



NORWESCAP

Creating Opportunities. Changing Lives.

ANNUAL REPORT

2021



Thank You

We are deeply grateful to every one of our partners - every individual, small business, faith group, community organization, corporation, and foundation that was a part of our work in 2021. Quite simply, your contributions changed lives. Whether you made a financial gift, donated food or other necessities, or volunteered your time, your contribution made somebody's life better – and collectively, we made a difference for nearly 35,000 people.

Our mission is strengthened by our supporters, and also by our network of partners across northwest New Jersey. We are grateful to the dozens of nonprofits and service providers who collaborate with us to provide holistic, comprehensive care so our participants can succeed and thrive, as well as the local, state, and federal agencies who invest critical funds to support the pressing needs of their residents.

Throughout this report, we have highlighted a few key partners who helped us achieve extraordinary impact in 2021; however, they represent only a small fraction of everyone who makes our work possible. If you are reading this report, we count you as part of our community, and we are thankful for your commitment to our work. Together, we will continue to create opportunities and transform lives.



Norwescap is proud to share our 100/100 "Give with Confidence" Encompass Rating from Charity Navigator, the world's largest independent charity evaluator. Visit our [Charity Navigator profile](#) to learn more.



A MESSAGE FROM THE CEO

Providing supportive services over the last two years has been something like navigating a ship at sea through a huge, never-ending, ever-changing storm. When the storm first hits, the response is focused on staying afloat and emergency needs. As the ship stabilizes, the focus shifts to ensuring there is enough food and fuel to go on. The final phase of the journey is keeping the ship stable and strategizing on how to be better prepared for the next storm.

This truly describes the journey we have been on since 2020. When the pandemic first hit, Norwescap was in emergency mode - getting food and necessities to the community, adapting how we delivered services, and connecting people to up-to-date information and resources. As navigating unpredictable times became the 'new normal,' we learned to utilize tactics from our emergency response to adapt and sustain programs. Now, though the pandemic's impact has not ended, Norwescap is at the point where we have changed the way we support our participants - and we're looking ahead to widen our reach & deepen our impact.

At the center of this change is the 'customer' experience. In the past, people would reach out as a need or issue arose, and enroll in one of our many programs to address a specific need. For example, if you were a new parent who couldn't afford childcare, our Child & Family Resource Services team would help you access quality care close to your home or work and assist with a childcare voucher. While this would address immediate needs, we were missing the fact that if you had difficulty affording childcare, you may also need help in other areas - like housing, utilities, healthcare access, or employment support - areas where our other programs could help.

Our solution to this was to build a new system of support that spans across the entire organization. Now, when someone comes to us for help, they are assigned an 'Engagement Partner' (yes, a real human being). The Engagement Partner works with the person to understand ALL their needs and goals, then connects them with programs and resources to help them address those needs and progress toward those goals. We check in with our participants regularly to gauge their progress, and we ask them to rate Norwescap's performance so we can monitor our success and address issues as they arise.

This organizational shift has required investments in data systems, staff hiring and training, and equipment. It has also required a change in organizational culture. It's been a challenging undertaking, and we are still in the early stages. With support from our funders, collaboration from our partners, and commitment from our staff and volunteers, the results have been truly transformational. We can now see, in real time, our participants' outcomes and their satisfaction with our support. We can address their concerns as they come up, helping us to identify program or process improvements. And all of this is leading to stronger outcomes and healthier, happier families and individuals.

Each of you has been a part of this work in some way. With your help, we navigated the most difficult parts of the storm, and we can see some blue sky peeking through ahead. I am grateful to you for sticking with us through the journey. We truly couldn't have done it without you.

Thank you.

Mark

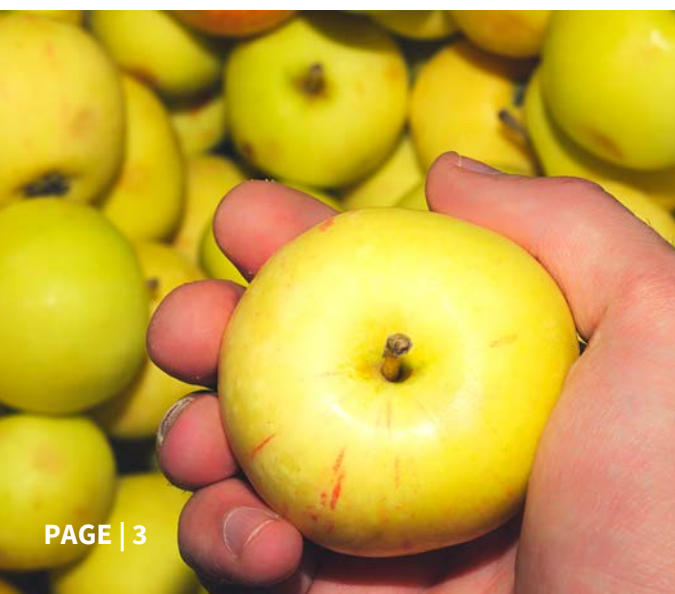
WHO WE ARE



Norwescap's work throughout northwestern New Jersey empowers individuals and families to move away from the crisis of poverty, and towards a future where they can thrive. Our mission is to strengthen communities by creating opportunities that improve the lives of low-income individuals and families, and our vision is to help build a community that transforms poverty into opportunity. Founded in 1965 under the Johnson administration's "War on Poverty," and fueled by the advocacy of Dr. Martin Luther King, Jr., Norwescap has grown over nearly six decades to build a comprehensive array of programs and services that, together, positively impact over 35,000 people each year.



We believe that everyone deserves the opportunity to thrive. For those on the brink of crisis – food insecure, in danger of losing their homes, short on cash, struggling with employment – the journey is long, and the first steps are often the most difficult. Norwescap offers services to address the most pressing needs of individuals and families, as well as "upstream" strategies to help them build stability and resiliency for the future - while also strengthening the communities in which they live and work. From Head Start centers to adult education scholarships; from our Food Bank distributing to 100+ pantries to family nutritional support through WIC; from financial literacy and tax preparation to matched savings for a family's first home or car, every Norwescap program offers an opportunity to move forward.



Norwescap is committed to meeting our participants where they are and helping them on a journey toward thriving. Every family we encounter meets us at a different place, and each journey is unique.

Over the past two years, we have revolutionized the way we work, introducing new processes and connections across our agency to ensure that our participants have access to our entire array of services, and that their experiences across Norwescap's programs are as seamless as possible. This shift brought about the addition of a new team of staff members called Engagement Partners, who work to identify the aspirations that our participants have for their future and help them overcome any obstacles that stand between where they are today and where they want to be. We know that true change takes time, so we are invested in not just providing services in moments of crisis, but also following up proactively, and connecting to the right resources for the right time.

As part of the shift in our approach, Norwescap also developed more robust systems to measure our impact and the quality of our services. Every six months, we conduct follow-up assessments with our participants to gauge their progress as well as ask for their feedback on

how we are doing. We want to ensure that our work is making a meaningful difference in the lives of our participants - and we welcome their opinions, that allow us to continually improve our programs and adjust to meet the emerging needs of our community members.

ROMA SCALE METHODOLOGY

ROMA (Results Oriented Management and Accountability), is a tool designed to encourage an outcomes-based approach to the service delivery, management and administration of human services.



thriving



stable



safe

key prevention line



struggling



suffering

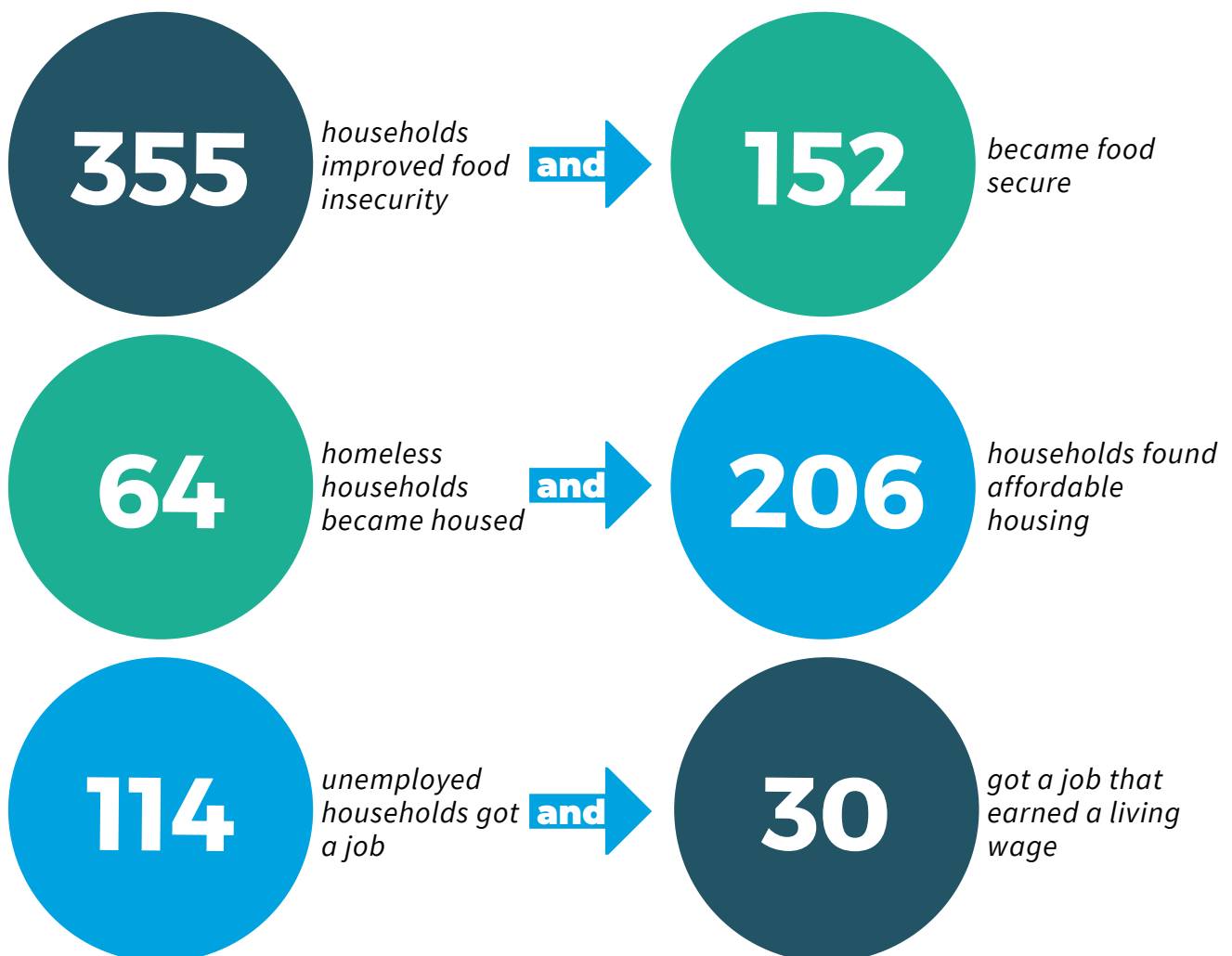


HOW WE WORK

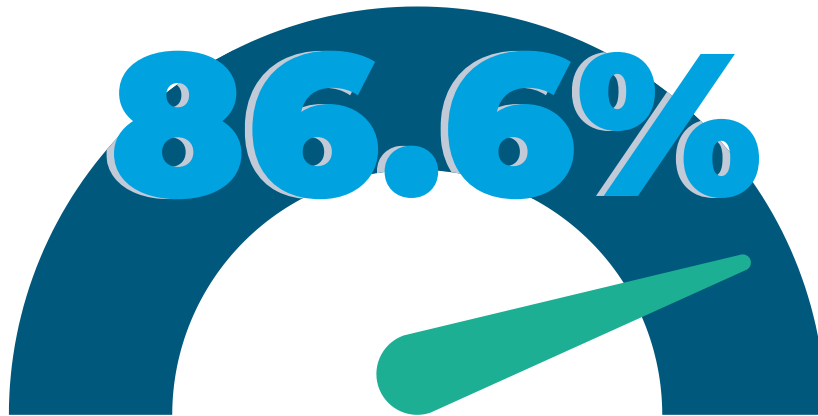
In 2021, there were **877 households** that actively worked with Norwescap's Engagement Partners and that completed both an **initial assessment** and at least one 6-month **follow-up assessment**. Of these, **47.6%** were in the **"Suffering"** or **"Struggling"** range on the ROMA scale (Results Oriented Management and Accountability) when they first reached out to Norwescap for help.

Supported by our team, **193 of these families** made the leap to a place of **"Safety"** and **"Stability"** on their journey toward **"Thriving"**. Many other families are still on that journey – and for some, the year did not produce the success they had hoped for – but this is not their final story. Norwescap's team continues to reach out on a regular basis, meeting these families where they are at that time, and providing a breadth of services to help them overcome obstacles to their aspirations.

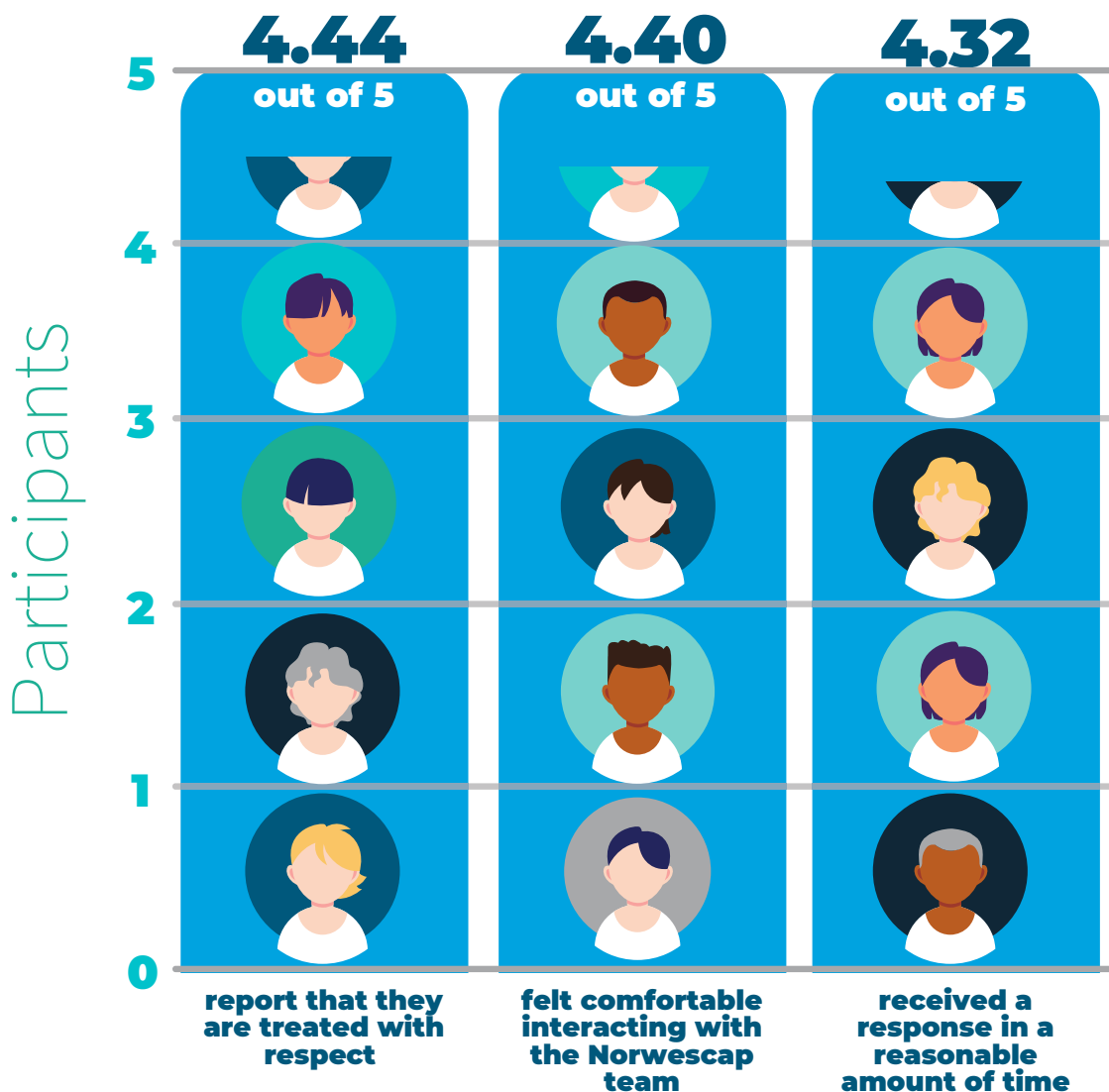
Of the 877 families who worked with a Norwescap Engagement Partner in 2021 and completed at least one follow-up assessment:



Quality Service Delivery



of participants are highly likely to recommend Norwescap to a friend or family member



CARRIE ANN'S STORY

Carrie Ann is a smart and determined woman with a contagious laugh and a warm personality. Eight years ago she was living in New York City, pursuing a career that involved travel all over the country. But when she discovered that she was pregnant – and that the baby had health complications that might be very serious – everything changed. “It was so scary. But I was committed. I was ready to move forward and face whatever it took to take care of my child.”

Knowing her traveling days were over, Carrie Ann tried to find a new job – but her high-risk pregnancy made it difficult to find work. She left New York and moved in with friends in New Jersey. When her daughter Natalie was born, she needed a lot of medical attention. Weekly doctor’s appointments and frequent interventions meant that Carrie Ann couldn’t commit to a consistent work schedule. So when Carrie Ann’s friends had to move out of state, she had no money saved up and nowhere to go.

“Going into a shelter with a baby...a sick baby...was awful. I told myself it was temporary. It was what I needed to do to get to the next step and to take care of my family. But it was so hard.”

Carrie Ann was living in a shelter with her young daughter when she connected with Norwescap. She knew there was a better future out there for them both, but she didn’t know how to get there. “I had all these skills, but I didn’t know how to translate them into a better situation. Norwescap gave me focus and vision. They were a resource for everything we needed. They did practice interviews with me. They helped me save for a car. They did so much.”



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- Carrie Ann



Natalie’s health was becoming more stable, but as Carrie Ann worked towards a new career path, another worry took over. “I’m single mom. How am I going to afford to put my child in daycare when I don’t even have a job yet?” Norwescap was able to obtain childcare vouchers for the family and connect them with a nearby daycare center. “That really changed my life. That was everything to me.”

With Natalie in safe hands, Carrie Ann secured a job at a regional bank, and was finally able to move herself and her daughter into a small apartment. When she moved, Norwescap was at her side, helping her pack and get settled and finding donated furniture for her new place. “They even got me a Christmas tree and gifts for Natalie. They helped me create a home and they made me feel like family.”

Carrie Ann’s drive and determination has taken her far since she first connected with Norwescap. Today she has a full-time job as a mortgage loan processor, and her daughter is thriving in second grade. “She’s so smart. She’s her own person. And it makes me feel amazing that I can be a role model for her.” Best of all, Carrie Ann is now a homeowner – a dream that once seemed out of reach.

Scan here to watch Carrie Ann share her journey in her own words or visit norwescap.org/success-stories



2021 BY THE NUMBERS

Over the course of 2021, Norwescap worked tirelessly to support our community members, as they continued to navigate the COVID pandemic and its related challenges. For many of our neighbors with low to moderate income, the year was marked by continued loss of income and employment, depletion of savings, and rising insecurity around basic needs like food and housing, especially as extended unemployment benefits and New Jersey's eviction moratorium came to a close toward the end of the year. With the help and support of our partners and funders, we were able to ramp up our services to reach more individuals than ever.

24,516 participants in **11,767** households received a direct service from Norwescap

1.5
million

meals provided to food-insecure homes through Food Bank, distribution network & programs

8,975

individuals provided w/ case management; clothing, transportation, basic needs; referral connections to partner service agencies

Another estimated **10,000-12,000** people received food through our Food Bank's distribution

656

adults increased stability; reducing debt, building savings, pursuing new career opportunities

13,817

children & families supported through Head Start, childcare referrals & subsidies, nutritional & breastfeeding support

154,069 individual services were provided

676

people worked towards better health w/ free screenings, preventative care, & wellness classes

6,410

families given housing support to find or remain in homes w/ rental & energy assistance, & housing navigation

129 reduced debt

36 improved credit score

368 created savings

75 increased savings

474

HOUSEHOLDS INCREASED THEIR FINANCIAL EMPOWERMENT

DONOR SPOTLIGHT: KOHL'S

Like many nonprofits, Norwescap evokes a feeling of family among its staff and volunteers – and the best partners are the ones who feel like an extension of our family. The team at Kohl's in Phillipsburg has been part of Norwescap's family for more than a decade, bringing their employees together to participate in fundraising events to support our work, including organizing an extremely successful employee bowling league that raised hundreds of dollars each week for Norwescap. When Norwescap's Family Success Center moved to a new location, the Phillipsburg Kohl's store provided a grant to help furnish the new center, and then followed with another grant the next year. These grants allowed Norwescap to create a welcoming environment at the Center that feels more like a family home than an office, complete with a kitchen area stocked with refreshments, a play area for children, and comfortable couches. In addition, Kohl's employees have supported Norwescap through many other initiatives, including collecting dozens of gifts each year for our Festive Holiday Cheer program.



*Again and again,
Kohl's has proven
that their family
is part of our
family.*

While the pandemic forced Kohl's to cancel their usual fundraising events, the team never wavered in their support of Norwescap's work. In November 2021, Norwescap's CEO and leadership team were invited to visit the Phillipsburg Kohl's where they were presented with an incredible surprise – a \$100,000 donation through Kohl's 'A Community with Heart' program. Unbeknownst to anyone at the organization, Norwescap had been nominated for the program by the Kohl's regional manager and was selected as one of only six nonprofits in New Jersey to receive this major grant. As our CEO Mark Valli said, "This incredible, unsolicited gift is every nonprofit's dream come true! It represents a vote of confidence in



our efforts to help people move from being in crisis to a point where they, and their families, can thrive. We were just blown away and absolutely grateful for this much needed support."

Again and again, Kohl's has proven that their family is part of our family. We look forward to re-launching employee events and continuing to work hand-in-hand to support our neighbors in Phillipsburg and beyond.

OUR DOMAINS

Norwescap provides a comprehensive set of programs, services, and strategies to help families and communities thrive. Our key domains of support include **Education**, **Employment**, **Financial Empowerment**, **Health & Nutrition**, **Housing & Community Development**, and **Volunteerism & Civic Engagement**.



EDUCATION

At Norwescap, we believe everyone should have access to high-quality educational opportunities and experiences.

We provide education services to young children, support youth and emerging adults in pursuing educational opportunities, and help adults obtain educational grants and training certifications that can fuel their careers.



FINANCIAL EMPOWERMENT

People need to build savings and make investments that can help them move ahead in life. We help individuals do this by building financial management skills, providing resources to help people save money and distributing small loans to increase assets and build net worth.



TOMMY'S STORY

Born & raised in The Bronx, the son of Irish immigrants, Tommy G. & his siblings were the first generation of his family to go to college. He worked in construction alongside his father through high school and college, but when he graduated, he was encouraged to seek a career with more opportunity & growth. He found his way to the finance and insurance world, becoming Vice President of an insurance company that provided contract surety bonds for the construction industry, and then he created his own licensed insurance agency specializing in these bonds. After 9/11, government investments in infrastructure construction decreased rapidly. Tommy lost his business and his livelihood as a result.

This opportunity led to a move out West and new work at a center for youth struggling with addiction, serving as a counselor & role model. The difficult work was rewarding. "These kids would come in so angry, mad at the world, and by the end of their time working with us we had formed these incredible bonds," he said.

Tommy returned to The Bronx in '06 to care for his mother, and found work at Home Depot, then relocated to New Jersey in '08. He retired and relied on fixed income, also obtaining a housing voucher, while also working a part-time job serving lunch for extra cash. A number of health issues led to the loss of his job; and he began to struggle to make ends meet. Despite the various stimulus programs that came about under CARES during Covid, Tommy found himself "not quite poor enough" to get help. "I made \$37 too much to qualify for \$200 worth of monthly SNAP benefits," he says.

When Tommy reached out to Norwescap in early 2021, he initially was seeking help to find a new housing situation. Unfortunately, he did not qualify for many of the available housing

programs – but in talking with our team about his skills and past experience, Tommy found himself being recruited to join Norwescap's AmeriCorps team as a Financial Coach. The AmeriCorps stipend brings in the extra cash he needs without affecting his ability to maintain his housing voucher, and allows him to use his background and training to support others who are having financial difficulties. **"The income covers my living needs, helps me pay down debt, and I can even play a little golf," he says. "I love it. I'm blessed. For me, the joy is in the journey."**





EMPLOYMENT

We believe everyone in our community should be able to find a high-quality job that provides a living wage. We work with adults to help them build skills, find better employment opportunities, re-enter the workforce, and maintain their employment over time.

RENAE'S STORY

Renae enjoyed being a stay at home mom when her son was an infant, but she knew she would want to go back to work once he was a bit older. Like so many mothers, though, she faced a dilemma – how could she go back to work without childcare, but how could she afford childcare unless she had a high-paying job? On top of that, she struggled to find work that suited her. She had tried her hand at restaurant work and customer service, but it wasn't a good fit, and she did not end up staying in those jobs for long.

Through Norwescap, Renae realized she needed to take a different approach. “Before I went looking for another job, I needed to work on myself. I needed to focus on my mental health and build up some self-esteem. I needed to learn a new way to think, and to set goals.”

“Norwescap gave me all the tools, but I had to put in the work. I had to learn how to use them. And once I worked on myself, it was easy to find a job I would be good at, and that I actually enjoyed.”



Renae was able to enroll her son in Norwescap's Early Head Start program, allowing her to focus on her goals while knowing that her son was learning and building new social relationships. Once she felt ready to begin her job search, she quickly found a job working as a nighttime security guard at a gated community. Her schedule allows her to spend more time with her family, and she truly enjoys her work and has built real friendships with her coworkers, something she had never had before. “The job makes me feel like a real person, not ‘just a mom’,” Renae says. She has now held this job for seven months with no issues - and she was recently awarded a raise, for the first time in her life.

DONOR SPOTLIGHT: IMPACT 100 GARDEN STATE

The Impact 100 model takes the traditional “giving circle” to a whole new level. Run entirely by volunteers, each Impact 100 chapter harnesses the power of collective giving to make transformative grants to nonprofits within their communities. Each member contributes \$1,000 to the grant pool, and each woman has an opportunity to be part of the grant process and to vote to select their annual grantees.

Impact 100 Garden State was established in 2012, and to date, the chapter has awarded more than \$2.4 million in grants to nonprofits in Morris, Passaic, Somerset, Sussex, and Union counties. Their membership is more than 360 women strong and growing, representing all age groups, professional sectors, and regions – but one thing they all have in common is a passion for creating change in their communities.

In 2021, Norwescap was selected to receive one of three \$100,000 grants from Impact 100 Garden State. The grant supports Norwescap’s Career & Life Transitions Center, a program that provides career guidance, resume and interview assistance, learning workshops, computer and other skills-based classes, professional and peer support, educational grants, and many other services that help women enter the workforce or build career paths. The Career & Life Transitions Center (CLTC), which has three locations in Washington, Flemington, and North Plainfield, has been in operation for 40 years – but the program has always been restricted to serving women defined as “displaced homemakers” due to criteria outlined in the state’s funding. While Norwescap has been able to support thousands of women through this program over the years, thousands more have been turned away because they did not meet the program’s strict criteria.

Impact 100 Garden State’s grant has changed that. Thanks to their investment, Norwescap’s CLTC in North Plainfield can now open its doors to women who are not “displaced homemakers,” but who are struggling with unemployment or in need of support to build more sustainable career paths. Single mothers, women who were laid off or quit jobs during the pandemic to take care of children who were schooling virtually – just a few examples of the women we are now able to serve. Impact 100 Garden State’s generous grant underwrites a new, bilingual Program Coordinator to support our new participants; supports expansion of our computer classes; and provides education grants to over a dozen women who are pursuing certificate programs or enrolling in 2 or 4-year colleges to advance their career options.

Impact 100 Garden State is more than just a funder. Their members are true partners, supporting Norwescap and their other grantees through volunteering, advocating, and providing platforms for mutual learning. We are grateful to count these extraordinary women as part of Norwescap’s community!





HEALTH & NUTRITION

Everyone needs access to healthcare and support to maintain healthy behaviors. We help people connect to doctors and dentists, provide prenatal support for new mothers, provide education about cancer and chronic disease, support seniors to help them age well, and work to ensure that everyone in our region has access to adequate food.



PARTNER SPOTLIGHT: FISHERMAN'S MARK

Norwescap's reach and impact is largely possible because of our collaborations with partners that are similarly rooted in serving and strengthening communities – partners like Fisherman's Mark in Lambertville, NJ. Fisherman's Mark defines themselves as “a celebration of neighbors coming together to support neighbors.” The organization offers programs and services that promote stability, health, and education for vulnerable populations, including seniors, individuals living with disabilities, the local immigrant population, low-income families, and the unemployed and underemployed.

Among the programs offered by Fisherman's Mark is a food pantry, that provides both fresh and non-perishable foods to community members in need. The pantry, offering a dignified, grocery-store-like experience, is open five days a week and supported over 5,000 visits in 2021. Norwescap's Food Bank has been supplying Fisherman's Mark's pantry since 1985, supplementing community donations with regular shipments of meats, shelf stable foods, and produce. During the COVID pandemic, Norwescap partnered with the New Jersey Pandemic Relief Fund to provide micro-grants to food pantries throughout our region, allowing them to make infrastructure investments to increase and improve food storage and distribution. Through these grants, Fisherman's Mark was able to purchase a new refrigerator and new shelving, as well as additional equipment to build out their new facility.

The partnership reached a new level in the aftermath of Hurricane Ida that left hundreds of Lambertville residents homeless and grappling with unimaginable loss. Jennifer Williford, the Executive Director of Fisherman's Mark, knew they would need to take action immediately to support the community – but with so much need, the task seemed overwhelming. “At first, I felt alone,” she says. “But then I got the call from Norwescap's CEO, Mark – and when he said ‘We've got you, just tell me what you need’ – I knew he meant it and we weren't alone.” While Fisherman's Mark worked to gather food and supplies - effectively transforming their food pantry into a mini-warehouse to support ongoing needs - Norwescap sent a team of Engagement Partners to act as case managers for low-income families who were displaced by the storm. “Norwescap really stepped in and took a leadership role, and filled in those critical gaps in the days and weeks after the hurricane,” Jennifer shares. “It was like we were family, just supporting each other and our neighbors in whatever was needed.”

While most of the families affected by Hurricane Ida have been placed in new homes, the partnership between Norwescap and Fisherman's Mark remains strong. We are committed to working side-by-side to support our Lambertville neighbors, now and in the future.





HOUSING & COMMUNITY DEVELOPMENT

Everyone needs a safe and affordable place to live. We help people find affordable housing, maintain their utility bills, and stay in their homes longer. We also partner with our local communities and neighborhoods to find ways to make them safer and better places for people to live.



“We were fortunate enough to receive a gift of stock, and we decided we wanted to use that gift to invest in a nonprofit we believed in. I grew up in the Phillipsburg area, and over the past 50 years I have seen a sharp decline and a lot of people struggling. We chose Norwescap because they are always innovating and finding new ways to help. They have revitalized their Food Bank, made neighborhoods safer, and cleaned up parks in Phillipsburg. They have a visible presence and they make it easy for anyone to get help.”

- Anonymous Norwescap Donors



VOLUNTEERISM & CIVIC ENGAGEMENT

Everyone should have the opportunity to contribute to our communities. We create opportunities for people of all backgrounds and income levels to participate in advisory committees, volunteer at our locations, and advocate for creating communities that thrive.



VOLUNTEER SPOTLIGHT: THAI-PHUONG T. NGUYEN

When you imagine what a “superstar volunteer” would look like, Thai-Phuong T. Nguyen should come to mind. As a Rutgers University graduate with a degree in Finance and Management, Thai’s decades-long career took her from manufacturing to banking and sales; and when she retired, she immediately started putting her skills to work to help others. “I’m ‘working’ more hours now than I did when I was actually working. But I love it. To me, happiness is being able to serve others.”

Thai first started volunteering with Norwescap in 2015, as a tax preparer through our VITA (Volunteer Income Tax Assistance) program, which brings nearly \$5 million annually back into the pockets of low- to moderate-income families. She also volunteers as a Norwescap Medicare counselor, helping seniors to navigate the system and adjust their enrollments to save money; and she serves as a financial literacy coach with several of our partner agencies, for people living in homeless shelters, transitional housing, residential treatment programs, and shelters for battered women. In addition, Thai volunteers with the AARP’s Tax Counseling for the Elderly program; is active with the New Jersey Vietnamese American Association and the New Jersey Mutual Vietnamese Seniors Association; and for nearly 20 years, she has provided companionship and advocacy to seniors and people struggling with illness through Compassionate Care Hospice and the New Jersey Long-Term Care Ombudsman, and more recently through the Visiting Nurse Association. The list of organizations Thai has supported through her volunteerism goes on and on.



Thai has experienced her own life challenges. She first came to the United States as a refugee at age 17; she did not speak English, and she had no family in the area and no money in her pocket. So, she knows what it’s like to struggle and have limited resources, and through her volunteerism, she not only provides services – she offers empathy and understanding. “I got help when I needed it, and I just want to pay it forward,” she says. “If you can change one person’s life for the better, no matter how small, that’s a wonderful thing.”

2021 FINANCIALS

FISCAL YEAR SEPTEMBER 1, 2020 – AUGUST 31, 2021

RETURN ON INVESTMENT

Return on Investment (ROI) is not always easy to measure when it comes to human services. However, as part of our commitment to measuring impact, Norwescap tracks and assesses the value delivered through our various programs – ensuring that for every dollar contributed to our work or committed through our government contracts, the results are well worth the investment.

The ROI values on the next page are calculated based on a combination of direct assistance provided by Norwescap – such as childcare and energy assistance payments - and formulas provided by various trusted, external sources. For example, the total value of Norwescap’s investment in “food assistance” is based on calculations from the USDA and Feeding America; and the total value of “early childhood education” is a combination of childcare vouchers we provided to families in 2021, along with the “market value” of free childcare provided through Norwescap’s Head Start & Early Head Start programs. Our programs also position our participants to contribute to their communities in meaningful ways, increasing value to society and reducing the burden on future government spending.

Altogether, for every \$1 of Norwescap’s direct expenses in Fiscal Year 2021, we were able to deliver \$3.19 in value to our participants and the community at large through our services.



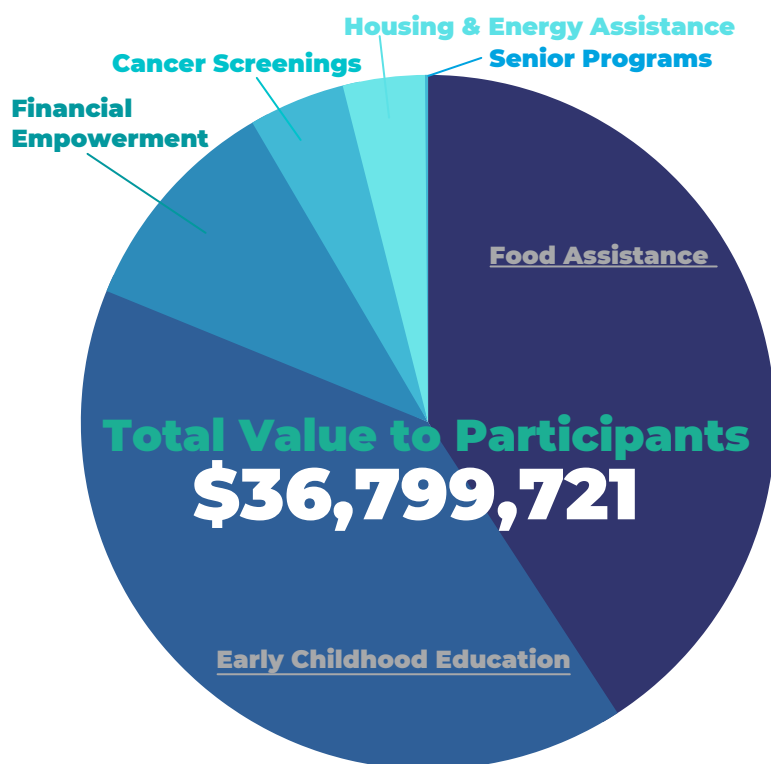
ROI to Participants

Program Area

Food Assistance
Early Childhood Education
Financial Empowerment
Cancer Screenings
Housing & Energy Assistance
Senior Programs
Total Value to Participants*

Value to Norwescap Participants

\$15,248,617
\$15,078,768
\$3,882,179
\$1,679,028
\$1,425,258
\$52,533
\$36,799,721



Societal ROI

Program Area

Head Start
Healthy Families Home Visitation
Homelessness Prevention
WIC (Women, Infants & Children)
Carbon Reduction

Value to Government/Society

\$51,450,000
\$1,429,038
\$1,387,468
\$1,224,940
\$4,724

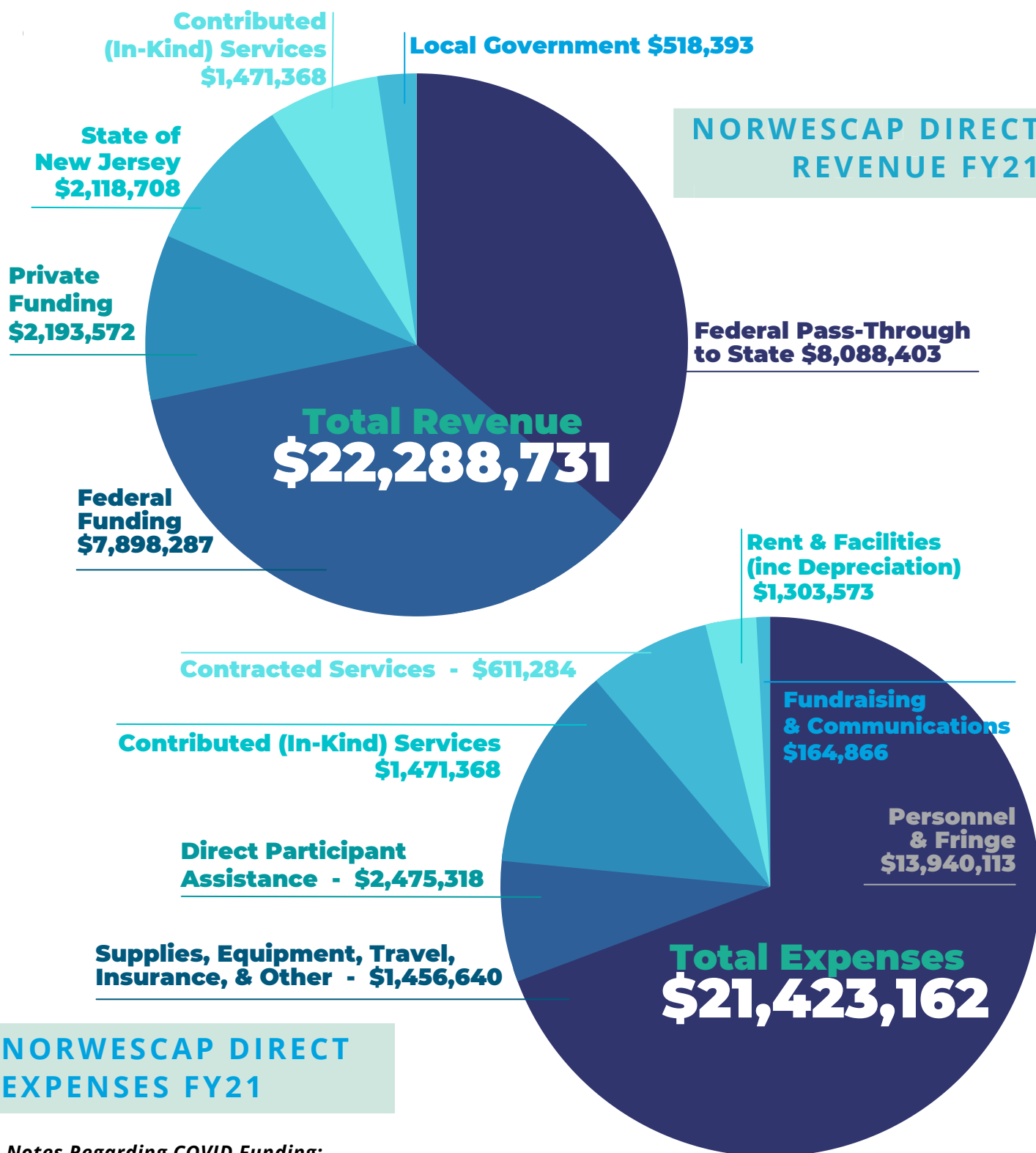
Total Value to Government/Society* \$53,420,612

Total Value Delivered*
\$90,681,965

**Total values are calculated using a reduction of 3.5% to account for future inflation*

2021 FINANCIALS *CONTINUED*

Revenue and Expenses for Fiscal Year September 1, 2020 to August 31, 2021



Notes Regarding COVID Funding:

Revenue for FY21 includes the following funding received by Norwescap for COVID-related services and relief:

- Federal Pass-Through to State: \$401,228 in additional CSBG funding and \$1,185,410 in Food Bank funding through the CARES Act
- State of New Jersey: \$38,823 Food Bank Grant in Aid
- Private Funding: \$229,662 in private grants for pandemic-related initiatives

This additional revenue supported Norwescap's efforts to respond to the ongoing COVID crisis through increased food distribution, emergency assistance for housing, car payments, and other needs for at-risk families, and shifts in service delivery to ensure the safety of participants, staff and volunteers.

LOOKING TO THE FUTURE

Norwescap has emerged as an innovator and national leader in how to measure success in a complex, multifaceted social service organization. This is challenging work that often goes unnoticed, happening in the background while our services to the community remain front and center. But we have invested time, money and effort to do this work, because we need to understand whether the thousands of services we deliver are actually helping individuals and families succeed. We also want our supporters to understand the value of their investments in our work. We want you to know that your support actually does change lives.

We are just at the beginning of this journey, and we're gaining valuable insights as we go. One recurring lesson is that every success story isn't linear. Sometimes people and families take a step backward. A car accident, a health diagnosis, divorce, addiction relapse, death in the family, loss of job...all these events can undermine someone's hard work at making a better life and throw them into personal and financial chaos. So, if we aren't persistent, and don't follow up or don't hold ourselves accountable, the hard work we have done can lose its potency.

As we move forward, we will have to strengthen our existing programs to make sure they provide the necessary supports for participant success. If our strategies are not meeting participants' needs, we need to be prepared to adapt or abandon those strategies. We need to continually ask our participants and the community what the most salient needs are and align our efforts with those needs. Lastly, we must find new ways to 'go upstream' and implement strategies that help avert the hardships and remove the barriers that cause individuals to find themselves struggling in the first place.

We now have the tools to accomplish these goals and provide targeted and effective support for our participants. We have the systems to collect data on not just program *outputs*, but also program *outcomes*. We have a trained team of Engagement Partners connecting participants to multiple resources to best meet their needs and work with them over the course of their journeys. We also have developed the capacity to get real-time feedback on how well we serve our participants, and to make improvements based on that feedback.

With these data systems and tools, Norwescap is on the cutting edge of community impact. Please stay with us on the next phase of our journey, as we work alongside the people we serve to build resiliency at the individual, family, and community level. Your support has been critical in helping us come this far and will be even more crucial in the future as we continue to chart this course of person- and data-driven community change.

Visit www.norwescap.org/get-involved or call **Heather Thompson** at **(908) 454-7000 x1106** to learn how you can get more involved with our mission and work. **Together, we will continue creating opportunities for everyone in our communities to thrive!**

NORWESCAP LEADERSHIP TEAM



Mark Valli, *Chief Executive Officer*



Edmund Khanoo, *Chief Financial Officer*



Chris Kirk, *Chief Program Officer*



Heather Thompson, *Chief Development Officer*



Stephen Schanowolf, *Director of Information Technology*



Tina Stanley, *Director of Human Resources*



Maritza Baakman, *Executive Secretary*

NORWESCAP BOARD OF TRUSTEES



L to R: Maritza Baakman, Richard Conley, James Buehler, Chris Kirk, Edmund Khanoo, Mark Valli, Aileen Arsenault, Kay Reiss (Honorary Member), Deanna Dahl Rodriguez, Nitosha Young, Christine Nesbitt, Heather Thompson, Charles Boddy, Michael Kerwin, Antoine Gayles

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Michael Kerwin

**Term ended after September 1, 2020*

***Joined Board after September 1, 2020*

***†In Memoriam: Thomas Pepe, Past
Chairman of the Board***

IN MEMORIAM: THOMAS PEPE



Norwescap truly misses the leadership, compassion, smarts, thoughtfulness and endless comedy that were the defining characteristics of Tom Pepe. Tom had the head of an effective business person helping to ensure that Norwescap made smart and strategic decisions necessary for the success of any \$20 million organization. Tom also had the heart of a social worker and understood that in order to bring about real community change you need to listen to ... and understand ... the needs of the individuals and communities that you serve. That combination of 'head' AND 'heart' is rare and extremely valuable for a large, complicated mission-driven organization like Norwescap.

Tom also understood leadership, he showed up at events large and small to make sure that he communicated with both donors and program participants alike. He knew when to push me as a CEO and when to pull me back, without ever getting caught in the weeds. Again, rare qualities.

Tom also lit up a room. His gregariousness, sense of fun, and camaraderie were infectious and could help make otherwise dry topics like insurance coverage and finances more enjoyable. He would tease all of us and give us nicknames so that we never took ourselves too seriously. But when it came to difficult issues and topics, Tom always allowed for thoughtful debate and discussion to allow a natural consensus to form. Tom put everyone he encountered at ease.

Tom Pepe's legacy with Norwescap will be that he helped guide a major leadership transition and transform our organization into a more modern, even cutting-edge, comprehensive social services organization. As the Board Chair who was tasked with replacing the long-time CEO of over 30 years, Tom put in place a thoughtful process that allowed for a thorough search and a seamless transition. This is no easy task and one that most nonprofits do poorly. The average tenure of a CEO replacing a founder or long-time CEO is 18 months. But as I write to you today, four years into my tenure, we have dramatically expanded our services, grown our budget by 30%, streamlined our finances, and completely reinvented how we support our participants, and implemented systems that allow us to utilize data to measure, expand, and improve program outcomes. This was Tom's vision for the organization when he accepted the role of Board Chair. It was his leadership that set the stage for Norwescap's transformation and we will forever be grateful for it.

A handwritten signature in dark ink, appearing to be 'M. V. H.', located at the bottom right of the page.



NORWESCAP

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