

Community Action Partnership of Strafford County  
BID 23-19 Response

**Introduction**

Community Action Partnership of Strafford County (CAPSC) is submitting a bid in response to RFP BID 23-19, for the Tri-City Willand Road Warming Center Services. As the administering agency of the Warming Center (WC) for two of the past three years and being the largest social service provider of housing services in Strafford County, CAPSC is positioned to provide the cold-weather shelter support and the additional services needed to move individuals out of homelessness and into permanent housing.

**Overview**

CAPSC has worked closely with the unsheltered population for many years, and has been focused on securing safe, stable, permanent housing for them. Over the past three years, CAPSC has been a partner and/or lead for the winter emergency shelter work in the region including:

- **Emergency Shelter:** CAPSC partnered with Strafford County communities to operate emergency and seasonal shelters. CAPSC provided staffing, food, fiscal operations, and donation coordination for the first two seasons then took a lead role with a break from service in 2023. CAPSC partnered with the IDN and SOS to coordinate donations (food, supplies and monetary) for the first seasons. CAPSC was the lead from 2020-2022 when a local provider ceased providing shelter services.
- **Covid Decompression Shelter:** From 2020-2022, CAPSC established several decompression shelters in response to the Covid public health emergency and reduced space at regional shelters. CAPSC contracted with The Garrison Hotel in Dover to operate a wing of the hotel as a shelter when a local building did not materialize in time for the winter. Using funding from GOFERR, NH DHHS and Community Development Block Grant, CAPSC ran a 24/7 shelter from the hotel. In 2021, we were the only agency in the Greater Seacoast region providing covid shelter for any homeless client identified by Crossroads, our agency, Wentworth Douglass Hospital and Frisbie Memorial Hospital. CAPSC provided nutrition, transportation, medicine, and housing counseling to the individuals while operating a seasonal winter shelter at Willand Dr. This allowed the providers to keep shelters open when a client tested positive with an isolation and quarantine location and medical providers to keep beds available for the more critical patients.
- **Hotels:** CAPSC has contracts with 16 hotels and motels in the Greater Seacoast region. From 2021 to June 2023, CAPSC managed over 500 individuals sheltering in area hotels/motels under the

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rental assistance program. CAPSC provided weekly case management services as well as food (weekly emergency food pantries, summer meals to children under 18 or full meals if Covid positive). 150 individuals and families have been moved to permanent housing from the hotel program.

- Emergency Rental Assistance: CAPSC stood up the New Hampshire Emergency Rental Assistance Program (NHERAP) in Strafford County, distributing over \$44 million critical rental and utility assistance to over 5,189 households from 2021 to 2022.

In addition to the cold weather and winter emergency work, CAPSC is the largest provider of year-round housing support in Strafford County. Last year, 301 individuals were moved from being homeless into permanent housing. This has been through a combination of our Domestic Violence Housing (DV) program, NHERAP, and RRH (Rapid Re- Housing) programs. Many of these individuals were people staying at the WC during 21-22 and were placed in hotel rooms until they could secure housing. What this has shown us is that when people are ready for permanent housing and are given a stable environment to work on this goal, it happens. We are basing our shelter proposal on this idea.

### **Scope**

CAPSC is proposing to operate a seasonal winter shelter to assist individuals moving from homelessness into permanent housing. CAPSC's first and foremost concern remains that the emergency-only nature of the shelter is not sufficient to address the need for shelter during the winter months. This is the primary reason CAPSC previously proposed a seasonal shelter that would serve as a bridge between the present time and the opening of the shelter in the former Strafford County nursing home. The lack of stable shelter leaves the ever-growing homeless population seeking shelter that does not exist. Without a seasonal shelter, the winter months will only make situations more complex for the Strafford County unsheltered population.

CAPSC has noted a marked increase in homelessness in Strafford County during 2022 and this trend appears to only be accelerating. Roughly 70% - 80% of the calls that come into our Homeless Outreach Center are from newly unsheltered families who need reliable and safe shelter. During the Summer months this year, shelters statewide have been at or above capacity with long waiting lists. Both My Friend's Place, Dover and Home for Now, Rochester were closed. This essentially eliminated 64 shelter beds for six months. Strafford County area shelters are included in this crisis of homelessness. This is indicative of a crisis this Winter where the health and safety of men, women and children will be at great

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risk. Employing only an emergency-only shelter will not address the crisis at hand nor the crisis this Winter.

From our experience working in the housing field for over 40 years, our work from 2019- present on winter emergency shelter, rental assistance and our partners work, the emergency approach to shelter does not address the issue of homelessness and our service providers continue to be burned out by the winter operations. This has been true for the IDN, SOS and CAPSC. It was one of our main reasons for CAPSC not operating Willand in 2022-2023.

The proposed scope of the winter shelter will be 25 beds for winter-long sheltering. The individuals will be limited to men and women. Families will be transitioned to My Friend's Place, Home for Now or local hotels if beds are not available or if extreme cold. CAPSC would use the Cold Weather Shelter grant awarded to the county for this purpose which allows for use other than emergency shelter. CAPSC is limiting the number of beds to 25 for several reasons:

- Staffing- it is easier to manage with 3-4 staff (paid and volunteers) as well as recruit volunteers with lower numbers.
- Safety- staff cannot safely respond to emergency situations, client needs, or adequate assessment of potential conflict situations.
- Set up- the site is not set up for more than 25 either in short term (1-2 nights) or longer term (7 plus nights) with the number of restrooms and showers. Regardless of the type of shelter operating, the bathroom set up must be addressed.
- Case Management- adding 25 people to the CAPSC caseload at once is the capacity for new cases.

Our projected opening date is December 15, 2023, but this will be dependent on staff availability and volunteer recruitment/training. CAPSC proposes to be open from 5 pm-8 am Monday through Friday, and all day Saturday and Sunday. Prospective clients will be screened, during the day, at the CAPSC Drop-in Center. This screening will assess readiness, willingness, and capacity to work on moving towards housing and ensure they are appropriately entered into HMIS (Homeless Management Information System) and onto the Coordinated Entry list. The screening tool used will be developed based on the tool utilized by Pine Street Inn (PSI) in Boston, MA, which seeks to accurately assess each individual's needs,

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and guide them to appropriate services. This tool has helped PSI divert up to 20% of individuals who present for shelter to other resources, better suited to meet their needs.

All clients will agree to be actively working towards housing by following a plan that will be developed individually with a case manager. Regular staff and housing case manager check-ins will be required to ensure progress is continually made. Once accepted, they will be assigned a bed and allowed to keep it throughout the winter. Clients may choose to leave at any time. Clients not following guidelines may be asked to leave.

When all 25 beds have been assigned, a waiting list will be maintained. Should a bed open, names will be pulled from the waiting list to fill the vacancy. . CAPSC will work directly with the Welfare offices to screen and prioritize potential clients at the shelter. This is the same model as Crossroads, Portsmouth.

The Shelter will have the capacity to increase the number of beds to 35 on nights when the Tri-City EMDs declare a life-safety emergency. At that time, clients and municipalities will need to call before arriving to check on bed availability. If all beds are full, then clients will not be able to enter. The Shelter may transport clients to other available area shelters (if beds are available) or to a local PD to stay warm during the night. Clients who have been screened and entered the shelter can arrive any time before 10pm. Having already been screened, upon arrival, they will just need to be checked in. Clients who do not show up prior to 10pm will risk losing their bed and may be placed back on the waiting list if no other beds are available.

The 25 full-season beds will be upstairs. The first floor will be divided into an eating area, communal area, and an additional 10 emergency beds on emergency nights.

Breakfast and dinner will be provided for clients on Monday through Friday, and lunch will be provided, as well, on the weekends. CAPSC has received a commitment from St Ignatius Church and Red's Good Vibes to provide a total of two dinners and one breakfast per week for the winter, and we will continue to pursue further partnerships. During the week, transportation will be available to both Rochester and Dover. A limited number of bus passes will be available to support transportation to other destinations.

CAPSC is committed to providing support to our most vulnerable populations, and as such, all unhoused individuals will be eligible to utilize the Shelter throughout the winter, regardless of housing status, community of residence, sobriety status\*, mental/physical health or disability status\*\*, family status\*\*\*, race/ethnicity, justice involvement status or history, gender identification or sexual orientation, immigration/documentation status, age, or religious affiliation.

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\*Individuals are not required to be sober to enter and are not required to maintain sobriety or recovery status to remain at the Shelter, but the use of substances on property will be prohibited and will be grounds for immediate removal from the shelter.

\*\*Every person served by the Shelter must be mobile, able to self-care and be able to be safely released into unsheltered conditions if leaving the property, or they will be transported to appropriate medical facilities.

\*\*\*For safety reasons, no one under 18 will be allowed in the Shelter under any circumstances.

### **Significant Changes from Past Years**

Based on our experience operating emergency shelter and the experience of our peer social service organizations, CAPSC is proposing the following changes to the 2023-2024 operations:

1. Provide longer term, stable shelter to clients to work with case management without the constant concern of losing a shelter bed when the weather changes. This allows clients to focus on behavioral change rather than where they will sleep when the weather changes.
2. Limit the number of clients due to hygiene capacity, client, staff, and volunteer safety. OSHA recommends 2 toilets for 16-35 individuals. Based on this standard, we are limiting the maximum capacity of the WC to 25, with the ability to increase to 35 during times of extreme temperature/weather events.
3. Modify the building to address hygiene and minimize conflict around use. Install a wall in the bathroom and additional door to allow for more than one person at a time in the bathroom.
4. Prescreen clients at CAPSC for bed availability and wait list. This minimizes confusion regarding who was on site, who had left, what beds were in use, and where people's belongings were kept. After hours, if someone is looking for shelter, we ask that they call before arriving to check on the availability of beds. Doors will be locked to alleviate the risk of someone getting in without staff awareness. Clients will be able to exit at any time but will not be able to reenter without staff assistance.
5. The Shelter will not accept discharged patients from the hospital or police department drop-offs who have not completed the screening process before arrival.

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The total cost for this proposal is \$269,861 to operate December 15, 2023 (estimated start date if staff can be hired) to April 1, 2024, for shelter operations and an official close out of April 15, 2024.

### Application Questions

1. **Please describe your organization's experience working with vulnerable populations with emphasis on unsheltered or co-occurring SUD populations. Include a brief statement of work for any current housing related organizational initiatives and the key personnel for those initiatives.**

CAPSC works closely with vulnerable populations, including those who are unsheltered or have co-occurring Substance Use Disorder (SUD) and other challenges. These experiences can be highly impactful, with a focus on providing support, resources, and services to improve the well-being of individuals facing complex issues. Here's a description of Community Action's experiences in this context:

- **Outreach and Engagement:** CAPSC engages in active outreach to identify and connect with individuals who are unsheltered or experiencing co-occurring SUD. Outreach workers build relationships based on trust and respect, which are fundamental to encouraging people to seek assistance.
- **Holistic Support:** Community Action organizations recognize that individuals experiencing homelessness and co-occurring SUD often have multiple needs. They provide holistic support that addresses housing, addiction treatment, mental health services, medical care, employment assistance, and other social services. The approach is called the Whole Family approach at the agency.
- **Harm Reduction:** A key principle of working with co-occurring SUD populations is harm reduction. CAPSC works with peer organizations to help minimize the negative consequences of drug use and providing referrals to partners that specialize in harm reduction.
- **Housing First Approach:** CAPSC employs a Housing First approach, which prioritizes providing stable housing to individuals with co-occurring SUD without requiring them to be sober before getting housing. This approach recognizes that stable housing is essential for addressing other challenges effectively.
- **Collaboration and Coordination:** CAPSC collaborates with other service providers, including healthcare professionals, mental health agencies, addiction treatment centers, and local government agencies, to ensure that clients receive comprehensive care and support.

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- **Cultural Competence:** CASPC strives to understand and respect the unique backgrounds and experiences of the people we serve, ensuring services are tailored to individual needs.
- **Peer Support:** CAPSC employ individuals who have experienced homelessness and co-occurring SUD themselves as peer support specialists. These individuals can relate to clients' experiences and offer valuable guidance and motivation.
- **Data Collection and Evaluation:** CAPSC regularly collects data to track progress and assess the effectiveness of programs. This data-driven approach helps them make informed decisions, secure funding, and improve the quality of services. We utilize HMIS, Coordinated Entry and empowOR.

Working with vulnerable populations, particularly those with co-occurring SUD, can be challenging due to the complexity of the issues involved. However, the team often experience success stories of individuals who have been able to stabilize their lives, find housing, and begin the journey to recovery. CAPSC plays a crucial role in working with unsheltered individuals and those with co-occurring SUD. The work is guided by compassion, outreach, holistic support, collaboration, harm reduction, and advocacy, all with the aim of improving the lives of the most vulnerable members of the community.

In 2022-2023, CAPSC helped 18,116 residents/households, 5,518 of whom were either part of our Street Outreach Program, Rapid Re-Housing Program, Homelessness Prevention Program, or the NH Emergency Rental Assistance Program, or utilized our Drop-In Center.

CAPSC has been recognized as the leading provider in delivering homeless outreach and prevention programs in Strafford County for over a decade, specifically with vulnerable populations with emphasis on unsheltered or co-occurring SUD populations. Providing services both at our Drop-in Center and through direct outreach to those living outdoors, CAPSC is uniquely equipped to help individuals and families navigate housing and other supportive services in the region.

Our experience with the population and emergency shelter includes:

- **Emergency Shelter:** CAPSC has partnered with Strafford County communities to operate emergency and seasonal shelters. CAPSC has provided staffing, food, fiscal operations, and donation coordination for the first two seasons then has taken a lead role with a break from service in 2023. Willand emergency and seasonal shelter. CAPSC partnered with the IDN and SOS to coordinate donations (food, supplies and monetary) for the first seasons. Then CAPSC was the lead from 2020-2022 when a local provider ceased providing shelter services.

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- Covid Decompression Shelter: From 2020-2022, CAPSC established several decompression shelters in response to the Covid public health emergency and reduced space at regional shelters. Garrison Hotel-CAPSC contracted with a local hotel to operate a wing of the hotel as a shelter when a local building did not materialize in time for the winter. Using funding from GOFERR, NH DHHS and Community Development Block Grant, CAPSC ran a 24/7 shelter from the hotel. In 2021, we were the only agency in the Greater Seacoast region providing covid shelter for any homeless client identified by Crossroads, our agency, Wentworth Douglass Hospital and Frisbie Memorial Hospital. CAPSC provided nutrition, transportation, medicine, and housing counseling to the individuals while operating a seasonal winter shelter at Willand Dr. This allowed the providers to keep shelters open when a client tested positive with an isolation and quarantine location and medical providers to keep beds available for the more critical patients.
- Hotels: CAPSC has contracts with 16 hotels and motels in the Greater Seacoast region. From 2021 to June 2023, CAPSC managed over 500 individuals sheltering in area hotels/motels under the rental assistance program. CAPSC provided weekly case management services as well as food (weekly emergency food pantries, summer meals to children under 18 or full meals if Covid positive). 150 individuals and families have been moved to permanent housing from the hotel program.
- Emergency Rental Assistance: CAPSC stood up the New Hampshire Emergency Rental Assistance Program (NHERAP) in Strafford County, distributing over \$44 million critical rental and utility assistance to over 5,189 households from 2021 to 2022.

CAPSC provides an array of year-round federally funded housing and homeless services which include our Street Outreach Program, the Drop-in Center, the Rapid Re-Housing Program, and Housing Stabilization Program. These programs are designed to assess individual needs to provide permanent, stable, long-term housing.

The CAPSC Street Outreach Program meets those facing homelessness in their current situations. Our staff goes out to meet individuals where they are by visiting individual encampments in Strafford County and by going to high traffic areas, such as soup kitchens, the library, and train stations. Our team provides water/Gatorade, nonperishable foods, tents/tarps/sleeping bags, a propane exchange, and additional necessities (warm clothes, sunscreen, bug spray, etc.) that the unsheltered need to survive. While the goal of this program is to find permanent housing for these individuals, our staff also wants to help keep them alive when they are homeless. Last year, we conducted street outreach in the



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community and completed 150 wellness checks for individuals experiencing homelessness. Once we identify someone experiencing homelessness, we assess, and our Street Outreach team then provides housing referrals, case management, and education about our Drop-In Center until each client becomes housing ready.

Most emergency shelters in the region provide shelter at night, but they do not have the resources to help during the day. Recognizing this gap in the county's ability to adequately serve the unsheltered, in November of 2020 CAPSC opened the doors to our Drop-In Center at our headquarters in Dover. Open during the day, the Drop-In Center acts as a cooling center in the summer and a warming center in the winter, provides access to our food pantry, toiletries, and clothing, offers computer/internet access and phone acquisition services, and access to a Primary Healthcare Bus on Wednesdays through a partnership with Goodwin Community Health. Also, our staff can assist anyone applying for government benefits and housing assistance, obtaining an ID or driver's license, securing rehabilitation services or domestic violence referrals, and many other resources. In 2021-2022, 7% of the 227 individuals served through our Street Outreach Program & Drop-In Center transitioned into permanent housing. While 7% appears low, the individuals served at the Drop-In Center typically have multiple barriers to finding housing and accessing resources and are some of the most vulnerable populations that we serve.

Once identified as in need of housing, clients move along the spectrum at CAPSC to the Rapid Re-Housing (RRH) and Housing Stabilization Programs (HSP). Both programs have an open referral system, and most clients enrolled in these programs come from CAPSC's Street Outreach Program. Once they enter the program, CAPSC staff gathers the required documentation and income eligibility requirements and guides each client through the housing search. CAPSC also provides budgeting assistance to ensure that the housing search fits in with each client's budgetary needs, and many of these individuals are housed in local hotels as they search for permanent housing. Once housing is secured, CAPSC pays for application fees, security deposit, first month's rent, and short-term and/or medium-term rental assistance and utility allowances based on need. As these individuals transition into permanent housing, CAPSC provides monthly case management. The goal of these programs is for clients to be able to sustain housing costs on their own after the rental assistance period ends; thus, helping clients to maintain long-term permanent housing. In 2021- 2022, 100% of the 9 households (19 participants) in the Rapid Re-Housing Program transitioned into permanent housing.

On April 1st, 2023, CAPSC launched the Housing Stabilization Program to address the needs of those facing homelessness due to eviction. The goal of this program is to keep those that currently have

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housing in their homes and off the streets/out of shelters. CAPSC staff determine income eligibility and assist clients in one of two ways:

1. Pay back-rent and help clients by subsidizing future rent for a finite period.
2. Assess the situation and determine that the client needs to move into more affordable housing.

Much like the Rapid Re-Housing Program, CAPSC staff will provide case management and budgetary assistance as the clients move through the process, and in some cases the clients will be temporarily housed in local hotels, until permanent housing is secured. This program grew from the federal rental assistance program which CAPSC administered for Strafford County. From 2020-2023 when the program closed, CAPSC helped 3,865 households with rental assistance, 460 households stabilize in area motels and shelters and 132 households move into permanent housing.

All CAPSC's housing programs are managed by Abigail Galloway-Burke, Economic Stability and Housing Manager. Abigail has been instrumental in developing and administering the federally funded NH Emergency Rental Assistance Program (NHERAP) and the current RRH and HSP programs. Jim Ricker, Homeless Services Manager, manages our homeless programs, including Street Outreach, the Drop-In Center, and the Coordinated Entry programs. Jim managed the Willand Pond Warming Center during the winter of 2021-2022, when it was open every night throughout the winter. All homelessness and housing programs are overseen by Dan Clark, Director of Community Services. Dan managed the CAPSC winter shelter at The Garrison Hotel in 2020-2021, as well as the Willand Pond Warming Center for the latter half of that same year, ensuring the program remained available after previous administration was unable to complete the season.

2. **Please describe your staffing plan for the Tri-City Willand Road Warming Center to include a description of efforts to ensure operational stability/flexibility/redundancy based on the coverage described in the RFP. Please include specific individual biographies, if known.**

Having been directly involved with the Warming Center for two of the previous three years, CAPSC is aware of the challenges faced in a congregate living setting. To ensure the safety of staff and clients, the timely provision of crisis management, and the accuracy of collected data, CAPSC is planning for the following staffing schedule:

4pm-5pm: 2 staff for set-up (1 paid staff, 1 volunteer)

5pm-midnight: 4 staff (2 paid staff, 2 volunteer)

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midnight-7am: 3 staff (2 paid staff, 1 volunteer)

7am-10am: 4 staff for exit and cleanup (2 paid staff, 2 volunteer)

8am-5pm weekends: 3 staff (2 paid staff, 1 volunteer)

Included in this staffing pattern will be an identified Shelter Manager (40 hours) who will perform the duties as laid out in Exhibit C, part 3. In previous years, CAPSC has relied heavily on a volunteer-based staff and has a large pool of past year volunteers to call on. While the Shelter cannot run without community volunteer support, CAPSC would like to highlight the challenges with volunteers for this project and why the support of paid staff is needed: .

- Securing volunteers for overnight shifts pose a notable challenge. Throughout the 2021-2022 season, fewer than ten overnight shifts were successfully filled by volunteers out of the 137 operational nights. Consequently, paid staff members assumed additional shifts to guarantee adequate coverage, resulting in escalated payroll expenses.
- Volunteers often need to cancel their shifts in adverse weather conditions.
- The regular influx of new volunteers creates a sense of instability, hindering clients' ability to establish enduring relationships with on-site personnel. Moreover, the constant introduction of multiple new volunteers throughout the season complicates the process of maintaining consistent training. Volunteer training will be scheduled and administered to the best of our ability, taking into consideration available time and staffing resources.
- Lack of adequate training sets volunteers up for failure. Onboarding, as well as ongoing training, including de-escalation, motivational interviewing, and Narcan administration.

**3. Please describe your organization's experience coordinating with local medical, behavioral health, and social service providers including knowledge of HMIS (Homeless Management Information System) and Coordinated Entry systems.**

For the staff delivering the programs and services in this RFP, all clients are entered into HMIS. The agency is part of the HMIS system and has 10 trained staff. CAPSC is also the state contracted agency for the Coordinated Entry system for Strafford County. All clients who enter any of our programs are screened for homelessness status and entered into each system as appropriate. The HMIS system is

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updated as changes are made to their individual status and location. All incoming seasonal staff will be trained in the basics of each system and the process for entering and updated information.

CAPSC has an extensive history of coordination and collaboration with local partners throughout our program portfolio. Example partnerships include collaborations with Wentworth-Douglass Hospital, The Doorway, Community Partners, SOS, Waypoint, Families First, Goodwin, NHHRC, Infinity Peer Support, Strafford County Public Health, Municipal Welfare offices, and local police, fire, and EMS departments. CAPSC has working relationships with regional partners to provide:

- Services to meet basic personal hygiene (access to laundry/showers) and nutrition (meals).
- Communication resources include access to telephones and the internet, especially for telehealth appointments with health, social service, or employment providers.
- Primary medical care (partnership with Goodwin Health Van onsite).
- Substance use and mental health services and care coordination (SOS, Doorway, Infinity Peer Support, Seacoast Mental Health, Community Partners).
- Legal services (NH Legal Assistance).
- Mainstream resources enrollment (SNAP, Municipal Welfare, VA benefits, Medicaid, Medicare, etc.).
- Vocational rehabilitation and employment assistance (NH Employment).
- Life skills training, including budgeting, food preparation, and social-emotional support.
- Housing First and rapid rehousing services.

**4. Please describe any organizational community outreach and engagement experience including volunteer training.**

CAPSC regularly engages in community outreach to ensure ongoing accessibility of our programs. We held multiple COVID vaccine clinics conducted at shelters, our offices, and at locations throughout the community. Our Fuel Assistance team spends time each year at the Indonesian Community Center providing education and signup support, as well as spending time at local assisted living and subsidized housing facilities, supporting individuals with limited transportation. We have partnered with NHHRC to

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provide Narcan administration training to both internal and external audiences and provided extensive training to potential volunteers at the WC for the 21-22 season.

Community outreach and engagement are critical components of CAPSC's work in the community. We rely on the community to keep us apprised of the most pressing needs and also to spread awareness of our programs and services to ensure that all those in need of our programs know who we are and how to access our programs. Each of CAPSC's 60 coordinated programs and services has a community outreach and engagement plan. For example, our Fuel Assistance Program serves thousands of households each year and distributes millions of dollars in assistance throughout the community. In order to make sure that all those in need in the community know how to access this program, our Fuel Assistance team regularly conducts outreach events at local partner sites to increase access to this program. Examples include local municipalities and welfare departments, senior living centers community centers, housing authorities, apartment complexes, and more. By going to the locations where our population resides, we reduce barriers to participation like transportation and lack of technology.

CAPSC also has a strong presence in the community and involves community engagement and participation as much as possible. We have a volunteer engagement plan that we update regularly to ensure that our programs get the volunteer support that they need to be able to successfully operate our programs. Examples include sorting and organizing food donations in our Food Pantry, providing support in our early childhood classrooms, and doing landscaping/clean-up of our various buildings and sites. Without volunteer support, our organization would not be able to run as smoothly. CAPSC's advancement team includes a staff member specifically focused on volunteers and donations, so that we have the capacity and infrastructure in place to accept and place volunteers and donations into the program that needs them most.

When we operated the Willand Pond Warming Center, we utilized volunteers and community partners as much as possible. In order to ensure that all volunteers were properly equipped to complete their responsibilities and serve a very vulnerable population, we provided extensive volunteer training before and during the winter season. We also partnered with NHHRC to provide Narcan administration training both internally and externally, as this is a vital skill needed to volunteer and/or work at the Warming Center and to support the unsheltered population. During the winter 2021-2022 season, 54 volunteers donated 1,364 hours of their time at the Warming Center, and community partners donated 10,100 meals with a total value of \$78,050. Without volunteers and community support, our capacity and

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experience provided at the Warming Center would not have been the same. If we are selected to manage the Tri-City Willand Road Warming Center this winter, we will utilize best practices for community outreach and engagement.

**5. Please describe any organizational experience/capacity to assess individual needs and prioritize referrals for services.**

CAPSC utilizes the "Whole Family" approach, which is family-led and equips adults and children in a household with the tools needed to set and achieve individual and family goals. This approach relies on a collaboration of agencies or programs to provide holistic services to the entire family, and CAPSC provides this holistic care through our 60 coordinated programs and services. For example, families that come to CAPSC for fuel assistance are provided information on other eligible programs.

Our agency has developed a "no wrong door" approach with its numerous partnerships and across its 60 internal programs to identify and refer clients to the services that best meet their individual needs. Individuals applying for a service are not only given information about the additional programs which may benefit them but are also given specific contact information on how to apply, and with permission, the client's contact information is given to the program so they may reach out proactively.

In order to adhere to the "Whole Family" model, CAPSC utilizes empowOR, a single point of entry, client-focused data collection system that helps coordinate and bundle services to better address the needs of families and create greater impact while collecting data for measurement. CAPSC was the first Community Action agency in New Hampshire to procure this system. Four other Community Action agencies followed, leading to an improved collection of statewide data. EmpowOR provides seamless coordination between programs, and provides the infrastructure needed for the agency. CAPSC collects non-duplicative data, and reports generated from empowOR allow CAPSC to generate and disseminate impact data for a wide variety of purposes.

**TriCities Willand Warming Center**  
**Proposed Budget - Winter 2023/2024**

**Submitting Organization: CAPSC**  
**Proj Open on 12/15/23, Close on 4/1/24**

Revenue	Estimate	Amount	\$ 260,000.00	Notes
City of Dover	via Fosters report	\$ 70,000.00		
City of Rochester	via Fosters report	\$ 70,000.00		
Strafford County	via Fosters report	\$ 10,000.00		
State of NH	Contract Awarded	\$ 110,000.00		

**Total Revue \$ 260,000.00**

Personnel	Rate	# of Staff	Cost	\$ 138,399.45	
Staff	\$ 21.00	8	\$ 117,600.00		40hrs/week x 15.5 weeks = 620 hours per FTE
Manager	\$ 27.90	1	\$ 19,530.00		40 hours per week
Director	\$ 36.27	1	\$ 1,269.45		2 hours per week

Fringe Benefits	%	Salary	\$ 27,679.89
All Staff	20%	\$ 27,679.89	

Consultations/Subcontractors	Work Focus	Rate	Cost	\$ 7,500.00
External Contractor	Operations	\$ 75.00	\$ 7,500.00	

Travel/Transportation	# of miles	Rate	Cost	\$ 6,412.50	
Bus Tickets		\$ 0.75	\$ 4,087.50		2 each for 25 clients x 109 days
Van Gas		\$ 150.00	\$ 2,325.00		\$150/week x 15.5 weeks

Supplies/Equipment	Cost	Qty	Cost	\$ 8,925.00
Safety/Cleaning Supplies	\$ 150.00	15.5	\$ 2,325.00	
Paper Goods	\$ 200.00	15.5	\$ 3,100.00	
First Aid Supplies			\$ 2,000.00	
Misc.			\$ 1,500.00	

Food	Cost	Qty	Cost	\$ 68,006.25	
12.5 meals/week	\$ 13.00		\$ 68,006.25		2 meals Mon-Fri, 3 Sat/Sun *See below for committed meals

Other	Unit Price	\$ 6,200.00	
Weekly Laundry	\$ 400.00		Sleeping bags and pillow cases

Administrative/Indirect Costs	Rate	Cost	Total Direct Costs	\$ 255,623.09
Federal Rate	15.9%		Total Admin Costs	\$ 14,237.46

**Total Budget Request \$ 269,860.55**

**Assumptions and Commitments**

Donations:	Paid by TriCities: (Assumed)
Meals*	Electricity
Snacks	Cable/Internet
Beverages	Snow Removal
Laundry Detergent	Trash Removal
Personal Hygiene Products	Heat/Hot Water
Face Cloths/Towels	Professional Cleaning

**\*Meals committed as of submission**

St Ignatius Church: 1 dinner per week committed  
 Reds Good Vibes: 1 dinner and 1 breakfast per week committed  
 Hi-Fi Burritos: 2 dinners per month committed  
 Mezzanine Catering: Committed, amount under negotiation

## EXHIBIT D

### **Affidavit Accepting Scope of Services, Assumptions & Assurances**

In submitting this proposal, the submitting entity affirms and acknowledges the following:

- Acceptance of the scope of services identified in Exhibit A of the published RFP, including Essential Duties and Responsibilities.
- Acceptance of the Assumptions and Assurances identified in Exhibit C.
- Acknowledgment that this proposal and any information submitted in support of it may be made public in part or in the entirety.
- Any funding award associated with this proposal does not guarantee support or funding in future fiscal years.

M. Kathleen Crompton  
Signature

10/25/23  
Date

M. Kathleen Crompton  
Printed Name



# State of New Hampshire

## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 25, 1965. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 65583

Certificate Number: 0006195759



IN TESTIMONY WHEREOF,  
I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 4th day of April A.D. 2023.

A handwritten signature in black ink, appearing to read "David M. Scanlan".

David M. Scanlan  
Secretary of State