Office of Justice Program

\*TANF = Temporary Assistance for Needy Families

\*VITA = Volunteer Income Tax Assistance

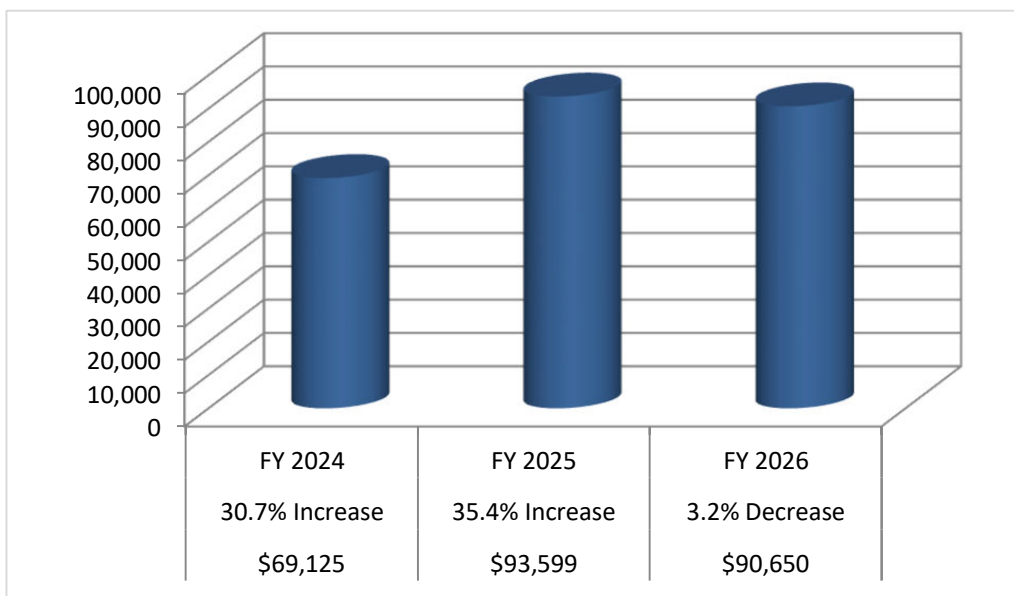
**Kennebec Valley Community Action Program  
Community Initiatives Operating Budget  
October 1, 2025 - September 30, 2026**

The Community Initiatives budget consists of Community Investors - UWKV Program (3.3%), SETC - UWKV (15.4%), SETC - OJP (6.6%), SETC - TANF (21.1%), SETC - NeighborWorks (28.7%), and VITA (24.8%).



For fiscal year 2026, the proposed Community Initiatives budget is \$90,650. When compared to fiscal year 2025, this is a decrease of 3.2%, or (\$2,949).

**Community Initiatives Comparison  
FY 2024 - FY 2026**



**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budget**  
**October 1, 2025 - September 30, 2026**

Below is the comparison between the FY 2025 budget and the proposed FY 2026 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 47,599	\$ 59,600	\$ 12,001
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ 46,000	\$ 31,050	\$ (14,950)
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 93,599	\$ 90,650	\$ (2,949)

<b>Expenses:</b>			
Personnel	\$ 53,909	\$ 43,657	\$ (10,252)
Payroll Taxes & Employee Benefits	\$ 10,088	\$ 11,357	\$ 1,269
Staff Development	\$ -	\$ -	\$ -
Travel	\$ 225	\$ -	\$ (225)
Office Costs	\$ 1,107	\$ -	\$ (1,107)
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 2,600	\$ 1,600	\$ (1,000)
Vehicle	\$ -	\$ 2,800	\$ 2,800
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 2,000	\$ 608	\$ (1,392)
Direct Client Assistance	\$ 3,500	\$ 3,000	\$ (500)
Administration (Indirect)	\$ 12,670	\$ 10,260	\$ (2,410)
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 9,910	\$ 9,910
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 7,500	\$ 7,458	\$ (42)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 93,599	\$ 90,650	\$ (2,949)

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
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Significant changes in the fiscal year 2026 budget projections include:

- For FY 2026, we've seen a decrease in funding from the United Way for Community Investors (\$4k) and the VITA program (\$1,500), and OJP, TANF, and United Way funding for the Teen Center (\$18k). This reduction has been offset by an increase in Neighborworks support for the Teen Center (\$20k).
- The changes in expenditures are directly related to the reduced funding previously mentioned. Most of these reductions are being covered by CSBG funding. The increases in Vehicle and Depreciation expenses are due to unallowable expenses within the CSBG contract, specifically related to the Teen Center van.



## **PART VIII. Community Initiatives (Senior Director: Monica Grady)**

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

**Budget:** \$162,401 (United Way = \$14,000; NeighborWorks = \$25,000; Boys & Girls Clubs of America = \$25,100; CSBG = \$97,251; Other Funding = \$1,050)

**Staff:** 2 full-time equivalents

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

**Number of teens to be served in FY 2026:** 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; music; 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 scholarship programs providing opportunities for SETC members, including the J&J Scholarship program (for post-secondary education and driver education).
- 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:**

- Develop new community service opportunities that will help increase community engagement and social capital for teen center members.
- Explore more educational opportunities through conferences, online training, and community partnership engagements.

### **Poverty Initiative**

**Budget:** Total - \$210,792 (United Way = \$3,000; CSBG = \$207,792)

**Staff:** 1 full-time equivalent and 8 part-time

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

**Number of Clients to be served:** 30 through Community Investors; 50 through Resource Navigator and/or Emergency Assistance and an additional 250 that are provided Information & Referral 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, 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.

### **Volunteer Income Tax Assistance (VITA)**

**Budget:** Total - \$22,500 (VITA federal funds = \$7,000; United Way = \$13,000; TBD = \$2,500)

**Staff:** 4 temporary, part-time staff

**Description of Clients:** Low-income tax filers in Kennebec and Somerset County

**Number of Households to be served in 2026:** 325

In FY 2025, KVCAP led the VITA initiative, including managing the grant for the Central Maine CASH Coalition.

### **Continuing Services:**

- Convene and lead the activities of the CASH Coalition.
- Coordinate tax clinics and Scan and Go sites in Kennebec and Somerset Counties.
- Recruit and manage volunteers to perform intake duties at clinics, prepare taxes, and provide information about financial resources to tax filers.

### **Anticipated New Opportunities:**

- Explore the development of new partnerships with local banks to increase the pool of volunteers in order to decrease staff time and to potentially serve more tax filers.

**Kennebec Valley Community Action Program**  
**Real Estate Development Operating Budgets**  
**October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>Cony Village Development</b>	<b>Tax Credit Projects</b>	<b>South End Revitalization</b>	<b>Program Administration</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ -	\$ -	\$ -
Program Revenue	\$ 1,366,000	\$ -	\$ 575,000	\$ -	\$ 1,941,000
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,366,000	\$ -	\$ 575,000	\$ -	\$ 1,941,000

<b>Expenses:</b>					
Personnel	\$ -	\$ -	\$ -	\$ 229,601	\$ 229,601
Payroll Taxes & Employee Benefits	\$ -	\$ -	\$ -	\$ 66,813	\$ 66,813
Staff Development	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
Travel	\$ -	\$ -	\$ -	\$ 11,900	\$ 11,900
Office Costs	\$ -	\$ -	\$ -	\$ 1,200	\$ 1,200
Insurance	\$ -	\$ -	\$ -	\$ 9,700	\$ 9,700
Telecommunications	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000
Space & Occupancy	\$ -	\$ -	\$ -	\$ 14,000	\$ 14,000
Contract Services	\$ 1,239,120	\$ -	\$ 227,000	\$ 13,000	\$ 1,479,120
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ 126,000	\$ -	\$ 278,000	\$ 46,000	\$ 450,000
Materials & Supplies	\$ -	\$ -	\$ -	\$ 2,525	\$ 2,525
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ 53,957	\$ 53,957
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ 4,775	\$ 4,775
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,365,120	\$ -	\$ 505,000	\$ 465,471	\$ 2,335,591

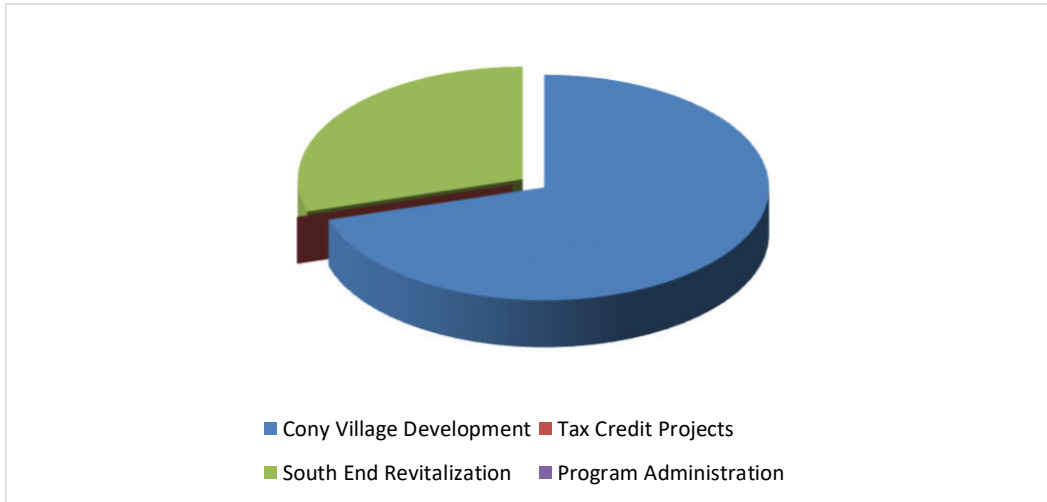
  

<b>Surplus/(Deficit)</b>	\$ 880	\$ -	\$ 70,000	\$ (465,471)	\$ (394,591)
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\*Tax credit projects include Gerald Senior Residents, Hartland Senior Living Phase I, Hartland Senior Living Phase II, Mary Street Apartments, and the King Street development project.

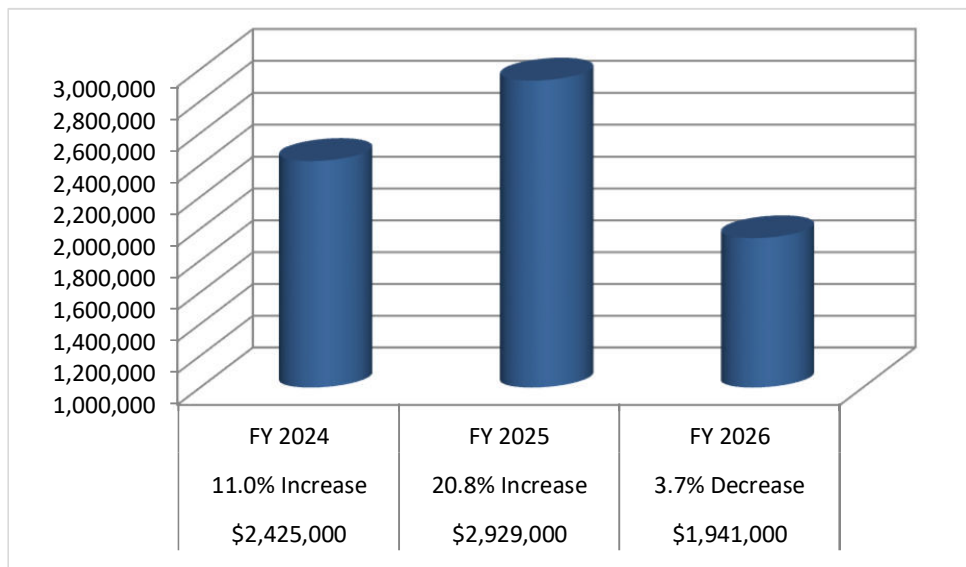
**Kennebec Valley Community Action Program  
Real Estate Development Operating Budget  
October 1, 2025 - September 30, 2026**

The Real Estate Development budget consists of the Cony Village Home Development (which contributes 70.4% of the budget), Tax Credit Projects, South End Revitalization (29.6%), and Program Administration.



For fiscal year 2026, the proposed Real Estate Development budget is \$1,941,000. When compared to fiscal year 2025, this is a decrease of 33.7%, or (\$988,000).

**Real Estate Development Comparison  
FY 2024 - FY 2026**



**Kennebec Valley Community Action Program**  
**Real Estate Development Operating Budget**  
**October 1, 2025 - September 30, 2026**

Below is the comparison between the FY 2025 budget and the proposed FY 2026 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ -	\$ -	\$ -
Program Revenue	\$ 2,929,000	\$ 1,941,000	\$ (988,000)
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 2,929,000</b>	<b>\$ 1,941,000</b>	<b>\$ (988,000)</b>
<b>Expenses:</b>			
Personnel	\$ 207,586	\$ 229,601	\$ 22,015
Payroll Taxes & Employee Benefits	\$ 72,937	\$ 66,813	\$ (6,124)
Staff Development	\$ 5,100	\$ 10,000	\$ 4,900
Travel	\$ 10,850	\$ 11,900	\$ 1,050
Office Costs	\$ 1,050	\$ 1,200	\$ 150
Insurance	\$ -	\$ 9,700	\$ 9,700
Telecommunications	\$ 2,400	\$ 2,000	\$ (400)
Space & Occupancy	\$ 26,977	\$ 14,000	\$ (12,977)
Contract Services	\$ 2,090,691	\$ 1,479,120	\$ (611,571)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ 332,209	\$ 450,000	\$ 117,791
Materials & Supplies	\$ 4,600	\$ 2,525	\$ (2,075)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 48,783	\$ 53,957	\$ 5,174
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 300	\$ 4,775	\$ 4,475
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 2,803,483</b>	<b>\$ 2,335,591</b>	<b>\$ (467,892)</b>
<b>Surplus/(Deficit)</b>	<b>\$ 125,517</b>	<b>\$ (394,591)</b>	<b>\$ (520,108)</b>

Significant changes in the fiscal year 2026 budget projections include:

- Program Revenue for FY 2026 is based on the sale of two houses as part of the South End Revitalization and the sale of three condos and two houses at the Cony Village Development. There are no projected closes on tax development projects which contributed to the decrease in overall funding.
- Expense reductions in Space & Occupancy, Contract Services, and Materials & Supplies are related to reduced home sales at Cony Village as the development project nears an end.

**PART IX: Real Estate Development** (Director: David Pelton)

**Budget:** \$1,941,000

**Staff:** 3 full-time equivalents

Cony Village LLC

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

**Households to be Served in FY 2026:** 41

**Continuing Services:**

- Support Homeowners Association Board made up of CV Homeowners.
- Sell two completed condominiums.
- Complete and sell two homes.

**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.

52 King Street

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

**Households to be Served:** 37

**Scope of Work:** Build a new one, two and three bedroom apartment building.

**Funding:** Maine Housing has awarded the project LIHTC funds. Demolition of existing buildings began July 2025.

**Timeline:** The project completion timeline is 15 months from the start of construction. Approximately November 2026.

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 Phases I & II**

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

**Households to be Served:** 60

**Continuing Services:**

- Offer 60 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.

**Single Family Neighborhood Revitalization**

**Target Demographic:** Lower income neighborhoods in the Kennebec Valley region. The South End in Waterville is 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. The first target neighborhood is the south end in Waterville. Two homes were renovated in 2025. Another 1 - 2 are expected to be purchased and renovated in 2026.

**Budget:** This project has revolving fund seed capital of \$390,000, which has been designated by the KVCAP Board of Directors. Additional NeighborWorks funds have been added. The funds are used to research, purchase, renovate, and resell single family properties or duplex properties in the south end neighborhood of Waterville. Once a renovated property is sold, the proceeds

return to the revolving fund for the next purchase and renovation. Any “profits” will go toward reimbursing KVCAP for the initial seed money invested. Once the original \$390,000 in seed capital has been recouped, excess funds from sales will go toward increased project production (working on additional renovations simultaneously) and/or other RED operations and projects as approved by management. NeighborWorks funds will remain in the revolving fund.

#### Other Affordable Housing Initiatives

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

##### Fairfield Elementary

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

**Households to be Served:** 27

**Scope of Work:** Combined new construction with historic preservation of one, two and three bedroom apartments.

**Funding:** Applying for Maine Housing Low Income Housing Tax Credit (LIHTC) funds. Awards might not be announced until 2026.

**Timeline:** The project completion timeline is 16 months from the start of construction.

##### 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 Housing Committee on results and next steps.

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



**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budgets**  
**October 1, 2025 - September 30, 2026**

<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	\$ 7,554,018	\$ 226,080	\$ 3,223,935	\$ 11,004,033
Program Revenue	\$ -	\$ -	\$ 3,549,810	\$ 3,549,810
Other Revenue	\$ -	\$ -	\$ 100,000	\$ 100,000
Inkind	\$ 1,757,186	\$ -	\$ -	\$ 1,757,186
<b>Total Revenue:</b>	\$ 9,311,204	\$ 226,080	\$ 6,873,745	\$ 16,411,029

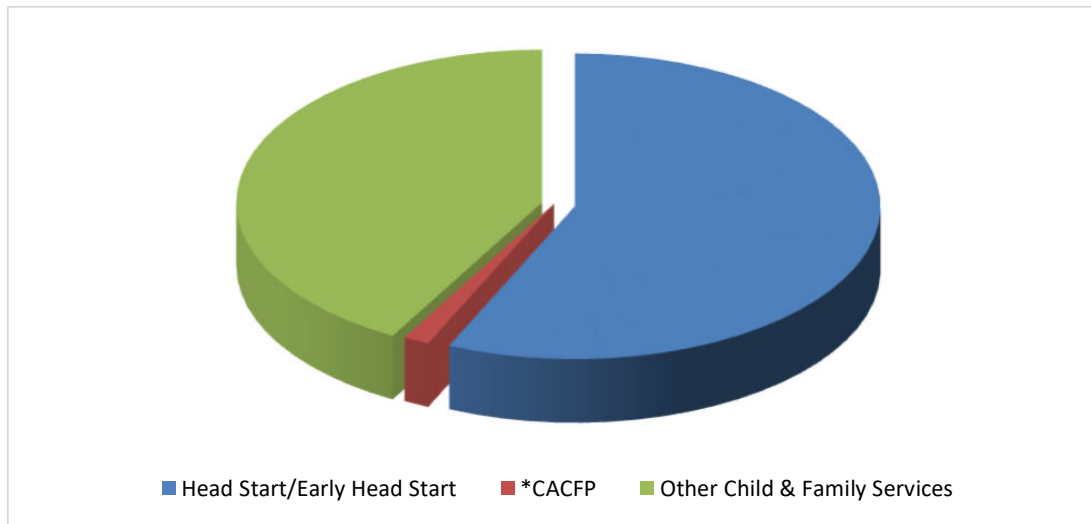
<b>Expenses:</b>				
Personnel	\$ 4,129,861	\$ 55,098	\$ 3,516,331	\$ 7,701,290
Payroll Taxes & Employee Benefits	\$ 1,490,807	\$ 25,315	\$ 1,097,762	\$ 2,613,884
Staff Development	\$ 65,627	\$ -	\$ 48,822	\$ 114,449
Travel	\$ 71,608	\$ -	\$ 30,788	\$ 102,396
Office Costs	\$ 22,043	\$ -	\$ 22,655	\$ 44,698
Insurance	\$ 9,025	\$ -	\$ 3,207	\$ 12,232
Telecommunications	\$ 26,277	\$ -	\$ 16,543	\$ 42,820
Space & Occupancy	\$ 41,811	\$ -	\$ 690,837	\$ 732,648
Contract Services	\$ 560,042	\$ 47	\$ 311,792	\$ 871,881
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 140,277	\$ 132,672	\$ 145,125	\$ 418,074
Direct Client Assistance	\$ -	\$ -	\$ 11,863	\$ 11,863
Administration (Indirect)	\$ 968,165	\$ 12,948	\$ 835,879	\$ 1,816,992
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 28,475	\$ -	\$ 137,903	\$ 166,378
Inkind	\$ 1,757,186	\$ -	\$ -	\$ 1,757,186
<b>Total Expenses:</b>	\$ 9,311,204	\$ 226,080	\$ 6,869,507	\$ 16,406,791

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ 4,238	\$ 4,238
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\*CACFP = Child and Adult Care Food Program

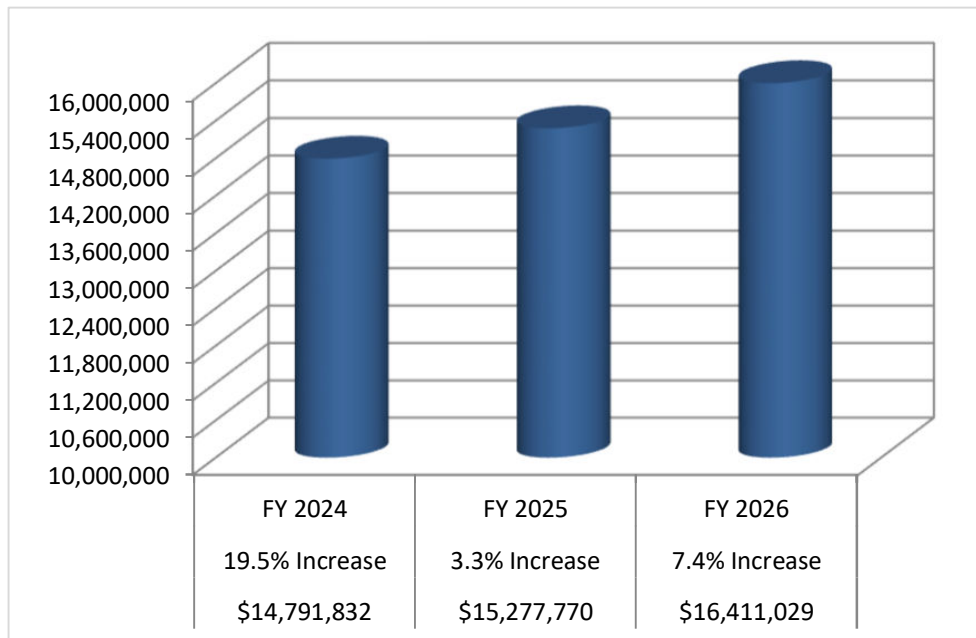
**Kennebec Valley Community Action Program  
Child & Family Services Operating Budget  
October 1, 2025 - September 30, 2026**

Child & Family Services budget includes the following program areas related to the early care and education of the children in our service area and are represented in the chart below: Head Start/Early Head Start (which contributes 56.7% of the budget), the Child and Adult Care Food Program [CACFP] (1.4%), and Other Child & Family Services (41.9%).



For fiscal year 2026, the proposed Child & Family Services budget is \$16,411,029. When compared to fiscal year 2025, this is an increase of 7.4%, or \$1,133,259.

**Child & Family Services Comparison  
FY 2024 - FY 2026**



**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budget**  
**October 1, 2025 - September 30, 2026**

Below is the comparison between the FY 2025 budget and the proposed FY 2026 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 10,809,751	\$ 11,004,033	\$ 194,282
Program Revenue	\$ 2,680,833	\$ 3,549,810	\$ 868,977
Other Revenue	\$ -	\$ 100,000	\$ 100,000
Inkind	\$ 1,787,186	\$ 1,757,186	\$ (30,000)
<b>Total Revenue:</b>	<b>\$ 15,277,770</b>	<b>\$ 16,411,029</b>	<b>\$ 1,133,259</b>
<b>Expenses:</b>			
Personnel	\$ 7,013,943	\$ 7,701,290	\$ 687,347
Payroll Taxes & Employee Benefits	\$ 2,383,488	\$ 2,613,884	\$ 230,396
Staff Development	\$ 109,366	\$ 114,449	\$ 5,083
Travel	\$ 114,113	\$ 102,396	\$ (11,717)
Office Costs	\$ 59,401	\$ 44,698	\$ (14,703)
Insurance	\$ 13,394	\$ 12,232	\$ (1,162)
Telecommunications	\$ 41,653	\$ 42,820	\$ 1,167
Space & Occupancy	\$ 734,106	\$ 732,648	\$ (1,458)
Contract Services	\$ 888,120	\$ 871,881	\$ (16,239)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 354,090	\$ 418,074	\$ 63,984
Direct Client Assistance	\$ 11,863	\$ 11,863	\$ -
Administration (Indirect)	\$ 1,654,761	\$ 1,816,992	\$ 162,231
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 112,286	\$ 166,378	\$ 54,092
Inkind	\$ 1,787,186	\$ 1,757,186	\$ (30,000)
<b>Total Expenses:</b>	<b>\$ 15,277,770</b>	<b>\$ 16,406,791</b>	<b>\$ 1,129,021</b>
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ 4,238</b>	<b>\$ 4,238</b>

Significant changes in the fiscal year 2026 budget projections include:

- The increase in Child & Family Services revenue is related to Child Care and School District funding for preschool services. This is due to the opening of the Hight Family Early Learning Center, which brought an additional two infant toddler rooms and two preschool rooms. District funding also saw an increase due to post COVID census data.
- Increases in Personnel, Payroll Taxes & Employee Benefits, and Administration are related to the annual COLA and benefit increases, as well as staffing the additional classrooms, which also contributed to the increases in the Materials & Supplies and Other expense lines.

**Kennebec Valley Community Action Program**  
**Head Start/Early Head Start Operating Budgets**  
**October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>State Head Start - Educare</b>	<b>State Head Start - All Other Centers</b>	<b>Head Start/Early Head Start - Educare</b>	<b>Head Start/Early Head Start - All Other Centers</b>	<b>*T&amp;TA - Educare</b>	<b>*T&amp;TA - All Other Centers</b>	<b>Total</b>
Grants & Contracts	\$ 248,351	\$ 276,923	\$ 3,389,069	\$ 3,539,906	\$ 49,031	\$ 50,738	\$ 7,554,018
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ 859,525	\$ 897,661	\$ -	\$ -	\$ 1,757,186
<b>Total Revenue:</b>	\$ 248,351	\$ 276,923	\$ 4,248,594	\$ 4,437,567	\$ 49,031	\$ 50,738	\$ 9,311,204

<b>Expenses:</b>							
Personnel	\$ 154,631	\$ 172,220	\$ 2,015,218	\$ 1,787,792	\$ -	\$ -	\$ 4,129,861
Payroll Taxes & Employee Benefits	\$ 57,382	\$ 64,231	\$ 770,833	\$ 598,361	\$ -	\$ -	\$ 1,490,807
Staff Development	\$ -	\$ -	\$ 600	\$ 2,686	\$ 33,079	\$ 29,262	\$ 65,627
Travel	\$ -	\$ -	\$ 7,028	\$ 35,525	\$ 12,152	\$ 16,903	\$ 71,608
Office Costs	\$ -	\$ -	\$ 13,776	\$ 8,267	\$ -	\$ -	\$ 22,043
Insurance	\$ -	\$ -	\$ -	\$ 9,025	\$ -	\$ -	\$ 9,025
Telecommunications	\$ -	\$ -	\$ 10,002	\$ 16,275	\$ -	\$ -	\$ 26,277
Space & Occupancy	\$ -	\$ -	\$ 3,823	\$ 37,988	\$ -	\$ -	\$ 41,811
Contract Services	\$ -	\$ -	\$ 25,044	\$ 534,998	\$ -	\$ -	\$ 560,042
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 58,821	\$ 81,456	\$ -	\$ -	\$ 140,277
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 36,338	\$ 40,472	\$ 473,574	\$ 417,781	\$ -	\$ -	\$ 968,165
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 10,350	\$ 9,752	\$ 3,800	\$ 4,573	\$ 28,475
Inkind	\$ -	\$ -	\$ 1,757,186	\$ -	\$ -	\$ -	\$ 1,757,186
<b>Total Expenses:</b>	\$ 248,351	\$ 276,923	\$ 5,146,255	\$ 3,539,906	\$ 49,031	\$ 50,738	\$ 9,311,204

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ (897,661)	\$ 897,661	\$ -	\$ -	\$ -
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\*T&TA = Training & Technical Assistance

**Kennebec Valley Community Action Program**

**\*CACFP Operating Budgets**

**October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>CACFP - Educare</b>	<b>CACFP - All Other Centers</b>	<b>Total</b>
Grants & Contracts	\$ 219,036	\$ 7,044	\$ 226,080
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 219,036	\$ 7,044	\$ 226,080

<b>Expenses:</b>			
Personnel	\$ 53,126	\$ 1,972	\$ 55,098
Payroll Taxes & Employee Benefits	\$ 24,235	\$ 1,080	\$ 25,315
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 47	\$ -	\$ 47
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 129,143	\$ 3,529	\$ 132,672
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 12,485	\$ 463	\$ 12,948
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 219,036	\$ 7,044	\$ 226,080

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

**Kennebec Valley Community Action Program  
Other Child & Family Services Operating Budgets  
October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>Whole Families</b>	<b>Whole Families - United Way of Kennebec Valley</b>	<b>State ECE Salary Supplemental Grant - Educare</b>	<b>State ECE Salary Supplemental Grant - All Other Centers</b>	<b>Family Leadership</b>	<b>Maine Parent Ambassadors</b>	<b>Spectrum Business Foundation</b>
Grants & Contracts	\$ 245,000	\$ -	\$ 286,850	\$ 258,200	\$ 25,000	\$ 252,232	\$ 15,000
Program Revenue	\$ -	\$ 7,000	\$ 81,750	\$ 73,500	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 245,000	\$ 7,000	\$ 368,600	\$ 331,700	\$ 25,000	\$ 252,232	\$ 15,000

<b>Expenses:</b>							
Personnel	\$ 148,220	\$ 4,622	\$ 264,906	\$ 238,448	\$ 16,705	\$ 73,039	\$ -
Payroll Taxes & Employee Benefits	\$ 30,461	\$ 1,292	\$ 36,249	\$ 32,869	\$ 4,369	\$ 24,687	\$ -
Staff Development	\$ 5,428	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Travel	\$ 8,100	\$ -	\$ -	\$ -	\$ -	\$ 4,875	\$ -
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 2,367	\$ -	\$ -	\$ -	\$ -	\$ 600	\$ -
Space & Occupancy	\$ 5,537	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 3,405	\$ -	\$ -	\$ -	\$ -	\$ 37,300	\$ -
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 34,832	\$ 1,086	\$ 67,445	\$ 60,383	\$ 3,926	\$ 17,164	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,150	\$ -	\$ -	\$ -	\$ -	\$ 94,567	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 245,000	\$ 7,000	\$ 368,600	\$ 331,700	\$ 25,000	\$ 252,232	\$ 15,000

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\* ECE = Early Childhood Education

**Kennebec Valley Community Action Program  
Other Child & Family Services Operating Budgets  
October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>*KVCC CCAMPIS</b>	<b>Provider &amp; Sub/Aide Training Programs</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>Total</b>
Grants & Contracts	\$ 45,000	\$ 37,288	\$ -	\$ -	\$ 859,834	\$ 1,199,531	\$ 3,223,935
Program Revenue	\$ -	\$ -	\$ 2,040,555	\$ 1,139,464	\$ 207,541	\$ -	\$ 3,549,810
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 45,000	\$ 37,288	\$ 2,040,555	\$ 1,139,464	\$ 1,067,375	\$ 1,299,531	\$ 6,873,745

<b>Expenses:</b>							
Personnel	\$ 23,354	\$ 18,670	\$ 700,940	\$ 750,197	\$ 565,743	\$ 711,487	\$ 3,516,331
Payroll Taxes & Employee Benefits	\$ 8,295	\$ 6,731	\$ 250,115	\$ 260,158	\$ 183,161	\$ 259,375	\$ 1,097,762
Staff Development	\$ -	\$ -	\$ 4,227	\$ 878	\$ 2,500	\$ 20,789	\$ 48,822
Travel	\$ -	\$ -	\$ 1,025	\$ 1,250	\$ 8,116	\$ 7,422	\$ 30,788
Office Costs	\$ -	\$ -	\$ 7,789	\$ 1,091	\$ 7,700	\$ 6,075	\$ 22,655
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,207	\$ 3,207
Telecommunications	\$ -	\$ -	\$ 3,559	\$ 3,028	\$ 2,681	\$ 4,308	\$ 16,543
Space & Occupancy	\$ -	\$ -	\$ 644,709	\$ 2,024	\$ 7,177	\$ 31,390	\$ 690,837
Contract Services	\$ -	\$ 7,500	\$ 42,875	\$ 2,377	\$ 192,548	\$ 25,787	\$ 311,792
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 51,722	\$ 14,203	\$ 32,525	\$ 46,175	\$ 145,125
Direct Client Assistance	\$ 6,863	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,863
Administration (Indirect)	\$ 5,488	\$ 4,387	\$ 164,721	\$ 176,297	\$ 132,949	\$ 167,201	\$ 835,879
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,000	\$ -	\$ 9,385	\$ 1,461	\$ 14,025	\$ 16,315	\$ 137,903
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 45,000	\$ 37,288	\$ 1,881,067	\$ 1,212,964	\$ 1,149,125	\$ 1,299,531	\$ 6,869,507

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ 159,488	\$ (73,500)	\$ (81,750)	\$ -	\$ 4,238
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\*KVCC CCAMPIS = Kennebec Valley Community College - Child Care Access Means Parents In School

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

**Budget:** \$16,411,029

**Staff:** 155 Staff positions are allocated by percentage of various funding streams

**Number of Clients/Households to be served in FY 2026:** 506 children and their families

**State & Federal Head Start: \$9,311,204 (Director: Sarah Lavallee)**

Educare = \$4,545,976

Somerset/Other = \$4,765,228

**Full-time equivalents:** 76

**Description of Clients:** Low income Children, Birth to 5 years of age, and their families.

**Continuing Services:**

- Provide high quality, comprehensive services to children and families that includes:
  - Health Services: screenings, referrals, nutritious meals, social/emotional, dental, physical
  - Education: assessments, research based curricula
  - Family Services: engagement opportunities, parenting education, referrals, supports, training, advocacy
- Contract with community providers (Home Start) to support high quality learning environments for children from all socio-economic groups.
- Support children with disabilities within service design, locations, partnerships.

**Anticipated New Service Opportunities:**

- Increase services for 3 year olds in Somerset County partnership locations
- Explore additional school district partnerships; MSAD #53 Pittsfield, RSU #59 Madison

**State Department of Education; School Districts, Child Development Services; \$2,059,365**

Kennebec: \$859,834 - Waterville Public Schools; (Director: Rhonda Kaiser)

Somerset: \$1,199,531 - RSU #19 & MSAD #54; (Director: Nicole Chaplin)

**Full-time equivalents:** 16.5

**Description of Clients:** Preschool children (primarily age 4) in partnership with public schools, including children with special needs ages Birth to 5 years.

**Continuing Services:**

- Waterville Public School preschool services.
- MSAD #19 Hartland preschool services.
- MSAD #54 Skowhegan, Canaan, Norridgewock preschool services.
- Services to children with special needs in all classrooms, birth to 5 years.



**Anticipated New Service Opportunities:**

- Explore potential for partnerships among community education providers in the DOE First10 pilot.
- Track longitudinal data of Waterville Public School/Educare student achievement.
- Explore additional school district partnerships; MSAD #53 Pittsfield, RSU #59 Madison.

**Child Care; State DHHS Child Care Affordability Program, Client Fees, Scholarships, Early Childhood Educator Tiered Salary Supplements: \$ 3,880,319 (Director: Anne Owens)**  
Educare: \$2,409,155                      Somerset/Other: \$1,471,164

**Full-time equivalents: 28.5**

**Description of Clients:** Primarily low income children, birth to 5 years of age, whose parents are working or attending an education/training program.

**Continuing Services:**

- Center-based child care services Kennebec and Somerset Counties.
- Community Provider contracts through the Home Start model.
- After school child care services MSAD #54 Skowhegan.

**Anticipated New Service Opportunities:**

- Explore expansion of KVCC Campus child care.
- Respond to workforce needs through exploration of increased child care services with business partners.

**Child & Adult Care Food Program: \$226,080 (Director: Anne Owens)**  
Educare: \$219,036                      Somerset/Other: \$7,044

**Full-time equivalents: 2.5**

**Continuing Services:**

- Provision of healthy meals for children in service.

**Anticipated New Service Opportunities:**

- Influence public school menus for healthier meals.
- Expand nutrition service opportunities in the Skowhegan new school.
- Expand Educare Market (food pantry) for families.

**Whole Families (State TANF): \$245,000 (Director: Nicole Chaplin)**

All C&FS Programs: \$245,000

**Full-time equivalents: 2.5**

**Description of Clients:** Low income parents of children, birth to 18 years.

**Continuing Services:**

- Connect parents with education and community support resources to promote workforce and education development.
- Support improved whole family functioning, promoting engagement of the whole family, including male involvement and grandparent caregivers.

**Anticipated New Service Opportunities:**

- Utilize data to educate and promote Whole Family services, internally and externally.
- Seek funding to expand a comprehensive and integrated Whole Family approach.

**Educare/Lab School & Learning Hub Initiatives: \$ 689,061 (Director: Rhonda Kaiser)**

**Full-time equivalents: 5.5**

**Description of Clients:** Educators, parents, and others seeking technical assistance in quality services for young children.

**Continuing Services:**

- Promote the Educare Learning network model to influence systems and policies, improving Maine's early care and education.
- Provide Technical Assistance to community providers and state/national partners on "Beyond the Walls".
- Provide Technical Assistance to Maine's First4ME community collaborative to elevate early childhood access, affordability and quality.
- Pursue funding to extend the Workforce Entry Train the Trainer model, statewide (Substitute training program).
- Support workforce development through badging, higher education credits, apprenticeship, and training for early care and education providers.
- Expand community and stakeholder knowledge of the issues of poverty through the state funded Parent Ambassador program.

**Anticipated New Service Opportunities:**

- Pursue Technical Assistance partnerships with state Departments of Education, Health & Human Services, and Labor to elevate quality early care and education, and secure sustainable funding.
- Increase Training and Technical Assistance to providers internally and externally to increase quality in early childhood settings.
- Engage in education forums to further career pathway opportunities for early care and education.
- Increase business education efforts for investments in early childhood as an economic driver in a community.
- Seek forum opportunities to link early childhood practices and climate change.
- Elevate Educare's LEED practices with on-site educational recycling and materials.

**Kennebec Valley Community Action Program**  
**Social Services Operating Budgets**  
**October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>Maine Families</b>	<b>Family First</b>	<b>Prevention Councils</b>	<b>Parent &amp; Community Engagement &amp; Leadership</b>	<b>UWKV - Family Enrichment Council</b>	<b>Total</b>
Grants & Contracts	\$ 1,145,623	\$ 560,564	\$ 306,000	\$ 24,000	\$ 5,000	\$ 2,041,187
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,145,623	\$ 560,564	\$ 306,000	\$ 24,000	\$ 5,000	\$ 2,041,187

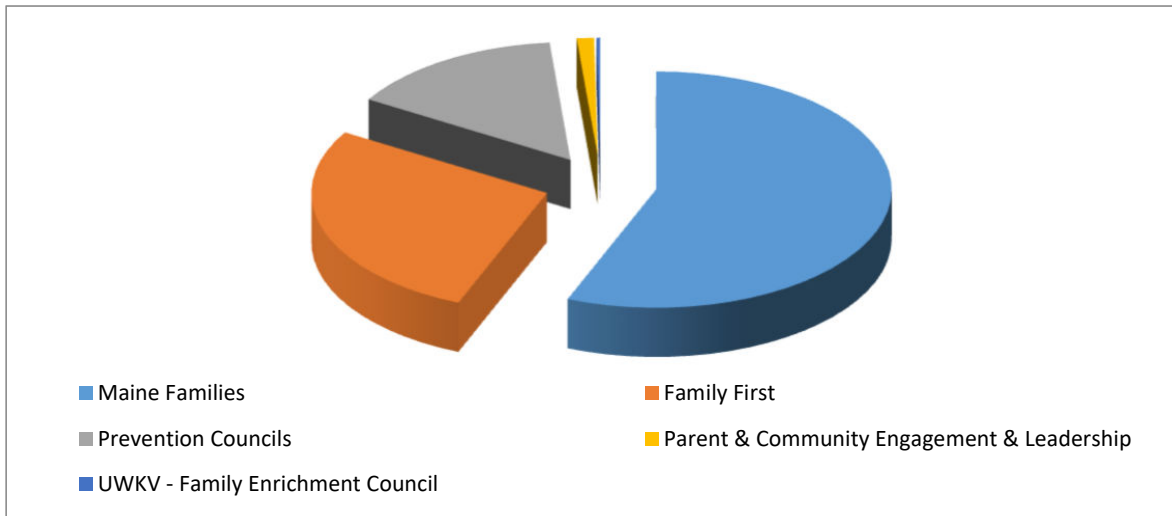
<b>Expenses:</b>						
Personnel	\$ 627,195	\$ 304,512	\$ 192,542	\$ 2,115	\$ 1,517	\$ 1,127,881
Payroll Taxes & Employee Benefits	\$ 247,233	\$ 122,486	\$ 47,268	\$ 719	\$ 566	\$ 418,272
Staff Development	\$ 4,583	\$ 2,468	\$ 600	\$ -	\$ -	\$ 7,651
Travel	\$ 20,387	\$ 6,308	\$ 4,401	\$ -	\$ -	\$ 31,096
Office Costs	\$ 710	\$ 383	\$ -	\$ -	\$ -	\$ 1,093
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 5,577	\$ 3,003	\$ 888	\$ 444	\$ -	\$ 9,912
Space & Occupancy	\$ 76,285	\$ 41,085	\$ 8,372	\$ -	\$ -	\$ 125,742
Contract Services	\$ 7,247	\$ 3,903	\$ 3,450	\$ 2,450	\$ -	\$ 17,050
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 6,620	\$ 3,566	\$ 1,903	\$ 17,775	\$ 2,560	\$ 32,424
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 147,391	\$ 71,560	\$ 45,248	\$ 497	\$ 357	\$ 265,053
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,395	\$ 1,290	\$ 1,328	\$ -	\$ -	\$ 5,013
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,145,623	\$ 560,564	\$ 306,000	\$ 24,000	\$ 5,000	\$ 2,041,187

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\* UWKV = United Way Kennebec Valley

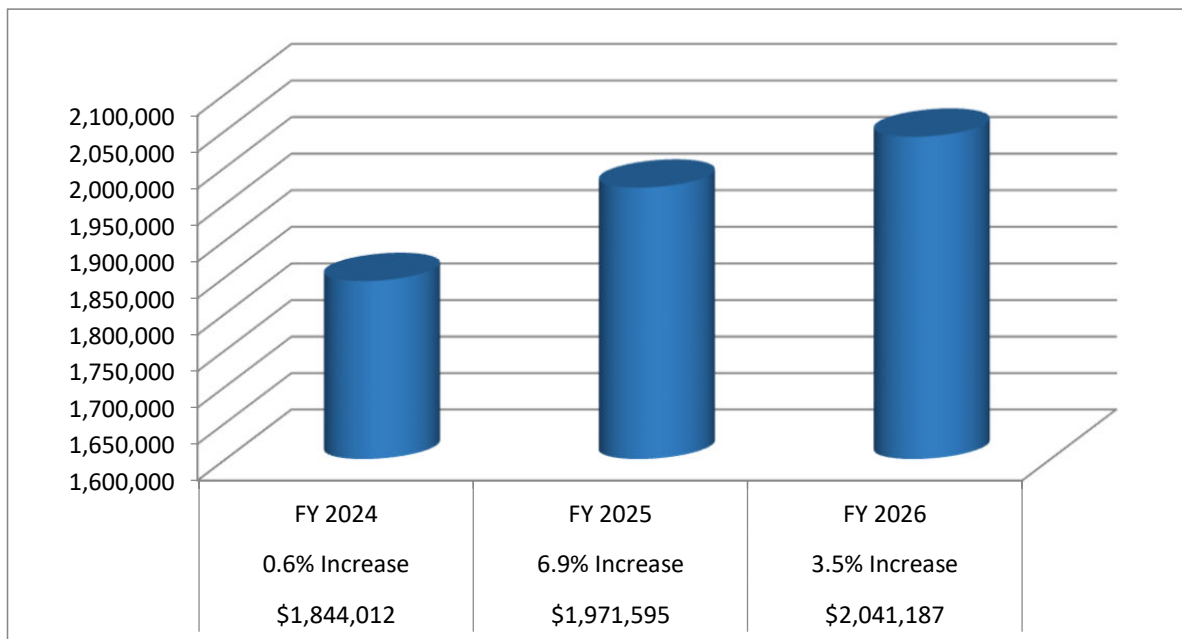
**Kennebec Valley Community Action Program**  
**Social Services Operating Budget**  
**October 1, 2025 - September 30, 2026**

The Social Services budget consists of Maine Families (which contributes 56.1% of the budget), Family First (27.5%), Prevention Councils (15.0%), Parent & Community Engagement & Leadership (1.2%), and UWKV Family Enrichment (0.2%) programs.



For fiscal year 2026, the proposed Social Services budget is \$2,041,187. When compared to fiscal year 2025, this is an increase of 3.5%, or \$69,592.

**Social Services Comparison**  
**FY 2024 - FY 2026**



**Kennebec Valley Community Action Program**  
**Social Services Operating Budget**  
**October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 1,971,595	\$ 2,041,187	\$ 69,592
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,971,595	\$ 2,041,187	\$ 69,592
<b>Expenses:</b>			
Personnel	\$ 1,057,471	\$ 1,127,881	\$ 70,410
Payroll Taxes & Employee Benefits	\$ 348,225	\$ 418,272	\$ 70,047
Staff Development	\$ 9,275	\$ 7,651	\$ (1,624)
Travel	\$ 44,022	\$ 31,096	\$ (12,926)
Office Costs	\$ 5,699	\$ 1,093	\$ (4,606)
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 13,502	\$ 9,912	\$ (3,590)
Space & Occupancy	\$ 152,793	\$ 125,742	\$ (27,051)
Contract Services	\$ 23,244	\$ 17,050	\$ (6,194)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 57,562	\$ 32,424	\$ (25,138)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 248,506	\$ 265,053	\$ 16,547
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 11,296	\$ 5,013	\$ (6,283)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,971,595	\$ 2,041,187	\$ 69,592
<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -

Significant changes in the fiscal year 2026 budget projections include:

- Social Services revenue increase is a net result of several changes. This includes the consolidation of the Front Porch programs (\$14k) and Parent & Community Support Services (\$72k) into the renamed Parent & Community Engagement & Leadership contract, which at \$24k is a reduction in funding of (\$62k). Last year's Maine Families and Family First contracts were received after the plan and budget was published, so the decrease in Maine Families funding (\$54k), and the increase in Family First funding (\$181k) is to bring in line with the FY 2025 contract levels.
- Personnel, Taxes & Benefits, and Indirect expenses increased due to the 3% COLA and predicted benefit increases, as well as being fully staffed and bringing in line with actual expenditures.

**Kennebec Valley Community Action Program**  
**Social Services Operating Budget**  
**October 1, 2025 - September 30, 2026**

- Space & Occupancy expenses decreased as a result of the program moving to a remote/hybrid work schedule providing costs savings to maintain service and staffing levels.
- Materials and Supplies increase is the net of the decrease at the conclusion of the Parent & Community Support Services contract and the Front Porch contracts, and the increase from the new Parent & Community Engagement & Leadership and United Way contracts.

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

### **Maine Families Home Visiting**

**Budget:** \$1,706,187 (Home Visiting = \$1,145,623; Family First = \$560,564)

**Staff:** 15.25 full-time equivalents

**Description of Clients:** Pregnant people and expectant parents, and parents or other 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 26:** 231 Families

#### **Continuing Services:**

- Administer the Maine Families Home Visiting program in Kennebec and Somerset Counties, 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 support.

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

- The State proposed expanding Family First eligibility in FY2023 and continues to await federal approval. If the change were to go through this fiscal year, it will potentially create a significant increase in the number of referrals and necessitate a waitlist, with children referred through child welfare prioritized.

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

**Budget:** \$416,990 (Prevention Council contracts with Maine Children's Trust = \$306,000; Parent & Community Engagement & Leadership grant = \$24,000; United Way = \$5,000; CSBG = \$81,990)

**Staff:** 4 full-time equivalents

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

**Number of Clients to be served in FY 2026:** 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 building partnerships, raising awareness, increasing knowledge and skills of parenting practices and protective factors, mobilizing resources and concrete supports, and providing training.



- 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

**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budgets**  
**October 1, 2025 - September 30, 2026**

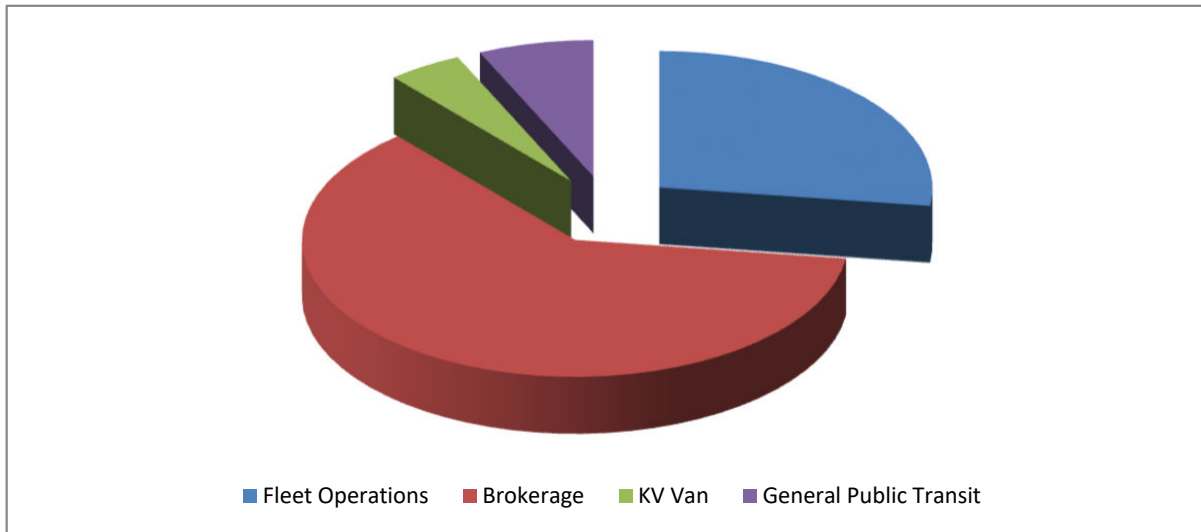
<b>Revenue:</b>	<b>Fleet Operations</b>	<b>Brokerage</b>	<b>KV Van</b>	<b>General Public Transit</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ 731,559	\$ 874,810	\$ 1,606,369
Program Revenue	\$ 4,544,090	\$ 10,303,805	\$ -	\$ -	\$ 14,847,895
Other Revenue	\$ -	\$ -	\$ 10,000	\$ 268,177	\$ 278,177
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 4,544,090	\$ 10,303,805	\$ 741,559	\$ 1,142,987	\$ 16,732,441

<b>Expenses:</b>					
Personnel	\$ 1,712,378	\$ 854,228	\$ 63,605	\$ 541,722	\$ 3,171,933
Payroll Taxes & Employee Benefits	\$ 514,064	\$ 299,631	\$ 22,311	\$ 154,867	\$ 990,873
Staff Development	\$ 5,000	\$ 19,070	\$ 1,416	\$ -	\$ 25,486
Travel	\$ 1,528	\$ 518	\$ 39	\$ -	\$ 2,085
Office Costs	\$ 44,500	\$ 19,785	\$ 1,474	\$ 2,521	\$ 68,280
Insurance	\$ 504	\$ -	\$ -	\$ -	\$ 504
Telecommunications	\$ 750	\$ 88,725	\$ 6,606	\$ 5,500	\$ 101,581
Space & Occupancy	\$ 291,327	\$ 84,955	\$ 7,397	\$ 43,712	\$ 427,391
Contract Services	\$ 25,533	\$ 179,478	\$ 13,384	\$ 4,000	\$ 222,395
Vehicle	\$ 742,900	\$ -	\$ -	\$ 231,250	\$ 974,150
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 5,675	\$ 11,132	\$ 829	\$ 2,200	\$ 19,836
Direct Client Assistance	\$ -	\$ 5,411,000	\$ 493,090	\$ -	\$ 5,904,090
Administration (Indirect)	\$ 402,408	\$ 200,745	\$ 14,947	\$ 127,305	\$ 745,405
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 490,126	\$ 52,307	\$ 3,895	\$ 19,110	\$ 565,438
Common Carrier	\$ -	\$ 3,200,000	\$ 53,000	\$ -	\$ 3,253,000
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 11,838	\$ 15,432	\$ 1,149	\$ 10,800	\$ 39,219
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 4,248,531	\$ 10,437,006	\$ 683,142	\$ 1,142,987	\$ 16,511,666

<b>Surplus/(Deficit)</b>	\$ 295,559	\$ (133,201)	\$ 58,417	\$ -	\$ 220,775
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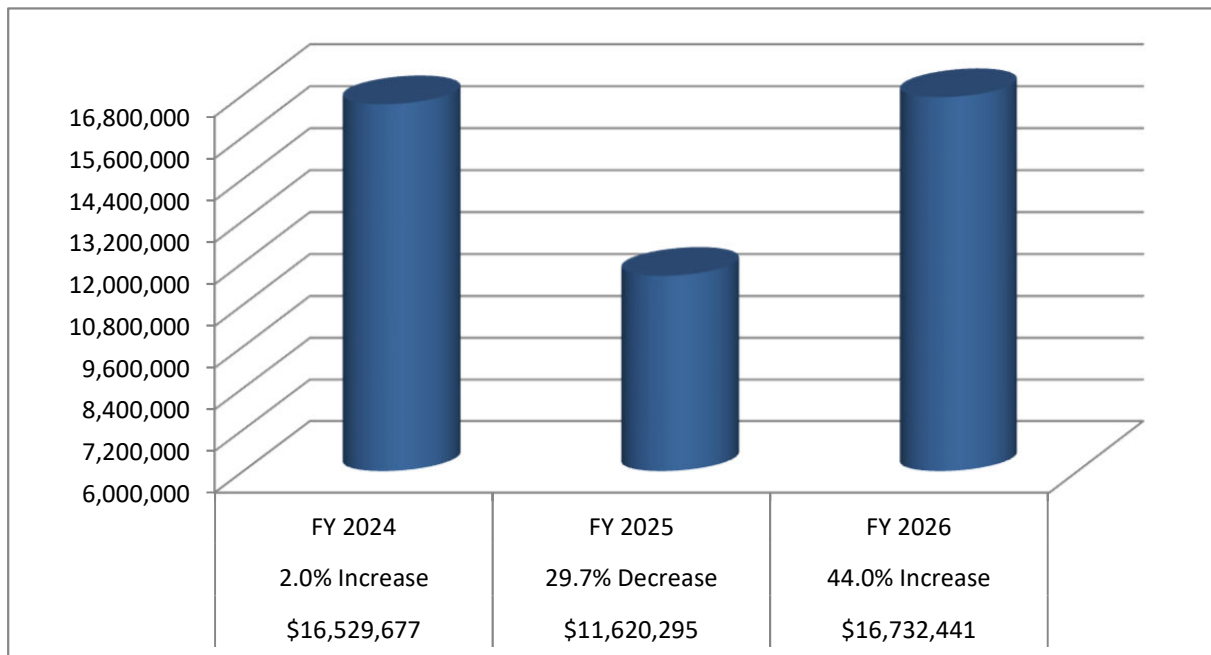
**Kennebec Valley Community Action Program  
Transportation Services Operating Budget  
October 1, 2025 - September 30, 2026**

The Transportation Services budget consists of Fleet Operations (which contributes 27.2% of the budget), Brokerage (61.6%), KV Van (4.4%), and General Public Transit (6.8%).



For fiscal year 2026, the proposed Transportation Services budget is \$16,732,441. When compared to fiscal year 2025, this is an increase of 44.0%, or \$5,112,146.

**Transportation Services Comparison  
FY 2024 - FY 2026**



**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budget**  
**October 1, 2025 - September 30, 2026**

<b>Revenue:</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 1,300,381	\$ 1,606,369	\$ 305,988
Program Revenue	\$ 10,171,492	\$ 14,847,895	\$ 4,676,403
Other Revenue	\$ 148,422	\$ 278,177	\$ 129,755
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 11,620,295</b>	<b>\$ 16,732,441</b>	<b>\$ 5,112,146</b>

<b>Expenses:</b>			
Personnel	\$ 2,128,716	\$ 3,171,933	\$ 1,043,217
Payroll Taxes & Employee Benefits	\$ 688,887	\$ 990,873	\$ 301,986
Staff Development	\$ 24,085	\$ 25,486	\$ 1,401
Travel	\$ 9,999	\$ 2,085	\$ (7,914)
Office Costs	\$ 38,951	\$ 68,280	\$ 29,329
Insurance	\$ 1,438	\$ 504	\$ (934)
Telecommunications	\$ 101,364	\$ 101,581	\$ 217
Space & Occupancy	\$ 353,179	\$ 427,391	\$ 74,212
Contract Services	\$ 212,383	\$ 222,395	\$ 10,012
Vehicle	\$ 589,356	\$ 974,150	\$ 384,794
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 24,507	\$ 19,836	\$ (4,671)
Direct Client Assistance	\$ 3,974,156	\$ 5,904,090	\$ 1,929,934
Administration (Indirect)	\$ 500,260	\$ 745,405	\$ 245,145
Interest	\$ 24,950	\$ -	\$ (24,950)
Depreciation	\$ 508,957	\$ 565,438	\$ 56,481
Common Carrier	\$ 2,477,988	\$ 3,253,000	\$ 775,012
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 13,958	\$ 39,219	\$ 25,261
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 11,673,134</b>	<b>\$ 16,511,666</b>	<b>\$ 4,838,532</b>
<b>Surplus/(Deficit)</b>	<b>\$ (52,839)</b>	<b>\$ 220,775</b>	<b>\$ 273,614</b>

Our initial budget for FY 2025 was significantly reduced due to the uncertainty surrounding the Regional Non-Emergency Medical Transportation contract (MaineCare Brokerage). At the time of publication, Penquis CAP, the current holder of the Brokerage contract with the State of Maine, had filed a court case against the award to Modivcare. Given the ongoing litigation and the unclear outcome of the final verdict and potential program structure, we opted for a very conservative budget. This budget initially covered a three-month period and was subsequently updated in January 2025 to span the nine months of the contract extension issued in late December 2024.

Although the issuance of the NEMT contract based on the State's RFP is still in litigation, we have received a few assurances that have allowed our FY 2026 budget to return to just over FY 2024 levels.

**Kennebec Valley Community Action Program  
Transportation Services Operating Budget  
October 1, 2025 - September 30, 2026**

Firstly, the contract has been extended until June 2026 and will continue to operate under its current format until that time. Secondly, should the court case outcome result in Modivcare assuming the NEMT contract, they have indicated their willingness to work with KVCAP as a transportation provider.

Based on this information, the FY 2026 budget has been prepared projecting nine months under the current model and three months as solely a provider for the NEMT contract.

The majority of the increases in this budget are due to it being a full 12-month budget and aligning expense projections with actual figures. There are a couple of line items that show a greater increase than that.

- Space & Occupancy - increased as part of the Facilities review and occupying space that had previously been common space.
- Depreciation - increased based on the purchase of new vehicles to replace those that are beyond useful life.
- Other - increased to include expenditures for program outreach as a means to generate more revenue by increasing ridership in the General Public Transportation program.

## **PART XII. Transportation Services (Senior Transportation Director, Kirk Bellavance)**

**Budget:** \$16,732,441 (Fleet Operations = \$4,544,090; Brokerage = \$10,303,805; KV Van = \$741,559; General Public Transit = \$1,142,987)

**Number of Staff:** 83 full-time equivalents, 45+ volunteer drivers

**Description of Clients:** MaineCare members, Child Welfare referrals, low-income, older adults, cancer patients, adults and children with disabilities and other members of general public.

**Number of Clients/Households to be served in 2026:** Approximately 5,000

### **Continuing Services:**

#### **NET Services (MaineCare) –**

- The Penquis NET Contract for region 4 has been extended to 6/30/2026.
- Through a unique and creative partnership, KVCAP and Penquis collaborate on transportation service delivery to MaineCare covered services for eligible members.
- Transportation services are provided using KVCAP Agency Vehicles, volunteer drivers, local common carriers and external accessible transportation services, as appropriate, to meet the needs of individuals.

#### **KV Van**

- Provide full-service regional transportation.
- Operate ADA Accessible vans using professionally trained drivers.
- Utilize a Volunteer Driver program.
- Provide DHHS Child Welfare Transportation (referrals from DHHS Caseworkers).
- Provide DHHS Low-Income Transportation (200% of Federal Poverty, application and proof of income required).
- Provide transportation services to children with disabilities, families navigating protective custody, and children needing access to medical and developmental services.
- Offer general medical and social services transportation to low-income residents, older adults and individuals with disabilities.
- Provide transportation services to specific populations that are funded by the United Way, Maine Cancer Foundation, various foundations and dedicated special projects when resources are available.

#### **Demand Response Public Transportation Service**

- Provide public transportation access in Region 4 with curb-to-curb transportation services available in three zones – Augusta, Waterville/Fairfield/Winslow, and Skowhegan.
- Offer intercity service that connects the Waterville/Fairfield/Winslow and Augusta zones. Trips are provided on a first-come, first-served basis and require individuals to call at least one business day in advance to make a reservation.

## **Anticipated New Service Opportunities**

- Expand Demand Response Public Transportation services to include the rural communities surrounding current service zones.
- Further develop the Mobility Management programs with additional financial support from municipalities and businesses to ensure reliable transportation for rural residents to access essential services such as medical appointments, social services, grocery stores, employment, education, and community activities.
- Seek funding for piloting a new flex route service in Augusta for the Western Avenue and Maine State Capital offices that would provide a convenient and appealing alternative to driving alone for employees and visitors to reduce traffic congestion and parking demand. This supports the broader goals of Maine’s Clean Transportation Roadmap and the emphasis on sustainable modes of travel within the Maine State Transit Plan.
- Seek funding for piloting a Route 201 flex route service that connects Waterville and Skowhegan with scheduled stops at key community hubs. This initiative directly aligns with the Maine State Transit Plan and addresses the need to “Explore, pilot, and implement programs to address the needs of underserved populations in rural Maine.”