



TO: Michael Mitchell, President  
KVCAP Board of Directors

FR: Suzanne Walsh, CEO  
KVCAP

RE: KVCAP Comprehensive Plan and Budget – FY 2025

DA: September 18, 2024

I am pleased to present the Annual Comprehensive Plan and Budget for Fiscal Year 2025 for your review and approval.

In this document, you will find information on current services, anticipated new service opportunities, and strategic issues and opportunities. You will also find detailed budgets for each program, along with corresponding charts and graphs.

Organizational charts for each department are under Section II for easy reference.

Senior Management and the Agency Leadership Team will present the plan and answer questions at the September 25, 2024 meeting of the Board of Directors.

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

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## KVCAP Mission and Vision

### Mission

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

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### Vision

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

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

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

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

## Management Philosophy

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

### Chain of Command

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

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

The Chief Executive Officer will see that all employees of the agency are regularly evaluated and appropriate action is taken regarding staff tenure, promotion, and other employment related decisions. Evaluations of employees will be solely based on objective measurement of their

performance of the tasks assigned to them, not on personal liking or other elements of behavior unrelated to job performance. When necessary, between formal evaluations, the Chief Executive Officer may need to review the performance of employees, particularly when job responsibilities change, and take appropriate management action to remedy performance problems in the interest of the agency. The performance of the Chief Executive Officer will be formally evaluated by the Board of Directors annually.

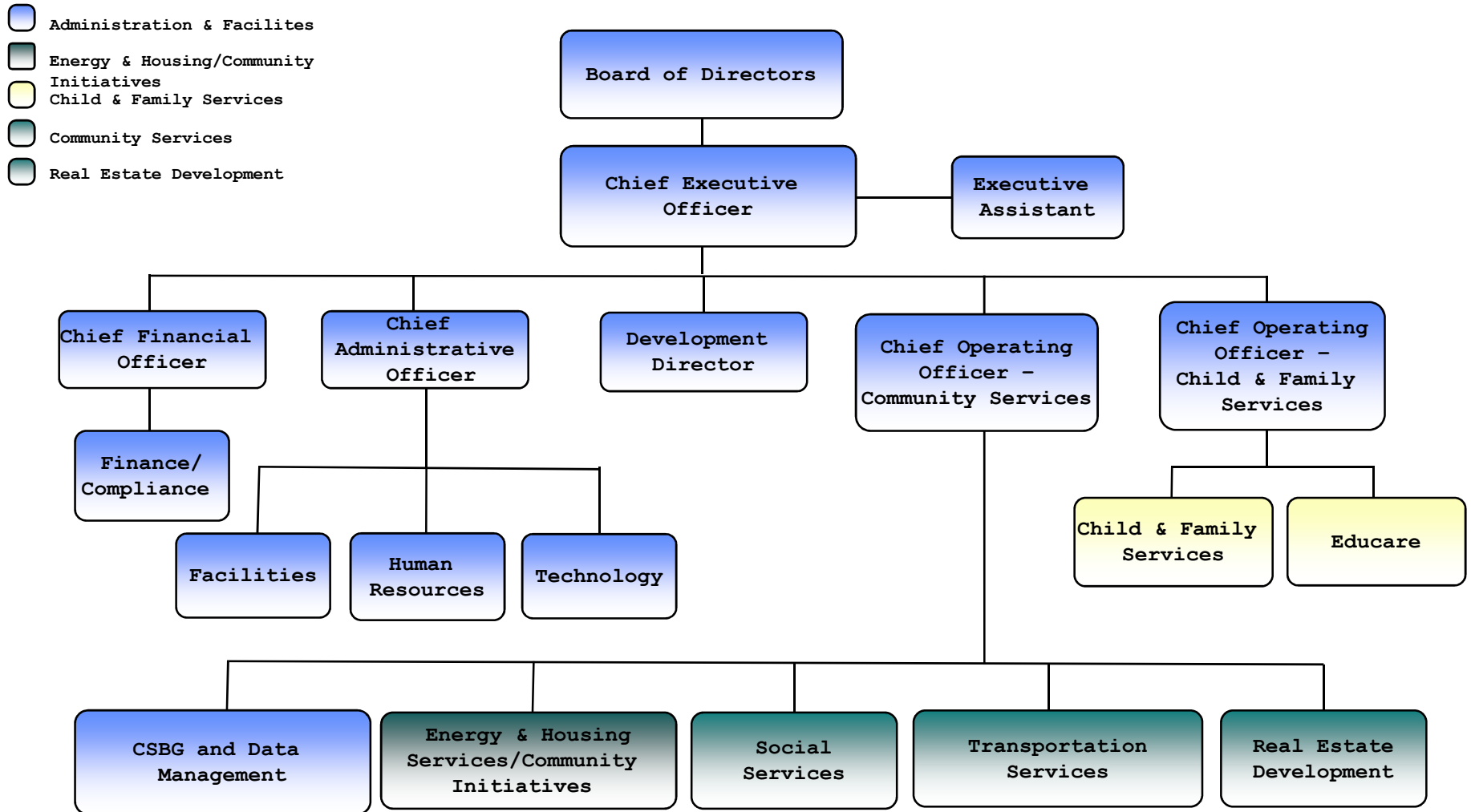
Note: The Board's acceptance of the annual review of the Chief Executive Officer constitutes its endorsement of her/his management strategy and style. When complaints arise regarding the Chief Executive Officer's management of the agency, the board will assume that he/she has behaved appropriately in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

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

# Organizational Chart

Revised: 8/2024

## KVCAP Management Chain of Command



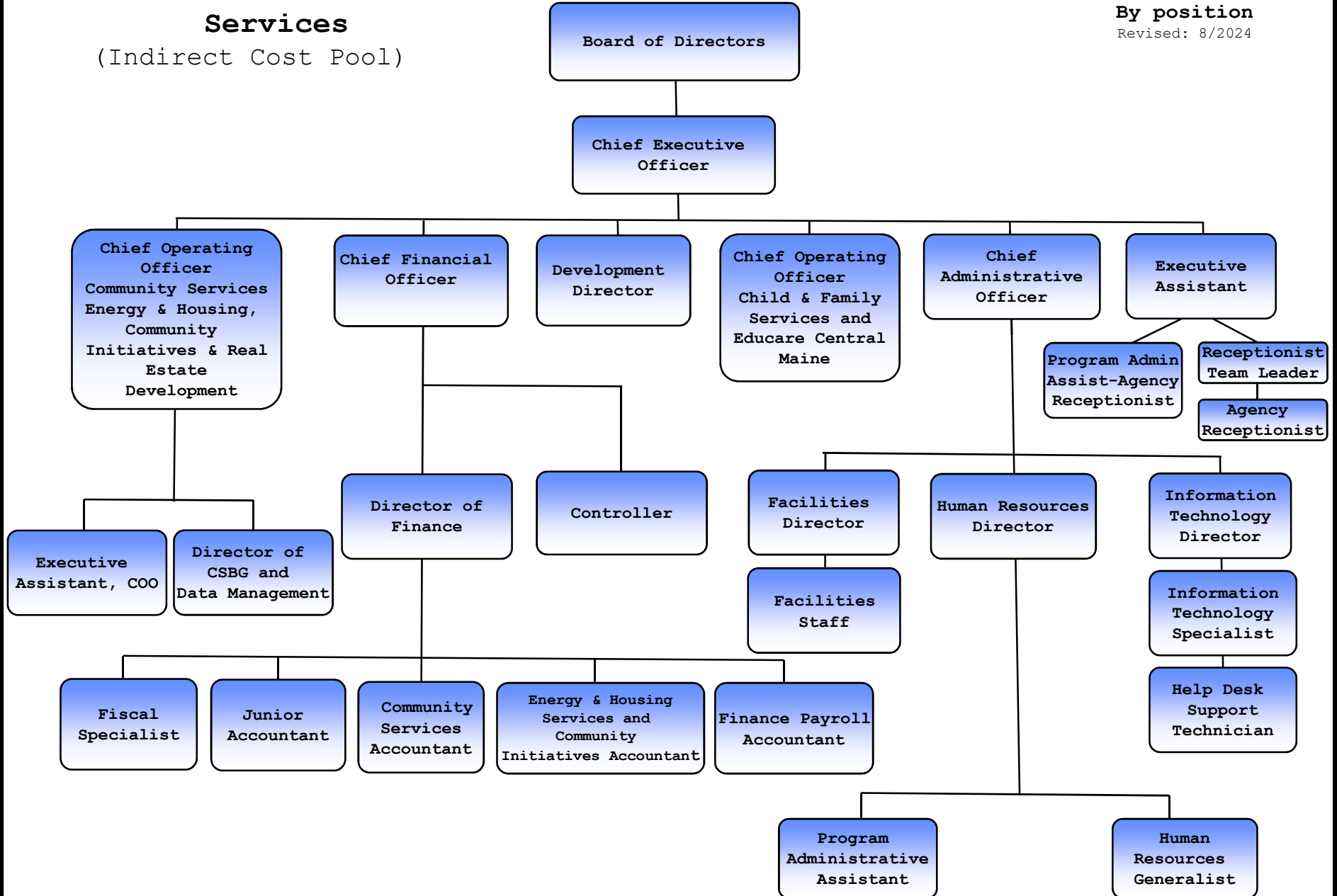
# Administration & Facilities Services

(Indirect Cost Pool)

## Organizational Chart

By position

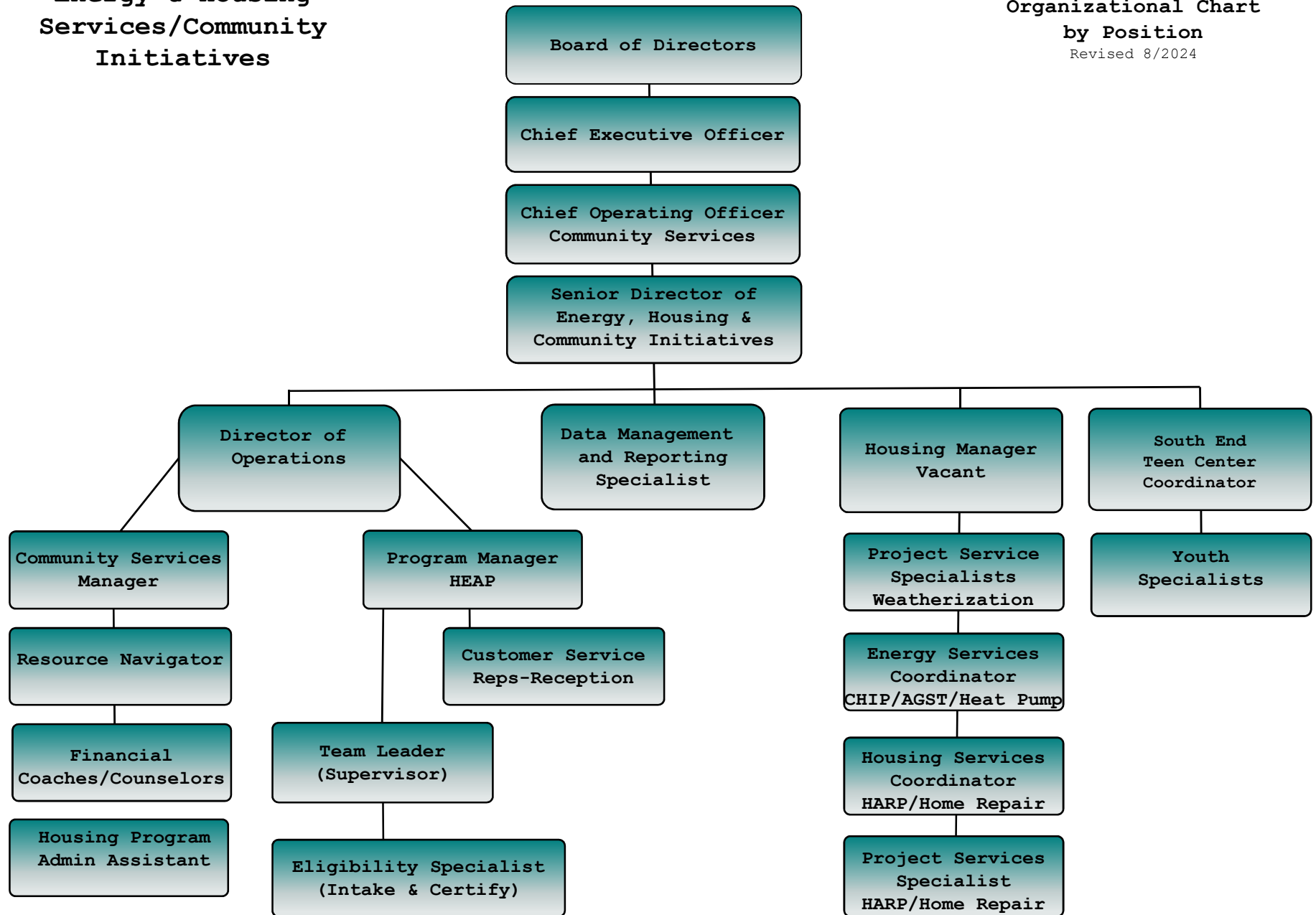
Revised: 8/2024





**Energy & Housing  
Services/Community  
Initiatives**

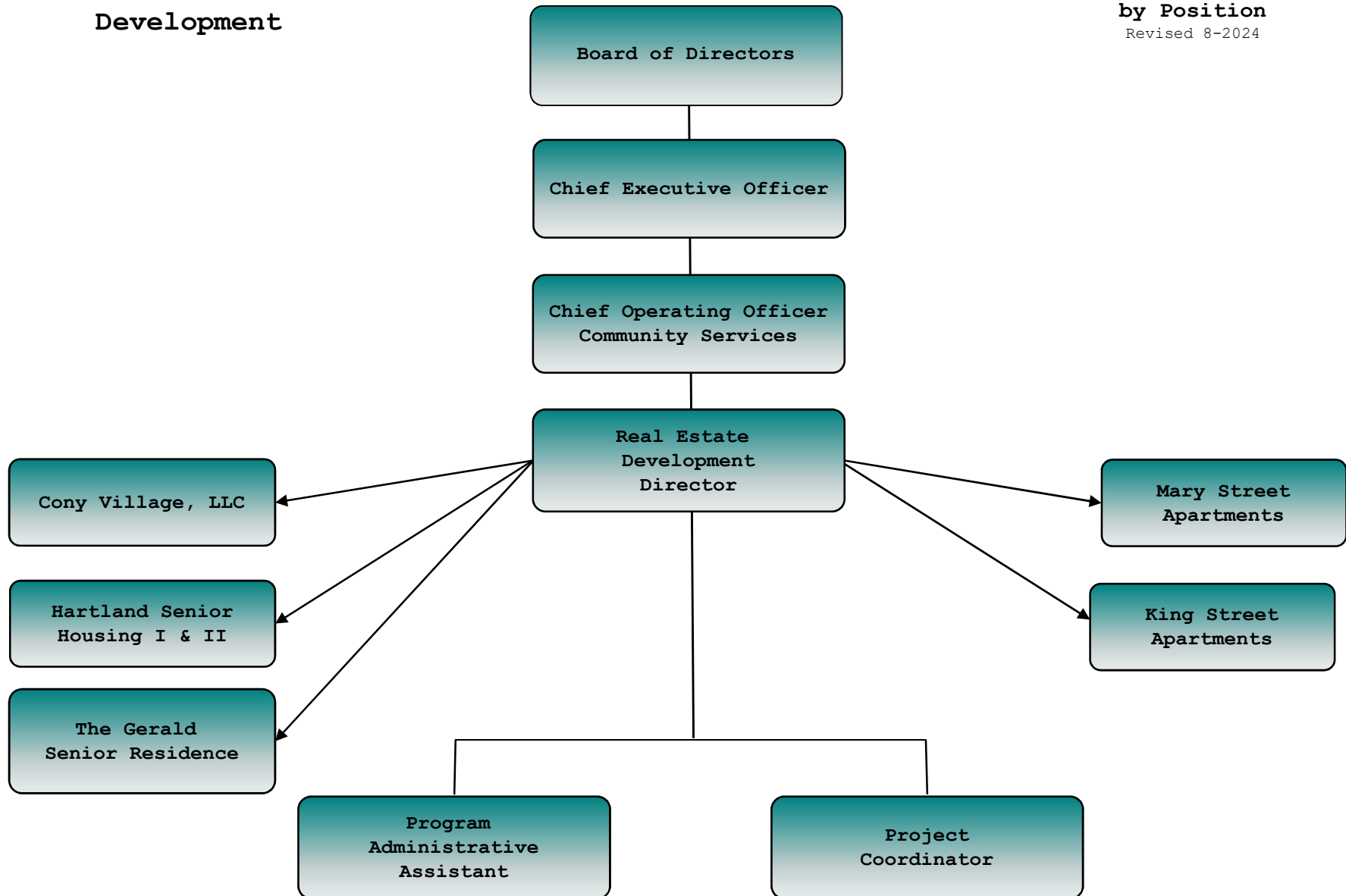
**Organizational Chart  
by Position**  
Revised 8/2024



## Real Estate Development

## Organizational Chart by Position

Revised 8-2024



## Child & Family Services

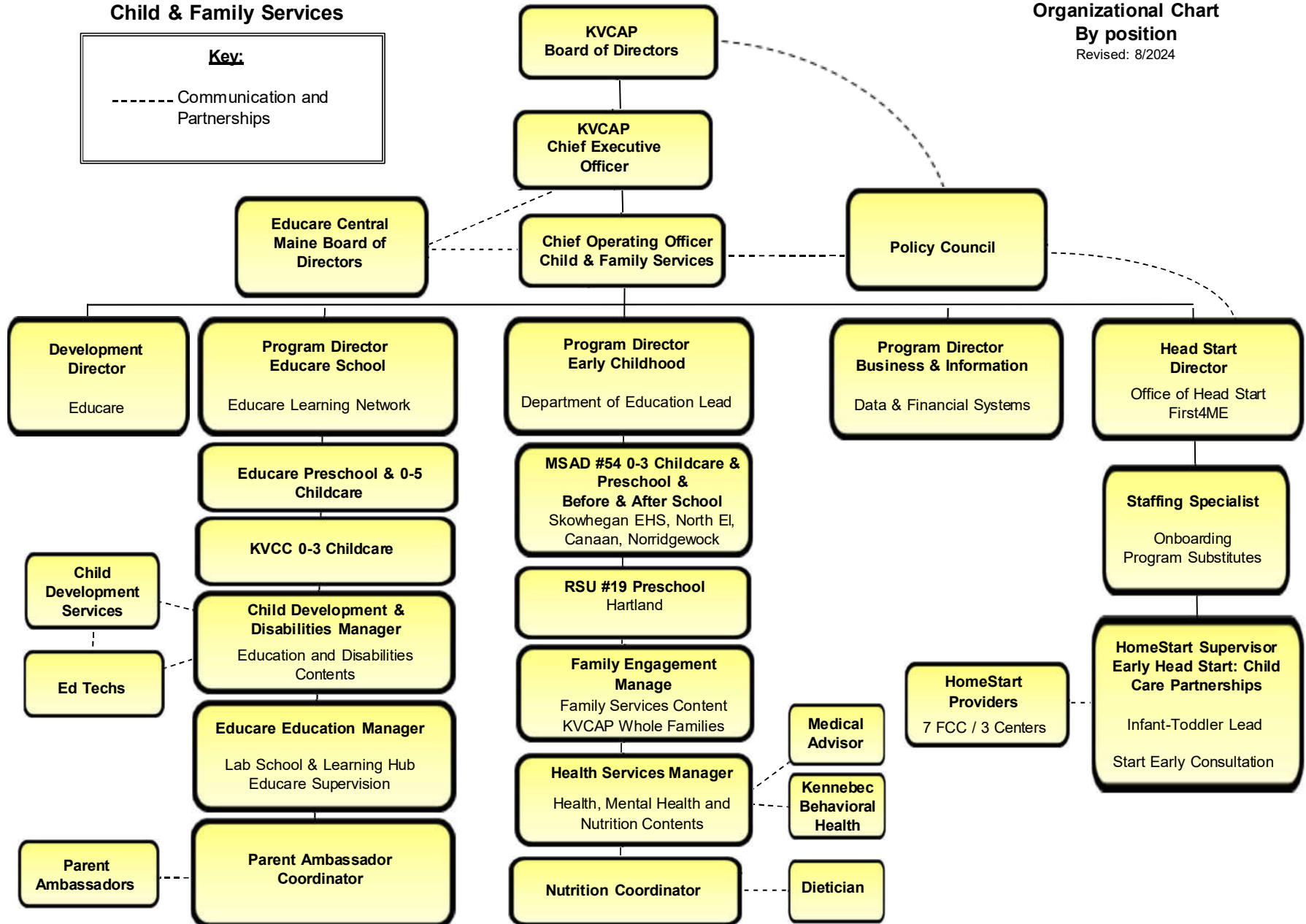
### Key:

----- Communication and Partnerships

## Organizational Chart

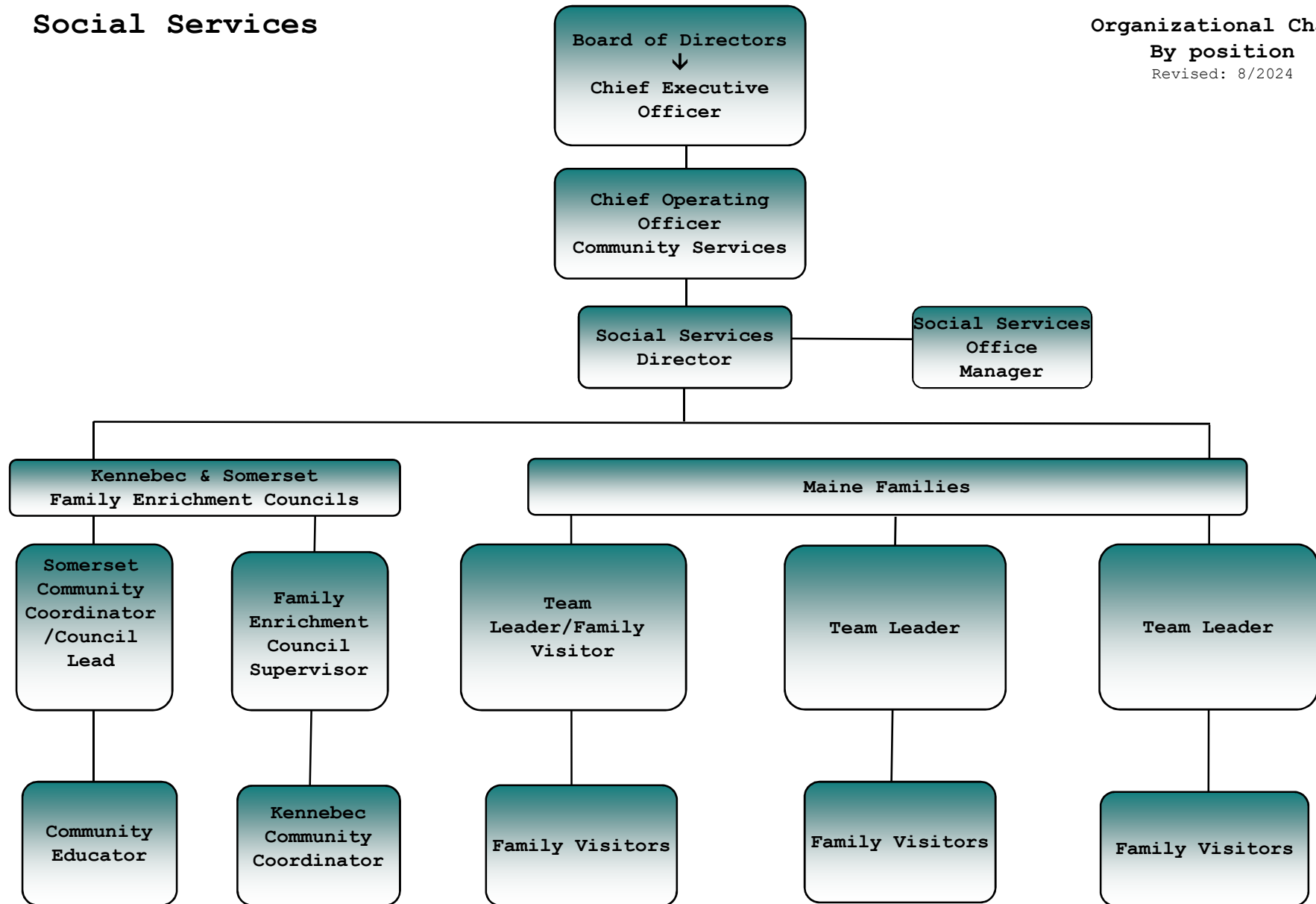
### By position

Revised: 8/2024



# Social Services

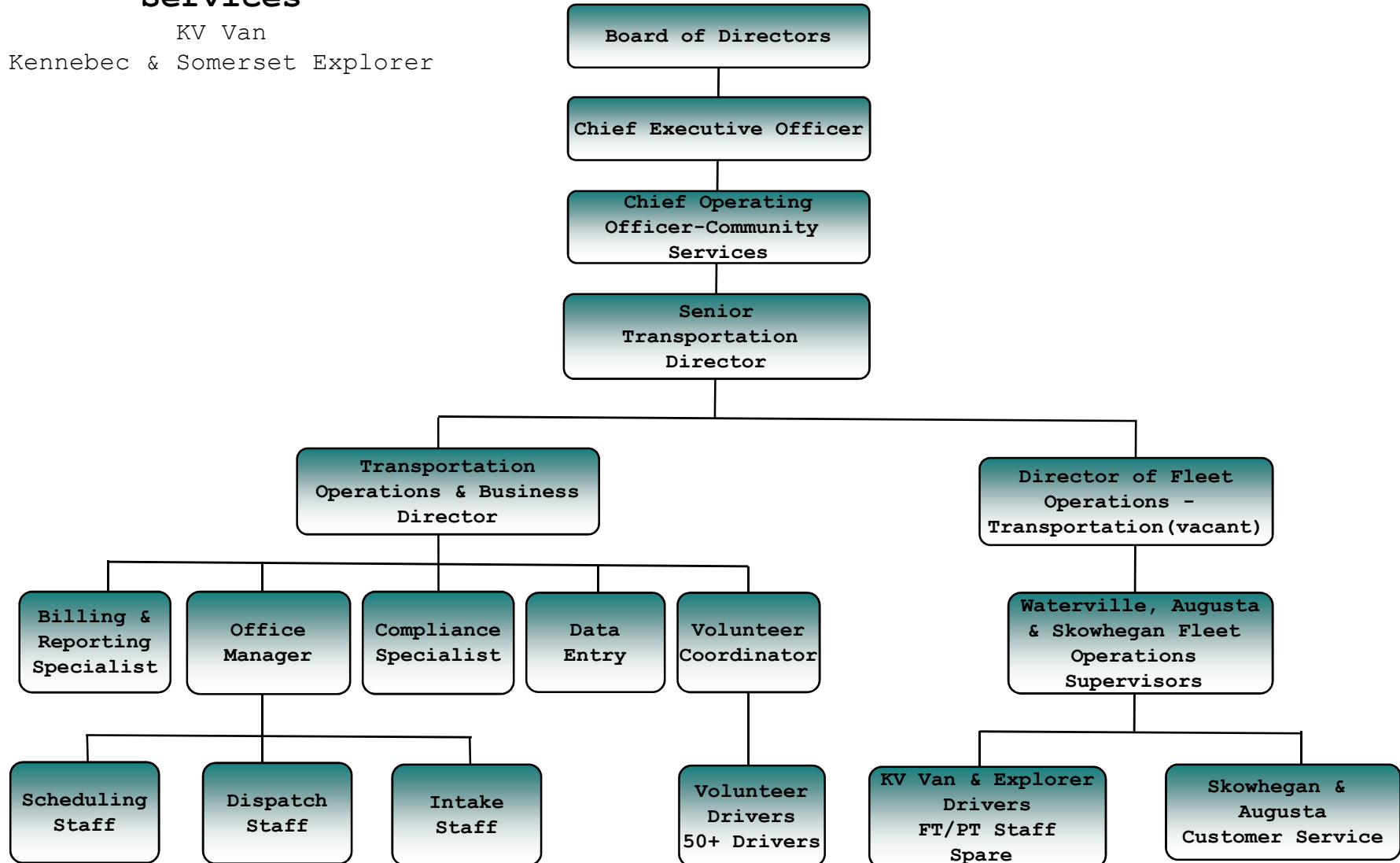
Organizational Chart  
By position  
Revised: 8/2024



# Transportation Services

KV Van  
Kennebec & Somerset Explorer

Organizational Chart  
By position  
Revised: 8/2024

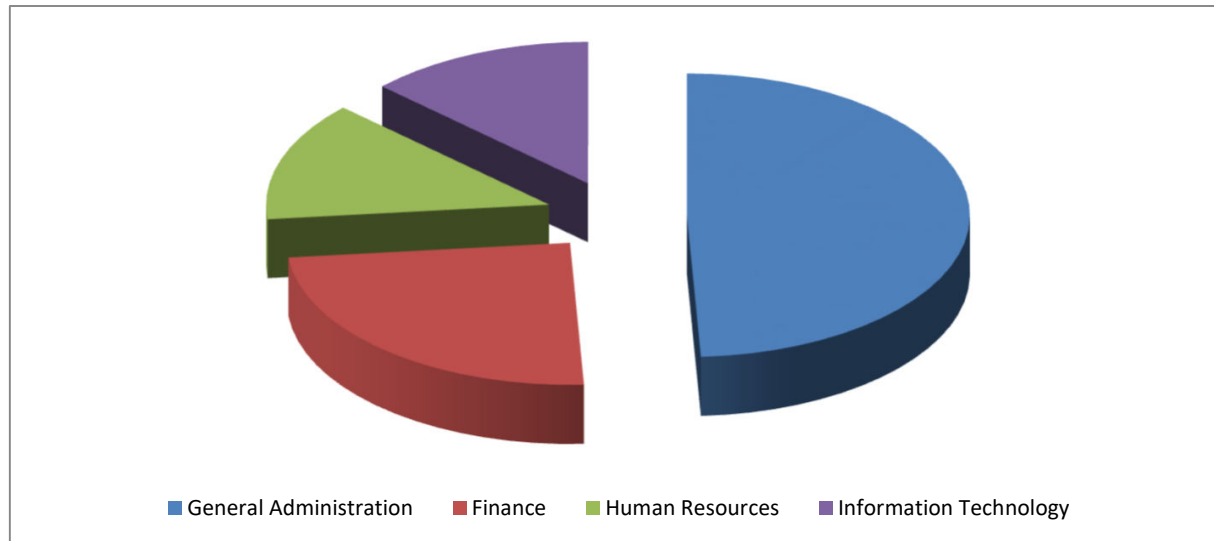


**Kennebec Valley Community Action Program**  
**Indirect Cost Pool/Administration Operating Budgets**  
**October 1, 2024 - September 30, 2025**

<b>Expenses:</b>	<b>General Administration</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Information Technology</b>	<b>Total</b>
Personnel	\$ 1,089,228	\$ 479,192	\$ 160,215	\$ 205,396	\$ 1,934,031
Payroll Taxes & Employee Benefits	\$ 319,825	\$ 153,742	\$ 47,780	\$ 40,507	\$ 561,854
Staff Development	\$ 54,000	\$ 8,300	\$ 23,000	\$ 1,400	\$ 86,700
Travel	\$ 27,275	\$ 6,700	\$ 4,450	\$ 6,850	\$ 45,275
Office Costs	\$ 5,500	\$ 3,000	\$ -	\$ -	\$ 8,500
Insurance	\$ 72,500	\$ -	\$ 400	\$ 3,500	\$ 76,400
Telecommunications	\$ 3,250	\$ 3,000	\$ 2,400	\$ 4,000	\$ 12,650
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ 19,750	\$ 146,000	\$ 191,000	\$ 149,500	\$ 506,250
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 15,300	\$ 2,250	\$ 6,700	\$ 18,550	\$ 42,800
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 6,600	\$ 6,500	\$ -	\$ 6,600	\$ 19,700
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 44,825	\$ 4,350	\$ 24,450	\$ 1,225	\$ 74,850
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,658,053	\$ 813,034	\$ 460,395	\$ 437,528	\$ 3,369,010

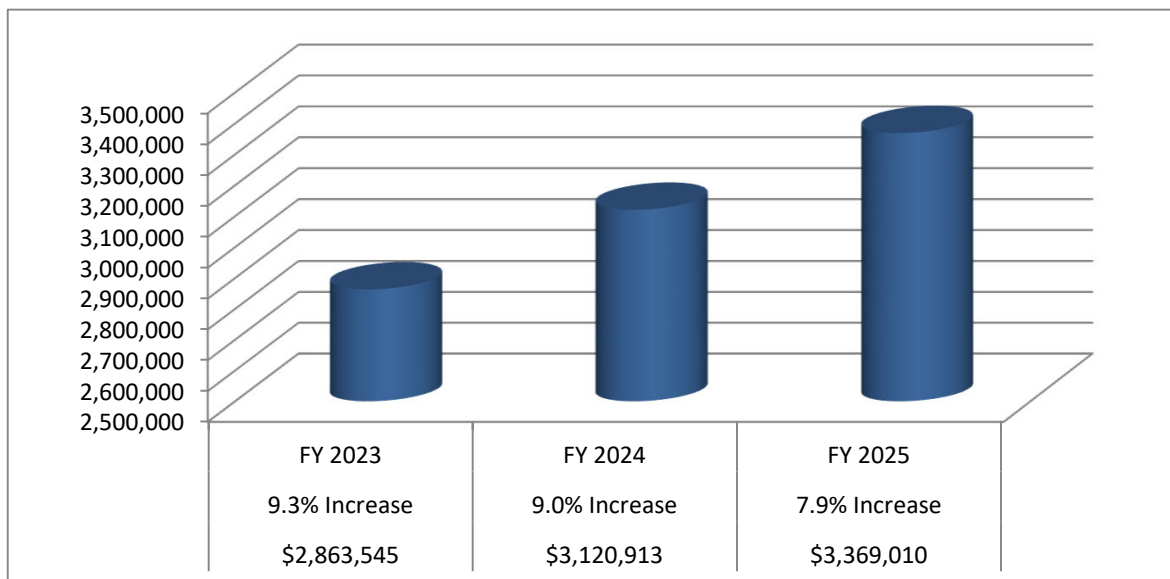
**Kennebec Valley Community Action Program  
Indirect Cost Pool/Administration Operating Budgets  
October 1, 2024 - September 30, 2025**

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 49.2% of the budget), Finance (24.1%), Human Resources (13.7%), and Information Technology (13.0%).



For fiscal year 2025, the proposed Administration/Indirect Cost Pool budget is \$3,369,010. When compared to fiscal year 2024, this is an increase of 7.9%, or \$248,097.

**Administrative/Indirect Cost Comparison  
FY 2023 - FY 2025**



**Kennebec Valley Community Action Program**  
**Indirect Cost Pool/Administration Operating Budgets**  
**October 1, 2024 - September 30, 2025**

The agency's federally approved indirect cost rate for fiscal year 2025 has been proposed for 23.5% of program salaries. Significant changes in this year's budget include:

- Personnel and Payroll Taxes & Employee Benefits increased due to COLA and bring benefit expenses inline with FY 2024 increases and projected increases for FY 2025.
- 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.
- Contract Services increased as a result of increased data costs for security and software expansion, as well as audit services and consulting services for DEIA and leadership development.

<b>Expenses:</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Increase / (Decrease)</b>
Personnel	\$ 1,805,088	\$ 1,934,031	\$ 128,943
Payroll Taxes & Employee Benefits	\$ 483,285	\$ 561,854	\$ 78,569
Staff Development	\$ 85,800	\$ 86,700	\$ 900
Travel	\$ 31,850	\$ 45,275	\$ 13,425
Office Costs	\$ 28,650	\$ 8,500	\$ (20,150)
Insurance	\$ 86,150	\$ 76,400	\$ (9,750)
Telecommunications	\$ 24,400	\$ 12,650	\$ (11,750)
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 437,300	\$ 506,250	\$ 68,950
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 38,350	\$ 42,800	\$ 4,450
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 21,300	\$ 19,700	\$ (1,600)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 78,740	\$ 74,850	\$ (3,890)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 3,120,913</b>	<b>\$ 3,369,010</b>	<b>\$ 248,097</b>

The total Administration/Indirect Cost Pool budget is 10.2% of the agency's annual operating budget. This is up 2.9% from FY 2024.



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

### **A. General Administration**

1. Executive Leadership/Senior Management
2. Customer Services
3. Development

### **B. Finance**

### **C. Human Resources**

### **D. Information Technology**

## **A. GENERAL ADMINISTRATION**

**Budget:** \$1,658,053

### **I. Executive Leadership/Senior Management**

- Chief Executive Officer, Suzanne Walsh, Responsible for oversight of the entire Agency and ensures that KVCAP is carrying out its mission, goals and objectives, and strategic plan initiatives as defined by the Board of Directors, including Human Resources, Finance, Information & Technology, Facilities and Development.
- Chief Financial Officer, Doug Mitchell, Responsible for oversight of 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 Director, Tracye Fortin, Responsible for oversight of Child and Family Services.
- Chief Administrative Officer, Mikki Lane, Responsible for oversight of Human Resources, Facilities & Maintenance, and Information & Technology, including personnel policies, wage/benefit systems, recruitment, onboarding, performance management systems, including compliance with state and federal labor laws.

**Staff:** 5 full-time equivalents

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

### **Continuing Services:**

Provide ongoing and effective leadership to ensure the following:

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

- Ensure organizational capacity, viability, and sustainability through enhanced professional development of board, executive, and program staff as well as continuance of an ongoing succession planning process.
- Provide leadership and oversight of partnership opportunities with other organizations.
- Seek new initiatives and resources to enhance the financial strength of the organization through both program and unrestricted dollars.
- Communicate a compelling and inspired mission and vision, internally and externally.

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

- Provide leadership and oversight of Year 3 implementation of the Agency's Three Year Strategic Plan (2022-2025), in partnership with the Agency Leadership Team and the Board of Directors.
- Lead progress toward a "Whole Family" approach in service delivery; and ensure there is a system for developing and collecting data on Success Measures and outcomes.
- Coordinate and implement DEIA training for all Board and staff that will include professional development/education opportunities along with networking to enhance both mission competency and team building.
- Oversee a DEIA Committee of the Board to lead this initiative in the Agency.
- 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:** 3 full-time equivalents

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

#### **Continuing Services:**

- Provide high quality reception, telephone and email support, and customer service to agency programs, clients, and customers.
- Ensure professional development opportunities with customer service themes and host networking meetings with other program staff as needed.
- Collaborate with Facilities, IT and program staff to maintain and enhance high quality customer service.

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

**Budget:** \$85,288

**Staff:** 1 full time equivalent

**Description of Clients:** All KVCAP employees, the KVCAP Board of Directors, private foundations, donors, businesses, and community members.

#### **Continuing Services:**

- Identify, cultivate, and solicit philanthropic support and public/private funding.
- Develop and implement fundraising and public relations activities.
- Develop marketing resources and publications, including diverse social media presence.
- Provide technical assistance to programs on grant writing, branding, and public relations.
- 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 ambassadors.

#### **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 and promising practices to support advancement throughout the network; and catalyze 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 Community Investors initiative.

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

**Budget:** \$813,034

**Staff:** 7 full-time equivalents

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

All KVCAP employees, the KVCAP Board of Directors, and agency funding sources.

#### **Continuing Services:**

- Manage the financial systems within the agency to allow programs to track revenues and expenditures and to monitor performance to established budgets.
- Provide assistance in developing budgets, resolving financial issues with funding sources, and ensuring adherence to contract guidelines.
- Provide assistance in preparing and presenting quarterly financial accountability reports to the Board of Directors.
- Provide one-on-one assistance to agency managers, hold bi-monthly meetings to review financial information, create specialized reporting formats, and offer financial training for agency managers and staff as necessary.
- Oversight of the Agency Annual Audit and other related financial reporting requirements.
- Ensure quality internal controls as well as ensure compliance with all contracts.
- Provide technical assistance to programs on various regulations, e.g., OMB, MAAP, etc.
- Provide oversight to the Risk Management Committee.

- Collaborate with agency staff to maintain and update necessary reporting mechanisms and agency compliance policies and procedures manuals.

#### Anticipated New Service Opportunities:

- Collaborate with agency staff to maintain and update necessary reporting mechanisms and agency compliance policies and procedures manuals.
- Collaborate with Real Estate Development to develop enhanced reporting for Board and management.
- 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.

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

**Budget:** \$460,395

**Staff:** 3 full-time, 1 part-time equivalents

**Description of Clients:** All KVCAP employees

#### Continuing Services:

- 1) Create and maintain systems that allow KVCAP to attract, retain, and promote qualified, productive and satisfied employees including:
  - Competitive wages and benefits
  - Ongoing training and support for continuing education
  - Flexible, family-friendly work schedules and policies
  - Employee recruitment and retention programs
  - Performance management tools and strategies
  - Information systems that promote effective employee relations
- 2) Work in partnership with departments to create organizational structures that allow for expansion and change, and appropriately place skilled employees within those structures.
- 3) Provide agency training options for supervisory staff in the following areas:
  - Hiring and Discrimination
  - Performance Management System
  - Discipline and Termination
  - Harassment and Workplace Violence
  - Employee Safety
  - Family Medical Leave and Privacy
  - Emergency Response Procedures
- 4) Oversee an Agency Wellness Program in order to support a healthy 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:**

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

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

**Budget:** \$437,528

**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, within an allocated budget.
- Ensure that the equipment it invests in optimally serves the needs of the agency.
- Provide technology support for all four main offices and Head Start locations.
- Provide computer/telephone/video support via "Help Desk", in person, and/or through e-mail.
- Maintain an agency wide cellular technology device plan, which includes; phones, tablets, hotspots, and other various 4G/ 5G devices, to accommodate ever-changing staff needs.

**Anticipated New Service Opportunities:**

- Upgrade Educare staff Wi-Fi Network to be on newest standard, along with improved range and speeds. (Fall 2024).
- Expand our VPN/Remote access for staff to make their off-site work experience more seamless. (On-going for 2024/2025)
- Improve document workflows within Paylocity, which will continue to reduce paper waste and consolidate e-signature platforms, making things more centralized (2025).
- Begin phasing out standard desktops for more of a laptop approach with docking equipment as needed. Resulting in more hybrid work environment (2025).
- Expand and inform the user base on Cybersecurity using quizzes and awareness testing (2024-2025).

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

**Facilities Operating Budget**  
**October 1, 2024 - September 30, 2025**

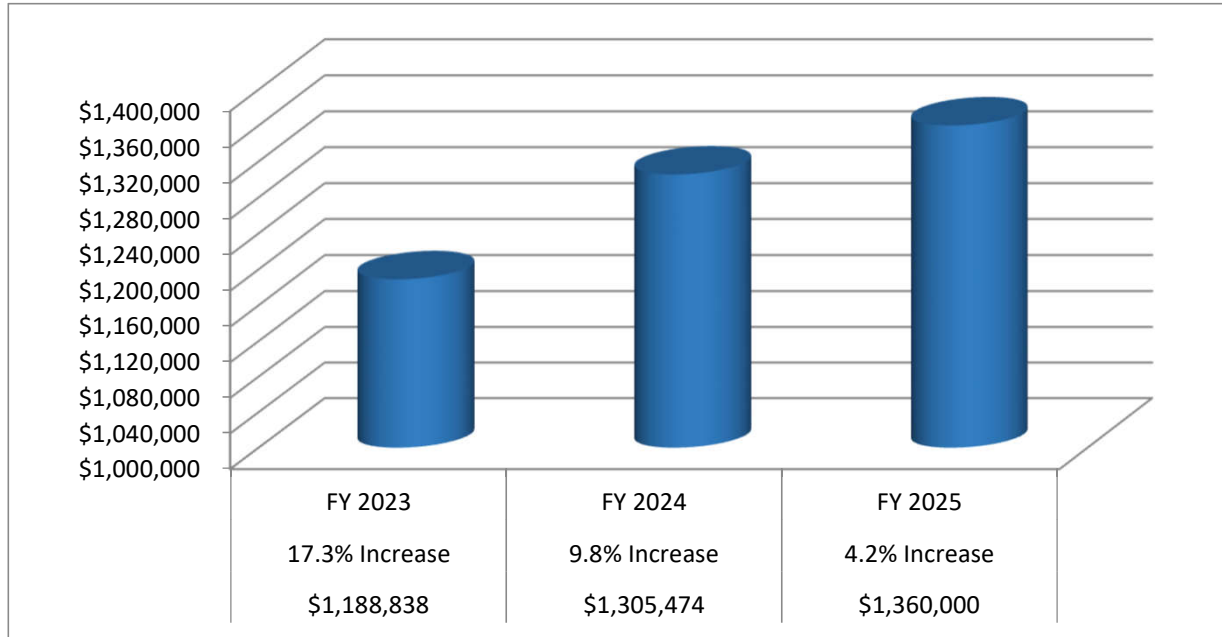
<b>Expenses:</b>	<b>Total</b>
Personnel	\$ 357,952
Payroll Taxes & Employee Benefits	\$ 127,466
Staff Development	\$ 1,200
Travel	\$ -
Office Costs	\$ 600
Insurance	\$ 84,000
Telecommunications	\$ 54,000
Space & Occupancy	\$ 280,400
Contract Services	\$ 171,447
Vehicle	\$ 8,100
Housing Property Costs	\$ -
Materials & Supplies	\$ 33,800
Direct Client Assistance	\$ -
Administration (Indirect)	\$ 84,000
Interest	\$ -
Depreciation	\$ 155,335
Common Carrier	\$ -
Bad Debt Expense	\$ -
Other	\$ 1,700
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, 2024 - September 30, 2025**

For fiscal year 2025, the proposed budget is \$1,360,000. When compared to fiscal year 2024, this represents an increase of 4.2% or \$54,526.

**Facilities Cost Comparison**  
**FY 2023 - FY 2025**



Significant changes and items of note in the fiscal year 2025 budget projections include:

- Insurance - Increase is based on bringing this expense inline with actual as the FY 2024 increase was greater than projected as well as the increases for FY 2025.
- Space & Occupancy - See the breakdown below.

	FY 2025	FY 2024	Variance	%age
Rent	48,000	54,540	(6,540)	-12%
Electricity	90,000	98,000	(8,000)	-8%
Fuel	80,000	100,000	(20,000)	-20%
Water/Sewer	14,400	13,700	700	5%
Rubbish Removal	18,000	12,100	5,900	49%
Snow Removal/Landscaping	30,000	27,000	3,000	11%
Building Reserve	-	47,000	(47,000)	-100%

The variances are a result of bringing expenses inline with actual after the change in allocation methods started in January 2024. The Building Reserve is not included in this year's budget as we work with our auditing team to determine an appropriate reserve level and a practice moving forward for the whole agency.

- Contract Services - Increased in order to bring inline with actual and related to the hire of an outside cleaning service to assist with janitorial services.
- Depreciation - Increase related to location improvements that exceeded the maintenance threshold and required capitalization.

**Kennebec Valley Community Action Program**  
**Facilities Operating Budgets**  
**October 1, 2024 - September 30, 2025**

<b>Expenses:</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Increase/ (Decrease)</b>
Personnel	\$ 384,499	\$ 357,952	\$ (26,547)
Payroll Taxes & Employee Benefits	\$ 136,552	\$ 127,466	\$ (9,086)
Staff Development	\$ 1,100	\$ 1,200	\$ 100
Travel	\$ 60	\$ -	\$ (60)
Office Costs	\$ -	\$ 600	\$ 600
Insurance	\$ 49,000	\$ 84,000	\$ 35,000
Telecommunications	\$ 18,380	\$ 54,000	\$ 35,620
Space & Occupancy	\$ 352,340	\$ 280,400	\$ (71,940)
Contract Services	\$ 91,200	\$ 171,447	\$ 80,247
Vehicle	\$ 12,000	\$ 8,100	\$ (3,900)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 34,100	\$ 33,800	\$ (300)
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 90,357	\$ 84,000	\$ (6,357)
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 120,962	\$ 155,335	\$ 34,373
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 14,924	\$ 1,700	\$ (13,224)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 1,305,474</b>	<b>\$ 1,360,000</b>	<b>\$ 54,526</b>



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

**Budget:** \$1,360,000

**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 service agreements with local vendors 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
  - Educare
  - Fleet Services
  - Gerald Senior Residence
  - Skowhegan Office
  - Skowhegan Early Head Start
  - 4 Pre-K locations in central Maine
  - Waterville Campus
    - ✓ 7 Libby Court
    - ✓ George Keller Building, 49 King Street
    - ✓ Robert E. Drapeau Building, 101 Water Street
    - ✓ South End Teen Center, 5 Libby Court
    - ✓ Transportation Building, 97 Water Street

##### Anticipated New Service Opportunities:

- Finalize and institute EAP (Emergency Action Plan).
- Building and Grounds improvements at Research Drive/Skowhegan Office.
- Building and Grounds improvements and upgrades at Educare.

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

**Kennebec Valley Community Action Program**  
**Agency Operating Budgets**  
**October 1, 2024 - September 30, 2025**

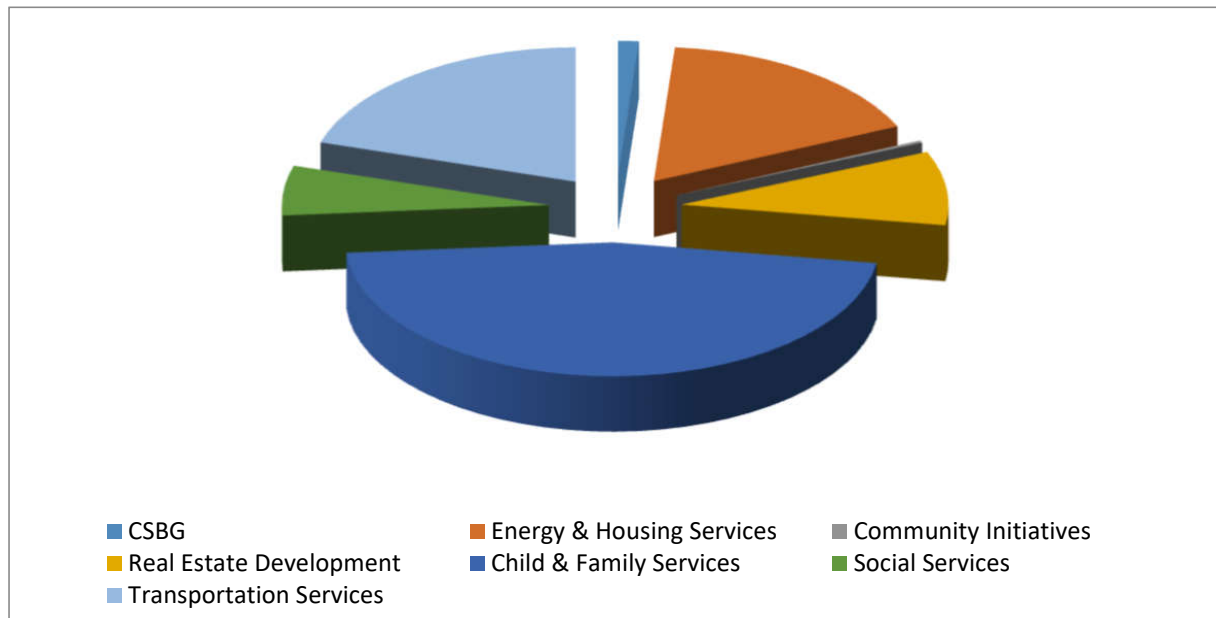
<b>Revenue:</b>	<b>Community Services Block Grant (CSBG)</b>	<b>Energy &amp; Housing Services</b>	<b>Community Initiatives</b>	<b>Real Estate Development</b>	<b>Child &amp; Family Services</b>	<b>Social Services</b>	<b>Transportation Services</b>	<b>Total</b>
Grants & Contracts	\$ 416,310	\$ 5,607,407	\$ 47,599	\$ -	\$ 10,809,751	\$ 1,971,595	\$ 1,300,381	\$ 20,153,043
Program Revenue	\$ -	\$ 16,340	\$ -	\$ 2,929,000	\$ 2,680,833	\$ -	\$ 5,237,254	\$ 10,863,427
Other Revenue	\$ -	\$ -	\$ 46,000	\$ -	\$ -	\$ -	\$ 148,422	\$ 194,422
Inkind	\$ -	\$ -	\$ -	\$ -	\$ 1,787,186	\$ -	\$ -	\$ 1,787,186
<b>Total Revenue:</b>	\$ 416,310	\$ 5,623,747	\$ 93,599	\$ 2,929,000	\$ 15,277,770	\$ 1,971,595	\$ 6,686,057	\$ 32,998,078

<b>Expenses:</b>								
Personnel	\$ 239,908	\$ 1,573,238	\$ 53,909	\$ 207,586	\$ 7,013,943	\$ 1,057,471	\$ 1,889,937	\$ 12,035,992
Payroll Taxes & Employee Benefits	\$ 61,649	\$ 624,624	\$ 10,088	\$ 72,937	\$ 2,383,488	\$ 348,225	\$ 583,616	\$ 4,084,627
Staff Development	\$ 2,800	\$ 20,250	\$ -	\$ 5,100	\$ 109,366	\$ 9,275	\$ 12,608	\$ 159,399
Travel	\$ 4,280	\$ 28,040	\$ 225	\$ 10,850	\$ 114,113	\$ 44,022	\$ 8,001	\$ 209,531
Office Costs	\$ 1,250	\$ 63,740	\$ 1,107	\$ 1,050	\$ 59,401	\$ 5,699	\$ 11,113	\$ 143,360
Insurance	\$ 1,500	\$ 8,591	\$ -	\$ -	\$ 13,394	\$ -	\$ 1,062	\$ 24,547
Telecommunications	\$ 3,360	\$ 11,743	\$ -	\$ 2,400	\$ 41,653	\$ 13,502	\$ 50,702	\$ 123,360
Space & Occupancy	\$ 21,273	\$ 221,501	\$ -	\$ 26,977	\$ 734,106	\$ 152,793	\$ 285,062	\$ 1,441,712
Contract Services	\$ 1,500	\$ 37,692	\$ 2,600	\$ 2,090,691	\$ 888,120	\$ 23,244	\$ 190,389	\$ 3,234,236
Vehicle	\$ 2,200	\$ 31,565	\$ -	\$ -	\$ -	\$ -	\$ 589,759	\$ 623,524
Housing Property Costs	\$ -	\$ -	\$ -	\$ 332,209	\$ -	\$ -	\$ -	\$ 332,209
Materials & Supplies	\$ -	\$ 11,234	\$ 2,000	\$ 4,600	\$ 354,090	\$ 57,562	\$ 43,249	\$ 472,735
Direct Client Assistance	\$ 8,799	\$ 2,594,786	\$ 3,500	\$ -	\$ 11,863	\$ -	\$ 1,591,623	\$ 4,210,571
Administration (Indirect)	\$ 56,378	\$ 369,711	\$ 12,670	\$ 48,783	\$ 1,654,761	\$ 248,506	\$ 444,321	\$ 2,835,130
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,950	\$ 24,950
Depreciation	\$ 11,413	\$ 25,132	\$ -	\$ -	\$ -	\$ -	\$ 479,985	\$ 516,530
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 897,625	\$ 897,625
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 1,900	\$ 7,500	\$ 300	\$ 112,286	\$ 11,296	\$ 13,516	\$ 146,798
Inkind	\$ -	\$ -	\$ -	\$ -	\$ 1,787,186	\$ -	\$ -	\$ 1,787,186
<b>Total Expenses:</b>	\$ 416,310	\$ 5,623,747	\$ 93,599	\$ 2,803,483	\$ 15,277,770	\$ 1,971,595	\$ 7,117,518	\$ 33,304,022

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ 125,517	\$ -	\$ -	\$ (431,461)	\$ (305,944)
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**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2024 - September 30, 2025**

The agency's operating budget consists of seven content areas - Community Services Block Grant (which contributes 1.2% of the budget), Energy and Housing Services (17.0%), Community Initiatives (0.3%), Real Estate Development (8.9%), Child and Family Services (46.3%), Social Services (6.0%), and Transportation Services (20.3%).



**Budget by Department with Change Information**  
**FY 2025**

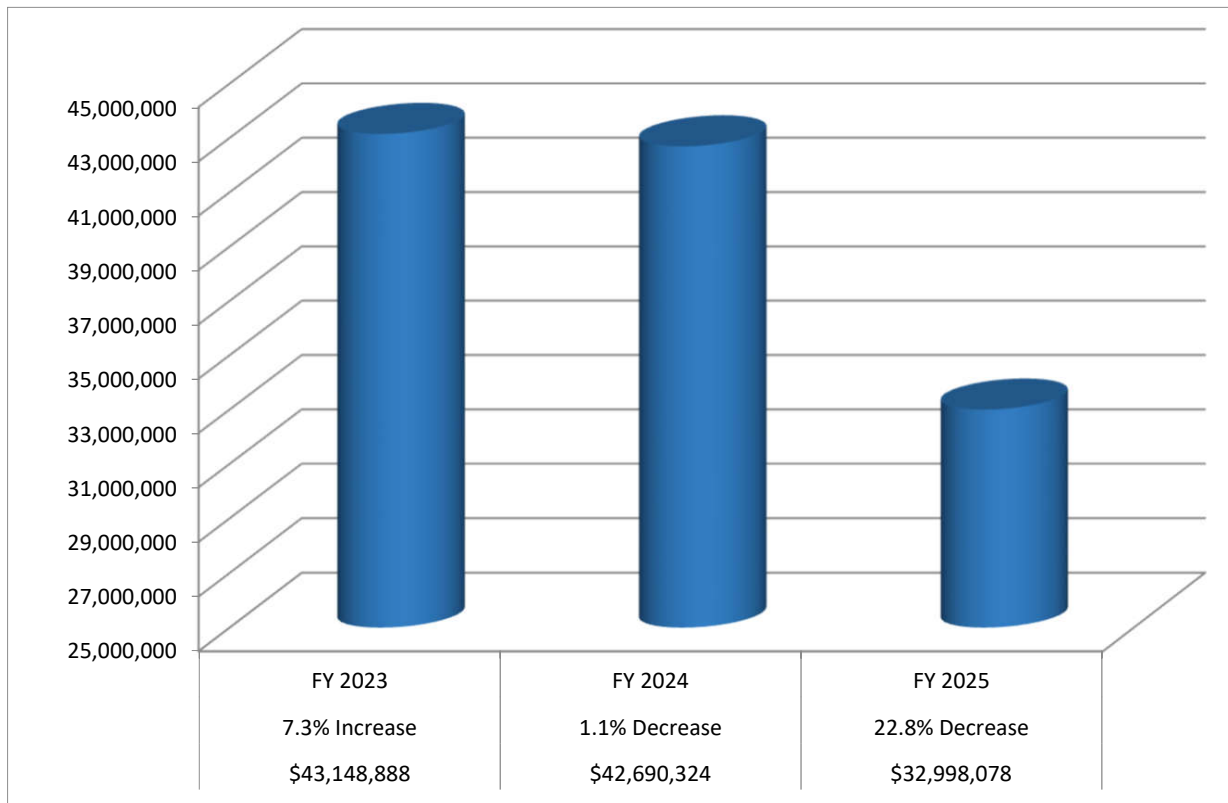
Department	Total Budget	Change +/- compared to FY 2024	%age +/- compared to FY 2024
Community Services Block Grant Section VI - Pgs. 30-34	\$ 416,310	\$ 1,356	0.3%
Energy & Housing Services Section VII - Pgs. 35-44	\$ 5,623,747	\$ (991,977)	-15.0%
Community Initiatives Section VIII - Pgs. 45-49	\$ 93,599	\$ 24,474	35.4%
Real Estate Development Section IX - Pgs. 50-55	\$ 2,929,000	\$ 504,000	20.8%
Child & Family Services Section X - Pgs. 56-66	\$ 15,277,770	\$ 485,938	3.3%
Social Services Section XI - Pgs. 67-71	\$ 1,971,595	\$ 127,583	6.9%
Transportation Services Section XII - Pgs. 72-76	\$ 6,686,057	\$ (9,843,620)	-59.6%
Total FY 2025 Budget	\$ 32,581,768		

**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2024 - September 30, 2025**

For fiscal year 2025, a \$32,998,078 budget is proposed. This budget represents a (22.8%), or (\$9,692,246) decrease compared to fiscal year 2024.

Looking at the agency's operating budget as a whole, the most significant change that we are experiencing is within the Transportation program with the change at the State level of who holds the Non-Emergency Medical Transportation Brokerage contract. At the time of publication, Penquis CAP, who holds the Brokerage contract for our region, had made a court filing challenging the award of this contract. The timing of the final award rests with the courts. KVCAP is guaranteed this program as it currently exists through December 31, 2024 and the budget reflects only those guaranteed months.

**Agency Operating Budget Comparison - Revenues**  
**FY 2023 - FY 2025**



**Kennebec Valley Community Action Program**  
**Agency Operating Budget**  
**October 1, 2024 - September 30, 2025**

<b>Revenue:</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 21,410,492	\$ 20,153,043	\$ (1,257,449)
Program Revenue	\$ 18,933,210	\$ 10,863,427	\$ (8,069,783)
Other Revenue	\$ 554,136	\$ 194,422	\$ (359,714)
Inkind	\$ 1,792,486	\$ 1,787,186	\$ (5,300)
<b>Total Revenue:</b>	\$ 42,690,324	\$ 32,998,078	\$ (9,692,246)

<b>Expenses:</b>			
Personnel	\$ 13,609,987	\$ 12,035,992	\$ (1,573,995)
Payroll Taxes & Employee Benefits	\$ 4,162,873	\$ 4,084,627	\$ (78,246)
Staff Development	\$ 135,832	\$ 159,399	\$ 23,567
Travel	\$ 213,183	\$ 209,531	\$ (3,652)
Office Costs	\$ 158,674	\$ 143,360	\$ (15,314)
Insurance	\$ 48,798	\$ 24,547	\$ (24,251)
Telecommunications	\$ 235,157	\$ 123,360	\$ (111,797)
Space & Occupancy	\$ 1,007,225	\$ 1,441,712	\$ 434,487
Contract Services	\$ 2,852,718	\$ 3,234,236	\$ 381,518
Vehicle	\$ 1,024,263	\$ 623,524	\$ (400,739)
Housing Property Costs	\$ 370,000	\$ 332,209	\$ (37,791)
Materials & Supplies	\$ 473,503	\$ 472,735	\$ (768)
Direct Client Assistance	\$ 8,981,080	\$ 4,210,571	\$ (4,770,509)
Administration (Indirect)	\$ 3,167,414	\$ 2,835,130	\$ (332,284)
Interest	\$ 67,818	\$ 24,950	\$ (42,868)
Depreciation	\$ 592,646	\$ 516,530	\$ (76,116)
Common Carrier	\$ 3,563,160	\$ 897,625	\$ (2,665,535)
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 152,583	\$ 146,798	\$ (5,785)
Inkind	\$ 1,792,486	\$ 1,787,186	\$ (5,300)
<b>Total Expenses:</b>	\$ 42,609,400	\$ 33,304,022	\$ (9,305,378)

<b>Surplus/(Deficit)</b>	\$ 80,924	\$ (305,944)	\$ (386,868)
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**Kennebec Valley Community Action Program**  
**Community Services Block Grant Operating Budgets**  
**October 1, 2024 - September 30, 2025**

	South End Teen Center	Community / School Based Education	Poverty Initiatives	Community Partners Assessment & Training	Total
<b>Revenue:</b>					
Grants & Contracts	\$ 84,714	\$ 68,459	\$ 198,288	\$ 64,849	\$ 416,310
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 84,714	\$ 68,459	\$ 198,288	\$ 64,849	\$ 416,310

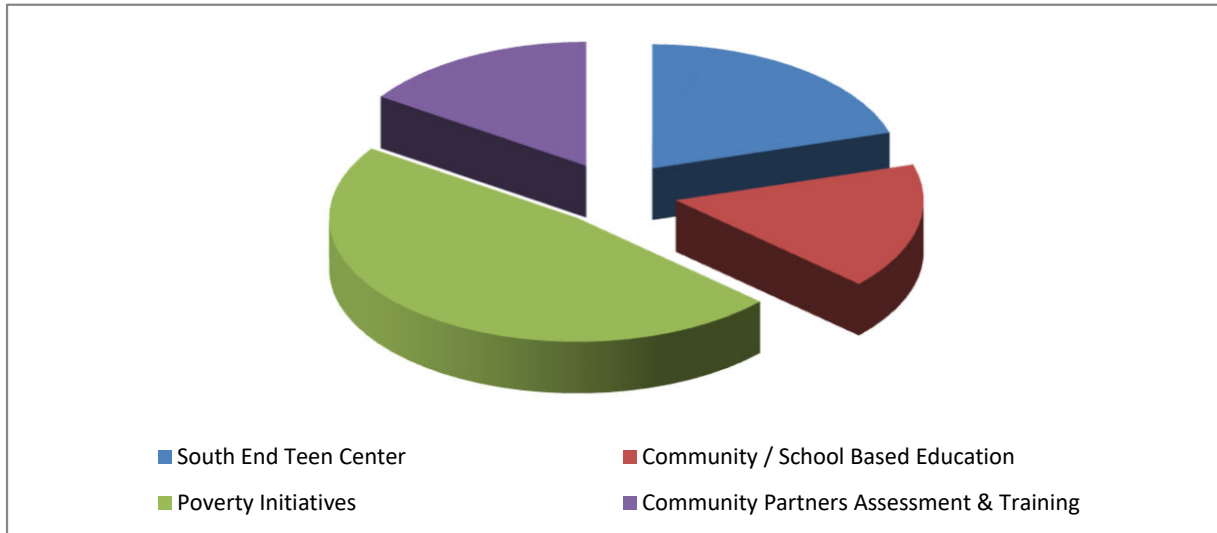
<b>Expenses:</b>					
Personnel	\$ 41,779	\$ 39,245	\$ 114,487	\$ 44,397	\$ 239,908
Payroll Taxes & Employee Benefits	\$ 6,009	\$ 12,994	\$ 34,267	\$ 8,379	\$ 61,649
Staff Development	\$ 1,000	\$ -	\$ 1,000	\$ 800	\$ 2,800
Travel	\$ 1,325	\$ 1,090	\$ 1,225	\$ 640	\$ 4,280
Office Costs	\$ 100	\$ 300	\$ 650	\$ 200	\$ 1,250
Insurance	\$ 1,500	\$ -	\$ -	\$ -	\$ 1,500
Telecommunications	\$ 2,520	\$ -	\$ 840	\$ -	\$ 3,360
Space & Occupancy	\$ 5,550	\$ 5,607	\$ 10,116	\$ -	\$ 21,273
Contract Services	\$ 1,500	\$ -	\$ -	\$ -	\$ 1,500
Vehicle	\$ 2,200	\$ -	\$ -	\$ -	\$ 2,200
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ 8,799	\$ -	\$ 8,799
Administration (Indirect)	\$ 9,818	\$ 9,223	\$ 26,904	\$ 10,433	\$ 56,378
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 11,413	\$ -	\$ -	\$ -	\$ 11,413
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 84,714	\$ 68,459	\$ 198,288	\$ 64,849	\$ 416,310

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

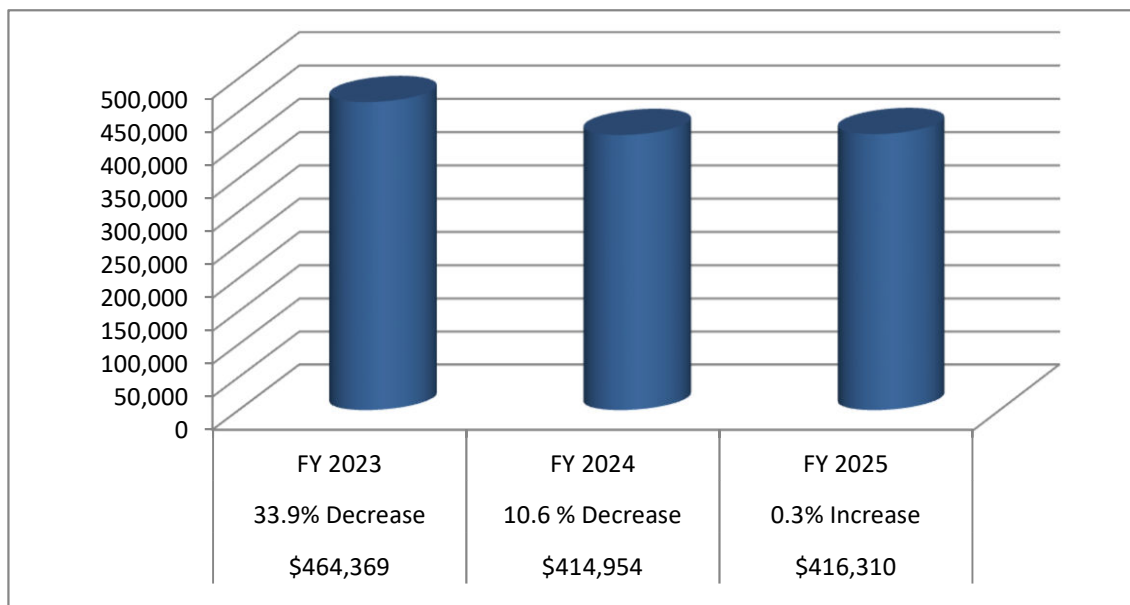
**Kennebec Valley Community Action Program  
Community Services Block Grant Operating Budget  
October 1, 2024 - September 30, 2025**

The CSBG budget consists of the South End Teen Center (20.4%), Community/School Based Education (16.4%), Poverty Initiatives (47.6%) and Community Assessment & Training (15.6%).



For fiscal year 2025, the proposed CSBG budget is \$416,310. When compared to fiscal year 2024, this is a increase of 0.3%, or \$1,356.

**CSBG Comparison  
FY 2023 - FY 2025**



**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budget**  
**October 1, 2024 - September 30, 2025**

Below is the comparison between the FY 2024 budget and the proposed FY 2025 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 414,954	\$ 416,310	\$ 1,356
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 414,954	\$ 416,310	\$ 1,356

<b>Expenses:</b>			
Personnel	\$ 218,619	\$ 239,908	\$ 21,289
Payroll Taxes & Employee Benefits	\$ 61,832	\$ 61,649	\$ (183)
Staff Development	\$ 1,700	\$ 2,800	\$ 1,100
Travel	\$ 1,788	\$ 4,280	\$ 2,492
Office Costs	\$ 903	\$ 1,250	\$ 347
Insurance	\$ 600	\$ 1,500	\$ 900
Telecommunications	\$ 6,020	\$ 3,360	\$ (2,660)
Space & Occupancy	\$ 59,640	\$ 21,273	\$ (38,367)
Contract Services	\$ 1,250	\$ 1,500	\$ 250
Vehicle	\$ 1,622	\$ 2,200	\$ 578
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 810	\$ -	\$ (810)
Direct Client Assistance	\$ 2,312	\$ 8,799	\$ 6,487
Administration (Indirect)	\$ 51,445	\$ 56,378	\$ 4,933
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 6,413	\$ 11,413	\$ 5,000
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 414,954	\$ 416,310	\$ 1,356

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
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Significant changes in the fiscal year 2025 budget projections include:

- With CSBG basically flat funded, the majority of changes are in expenditures.
- Staff Development & Travel increased due to planned out of town conferences/trainings.
- Insurance, Vehicle, and Depreciation expenses increase to bring in-line to actual and a planned insurance increase for the FY 2025 renewal.
- Telecommunications decreased as that is now part of the Space & Occupancy cost pool. Also, Space & Occupancy decreased as programs that are supported by CSBG are able to pick up more of the expense.
- Direct Client Services increased by \$6,487 with more program dollars being available for client benefits.



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

**Budget:** \$416,310

In FY 2025, CSBG will support four components including a portion of 18 staff positions (3.5 full time equivalents and 1.25 part time equivalents).

The KVCAP Board of Directors oversees CSBG funding and approves the allocation of the 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 intended to fill identified gaps in existing services, as identified through a comprehensive community needs assessment. KVCAP worked with the Maine Community Action Partnership and CAAs across the state to complete a comprehensive community needs assessment in 2021. The needs assessment helps to inform decisions regarding the allocation of CSBG funds and the agency strategic planning process.

When possible, CSBG funds are linked with other funding to maximize service delivery and resources. Programs that are recommended for funding include goals and strategies at the individual/family level, community level and agency level. The three national goals of Community Action are:

Goal 1: Individuals and families with low incomes are stable and achieve economic security.

Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.

Goal 3: People with low incomes are engaged and active in building opportunities in the community.

CSBG requires that agencies utilize the Results Oriented Management and Accountability (ROMA) model, based on a cycle of assessment, planning, implementation, achievement of results and evaluation. Community Action agencies are governed by a Tri-Partite Board of Directors and are held to 58 Organizational Standards related to: Maximum Feasible Participation (of clients/community); Vision and Direction; and Operations and Accountability.

The following programming domains are allowable expenditures of CSBG funds:

- Employment
- Education and Cognitive Development
- Income, Infrastructure, and Asset Building
- Housing
- Health and Social/Behavioral Development
- Civic Engagement and Community Involvement
- Services Supporting Multiple Domains
- Linkages (partnerships that support multiple domains)
- Agency Capacity Building
- Other (emergency management/disaster relief)

The four KVCAP components funded by CSBG in FY 2025 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: DEIA; ROMA training for staff and the Board of Directors; and the agency focus on expanding a Whole Family Approach in our work.

*Strategic Plan: This section relates to Goal I: Strengthen systemic infrastructure to support organizational growth; and Goal III: Increase family stability through a “Whole Family” approach.*

**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2024 - September 30, 2025**

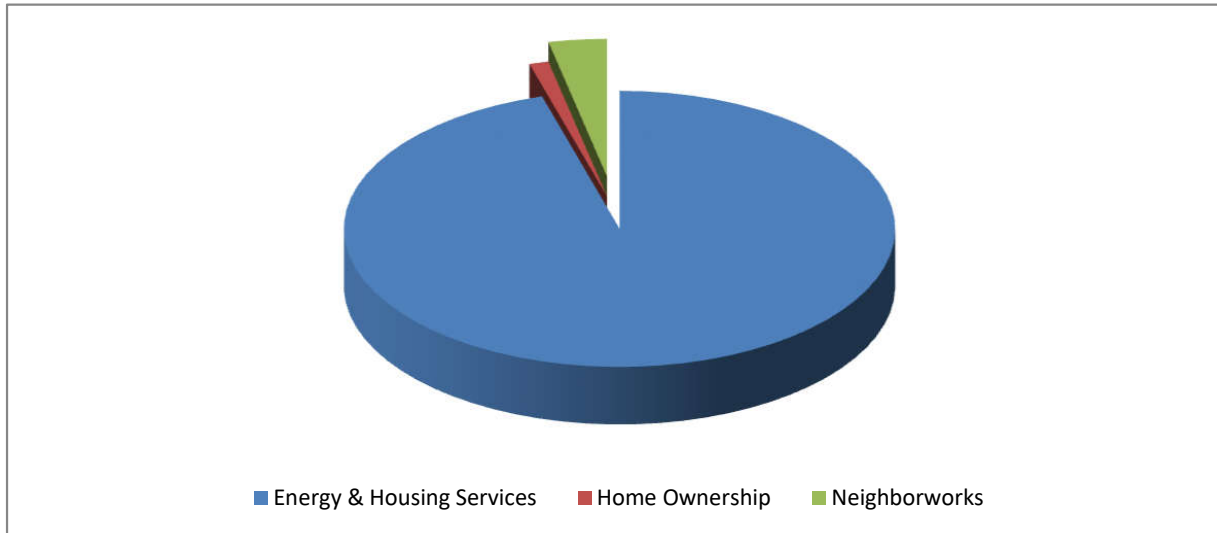
<b>Revenue:</b>	<b>Energy &amp; Housing Services</b>	<b>Home Ownership</b>	<b>Neighborworks</b>	<b>Total</b>
Grants & Contracts	\$ 5,368,507	\$ 46,900	\$ 192,000	\$ 5,607,407
Program Revenue	\$ -	\$ 16,340	\$ -	\$ 16,340
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 5,368,507	\$ 63,240	\$ 192,000	\$ 5,623,747

<b>Expenses:</b>				
Personnel	\$ 1,459,814	\$ 33,415	\$ 80,009	\$ 1,573,238
Payroll Taxes & Employee Benefits	\$ 591,563	\$ 12,972	\$ 20,089	\$ 624,624
Staff Development	\$ 12,000	\$ -	\$ 8,250	\$ 20,250
Travel	\$ 18,290	\$ -	\$ 9,750	\$ 28,040
Office Costs	\$ 58,640	\$ -	\$ 5,100	\$ 63,740
Insurance	\$ 7,591	\$ -	\$ 1,000	\$ 8,591
Telecommunications	\$ 11,243	\$ -	\$ 500	\$ 11,743
Space & Occupancy	\$ 197,001	\$ 2,500	\$ 22,000	\$ 221,501
Contract Services	\$ 5,692	\$ 6,500	\$ 25,500	\$ 37,692
Vehicle	\$ 31,565	\$ -	\$ -	\$ 31,565
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 10,234	\$ -	\$ 1,000	\$ 11,234
Direct Client Assistance	\$ 2,594,786	\$ -	\$ -	\$ 2,594,786
Administration (Indirect)	\$ 343,056	\$ 7,853	\$ 18,802	\$ 369,711
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 25,132	\$ -	\$ -	\$ 25,132
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,900	\$ -	\$ -	\$ 1,900
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 5,368,507	\$ 63,240	\$ 192,000	\$ 5,623,747

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
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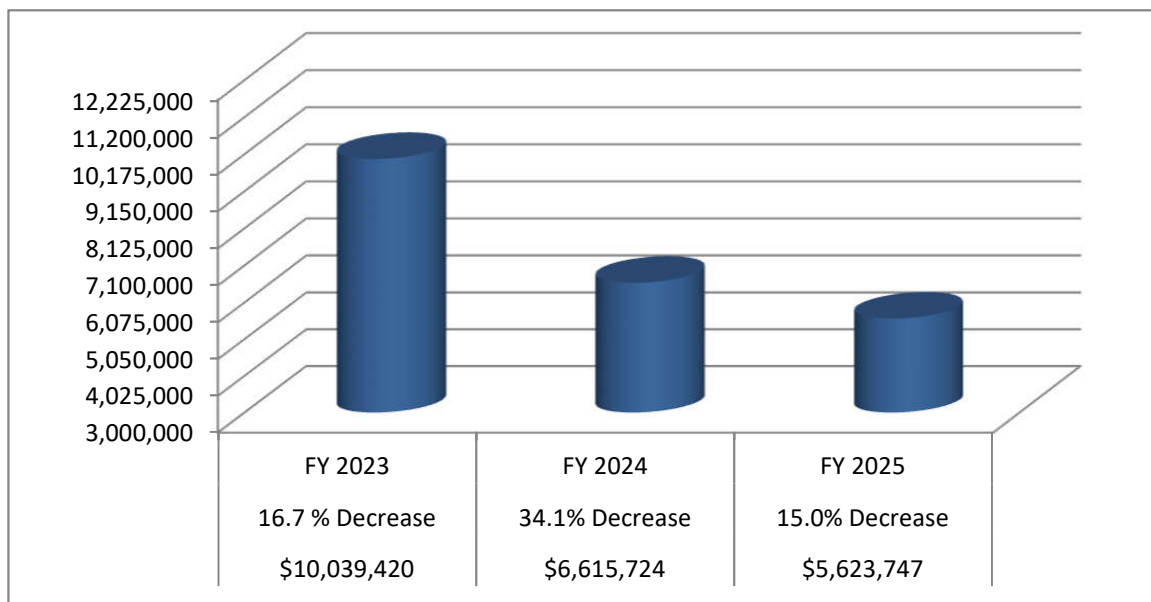
**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budget**  
**October 1, 2024 - September 30, 2025**

The Energy & Housing Services budget consists of the following programming: Energy & Housing Services (which contributes 95.5% of the budget), Home Ownership Services (1.1%), and NeighborWorks (3.4%).



For fiscal year 2025, the proposed Energy & Housing Services budget is \$5,623,747. When compared to fiscal year 2024, this is a decrease of 15.0%, or (\$991,977).

**Energy & Housing Services Comparison**  
**FY 2023 - FY 2025**



**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budget**  
**October 1, 2024 - September 30, 2025**

Below is the comparison between the FY 2024 budget and the proposed FY 2025 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 6,595,724	\$ 5,607,407	\$ (988,317)
Program Revenue	\$ 20,000	\$ 16,340	\$ (3,660)
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 6,615,724	\$ 5,623,747	\$ (991,977)

<b>Expenses:</b>			
Personnel	\$ 1,653,106	\$ 1,573,238	\$ (79,868)
Payroll Taxes & Employee Benefits	\$ 647,656	\$ 624,624	\$ (23,032)
Staff Development	\$ 16,223	\$ 20,250	\$ 4,027
Travel	\$ 31,098	\$ 28,040	\$ (3,058)
Office Costs	\$ 70,732	\$ 63,740	\$ (6,992)
Insurance	\$ 14,424	\$ 8,591	\$ (5,833)
Telecommunications	\$ 26,772	\$ 11,743	\$ (15,029)
Space & Occupancy	\$ 277,683	\$ 221,501	\$ (56,182)
Contract Services	\$ 49,275	\$ 37,692	\$ (11,583)
Vehicle	\$ 53,352	\$ 31,565	\$ (21,787)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 20,169	\$ 11,234	\$ (8,935)
Direct Client Assistance	\$ 3,319,772	\$ 2,594,786	\$ (724,986)
Administration (Indirect)	\$ 385,696	\$ 369,711	\$ (15,985)
Interest	\$ -	\$ -	\$ -
Depreciation	\$ 47,713	\$ 25,132	\$ (22,581)
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 2,053	\$ 1,900	\$ (153)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 6,615,724	\$ 5,623,747	\$ (991,977)

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
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Significant changes in the fiscal year 2025 budget projections include:

- Grant and Contracts Revenue decreased by (\$988,317). The majority of this decrease is the end of the DOE SERC Heat Pump program (\$634,760) and the end of the MEHAF Housing Counseling program (\$277,585). The remainder of the decrease is the net of increases and decreases in Weatherization and Home Repair programs.
- The majority of expenditures decreased based on the end of the DOE SERC and MEHAF programs. Reduction in telephone expenditures is due to the change in cost pool that this is now part of the Space & Occupancy allocation. Space and Occupancy saw a reduction because of staffing moves to occupy less space.
- Direct Client Assistance expenditures decreased by approximately (\$725k) with (\$554k) of that due to the end of the DOE SERC grant. The remainder of the decrease is related to decreases in the other Weatherization and Home Repair programs.

**Kennebec Valley Community Action Program**  
**Energy & Housing Services Operating Budgets**  
**October 1, 2024 - September 30, 2025**

<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	\$ 1,571,997	\$ 50,019	\$ 1,370,223	\$ 671,252	\$ 515,016	\$ 164,000	\$ 120,000	\$ 756,000	\$ 150,000	\$ 5,368,507
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,571,997	\$ 50,019	\$ 1,370,223	\$ 671,252	\$ 515,016	\$ 164,000	\$ 120,000	\$ 756,000	\$ 150,000	\$ 5,368,507

<b>Expenses:</b>										
Personnel	\$ 835,816	\$ 23,430	\$ 256,142	\$ 141,249	\$ 104,019	\$ 4,456	\$ 18,169	\$ 62,059	\$ 14,474	\$ 1,459,814
Payroll Taxes & Employee Benefits	\$ 338,114	\$ 7,827	\$ 102,964	\$ 51,558	\$ 42,271	\$ 1,797	\$ 8,126	\$ 31,607	\$ 7,299	\$ 591,563
Staff Development	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Travel	\$ 2,000	\$ -	\$ 16,190	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ -	\$ 18,290
Office Costs	\$ 44,821	\$ 1,256	\$ 3,583	\$ 3,658	\$ 3,132	\$ -	\$ 165	\$ 1,600	\$ 425	\$ 58,640
Insurance	\$ -	\$ -	\$ 7,591	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,591
Telecommunications	\$ 3,000	\$ 1,000	\$ 4,330	\$ 1,069	\$ 779	\$ -	\$ 165	\$ 600	\$ 300	\$ 11,243
Space & Occupancy	\$ 147,479	\$ 10,000	\$ 13,946	\$ 7,675	\$ 6,701	\$ 1,000	\$ 900	\$ 8,000	\$ 1,300	\$ 197,001
Contract Services	\$ 2,950	\$ 1,000	\$ 600	\$ 100	\$ 392	\$ -	\$ 500	\$ 150	\$ -	\$ 5,692
Vehicle	\$ -	\$ -	\$ 16,840	\$ 1,900	\$ 4,720	\$ -	\$ 2,005	\$ 4,300	\$ 1,800	\$ 31,565
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 1,000	\$ -	\$ 7,734	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 10,234
Direct Client Assistance	\$ -	\$ -	\$ 849,853	\$ 427,850	\$ 326,383	\$ 155,700	\$ 85,000	\$ 630,000	\$ 120,000	\$ 2,594,786
Administration (Indirect)	\$ 196,417	\$ 5,506	\$ 60,193	\$ 33,193	\$ 24,444	\$ 1,047	\$ 4,270	\$ 14,584	\$ 3,402	\$ 343,056
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ 16,757	\$ 3,000	\$ 675	\$ -	\$ 700	\$ 3,000	\$ 1,000	\$ 25,132
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 400	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,900
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,571,997	\$ 50,019	\$ 1,370,223	\$ 671,252	\$ 515,016	\$ 164,000	\$ 120,000	\$ 756,000	\$ 150,000	\$ 5,368,507

<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, 2024 - September 30, 2025**

<b>Revenue:</b>	<b>Home Buyer Education</b>	<b>*HUD Housing Counseling</b>	<b>Total</b>
Grants & Contracts	\$ 15,600	\$ 31,300	\$ 46,900
Program Revenue	\$ 16,340	\$ -	\$ 16,340
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 31,940	\$ 31,300	\$ 63,240

<b>Expenses:</b>			
Personnel	\$ 12,979	\$ 20,436	\$ 33,415
Payroll Taxes & Employee Benefits	\$ 6,911	\$ 6,061	\$ 12,972
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ 2,500	\$ -	\$ 2,500
Contract Services	\$ 6,500	\$ -	\$ 6,500
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 3,050	\$ 4,803	\$ 7,853
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 31,940	\$ 31,300	\$ 63,240

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

**Kennebec Valley Community Action Program**

**Neighborworks Operating Budget**

**October 1, 2024 - September 30, 2025**

<b>Revenue:</b>	<b>Neighborworks Administration</b>	<b>Comprehensive Community Development</b>	<b>NTI Training Grant</b>	<b>Total</b>
Grants & Contracts	\$ 154,000	\$ 32,000	\$ 6,000	\$ 192,000
Program Revenue	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 154,000	\$ 32,000	\$ 6,000	\$ 192,000

<b>Expenses:</b>				
Personnel	\$ 60,161	\$ 19,848	\$ -	\$ 80,009
Payroll Taxes & Employee Benefits	\$ 15,101	\$ 4,988	\$ -	\$ 20,089
Staff Development	\$ 6,250	\$ 1,000	\$ 1,000	\$ 8,250
Travel	\$ 4,750	\$ -	\$ 5,000	\$ 9,750
Office Costs	\$ 4,600	\$ 500	\$ -	\$ 5,100
Insurance	\$ 1,000	\$ -	\$ -	\$ 1,000
Telecommunications	\$ 500	\$ -	\$ -	\$ 500
Space & Occupancy	\$ 22,000	\$ -	\$ -	\$ 22,000
Contract Services	\$ 25,000	\$ 500	\$ -	\$ 25,500
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 500	\$ 500	\$ -	\$ 1,000
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 14,138	\$ 4,664	\$ -	\$ 18,802
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 154,000	\$ 32,000	\$ 6,000	\$ 192,000

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



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

A. Energy Services

B. Home Repair

C. Homeownership Services

### A. Energy & Housing Services

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

Budget: \$ 1,622,016

Staff: 21 full – time equivalents

Description of Clients: Income eligible households

Number of Households to be served in FY 25: 9,976

#### Continuing Services:

- LIHEAP: Provide a fuel assistance benefit to income eligible households.
- LIAP (Low-Income Assistance Program): Assist income eligible customers pay their electric bills based on criteria set by Central Maine Power and Madison Electric.
- ECIP (Emergency Crisis Intervention Program): Provide funds for households experiencing heat related emergencies.

#### Anticipated New Service Opportunities:

- New online application process. This service will allow applicants to enter their own information, complete their application and upload their supporting documentation.
- The online process will assist in the reduction of program supplies and administrative cost (e.g., staff time, copier, paper, ink, scanning, etc.).

#### 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:** \$2,041,475

**Staff:** 4 full – time equivalents

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

**Number of Households to be served in FY 2025:** 107

**Continuing Services:**

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

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

**Budget:** \$515,016

**Staff:** 2 full – time equivalents

**Description of Clients:** HEAP eligible households

**Number of Households to be served in FY 2025:** 225

**Continuing Services:**

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

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

**Budget:** \$164,000

**Staff:** 1 full – time equivalent

**Description of Clients:** Income eligible households

**Number of Households to be served in FY 2025:** 27

#### Continuing Services:

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

#### B. Home Repair

Home Repair Program: Kennebec, Somerset, Lincoln, Sagadahoc

**Budget:** \$1,026,000 (\$756,000 HARP- \$120,000 CAIPG- \$150,000-CDBG)

**Staff:** 2 full – time equivalents

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

**Number of Families to be served in FY 2025:** 68

#### Continuing Services:

- Offer resources to provide home repair services to homeowners so that they can maintain a safe, decent living environment. The program allows for funds from DECD and Maine Housing to be combined to address home repair needs that otherwise might not be covered.
- Offer services that allow community members in Kennebec or Somerset County 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:

- Will pursue additional funding opportunities as they become available, such as ARPA funding through the City of Waterville.

#### C. Homeownership Services

Homeownership Education & Counseling

**Budget:** \$73,240 (\$31,940 – MH [including fees for service], \$31,300 – HUD, \$10,000 – NW)

**Staff:** 4 part-time equivalents

**Description of Clients:** No Income Restrictions

**Estimated Number of Clients to be served in FY 2025:** 420

### **Continuing Services:**

- Offer Financial Literacy Education & Counseling -Promote housing sustainability for renters and homeowners by providing workshops as well as individual coaching for financial literacy and capability, including budget preparation/management with a focus on saving and building credit. Individual counseling is also provided to evaluate and assist homeowners with loan modifications under the Federal Making Home Affordable Program or in-house opportunities with individual servicers.
- Offer Pre-Purchase Education & Counseling - Facilitate Homebuyer Education courses through live classes and an online format to assist potential homebuyers with budgeting, financing, ownership, and energy efficiency to ensure a successful experience as a first – time homebuyer. Provide individual consultations and analysis to help potential Homebuyers identify barriers and set goals.
- Offer Post-Purchase Counseling – Provide individual consultation and analysis to assist homeowners with budgeting, home maintenance, refinancing, hazard insurance, etc. to help them succeed as homeowners.
- Fee for Service: eHome America online classes - \$99 pp, In – person classes - \$30 pp

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

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

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

**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budgets**  
**October 1, 2024 - September 30, 2025**

<b>Revenue:</b>	<b>Community Investors - *UW</b>	<b>*SETC - UW</b>	<b>*SETC - BGCA - OJP</b>	<b>*SETC - BGCA - TANF</b>	<b>*SETC - NeighborWorks</b>	<b>VITA</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ 6,912	\$ 28,100	\$ 5,587	\$ 7,000	\$ 47,599
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 7,000	\$ 22,000	\$ -	\$ -	\$ -	\$ 17,000	\$ 46,000
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 7,000	\$ 22,000	\$ 6,912	\$ 28,100	\$ 5,587	\$ 24,000	\$ 93,599

<b>Expenses:</b>							
Personnel	\$ 2,313	\$ 10,878	\$ 5,013	\$ 20,380	\$ 2,003	\$ 13,322	\$ 53,909
Payroll Taxes & Employee Benefits	\$ 643	\$ 1,565	\$ 721	\$ 2,931	\$ 288	\$ 3,940	\$ 10,088
Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ 225	\$ -	\$ 225
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,107	\$ 1,107
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ 1,600	\$ 1,000	\$ 2,600
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 2,000
Direct Client Assistance	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500
Administration (Indirect)	\$ 544	\$ 2,557	\$ 1,178	\$ 4,789	\$ 471	\$ 3,131	\$ 12,670
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ 500	\$ 7,500
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 7,000	\$ 22,000	\$ 6,912	\$ 28,100	\$ 5,587	\$ 24,000	\$ 93,599

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\* UW = United Way

\*SETC = South End Teen Center

\*BGCA = Boys & Girls Clubs of America

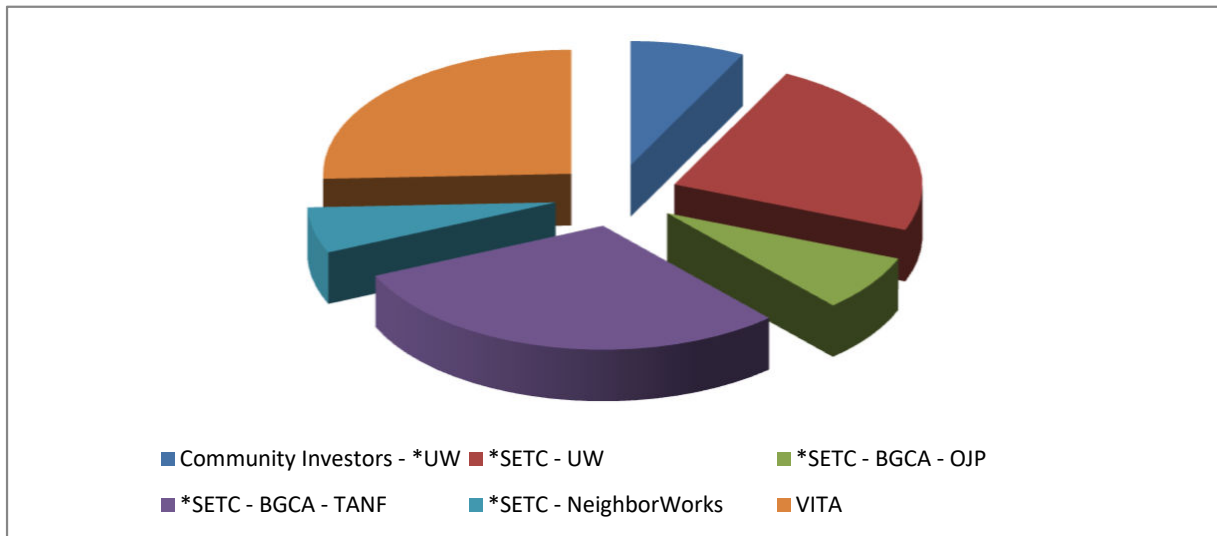
\*OJP = Office of Justice Program

\*TANF = Temporary Assistance for Needy Families

\*VITA = Volunteer Income Tax Assistance

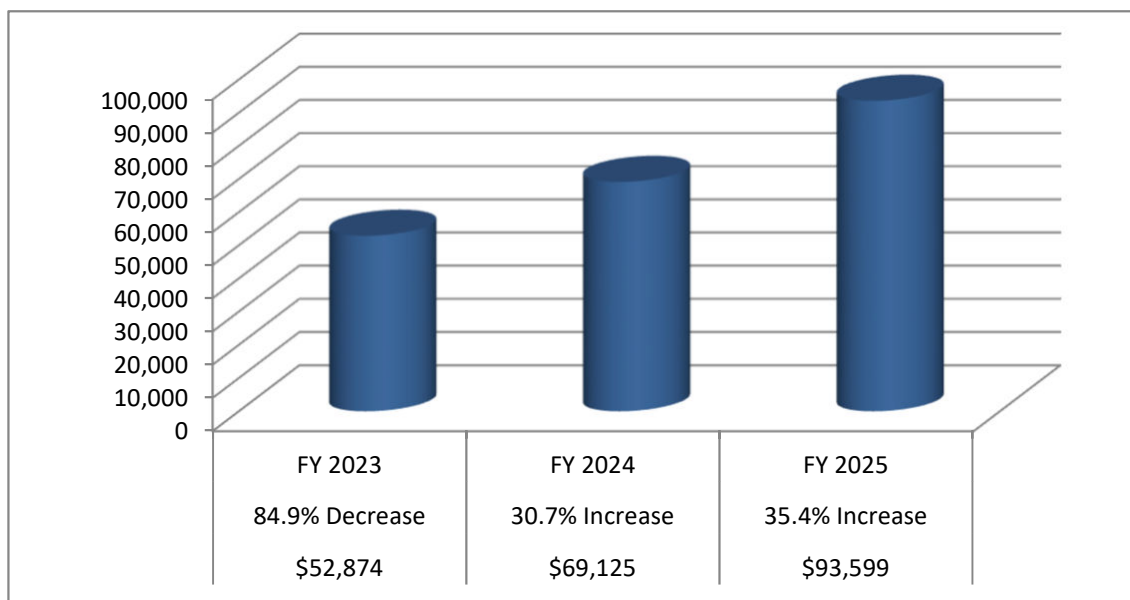
**Kennebec Valley Community Action Program  
Community Initiatives Operating Budget  
October 1, 2024 - September 30, 2025**

The Community Initiatives budget consists of Community Investors - UW Program (7.5%), SETC - UW (23.5%), SETC - OJP (7.4%), SETC - TANF (30.0%), SETC - NeighborWorks (6.0%), and VITA (25.6%).



For fiscal year 2025, the proposed Community Initiatives budget is \$93,599. When compared to fiscal year 2024, this is an increase of 35.4%, or \$24,474.

**Community Initiatives Comparison  
FY 2023 - FY 2025**



**Kennebec Valley Community Action Program**  
**Community Initiatives Operating Budget**  
**October 1, 2024 - September 30, 2025**

Below is the comparison between the FY 2024 budget and the proposed FY 2025 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 38,682	\$ 47,599	\$ 8,917
Program Revenue	\$ 1,443	\$ -	\$ (1,443)
Other Revenue	\$ 29,000	\$ 46,000	\$ 17,000
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 69,125	\$ 93,599	\$ 24,474

<b>Expenses:</b>			
Personnel	\$ 40,335	\$ 53,909	\$ 13,574
Payroll Taxes & Employee Benefits	\$ 13,498	\$ 10,088	\$ (3,410)
Staff Development	\$ -	\$ -	\$ -
Travel	\$ 400	\$ 225	\$ (175)
Office Costs	\$ -	\$ 1,107	\$ 1,107
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ 1,600	\$ 2,600	\$ 1,000
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 500	\$ 2,000	\$ 1,500
Direct Client Assistance	\$ 3,000	\$ 3,500	\$ 500
Administration (Indirect)	\$ 9,542	\$ 12,670	\$ 3,128
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 250	\$ 7,500	\$ 7,250
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 69,125	\$ 93,599	\$ 24,474

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
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Significant changes in the fiscal year 2025 budget projections include:

- Grant and Contracts revenue increase is the net of grant revenue for the South End Teen Center (SETC) due to the addition of NeighborWorks funding and the addition of the VITA program. The increase in Other Revenue is related to the VITA program.
- Increases in Personnel, Contract Services, Materials & Supplies, and Administration expenses are all related to the addition of the VITA program.
- Other expense line increased due to the addition of the VITA program and SETC program activities being covered by the United Way funding.

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

### South End Teen Center (SETC)

**Budget:** \$147,313 Total (\$84,714 CSBG; \$22,000 United Way; \$5,587 NeighborWorks; \$35,012 other funding)

**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 2025:** 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 drivers 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:**

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

### Poverty Initiative

**Budget:** \$ Total -\$205,288 (\$198,288 CSBG; \$7,000 Community Investors United Way)

**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 - \$24,000 (\$7,000 VITA federal funds; \$15,000 United Way; \$2,000 TBD)

**Staff:** 4 temporary staff

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

**Number of Households to be served in 2025:** 325

KVCAP partnered with the United Way in FY 2024 to assist with the implementation of the program. Beginning in FY 2025, KVCAP will lead this 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

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

**Kennebec Valley Community Action Program**  
**Real Estate Development Operating Budgets**  
**October 1, 2024 - September 30, 2025**

<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	\$ 2,250,000	\$ 210,000	\$ 469,000	\$ -	\$ 2,929,000
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 2,250,000	\$ 210,000	\$ 469,000	\$ -	\$ 2,929,000

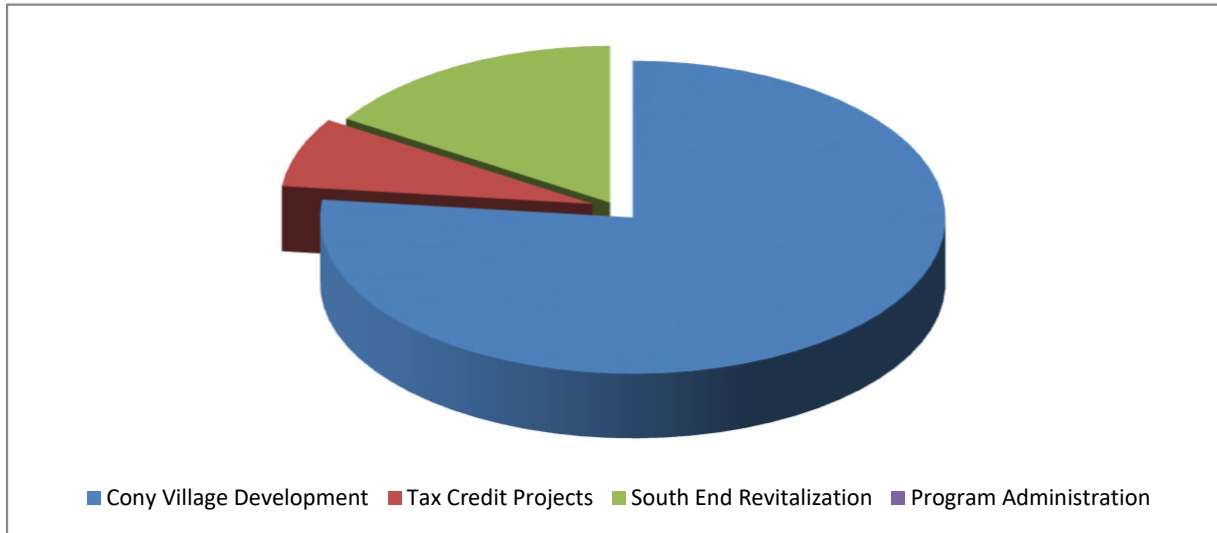
<b>Expenses:</b>					
Personnel	\$ -	\$ -	\$ -	\$ 207,586	\$ 207,586
Payroll Taxes & Employee Benefits	\$ -	\$ -	\$ -	\$ 72,937	\$ 72,937
Staff Development	\$ -	\$ -	\$ -	\$ 5,100	\$ 5,100
Travel	\$ -	\$ -	\$ -	\$ 10,850	\$ 10,850
Office Costs	\$ -	\$ -	\$ -	\$ 1,050	\$ 1,050
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -	\$ 2,400	\$ 2,400
Space & Occupancy	\$ -	\$ -	\$ 6,977	\$ 20,000	\$ 26,977
Contract Services	\$ 1,925,244	\$ -	\$ 164,947	\$ 500	\$ 2,090,691
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ 126,000	\$ -	\$ 206,209	\$ -	\$ 332,209
Materials & Supplies	\$ -	\$ -	\$ 4,600	\$ -	\$ 4,600
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ -	\$ -	\$ -	\$ 48,783	\$ 48,783
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ 300	\$ 300
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 2,051,244	\$ -	\$ 382,733	\$ 369,506	\$ 2,803,483

<b>Surplus/(Deficit)</b>	\$ 198,756	\$ 210,000	\$ 86,267	\$ (369,506)	\$ 125,517
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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 King Street development projects.

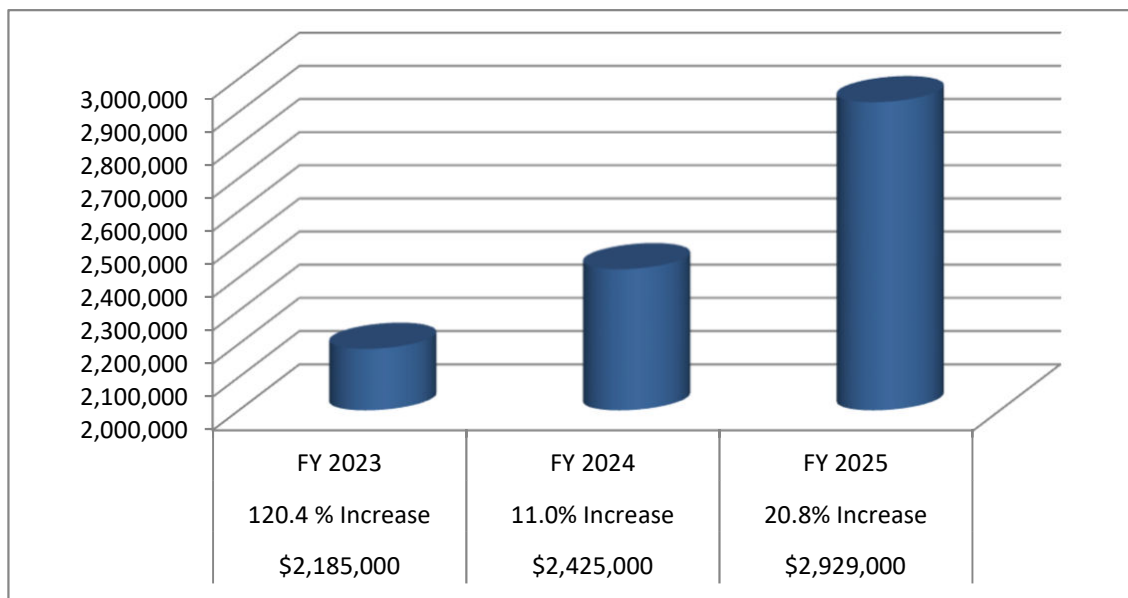
**Kennebec Valley Community Action Program**  
**Real Estate Development Operating Budget**  
**October 1, 2024 - September 30, 2025**

The Real Estate Development budget consists of the Cony Village Home Development (which contributes 76.8% of the budget), Tax Credit Projects (7.2%), South End Revitalization (16.0%), and Program Administration.



For fiscal year 2025, the proposed Real Estate Development budget is \$2,929,000. When compared to fiscal year 2024, this is an increase of 20.8%, or \$504,000.

**Real Estate Development Comparison**  
**FY 2023 - FY 2025**



**Kennebec Valley Community Action Program**  
**Real Estate Development Operating Budget**  
**October 1, 2024 - September 30, 2025**

Below is the comparison between the FY 2024 budget and the proposed FY 2025 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ -	\$ -	\$ -
Program Revenue	\$ 2,400,000	\$ 2,929,000	\$ 529,000
Other Revenue	\$ 25,000	\$ -	\$ (25,000)
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 2,425,000</b>	<b>\$ 2,929,000</b>	<b>\$ 504,000</b>

<b>Expenses:</b>			
Personnel	\$ 224,669	\$ 207,586	\$ (17,083)
Payroll Taxes & Employee Benefits	\$ 62,286	\$ 72,937	\$ 10,651
Staff Development	\$ 5,000	\$ 5,100	\$ 100
Travel	\$ 7,800	\$ 10,850	\$ 3,050
Office Costs	\$ -	\$ 1,050	\$ 1,050
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 2,200	\$ 2,400	\$ 200
Space & Occupancy	\$ 13,000	\$ 26,977	\$ 13,977
Contract Services	\$ 1,415,000	\$ 2,090,691	\$ 675,691
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ 370,000	\$ 332,209	\$ (37,791)
Materials & Supplies	\$ 1,700	\$ 4,600	\$ 2,900
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 52,797	\$ 48,783	\$ (4,014)
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 2,100	\$ 300	\$ (1,800)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 2,156,552</b>	<b>\$ 2,803,483</b>	<b>\$ 646,931</b>

<b>Surplus/(Deficit)</b>	<b>\$ 268,448</b>	<b>\$ 125,517</b>	<b>\$ (142,931)</b>
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Significant changes in the fiscal year 2025 budget projections include:

- Program Revenue increased by \$529k. Included in this are increases due to sales at Cony Village (\$650k - 9 sales) and sales in the South End Revitalization program (\$269k - 2 sales); and the decrease of development fees related to Tax Credit Projects (\$390k).
- Significant increases in expenses occurred in Space & Occupancy, Contract Services and Materials & Supplies and are all related to the increased sales at Cony Village and the South End Revitalization program.

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

**Budget:** \$2,929,000

**Staff:** 3 full-time equivalents

### Cony Village LLC

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

**Households to be Served in FY 2025:** 38

#### **Continuing Services:**

- Support Homeowners Association and newly formed board made up of residents.
- Complete and sell six 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 1, 2 and three bedroom apartment building.

**Funding:** Maine Housing has awarded the project LIHTC funds and a construction loan closing is expected to be in place by November 2024.

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

### 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. The South End in Waterville will be a priority area.

**Scope of Work:** Identify and purchase blighted and/or abandoned single family or duplex properties in targeted neighborhoods, renovate those properties, and resell them to income qualified buyers. The first target neighborhood is the south end in Waterville.

**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 re – sell 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. The NeighborWorks funds will remain in the revolving fund pool.

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

##### 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.

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

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

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

**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budgets**  
**October 1, 2024 - September 30, 2025**

<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	\$ 253,225	\$ 3,002,508	\$ 10,809,751
Program Revenue	\$ -	\$ -	\$ 2,680,833	\$ 2,680,833
Other Revenue	\$ -	\$ -	\$ -	\$ -
Inkind	\$ 1,787,186	\$ -	\$ -	\$ 1,787,186
<b>Total Revenue:</b>	\$ 9,341,204	\$ 253,225	\$ 5,683,341	\$ 15,277,770

<b>Expenses:</b>				
Personnel	\$ 4,113,280	\$ 56,632	\$ 2,844,031	\$ 7,013,943
Payroll Taxes & Employee Benefits	\$ 1,441,001	\$ 31,416	\$ 911,071	\$ 2,383,488
Staff Development	\$ 75,399	\$ -	\$ 33,967	\$ 109,366
Travel	\$ 78,597	\$ -	\$ 35,516	\$ 114,113
Office Costs	\$ 24,722	\$ -	\$ 34,679	\$ 59,401
Insurance	\$ 9,648	\$ -	\$ 3,746	\$ 13,394
Telecommunications	\$ 24,363	\$ -	\$ 17,290	\$ 41,653
Space & Occupancy	\$ 81,134	\$ -	\$ 652,972	\$ 734,106
Contract Services	\$ 634,887	\$ -	\$ 253,233	\$ 888,120
Vehicle	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 93,646	\$ 151,869	\$ 108,575	\$ 354,090
Direct Client Assistance	\$ -	\$ -	\$ 11,863	\$ 11,863
Administration (Indirect)	\$ 966,622	\$ 13,308	\$ 674,831	\$ 1,654,761
Interest	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Other	\$ 10,719	\$ -	\$ 101,567	\$ 112,286
Inkind	\$ 1,787,186	\$ -	\$ -	\$ 1,787,186
<b>Total Expenses:</b>	\$ 9,341,204	\$ 253,225	\$ 5,683,341	\$ 15,277,770

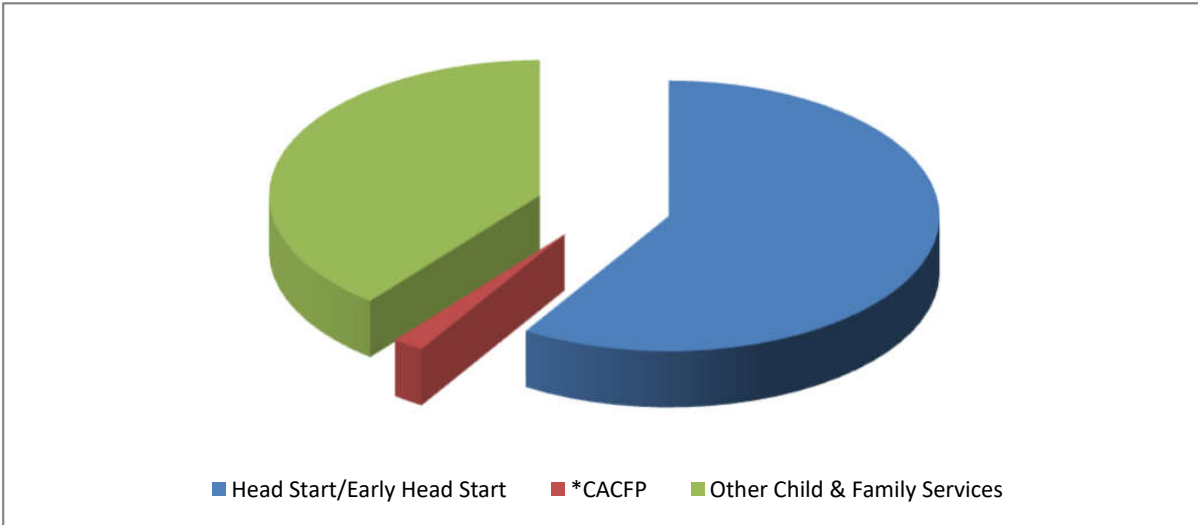
<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -
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\*CACFP = Child and Adult Care Food Program



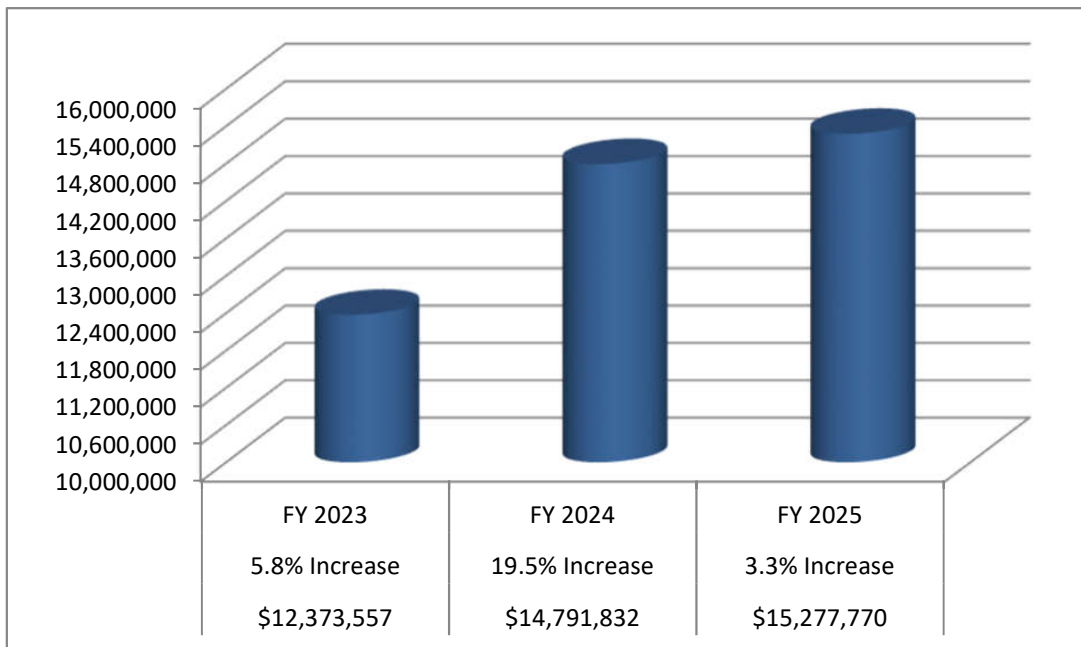
**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budget**  
**October 1, 2024 - September 30, 2025**

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 61.1% of the budget), the Child and Adult Care Food Program [CACFP] (1.7%), and Other Child & Family Services (37.2%).



For fiscal year 2025, the proposed Child & Family Services budget is \$15,277,770. When compared to fiscal year 2024, this is an increase of 3.3%, or \$485,938.

**Child & Family Services Comparison**  
**FY 2023 - FY 2025**



**Kennebec Valley Community Action Program**  
**Child & Family Services Operating Budget**  
**October 1, 2024 - September 30, 2025**

Below is the comparison between the FY 2024 budget and the proposed FY 2025 budget showing net increases and decreases by line item.

<b>Revenue:</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 11,146,041	\$ 10,809,751	\$ (336,290)
Program Revenue	\$ 1,853,305	\$ 2,680,833	\$ 827,528
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ 1,792,486	\$ 1,787,186	\$ (5,300)
<b>Total Revenue:</b>	<b>\$ 14,791,832</b>	<b>\$ 15,277,770</b>	<b>\$ 485,938</b>
<b>Expenses:</b>			
Personnel	\$ 6,782,083	\$ 7,013,943	\$ 231,860
Payroll Taxes & Employee Benefits	\$ 2,074,574	\$ 2,383,488	\$ 308,914
Staff Development	\$ 103,319	\$ 109,366	\$ 6,047
Travel	\$ 121,738	\$ 114,113	\$ (7,625)
Office Costs	\$ 57,989	\$ 59,401	\$ 1,412
Insurance	\$ 14,244	\$ 13,394	\$ (850)
Telecommunications	\$ 41,059	\$ 41,653	\$ 594
Space & Occupancy	\$ 634,262	\$ 734,106	\$ 99,844
Contract Services	\$ 1,195,039	\$ 888,120	\$ (306,919)
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 277,597	\$ 354,090	\$ 76,493
Direct Client Assistance	\$ 5,400	\$ 11,863	\$ 6,463
Administration (Indirect)	\$ 1,593,785	\$ 1,654,761	\$ 60,976
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 98,257	\$ 112,286	\$ 14,029
Inkind	\$ 1,792,486	\$ 1,787,186	\$ (5,300)
<b>Total Expenses:</b>	<b>\$ 14,791,832</b>	<b>\$ 15,277,770</b>	<b>\$ 485,938</b>
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Significant changes in the fiscal year 2025 budget projections include:

- Overall revenue increased by \$486k.
  - ① Head Start/Early Head Start budget decreased by (\$94k). This is the net of a decrease in Federal funding of (\$371k), which includes a (\$5k) reduction in Inkind, and an increase in State funding of \$277k. Of note is the decrease in Federal funding related to this being the first year of a new grant cycle and there not being a carryforward.
  - ② CACFP reimbursements increased by \$32k due to rate increases.
  - ③ CFS Other Programming increased by \$548k. This is primarily due to increases in Child Care fees. (\$549k) District Funding saw a decrease (\$411k) which was offset by increases that include the State ECE Salary Supplemental funding (\$199k), Provider and Sub/Aide training programs (\$137k), Family Leadership (\$45k), KVCC CCAMPIS (\$45k) grants.
- Personnel, Payroll Taxes & Employee Benefits, and Administrative expenses increased due to the COLA and projected benefit rate increases.
- Contract Services decreased by (\$306k) and Materials & Supplies increased by \$76k. Both are related to the change of scope within Head Start programming.
- The Space & Occupancy expense increase is related to the change in facilities expense allocations that occurred in FY 2024 combining telephone expenditures and bringing other expenses inline with actual.

**Kennebec Valley Community Action Program**  
**Head Start/Early Head Start Operating Budgets**  
**October 1, 2024 - September 30, 2025**

<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	\$ 240,020	\$ 285,254	\$ 3,403,553	\$ 3,525,422	\$ 50,595	\$ 49,174	\$ 7,554,018
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ 880,888	\$ 906,298	\$ -	\$ -	\$ 1,787,186
<b>Total Revenue:</b>	\$ 240,020	\$ 285,254	\$ 4,284,441	\$ 4,431,720	\$ 50,595	\$ 49,174	\$ 9,341,204

<b>Expenses:</b>							
Personnel	\$ 148,122	\$ 175,473	\$ 2,039,424	\$ 1,750,261	\$ -	\$ -	\$ 4,113,280
Payroll Taxes & Employee Benefits	\$ 57,089	\$ 68,545	\$ 738,532	\$ 576,835	\$ -	\$ -	\$ 1,441,001
Staff Development	\$ -	\$ -	\$ 2,531	\$ 3,500	\$ 37,646	\$ 31,722	\$ 75,399
Travel	\$ -	\$ -	\$ 6,809	\$ 43,133	\$ 11,952	\$ 16,703	\$ 78,597
Office Costs	\$ -	\$ -	\$ 14,135	\$ 10,587	\$ -	\$ -	\$ 24,722
Insurance	\$ -	\$ -	\$ 4,000	\$ 5,648	\$ -	\$ -	\$ 9,648
Telecommunications	\$ -	\$ -	\$ 8,291	\$ 16,072	\$ -	\$ -	\$ 24,363
Space & Occupancy	\$ -	\$ -	\$ 21,181	\$ 59,953	\$ -	\$ -	\$ 81,134
Contract Services	\$ -	\$ -	\$ 29,056	\$ 605,831	\$ -	\$ -	\$ 634,887
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 55,226	\$ 38,420	\$ -	\$ -	\$ 93,646
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 34,809	\$ 41,236	\$ 479,264	\$ 411,313	\$ -	\$ -	\$ 966,622
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ 5,104	\$ 3,869	\$ 997	\$ 749	\$ 10,719
Inkind	\$ -	\$ -	\$ 880,888	\$ 906,298	\$ -	\$ -	\$ 1,787,186
<b>Total Expenses:</b>	\$ 240,020	\$ 285,254	\$ 4,284,441	\$ 4,431,720	\$ 50,595	\$ 49,174	\$ 9,341,204

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

**Kennebec Valley Community Action Program**

**\*CACFP Operating Budgets**

**October 1, 2024 - September 30, 2025**

<b>Revenue:</b>	<b>CACFP - Educare</b>	<b>CACFP - All Other Centers</b>	<b>Total</b>
Grants & Contracts	\$ 218,044	\$ 35,181	\$ 253,225
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 218,044	\$ 35,181	\$ 253,225

<b>Expenses:</b>			
Personnel	\$ 45,613	\$ 11,019	\$ 56,632
Payroll Taxes & Employee Benefits	\$ 26,224	\$ 5,192	\$ 31,416
Staff Development	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ -	\$ -	\$ -
Space & Occupancy	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 135,488	\$ 16,381	\$ 151,869
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 10,719	\$ 2,589	\$ 13,308
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 218,044	\$ 35,181	\$ 253,225

<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, 2024 - September 30, 2025**

<b>Revenue:</b>	<b>Whole Families</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>Community of Practice</b>	<b>First 4 ME</b>
Grants & Contracts	\$ 245,000	\$ 262,752	\$ 238,072	\$ 45,504	\$ 202,634	\$ 25,000	\$ 85,000
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 245,000	\$ 262,752	\$ 238,072	\$ 45,504	\$ 202,634	\$ 25,000	\$ 85,000

<b>Expenses:</b>							
Personnel	\$ 150,040	\$ 240,480	\$ 175,680	\$ 26,458	\$ 64,874	\$ 15,195	\$ 55,640
Payroll Taxes & Employee Benefits	\$ 34,637	\$ 77,816	\$ 53,389	\$ 7,608	\$ 22,994	\$ 6,234	\$ 16,285
Staff Development	\$ 5,428	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ 8,796	\$ -	\$ -	\$ -	\$ 3,850	\$ -	\$ -
Office Costs	\$ -	\$ -	\$ -	\$ -	\$ 2,471	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 2,280	\$ -	\$ -	\$ -	\$ 600	\$ -	\$ -
Space & Occupancy	\$ 3,060	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services	\$ -	\$ -	\$ -	\$ 5,220	\$ 16,800	\$ -	\$ -
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Assistance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 35,259	\$ 56,513	\$ 41,285	\$ 6,218	\$ 15,245	\$ 3,571	\$ 13,075
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other	\$ -	\$ -	\$ -	\$ -	\$ 75,800	\$ -	
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Total Expenses:</b>	\$ 245,000	\$ 374,809	\$ 270,354	\$ 45,504	\$ 202,634	\$ 25,000	\$ 85,000

<b>Surplus/(Deficit)</b>	\$ -	\$ (112,057)	\$ (32,282)	\$ -	\$ -	\$ -	\$ -
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\* ECE = Early Childhood Education

**Kennebec Valley Community Action Program**  
**Other Child & Family Services Operating Budgets**  
**October 1, 2024 - September 30, 2025**

<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	\$ 136,547	\$ -	\$ -	\$ 599,775	\$ 1,117,224	\$ 3,002,508
Program Revenue	\$ -	\$ -	\$ 1,802,218	\$ 474,926	\$ 328,689	\$ 75,000	\$ 2,680,833
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 45,000	\$ 136,547	\$ 1,802,218	\$ 474,926	\$ 928,464	\$ 1,192,224	\$ 5,683,341

<b>Expenses:</b>							
Personnel	\$ 23,354	\$ 74,886	\$ 752,964	\$ 246,097	\$ 315,789	\$ 702,574	\$ 2,844,031
Payroll Taxes & Employee Benefits	\$ 8,295	\$ 27,651	\$ 290,497	\$ 70,250	\$ 80,420	\$ 214,995	\$ 911,071
Staff Development	\$ -	\$ -	\$ 5,000	\$ 750	\$ 2,000	\$ 20,789	\$ 33,967
Travel	\$ -	\$ 800	\$ 2,845	\$ 500	\$ 9,515	\$ 9,210	\$ 35,516
Office Costs	\$ -	\$ -	\$ 13,187	\$ 1,746	\$ 5,098	\$ 12,177	\$ 34,679
Insurance	\$ -	\$ -	\$ -	\$ 1,046	\$ -	\$ 2,700	\$ 3,746
Telecommunications	\$ -	\$ 612	\$ 1,822	\$ 533	\$ 3,138	\$ 8,305	\$ 17,290
Space & Occupancy	\$ -	\$ -	\$ 402,239	\$ 1,673	\$ 231,843	\$ 14,157	\$ 652,972
Contract Services	\$ -	\$ 15,000	\$ 11,683	\$ 1,589	\$ 180,370	\$ 22,571	\$ 253,233
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ -	\$ -	\$ 51,531	\$ 18,382	\$ 15,652	\$ 22,510	\$ 108,575
Direct Client Assistance	\$ 6,863	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,863
Administration (Indirect)	\$ 5,488	\$ 17,598	\$ 176,946	\$ 57,832	\$ 74,210	\$ 171,591	\$ 674,831
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,000	\$ -	\$ 3,242	\$ 1,219	\$ 10,429	\$ 9,877	\$ 101,567
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 45,000	\$ 136,547	\$ 1,711,956	\$ 401,617	\$ 928,464	\$ 1,211,456	\$ 5,683,341

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ 90,262	\$ 73,309	\$ -	\$ (19,232)	\$ -
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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:** \$15,277,770

**Staff:** 173 Staff positions are allocated by funding streams %

**Number of Clients/Households to be served in FY 2025:** 600 children and their families

**Revenue Sources**

**State & Federal Head Start (Director: Sarah Lavallee)**

**Budget:** \$9,341,204 (Educare: \$4,575,056, Somerset/Other: \$4,766,148)

**Full-time equivalents (*by funding source*):** 91

**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
- Promote inclusion/equity in service design, locations, partnerships

**Anticipated New Service Opportunities:**

- Increase services for 3 year olds in Somerset County partnership locations

**Department of Education (Directors: Nicole Chaplin - Regional School Unit (RSU) #19, Maine School Administrative District (MSAD) #54, and Rhonda Kaiser - Waterville Public Schools)**

**Budget:** \$2,120,688 (State Department of Education, School Districts, Child Development Services; Educare: \$928,464, Somerset/Other: \$1,192,224)

**Full-time equivalents (*by funding source*):** 20

**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:**

- MSAD #19 preschool services

- MSAD #54 preschool services
- MSAD #54 preschool bus transportation is provided
- MSAD #54 Building Better Beginnings campaign
- Waterville Public Schools preschool services
- Inclusion of children with special needs in all classrooms birth to 5 years
- **Anticipated New Service Opportunities:**
- MSAD #54 new birth to grade 5 school opening
- Partnership in the DOE First10 pilot
- Piloting DOE special education in Child Development Services/RSU #19/Head Start through Cohort #1
- Planning DOE special education partnerships with Child Development Services/Waterville Public Schools/Head Start for Cohort #2
- Waterville Public School student achievement data-point tracking
- Community grant partnerships applications
- Additional school partnership exploration; #53 Pittsfield, #59 Madison

#### Child Care (Director: Anne Owens)

**Budget:** \$2,777,968 (State DHHS, Child Care Affordability Program, Client Fees, & Scholarships; Educare: \$2,064,970, Somerset/Other: \$712,998)

**Full-time equivalents (by funding source):** 26

**Description of Clients:** Primarily low income children Birth-5 years of age whose parents are working or attending an education/training program

#### **Continuing Services:**

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

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

- Increased infant/toddler classrooms in Kennebec and Somerset counties
- Respond to workforce needs through exploration of increased child care services

#### Child & Adult Care Food Program (Director: Anne Owens)

**Budget:** \$253,225 (Educare: \$218,044, Somerset/Other: \$35,181)

**Full-time equivalents (by funding source):** 1.5

#### **Continuing Services:**

- Provision of healthy meals for children in service



**Anticipated New Service Opportunities:**

- Influencing public school menus for healthier meals
- Planning for expanded service for the new early childhood wing in Skowhegan

**Whole Families (Director: Nicole Chaplin)**

**Budget:** \$245,000 (TANF; All C&FS Programs)

**Full-time equivalents (*by funding source*):** 3

**Description of Clients:** Low income parents of children Birth to 18years

**Continuing Services:**

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

**Anticipated New Service Opportunities:**

- Utilizing data in venues to educate and promote Whole Family services
- Continuing to seek funding to expand comprehensive Whole Family services
- Expanding an integrated Whole Families Approach

**Educare/Lab School & Learning Hub Initiatives (Director: Rhonda Kaiser)**

**Budget:** \$539,685

**Full-time equivalents (*by funding source*):** 5

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

**Continuing Services:**

- Deepen community and stakeholder knowledge of the issues of poverty through the state funded Parent Ambassador program.
- Provide Technical Assistance to Maine OCFS First4ME to support development of four collaborative models focused on elevating early childhood access, affordability and quality for their respective communities.
- Provide Technical Assistance to community providers and national programs Beyond the Walls.
- Pursue funding to extend the Workforce Entry Train the Trainer model statewide (Substitute training program).
- Promote the Educare Learning network model framework to influence systems and policies, improving Maine's early care and education

- Support workforce development through the Educare Lab School & Learning Hub badging, higher education credits, apprenticeship, and training for early care and education providers
- The Educare Learning Network and the Educare Central Maine Lab School & Learning Hub to support quality components of research-based design and practice

**Anticipated New Service Opportunities:**

- Increase Technical Assistance partnerships with state Departments of Education, Health & Human Services (Maine Roads to Quality), and Labor (Apprenticeship) to elevate quality early care and education
- Seek funding to formalize partnership with Jobs for Maine Grads
- Increase Training and Technical to providers to increase quality in early childhood settings
- Engage in forums to create career pathway opportunities for early care and education
- Increase business investment in early childhood as an economic driver in a community
- Pursue forums to link early childhood efforts and climate change
- Elevate Educare's LEED Certification

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

**Kennebec Valley Community Action Program**  
**Social Services Operating Budgets**  
**October 1, 2024 - September 30, 2025**

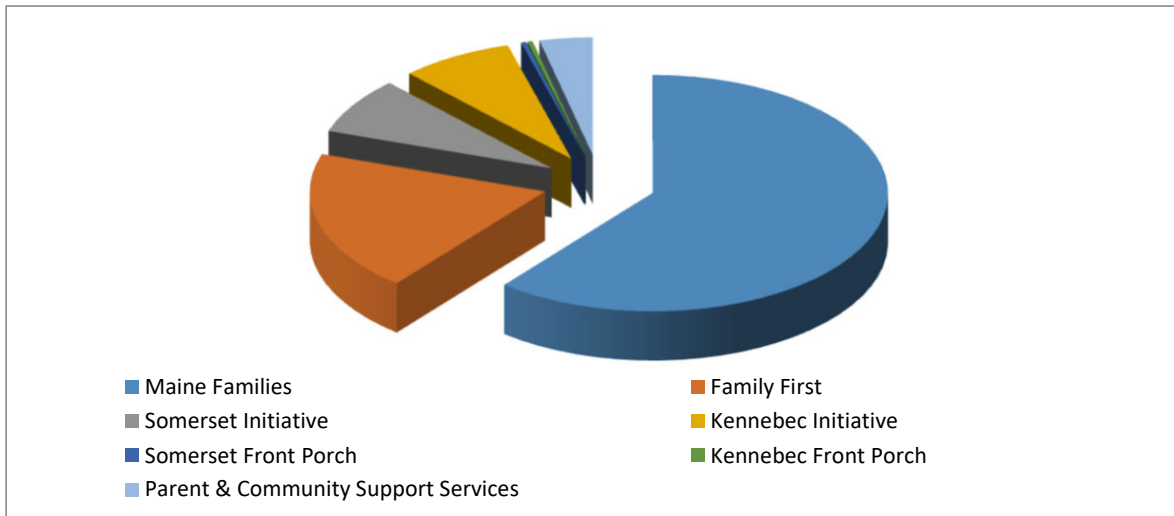
Revenue:	Maine Families	Family First	Somerset Initiative	Kennebec Initiative	Somerset Front Porch	Kennebec Front Porch	Parent & Community Support Services	Total
Grants & Contracts	\$ 1,199,623	\$ 379,972	\$ 153,000	\$ 153,000	\$ 7,000	\$ 7,000	\$ 72,000	\$ 1,971,595
Program Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,199,623	\$ 379,972	\$ 153,000	\$ 153,000	\$ 7,000	\$ 7,000	\$ 72,000	\$ 1,971,595

Expenses:								
Personnel	\$ 649,287	\$ 208,493	\$ 101,956	\$ 87,767	\$ -	\$ -	\$ 9,968	\$ 1,057,471
Payroll Taxes & Employee Benefits	\$ 226,698	\$ 72,690	\$ 15,914	\$ 30,831	\$ -	\$ -	\$ 2,092	\$ 348,225
Staff Development	\$ 6,225	\$ 1,850	\$ 600	\$ 600	\$ -	\$ -	\$ -	\$ 9,275
Travel	\$ 32,900	\$ 7,107	\$ 1,700	\$ 1,850	\$ -	\$ -	\$ 465	\$ 44,022
Office Costs	\$ 2,510	\$ 939	\$ 250	\$ 250	\$ -	\$ -	\$ 1,750	\$ 5,699
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 9,210	\$ 3,044	\$ -	\$ 1,248	\$ -	\$ -	\$ -	\$ 13,502
Space & Occupancy	\$ 97,344	\$ 32,448	\$ 8,364	\$ 9,027	\$ -	\$ -	\$ 5,610	\$ 152,793
Contract Services	\$ 15,150	\$ 2,244	\$ 225	\$ 225	\$ -	\$ -	\$ 5,400	\$ 23,244
Vehicle	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 5,225	\$ 1,565	\$ 31	\$ 577	\$ 4,108	\$ 4,183	\$ 41,873	\$ 57,562
Direct Client Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 152,583	\$ 48,996	\$ 23,960	\$ 20,625	\$ -	\$ -	\$ 2,342	\$ 248,506
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,491	\$ 596	\$ -	\$ -	\$ 2,892	\$ 2,817	\$ 2,500	\$ 11,296
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,199,623	\$ 379,972	\$ 153,000	\$ 153,000	\$ 7,000	\$ 7,000	\$ 72,000	\$ 1,971,595

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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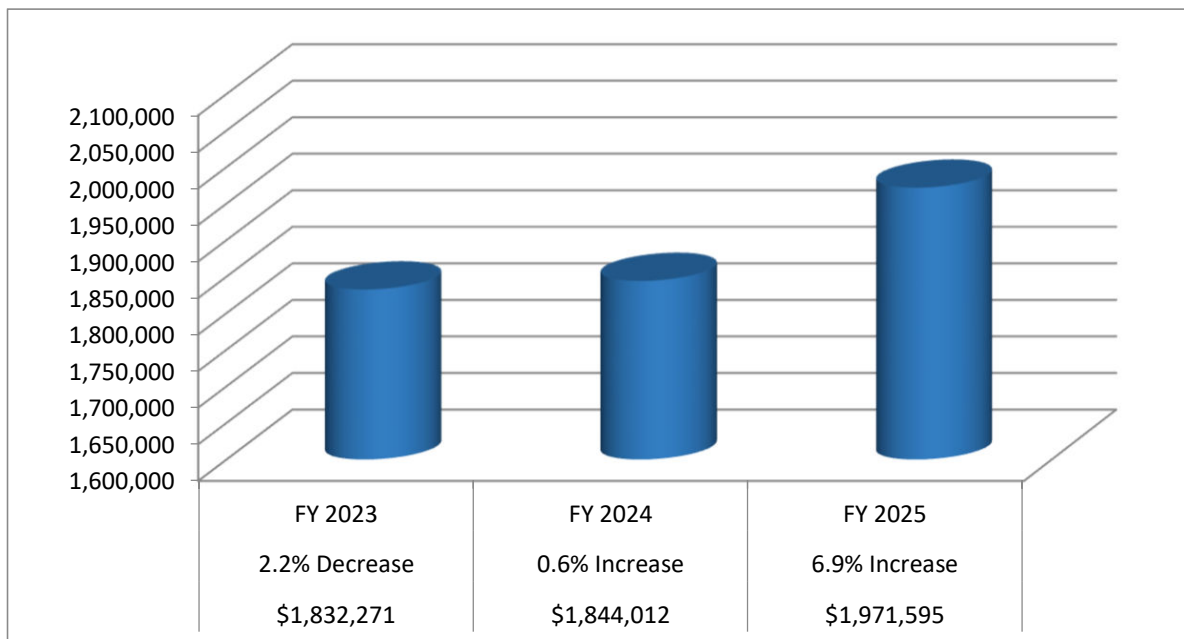
**Kennebec Valley Community Action Program**  
**Social Services Operating Budget**  
**October 1, 2024 - September 30, 2025**

The Social Services budget consists of Maine Families (which contributes 60.8% of the budget), Family First (19.2%), Somerset Initiative (7.8%), Kennebec Initiative (7.8%), Somerset Front Porch (0.4%), Kennebec Front Porch (0.4%), and Parent & Community Support Services (3.6%) programs.



For fiscal year 2025, the proposed Social Services budget is \$1,971,595. When compared to fiscal year 2024, this is an increase of 6.9%, or \$127,583.

**Social Services Comparison**  
**FY 2023 - FY 2025**



**Kennebec Valley Community Action Program**  
**Social Services Operating Budget**  
**October 1, 2024 - September 30, 2025**

<b>Revenue:</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 1,844,012	\$ 1,971,595	\$ 127,583
Program Revenue	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ -	\$ -
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 1,844,012	\$ 1,971,595	\$ 127,583

<b>Expenses:</b>			
Personnel	\$ 979,121	\$ 1,057,471	\$ 78,350
Payroll Taxes & Employee Benefits	\$ 343,458	\$ 348,225	\$ 4,767
Staff Development	\$ 7,200	\$ 9,275	\$ 2,075
Travel	\$ 43,154	\$ 44,022	\$ 868
Office Costs	\$ 6,647	\$ 5,699	\$ (948)
Insurance	\$ -	\$ -	\$ -
Telecommunications	\$ 23,299	\$ 13,502	\$ (9,797)
Space & Occupancy	\$ 144,296	\$ 152,793	\$ 8,497
Contract Services	\$ 20,677	\$ 23,244	\$ 2,567
Vehicle	\$ -	\$ -	\$ -
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 36,567	\$ 57,562	\$ 20,995
Direct Client Assistance	\$ -	\$ -	\$ -
Administration (Indirect)	\$ 230,094	\$ 248,506	\$ 18,412
Interest	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -
Common Carrier	\$ -	\$ -	\$ -
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 9,499	\$ 11,296	\$ 1,797
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 1,844,012	\$ 1,971,595	\$ 127,583

<b>Surplus/(Deficit)</b>	\$ -	\$ -	\$ -
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Significant changes in the fiscal year 2025 budget projections include:

- Social Services revenue increase is the net of increases in Maine Families (\$54k), Family First (\$24k), and Somerset & Kennebec Front Porch (\$4k); the addition of the Parent & Community Support Services program (\$72k); and the end of ARP funding (\$26k).
- Personnel, Taxes & Benefits, and Indirect increased due to the 4% COLA and predicted benefit increases, as well as increases in staffing capacity made during FY 2024.
- Reductions in Telephone expense is part of the increase in Space & Occupancy as telephone expenses are now included in the Space & Occupancy allocation.
- Materials and Supplies increase is the net of an increase due to the Parent & Community Support Services (\$42k) and the end of ARP funding (\$26k).

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

### **Maine Families Home Visiting**

**Budget:** \$1,579,595  
(\$1,199,623 – Home Visiting; \$379,972 – Family First)

**Staff:** 15 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 2025:** 207 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.
- The proposed budget is based on flat funding for FY2025, which will necessitate a reduction in staffing of 1.7 FTEs due to rising personnel costs. This will result in a reduction in families served at full staffing of approximately 35.
- Through expansion of the Family Enrichment Council diaper distribution, diapers will continue to be distributed, but gift cards and other transportation assistance will not be possible due to elimination of the American Rescue Plan funds.

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

- The State has proposed expanding Family First eligibility to all families with an open child welfare investigation and a child under age four and a half. This will significantly increase the number of referrals and necessitate a waitlist, with children referred through child welfare prioritized.
- A draft budget proposal to expand the program's capacity in light of the Family First changes has been submitted to the Maine Children's Trust to add Family Visitor FTEs rather than reduce the size of the program. If that budget is accepted the number of Family Visitor vacancies at the beginning of FY 2025 will increase from three to four, and hiring will continue to be a major focus.

## Kennebec & Somerset County Family Enrichment Councils

**Budget:** \$460,459

(\$306,000 – Prevention Council contracts with Maine Children’s Trust; \$68,459 – CSBG for School/Community Based Education & Strengthening; \$72,000 Parenting Services & Support MCT grant; \$14,000 Front Porch MCT grants)

**Staff:** 4 full-time equivalents

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

**Number of Clients to be Served in FY 2025:** 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.
- Specific programs include:
  - 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.

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

- A grant proposal was submitted to the Maine Children’s Trust to expand distribution of concrete supports to include safety gates, sleep sacks, transportation and food support, increase funding for diapers and wipes, and assist families with access to community based education like first aid training, water safety, and child nutrition classes. The grant will also support parent leadership opportunities that have been created this year, including co-facilitation of Circle of Parents and Nurturing in Recovery in Somerset County.

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

**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budgets**  
**October 1, 2024 - September 30, 2025**

<b>Revenue:</b>	<b>Fleet Services</b>	<b>Brokerage</b>	<b>KV Van</b>	<b>Explorer</b>	<b>Total</b>
Grants & Contracts	\$ -	\$ -	\$ 731,559	\$ 568,822	\$ 1,300,381
Program Revenue	\$ 2,497,856	\$ 2,739,398	\$ -	\$ -	\$ 5,237,254
Other Revenue	\$ -	\$ -	\$ 15,000	\$ 133,422	\$ 148,422
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	\$ 2,497,856	\$ 2,739,398	\$ 746,559	\$ 702,244	\$ 6,686,057

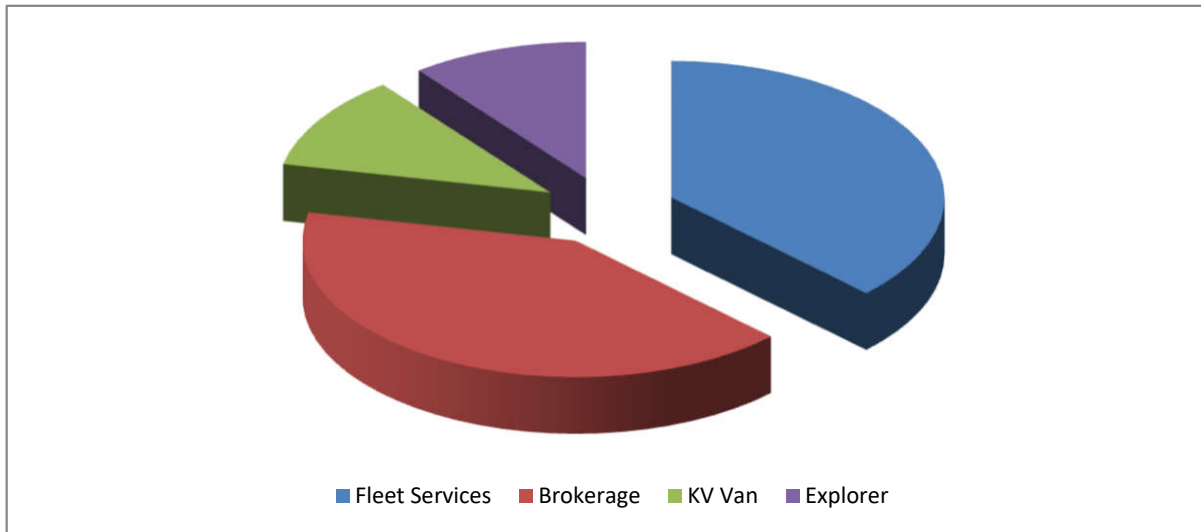
<b>Expenses:</b>					
Personnel	\$ 1,103,513	\$ 379,619	\$ 115,538	\$ 291,267	\$ 1,889,937
Payroll Taxes & Employee Benefits	\$ 355,840	\$ 101,272	\$ 37,094	\$ 89,410	\$ 583,616
Staff Development	\$ 2,406	\$ 4,097	\$ 2,936	\$ 3,169	\$ 12,608
Travel	\$ 4,907	\$ 1,684	\$ 738	\$ 672	\$ 8,001
Office Costs	\$ 2,504	\$ 3,498	\$ 2,485	\$ 2,626	\$ 11,113
Insurance	\$ 418	\$ 164	\$ 219	\$ 261	\$ 1,062
Telecommunications	\$ 1,415	\$ 23,356	\$ 12,939	\$ 12,992	\$ 50,702
Space & Occupancy	\$ 203,036	\$ 27,058	\$ 11,750	\$ 43,218	\$ 285,062
Contract Services	\$ 27,128	\$ 101,433	\$ 35,008	\$ 26,820	\$ 190,389
Vehicle	\$ 490,211	\$ 403	\$ 67	\$ 99,078	\$ 589,759
Housing Property Costs	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Supplies	\$ 34,523	\$ 2,923	\$ 1,619	\$ 4,184	\$ 43,249
Direct Client Assistance	\$ -	\$ 1,231,965	\$ 359,658	\$ -	\$ 1,591,623
Administration (Indirect)	\$ 259,333	\$ 89,389	\$ 27,151	\$ 68,448	\$ 444,321
Interest	\$ 22,650	\$ -	\$ -	\$ 2,300	\$ 24,950
Depreciation	\$ 394,120	\$ 12,690	\$ 16,890	\$ 56,285	\$ 479,985
Common Carrier	\$ -	\$ 778,875	\$ 118,750	\$ -	\$ 897,625
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 9,881	\$ 1,365	\$ 756	\$ 1,514	\$ 13,516
Inkind	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	\$ 2,911,885	\$ 2,759,791	\$ 743,598	\$ 702,244	\$ 7,117,518

<b>Surplus/(Deficit)</b>	\$ (414,029)	\$ (20,393)	\$ 2,961	\$ -	\$ (431,461)
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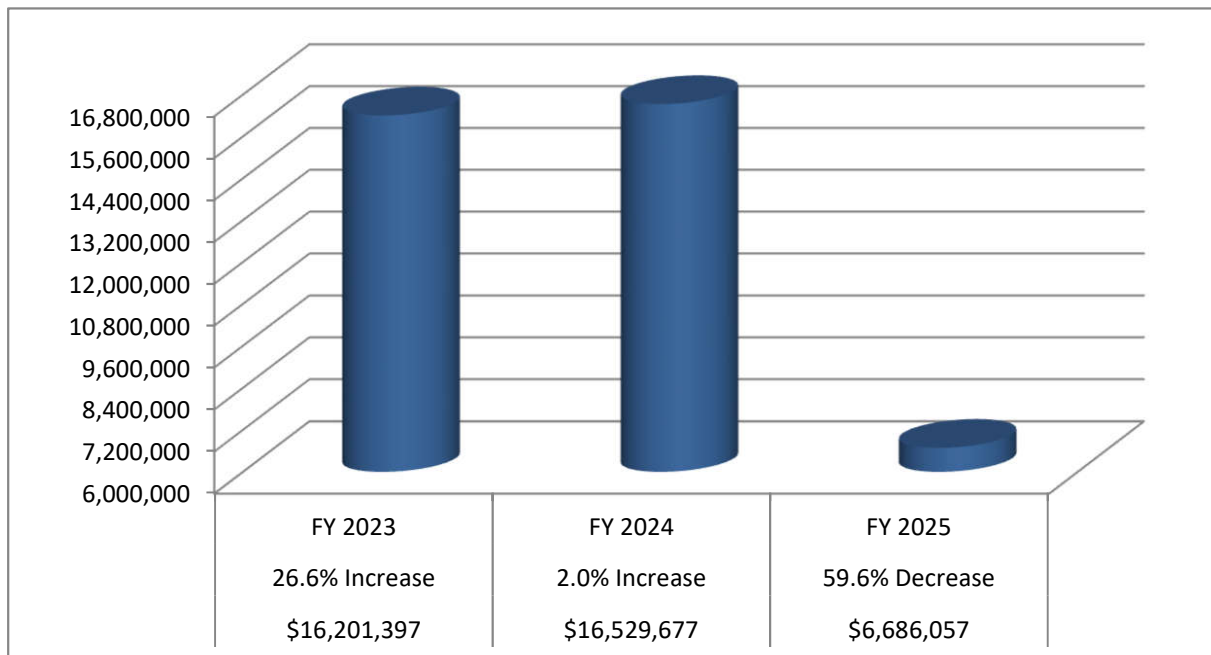
**Kennebec Valley Community Action Program  
Transportation Services Operating Budget  
October 1, 2024 - September 30, 2025**

The Transportation Services budget consists of Fleet Services (which contributes 37.3% of the budget), Brokerage (41.0%), KV Van (11.2%), and Explorer (10.5%).



For fiscal year 2025, the proposed Transportation Services budget is \$6,686,057. When compared to fiscal year 2024, this is a decrease of 59.6%, or (\$9,843,620).

**Transportation Services Comparison  
FY 2023 - FY 2025**



**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budget**  
**October 1, 2024 - September 30, 2025**

<b>Revenue:</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Increase/ (Decrease)</b>
Grants & Contracts	\$ 1,371,079	\$ 1,300,381	\$ (70,698)
Program Revenue	\$ 14,659,905	\$ 5,237,254	\$ (9,422,651)
Other Revenue	\$ 498,693	\$ 148,422	\$ (350,271)
Inkind	\$ -	\$ -	\$ -
<b>Total Revenue:</b>	<b>\$ 16,529,677</b>	<b>\$ 6,686,057</b>	<b>\$ (9,843,620)</b>
<b>Expenses:</b>			
Personnel	\$ 3,554,142	\$ 1,889,937	\$ (1,664,205)
Payroll Taxes & Employee Benefits	\$ 911,325	\$ 583,616	\$ (327,709)
Staff Development	\$ 1,790	\$ 12,608	\$ 10,818
Travel	\$ 7,145	\$ 8,001	\$ 856
Office Costs	\$ 22,403	\$ 11,113	\$ (11,290)
Insurance	\$ 530	\$ 1,062	\$ 532
Telecommunications	\$ 121,607	\$ 50,702	\$ (70,905)
Space & Occupancy	\$ 231,193	\$ 285,062	\$ 53,869
Contract Services	\$ 128,877	\$ 190,389	\$ 61,512
Vehicle	\$ 969,289	\$ 589,759	\$ (379,530)
Housing Property Costs	\$ -	\$ -	\$ -
Materials & Supplies	\$ 114,360	\$ 43,249	\$ (71,111)
Direct Client Assistance	\$ 5,650,596	\$ 1,591,623	\$ (4,058,973)
Administration (Indirect)	\$ 806,946	\$ 444,321	\$ (362,625)
Interest	\$ 67,818	\$ 24,950	\$ (42,868)
Depreciation	\$ 538,520	\$ 479,985	\$ (58,535)
Common Carrier	\$ 3,563,160	\$ 897,625	\$ (2,665,535)
Bad Debt Expense	\$ -	\$ -	\$ -
Other	\$ 27,500	\$ 13,516	\$ (13,984)
Inkind	\$ -	\$ -	\$ -
<b>Total Expenses:</b>	<b>\$ 16,717,201</b>	<b>\$ 7,117,518</b>	<b>\$ (9,599,683)</b>
<b>Surplus/(Deficit)</b>	<b>\$ (187,524)</b>	<b>\$ (431,461)</b>	<b>\$ (243,937)</b>

The most significant change to the fiscal year 2025 budget projections is the anticipated reduction in services under the Brokerage program due to the State of Maine RFP process that awarded the Regional Non-Emergency Medical Transportation contract (MaineCare Brokerage) to Modivcare. At the time of publication, Penquis CAP, who holds the Brokerage contract with the State of Maine, had made a court filing against the award to Modivcare. While the issuance of the contract rests with the court, KVCAP has been guaranteed the Brokerage program, as it has been operating, through December 31, 2024.

Because of the contract extension through December of 2024, this budget only reflects revenue and expense for those three months of the program. As management has been reporting to the board, we are keeping staffing levels consist so that we can continue to maintain the level of customer service and to meet the requirements of the program. Because of this and to retain employees through the end of the contract, staff remaining in our employment will be offered a severance package. The most recent calculations for that severance package are included in the budget and contribute \$307k to the budgeted deficit.

**Kennebec Valley Community Action Program**  
**Transportation Services Operating Budget**  
**October 1, 2024 - September 30, 2025**

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As we noted in the presentation of the FY 2024 budget, we do not like presenting a negative budget; however, this is an honest and transparent assessment of how we see the program based on current data. We were fortunate in FY 2024, as the actual program results turned out much better than projections with MaineCare enrollment, and thus revenues, not decreasing to the projected levels or as fast as projected. Because of this, the program is ending FY 2024 with a surplus projected to exceed \$650k. As part of the approval of this budget, management is asking that the Board also approve the use of net assets generated by the FY 2024 surplus to cover the costs during this transitional period.

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

**Budget:** \$6,686,057 (Brokerage: \$2,739,398; KV Van: \$746,559; Explorer: \$702,244; Fleet Operations & Services: \$2,497,856)

**Number of Staff:** 70 full-time equivalents, 50+ volunteer drivers

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

**Number of Clients/Households to be served in 2025:** Approximately 5,000

### **Continuing Services:**

MaineCare Transportation (at-risk) (this budget is through 12/31/2024-remainder of FY 2025 is unknown.)

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

### KV Van

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

### **On-Demand Service**

- Three zones in Region 4 - Augusta, Waterville/Fairfield/Winslow, and Skowhegan - the door-to-door service is open to the public and is performed on a first-come, first-served basis. Individuals call at least one business day in advance to reserve their trip.

### **Anticipated New Service Opportunities**

- Drivers have been finger-printed so that we can start providing Department of Education and Medicare transportation services in Region 4. Trip volumes for these services are unknown at this point.

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