

January 2023

Economic Impact Report



Southwestern
Community Services

People helping people in Cheshire and Sullivan Counties



The Economic Impact of
Southwestern Community Services
on the Communities of
Cheshire and Sullivan Counties
for the Program Year
October 1, 2021 to September 30, 2022



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 time period of October 1, 2021 to September 30, 2022, SCS provided 35,461 units of service, representing 13,644 households (some households may have received services from more than one program). Of this number, there were 8987 unduplicated households.

Southwestern Community Services provides assistance through 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, public transit services, and community food programs.

**“Real change, enduring change,
happens one step at a time.”**

RUTH BADER GINSBERG



Message from Our CEO

Southwestern Community Services, Inc. (SCS) distributes this Economic Impact Report to provide community members with an overview of SCS programs, services, and the amount of direct client assistance provided to residents throughout the towns of Cheshire and Sullivan counties. The goal is to provide a 12-month snapshot of what SCS does and the impact of that work on the communities we serve.

It's been almost three years since the COVID 19 pandemic took hold, and it has affected almost every aspect of the work that we do: the labor market, supply chain issues, inflation and the increased cost of living, the resulting increase in need, administration of additional programs and initiatives, use of technology, communication efforts, and health and safety, among others.

SCS completed many things throughout the last year, including a “refresh” to the Community Needs Assessment and completing the agency’s Strategic Plan.

The SCS Strategic Plan consists of five major priority areas:

1. Working toward more seamless access to **client** services for those we serve
2. Becoming an employer of choice in our region to recruit and retain qualified **staff**
3. Increasing **community** awareness through expanded communication and fundraising efforts
4. Ensuring the long-range stability of the **agency**
5. Developing continual improvement processes across **programs** and departments

More seamless access to services is key. SCS is a large organization offering a myriad of programs and services. It can be overwhelming trying to navigate through, and there needs to be efforts made toward a more single point of entry, a “no wrong door” approach. The agency will be continuing to look at other areas of accessibility as well: language assistance, diversity and inclusion, a “service road map,” and more.

The best way to assure high-level, caring service to our community is by consistently *recruiting and retaining strong teams*. A large focus of the agency’s strategic

planning involves finding ways to support the health and well being of each staff member, developing comprehensive training programs, providing proper tools, and pursuing a competitive and equitable wage and benefit structure.

Over the years, there have been times, while explaining some of our services, programs, facilities, and community involvement to others, we have received the following feedback: “I didn’t realize how much SCS does.” SCS will be developing a marketing and communication plan as well as increasing fundraising efforts, in an effort to *increase community awareness* and agency capacity.

SCS owns and operates over sixty (60) buildings and facilities. These buildings include senior housing, family housing, Head Start centers, offices, and emergency housing shelters. *The long-range stability of the agency* is vital, and this includes all aspects of asset management—building reserves, capital needs assessments, and a comprehensive capital improvement plan.

It would be challenging to set a high-level goal across all programs when each department is unique and very specific. To do so may have created a goal that was so vague as to be difficult to measure. Instead, the high-level goal for programs was identified as the *development and implementation of a comprehensive continual improvement process*.

Beyond establishing priority areas and the steps to reach goals, it is also important to determine how progress and success will be measured over time. The Strategic Plan includes some of the desired outcomes as they relate to benchmarks: tracking staff turnover rates, client and staff surveys, and specific numbers and dollar amounts, among others.

SCS is committed to the priority areas within the agency’s Strategic Plan. This Economic Impact Report tells the story of the extensive impact on the communities served. As efforts are made relative to the Strategic Plan, that impact will continue to grow.

On behalf of both the staff and Board of Directors of SCS, I want to thank all of our community partners for the input, collaboration, and support between our organizations.

Onward to a happy, healthy, and impactful New Year!

Beth Daniels

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.

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

Southwestern Community Services Board of Directors

Kevin Watterson, *Chair*
Clarke Companies (retired)

David Edkins, *Vice-Chair*
Town of Walpole, NH

Dominic Perkins, *Treasurer/Secretary*
Senior Vice-President, Retail Administration
Savings Bank of Walpole

Anne Beattie
Newport Service Organization

Andy Bohannon
Parks, Recreation, and Facilities Director
City of Keene

Derek Ferland
Sullivan County Manager

Heather Cameron
Head Start Policy Council
Parent Representative

Jay Kahn
State Senator, District 10

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

Liz Emerson
Planning and Zoning Administrator
Town of Charlestown

Mary Lou Huffling
Fall Mountain Food Shelf and
Alstead Friendly Meals

Ron Nason
SCS Tenant

Southwestern Community Services Senior Leadership Team

Beth Daniels
Chief Executive Officer

Diane Lucas Plotczyk
Chief Information Officer

Heather Amer
Chief Operating Officer

Keith Thibault
Chief Development Officer

Mandy White
Chief Human Resources Officer

Meg Freeman
Chief Financial Officer

SCS in Action – Fundraising



Economic Impact

Southwestern Community Services has a special role in the economy of the two counties it serves (Table II, SCS Programs, pp. 4-5). 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 \$28,771,208 was provided in direct assistance to consumers (Table I, Economic Impact, pp. 3-4). It is important to note that the table includes only those funds which contribute to direct assistance to consumers. Therefore, the agency payroll of \$6,907,504 (including taxes and fringe benefits) has been excluded from this table. Also excluded is the impact of SCS' property assessments, which totaled \$25,878,857. There is a separate section in this report that details the impact of the agency's real estate development efforts (Table III, Capital Investment, pg. 7, and Table IV, Development History, pg. 7).

Table I, on the following two pages, reflects the number of units of service provided, 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	UNITS OF SERVICE	DIRECT ASSISTANCE	ECONOMIC IMPACT
Acworth	183	75,349	188,374
Alstead	479	322,726	806,816
Charlestown	2,122	1,266,926	3,167,316
Chesterfield	378	320,786	801,966
Claremont	11,587	6,250,460	15,626,150
Cornish	124	69,300	173,250
Croydon	115	116,718	291,796
Dublin	173	103,355	258,387
Fitzwilliam	389	305,192	762,981
Gilsum	222	147,654	369,134
Goshen	245	208,137	520,342
Grantham	109	83,492	208,731
Harrisville	95	75,653	189,132
Hinsdale	1,125	971,225	2,428,061
Jaffrey	976	955,611	2,389,028
Keene	5,171	7,312,596	18,281,491
Langdon	137	84,363	210,908
Lempster	195	165,736	414,339
Marlborough	564	462,187	1,155,469

Units of Service: Units of Service may vary in value and count. For example: A FAP benefit compared to a food box.

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	UNITS OF SERVICE	DIRECT ASSISTANCE	ECONOMIC IMPACT
Marlow	156	67,533	168,831
Nelson	101	44,257	110,642
Newport	3,140	2,659,924	6,649,809
Plainfield	145	121,620	304,049
Richmond	167	193,808	484,519
Rindge	607	513,783	1,284,457
Roxbury	36	37,467	93,667
Springfield	203	126,088	315,219
Stoddard	226	154,923	387,307
Sullivan	119	125,039	312,598
Sunapee	199	173,452	433,630
Surry	141	72,225	180,562
Swanzy	1,862	1,775,825	4,439,562
Troy	802	722,474	1,806,184
Unity	225	116,363	290,909
Walpole	471	413,227	1,033,067
Washington	205	125,022	312,555
Westmoreland	124	79,375	198,436
Winchester	2,146	1,951,338	4,878,346
TOTALS	35,461	28,771,208	71,928,021

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 PROGRAMS TABLE II
HOUSING STABILIZATION SERVICES
Emergency Homeless Shelters
Balance of State Continuum of Care
Homeless Outreach Intervention Program
Homeless Permanent Housing Program
Housing Security Guarantee Program
Shelter Plus Care Program
Rapid Re-Housing
Homeless Housing Access Revolving Loan Fund (HHARLF)
NH Emergency Rental Assistance Program (NHERAP)
HOUSING REHABILITATION PROGRAMS
Cheshire County HandyMan Program
TRANSPORTATION
Public Transit/Bus Service
Volunteer Driver Program
NEW HOPE NEW HORIZONS
Employment Services
Community Participation Services

SCS in Action – New Hope New Horizons



SCS PROGRAMS TABLE II
ENERGY CONSERVATION PROGRAMS
Weatherization Assistance Programs (WAP)
Building Weatherization Program (BWP)
Core/Home Energy Assistance (HEA)
ENERGY SERVICES PROGRAMS
Fuel Assistance Programs (LIHEAP)
Electric Assistance Program (EAP)
Senior Energy Assistance Program (SEAS)
Neighbor Helping Neighbor (NHN)
EDUCATIONAL WORKSHOPS
Financial Literacy Counseling
Life Skills Education Training
Tenancy 101
EDUCATION & CHILD DEVELOPMENT HEAD START CENTERS
Ashuelot Head Start
Claremont Head Start
Jaffrey Head Start
Keene Head Start
Newport Head Start
Swanzey Head Start

SCS PROGRAMS TABLE II
NUTRITION/HEALTH PROGRAMS
Women, Infants, & Children Nutrition Program (WIC)
Breastfeeding Peer Counseling
Commodity Supplemental Food Program (CSFP)
Head Start Dental Program
USDA Childcare Food Program
Emergency Food Assistance Program (EFAP)
SCS Food Pantries
SCS PROPERTY MANAGEMENT
Workforce Housing
Senior Housing
HUD 202 Senior Housing
Commercial Property & Head Start Facilities
Resident Services
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)
202 Senior Housing (HUD)

SCS in Action – Head Start



SCS in Action – WIC



SCS in Action-Impact Facts

It takes more than numbers to tell the story of how Southwestern Community Services functions as a Community Action Agency. To illustrate more clearly what we do, we have captured a snapshot of facts that represent a sample of the many activities accomplished over the past year.

ADMINISTRATION

Agency leadership completed the SCS Strategic Plan, implemented an Equity Team, and enhanced the employee benefits package.

ENERGY CONSERVATION PROGRAM

Over the course of the past year, ECP provided services to 48 single-family households and 147 multi-family residential units. Within these, 56 heating and hot water systems were replaced and 55 new refrigerators provided, all Energy Star high-efficiency units, resulting in an expected annual savings of 3138 kWh per recipient household.

ENERGY SERVICES PROGRAM

During the LIHEAP fiscal year of 2021-2022, the Fuel Assistance Program handled 111 emergency situations. The amount of assistance to consumers totaled \$63,389.

HEAD START

126 children completed a professional dental examination during the program year. Of the 126 children, 99 received preventative dental health services.

COMMODITY SUPPLEMENTAL FOOD PROGRAM

CSFP distributed over 4000 monthly boxes of nutritious food and locally grown fruits and vegetables to seniors 60 years of age and older throughout Cheshire and Sullivan counties.

DEVELOPMENT

Every evening, thanks to SCS Housing, scores of schoolchildren and hundreds of seniors sleep in a safe, secure, warm and affordable home.

HOUSING STABILIZATION SERVICES

A parent with three children left an unsafe situation, experiencing homelessness as a result. NHERAP assisted with temporary housing. Soon after, the parent secured a job and further assistance allowed permanent housing to be obtained. The family is now self-sufficient.

NEW HOPE NEW HORIZONS

31 adult individuals with all abilities were assisted with employment, community participation, or outreach. This included supports on their jobs, transportation, volunteer work, and life skills education, with many outings in the community and field trips.

HOUSING

In June, 2022, SCS Housing collaborated with The Community Kitchen for a mobile food pantry held at Winchester Senior. Many tenants, as well as members of the public, were able to get some fresh vegetables, frozen meat, and lots of shelf stable items.

TRANSPORTATION

The Transit department and Volunteer Driver Program both had small but noticeable increases in ridership and ride requests.

WIC

WIC provided benefits to 1430 families, assisting 2313 women, infants, and children. WIC supplemental foods included a minimum monthly benefit of \$25 for fruits and vegetables, which, in addition to encouraging healthy food choices, added \$57,825 to the local economy.

Capital Investment

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

CAPITAL INVESTMENT 2022 TABLE III		
COMMUNITY	PROPERTY ASSESSMENT	PROPERTY TAXES PAID
Alstead	707,500	16,470
Ashuelot	297,500	4,361
Charlestown	1,224,500	12,245
Claremont	1,690,100	28,551
Keene	9,212,100	165,814
Marlborough	783,457	19,524
Newport	1,982,800	26,795
Rindge	963,800	21,840
Swanzey	3,236,900	42,751
Troy	475,700	14,072
Walpole	634,600	13,775
Winchester	4,669,900	148,504
TOTALS	25,878,857	514,702

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	\$75,181,500
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	\$8,900,000
TOTAL	\$34,665,000
COMBINED TOTALS	
TOTAL SCS REAL ESTATE AND CONSULTING CONTRACTS	\$120,894,500

Southwestern Community Services' Presence in Our Communities

Primary Administrative Offices

63 Community Way, Keene, NH
31 Pleasant Street, Claremont, NH
6 Kinney Place, 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

SCS in Action – Housing Stabilization Services



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
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

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
31 Pleasant Street, PMB 4
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.scshehelps.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/scshehelps.

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
Fax: (603) 352.3618
Open 8:30 to 4:30, Monday-Friday

SULLIVAN COUNTY

PO Box 1338
31 Pleasant Street, PMB 4
Claremont, New Hampshire 03743
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or

Visit us on the web at
www.scshehelps.org



<https://www.facebook.com/scshehelps>

