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Action**  
PARTNERSHIP  
of Stafford County

**2022  
ANNUAL  
REPORT**



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WHEN OUR  
COMMUNITIES  
THRIVE,  
— WE ALL —  
THRIVE



Our standing commitment to our Community Promise Program is at the heart of why we do what we do. Each year, we pledge 10% of our earnings to nonprofits of all sizes who share our belief in making our communities thrive.

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*(This page) By fulfilling our neighbors' needs and upholding their dignity, we seek to create new, brighter futures for them and the greater community; (Cover) Cheryl and her daughter Elle, 4, are thriving thanks to CAPSC's programs.*

# Table of Contents

- 4 CAPSC Leadership
- 5 Welcome Letter
- 6 CAPSC's Impact
- 8 Homelessness Prevention and Housing
- 10 Fuel and Electric Assistance
- 11 Weatherization
- 12 Early Care and Education
- 13 Family Support
- 14 Senior Services
- 15 Food and Nutrition
- 16 CAPSC Revenue and Expenses
- 17 Donors
- 19 Sponsors

## CAPSC Leadership Team

**Betsey Andrews Parker**, Chief Executive Officer

**Kathleen Crompton**, Chief Program Officer

**Melissa Spil**, Chief Advancement Officer

**Bob Arnold**, Director of Housing Development and Revitalization

**Daniel Clark**, Director of Community Services

**Tanisha Johnson**, Director of Child and Family Services

**Jamie Swan**, Director of Administrative Services

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CAPSC's leadership team and Board of Directors work together to carry out CAPSC's Mission. From left to right: Director of Housing Development and Revitalization Bob Arnold, 2022 Board Chair Alan Brown, and Board Member Capt. Andrew Swanberry.

## CAPSC's *Mission*

To reduce barriers to help clients improve their economic stability and well-being through education, advocacy, and partnerships.

## CAPSC's *Vision*

To eliminate poverty.

# Dear Friends,

It's common for people to think of Community Action Partnership of Strafford County (CAPSC) as just one or two programs. **People coming to us for help often don't know everything available to them or are dealing with complex problems that require multiple programs to resolve.**

This makes our work tremendously important, and 2022 helped show us why. **More community members came to CAPSC than we've ever seen, leading us to provide a record \$35 million in direct client assistance.**

**Few organizations can adapt as quickly as we did to meet the community need.** We increased our capacity and added jobs so we could administer new programs and get money into the hands of those who needed it most. We helped to ensure that small businesses, landlords, and fuel dealers were able to stay in business.

**But we didn't do it alone. The community stepped up to help in so many ways.** From the volunteers who helped us distribute food at our food pantry and Summer Meals Program to the companies who organized donation drives, we couldn't have done our important work without you.

**As you read this Annual Report, consider the following: What would've happened if Community Action Partnership wasn't here?** Our 60 coordinated programs kept people in their homes, kept their homes warm, nurtured students' learning and emotional development, ensured families didn't go hungry, and allowed Strafford County seniors to live independently. Even seemingly small things, like an open ear for someone who felt unheard, helped enable one step or 20 along someone's path to improve their lives.

**We encourage everyone reading this report to think about how you'd like to make an impact in 2023.** Whether it's by volunteering your time, donating to one of our programs, or contacting us about ways we can work together, your partnership will be vital in improving the lives of our neighbors in need.

*In Gratitude and Service,*



**Theresa Jarvis**  
2023 Board Chair

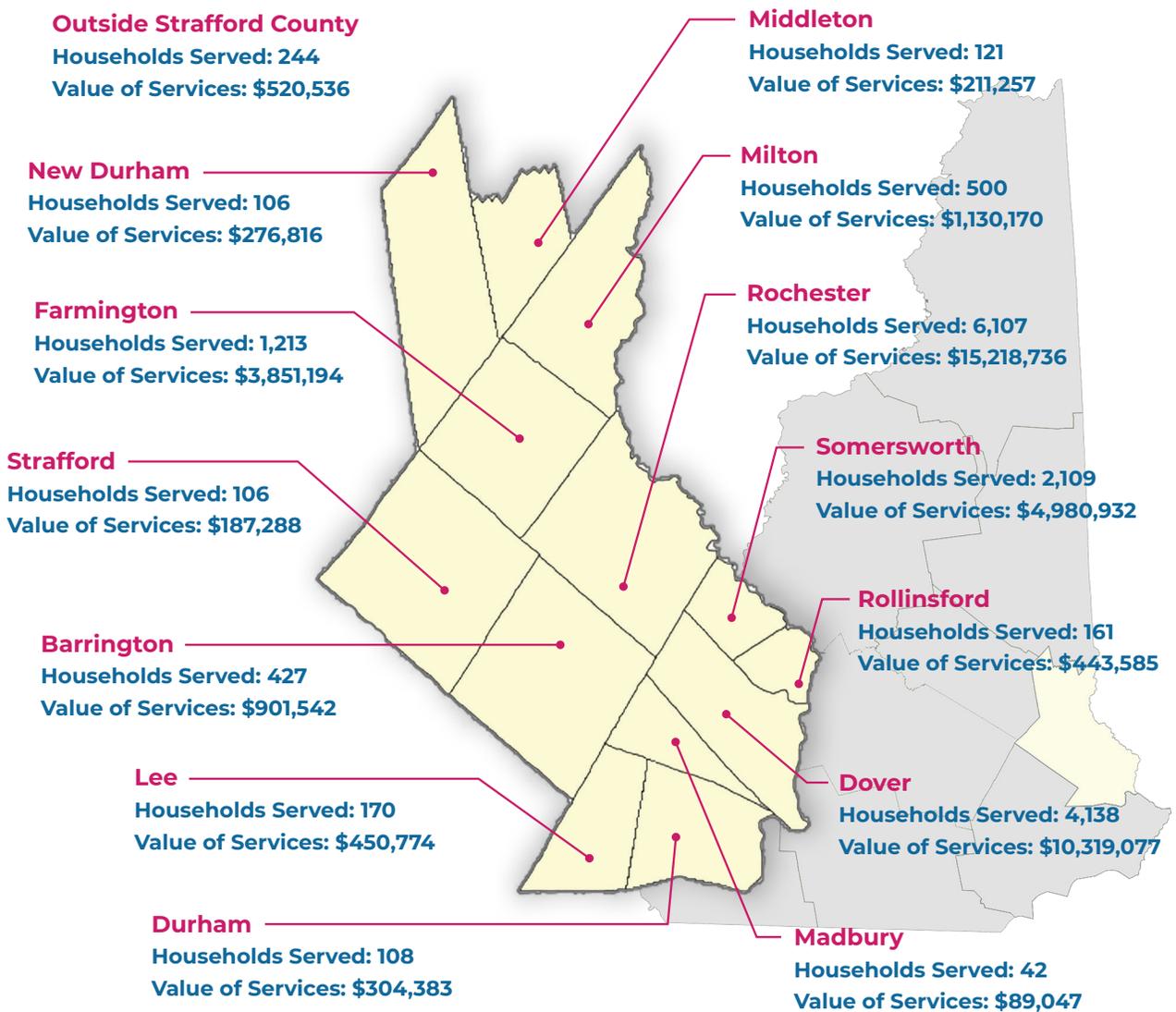


**Betsey Andrews Parker**  
Chief Executive Officer

# CAPSC's *Impact*

Founded in 1965, CAPSC is the sole provider in Strafford County to offer a full suite of programs and services designed to have a measurable impact on the health and welfare of children, seniors, and people experiencing low incomes.

In 2022, CAPSC and its 60 coordinated programs provided to Strafford County residents food, education, childcare, utilities assistance, transportation, housing, emergency shelter, and access to other services. Here's a town-by-town overview of how we provided that assistance.



**2022 TOTAL**  
*Impact*



**15,552**  
Households Served



**\$38,885,337**  
Worth of Services Provided

# 2022 *by the Numbers*



**2,822**

Households received \$1.28 million in electric assistance



**1,921**

Households received \$2.71 million in fuel assistance



**412**

People received \$1.47 million in weatherization improvements



**2,818**

Bags of food distributed at CAPSC's pantries and offices



**85,933**

Meals and snacks served in Early Care and Education Program



**67,964**

Meals provided to children through our Summer Meals Program



**6,488**

Individuals received rental or utility assistance



**454**

Children enrolled in Early Head Start, Head Start, and childcare programs



**346**

Households participated in family support programs



**3,170**

Rides given to seniors

# Historic Help, Life-Changing Difference

We here at CAPSC believe all people should have access to safe, stable, and permanent housing. We also believe that those in our community who are unsheltered deserve to have access to services that not only help them gain housing, but also services to help them until they're housed.

The year 2022 was trying for many people in the greater Seacoast area because of the dire housing crisis and the continued fallout of the COVID-19 pandemic. However, those same challenges led to new and unprecedented resources to help individuals and families without stable housing.

Thanks in large part to the New Hampshire Emergency Rental Assistance Program (NHERAP), CAPSC provided \$28.34 million in housing assistance in 2022 — a single-year record for our organization. That money was used to financially assist 3,101 households unable to pay their rent and utilities, as well as place 435 individuals in temporary shelter in area hotels and motels.

From the start of NHERAP in 2021, the program also helped CAPSC partner with 929 local landlords and other new partners, increasing the number of people working on the region's housing crisis and stoking optimism about the potential for new, long-term solutions.

For Sarah\*, NHERAP brought peace. After seeking temporary shelter in the region's warming center, CAPSC helped her obtain an ID and license. This helped her find a job at a local transit agency. CAPSC then helped Sarah enroll in NHERAP, which helped her secure an apartment. CAPSC's assistance transformed Sarah, according to CAPSC Homeless Services Manager Jim Ricker.

“When I first met Sarah she was a quiet, shy young lady,” said Ricker. “She is now assertive and confident, fully employed, and paying her own rent and bills.”

Success stories like Sarah's are why we do what we do. Addressing universal necessities like housing literally changes lives. 🍷

\*Name changed to protect confidentiality

## 2022 IMPACT



**\$28.34M**

in direct housing assistance provided using NHERAP funds



**435**

people temporarily housed across 16 hotels using NHERAP funds



**311**

people served through the Domestic Violence Housing Support Program



**102**

people assisted through homeless outreach and Drop-In Center services



**225**

security deposits paid through NHERAP



*Safe, affordable, supportive housing is an important component of our Mission: to reduce barriers to help clients improve their economic stability and well-being through education, advocacy, and partnerships.*

**“You have made the biggest imprint on my heart and for the rest of my life I will never forget any of you that have helped me. One day I will be able to tell my (infant) son about you all and the help that you provided to give him a safe and better life.”**

**| Local mother after CAPSC’s Domestic Violence Housing Support Program helped her move into a new apartment.**

# RISING *to Meet the Need*

**Our staff knew demand for fuel assistance was going to be high in 2022, but we were shocked by what happened on the day applications opened.**

**By the end of that first day on November 1, 2022, we already received more applications than we did all last winter.**

“We saw a huge increase in need,” said CAPSC Fuel and Electric Assistance Manager Lisa Garcia. **“People that we haven’t seen in years came back to us and applied, and people that had never applied before were coming to us for help.”**

**CAPSC staff adapted to meet the increase. We expanded office hours** so more community members could stop in without an appointment. We **worked closely with area welfare offices** and other partners to find eligible households. We also **increased the donations** used to financially support the program.

**Ray, a Strafford County resident in his 70s, was one of the people who received fuel assistance during the 2022 season.** Ray was first referred to us in 2021 by Cardinal and Glidden Oil, a key CAPSC partner, because he was staring down some tough choices.

**As a widower who has diabetes and is living on a fixed income, Ray wasn’t sure how he’d be**



*Elvira, 36, a single mother of three who received fuel assistance through our annual Gift of Warmth campaign, says CAPSC staff have been “so friendly, so helpful” and have made getting help “really easy.”*

**able to pay for his electricity or heat while also paying for hospital bills and essentials like food and medication.** After a 21-year career helping people facing financial challenges, he said he never thought he’d find himself in that position. CAPSC’s help was a “godsend” at the start of a hard winter, according to Ray.

**“I really had nothing else coming in,” said Ray, who is above the income limits for assistance from his local welfare office.** “Sometimes you just have no control over what happens. You’re praying and hoping for the best.” 🙏

2022 IMPACT



**2,822**

households received \$1,278,469 in electric assistance



**1,921**

households received \$2,709,616 in fuel assistance



**1,549**

service disconnects prevented

# Bringing Warmth to Strafford County Homes

**Weatherization is an important part of making homes more efficient**, but efficiency isn't only about energy, fuel, and saving money.

For many residents our Weatherization Program has helped, **it's also about forms of independence and comfort that go beyond the number on their home's thermostat.**

CAPSC has assisted Lindsey every year for about a decade, ever since she first qualified for fuel assistance when she bought her home in her early 20s. **Lindsey relies on CAPSC resources because she's unable to work due to a spinal cord injury that paralyzed her when she was a teenager.**

**Having her own house is important to Lindsey, and CAPSC employees have worked every year to make sure it's still within her means.** New attic and basement insulation, utility assistance, air quality improvements, partnering with local nonprofit Community Toolbox to build her a new ramp — **Lindsey said all the help she's received shows her she has an entire community behind her.**

**"CAPSC has always been there to help," she said. "It doesn't feel judgmental.** When you go to CAPSC, it's welcoming, they're inviting, and they give you more resources to find help because **they understand that everybody struggles."** 🍷



*In addition to household weatherization projects, in 2022 CAPSC also completed a major improvement project at Hope on Haven Hill, a residential recovery facility in Rochester and a key CAPSC partner.*

2022 IMPACT



**104**  
households received  
weatherization assistance



**\$892**  
average annual savings  
per household



**\$1.90**  
in savings provided for  
every \$1 in improvements



**2,171 kWh**  
average annual energy  
savings per household

# 'HOPE is Everything'

**When Cheryl and her daughter Elle moved from outside New England to Dover in 2020, she said she “felt like a chicken with my head cut off.”**

As a single mother with a full-time job, Cheryl struggled as she searched for childcare for her then-2-year-old daughter. That is, until she found CAPSC’s Early Head Start program.

**“I just feel like (Denise, my family advocate) is one of the main reasons for my stability with my daughter,” said Cheryl.** “From the moment I got to Dover, I needed somebody and Denise was that somebody and she continued to be.”

Fast forward to today and both Cheryl and Elle, now 4 and in our Head Start program, are thriving.

**“I think one of the greatest joys that I get from Head Start is seeing how much Elle learns and seeing the new things she’s capable of,” she said.** “It’s exciting to see her grow and become smarter. I cherish that she had that opportunity before she even started kindergarten.”

**These types of success stories are common at CAPSC** because of the comprehensive, whole-family approach we use to support families’ well-being and prepare children for kindergarten.

**Households with children under age 5 experience high levels of poverty in Strafford County,** making our education programs a crucial and perfect door for many people to access other CAPSC resources.

**“When people are struggling and feel hopeless, I feel like we give them that piece of hope,”** said Early Head Start Education Manager Ivelisse Roy. “Hope is everything.” 🍷



*Elle, 4, is soft-spoken, but her face radiates joy when she's asked about CAPSC's education programs and staff.*

2022 IMPACT



**454**

children in Early Head Start, Head Start, and childcare



**\$3.57M**

value of education services provided



**257**

kids received health screenings

# Raising A VILLAGE

**Whether you're a seasoned parent or just starting to grow your family, parenting is tough.**

That's why we offer a helping hand through a range of services that focus on the whole family and are individualized to meet each family's unique needs.

**Our Family Support programs include our Family Resource Centers and our Kinship Navigation, Comprehensive Family Support Services, and Healthy Families America programs.** The goal is to provide the support needed for families to grow stronger together, as well as give parents, grandparents, and caregivers an active voice in the process.

"We all love what we do and share a common passion for children and families, which makes our job not only rewarding, but fun," said Family Advocate Manager Melissa Gustafson. **"I love seeing the smiling faces of the kids**

**everyday and celebrating successes with the families I work with."**

**There are also plenty of opportunities for hands-on fun in these programs thanks to the regular activities, support groups, and outings they host.** Our Family Resource Centers in Dover and Rochester offer free drop-in services and open spaces for all families, with no income limits or prerequisites to participate.

**Shannon came to CAPSC after being in recovery for five months.** She said working with her family support specialist, Elizabeth, has helped her emotionally, practically, and personally as she learns to care for her baby.

"You're surprised you didn't think of it before," said Shannon. **"I want to have more confidence in myself and gain more control over the direction of my life."** 🍷



*Our Family Resource Centers in Dover and Rochester are packed with events, resources, and activities. One of the popular events in summer 2022 was our weekly hike series, which guided families along different Strafford County trails.*

2022 IMPACT



**40**

families visited CAPSC's Family Resource Centers



**113**

families participated in Healthy Families America



**193**

families participated in Comprehensive Family Support Services and Kinship Navigation

# SUPPORTING *Success and Independence*

**CAPSC's Senior Transportation Program and Senior Housing Program work with residents in becoming or remaining financially and socially independent, as well as help them age in place in a supportive environment.**

Using vital community partnerships with Dover Housing Authority, COAST Bus, TripLink, and others, our goal is to make sure Strafford County residents are well-served with plenty of support and fun as their needs increase with age.

**“Sometimes we don’t know how to ask for help,” said Lois, a local woman who has used our transportation services. “They make it very easy for you to be self-sufficient.”**

Seventy-five people participated in CAPSC's senior programs in 2022. **In addition to 3,170**

**rides to stores and pharmacies, our programs provided a bevy of wraparound services, events, social gatherings, and engaging trips for residents at Covered Bridge Manor, a 26-apartment building we manage in Dover in cooperation with Dover Housing Authority.**

CAPSC staff love teaming up with the University of New Hampshire and other partners to offer regular wellness classes and enrichment programs at Covered Bridge. Residents at Covered Bridge love them, too, and can often be found leading classes on their favorite hobbies.

**“We all aren’t ready to be done thriving!” said Cindy, an artist and former roller skate champion who said she falls in love with every new thing she learns. “There is so much life left to live!”** 🍷



*Residents at our Senior Housing Program's Covered Bridge Manor enjoy dozens of events and activities each month, including weekly potlucks, guest performers, walking and gardening groups, trips, and more.*

2022 IMPACT



**3,170**

rides to stores and pharmacies



**75**

people participated in CAPSC's senior programs



**14,000+**

miles traveled by our Senior Transportation bus

# Feeding Brighter Futures

**Combatting food insecurity and teaching healthy habits are important year-round.** That’s why CAPSC’s food and nutrition staff weave wellness and education throughout all our programs.

**For our Early Care and Education Program, cooks prepare nutritious breakfasts, lunches, and snacks,** and they give kids recipes they can take home. Staff and volunteers provide fresh produce and staples each week at our Dover and Rochester food pantries. Children and adults in every program receive regular hands-on lessons to support oral hygiene and other aspects of their health.

**“All of these services serve an invaluable role,” said Kathy, who started volunteering with our food pantries to give back to her home region.**

CAPSC annually distributes thousands of pounds of food and meals to families, children, and seniors through its Dover and Rochester food pantries. **The pantries, which are open to the community, are a**

**key piece of our efforts to reduce hunger and increase access to fresh, healthy foods.**

When school lets out for the summer, all families can find it financially hard to provide nutritious food for their children. **CAPSC’s Summer Meals Program helps bridge this gap by providing breakfast and lunches, at no cost, at meal sites throughout Strafford County.**

Another way CAPSC helps people who may be food insecure is through our **Holiday Food Baskets Program, which provides everything families need for Thanksgiving and winter holiday meals.**

**“I think of CAPSC as a community helping the Strafford County community,” said John Brothwell, a food pantry volunteer. “Between full-time professionals and part-time staff and volunteers, there’s a whole community of people focused on helping our neighbors in need.”** 🍏

2022 IMPACT



**85,933**

meals and snacks served in Early Care and Education Program



**67,964**

meals served through Summer Meals Program



**2,818**

bags of food distributed at CAPSC’s pantries and offices



**307**

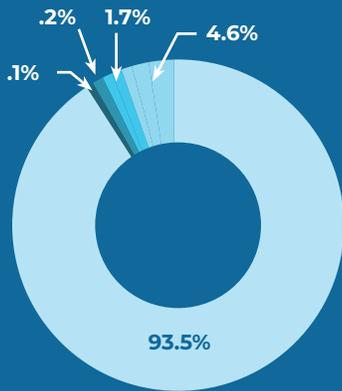
Holiday Food Baskets provided

*“There is no greater reward than seeing the smiles on the kids’ faces when they enjoy the food!” said CAPSC Food Services and Summer Meals Supervisor Patty Menard.*



# Thank You 2022 DONORS

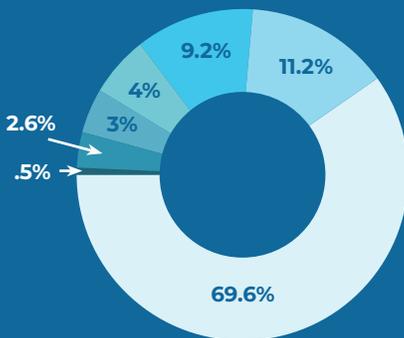
## REVENUE & Expenses



### REVENUE

Grant Revenue	\$41,655,534.52	93.5%
Fee for Service	\$2,034,133.22	4.6%
Public Support	\$556,782.33	1.7%
Other Revenue	\$102,447.24	.2%
In-Kind Donations	\$52,259.58	.1%

**TOTAL REVENUE: \$44,568,036.19**



### EXPENSES

Housing	\$31,411,706.52	69.6%
Child and Family	\$5,068,670.80	11.2%
Energy Assistance	\$4,153,772.07	9.2%
Weatherization	\$1,790,017.58	4%
Mgmt. and General	\$1,341,553.07	3%
Community Services	\$1,154,751.49	2.6%
Fundraising	\$219,245.12	.5%

**TOTAL EXPENSES: \$45,139,715.65**

The revenue and expenses presented above are drawn from CAPSC's unaudited financial statements. They are available upon request or at [straftordcap.org/financial-reports](http://straftordcap.org/financial-reports).

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 DiPrizio Lumber  
 Dover Gaming  
 Dupont's Service Center  
 Earth Eagle Brewings  
 Eastern Propane  
 Edward Jones - Dennie Foss  
 Egg Clearinghouse  
 Eliot Veterinary Hospital

## Businesses

A-D Archambault Plumbing and Heating  
 Admiral Climate Control  
 Anchorage Inn  
 Anonymous  
 Atlantic Media Productions  
 Avitar Associates of New England  
 Back Bay Networks  
 Back Channel Canvas  
 Back To Roots



## The Gift of Warmth

CAPSC finds the Gift of Warmth of the utmost importance. We annually raise money through this campaign to help our neighbors afford home heating fuel. Thank you to the incredible community partners and donors who helped us provide over \$113,000 in warmth in 2022, including Partners Bank, Global Partners LP, M&T Bank, Thomas W. Haas Fund, Tri-City Subaru, Tri-City Chrysler Dodge Jeep Ram, and Seacoast Media Group!

# Thank You 2022 DONORS

## Businesses (cont.)

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First Class Heating  
First Seacoast Bank  
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Formax  
Frostfoot  
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Gaslight  
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Taste of India  
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Wentworth-Douglass Hospital  
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Winichahanat Veterinary Care  
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## Organizations and Foundations

Abraham Burtman Charity Trust  
Altrusa of the Seacoast  
American Legion Aux Unit 8  
Anonymous  
Balboni Giving Fund  
Beane Family Foundation  
Bishop's Charitable Assistance Fund  
Black Lives Matter Seacoast  
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Children's Museum of New Hampshire  
Community Toolbox  
Couch Family Foundation  
Dover Bingo  
Dover Boy Scouts  
Dover Cub Scouts  
Dover High Interact Club  
Dover Housing Authority  
Durham Evangelical Church  
East Coast Dance Complex  
Farmwood Villagers Association  
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City of Dover  
City of Rochester  
City of Somersworth  
Town of Barrington  
Town of Deerfield  
Town of Durham  
Town of Farmington  
Town of Lee  
Town of Madbury  
Town of Milton  
Town of New Durham  
Town of Rollinsford  
Town of Strafford

## In Memory of

Alan Maxfield  
Edna Pineau  
George G. Sherwood  
Helen Elkins  
John Andrews  
John McCooey  
Peggy Gregoire  
Susan Barker  
Teddy McArthur

## In Honor of

Alan Brown  
Betsey Andrews Parker  
Colleen Monahan and Will Cicola  
Edna Pineau  
Gerri Cannon  
Kalin Verbiscus  
Keith Holt  
Susanne Morin  
Suzanne Petersen



We apologize for any errors or omissions in these lists. Some donations may be missing due to printing deadlines. Please contact our Advancement Office at (603) 435-2480 so we may properly recognize and thank you in the future.

# Thank You to Our 2022 SPONSORS!



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PROFESSIONAL  
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**First Class Heating**

**M&T Bank**

**Wyskiel, Boc, Tillinghast & Bolduc, P.A.**

**Dupont's Service Center**



## *The Key to* **SPREADING HOPE**

It can be seen and felt in our programs every single day just how deeply CAPSC's employees care about the people they serve. Our programs are so much more than a job to these community champions dedicated to spreading hope.

It can be hard to know just how much our employees improve the lives of Strafford County residents unless you're in one of our programs. **It's not an exaggeration when we say none of our successes would be possible without the more than 130 exceptional people who choose to work here.**

**This report is dedicated to the CAPSC staff and board members** who are empowering our neighbors, celebrating them, and helping them thrive. They are Community Action and we're forever proud and grateful they make a difference for Strafford County.

**“What community members get out of Community Action is an impactful and powerful force in their lives. That force is CAPSC's staff.”**

**■ CAPSC Chief Executive Officer Betsey Andrews Parker**