

# PURPOSE

## Inside

### ON A MISSION

Building relationships and belonging through the arts

PAGE 12

### IN FOCUS

An integrated response to mental health and substance use disorders

PAGE 6

### GIVING WITH PURPOSE

Invested assets can be a powerful tool for good

PAGE 14





6



9



12



14



FALL/WINTER 2023

# WHAT'S INSIDE

- 4 **UP FRONT**  
An act of generosity heard round the world, Shaina Gates awarded Artist Advancement Grant, welcoming new board members, Simon Delekta named VP
- 6 **FOCUS ON**  
Creating an integrated response to mental health and substance use disorders to promote health and save lives
- 9 **Q&A**  
Why child care is one of the top economic development issues of our time
- 10 **IN OUR COMMUNITIES**  
Nonprofits are improving the quality of life for everyone in New Hampshire
- 12 **ON A MISSION**  
The Capitol Center for the Arts is building belonging
- 14 **GIVING WITH PURPOSE**  
Foundation Chief Investment and Financial Officer Michael Wilson on investing for good

Cover: Saad Hindal unveiled a new mural of Concord at the Capitol Center for the Arts

**THE NEW HAMPSHIRE CHARITABLE FOUNDATION** is dedicated to making New Hampshire a more just, sustainable and vibrant community where everyone can thrive. As New Hampshire's statewide community foundation, we are the place where generosity meets the dedication and ingenuity of nonprofits and the potential of New Hampshire students. Since 1962, thousands of people have entrusted their charitable resources to the Foundation, creating a perpetual source of philanthropic capital. That generosity makes it possible for the Foundation to award more than \$60 million in grants and scholarships every year and collaborate and lead on high-impact initiatives.

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# A TRANSFORMATIVE GIFT

By Richard Ober, president and CEO

Oliver Hubbard's Yankee pragmatism and audacious optimism have paid off for the place he loved.

Oliver Hubbard was a pragmatist, a chicken farmer, a lifelong Republican who believed in public education and in the common good.

He only left his hometown of Walpole, NH, for two stints during his life — one to serve in the First World War, and one to attend the University of New Hampshire. He would turn what started as a Boy Scout project raising hens on his family farm into a large and successful poultry-breeding business.

Oliver paid attention to the news. And he wanted the money he had made to do good in the state he called home.

Oliver was especially concerned about the crisis of addiction in New Hampshire. It irked him that the state made money selling alcohol, but had no state funding for addiction treatment. He mentioned this to his attorney, Charles DeGrandpre. How, he wondered, could something truly meaningful be done to address this? DeGrandpre suggested that Hubbard work on that question with the New Hampshire Charitable Foundation.

All of this started to unfold in the mid-90s — the better part of three decades ago. But I think about this story a lot, because it illustrates the power of community foundations, of human connection, and of audacious

optimism in the face of seemingly intractable challenges.

Oliver Hubbard would eventually leave \$43.5 million to the Foundation to address substance use disorders and related mental and physical health issues.

To guide the strategy for these funds, the Foundation convened an advisory panel that recommended a focus on changing systems and policy to create infrastructure for lasting change. It included lawmakers, the state attorney general, director of prisons, experts in prevention and treatment, academic researchers, physicians, people in recovery and national philanthropic consultants.

As we report on page 6 of this issue: "Systems and infrastructure were built and supported by those funds — including the state's system of regional public health networks and the Center for Excellence on Addiction...The funds were the catalyst behind the founding and sustaining of the nonprofit advocacy powerhouse New Futures, which has contributed to the passage of dozens of laws, from Medicaid expansion — which gave tens of thousands of Granite Staters access to health insurance that included coverage for addiction treatment — to the creation (and full funding) of the state's Alcohol Fund..."



This model, built on expansive public-private partnerships and dependent on thousands of people pulling together in the same direction, is unique in the country. Challenges, of course, persist. But had those systems and infrastructures not existed when the state was faced with a subsequent opioid epidemic, it is very clear that outcomes would have been worse.

Now, as the science and understanding evolve about how intertwined substance use is with mental health, the Hubbard funds are supporting an evolution in our work on the issue. We have already granted out more than \$50 million for prevention, treatment and recovery — and are poised to continue grantmaking well into the future. This work has helped to lever many millions more in federal and state investments to address a combination of health issues that has touched every family in our state.

Oliver Hubbard's Yankee pragmatism and audacious optimism have paid off for the place he loved. What a legacy. ■



Geoffrey Holt left a surprise legacy to a small town

## A GENEROUS ACT HEARD ROUND THE WORLD

Geoffrey Holt lived in a mobile home in Hinsdale, sat on kitchen chairs made from plywood, was an avid reader of newspapers and believed deeply in the importance of voting. He had taught Driver's Education to high school students and worked as a maintenance person at his mobile home park. He had also created a \$3.8 million philanthropic fund at the Charitable Foundation to benefit his community, to be funded upon his death. His inspiring story of generosity went

out on The Associated Press news service and was picked up by news outlets around the world. Per Holt's wishes, the fund will be advised by three community members, and will benefit projects, programs and organizations that provide health, educational, recreational or cultural benefits to residents of Hinsdale. Once the proceeds have been received and the fund established, the advisors will determine how they will review requests for funding. ■

## WELCOMING NEW BOARD MEMBERS

Bobbie Bagley, Laurie Gabriel and Emmett Soldati have joined the Charitable Foundation's 12-member board of directors.

As director of the Nashua Division of Public Health and Community Services, Bobbie is the chief public health official for the City of Nashua. She has more than a quarter-century of experience in public health and leads efforts to protect, promote and preserve public health.

Laurie served as one of three managing partners at Boston-based Wellington Management, which oversees

more than \$1 trillion in assets for some 1,500 institutions. She served on the Foundation's investment committee for a decade, and chaired that committee for seven years.

Emmett is a small business owner, entrepreneur and activist. He is a graduate of the London School of Economics who was named Entrepreneur of the Year in 2019 by Stay Work Play New Hampshire. His café, Teatotaller, is a hub of LGBTQ+ programming, community gatherings and social justice activism. ■



## ARTIST ADVANCEMENT GRANT AWARDED TO SHAINA GATES

Shaina Gates of Kittery was awarded the 2023 Artist Advancement Grant by the Charitable Foundation.

Gates, an artist and experimental photographer, plans to use the \$25,000 award to take her work to new levels by continuing her creative research, producing larger works in an upgraded studio/darkroom, expanding her audience and expanding awareness of her form of experimental photography.

The Artist Advancement Grant, started by generous people from the Piscataqua region, is among the largest such awards made to a single artist in the country. It is intended to cultivate the region's arts community, boost artists' careers and keep them living and working in the area. ■

## SIMON DELEKTA ELEVATED TO VP, COMMUNITY ENGAGEMENT AND IMPACT



Simon Delekta of Portsmouth has been named vice president of community engagement and impact at the Charitable Foundation. Simon has been with the Foundation since 2014.

In his role as a senior program officer, Simon helped implement the Foundation's shift to awarding multiyear operating grants to nonprofits; spearheaded the Foundation's work on the State of New Hampshire's Nonprofit Emergency Relief Fund, which distributed nearly \$40 million in federal pandemic aid to nonprofits; co-led the Foundation's work in Impact Investing; and was instrumental in developing and implementing the Foundation's strategic plan. Simon was promoted to this role after an extensive region-wide search and selected from a pool of more than 60 applicants. ■

## KUDOS



David and Christine Phillips of the nonprofit Friends of Aine, Sen. Lou D'Allesandro, Sherry Young of Rath, Young and Pignatelli (and former Foundation board chair), and Dean Christon, former executive director of NH Housing, were honorees at the Business and Industry Association of NH's Annual Dinner and Awards Celebration in October.



Sherri Rockburn (center), assistant commissioner of NH's Department of Administrative Services, has been named the 2023 recipient of the Caroline and Martin Gross Fellowship. The recipient attends a three-week, intensive program at Harvard University's John F. Kennedy School of Government with public servants from around the world.



Former Foundation Board Member Mary Johanna Brown was named the 2023 NH Business Review Business Excellence Awards Hall of Fame recipient.



Traci Fowler (third from left), Foundation director of behavioral health, at a meeting of the Budget Task force of the Governor's Commission on Alcohol and Other Drugs

# AN EVOLUTION

An integrated response to mental health and substance use disorders is key to promoting health and well-being — and to saving lives

Susan Stearns' son was diagnosed with an emotional disorder when he was five years old. At 14, he was diagnosed with a serious mental illness.

She made it her mission, her vocation, to get him all the help and care he needed. She was educated, accustomed to navigating systems, and English was her first language.

And still, she crashed over and over into a system that was inadequate, fractured, and often entirely unnavigable.

Now, thanks to years of work, advocacy and collaboration by many partners, that system works differently.

The "Children's System of Care" that is in place in New Hampshire today means that the state has a Bureau of Children's Behavioral Health, an Office of Social & Emotional Wellness, that New Hampshire includes children in

its 10-year mental-health plan, that children and families get care that is more holistic, less siloed — and families are supported. The system is not perfect — but it is vastly improved.

"Today, my son would be eligible for very different programs, services and wrap-around care ... and I would be eligible for peer support that would help me develop the skills to best advocate and care for him," said Stearns, who is now the executive director of NAMI Hampshire (she is pictured on p. 8).

The current system was germinated more than a decade ago during a joint initiative of the Charitable Foundation and Endowment for Health, which brought together providers, state agencies, families and other community partners to launch a "collective impact" focus on children's behavioral health.

"I would venture to say we didn't have a system before. We have built a system," said Katja Fox, director of the state's Division for Behavioral Health.

Foundation Director of Behavioral Health Traci Fowler was at those early tables and remains a member of the New Hampshire Children's System of Care Advisory Council.

"It is critical that we, as a community, tend to the behavioral health needs of young people," Fowler said. "Doing so is one of the most important ways we can promote healthy outcomes — including preventing substance use disorders."

## An evolution

The Charitable Foundation has invested significantly in prevention, treatment and recovery from substance use disorders for nearly three decades. As the science and understanding of the field have evolved,

the work has adapted to recognize that attending to people's mental health — including children's mental health — is among the most critical components of prevention. Consequently, the Foundation's work and funding have also evolved and broadened.

The Charitable Foundation's work in this area began after Oliver Hubbard of Walpole, NH — a chicken farmer and businessman — donated a total of \$43.5 million to the Foundation to change the curve on addiction in the state. Since then, the Foundation has granted out more than \$50 million, funding which has also acted to draw in hundreds of millions of state and federal dollars to address this issue.

Systems and infrastructure were built and supported by those funds — including the state's system of regional public health networks and the Center for Excellence on Addiction, co-founded by the Foundation and the state's Department of Health and Human Services. The funds were the catalyst behind the founding and sustaining of the nonprofit advocacy powerhouse New Futures, which contributed to the passage of dozens of laws, from Medicaid expansion — which gave tens of thousands of Granite Staters access to health insurance that included coverage for addiction treatment — to the creation (and full funding) of the state's Alcohol Fund and a more recent law that officially created the Bureau for Children's Behavioral Health.

Fowler joined the Charitable Foundation staff in 2018 and moved into her role as director of behavioral health in 2022.

"I was so honored to step into this work because I had seen and experienced how this Foundation had worked to build and support infrastructure that literally had not existed before the Hubbard funds came into being," she said.

"It is critical that we, as a community, tend to the behavioral health needs of young people. Doing so is one of the most important ways we can promote healthy outcomes — including preventing substance use disorders."

—Traci Fowler, director of behavioral health at the Charitable Foundation

## Meeting the moment

New Hampshire, like the rest of the country, is experiencing intertwined crises of mental health and substance use disorders.

The collaborative efforts of nonprofit organizations, state and community partners have made great progress for New Hampshire over decades — including increased access to programs, recovery support and housing; downward trends in binge drinking and illicit drug use among adolescents; and significantly increased public funding for prevention, harm reduction, treatment and recovery. Between 2018 and 2021, the state saw an 11 percent *reduction* in lives lost to drug overdose.

And yet.

A recent increase in overdose deaths, tied most significantly to fentanyl, and a mental-health crisis compounded and made more acute by a global pandemic, are cause for serious concern. When the Foundation engaged a "Community Listening Team" in 2021 to survey residents and inform its strategic planning process, the group identified expansion of mental health services — particularly for children — as a top priority. Pervasive inequities — including racism, sexism, poverty and homophobia — increase vulnerability and create barriers to care for too many.

The Foundation is supporting the

comprehensive network of partners working to improve systems of care — so that everyone in New Hampshire can get the care they need to thrive.

"This is a whole-systems approach, focusing on improvements and accountability in policy, infrastructure, public financing, workforce and delivery of evidence-informed programs and services," Fowler said. "We're focused on strategic systems change, as we have been from the start."

This approach includes:

**Working in public-private partnerships, securing public funding.** In addition to her role on the Children's System of Care Advisory Council, Fowler also serves on the Governor's Commission on Alcohol and Other Drugs and the Opioid Abatement Commission. In those roles, she is helping to get tens of millions of dollars in federal and state resources to New Hampshire communities to save lives.

**Reducing stigma.** At theatres around the state in 2023, communities gathered for screenings of the film "Anxious Nation," which delved into the mental health challenges of young people. Panel discussions — featuring Stearns and other professionals — followed. Many other outreach and education efforts — including the

(Continued, p. 8)



Susan Stearns of NAMI New Hampshire

### A changed landscape, and reason for hope

There is no single solution to the intertwined crises of substance misuse and mental health. But there are approaches that are proven to work. Stearns, of NAMI, points to the Children's System of Care as one. When children experiencing mental health issues are cared for well, and families are supported, those young people have a great chance of growing into thriving adults.

"When young people are struggling with mental health, they sometimes self-medicate," Stearns said. "The work being done by partners across the state, unified under the Children's System of Care plays a critical role in prevention and sets youth up for brighter futures."

Despite the pervasive challenges and the work that remains, the advances achieved to date and successful collaborations have created momentum that provides fuel for hope.

"Our young people, and our families, need to know that prevention works. Treatment is available. People do recover. And more than at any time in the history of our state, there are systems and programs in place to help them thrive," Fowler said. "While New Hampshire is in a moment where we simply cannot let up, we also should be proud of how far we have come." ■

*If you or a loved one is experiencing a mental health or substance use crisis, help is available 24/7. Call or text 833-710-6477, or visit [www.nh988.com](http://www.nh988.com)*

*The NH Children's System of Care maintains a growing statewide resource list: <https://nhcsoc.org>.*

*The Strong as Granite platform is raising awareness of mental health and substance use support and resources: <https://www.dhhs.nh.gov/programs-services/health-care/behavioral-health/strong-granite>*

603Voices.org campaign, the Magnify Voices Expressive Art Contest, the Partnership for a Drug-Free NH and the multilingual "Speaking our Minds" podcast are aimed at reducing stigma and promoting wellness.

**Solving problems through policy change.** The civic leadership of New Futures, NAMI-NH and other partners has led to dramatic advances for the state — from Medicaid expansion to expanding access to the overdose-reversal drug Narcan to improving insurance coverage to treat substance use disorders to fully funding the state's Alcohol Fund and codifying the Children's System of Care.

**Reducing harm.** The New Hampshire Harm Reduction Coalition is committed to implementing public health strategies to reduce harm associated with drug use and misuse. One very visible effort is the coalition's Overdose Prevention Van — the first of its kind in the state — which is equipped with vital overdose prevention supplies, including fentanyl test strips and naloxone, wound-care kits, Covid tests and more. The van, which travels around the state, also

serves as a drop-off and disposal point for used syringes.

**Transforming care for birthing parents and babies affected by substance use.** The Foundation supports the Perinatal Substance Exposure Collaborative, which helps babies and parents to thrive through a comprehensive range of services, education and support.

**Supporting young people and families affected by the crises of mental health and substance misuse.** Children have been called the "secondary victims" of the opioid epidemic. A variety of evidence-based programs around the state advance youth leadership, mentoring, community-building and belonging — all protective factors against addiction — while also providing support for families. The Foundation recently granted \$500,000 to community mental health centers around the state; and sustaining grants to the Center for Excellence have helped schools to access federal Medicaid funding to support school-based mental health services.



## BRINGING IT HOME

*The Monadnock Economic Development Corporation is working to increase child care availability in the region through the "Bringing it Home" program, which is supporting in-home child care providers. Cody Morrison, MEDC executive director, spoke with the Charitable Foundation's Lois Shea about why child care and economic development are inextricably linked.*

**Describe why quality, affordable child care matters from an economic-development perspective.**

The top three economic development issues right now are child care, workforce development and housing, and they all relate to the quality of our workforce — the people doing the work that keeps our state going.

If we are not focusing on child care, we are not doing our job. Child care, like housing, is a business-retention tool, and is part of the infrastructure that communities need, like public drinking water and roads and bridges.

If a company is looking for a new CEO or a new production worker, or a community is looking for a teacher, a police officer, a firefighter — those people need a place to live, and they need child care. These are issues that bottleneck the state's economy and hold back some of our economic potential. Our goal is to create 60-120 new slots in the region.

**What was the impetus for creating Bringing it Home?**

Keene Mayor George Hansel organized

a community meeting of stakeholders to figure out some possible solutions to the child care crisis.

No one single solution is going to address this crisis, but this concept of empowering and incubating home-based child care providers comes from a reality that many commercial-based centers have: It's hard to hire staff and find suitable space, and labor costs can really prevent a provider from being able to offer their services, make them affordable, make payroll and keep a roof over their heads. Rural communities may not have commercial real estate that would be able to host a child care center, but families and workers in those towns need child care.

This is a way of leveraging assets that are already there. This is a legitimate means of starting and maintaining a home-based business while being able to provide a massive community benefit. Providers are receiving business training and family educator training, and a grant from the Charitable Foundation is helping people with the licensing process.

**There are a number of partners involved in Bringing it Home.**

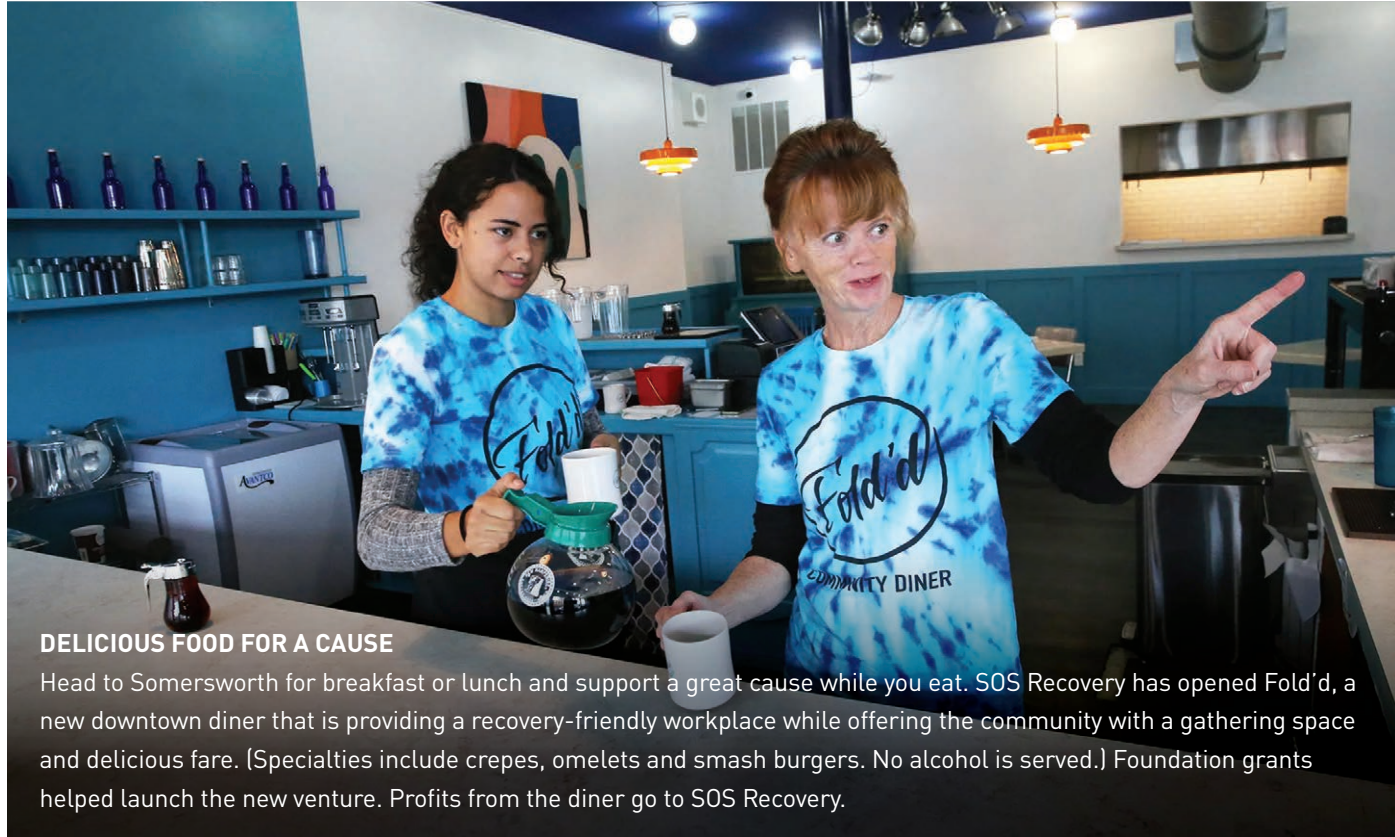
The Cheshire Children's Museum is the meeting and networking space for our providers. Monadnock United Way and Keene State College are providing funding for the family education component, the Hannah Grimes Center is providing business training and Monadnock Economic Development secured a tax credit grant through the Community Development Finance Authority that will fund renovations and safety and facility improvements for the home-based providers. It's an innovative and creative partnership. In a rural area, there is not one entity that has enough expertise to do it alone.

**Do you see this becoming a model for other regions?**

We are excited for this to become a model. We're not aware of anyone else who is focusing on and including the family-based provider. People around New Hampshire and even from Washington, D.C. have been reaching out to see how this can be adopted in other areas. ■

# IN OUR COMMUNITY

Nonprofits are improving the quality of life in every corner of New Hampshire



Deb Cram

## DELICIOUS FOOD FOR A CAUSE

Head to Somersworth for breakfast or lunch and support a great cause while you eat. SOS Recovery has opened Fold'd, a new downtown diner that is providing a recovery-friendly workplace while offering the community with a gathering space and delicious fare. (Specialties include crepes, omelets and smash burgers. No alcohol is served.) Foundation grants helped launch the new venture. Profits from the diner go to SOS Recovery.

## REPORTING FOR THE PLANET

New Hampshire Public Radio's "By Degrees" reporting initiative helps Granite Staters understand how climate change is shaping our state and the world around us. NHPR programming also provides ongoing connection to and understanding of the natural world through "Something Wild," and the award-winning podcast, "Outside/In." Grants from multiple Foundation donor-advised funds support NHPR's reporting on the environment.



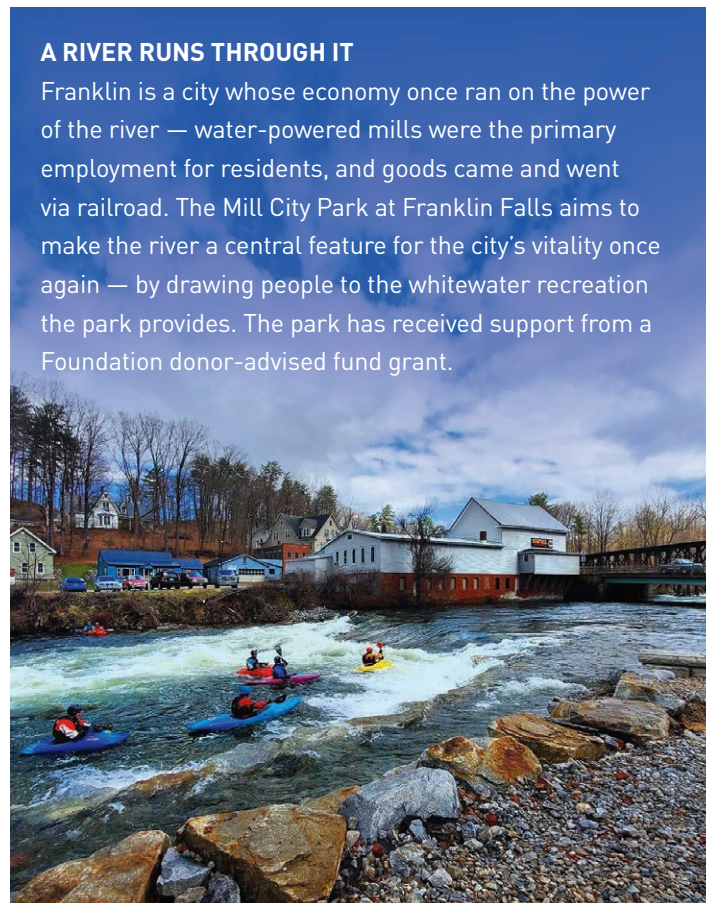
Britta Greene for NHPR



William Wrobel

## SOUND OF MUSIC

A donor-advised fund grant helped Monadnock Music to present its 2023 season. Concerts were presented in communities across the region — with performances on village greens and in theatres, libraries and church halls from Franconstown to Jaffrey to Milford to Rindge.



Courtesy Photo

## A RIVER RUNS THROUGH IT

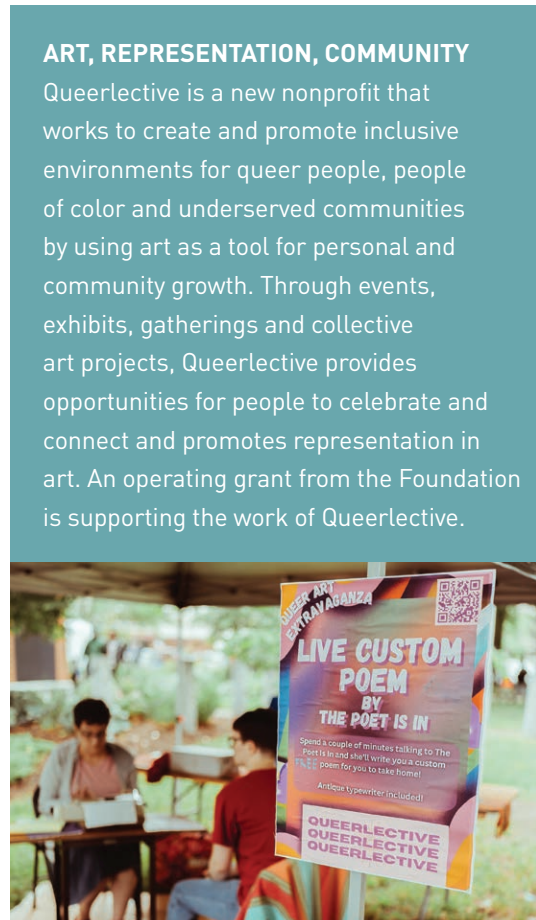
Franklin is a city whose economy once ran on the power of the river — water-powered mills were the primary employment for residents, and goods came and went via railroad. The Mill City Park at Franklin Falls aims to make the river a central feature for the city's vitality once again — by drawing people to the whitewater recreation the park provides. The park has received support from a Foundation donor-advised fund grant.



Courtesy Photo

## KIDS ARE FINDING THEIR STRIDE

Finding our Stride is a nonprofit that gets kids in the Upper Valley out running after school — boosting fitness, self-esteem and resilience while connecting young people with each other, with mentors and with community. An operating grant is helping to support the organization. All the Finding Our Stride running teams — plus coaches and family members — recently participated in the CHaD Hero Run to benefit the Children's Hospital at Dartmouth. The 550 Finding Our Stride runners raised more than \$74,000 for the hospital.



Courtesy Photo

## ART, REPRESENTATION, COMMUNITY

Queerlective is a new nonprofit that works to create and promote inclusive environments for queer people, people of color and underserved communities by using art as a tool for personal and community growth. Through events, exhibits, gatherings and collective art projects, Queerlective provides opportunities for people to celebrate and connect and promotes representation in art. An operating grant from the Foundation is supporting the work of Queerlective.



Courtesy Photo

## SO EVERYONE CAN LEARN TO SWIM

A grant from a donor-advised fund is helping the YMCA of Greater Nashua to purchase pool equipment needed to increase access to people with disabilities. The Y offers a variety of aquatics programs, including adaptive swim lessons for swimmers with diverse physical and neurological abilities.



# COMMUNITY ARTS FOR ALL THE COMMUNITY

Capitol Center for the Arts is building relationships and belonging — inside and outside its walls

Community members dance during a celebration of Deepwali at the Concord City Wide Community Center

Becky Field, FieldWork Photos

“Instead of thinking as a ‘venue’ we are thinking as a community service organization that is focused on the arts.”

– Sal Prizio, executive director for the Capitol Center for the Arts

**A**n American scene on a freezing November night: A crowd pours into the Concord City Wide Community Center. Attire ranges from fancy Nepali dress — men in Dhaka hats and matching jackets, women in shimmering skirts and sarees — to flannel and fleece. There are babies and grandmothers and everyone in-between, all here to celebrate Deepawali, the Hindu festival of lights. A priest gives a blessing, candles are lit. The band “Himalayan Dreams” takes the stage and strikes up the music of a place far away. Dancing ensues.

The gathering calls to mind American scenes from across generations: Irish-American “times,” where fiddles and banjos filled

kitchens and hearts with tunes of the Old Country; events in French-Canadian parishes and Polish American Clubs where people preserved tradition and built a deep sense of belonging in the New Country.

Deepawali (or “Diwali”) celebrates the triumph of good over evil, of light over darkness.

This free concert, inviting the Concord-area community to celebrate those things, is being put on by the Capitol Center for the Arts and the William H. Gile Concert Series.

It marks the first time in its seven decades that the Gile Concert Series has crossed the Merrimack River from downtown, migrating a scant 2.3 miles to “The Heights” neighborhood — which is among the

most racially diverse in all of New Hampshire.

Ghana Sharma of Concord said that effort matters, because this community center, by virtue of its location, “is familiar to New American people. And this is one of the most important Nepali cultural festivals — to celebrate joy and happiness for everybody.”

This event is just one illustration of how the Capitol Center is making intentional shifts in the way it works.

“Instead of thinking as a ‘venue’ we are thinking as a community service organization that is focused on the arts,” said CCA Executive Director Sal Prizio — who joined the organization two years ago. “It’s an important mentality shift.”

That means continuing apace with concerts, comedy shows and more in its two downtown locations while also making deliberate efforts to reach out, build meaningful relationships and better serve the whole community.

Battered, like all arts organizations, by the pandemic, Prizio reports with relief that the CCA has just recorded its best two months in history. “We are humming right now,” he says.

Those community-building efforts include opening the CCA’s two commercial kitchens to small businesses, via a Culinary Artist in Residence program. Now, the smell of savory meat and vegetable pies draws the lunchtime crowd into the

Bank of New Hampshire Stage building on weekdays, as Batulo’s Kitchen serves an array of Somali delicacies to hungry customers.

For Smarika Darji, a first-year student at Concord High School, the CCA’s efforts meant the opportunity to build belonging and confidence in a downtown space.

Smarika, a dancer, won first place in the New Americans Got Talent Show hosted at the Bank of New Hampshire Stage. Her mother had taught her traditional Nepali dance. When Smarika finished her routine, she looked up and found her mom in the crowd, beaming. After the show, a little girl asked for her autograph. Smarika giggles, remembering: “It feels like I’m famous.”

When she walks by the Main Street venue now, she said, “I still feel good.”

For Journee LaFond, organizer of Capital City Pride, a partnership with the CCA has led to a monthly “Pride Night,” series that nurtures community. The opportunity for LGBTQ+ people and allies to gather in a welcoming and affirming space on Main Street means much more than an evening of entertainment.

“Yes, we are dancing and talking and singing together — but you can also meet someone who knows a doctor who is accepting patients, or someone who is renting an apartment,” LaFond said. A person who attended a recent event approached LaFond afterwards. “I don’t know if you understand this,” they said, “but you are saving lives by

creating this space.”

Prizio emphasizes that “there is no finish line” to the work of community outreach and inclusion. Too many people have long faced barriers to experiencing the arts, and to feeling a true sense of belonging in community. Removing those barriers will take deliberate, collaborative effort.

CCA Community Outreach Coordinator Jessica Livingston heads up the work, and has created partnerships with the Concord Multicultural Festival, Change for Concord, Project S.T.O.R.Y. and more. Coming soon will be sensory-friendly shows for people with autism.

The week before the Deepawali celebration on the Heights, a new mural was unveiled in the lobby near Batulo’s Kitchen.

Painted by Concord artist Saad Hindal (pictured on cover), who was born in Iraq, the colorful mural includes whimsical depictions of a familiar cityscape, conveying a celebration and love of place.

“This is not just a mural,” Hindal said, through an interpreter. “To me, it is my home. I love this city. I love this country.”

Atop a Concord building-in-progress depicted in Hindal’s mural is perched a yellow construction crane. “Live Free or Die” is painted across the crane — a reference, perhaps, to a New Hampshire community still under construction, but committed to building something better. ■

LEARN MORE @ [CCANH.COM](http://CCANH.COM)



An impact investment in Working Fields supports people with barriers to employment

# USING ALL THE TOOLS IN THE TOOLBOX

How invested assets can be a powerful tool for good

By Michael Wilson, chief investment and financial officer at the New Hampshire Charitable Foundation

The New Hampshire Charitable Foundation’s purpose is to make New Hampshire a more just, sustainable and vibrant community where everyone can thrive.

But too many of us still face barriers to basic rights and the ability to thrive.

One way we are working to fulfill our purpose is by advancing equity, racial justice and economic security. This is generational work that requires long-term effort — and the use of all the tools in our toolbox.

The most visible tools a community foundation can use to achieve those things are its grant and scholarship programs, initiatives and partnerships, advocacy and communications.

But community foundations have another tool at our disposal for change-making. One that is less visible, but extremely powerful: invested assets.

Like any endowed philanthropy, a community foundation invests most of

its assets — and uses earnings from those investments for grantmaking, scholarships, initiatives and operations. In this way, a community foundation can be a source of forever philanthropic capital for a region — and, over time, can grant out dollar amounts far in excess of the amount of the original donations.

The Foundation has a track record of strong investment performance as we seek to maximize dollars available to fund important work in our communities today while prudently stewarding and growing those resources for generations to come.

We are now working to align the Foundation’s investments with our purpose and values — and to do so without sacrificing financial returns. In this way, we are striving to ensure that our invested assets — and the amount granted annually to nonprofits and scholarships — are achieving the greatest possible social benefit.

The Foundation’s assets are overseen by our Investment Committee (which comprises investment professionals and Foundation board members) along with Cambridge Associates, a prominent global investment consultant, and Foundation staff. Together, we have developed a purpose- and values-aligned investment approach which the Foundation board of directors adopted in 2022.

The goal is to generate market-rate financial returns for the majority of the Foundation’s assets while also incorporating sustainable and impact investing criteria for each investment pool.

We have consistently heard in recent years from Foundation donors who want their philanthropic funds to be invested for financial return alongside a social or environmental return. We consider this approach to be both the right and prudent thing to do.

Donors who hold funds at the Foundation may choose from a variety of pools in which to invest their charitable assets.

Here are examples of how this money, as invested, can have additional impact:

### Long-term pool

Our core investment pool is a highly diversified global asset mix designed to maximize long-term returns. Through a multiphase approach in the coming years, we will incorporate environmental, social and governance and racial equity considerations when selecting and working with investment managers for this pool.

### Sustainable Impact Pool

The Charitable Foundation has made impact investments in New Hampshire communities dating back to the 1970s, supporting affordable housing, economic development, environmental conservation — and more. We now offer two investment pools that incorporate impact investments. The former Sustainable Pool and Impact Investing Pool have been combined into the Sustainable Impact Pool. This pool is fully purpose- and values-aligned and seeks market-rate returns — which become fuel for future grantmaking. A recent investment

“We are now working to align the Foundation’s investments with our purpose and values — and to do so without sacrificing financial returns. In this way, we are striving to ensure that our invested assets — and the amount granted annually to nonprofits and scholarships — are achieving the greatest possible social benefit.”

from this pool provided bridge capital that the nonprofit Hundred Nights needed to complete financing for construction of a new 48-bed shelter and resource center for families and individuals in Keene.

### The New Hampshire Impact Pool

This pool provides long-term, patient capital to high-impact investments in our communities while achieving a modest financial return. To be considered for the pool, an investment must demonstrate it aligns geographically, has a defined and considerable social impact, and is likely to be repaid. A recent investment provided support to Working Fields, a staffing agency that supports people facing employment barriers to help fill workforce gaps. Working Fields

provides job-placement support, particularly to people in recovery and/or who are formerly incarcerated, using a peer coaching model. Working Fields also provides support and training to employers.

### Short-term pool

This pool maintains liquidity for short-term grantmaking flexibility. The BlackRock Liquid Federal Trust Fund is one example where these funds do double-duty for impact. This money market fund seeks to do a majority of its business with firms owned by women, people of color and others who have been historically excluded. The fund also partners with the Thurgood Marshall College Fund to fund scholarships and support the educational and professional success of students at historically Black colleges and universities.

This approach will require patience, time and the same diligence with which the Foundation has established its track record of successful investing since 1962. But we believe that using all the tools available to us is the best way to help build a community where everyone can thrive. ■

Visit [nhcf.org](http://nhcf.org) for quarterly investment updates, impact stories and more.



S and B Connections

Hundred Nights' new facility in Keene





NEW HAMPSHIRE  
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# 'THE LIFEblood OF THE STATE'

As a 15-year-old, Riyah Patel found one thing she could do to make her community better — and she did it.

She had just finished her first year of high school during the global pandemic, having done her schoolwork remotely from her dorm room at Philips Exeter Academy. She felt very isolated. She thought about her immigrant mom, and how hard school had been for her as a child. Then she thought about the kids who were managing both things — immigrant and refugee children who were isolated by language and experience and the pandemic.

And she thought about how to help.

Riyah contacted nonprofits that work with immigrants and refugees, and offered to tutor younger kids.

Soon, she had a group of 11 eager learners meeting all summer at the Concord Public Library. And a waiting list.

"Their insecurities melted away as they realized they were very brilliant despite a language barrier and a cultural barrier," Riyah said.

She could not keep up with the demand. After learning all she could, and consulting with nonprofits and educators, Riyah formed the nonprofit New American Scholars. Now 36 volunteer tutors work year-round with 160 kids in Manchester, Concord and on the Seacoast. The group works in partnership with other nonprofits, and uses technology platforms to create personalized learning experiences in math, reading and more. A Foundation grant helped purchase computer tablets.

Riyah sees these young scholars as "the lifeblood of the state." She hopes that her work helps them feel a deep sense of belonging in this place they call home. ■

