



COMMUNITY NEEDS ASSESSMENT

JUNE 2020

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Executive Summary

Southern New Hampshire Services (SNHS) conducts a Community Needs Assessment every three years as required by the Community Services Block Grant (CSBG) legislation. Additionally, it is a major focus of the Organizational Standards which measure the organization capacity and overall health of Community Action Agencies. Seven of the 58 Standards deal with the Community Needs Assessment. The Assessment also provides the basis for the development of the agency's strategic plan.

To conduct this in-depth assessment, SNHS solicited input from a variety of stakeholder groups throughout the agency's service area of Hillsborough and Rockingham Counties. Targeted populations include current SNHS service recipients, community organizations, municipalities, school districts, churches, health care organizations, social service agencies, other partners, and agency staff. Data was gathered from surveys targeting these groups. We planned to conduct focus groups to take a deeper dive to the root of community strengths and needs. Unfortunately, that effort had to be halted due to the COVID-19 pandemic which struck at the same time that SNHS was due to conduct the focus groups. However, we did gather a significant amount of valuable information to be able to effectively complete the assessment.

Client Feedback

The client survey was available at SNHS' ten Resource Centers, emailed to recipients of the Fuel Assistance Program, Workforce Innovation and Opportunities Act program, and texted to recipients of the Women, Infants, and Children (WIC) program. A Spanish language version of the survey was also available, and we received about 50 Spanish survey responses. Approximately 2,000 total completed surveys were received which provided valuable data about the needs of low-income households in Hillsborough and Rockingham Counties.

SNHS hosted a two-day "Issues and Opportunities Forum" with over 30 SNHS service recipients and 50 employees in May, 2019 to solicit in-depth feedback about the obstacles they face to receiving services. SNHS gathered valuable perspective through various exercises in which service recipients provided in-depth feedback about optimal service delivery, what the barriers are to receiving services, and unmet community needs.

Employee Surveys

As part of the Community Needs Assessment process we thought it important to obtain employee feedback about what they are seeing as they live and work in the community. Staff who interact with clients are aware of the struggles these families face, and can provide insight into the issues they face as well as possible solutions. Additionally, a number of staff have been or currently are eligible for services the agency offers, which gives them a unique perspective on needs within the community and the service delivery process.

Provider Feedback

To garner a different perspective about the community, SNHS surveyed about 200 community service providers and partner agencies who were asked about services available, gaps in services, and other community strengths and weaknesses. The groups surveyed included community-based organizations, faith-based organizations, the private sector, the public sector, and educational institutions.

COVID-19

In December 2019, the novel coronavirus disease of 2019 (COVID-19) was discovered to be the causative agent for acute respiratory and flu-like symptoms and began infecting increasing numbers of people in the Wuhan Province of China. The first case in the United States was confirmed by the Centers for Disease Control and Prevention on January 22, 2020. Despite efforts to contain the virus, by March 11, 2020, the World Health Organization declared COVID-19 a global pandemic. By March 17, 2020, all 50 US States had confirmed cases of the virus.

Because of the highly contagious nature of COVID-19, the alarmingly high rate of fatalities associated with it and the lack of a vaccine or treatment, the only effective way to prevent mass illness is through restricted travel, physical distancing, frequent hand washing, coughing in elbows, not touching the face, and staying at home. By mid-March 2020, with the virus clearly past the stage of effective isolation and contact tracing, local, state and federal public health officials recommend extreme measures to minimize a public health catastrophe: mass quarantine, physical distancing, and a virtual lockdown of all public gatherings. On March 26, 2020, New Hampshire Governor Chris Sununu issued a stay at home order, forcing all non-essential businesses to close and bringing to a halt much of NH's economic activity.

Children, families, individuals, and staff may experience heightened stress, anxiety, and trauma as a result of the COVID-19 crisis. Loss of income, growing childcare needs, heightened food insecurity, housing and energy instability, lack of access to transportation, lack of basic supplies, and increased domestic violence are growing factors as the crisis unfolds. Mental health considerations will need to be a focus as individuals deal with the many different stressors/traumas caused by the pandemic, especially its impact over an extended time period.

As a result of COVID-19, SNHS has had to change the way in which it provides services to those who need them. Many program funders have relaxed requirements to allow for social distancing to ensure the safety of staff and clients. Staff have been equipped with the technology needed to effectively work from home. SNHS instituted an "Action Line" which is a phone line which clients can call to get connected with the services they need in a timely manner. As time goes on and COVID-19 continues to change the landscape of the community, SNHS will remain agile and adapt to the emergent needs of low-income individuals and families.

Community Strengths

There are a number of strengths in the communities of Hillsborough and Rockingham Counties and in the state of NH as a whole.

Many towns and cities in the two counties have local welfare departments that provide emergency services to those in need. Some examples are food, medications, housing, and utilities. They are a strong partner and provide vital financial services to help individuals and families meet their basic needs.

In the area of housing and homelessness, SNHS' service area includes at least part of each of the 3 Continuums of Care in New Hampshire – Manchester, Greater Nashua and the Balance of State. These Continuums are comprised of organizations and municipal entities and are designed to coordinate housing and services for funding for homeless families and individuals. Members meet regularly and together they establish policies and practices to address the needs of homeless and at-risk households

in their respective areas. In this way duplication of effort is eliminated, collaboration is enhanced, and services are delivered as effectively as possible. Homelessness is a complex issue, and many localities struggle with housing policies that ensure access and affordability. These Continuums provide a forum for discussion and coordination among non-profits and local and state government as they work to meet the needs of homeless and at-risk individuals and families.

There have been a number of coordinated efforts at the local, state, regional, and national level to coordinate service delivery in such a way that it makes them more accessible to individuals and families. The State of NH in collaboration with a federally led effort through the Administration for Children and Families, the National Conference of State Legislators, and the National Governor's Association has created a NH Chapter of the Whole Families Approach to Jobs "Parents Working Children Thriving." This group aims to create economic mobility pathways and incentivize work for families, create a system in which families are involved in policy making, and promote efficiencies in government and multi-sector partnerships.

Another effort was initiated by the NH Legislature with support of the Governor. Through HB4, they created a working group to oversee this work to mitigate the cliff effect. This group is composed of State Senators, Representatives, along with representatives from state agencies, including the Associate Commissioner of Department of Health and Human Services, the Deputy Commissioner of the Department of Educations, the Deputy Commissioner of the Department of Employment Security, the philanthropic sector, businesses, nonprofits, as well as a parent (client) representative. *Note - The term "cliff effect" refers to the financial hardship that is often incurred when someone accepts employment, or a promotion, resulting in increased income, but also in a loss of public benefits. The unfortunate reality is that the increase in wages is frequently less than the value of the lost benefits. The cliff effect has acted as a deterrent for people to accept employment or promotions thus negatively affecting the future of families and businesses.*

SNHS's Executive Director co-chairs both the NH Chapter of the Whole Families Approach to Jobs Workgroup and the Cliff Effect Workgroup. These efforts are occurring at the same time as federal agencies are expressing initiating cross-sector cooperation and innovative strategies to make accessing services as effortless as possible for those who need them.

Identified Needs

In analyzing the data, we identified trends regarding needs within our service area. A need for dental services was identified by clients, providers, and staff alike. It was the most frequently selected need of clients completing the survey. Only one NH Medicaid insurance provider offers dental coverage for adults. There is some availability of funds to cover cosmetic dental procedures for public benefit recipients, but it is limited. The result is that many of NH's low-income residents do not have access to adequate dental care. This impacts the individual's physical and emotional health, and can be a barrier to employment and overall community involvement.

Another theme that arose from all groups who were surveyed was the need for housing supports in the community. Long wait lists for Section 8 vouchers, low vacancy rates, and high rent costs have left many struggling to find safe affordable housing for their families. The Governor has instituted a halt on evictions as a result of the COVID-19 pandemic, but once that is lifted many families will be facing the grim reality of losing their housing if they have not been able to keep up with rent payments.

Transportation was a prominent need identified. Between a lack of public transportation options (especially in rural areas), the inability to purchase a vehicle, the cost of registration, and many individuals who have outstanding fines preventing them from obtaining a license, transportation is a major barrier for low-income individuals. Good News Garage provides used donated vehicles to a small portion of the low-income population and some public service programs will assist with registration fees or bus passes. But what is available in the community for support is not nearly enough to address this issue for so many who need assistance.

Interestingly, mental health was identified as a community need by staff and partners, but did not come up as much in client responses. The limited number of providers who accept Medicaid and an increase in suicides were identified as possible contributors to this community need.

Other needs that emerged were child care, food, legal services, homeless shelters, clothing, and substance abuse services.

Many respondents across surveyed groups articulated the need for service delivery coordination. It is burdensome for clients to repeatedly provide the same information and documentation when applying for programs. A centralized intake would make the process of receiving services far more efficient both for families and staff.

Another notable recommendation related to SNHS' need to raise awareness about the agency as a whole and what services it provides. This was a central part of the feedback received from service recipients at the "Issues and Opportunities Forum." Individuals are familiar with the program from which they receive services, but are often unaware of the multiple other services offered within the agency. This was also clear from the client survey (which was completed 100% by current SNHS clients), to which one out of five respondents responded "no" when asked if they had received services from Southern NH Services in the last twelve months.

COMMUNITY NEEDS ASSESSMENT

About Southern New Hampshire Services

Southern New Hampshire Services is the Community Action Partnership serving Hillsborough and Rockingham Counties. SNHS was chartered in the State of New Hampshire to serve the City of Nashua and the twenty-nine towns in Hillsborough County, in accordance with the Economic Opportunity Act of 1964. In 1969 the organization became the Community Action Partnership for the City of Manchester as well, which meant that its service area included all of Hillsborough County. The agency's name was officially changed to Southern New Hampshire Services, Inc. (SNHS) in 1974. On July 1, 2011, Rockingham Community Action was merged with SNHS, expanding the service area to include both Hillsborough and Rockingham Counties. SNHS provides services to residents in all 65 towns and three cities in its service area.

SNHS is one of approximately 1,000 Community Action Partnerships nationwide which came into existence as part of President Lyndon Johnson's War on Poverty. The goal of community action is to create a community in which families are given the opportunities they need to be financially independent. This is done by meeting the needs unique to local communities. A Community Needs Assessment is conducted every three years to ensure that agencies are identifying the causes and conditions of poverty and creating appropriate programming to address them. Gaps in services which are identified during the needs assessment process can either be addressed directly within the agency or in partnership with community agencies that may be better suited to meet the need. The findings from the assessment inform the agency's strategic plan.

As a Community Action Agency, it is SNHS' purpose to provide social service programs and advocacy activities for the economically disadvantaged, elderly, youth, and other specialized populations in the organization's service area. To that end, SNHS operates more than 60 programs, contracting with the federal, state and local governments as well as other social service agencies and private entities. The programs offered include Child Care, Early Head Start, Head Start, the New Hampshire Employment Program, several initiatives under the Workforce Innovation and Opportunity Act, Financial Capability, Adult Basic Education services, Women Infants and Children Nutrition Program (WIC), Commodity Supplemental Food Program (CSFP), Energy and Utility Assistance, Weatherization, Elderly Housing, Supportive Housing for the Homeless, Homelessness Prevention/Intervention programs, and the Retired Senior Volunteer Program (RSVP). Approximately 31,000 individuals are assisted through these programs and services each year.

SNHS administers approximately \$35 million in financial resources on an annual basis. Of that amount, 80% or more of funding comes from federal grants. Private resources, including utility companies, foundations and other local sources account for approximately 18% on average, and state funds make up the remainder, generally 2% or less. SNHS employs over 450 employees and operates ten Resource Centers throughout Hillsborough and Rockingham Counties.

Snapshot of SNHS Client Demographics FY 2019

Individuals served: 30,948
Households served: 14,219

Gender

Male	13,152
Female	17,780

Race

American Indian or Alaska Native	40
Asian	300
Black or African American	1,398
Native Hawaiian & Other Pacific Islander	1
White	28,132
Other	0
Multi-race (two or more of above)	11
Unknown/not reported	1,066

Household Income (% of HHS Poverty Guideline)

Under 100%	5,157
100 – 150%	3,853
151 – 200%	2,157
201 – 250%	816
Over 250%	94
Unknown/not reported	2142

Hillsborough and Rockingham County Data

Note: Updates relating to COVID-19 will be included in this section in italicized print.

Southern NH Services embarked on this community needs assessment process in late 2019. As we were close to completing it, the COVID-19 global health pandemic struck. The vast majority of the data gathered for this assessment was obtained in a pre-COVID-19 world; today the economic landscape is hugely impacted and rapidly changing as the pandemic continues to pervade society. To the best of our ability, we have included up-to-date economic and community impacts that have arisen as a result of the pandemic.

Hillsborough and Rockingham Counties combined contain approximately 53% of the population of the State of New Hampshire (708,850 residents out of an estimated state population of 1,331,848). The population density for this area, estimated at 455.6 persons per square mile, is greater than the state average population density of 143.7 persons per square mile, and the national average population density of 91.4 persons per square mile. Since SNHS's last Community Needs Assessment completed in 2016, the two counties have grown by 15,738 people, a change of 2.25%. This is a larger change than the state as a whole, which grew by 1.71% (*American Community Survey 2014-18 5-year estimates*).

The population of the area also continues to grow older. In 2016, 27% of the population of the two counties was over the age of 55. Based on the 2018 data, that age group has grown to over 30% of the population. The table below shows that Hillsborough and Rockingham counties and the state as a whole have a higher median age, smaller population of children under the age of five, and a larger population of people over age 55 compared to the nation (*American Community Survey 2014-18 5-year estimates*).

	USA	NH	Hillsborough	Rockingham
Median age	37.9	42.7	40.5	44.3
Under 5	6.10%	4.80%	5.30%	4.60%
Over 55	28.00%	32.30%	29.20%	32.70%

Hillsborough and Rockingham counties are the most racially and ethnically diverse of the state. While the percentage of the population who are Hispanic/Latino is smaller than the nation’s as a whole, the two counties are home to 73.5% of the state’s Hispanic/Latino population. The table below shows the breakdown of race and ethnicity in the two counties and the state (*American Community Survey 2014-18 5-year estimates*).

	New Hampshire		Hillsborough		Rockingham	
White	1,276,008	95.00%	378,167	92.00%	294,533	96.50%
African American	29,687	2.20%	15,536	3.80%	3,958	1.30%
American Indian	11,004	0.80%	2,834	0.70%	1,910	0.60%
Asian	45,550	3.40%	20,234	4.90%	7,984	2.60%
Pacific Islander	1,412	0.10%	708	0.20%	275	0.10%
Other race	9,532	0.70%	4,439	1.10%	2,312	0.80%
Hispanic or Latino	48,356	3.60%	26,843	6.50%	8,713	2.90%
Not Hispanic or Latino	1,295,266	96.40%	384,244	93.50%	296,416	97.10%

Hillsborough and Rockingham counties are also economically diverse. The two counties have the highest median household incomes in the state, with Rockingham at \$90,429 and Hillsborough at \$78,655. Per capita income is also higher in the two counties than the state and the nation as a whole. But while the service area is relatively economically well off, there are still many families and individuals who are struggling. In Hillsborough and Rockingham counties, 5.4% and 3.0% of families, respectively, or about 8,220 families total, are living at or below the federal poverty line. The federal poverty line in 2018, the most recent year of poverty data, was \$25,100 gross annual income for a family of four. Additionally, 58.14% of students in Manchester, the largest city in Hillsborough county, are eligible for free or reduced school lunch (*NH Department of Education*). This is one of the highest eligibility rates of all school districts in the state.

Employment

In the years since our last community needs assessment the employment rate in the service area has continued to improve, as it has in the rest of the nation. The unemployment rate of Hillsborough and Rockingham counties, both at 2.4% (*NH Employment Security*) is lower than the state average of 2.6% and the national average of 3.5%. The official unemployment rate, however, only counts those unemployed who are actively looking for work. There is another labor metric, frequently referred to as the “real unemployment rate,” which includes those unemployed who have not looked for work in the past four weeks and those who work part-time but want to work full-time. For the period of October 2018 through September 2019, the real unemployment rate for the state of NH was 5.0% (*US Bureau of Labor Statistics*).

COVID-19 Impact on Employment – As of May 21, 2020, Hillsborough and Rockingham Counties were experiencing an unemployment rate of 17.6% and 15.8% respectively. It is unknown at this time how

many unemployed individuals will regain their employment once the state economy is reopened and how many will remain unemployed for the long-term.

- Individuals in many sectors of the economy – but particularly the service sector, the retail sectors, gig economy, and others most affected by quarantine policies – are currently experiencing sudden and unexpected unemployment. Some individuals who are suddenly unemployed are unaware of resources available to them and their families as they are experiencing unemployment for the first time.
- Caregivers of school-age children must secure child care arrangements for their children or sacrifice employment to care for their children. These same caregivers are also expected to be primary teachers for their children during the period of the closure. Parents with limited resources face numerous challenges as a result of this situation.
- Sudden layoffs and other employment disruptions are being addressed by emergency response measures; however, it is anticipated that long-term recovery efforts will be required to help clients reconnect to the workforce, particularly those for whom employment assistance has not previously been required.

New Hampshire is one of 21 states, and the only state in New England, whose minimum wage is the same as the federal minimum wage of \$7.25 per hour (*US Department of Labor*). The MIT Living Wage Calculator (*Massachusetts Institute of Technology*) reports, by state, the minimum hourly wage an individual would need to earn to support their family without public assistance. According to the calculator, two adults working full-time in NH with no children would each need to earn \$9.50 per hour to support themselves, while a single parent with two children would need to earn \$29.58 per hour. According to the table below (*NH Occupational Employment Statistics Program*), the most numerous jobs in the state pay an average hourly wage of \$10.98 to \$19.86 per hour. So while the state’s low unemployment rate is good news, many employed individuals are not earning enough to get by.

Top 10 Occupations by Estimated Employment*

SOC Code	Occupation	Estimated Employment*	Mean (Average) Wage
41-2031	Retail Salespersons	24,745	14.21
41-2011	Cashiers	22,396	11.32
43-9061	Office Clerks, General	15,633	19.86
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	14,751	10.98
43-5081	Stock Clerks and Order Fillers	14,046	14.11

Food Insecurity

Another measure of an area’s economic climate is the food insecurity rate, or the lack of consistent access to adequate food for all household members. In Hillsborough and Rockingham counties, the average food insecurity rate is 8.1%, lower than the food insecurity rate for NH and the nation overall, which are at 8.7% and 12.5%, respectively. In the two counties, that is about 57,600 individuals who at times do not have enough food to feed everyone in their family, or who have to make tradeoffs

between paying other bills and buying food. More alarming is that 54.5% of food insecure people in the two counties are above the income limit for Supplemental Nutrition Assistance Program (SNAP), formerly called food stamps, meaning they make just enough to not qualify for needed food assistance (*Feeding America*).

COVID-19 Impact on Food Insecurity - According to the Carsey School of Public Policy at the University of New Hampshire, food insecurity directly resulting from the COVID-19 pandemic is going to be a chronic issue for many NH individuals and families. The Brookings Institute has reported that food insecurity is disproportionately impacting families with young children on a national scale. In households with children under 12, US food insecurity went up 25% from January 2020 to April 2020.

Housing

Housing availability and costs present a concern in the area. Finding and maintaining safe and affordable housing is especially challenging for low-income families. The federal standard for the cost of housing is 30% of a families’ income, so families spending over 30% of their income on housing are considered cost burdened households. This includes housing costs for all owners and renters, not just low-income families. Based on data from the American Community Survey, 32.5% and 30.1% of households in Hillsborough and Rockingham counties, respectively, are housing cost burdened. These rates are close to the state and national rates of 31.8% and 32.6%, respectively. All four area rates of cost burdened households have decreased since our last community needs assessment. Additionally, the number of families experiencing homelessness has decreased by 15.62% and 16.17% in Hillsborough and Rockingham counties, respectively, according to the 2019 Point-In-Time Count (*NH Coalition to End Homelessness*).

While this is good news, there are still many families struggling to find affordable housing in the area. According to data from the NH Department of Education (DOE), the number of students experiencing homelessness has increased in both counties and in the state as a whole. The DOE uses the McKinney-Vento definition of homelessness, which includes students who are couch surfing or doubled up with other families in single family homes. This suggests that although family homelessness appears to be decreasing, these families may be in unstable or inadequate housing arrangements. Additionally, according to data by the NH Housing and Finance Authority, rental rates in the service area continue to increase while vacancy rates decrease. NHHFA states that a healthy vacancy rate is 4-5%, which allows for a smooth transition from one dwelling to another when an individual moves. Low vacancy rates play a major role in the increase in rent and housing costs. The table below shows 2019 data and the change over the past two years in student homelessness, rental rates and vacancy rates for two bedroom units (*NH Coalition to End Homelessness*).

	Rental rates		Vacancy rate		Student Homelessness	
	2019	% change	2019	% change	2019	% change
NH	\$1,347	6.99%	0.80%	-0.60%	3993	12.10%
Hillsborough	\$1,456	5.20%	1.00%	-0.20%	1562	15.62%
Rockingham	\$1,568	11.28%	0.30%	-0.81%	510	16.17%

COVID-19 Impact on Housing - On March 17, 2020 Governor Chris Sununu issued a temporary prohibition on evictions and foreclosures. Executive Order 2020-04 suspends the initiation or enforcement of eviction and foreclosure proceedings as well as utility shutoffs. As of this writing it remains in effect. The sudden and dramatic increase in the unemployment rate will undoubtedly have a great impact on the area's housing markets, but the data is not yet available to assess the full extent of that impact. We can safely assume however, that the individuals most directly impacted will likely be renters in lower wage jobs. In the weeks since the economic shutdown began there have been several hundred calls to the SNHS Action Line referenced above. Of those calls, 366 have been related to housing, and 111 of those landlords worried about tenants accumulating significant rent arrearages. Anecdotally we know that some individuals wrongfully assume that the moratorium means that they do not have to make rent payments, and that the Governor's Emergency Order prevents them from being evicted even after the emergency order expires. It is anticipated that there will be a very large number of eviction proceedings beginning when the order expires. There is significant rental assistance funding available, and SNHS is preparing, along with partners such as New Hampshire Housing, NH DHHS and local welfare departments, to address the needs of these who are facing eviction because of the COVID crisis.

Opioid Crisis

Another significant community change in recent years has been the effect of the opioid crisis. In 2018, there were 471 drug related deaths across the state, with over 55% occurring in Hillsborough and Rockingham counties (*NH Information & Analysis Center*). In 2017, NH was second in the nation for rate of children affected by the opioid crisis, with 51 per 1,000 children being affected (*Ripple Effect*). The 2019 Greater Manchester Community Health Needs Assessment identified substance misuse and addiction as the number one priority health need for the city, with mental health and poverty rates prioritized next. However, 2018 saw the first decrease in overdose deaths since 2012 in Hillsborough and Rockingham counties and the state overall, with the state average down by 3.5% since 2017. Additionally, Narcan administration has decreased in the two counties since 2017 and by 19.5% in the state overall (*NH Information & Analysis Center*).

COVID-19 Impact on Opioid Crisis – Many New Hampshire substance use treatment facilities closed their doors to new patients when Governor Sununu issued the stay at home order on March 26, 2020. This left those suffering with opioid addiction with few supports. Many individuals receiving medication-assisted treatment such as methadone and subutex are required to report to the treatment facility frequently to pick up their medication. This may lead to increased risk to contracting the COVID-19 virus.

The Assessment Process

The assessment process began with the Innovation and Strategy Director meeting with the agency's Board of Director's Program Planning and Evaluation Committee to outline the agency's plan to carry out the needs assessment. Next, SNHS executive staff assembled a team to develop methods, tools, and generally oversee the assessment process. The segments of the population surveyed include current SNHS service recipients, SNHS employees, community organizations, municipal officials, school districts, churches, health care organizations, social service agencies, and other community partners. The goal was to engage a broad cross-section of the community so that the feedback was as comprehensive as possible.

Methodologies

Issues and Opportunities Forum - SNHS hosted a two-day “Issues and Opportunities Forum” with over 30 SNHS service recipients and 50 employees in May, 2019 to solicit feedback about the community needs and obstacles to receiving services. SNHS clients participated in focus groups and provided in-depth feedback about optimal service delivery, what the barriers are to receiving services, and unmet community needs. Additionally, in keeping with community action’s emphasis on maximum feasible participation by the population it serves, SNHS solicited input from service recipients at the Forum in designing the survey instrument that was emailed to over 5,000 SNHS service recipients.

Client Surveys – Paper copies of the client survey were available at SNHS’ ten Resource Centers and distributed to our Child Development Centers. Electronic surveys were emailed to recipients of our Fuel Assistance Program, Workforce Innovation and Opportunities Act, and texted to participants in the Women, Infants, and Children (WIC) program. Spanish language surveys were made available and approximately 50 were completed. Approximately 2,000 total surveys were completed. The survey collected demographic household and individual data, information on family and community needs and resources, and measured client satisfaction. The survey consisted of a series of multiple choice and open ended questions in which clients were invited to provide additional information or comments. Survey responses were received from residents of 63 of 68 cities and towns in the two counties and are representative of the SNHS service area.

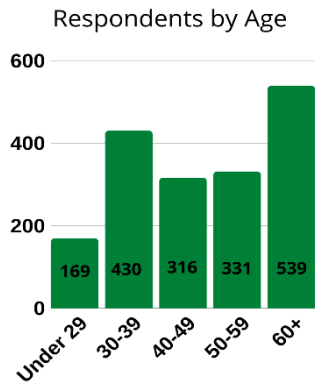
Employee Surveys - 176 SNHS employees, almost 40% of the agency staff, responded to the SurveyMonkey questionnaire that was emailed out to all employees. The survey included questions relating to what they perceived as the most pressing unmet needs in the community and what barriers exist to receiving services. As part of the Community Needs Assessment process we thought it would be valuable to obtain the employee feedback about what they are seeing as they live and work in the community.

Stakeholder Surveys - To gain a different perspective about the community, SNHS surveyed about 200 community service providers and partner agencies. The agencies were asked about services available in their community, gaps in community services, and other community strengths and weaknesses.

Client Feedback

The client feedback was obtained mainly through the client surveys, with some more context and in-depth information being gathered at the Issues and Opportunities forum.

Demographics



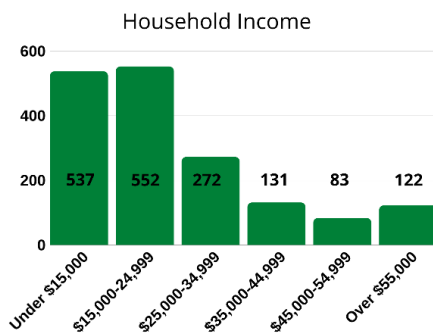
respondents.

It is worth noting that over 13% of the homes with children are categorized as “other caregivers with children” or “multi-generational households”, many of which represent grandparents caring for grandchildren. There has been an increase in this phenomenon in recent years in the SNHS service area due, in part, to the opioid epidemic, which has hit the area particularly hard. Many parents are actively using drugs, are in treatment programs, incarcerated, or deceased as a result of their drug use.

88% of the survey respondents reported having internet access at home. Of the more than 200 respondents who do not have internet access at home, many reported having access to public networks nearby their home.

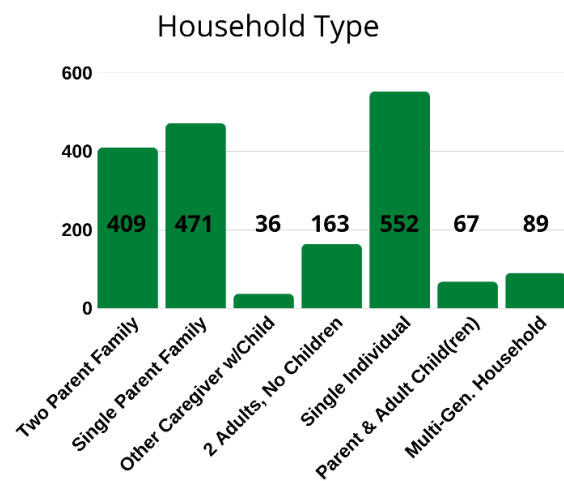
As for employment, approximately 45% of respondents are employed including those who characterized themselves as under-employed. 26% categorized themselves as unemployed and 26% are retired. 216 respondents indicated that they were actively looking for employment and 619 individuals reported being unable to work due to disability.

Household income data from all households indicate that more than 60% of respondents have an annual income under \$25,000. This is a stark contrast from the median annual incomes of \$90,429 and \$78,655 for Rockingham and Hillsborough Counties respectively.



To get a picture of the types of households who responded to the client survey, we asked several demographic questions regarding gender, age, household size, employment status, and income. 1,573 (80%) of respondents were women, 367 were men, and 2 identified as “other.” The average age of the person completing the survey was 50. See the “Respondents by Age” graph illustrating the age of all survey respondents.

The average household size is 2.8 persons; 552 of the respondents live alone; 910, or 51% of the households responding have children under 18. The “Household Type” graph represents the make-up of the households of survey



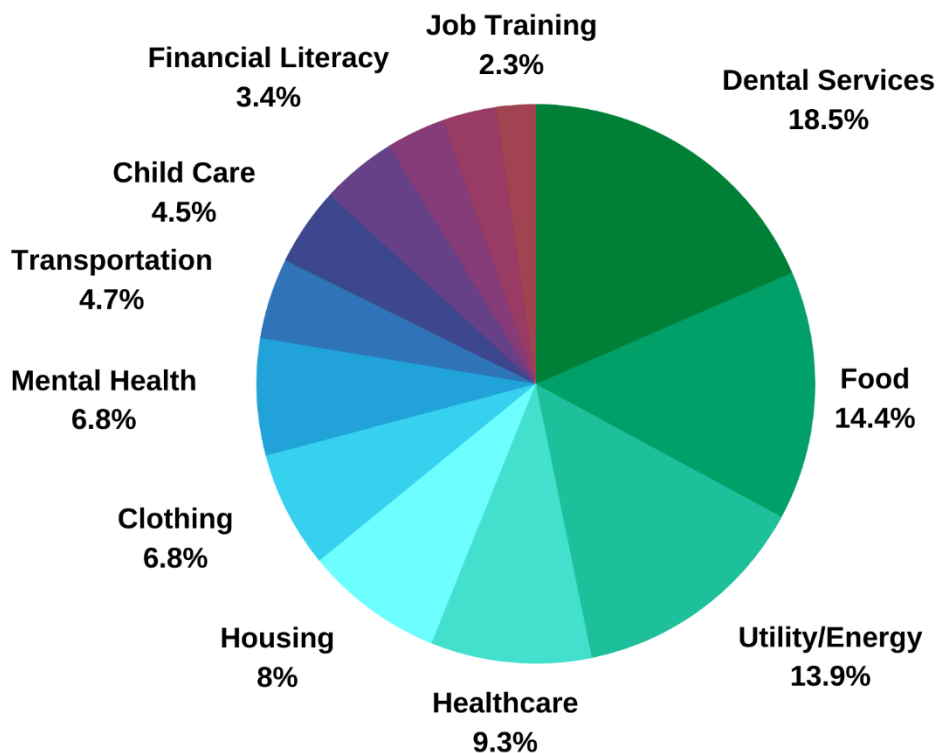
The survey was sent exclusively to individuals who received services from SNHS within the last year. However, 20% of the respondents answered “no” to the question “have you received services from SNHS in the last 12 months?” Many of those who responded “no” to that question went on to indicate that they had received services from a specific SNHS program. One respondent put in the comments section “Not sure what Southern NH Services is?” and

another said of SNHS “you fly under the radar.” All of this is indicative of the fact that SNHS has work to do on building its brand. It is very important that those who receive our services are aware not only of the program they are participating in, but also of the agency as a whole.

Community Needs

One of the key survey questions asked respondents what they perceived as the most critical resources that their family needs. The question asked respondents to select from a list of 17 needs which they or their family are facing. The “Family Needs” chart indicates all needs that were selected by at least 100 respondents. Respondents were given an opportunity to list additional needs that weren’t listed and the most common needs listed were: home repair, vision assistance, and prescription assistance.

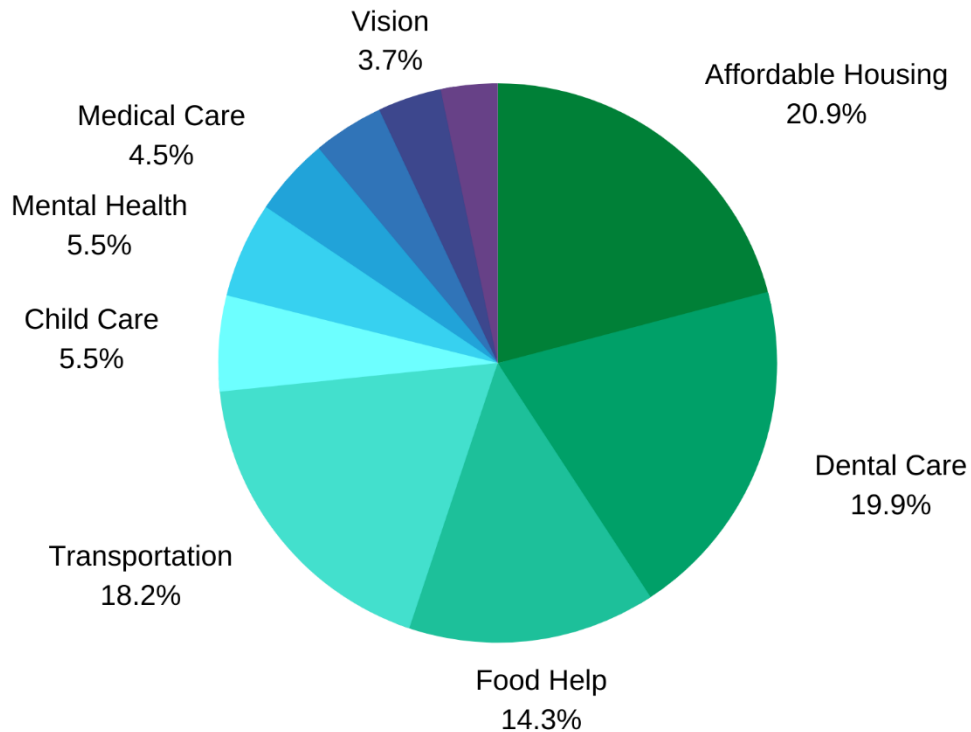
Family Needs



Survey respondents were asked an open ended question about “what services are lacking in the community that you or your family would utilize if they were available.” Affordable housing was identified as the number one service that individuals and families would access if it were available in the community. At the Issues and Opportunities forum, client focus groups provided additional context around community needs. They went into some detail about the issues relating to affordable housing which include a lack of workforce housing, lack of senior housing, long wait lists for Section 8 assistance, and difficulty getting accepted by landlords due to poor credit and history of evictions. The focus groups provided context relating to transportation as well, indicating lack of access to a vehicle, high cost of

vehicle registration, no license, and the high cost of vehicle repairs as major barriers to having the transportation needed for employment. Child care obstacles identified by the group included lack of off-hours child care options, lack of back-up care when schools and child care centers are closed or children are sick, and lack of high quality child care. The “Services Families Would Utilize if Available in the Community” chart below provides an overview of the most commonly identified services.

Services Families Would Utilize if Available in the Community



Barriers to Accessing Services

The focus groups at the Issues and Opportunities forum spent a lot of time creating “journey maps,” which are a visual representation of a process or system. They created journey maps of the current delivery system and then journey maps of an ideal service delivery system. The journey maps of the current social service delivery system, including SNHS, depicted a convoluted process that lacks coordination requiring clients to come to multiple appointments and provide the same information and documentation repeatedly.

The journey map for the ideal service delivery system graphically illustrated a system in which the following efficiencies were in place:

- The ability to apply online for all SNHS programs through a universal application.
- The ability to upload required documents online from a desktop or mobile device.
- Information about all services that SNHS has to offer is easily accessible.

- More community outreach.
- More case managers to assist clients with a range of barriers they are facing.
- The availability of “crisis funding” to help clients as they deal with unexpected crises that may arise.
- Increased coordination with partner agencies’ services.

The client survey shed light on barriers to receiving services as well. There were similar trends to those identified by the focus groups listed above. The most frequently identified barriers were:

- The inability to apply for services online.
- Respondents were unaware of all of the services available at SNHS.
- Income limits that are too low, making applicants who need the services ineligible to receive them.
- The frequency of recertification for programs makes it difficult for people who lack transportation to come to appointments.
- Inconsistent case managers working with individuals – preference would be working with one person to establish a rapport over time.
- Reduce redundant paperwork and answering the same questions for multiple programs.

SNHS takes the feedback relating to barriers to receiving services very seriously and will address them in the strategic planning process. However, the agency has already begun to take steps to incorporate some of the clients’ suggestions. The agency has been working for some time on creating a universal application to allow clients to apply for multiple programs at once. The agency is also working on a website upgrade which will provide the ability for clients to apply for services online and increasing its presence online and on social media to get word out about the services offered.

Community Partner Feedback

The community stakeholder survey was sent out to approximately 200 organizations throughout Hillsborough and Rockingham Counties. We received 70 responses. The respondents represented a broad geographic area, with some organizations providing services in one specific municipality, others serving more than one, and others providing services statewide. The types of organizations which were surveyed include direct service providers, advocacy organizations, school districts, and funding agents. However, every participant was viewed as playing a vital role within the community and was invited to participate because they are key players, and as such are in a position to provide valuable information on the needs of low-income residents in their communities.

The survey focused mainly on needs and services within the communities in which the recipient organizations operate.



The first few questions addressed available services and the demand they are seeing for them.

Respondents were given 17 service categories and asked to indicate which of them characterized what their organization offers to clients. The “Partner Services Provided” table reflects the most common responses. Other frequent responses include: adult education, emergency shelter, elderly services, mental health, teen programming, transportation, after school programs, and health care.

When asked an open-ended question about what service had seen an increase in demand in the last twelve months, many agencies agreed that housing services were increasing in demand. It was the most frequently mentioned need with 31 organizations indicating that demand for housing/rental assistance services was increasing. Other services with an increased need over the last twelve months include: emergency shelter (9), mental health (5), child care (3), food (3), and financial assistance (3). Based on these responses, it is clear that housing services are overwhelmingly the most needed. It is worth pointing out that this information was gathered prior to the COVID-19 crisis. In our current economy, these services are likely to be in even higher demand.

As it relates to housing services, the following are the reasons that partner respondents identified for the increase in demand:

- Increased rent; people being priced out of the housing market.
- General lack of affordable housing.
- Low vacancy rates.
- Long waiting list for Section 8.
- High competition for affordable housing means landlords do not have to be flexible.
- Lack of affordable senior housing.
- Wages not keeping up with the cost of living.
- The lack of affordable housing is creating a bottleneck at the shelter level.

Other comments that give further context to the depth of some of the community needs include:

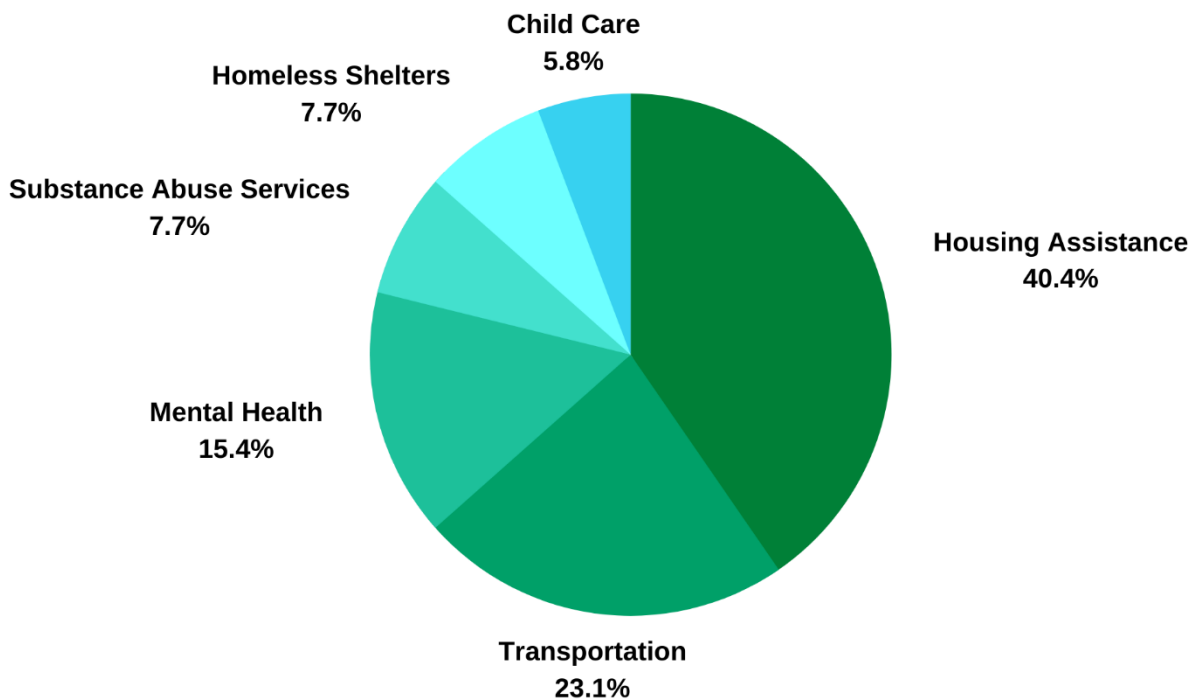
- More community action help for those trying to meander the system to receive aid when needed.
- Opioid crisis impacting the economic stability of many in the community.
- Pervasive poverty has led to extreme toxic stress in the community.

When asked about decreases in demand for particular services in the last twelve months, most respondents indicated that they haven’t seen any decrease in demand. Six respondents indicated a reduction in demand for food assistance, four for utility assistance, and two for prescription drugs. When asked for the reasons there have been decreased demand for these services, respondents indicated the low unemployment rate and increased access to health insurance as the reasons.

The “Resources Lacking in the Community” table reflects which resources respondents identified as being lacking within the communities they serve. It is consistent with the trend that housing assistance

is the most needed service. Respondents provided some contextual detail relating to why they identified the needs that they did. They cited the lack of availability of affordable housing units and need for financial assistance to renters and buyers as key factors contributing to the **housing** barriers. A lack of public transportation and inability to purchase vehicles were the main causes listed for a need for **transportation** services. A limited number of mental health providers working with Medicaid and Medicare has resulted in a number of people unable to receive **mental health** services. The opioid epidemic is the main identified factor contributing to the **substance abuse** issue, which hits Hillsborough and Rockingham Counties the hardest compared with the rest of New Hampshire. More **homeless shelters** are a needed resource in the community because of the impact of the high rate of evictions and bottlenecks that occurs at the shelter due to the lack of affordable housing, according to respondents. Identified barriers to adequate **child care** were the lack of qualified teachers who will work for low pay, along with limited hours of availability for working families.

Resources Lacking in Community



When asked whether they have referred clients to SNHS within the past year, 58 out of 68 said yes. That represents 85% of organizations who answered that question. This emphasizes the critical role of the services that SNHS offers in assisting residents of Hillsborough and Rockingham Counties. It also underscores the importance of collaboration needed to address the broad issues faced by the individuals we serve in our communities.

The survey provided an opportunity for respondents to identify strengths in their community, special issues impacting their community, and to provide general comments to assist with developing the Community Needs Assessment. Below is a sampling of some of the more than 50 comments that were submitted.

“I think it needs to be noted that while there are a lot of jobs out there, they do not pay a living wage. Many of our students and young parents are working multiple low wage jobs to make ends meet.”

“Lack of quality childcare is a problem that is getting worse and is not going away. We have a waiting list of over 200 children to get into our center - and we cannot find enough quality staff to cover what we have.”

“The current lack of available and affordable housing further requires local cities and town through their welfare offices to spend tens of thousands of dollars of taxpayer money to house homeless people in motels.

“The lack of prevention dollars available private/public for serving school age children if we pay it now we will not need to pay later in treatment etc.”

“Our community would benefit from additional information and funding to assist our immigrant population to stay safe and thrive in the community.”

“It’s great that our non-profits collaborate and partner for the well-being of the community!”

Employee Feedback



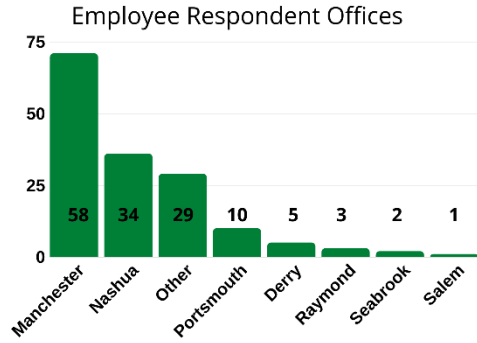
The SNHS employee survey was emailed to all of the more than 450 agency staff members and as was noted earlier, 176 responded. Employee respondents work in a variety of roles, with 144 of them interacting with clients on at least a weekly basis. The nature of client interaction of those who identified as working with clients can be seen in the “Role Working with Clients” chart. “Other” was the most frequently selected role. The comments indicate that those who selected “other” include teachers, maintenance workers, receptionists, and family workers.

SNHS employees have a unique perspective about the needs that our community faces because they work directly with service recipients and provide a wide range of services and assist them with varying needs.

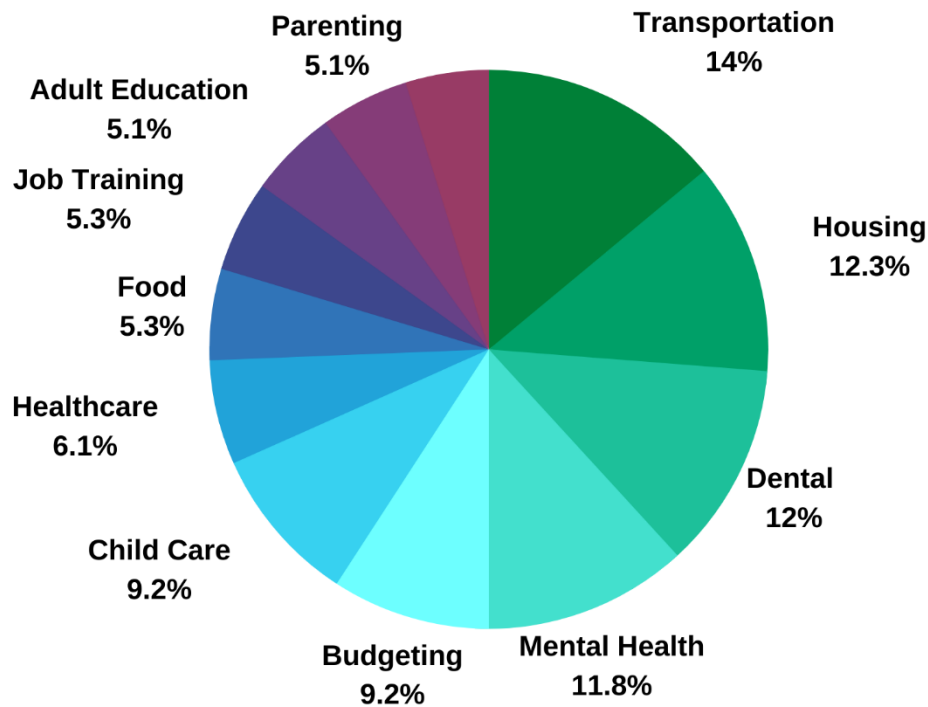
The employees who responded to the survey work in the offices identified on the “Employee Respondent Offices” chart and work in the following departments: Head Start (34%), Energy Programs (14%), Other (14%), Housing (13%), Workforce Development (13%), Administration/Fiscal (7%), Food and Nutrition Programs (6%), and Volunteer Services (1%).

Employees were given a list of options and asked to identify which needs that they see individuals and families experiencing, which are not adequately being met. As the “Family Needs – Employee Responses” chart indicates, the top needs identified are transportation, housing, and mental health,

which is consistent with responses from the client and partner surveys. Respondents were given the opportunity to include additional needs that were not listed. Those included case managers/advocates to assist families in accessing services, computers for those entering job training programs, and a lack of living wage jobs.



Family Needs - Employee Responses



Employees were asked to identify additional barriers to individuals/families becoming self-sufficient. The two most frequently identified barriers were difficulty navigating the social service system (10) and what is known as the “cliff effect” (10). The former refers to the burden on clients to find out about programs on their own, apply for programs one at a time, attend multiple appointments, and provide documentation repeatedly. The cliff effect refers to the financial hardship that is often incurred when someone accepts employment, or a promotion, resulting in increased income, but also in a loss of public benefits. Additional barriers identified by staff were transportation (8), child care (7), mental health (6), living wage jobs (6), and criminal records (5).

Employees were given an opportunity to provide additional comments relating to community needs. The following is a sampling of the 32 comments that we received.

“I often wonder if we could make our Centers places where clients could come and convene and consult to articulate problem areas and gaps and possible solutions where we are simply facilitators. A great model for this is the Highlander Folk School in Tennessee. It would help to make a shift away from a passive consumer role to an active planner role for our clients. I perceive that the Whole Family approach is in sync with the spirit of this idea.”

“A barrier to transportation is the inability to pay fines so that some clients can get their licenses again.”

“People would be less apt to try and benefit themselves knowing they will lose their benefits and be much worse off than they were before.”

“I think co-locating services so that families can get job training etc. where their children get educational services may help with transportation barriers.”

“I’d also like to see increased coordination with agencies outside of our own. Meetings with DHHS, domestic violence agencies, legal aid, etc.”

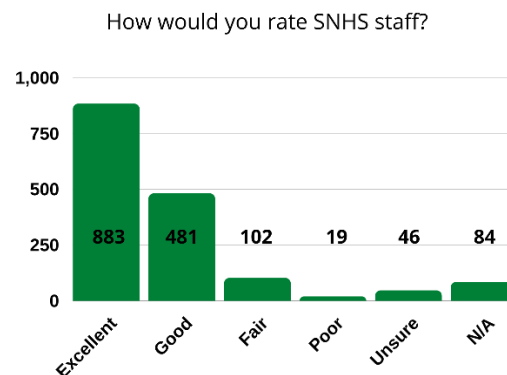
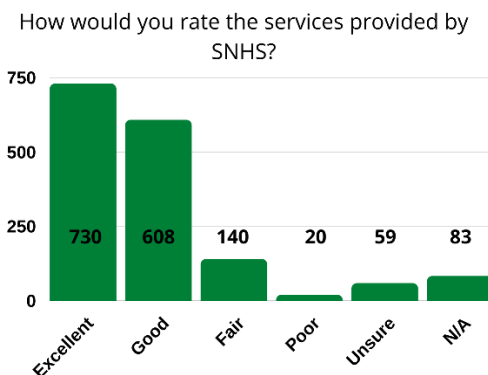
“I get the sense from the families I work with that the barriers they face are greater than the resources/support we can offer them. The only public transportation to help with walking families isn’t cost/time effective. The mental health services in the area aren’t always able to help the families in crisis in a timely manner. The affordable housing in the area is limited and there is a long wait list for housing help.”

Client Satisfaction Survey

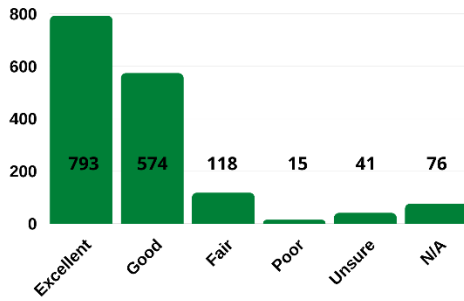
SNHS took the opportunity in conducting the Community Needs Assessment to survey individuals who utilize services to ask for feedback on their level of satisfaction with the services provided, their interactions with staff, and their overall experience with the agency. This is an important dimension of the broader assessment, as it provides us with the opportunity to collect information with which we can evaluate the quality of service delivery in our agency.

The survey was concise and consisted of three questions and a space for additional comments.

As illustrated in the charts below, the client feedback was overwhelmingly positive.



How would you rate your overall experience with SNHS?



helped make it happen.”

“Honestly I don't know what we would do without the services you provide! You have gotten us through several tough times. Thank you for all you do.”

Respondents were also afforded the opportunity as part of the satisfaction survey to provide additional comments, which almost 700 did. Below is a sampling of the comments we received.

“The staff at SNH services treat people with dignity and respect.”

‘I'm satisfied with the prompt caring and efficient way the resources I needed went through quickly and I was treated like a person.... I love the difference between my old life and my new life and Seabrook Community Action

For additional information on data presented in the Assessment, please refer to the resources below.

NH Department of Education <https://www.education.nh.gov/data/documents/lunch-district18-19.pdf>

NH Employment Security, Economic & Labor Market Information Bureau
<https://www.nhes.nh.gov/elmi/>

US Bureau of Labor Statistics <https://www.bls.gov/home.htm>

US Department of Labor <https://www.dol.gov/agencies/whd/mw-consolidated>

Massachusetts Institute of Technology <https://livingwage.mit.edu/states/33>

New Hampshire Occupational Employment & Wages 2019 report - NH Occupational Employment Statistics Program www.nhes.nh.gov/elmi/products/oes-prod.htm

Feeding America <https://map.feedingamerica.org/>

The State of Homelessness in New Hampshire 2019 report - NH Coalition to End Homelessness www.nhceh.org

New Hampshire Drug Monitoring Initiative 2018 Overview, New Hampshire Information & Analysis Center -

The Ripple Effect - National and State Estimates of the U.S. Opioid Epidemic's Impact on Children, United Hospital Fund

Appendices

Community Needs Assessment Client Survey

Southern NH Services periodically conducts a Community Needs Assessment to ensure that our services best meet the needs of individuals and families within the community. The information that you provide will help us to better serve you in the future. Thank you for taking the time to complete the survey!

1. Your gender identification:

- Male
- Female
- Other

2. How many including you are living in your home?

12. Household member ages

Your age:

Age of Household Member 2:

Age of Household Member 3:

Age of Household Member 4:

Age of Household Member 5:

Age of Household Member 6:

Age of Household Member 7:

Age of Household Member 8:

Age of Household Member 9:

Age of Household Member 10:

13. Which best describes your household?

- Two parent family
- Single parent family
- Other relative caregiver with child(ren)
- Two adults, no children
- Single individual
- Parent and adult child(ren)
- Multi-generational household

14. Do you have internet access at your residence?

- Yes
- No
- Other (please specify)

15. Which best describes your employment status?

- Employed
- Under-employed
- Unemployed
- Retired
- Student

16. Are you currently seeking employment?

- Yes
- No

17. Do you have a documented disability, which prevents you from working?

- Yes
- No

18. What city or town do you live in?

19. What is the combined annual income of the people living in your home?

- | | |
|---|---|
| <input type="radio"/> Under \$15,000 | <input type="radio"/> Between \$35,000 and \$44,999 |
| <input type="radio"/> Between \$15,000 and \$24,999 | <input type="radio"/> Between \$45,000 and \$54,999 |
| <input type="radio"/> Between \$25,000 and \$34,999 | <input type="radio"/> Over \$55,000 |

20. Please indicate which of the following are needs for you or members of your family (select all that apply):

- Adult Education/Literacy
- Budgeting/Financial Literacy
- Child Care (including backup child care options)
- Clothing
- Dental Services
- Disability Assistance
- Domestic Violence Services
- Elder Care
- Energy Assistance
- Food
- Healthcare
- Housing Assistance
- Interpretation/Translation Services
- Job Training
- Legal Services

- Mental Health Services
- Parenting Support
- Pre-School Education
- Substance Use Services
- Transportation
- Utility Assistance
- Please list any additional needs not included above:

21. Have you received services from SNHS in the last 12 months?

- Yes
- No

22. What Southern NH Services program(s) or service(s) have you used in the last 12 months (select all that apply)?:

- | | |
|---|---|
| <input type="checkbox"/> Adult Education/Literacy | <input type="checkbox"/> Food Pantry |
| <input type="checkbox"/> Child Care | <input type="checkbox"/> Fuel Assistance |
| <input type="checkbox"/> Child Care Referral | <input type="checkbox"/> Head Start |
| <input type="checkbox"/> Commodity Foods | <input type="checkbox"/> Housing Assistance |
| <input type="checkbox"/> Community Gardens | <input type="checkbox"/> Job Training |
| <input type="checkbox"/> Early Head Start | <input type="checkbox"/> Weatherization |
| <input type="checkbox"/> Electric Discount | <input type="checkbox"/> WIC |
| <input type="checkbox"/> Financial Education | <input type="checkbox"/> Workplace Success |

Please list any additional services received:

23. Please list other community resources you use (please list agency/organization name(s) and type of service(s) received:

24. What are the resources your community is lacking that you or your family would access if they were available?

25. Other comments/questions/suggestions:

SNHS Family Satisfaction Survey

The following questions provide you with an opportunity to let us know how we are doing! We will use this information to make improvements to our services. If you have not received SNHS services in the last 12 months, please select n/a.

26. How would you rate the services provided by SNHS?

- | | |
|------------------------------------|---------------------------------|
| <input type="checkbox"/> Excellent | <input type="checkbox"/> Poor |
| <input type="checkbox"/> Good | <input type="checkbox"/> Unsure |
| <input type="checkbox"/> Fair | <input type="checkbox"/> n/a |

Comments:

27. How would you rate SNHS staff?

- | | |
|---------------------------------|------------------------------|
| <input type="radio"/> Excellent | <input type="radio"/> Poor |
| <input type="radio"/> Good | <input type="radio"/> Unsure |
| <input type="radio"/> Fair | <input type="radio"/> n/a |

Comments

28. How would you rate your overall experience with SNHS?

- | | |
|------------------------------------|---------------------------------|
| <input type="checkbox"/> Excellent | <input type="checkbox"/> Poor |
| <input type="checkbox"/> Good | <input type="checkbox"/> Unsure |
| <input type="checkbox"/> Fair | <input type="checkbox"/> n/a |

Comments:

29. Please add any additional comments you would like to make about your experience dealing with Southern New Hampshire Services. Enter n/a if you have no comments to add.

30. Your Email Address (optional)

Community Needs Assessment Staff Survey

1. In your job at SNHS, what is your level of interaction with clients?

2. How do you work with clients?

3. What department do you work in?

- Administration/Fiscal
- Energy Programs
- Food and Nutrition Programs
- Head Start/Childcare Programs
- Housing
- Volunteer Services
- Workforce Development Programs
- Other (please specify)

4. Please indicate any needs that you see individuals/families experiencing, which are not adequately met (select all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Adult Education/Literacy | <input type="checkbox"/> Housing Assistance |
| <input type="checkbox"/> Budgeting/Financial Literacy | <input type="checkbox"/> Interpretation/Translation Services |
| <input type="checkbox"/> Child Care (including backup child care options) | <input type="checkbox"/> Job Training |
| <input type="checkbox"/> Clothing | <input type="checkbox"/> Legal Services |
| <input type="checkbox"/> Dental Services | <input type="checkbox"/> Mental Health Services |
| <input type="checkbox"/> Disability Assistance | <input type="checkbox"/> Parenting Support |
| <input type="checkbox"/> Domestic Violence Services | <input type="checkbox"/> Pre-School Education |
| <input type="checkbox"/> Elder Care | <input type="checkbox"/> Substance Use Services |
| <input type="checkbox"/> Energy Assistance | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Food | <input type="checkbox"/> Utility Assistance |
| <input type="checkbox"/> Healthcare | |

Indicated any additional needs not listed above.

5. Please list any additional barriers to individuals/families becoming self-sufficient.

6. Southern's Whole Family Approach will change the way we deliver services by making our services more accessible to families, reducing the number of times they have to provide information and documentation, and making a Whole Family Coach available. Whole family Coaching will assist families with overcoming the multitude of barriers faced by all family members and guide them on a path to self-sufficiency. Are there families you work with who you believe would benefit from a Whole Family Coach?

- Yes
 No

Comments

7. Because you indicated that you have client(s) in mind for the Whole Family approach, you may be contacted by our Whole Family Coach to get further information. What is the best method to reach you?

8. Which Resource Center do you work from?

- | | |
|--|--------------------------------|
| <input type="radio"/> Manchester | <input type="radio"/> Raymond |
| <input type="radio"/> Nashua | <input type="radio"/> Salem |
| <input type="radio"/> Derry | <input type="radio"/> Seabrook |
| <input type="radio"/> Portsmouth | |
| <input type="radio"/> Other (please specify) | |

9. As families become employed or receive an increase in earned income, they often face what is called a "benefits cliff." This occurs when the increase in income leads to a loss in benefits and the client is in a worse place financially than they were with less income and more benefits. As a result, there is often a disincentive for families to earn more income, which hinders their ability to achieve self-sufficiency in the long run. The voices of the families we work with are key to informing policy making and the work that we do.

With this in mind, are there clients who you work with that have stories relating to challenges with the "benefits cliff," who (with training) could be good candidates to become parent advocates?

- Yes
- No

Comments

10. Because you indicated that you have client(s) in mind to be Parent Advocates, you may be contacted by a staff member to get further information. What is the best method to reach you?

11. Please add any general comments, questions, or ideas to share about addressing unmet needs?

Community Needs Assessment Partner Survey

1. What is your geographic service area?

2. Which services do you provide most frequently to your service recipients?

- | | |
|--|--|
| <input type="checkbox"/> After School Programs | <input type="checkbox"/> Information and Referral |
| <input type="checkbox"/> Education/Training - Adult | <input type="checkbox"/> Job Readiness |
| <input type="checkbox"/> Education/Training - Children | <input type="checkbox"/> Legal Assistance |
| <input type="checkbox"/> Elderly Services | <input type="checkbox"/> Mental Health |
| <input type="checkbox"/> Emergency Food | <input type="checkbox"/> Providing Volunteers |
| <input type="checkbox"/> Emergency Shelter | <input type="checkbox"/> Recreational Programs |
| <input type="checkbox"/> Family Support Services | <input type="checkbox"/> Substance Abuse Services |
| <input type="checkbox"/> General Financial Assistance | <input type="checkbox"/> Teen Programming |
| <input type="checkbox"/> General Health/Wellness | <input type="checkbox"/> Transportation Assistance |
| <input type="checkbox"/> Health Care | <input type="checkbox"/> Youth Crisis Services |
| <input type="checkbox"/> Housing Assistance | |
| <input type="checkbox"/> Other (please specify) | |

3. Please list any services for which your organization has seen an increase in need over the last twelve months.

4. Why do you think there was an increase in demand for these services?

5. Please list any services for which your organization has seen a decrease in need over the last twelve months.

6. Why do you think there was a decrease in demand for these services?

7. Are there any needed services not currently being provided sufficiently in your area? If so, what are they and what barriers prevent them from being offered or delivered?

8. What resources are lacking within your community/service area?

9. What are the most important resources within your community/service area?

10. Are there any special issues impacting your community or county, which are worth noting in our community needs assessment?

11. Are there any other comments you would like to share with us which would help in developing our community needs assessment?

12. Has your organization referred clients to, or worked with, Southern NH Services/the Community Action Partnership in the last year?

Yes

No

13. If so, for which services? (check all that apply)

Asset Development

Commodity Foods

Emergency Food Services

Energy

Head Start/Early Head Start/Child Care

Homeless Services

Housing

WIC

Workforce Development

Other (please specify)