



# ANNUAL REPORT

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2022



**NORWESCAP**  
Creating Opportunities. Changing Lives.



## Thank You

We are deeply grateful to every individual, small business, faith group, community organization, corporation, and foundation who partnered with us and supported our work in 2022. Quite simply, your support changed lives. Whether you made a financial gift, donated food or other items, or volunteered your time and expertise, your contribution made somebody's life better – and collectively, we made a difference for more than 30,000 people.

Our mission is also strengthened by our network of partners across New Jersey. We are grateful to the dozens of nonprofits and service providers who collaborate with us to provide a strong safety net of support so our participants can succeed, 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 an extraordinary impact in 2022; however, they represent only a small fraction of all those who make 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

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2022 was a period of amazing growth, challenge, and opportunity for us at Norwescap. We spent the prior two years adapting to Covid-related needs and began preparing for new challenges our communities would face. This helped us to seize opportunities to address the growing needs of childcare, adverse childhood experiences, housing, and food security.

Many government programs that successfully helped people throughout the pandemic have been expiring over the last year, and this has resulted in some dramatic increases in demand for various Norwescap services. The most dramatic of these changes was twofold: the end of rental assistance programs, and the expiration of the eviction moratorium. The “sunsetting” of these supports has led to an explosion of people facing eviction and homelessness reaching out to Norwescap and many other agencies. Norwescap foresaw the looming crisis in housing; we secured funding to support new housing staff members, and also to build new housing for low/moderate income families. While these strategic investments have been critical, they are only a fraction of what is required to address the real need for affordable housing in our region.

Dramatic increases in cost of living have put many who were previously “making it work” into crisis. The unprecedented rent increases made families face choosing between shelter and food. We began to see the demand at our Food Bank increasing to levels not seen since the early days of the pandemic. We anticipated this to some degree and had been taking steps to help address the increased need. In 2022 we began the process of purchasing and renovating our Food Bank property to significantly increase our food storage capacity, especially for proteins and other healthy frozen foods. We also secured funding to help our partner pantries purchase new shelving, freezers/refrigerators, and take other steps to increase their capacity. However, the demand was even higher than we had anticipated, and so we have been responding with pop-up food distributions, co-leased storage space with other foodbanks, expanded SNAP outreach, and other immediate efforts while we continue working on longer-term strategies.

Even while we addressed these significant challenges, 2022 also brought new opportunities and innovations to Norwescap. Through a partnership with NJ Department of Children and Families, we now serve as the ‘Regional ACES Collaborative’ for Central Jersey, positioning us as a statewide leader in combatting childhood trauma and creating positive family experiences. We also consolidated all our food security and health-focused programs into a single team, ensuring these initiatives are fully integrated, which we believe will yield better long-term outcomes for our community members. On the community development side, with funding from NJ Department of Community Affairs, Norwescap purchased an iconic restaurant in downtown Phillipsburg, and we are creating a plan to transform it into a food business incubator. We also officially launched the Sussex Borough Community & Cultural Center as a thriving hub of activity and support for the town.

We are so grateful to the volunteers, donors, partners, staff members, Trustees and other stakeholders that have helped guide us through crisis and prepared us for the new challenges awaiting us. Your support made our accomplishments in 2022 possible, while also keeping our daily efforts at our programs going, as we work with everyone who comes through our doors to help them move from crisis to thriving.

Thank you.

-Mark



# Who is Norwescap?

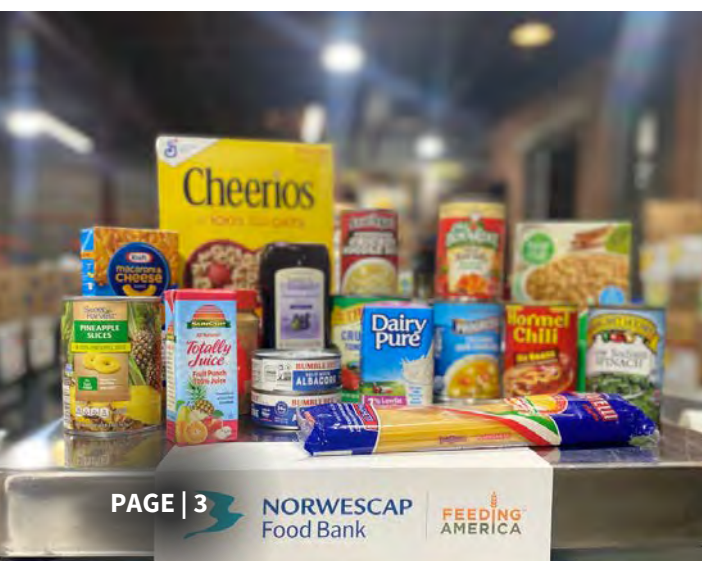


The work of Norwescap throughout New Jersey empowers individuals and families to move away from the crisis of poverty, and toward a future where they can thrive. **Our mission is to strengthen communities by creating opportunities that improve the lives of low-income individuals and families**, and our 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 more than 30,000 people each year.



**We believe that everyone deserves the opportunity to thrive.** But 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.**



# How does Norwescap work?

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 several 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. In 2020 we introduced 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 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 to participants' moments of crisis, but continuing the relationship, following up proactively, and connecting to the right resources for the right time. Our Engagement Partners work with each participant to set a "baseline" through an initial assessment, understanding their needs and obstacles; then, every six months, follow-up assessments are conducted to gauge participants' progress and ensure that the strategies and plans we have in place with them are meeting their evolving needs and goals.

## 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**





# Our outcomes

In 2022, there were **1,792 households** who completed both an initial assessment and at least one 6-month follow-up assessment. Of these, **49.8%** were identified as **"Suffering" or "Struggling"** when they first reached out to Norwescap for help. Supported by the Norwescap team, **more than half (51.2%) were able to improve** their situation, and **another quarter (28.4%) maintained** without any notable decline. **One-third (30.6%)** of respondents made the leap above the prevention line to a place of **"Safety" or "Stability"** on their journey toward **"Thriving."**

Norwescap helped **3,120 households** attain **8,240 outcomes** in 2022 - meaning noted improvements to their skills or situation, or milestones achieved, which are documented through follow-up assessments and recorded by program staff.

**Based on each family's initial needs, these are some of the outcomes achieved:**

**637**

*households improved food insecurity*

**327**

*families with unemployed adults gained new employment*

**& 74**

*of these families now earn a living wage*

**11**

*families gained access to safe temporary shelter*

**& 91**

*families were able to avoid an eviction*

**82**

*households attained an affordable housing situation*

**& 32**

*families without homes obtained housing*

**264**

*households improved their savings*

**& 336**

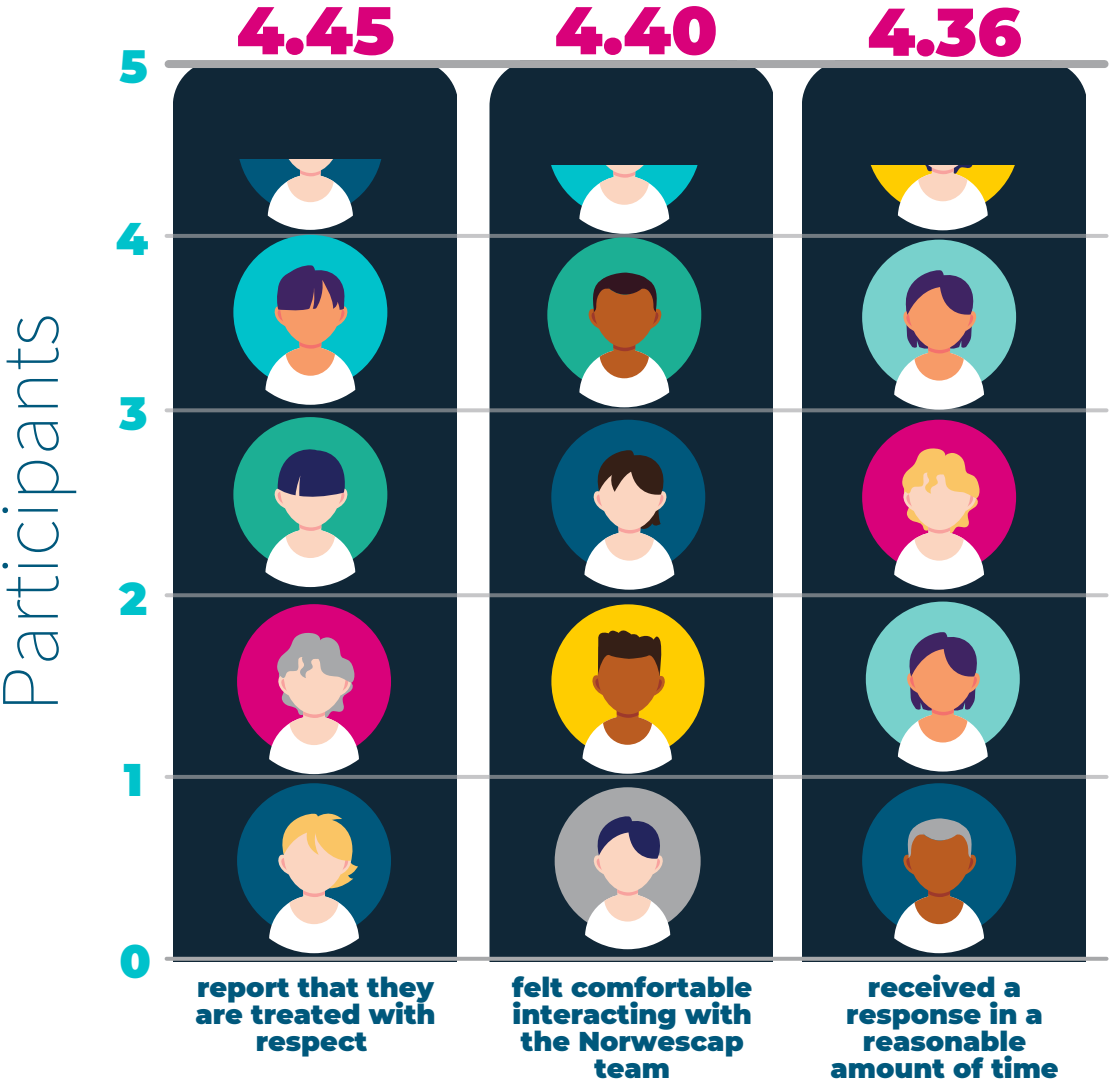
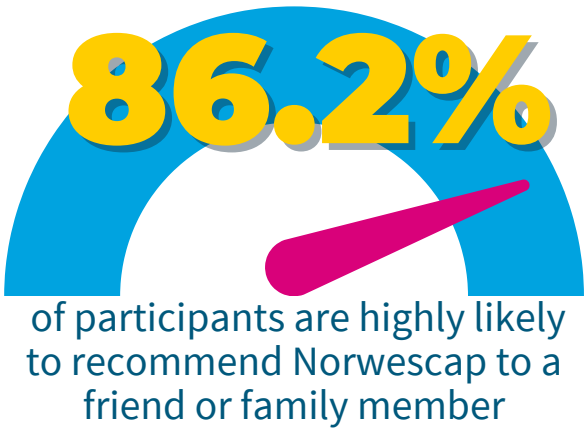
*improved their credit, increasing their overall financial independence*

# Learning from our community

Our work to support individuals, families, and communities cannot succeed if we are not listening to the very people we are here to support. Norwescap takes the feedback of our participants very seriously; our regular customer satisfaction surveys are key to shaping our strategies, our approach, our processes, and our culture.

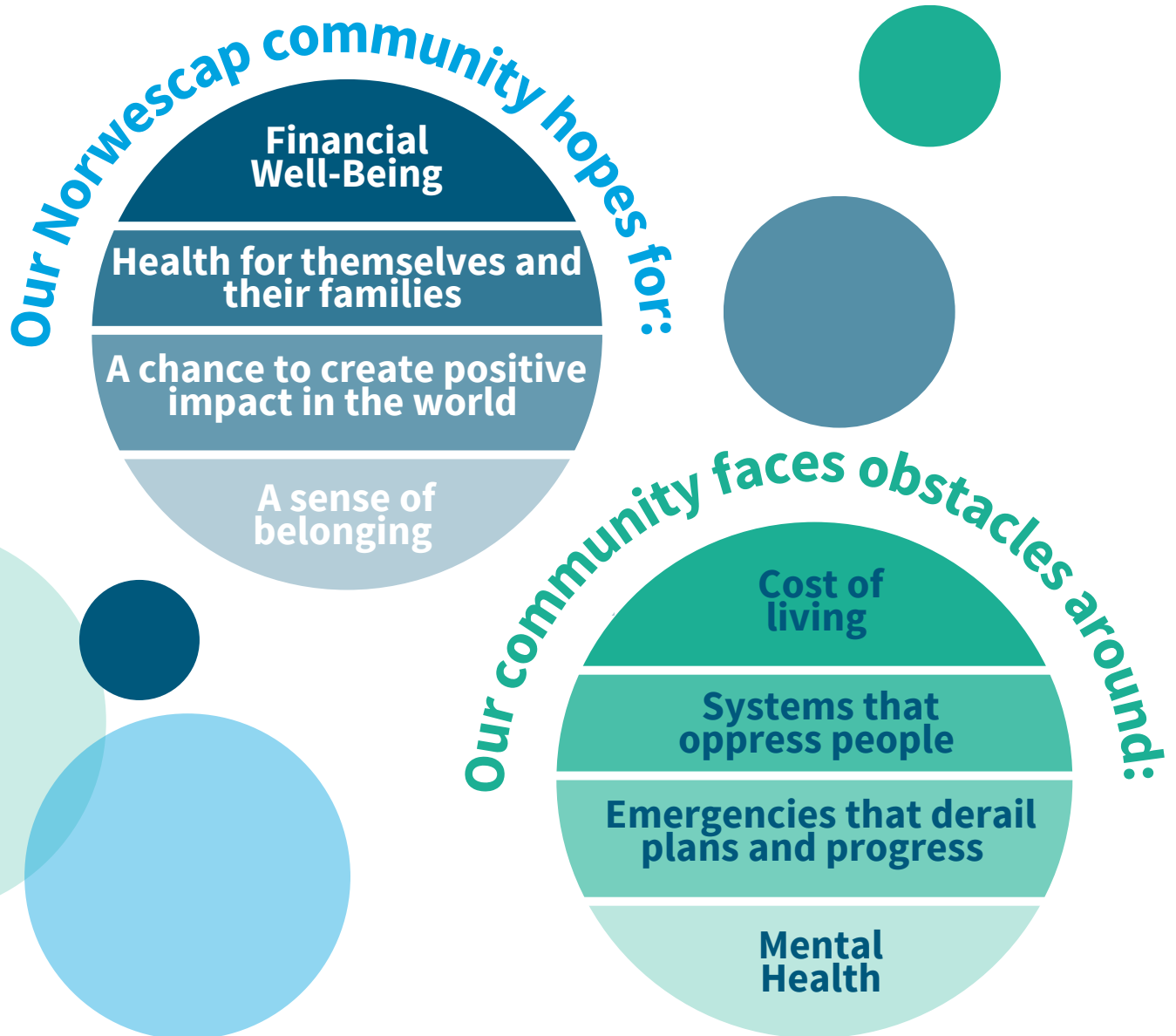
## Quality Service Delivery:

- 86.2% of participants are highly likely to recommend Norwescap to a friend or family member
- Participants report that they are treated with respect (4.45 out of 5), felt comfortable interacting with the Norwescap team (4.40), and received a response in a reasonable amount of time (4.36 out of 5)



# Learning from our community

As a Community Action Program, Norwescap is required to conduct a community needs assessment at least once every three years. In 2022, we reimagined our approach to the survey. Rather than focus on “deficits,” we invited our community members to share their hopes, aspirations, and obstacles with us. We asked open-ended questions such as “What are your hopes for yourself and your family over the next five years,” “What are your hopes for your community” and “What are your obstacles to achieving those hopes?” Even though there were no limitations to the answers we could have received, we saw many common threads across the responses we received from our participants, our donors, our volunteers, and our community leaders, business owners, and residents.



The open feedback we received from our community survey will help to shape the future of Norwescap and our work, as we set our vision for the next 3-5 years through our new Strategic Plan.



## New Program Spotlight: Regional ACEs Collaborative

Much of Norwescap's work involves connecting with and supporting families with young children, and with that work comes a need to be responsive to Adverse Childhood Experiences, or ACEs. ACEs focus on a range of traumas that can impact a child, how those traumas might follow them through life, and ways those experiences can be neutralized through positive experiences, nurturing support, and loving relationships. Some of the most common ACEs include poverty, divorce/separation, neglect, and physical or emotional abuse - any of which contribute to significant challenges into adulthood, such as continued poverty, mental illness, social maladjustment, and poor health. Addressing ACEs and working toward more positive experiences is critical to Norwescap's work to break the poverty cycle.

In 2021, the State of New Jersey's Department of Children and Families established a plan to create three Regional ACEs Collaboratives that could foster idea-sharing and collaboration among community based nonprofits, small businesses, schools, and other organizations that serve children and families. Norwescap, already having a significant presence in Somerset and Hunterdon counties, was chosen through a competitive RFP to lead the "Central Hub" which also includes Mercer, Middlesex, Monmouth, Ocean and Union counties.

As part of Norwescap's new role leading the Central "RAC" - Regional ACE's Collaborative - we invite idea submissions and award microgrants to all types of organizations throughout Central New Jersey, focusing on projects that can help educate the public about ACEs, mitigate the negative impacts ACEs can create, and foster more positive family experiences. The proposed

ideas are reviewed by a committee that includes Norwescap staff, representatives from the State's Office of Resilience, and volunteers from the community. So far, we have received ideas and awarded grants to area food pantries, pediatrics offices, community colleges, and local youth programs; funded projects range from creating and distributing family meal kits, to youth financial literacy education, to education and mindfulness coaching for parents. In total, we have awarded \$552,078 to 10 partners, and we are excited to continue and expand this work through our next round of funding and beyond.

ACEs can create a cycle that is difficult to break, and some negative childhood experiences are simply unavoidable. But when members of our community come together to support one another and create more opportunities for positive experiences for children and families, we can counter the traumatic impacts and help our children grow to become healthy, well-balanced, thriving adults and parents.





## New Program Spotlight: Sussex Borough Community & Cultural Center

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In 2020, Norwescap collaborated with the leadership of Sussex Borough to establish and facilitate a series of collaborative community conversations, based on the Dialogue to Change model as created by Everyday Democracy. The town's mayor and members of the Council, as well as other local leaders, business owners and residents, came together in these conversations to identify strengths and challenges within the community, and discuss ideas and solutions to improve the community and build more opportunities for its members. One result of these dialogues was the creation of the Sussex Borough Community and Cultural Center, in the vacant first floor space of a property owned by Norwescap on the town's main street, where we provide housing to seniors with low income on the second and third floors. The Center officially opened in May of 2022 and has already welcomed hundreds of area residents through its doors.

The Sussex Borough Community & Cultural Center provides an innovative array of programs and services to help individuals, families and the community thrive. SBCCC offers events, workshops, and resources for all members of the Sussex community and surrounding areas, including a "laptop lab" and programming focused on youth, senior, family and adult education, enrichment, recreation, and entrepreneurship/small business. The Center also provides access to Norwescap's broad array of supportive services; community members can meet directly with Norwescap staff to learn more about our various programs and apply for services that might benefit themselves and their families. In addition, regular events such as free pop-up produce markets; vaccine clinics and health screenings; and nutrition and healthy cooking classes offer support for the health and well-being of our community members.

We are grateful to the many community partners who work alongside us to enhance the programming and services offered at the SBCCC. The Sussex Borough Community & Cultural Advisory Board; Pass it Along; Local Share; Sparta Community Food Pantry; The Sussex County Hunger Coalition; Zufall Center; Lakeland Bank; Bakers Pharmacy; and Sophia Inclusive Catholic Community all contribute to the Center as a vibrant community space. We look forward to creating more events, learning opportunities, and community connections at the Center in 2023 and for years to come!



## Partner Spotlight: Sophia Inclusive Community

The Sophia Inclusive Community, a “welcoming, inclusive community” where “all gifts are honored,” shares many beliefs that align closely with Norwescap’s values. Their members embrace a progressive, liberal approach to social justice; they are vehemently anti-racist, and they proudly celebrate Black History Month, Pride Month, and other movements that recognize and lift up people who may be marginalized in a more traditional church setting.

When the group was founded in 2008 in Sussex County, the members sought not just to convene around their shared beliefs, but also to find a local organization with whom they could partner to turn their beliefs into action. And anyone who has met Dianna Morrison, the Director of Norwescap’s Pathways 2 Prosperity program, knows that she is a woman who puts belief into action every single day. So, when Sophia members first connected with Dianna, it didn’t take long for everyone to agree that this was a partnership that would create true impact.

Norwescap’s Pathways 2 Prosperity program helps adults, called Path Leaders, design their own pathway to sustainable self-reliance and resiliency. This peer-supported program has helped hundreds of participants secure and improve employment, stabilize housing, graduate training or college programs, and build financial capacity, while also building self-confidence and tools for continued growth. The group meets weekly on Tuesday evenings, so members of Sophia Inclusive Community made those Tuesday night gatherings part



of their weekly schedules as well. Some members would help cook dinner or clean up afterwards, while others began directly mentoring participants.

The more they saw the incredible outcomes being achieved through the program, the more members of Sophia Inclusive Community stepped up to help. They leveraged their personal networks to connect Pathways participants to job opportunities. When someone was preparing to move into a new apartment or home, Sophia members would be there to help pack and transport boxes; they would often secure donated furniture for participants’ new homes. The group supported Norwescap’s annual Carousel fundraising dinner, and began raising their own funds through weekly collections to support the Pathways program. They also kept a reserve of emergency funds for when a Norwescap participant needed help paying rent or some other pressing matter.

As Norwescap’s work in Sussex County has expanded, members of the Sophia Inclusive Community have been with us every step of the way. During Covid, when many people could not get to grocery stores or food pantries, Sophia members helped Norwescap mobilize to deliver food to families in need all over the county. When we began the work to transform the first floor of our building on Sussex Borough’s Main Street into a community center, Sophia members were there helping our team clean, paint, and scrape the windows to create a beautiful, welcoming space. Volunteers from Sophia continue to show up in Sussex each week to help with our pop-up food pantry distributions.

Sophia’s spiritual leader, Mike Corso, credits Dianna with inspiring the Sophia Inclusive Community members from day one. **“She is always focusing on the needs of those who have less,”** he says. **“She has a way of being there for everyone, when they need it most.”** We are grateful that this wonderful group found their way to Dianna, and Norwescap – they have amplified our work and magnified our impact in Sussex County more than we could ever measure!



# 2022 By the Numbers

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2022 saw a significant increase in demand for support, as so many families who had been “just getting by” now found themselves facing dramatic spikes in cost of living while Covid-related government supports came to an end. Norwescap’s team worked tirelessly to respond to people’s basic needs while also focusing on longer-term stability. We ramped up our capacity to provide housing support, worked to integrate our services around food, nutrition, and health, and supported hundreds of families in developing long-term strategies around employment, financial empowerment, and education.

**20,494** participants in **9,733** households  
received a direct service from Norwescap

**1.6**  
million

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

**8,903**

*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

**737**

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

**9,298**

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

**103,000** individual services were provided

**865**

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

**4,874**

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

# Norwescap 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 Domain

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.

*“Head Start is amazing. Everyone who works there goes above and beyond to help all the families.”*  
- Chris



*“Norwescap has blessed me since the day I met them. This opportunity is all I needed to graduate college. I am so overwhelmed by what you’ve done.”*  
- Vera





## Employment Domain

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.

*“Norwescap has been extremely helpful. I was down on my luck, not sure how I would make it through...they went above and beyond, ensuring that I was not alone and refusing to allow me to beat myself up but rather find solutions. I am now gainfully employed. The gratitude of my family supersedes what I can write here... Thank you Norwescap, you are Gems who care about your community. My family and I are forever grateful, and we look forward to paying it forward.” – Andrea*



## Financial Empowerment Domain

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.





# A Story of Financial Empowerment

## The House That Love Built



One of the most notable characteristics of Donna and Stephen's home is the many portraits of love throughout. Hanging on one wall is a wedding photo of Stephen's parents, and on another is a large, framed portrait of Donna's parents. Upon further inspection, you'll find some smaller framed pictures of younger versions of **Donna and Stephen**, formally appointed in more portrait photos. The blush of a blooming love is apparent in those images and hasn't lost its rosy hue in over 20 years. The love story of Donna and Stephen is still being written just as these smaller photos are still awaiting a shelf or wall to be hung on. Donna confesses, "I've redecorated over a dozen times since moving in!"

This house was built with love. Your first glimpse is when your eyes rest upon the vibrant purple door. That joyful color continues as you enter the home's open concept floor plan and meet the family who lives there... Donna, her husband Stephen, and their beautiful daughter Amber, a most un-typical teen in that she very much seems to enjoy the company of her parents. Their home was created with love.

Practically speaking, the house was built through a trifecta of support systems aligning. One is Habitat for Humanity and its "Sweat Equity" program for building homes. Another is Norwescap and our Individual Development Program, which provides a dollar-to-dollar match in savings. And the third was stimulus money provided through the Covid pandemic to help families stay afloat through an unprecedented economic, as well as health, crisis.

There is a fourth factor tying all this together. It's in the title of this story, and it's the guiding principle of so many successes – Love.



**To read the story of Donna and Stephen's journey to financial empowerment, visit:**  
**[norwescap.org/stories-of-resilience](https://norwescap.org/stories-of-resilience)**  
**and read their Story of Resilience - The House That Love Built**



## Health & Nutrition Domain

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: ShopRite

When you're checking out at the grocery store, have you ever been asked to "round up" your purchase to the nearest dollar to support your local food bank? You may not think that handful of change makes much of a difference, but when you multiply that contribution by thousands of shoppers over weeks or months, it's incredible how it adds up.

Annual "round up" campaigns are just one of the ways that ShopRite stores throughout Norwescap's footprint are harnessing the collective power of their communities – their customers, associates, vendors, brand and distribution partners – to fight food insecurity and provide real support to families who are struggling. ShopRite's signature program, ShopRite Partners In Caring (SRPIC), was founded in 1999 as a community-based hunger fighting initiative that allows shoppers to give back simply by purchasing products from participating brands, including General Mills and Cheerios, who support SRPIC and donate when their



*"Norwescap is a lifeline. I'm so grateful for these programs that have also connected me to other resources. I'm very thankful for the assistance during this trying time."  
- Tabitha*



## Partner Spotlight: ShopRite

products are purchased. Fundraisers, special events, programs and donations made through SRPIC have added up over more than two decades to \$62 million contributed to soup kitchens, food banks and pantries, and other nonprofits fighting hunger in all the communities where ShopRite stores operate.

Local ShopRite stores have donated more than \$1.3 million to Norwescap's Food Bank through the Partners in Caring program. But ShopRite's commitment to Norwescap runs even deeper; over many years of partnership, local ShopRite stores have supported Norwescap and our Food Bank's work in so many countless ways. The annual ShopRite LPGA Golf Tournament, which



benefits nonprofits throughout New Jersey, has included Norwescap among its partner beneficiaries every year. ShopRite of Hunterdon County organizes an annual 5k "Race for Hunger" that has raised nearly \$600,000 over the last 26 years. And during this past year, when Norwescap was facing challenges with reduced food bank warehouse capacity and food supply chain issues, local ShopRites worked alongside our staff to create "pop-up distributions" that helped us get staple food items out to our local pantries, ensuring our neighbors had access to food when many shelves were going bare.

ShopRite has also brought other supporters into the fold. Last October, ShopRite and the Kellogg Company teamed up as part of Kellogg's Feeding Reading program to support Norwescap, through a contribution of more than 1,000 books for toddlers, school aged children, and youth/teens.

The books were distributed to hundreds of participant families throughout Norwescap's footprint. In addition, ShopRite and Kellogg's made a \$10,000 donation to Norwescap, and our Food Bank received a donation of an entire truckload of Kellogg's products.

ShopRite is one of our longest-running partners, and its support has translated to literally millions of meals on the tables of local families. ShopRite's commitment to ending hunger has not only brought direct support where it is needed; it's also helped to shine a light on both the pressing issues of food insecurity, and the solutions that can be created when we come together as a community.







## 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.

***"I completely ran out of oil and had to turn my furnace off...I reached out for help, my request was expedited and I was treated with the utmost respect. Thank you so very, very much!"***

***-Carrie***



### Partner Spotlight: TD Charitable Foundation

There is no sugarcoating the fact that 2022 was a difficult one for many people; and of all the challenges our community members have faced, the most pressing one that has emerged is housing. As Covid-related eviction moratoriums came to an end in 2021, rents increased an average of 30% across the state of New Jersey. For families who were already living paycheck-to-paycheck, suddenly paying an additional \$500, \$800 or even \$1,000 or more each month for rent meant their financial situations went from

difficult to unsustainable. Over the past year, Norwescap saw a significant increase in the number of our participants facing a housing crisis; at the time of intake, more than 39% of families were currently homeless or about to become homeless, while another 30% were in an unaffordable rental situation.

The affordable rental/housing market in New Jersey is not easy to navigate. Regulations vary by county and municipality, the paperwork can be complicated, and people may go through the entire process only to find out they don't qualify for the assistance program they were counting on. While Norwescap has a long history of running specific programs to help people facing eviction, we knew we needed to create a stronger support system to help the thousands of families reaching out to us for housing assistance.



## Partner Spotlight: TD Charitable Foundation



Enter the TD Charitable Foundation's "Housing for Everyone" program. In 2022, Norwescap was selected as one of five nonprofits in New Jersey to receive a grant through this extraordinary program, which has supported over 500 projects with over \$42 million in funding since the initiative began in 2005.

TD Charitable Foundation awarded Norwescap with a grant of \$250,000, allowing us to expand our housing work by hiring a new housing support team. These housing coordinators work across our footprint to guide individuals and families who are in unsustainable housing situations, helping them understand what programs they may qualify for and navigate requirements for housing vouchers or other supports. Norwescap's housing team members stay with families as they work through challenges, often supporting participants for many months to ensure they navigate their way to safe and affordable housing.



Housing is one of the most fundamental human needs, and yet the housing support resource system is one of the most complex and difficult to navigate. TD Charitable Foundation's commitment to supporting "Housing for Everyone" has allowed us to ease that struggle for thousands of people. In 2022, our housing team helped nearly 850 families to become housed, and nearly 450 families to settle into affordable housing. We are deeply grateful to the TD Charitable Foundation for this investment in our mission, which has allowed us to help so many families stabilize and move towards a more thriving future.





## Volunteerism & Civic Engagement Domain

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: Jan O'Keefe



If you live in or near Phillipsburg, you may have stopped in Norwescap's Thrift Store to do a little shopping from time to time. And if you've come to visit the store, you have very likely met Jan O'Keefe. A loyal volunteer who helps run the store every Wednesday and Friday, **Jan has donated more of her time than any other single volunteer at Norwescap.**

Jan actually started "training" for her volunteer position well before she knew anything about Norwescap. In her late teens, Jan worked at Woolworth's in New Brunswick, and found that her favorite part of the job was setting up the merchandise displays on the counters. Her store managers noticed her creative flair and Woolworth's started sending her to create window displays for new store openings. But knowing that she needed a more practical career, Jan put herself through nursing school and spent her career at Morristown Medical Center, working as an oncology nurse and then an orthopedic trauma nurse.







## Volunteer Spotlight: Jan O'Keefe

After her retirement, Jan's husband unfortunately passed away, and she wanted to do something meaningful to fill her time. Her daughter introduced her to Norwescap's Food Bank Director, and Jan decided that the Thrift Store was a perfect match. Volunteering at the store allows her to be creative, stay active, and meet all sorts of nice people – as well as some “very interesting people,” as Jan describes some of the customers.

Norwescap's Thrift Store offers a wide variety of items, from school supplies to clothing, household décor, holiday decorations, greeting cards, and more. The store is bright and cheerful, and the items are well-organized and nicely displayed, making for a truly enjoyable shopping experience – thanks the creative care Jan, working alongside Kate from Norwescap's team, takes in



setting up the store shelves. Every donated item is carefully reviewed, cleaned, and showcased; most items are priced at just a dollar or two, which Jan says is especially helpful to many of the customers who struggle financially. But the store also invites shoppers who enjoy hunting for treasures while knowing that their purchases are supporting a good cause – all of the items in Norwescap's Thrift Store are donated, so 100% of purchases support our Food Bank. When Jan first started volunteering, she says, bringing in more than \$100 in a day was rare; now the store regularly brings in more than \$400 a day, in total raising over \$30,000 each year for the Food Bank.

Jan is modest about her contributions to Norwescap, but we know the success of the Thrift Store wouldn't be possible without her. So next time you're in Phillipsburg, stop by the store at 201 Broad Street to do some shopping for a good cause – and be sure to say hello to Jan!

# 2022 Financials

*Fiscal Year September 1, 2021 – August 31, 2022*

## 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 below 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 2022, 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 investments in Fiscal Year 2022, we were able to deliver \$3.59 in value to our participants and the community at large through our services.***

### Norwescap Investment Amount

Funding Investment\* \$22,667,985

Donated Volunteer Time \$333,446

**Total Investment \$23,001,431**

*\*Funding surplus from FY22 not included in this total*





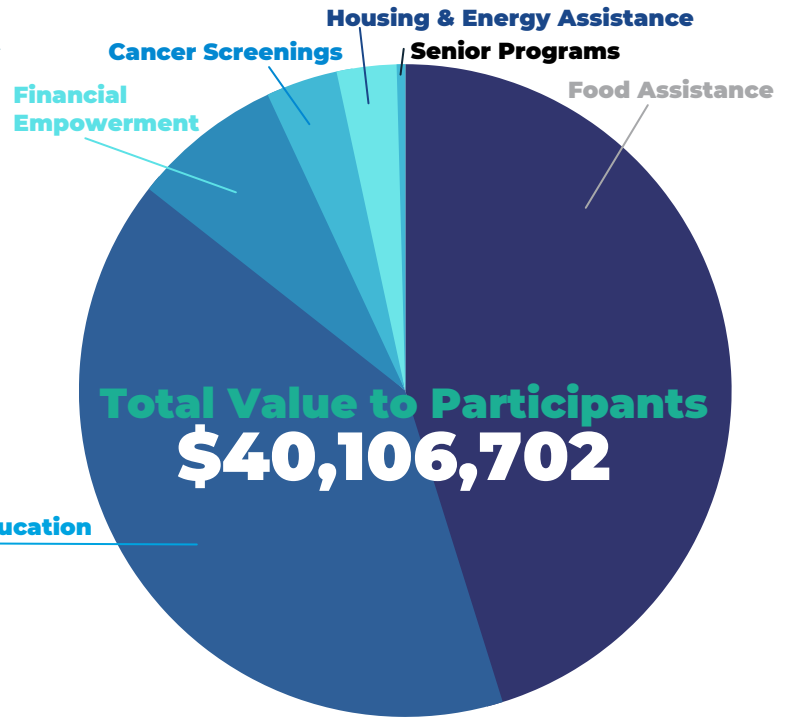
## ROI to Participants

### Program Area

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

### Value to Norwescap Participants

\$18,161,208  
\$16,257,691  
\$3,000,424  
\$1,427,580  
\$1,189,159  
\$70,460  
**\$40,106,702**



## Societal ROI

### Program Area

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

### Value to Government/Society

\$62,253,128  
\$1,745,898  
\$2,881,665  
\$1,256,137  
\$5,391

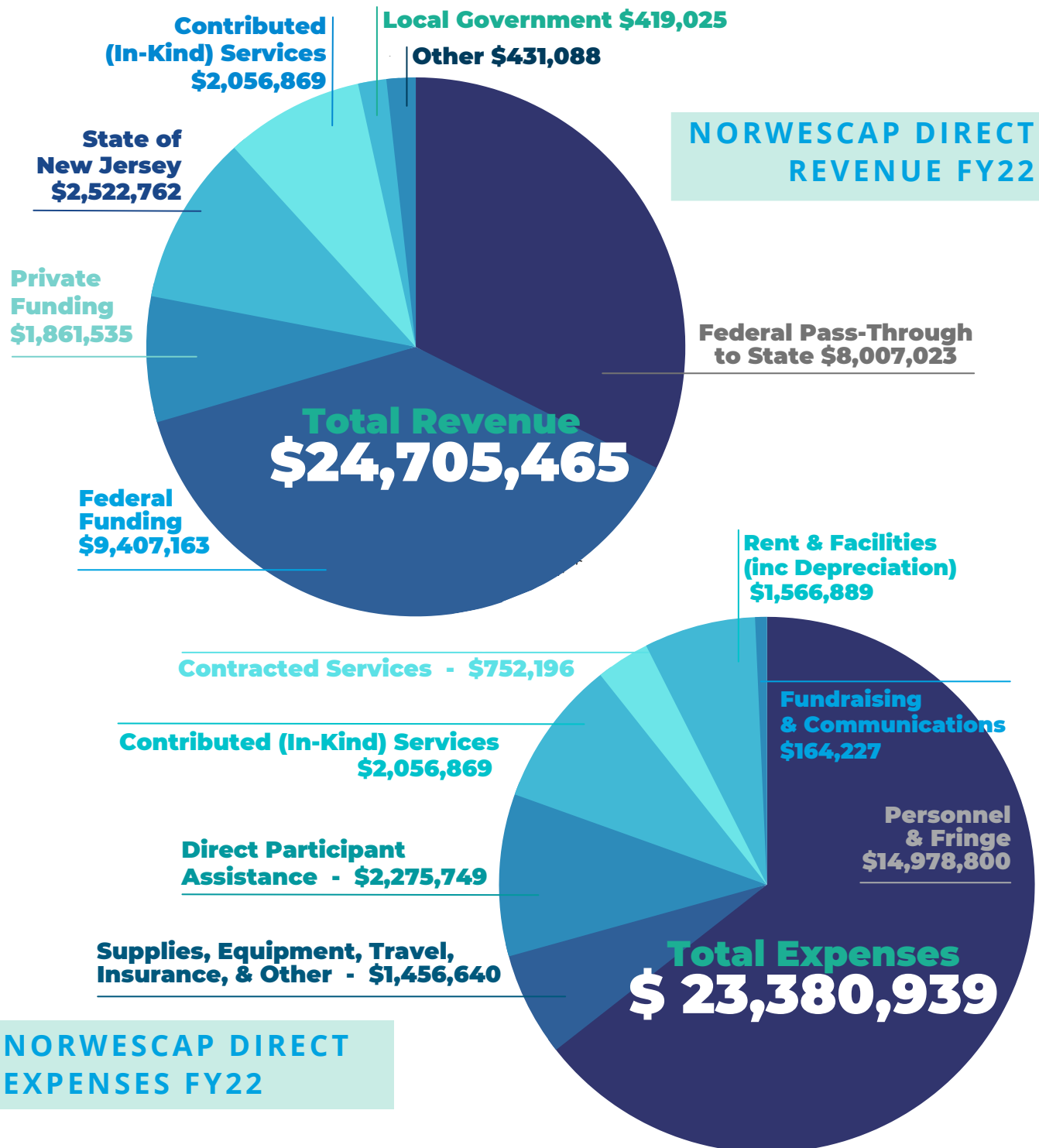
**Total Value to Government/Society\* \$68,142,219**



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

# 2022 Financials (continued)

Revenue and Expenses for Fiscal Year September 1, 2021 to August 31, 2022



## Notes Regarding COVID Funding:

Revenue for FY22 includes the following funding received by Norwescap for COVID-related services and relief:

- Federal Funding: \$585,809 in additional funding through the Head Start American Rescue Plan and Consolidated Application Act
- Federal Pass-Through to State: \$1,515,417 in additional funding through CARES (\$996,087 for Food Bank and \$519,330 in CSBG); \$123,048 in additional funding for energy and heating assistance for households with low income (LIHEAP and HIP)
- This additional revenue supported Norwescap's efforts to respond to the ongoing impacts of COVID, through increased food distribution, emergency housing, heating, and utility assistance, Head Start facilities improvements and personnel supports, and other needs for at-risk families.



# Looking to the Future

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As we emerge from the long shadows of the pandemic and begin looking ahead to 2023, we are seeing some bright red warning signs for many of our participants – but we are also working on some innovative strategies and solutions that will provide new opportunities. The warning signs include dramatic increases in both housing and food insecurity, and growing concerns about behavioral & mental health. To help us tackle some of these issues, we are streamlining our program structure, continually building out our ability to capture and utilize data, reinventing our website to focus on participants, coordinating with our sister foodbanks and housing organizations, and refreshing our strategic plan.

Many Covid-era supports are ending, such as emergency SNAP benefits, rental assistance programs, eviction moratoriums and the child tax credit. Coupled with skyrocketing rent and increased food and gas prices, families at the lower end of the economic scale are facing unprecedented challenges. The ending of emergency SNAP benefits reduces participants' benefits by \$190 on average. Since the end of the eviction moratorium, typical rents have gone up 30-50% with some rents doubling, costing families an extra \$300 or more per month. These economic forces have already sent increasing numbers of participants to our partner food pantries and our WIC program, and dramatically increased calls to our offices for rental assistance. Covid's impact on mental and behavioral health is also leading to increased demand for more comprehensive services, particularly as those issues impact children and lead to more adverse childhood experiences.

As we prepare to refresh our strategic plan for the next 3-5 years, we know that these issues will top our priority list. But many other issues will continue to stress our communities too - so Norwescap will have to be data-driven, innovative and responsive to these needs. For example, we are working to expand our capacity to store food, especially proteins and produce, to supply our partner pantries. We are working on a plan to create more housing that low/moderate income families can afford and have doubled our footprint for attracting investments in the physical and human capital of distressed neighborhoods. We have become one of the State's leading organizations supporting innovative approaches to adverse childhood experiences. We are partnering with school districts, childcare providers and Head Start to expand access to affordable, high-quality childcare. Thanks to the recent purchase of Sullivan's on the Main in Phillipsburg, the coming year will also see Norwescap work with local food entrepreneurs, to develop their own food-based businesses and create training and job opportunities.

The upcoming year promises to be challenging and rewarding as we implement new solutions to emerging problems. It is your support that has helped us accomplish so much and it will be your support that propels us forward to meet these new challenges. We look forward to our continued work together.

Thank you! - *Mark*

Visit [www.norwescap.org](http://www.norwescap.org) 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

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**Mark Valli**, *Chief Executive Officer*



**Edmund Khanoo**, *Chief Financial 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



**Pictured L to R:** James Buehler, Richard Conley, Heather Thompson, Edmund Khanoo, Maritza Baakman, Michael Kerwin, Robert Anselmo, Mark Valli, Nancy Seus, Christine Nesbitt, Deanna Dahl Rodriguez, Aileen Arsenault, Lisa Weber, Charles Boddy

**James Buehler**, *Board Chair*

**Christine Nesbitt**, *Vice Board & Secretary*

**Aileen Arsenault**, *Treasurer*

**Robert Anselmo**, *Deputy Treasurer*

**Richard Conley**, *Assistant Secretary*

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James Buehler  
Richard Conley  
Elycia Lerman

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## SUSSEX COUNTY

Jesse Oliver  
Scott Paul  
Alyssa Fuller \*\*

## WARREN COUNTY

Christine Nesbitt  
Charles Boddy  
Robert Anselmo

*\*\*Joined Board after September 1, 2021*



**[norwescap.org](http://norwescap.org)**  
**908-454-7000**