

January 2020

Economic Impact Report



Southwestern
Community Services

People helping people in Cheshire and Sullivan Counties



2019 has been year full of challenges for many of our friends and neighbors in Sullivan and Cheshire counties who continue to struggle to meet basic needs such as affordable housing, quality child care for their children, and jobs that pay a living wage. As demand for our services increases, while the available funding decreases, community support such as yours becomes even more important. SCS continues to work with our local partners to maximize the resources available, as well as to develop new ideas and approaches to meet the needs of the communities we serve.

Our programs are designed to allow our consumers to meet basic life needs, such as safe, affordable housing and adequate food for their families. We provide job training to help people get jobs with livable wages, and transportation to get to these jobs. We support children's health and early education through our Head Start and WIC programs. We also provide fuel assistance and weatherization services to ensure our folks have warm, safe housing. It is important to note that by providing these services in our two counties, our programs generate economic activity that brings dollars in from outside the region, supports the local economy, and creates jobs in our region. The information in this report is designed to show both the programs and services we provide, as well as the economic impact this brings to all of our cities and towns.

On behalf of SCS' staff and Board of Directors, I would like to again thank you for your past support, and look forward to your continued support, to allow us to empower those in need while bringing an economic vitality to all.

John A. Mannun

Southwestern Community Services
People Helping People

Proudly serving the families of
Cheshire and Sullivan Counties
since 1965

VISION STATEMENT

SCS seeks to create and support a climate within the communities of Southwestern New Hampshire wherein poverty is never accepted as a chronic or permanent condition of any person's life.



MISSION STATEMENT

SCS strives to empower low-income people and families. With dignity and respect, SCS will provide direct assistance, reduce stressors, and advocate for such persons and families as they lift themselves toward self-sufficiency.



COMMUNITY STATEMENT

In partnership and close collaboration with local communities, SCS will provide leadership and support to develop resources, programs, and services to further aid this population.

The Economic Impact of
Southwestern Community Services
on the Communities of
Cheshire and Sullivan Counties
for the Program Year
October 1, 2018 to September 30, 2019



Southwestern Community Services

Southwestern Community Services is a major provider of social services to the residents of Cheshire and Sullivan Counties in New Hampshire. During the year 2019, SCS provided assistance to 30,641 residents, representing 12,266 households.

Southwestern Community Services provides assistance through transitional housing and emergency shelter programs, workforce and senior rental housing, education and childcare, nutrition and health, energy conservation, utility programs, day and employment services for developmentally disabled individuals, and workforce development for consumers and dislocated workers.

Southwestern Community Services
Board of Directors

Kevin Watterson, *Chairperson*
Clarke Companies (retired)

David Edkins, *Vice Chairperson*
Town of Walpole, NH

Elaine Amer, *Clerk/Treasurer*
Amer Electric Company (retired)

Anne Beattie
Newport Service Organization

Brianna Trombi
Head Start Policy Council
Parent Representative

Derek Ferland
Sullivan County Manager

Beth Fox
Assistant City Manager/HR Director
City of Keene

Mary Lou Huffling
Fall Mountain Food Shelf and
Alstead Friendly Meals

Jay Kahn
State Senator, District 10

Kerry Belknap Morris, M.Ed.
Director of Early Childhood Education
River Valley Community College

Southwestern Community Services
Senior Leadership Team

John Manning
Chief Executive Officer

Meg Freeman
Chief Financial Officer

Tina Roy
Chief Administrative Officer

Keith Thibault
Chief Development Officer

Beth Daniels
Chief Operating Officer

Diane Lucas Plotczyk
Director of Technology and
Communications

James Stitham
Director of SCS Facilities

“When I was a boy and I would see scary things in the news, my mother would say to me, “Look for the helpers. You will always find people who are helping.” To this day, I remember my mother's words, and I am comforted by realizing that there are still so many helpers—so many caring people in this world.”

— Fred Rogers

Who Are We?

SCS is a Community Action Program.

In 1965, a group of local leaders came together and responded to the call of President Lyndon Johnson. President Johnson proposed the “War on Poverty” and created “Great Society Programs” after the Economic Opportunity Act of 1964 established the Office of Economic Opportunity (OEO).

Community Action Programs are the cornerstones of this vision, reaching into local communities at the grassroots level and creating opportunity with local leadership guiding the mission.

This legislation provided funding to CAP agencies, such as SCS, to create local initiatives to design, coordinate, and deliver services to meet the needs of eligible residents of their local communities. In 1981, Congress passed legislation that replaced OEO with the state-administered Community Services Block Grant. It created a network of 1,100 local CAP agencies nationwide. SCS was incorporated in May of 1965, and is one of five CAP agencies in New Hampshire. SCS serves all of the communities within Cheshire and Sullivan counties.

“Today is the first time in all the history of the human race a great nation is able to make, and is willing to make, a commitment to eradicate poverty among its people.”

President Lyndon B. Johnson, on signing the
Economic Opportunity Act,
August 20, 1964

Economic Impact

Southwestern Community Services has a special role in the economy of the two counties it serves (Table II, SCS Programs, pp. 6-7). More than 98% of the funds used in operating programs and providing services are generated from outside the geographic area of Cheshire and Sullivan Counties. This fact is extremely important when examining the economic impact of SCS. Funds that are *new* to the local economy have a greater impact, because they are dollars that were not originally generated within that local economy.

This report shows that a total of \$13,698,268 was provided in direct assistance to consumers (Table I, Economic Impact, page 4). It is important to note that the table includes only those funds which contribute to direct assistance to consumers. Therefore, the agency payroll of \$8,296,290 (including taxes and fringe benefits) has been excluded from this table. Also excluded is the impact of SCS’ property assessments, which totaled \$22,860,406. There is a separate section in this report that details the impact of the agency’s real estate development efforts (Table III, Capital Investment, page 8, and Table IV, Development History, page 8).

Table I, on the following two pages, reflects the number of residents served, the amount of direct assistance provided, and the economic impact on the community. This represents an accurate measure of the amount of assistance provided to our neighbors.

ECONOMIC IMPACT TABLE I			
TOWN NAME	RESIDENTS SERVED	DIRECT ASSISTANCE	ECONOMIC IMPACT
Acworth	217	69,245	173,112
Alstead	406	227,126	567,815
Charlestown	2,158	743,667	1,859,168
Chesterfield	366	153,391	383,477
Claremont	7,766	2,545,086	6,362,714
Cornish	94	38,676	96,691
Croydon	151	44,796	111,990
Dublin	207	68,608	171,520
Fitzwilliam	423	183,912	459,779
Gilsum	145	69,096	172,740
Goshen	215	83,871	209,678
Grantham	69	25,175	62,937
Harrisville	77	28,031	70,077
Hinsdale	1,187	676,139	1,690,346
Jaffrey	912	519,568	1,298,920
Keene	4,798	3,211,004	8,027,509
Langdon	109	37,599	93,998
Lempster	218	119,977	299,944
Marlborough	484	172,853	432,133

Residents Served: In some cases, the numbers of residents served may be duplicated.

Direct Assistance: The amount of dollars recorded is the actual amount of benefits distributed on behalf of the residents in each community.

ECONOMIC IMPACT TABLE I			
TOWN NAME	RESIDENTS SERVED	DIRECT ASSISTANCE	ECONOMIC IMPACT
Marlow	133	70,992	177,479
Nelson	93	40,504	101,259
Newport	3,249	1,032,241	2,580,604
Plainfield	116	37,829	94,573
Richmond	205	179,487	448,717
Rindge	672	317,386	793,465
Roxbury	31	9,820	24,549
Springfield	115	84,251	210,628
Stoddard	188	85,024	212,560
Sullivan	124	65,173	162,931
Sunapee	226	102,860	257,150
Surry	128	54,448	136,120
Swanzy	1,469	824,855	2,062,138
Troy	713	336,629	841,574
Unity	226	100,072	250,180
Walpole	440	218,027	545,066
Washington	193	60,909	152,273
Westmoreland	107	46,826	117,065
Winchester	2,210	1,013,117	2,532,791
TOTALS	30,641	13,698,268	34,245,671

Economic Impact Multiplier: In conducting the research and developing this report, a very conservative economic multiplier of 2.5 was used to measure the real economic impact of the agency.



SCS is proud to be administering the Sullivan County Transportation Program in partnership with the New Hampshire Department of Transportation along with many community partners.

Sullivan County Transportation (SCT) offers bus routes, with route deviation demand response, in the towns of Charlestown, Newport, and Claremont. Dial-A-Ride is also available within the City of Claremont. In addition to the bus routes and Dial-A-Ride service, SCT also administers the Volunteer Driver Program (VDP) to individuals in towns throughout Sullivan County. The VDP provides rides to individuals needing to get to/from appointments outside of the regular bus routes and even outside of Sullivan County.

Reporting numbers for transportation services is somewhat unique, as transportation is a service offered by SCS that is open to the public. In order to provide appropriate numbers, SCS has included in Table I (see pages 7 and 8) numbers for direct assistance provided and the economic impact of that direct assistance which are for our most vulnerable households – including some of our elderly households, individuals with disabilities, and low-income individuals receiving Medicaid. This tells part of the story of Sullivan County Transportation, but not all of it.

In addition to the 4,414 one-way bus rides provided to documented vulnerable households, SCT also provided 17,415 one-way bus rides to the general public and/or individuals not identified as specifically belonging to a particular vulnerable population or group. SCT provided a total of 21,829 bus rides throughout this 12-month period.

The Volunteer Driver Program provided 1,101 rides to individuals needing to get to/from appointments outside of the regular bus routes and Dial-A-Ride services.

SCT is also very involved with community partners in discussions about the improvement and expansion of the current services offered. These discussions include the possibility of a “120 Route” linking Sullivan County to Lebanon/Lower Grafton County.

SCT is currently partnering with River Valley Community College to provide rides to their students and faculty.

SCT program also plans seasonal services, such as the Holiday Light Tour and transportation on voting days.

SCS looks forward to continued work with the towns, Sullivan County as a whole, and the many employers and community partners that make Sullivan County Transportation possible. The program will continue to grow and adapt to the needs of the communities we serve.

SCS PROGRAMS TABLE II
HOUSING STABILIZATION SERVICES
Emergency Homeless Shelter
Homelessness Prevention/Intervention Services
Homeless Outreach Intervention Program
Homeless LSDA Continuum of Care
Housing Security Guarantee Program
Shelter Plus Care Program
Emergency Housing Program
Homeless Permanent Housing Program
Housing Stabilization Counseling/ Financial Literacy Counseling
Tenancy 101
Life Skills Education Training
Rapid Re-Housing
SUBSTANCE USE SERVICES
Monadnock Alcohol & Drug Abuse Coalition (MADAC)
HOUSING REHABILITATION PROGRAMS
Rural Development Housing Preservation Grant (USDA-HPG)
Choices for Independence Rehabilitation Program
Child-Safe Lead Paint Remediation (NH Housing)
TRANSPORTATION
Transit/Bus Service
Volunteer Driver Program
NEW HOPE NEW HORIZONS
Employment Services
Community Participation Services
Residential Services

SCS PROGRAMS TABLE II
ECONOMIC DEVELOPMENT/CONSULTING WORKFORCE DEVELOPMENT PROGRAMS
CDBG Economic Development Administration
On-the-Job Training Program (OJT)
Dislocated and Disadvantaged Workers
Alternative Work Experience Program
Workplace Success
ENERGY PROGRAMS
Weatherization Assistance Programs (WAP)
Fuel Assistance Programs (LIHEAP)
Home Heating Repair & Replacement Program (HRRP)
Senior Energy Assistance Program (SEAS)
UTILITY SPONSORED ENERGY PROGRAMS
Electric Assistance Program (EAP)
Neighbor Helping Neighbor (NHN)
Core Residential Conservation Program (RCP)
EDUCATION & CHILD DEVELOPMENT HEAD START CENTERS
Ashuelot Head Start
Claremont Head Start
Drewsville Head Start
Jaffrey Head Start
Keene Head Start
Newport Head Start
Swanzy Head Start

SCS PROGRAMS TABLE II
SCS PROPERTY MANAGEMENT
Workforce Housing
Senior Housing
HUD 202 Senior Housing
Commercial Property & Head Start Facilities
Emergency Housing Facilities
NUTRITION/HEALTH PROGRAMS
Women, Infants, & Children Nutrition Program (WIC)
Breastfeeding Peer Counseling
Commodity Supplemental Food Program (CSFP)
USDA Childcare Food Program
Emergency Food Assistance Program (EFAP)
SCS Food Pantries
ELDERLY
Commodity Supplemental Food Program (CSFP)
Resident Service
HOUSING DEVELOPMENT PROGRAMS
Community Development Finance Authority (CDFA)
Community Development Block Grant (CDBG)
Federal Home Loan Bank of Boston (FHLB)
Low Income Housing Tax Credit (LIHTC)
Affordable Housing Program (NH Housing)
HOME Investment Program (NH Housing)
Community Development Investment Program (CDIP/CDFFA)
202 Senior Housing (HUD)

Capital Improvement

Southwestern Community Services' current Strategic Plan identifies the need to provide permanently affordable housing as a priority for its consumers.

As a result, SCS continues to be an important non-profit developer of real estate in Cheshire and Sullivan Counties. SCS also owns and manages senior and workforce rental properties designed to be affordable to low- and moderate-income elderly and family households.

Southwestern Community Services owns and operates offices and rental commercial property in Keene, Claremont, and Newport, totaling over 100,000 square feet of commercial office space. It has also developed commercial real estate, including its Head Start Centers, valued at more than \$12,043,800.

Southwestern Community Services currently has 448 affordable elderly and workforce housing units under its management. SCS has acted as a development consultant for 156 affordable elderly and workforce housing units. These developments, located in 16 Southwestern New Hampshire communities, represent \$120,094,500 in total development value.

“How wonderful it is that nobody need wait a single moment before starting to improve the world .”

— Anne Frank

Capital Investment

Southwestern Community Services owns and manages commercial and affordable rental units in the following communities:

CAPITAL INVESTMENT 2019 TABLE III		
COMMUNITY	PROPERTY ASSESSMENT	PROPERTY TAXES PAID
Alstead	1,373,400	19,070
Ashuelot	250,884	8,716
Charlestown	879,000	10,225
Claremont	1,839,700	44,835
Keene	6,794,599	146,894
Marlborough	1,488,280	24,691
Newport	1,797,800	23,200
Rindge	792,945	21,806
Swanzey	3,091,827	41,695
Troy	416,055	14,470
Walpole	634,600	10,286
Winchester	3,752,200	113,314
TOTALS	23,111,290	479,202

Development History

SCS has developed a significant amount of real estate since the early 1990s. The first half of the chart illustrates the cumulative total development costs of the real estate currently owned and operated by the organization. The second half of the chart is the value of real estate developed through consulting contracts with the assistance of the SCS development team.

DEVELOPMENT HISTORY TABLE IV	
SCS OWNED REAL ESTATE	
Housing Development	\$74,381,500
Child Care Facilities	\$3,205,000
Commercial/Retail Space	\$8,643,000
TOTAL	\$86,229,500
SCS CONSULTING DEVELOPMENTS	
Housing Developments	\$25,765,000
Commercial Real Estate	\$8,100,000
TOTAL	\$33,865,000
COMBINED TOTALS	
TOTAL SCS REAL ESTATE AND CONSULTING CONTRACTS	\$120,094,500

WORKFORCE HOUSING TABLE V		
CHESHIRE COUNTY		NO. UNITS
Ashuelot	Ashuelot Permanent Housing 161 Main Street	4
Drewsville	Drewsville Carriage House 4 Common Road	5
Keene	Keene Highlands 11-29 Citizens Way	40
Keene	CitySide 92 Water Street	24
Swanzy	Swanzy Township 28-32 Main Street	18
Winchester	Snow Brook Meadow Village 57 Warwick Road	20
Winchester	Woodcrest Drive Housing 2-28 Woodcrest Drive 40-43 Wedgewood Drive 145 Mechanic Street	30
SULLIVAN COUNTY		NO. UNITS
Claremont	Bourdon Building 96 Main Street	8
Claremont	Permanent Housing	4
Claremont	Transitional Family Housing	4
Claremont	Transitional Housing	4
Claremont	Transitional Family Housing	1

“I am going to do what feeds my soul.”

—Elijah Cummings

ELDERLY & SENIOR HOUSING TABLE VI		
CHESHIRE COUNTY		NO. UNITS
Alstead	Alstead Senior Pleasant Street	20
Keene	Keene East Side Senior 111 Railroad Street	30
Keene	Railroad Square Senior 49 Community Way	24
Keene	Westmill Senior 110 Railroad Street	26
Marlborough	Marlborough Homes Senior 23 School Street	24
Rindge	Payson Village Senior 60 Payson Hill Road	24
Swanzy	Page Homestead Senior 183 Monadnock Highway	38
Troy	Troy Senior 13-15 Water Street	15
Winchester	Winchester Senior 52 Warwick Road	20
Winchester	Warwick Meadow Senior 68 Warwick Road	20
SULLIVAN COUNTY		NO. UNITS
Charlestown	Charlestown Elderly 107 Lovers Lane	20
Newport	Newport Elderly 2 Meadow Road	25

“If you go out and make some good things happen, you will fill the world with hope, and you will fill yourself with hope.”

— Barack Obama

New Program Development 2016-2018

Since SCS made the critical decision to re-establish the Sullivan County Transportation Program in late 2016, the program has seen growth and transition. The program continues to show programmatic and financial success.

Over the past year, the program successfully underwent a transition in Program Directors. Our local communities, including Sullivan County, the City of Claremont, as well as the Towns of Charlestown and Newport, in addition to many other organizations and charities, continue to support the program's need for local match. The future of the program continues to be bright.

The program recently celebrated its three-year anniversary, has unveiled a new logo and branding effort, and has been working with the State of New Hampshire's Department of Transportation to establish a "120 Route" linking Sullivan County with the Lebanon/Hanover region.

The Transit Program was also largely responsible for SCS receiving the Greater Claremont Chamber of Commerce's Non-Profit of the Year Award in the summer of 2018. Success has been achieved, and this new SCS program continues to serve thousands of riders throughout Sullivan County.

Community Needs Assessment/ Strategic Plan

SCS completed a comprehensive Community Needs Assessment conducted in 2019. Results from this Community Needs Assessment will be published and distributed in the spring of 2020. This assessment will be used to create a 2020-2023 Strategic Plan, which will be finalized later in 2020.



For Additional Information:

Southwestern Community Services, Inc.
PO Box 603
63 Community Way
Keene, NH 03431-0603
Phone: (603) 352.7512
Fax: (603) 352.3618
TTY Relay: 711

Southwestern Community Services, Inc.
PO Box 1338
96-102 Main Street
Claremont, NH 03743
Phone: (603) 542.9528
Fax: (603)542.3140
TTY Relay: 711

SCS has information about its various programs and services online at www.scshelps.org.

Here you will find general agency information and a list of the Board of Directors, as well as program-specific information and employment opportunity listings. Housing and employment applications are also available for download.

A donations page offers an additional means for contributing to SCS programs.

You can find agency news and updates on Facebook at www.facebook.com/scshelps.

Southwestern Community Services' Presence in Our Communities

Primary Administrative Offices

63 Community Way, Keene, NH
96 Main Street, Claremont, NH

Workforce (Family) Housing

11-29 Citizens Way, Keene, NH
92 Water Street, Keene, NH
161 Main Street, Ashuelot, NH
28-32 Main Street Swanzey, NH
4 Common Road, Drewsville, NH
96-102 Main Street, Claremont, NH
112 Charlestown Road, Claremont, NH
57 Warwick Road, Winchester, NH
2-28 Woodcrest Drive, Winchester, NH
40-43 Wedgewood Drive, Winchester, NH
145 Mechanic Street, Winchester, NH

"There are no problems we cannot solve together, and very few that we can solve by ourselves."

— Lyndon B. Johnson

Southwestern Community Services' Presence in Our Communities

Elderly and Senior Housing

110 Railroad Street, Keene, NH
111 Railroad Street, Keene, NH
49 Community Way, Keene, NH
23 School Street, Marlborough, NH
60 Payson Hill Road, Rindge, NH
13-15 Water Street, Troy, NH
Pleasant Street, Alstead, NH
52 Warwick Road, Winchester, NH
68 Warwick Road, Winchester, NH
107 Lovers Lane, Charlestown, NH
2-4 Meadow Road, Newport, NH
183 Monadnock Highway, Swanzey, NH

Head Start Centers

63 Community Way, Keene, NH
35 Oak Street, Jaffrey, NH
161 Main Street, Ashuelot, NH
37 West Street, Swanzey, NH
4 Common Road, Drewsville, NH
6 Kinney Place, Claremont, NH
360 Sunapee Street, Newport, NH

Emergency & Transitional Home Facilities

Emergency: Two in Keene, NH
Emergency: Two in Claremont, NH
Transitional: Two in Keene, NH
Transitional: Two in Claremont, NH

Southwestern Community Services



A Community Action Agency Serving
Cheshire and Sullivan Counties

CHESHIRE COUNTY

PO Box 603
63 Community Way
Keene, New Hampshire 03431
Phone: (603) 352.7512
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Open 8:30 to 4:30, Monday-Friday

SULLIVAN COUNTY

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or

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www.scshehelps.org



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