

Dear Friends, Partners, & Neighbors,

As we reflect on 2025, we are filled with gratitude and pride for the remarkable progress made in service to the people of Aroostook, (and more recently) Washington, and Hancock Counties. This year has been one of bold steps forward—toward greater access, deeper impact, and a stronger, more unified future for community action in Northern and Downeast Maine.

Among the most visible symbols of this progress is the launch of our Mobile Service Unit (MSU)—a fully equipped office on wheels that brings essential services directly to



the doorsteps of our most rural communities. From energy and housing assistance to nutrition, employment coaching, and early childhood outreach, the MSU is helping us meet people where they are—literally and figuratively. It's a powerful reminder that innovation, when rooted in compassion, can break down barriers and open new pathways to opportunity.

Equally transformative has been the expansion of our service footprint. With the thoughtful and collaborative transition of key programs from Downeast Community Partners (DCP), we are now actively serving residents across all three counties. This includes Head Start and Early Head Start, Energy and Housing Services, Whole Family Services, Elder Services, and more. These transitions—completed with care and continuity—are laying the groundwork for the launch of a new, regionally focused Community Action Agency in 2026.

Another defining moment of 2025 was the culmination of months of thoughtful work to articulate and adopt ACAP's new Core Values, which were rolled out to all staff this fall. These values reflect not only who we are today, but also who we aspire to be as we grow into a truly regional agency. They serve as a compass for our decisions, our culture, and our service to the community:

- We are an Innovative Thought Leader We commit to understanding and working through complex issues, never settling when a better, smarter solution can be pursued.
- We are a Collaborative Team We value one another and our community, seek out diversity of thought, listen to understand, and build on each other's strengths.
- We hold Ourselves and Each Other Accountable We are solutions-focused and results-oriented, keeping our mission and customers at the center of decision-making. We set clear priorities, do what we say, and believe that healthy conflict resolution leads to the best outcomes.

By embracing these values, we are strengthening the foundation of ACAP for the future. They will guide how we serve, how we partner, and how we continue to build trust with the communities of Aroostook, Washington, and Hancock Counties.

This report captures just a few of the many stories of resilience, partnership, and progress that defined 2025. We invite you to explore these pages and celebrate the collective impact we've made together.

Thank you for your continued trust, support, and belief in our mission. The road ahead is bright—and we're honored to walk it with you.

With appreciation,

Gary Sanfacon Chair, Board of Directors

Day M. Sarforon

Chief Executive Officer

Rolling Forward: ACAP's Mobile Service Unit Redefines Rural Access

In 2025, ACAP launched a groundbreaking initiative to bring essential services directly to the doorsteps of Northern Maine residents. The debut of ACAP's Mobile Service Unit (MSU)—a fully equipped office on wheels—marked a major milestone in overcoming transportation barriers and expanding access to critical programs across the region.

Unveiled in Van Buren, the MSU was celebrated by community leaders, local officials, and residents eager to see the vehicle

that will serve some of Maine's most rural and underserved communities. U.S. Senator Susan Collins, who secured Congressionally Directed Funding for the project, shared a video message highlighting the unit's role in connecting people to employment, nutrition, heating assistance, and more.

Serving a county larger than Connecticut and Rhode Island combined, ACAP recognized the need for innovative service delivery. The MSU now travels to remote communities, offering on-the-spot support for energy and housing assistance, WIC nutrition, employment coaching, early childhood education outreach, and more. Locally customized by Autotronics and Boulevard Graphix, the vehicle is staffed by existing ACAP team members and supported through a strategic blend of program funding.

The MSU builds on the success of ACAP's branded vehicle fleet, which logged over 75,000 miles in its

first year delivering remote services. These vehicles not only improve operational efficiency but also reassure residents—especially seniors—that the person arriving at their home is a verified ACAP staff member.

Sue Powers, Chief Operating Officer, emphasized the MSU's alignment with ACAP's Whole Family and Comprehensive Service Delivery model. "We can now assess and respond to a family's full range of needs in one visit," she said.

This mobile approach is transforming how ACAP serves Northern Maine—ensuring no household is left behind.

25 Communities Visited **56** Days on the Road

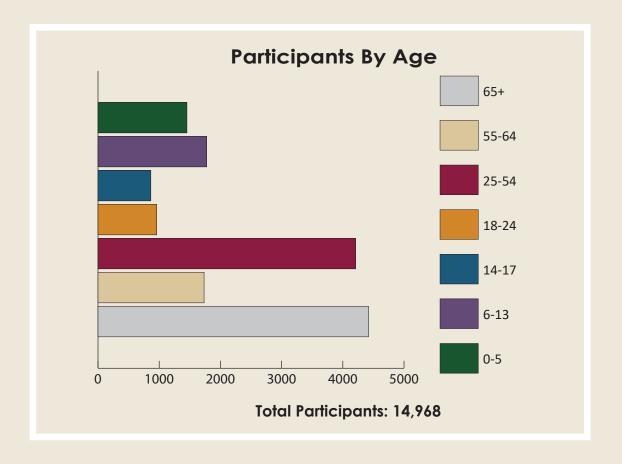
Over 1,200
Miles Traveled by the MSU







2025 BY THE NUMBERS

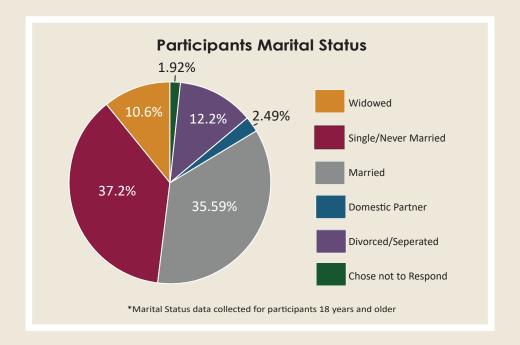


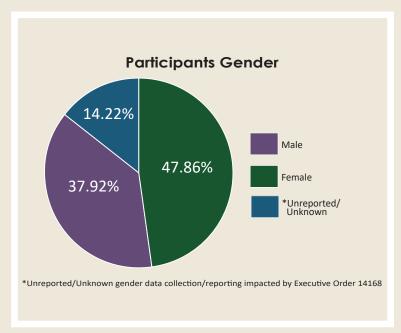
Participant Employment Status					
Full-Time	1,193	14.16%			
Part-Time (Including Multiple Part-Time Jobs)	568	6.47%			
Not In Labor Force	2,780	33%			
Retired	2,689	31.9%			
School/Job Training Program	62	.74%			
Seasonal/Temporary	20	.24			
Unemployed (<6 Months)	336	3.99%			
Unemployed (>6 Months)	515	6.11%			
Unknown/Not Reported	265	3.15%			

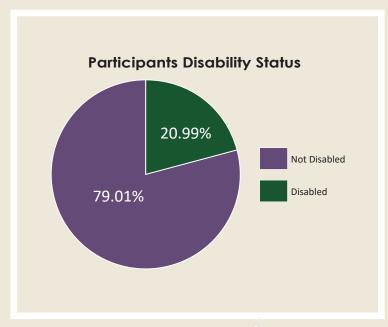
^{*}Data reported for participants aged 16 years and older

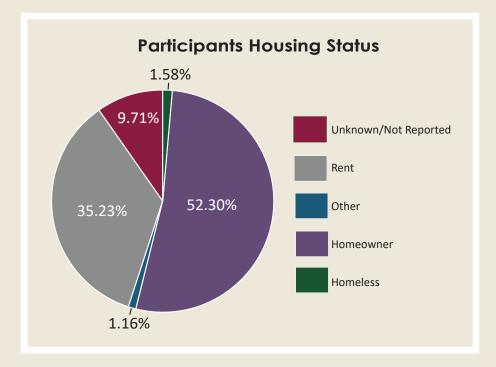
Participant Education Level						
Less than High School	2,053	21.73%				
Some High School (No Diploma)	957	10.12%				
High School or Equivalent	4,052	42.87%				
Some College/Associate Degree	1,741	18.42%				
Bachelor's Degree	221	2.34%				
Graduate or Professional Degree	64	.68%				
Other/Not Reported	364	3.85%				

^{*}Data reported for participants aged 14 years and older









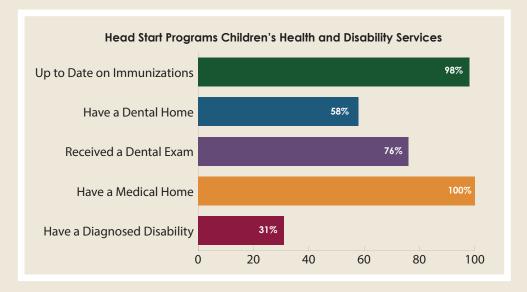
EARLY CARE & EDUCATION

ACAP and RSU 39 Partner to Expand Early Childhood and School-Age Services

ACAP and RSU 39 have partnered for the 2025–26 program year to deliver full-day PreK and Head Start services at Caribou Community School. This collaboration builds on earlier efforts: in 2023, the school and ACAP launched a school-age program to meet the growing need for care among families with children ages five through twelve.

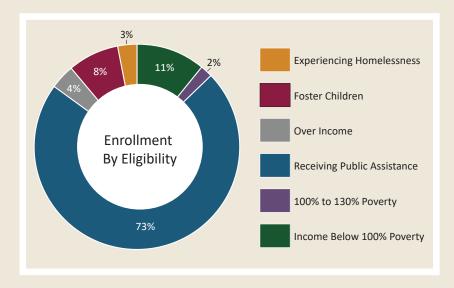
In fall 2025, new PreK and Head Start classrooms opened at Caribou Community School, offering preschool education along with wraparound child care. These classrooms provide a comprehensive approach to early learning, including smooth transitions for children and families, access to whole-family coaching, nutrition education, and developmental screenings for young learners.

By combining resources and expertise, this partnership strengthens the alignment of Head Start and public school services, ensuring that children and families in the Caribou community have greater access to high-quality education and support.



I have heard wonderful things about ACAP and I have noticed my child is thriving while being enrolled here. the teachers are absolutely phenomenal and go above and beyond for my child and their peers. They are making such a positive impact on my family and we are so thankful for them.



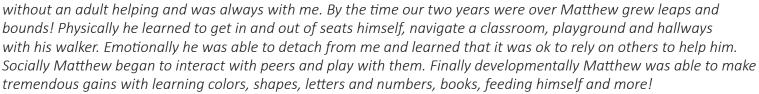


"To Whom it May Concern,

My son Matthew was born with a heart defect and suffered a brain injury at birth which led him to acquire Cerebral Palsy amongst other health problems. The first few years of his life were not only spent in the hospital but at multiple therapies in Northern Aroostook County, outpatient clinics and the like. We started with Early Intervention when he was only 8 months old to which we realized Matthew was not only behind physically but incredibly behind developmentally. As he started to age out of EI we were worried what this meant for him to continue to grow and gain. They suggested an ACAP preschool to help him physically, emotionally, socially and developmentally.

We live in Van Buren and our options were very limited. We needed a small class size and something that Matthew could find easily accessible due to his use of a posterior walker. We toured the facility in Caribou and were blown away by the space and all the staff from the moment we walked into the front door. Matthew attended the ACAP in Caribou for two years (2023-2025) in the Preschool Collab room.

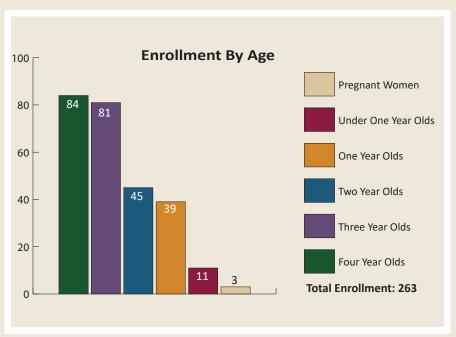
When Matthew started at ACAP he wasn't speaking to other peers, couldn't name a single shape or color, couldn't do much on his own



Without Matthews' experience here he would not have made these amazing gains. All the staff worked so well together and truly had Matthew's best interest at heart. They became a true extension of our family and we are forever grateful! Today he is a happy 5 year old boy who was integrated into a classroom in our home school district."

Forever Grateful, Christina Dolan









Average Monthly Enrollment

63 Early Head Start

149 Head Start

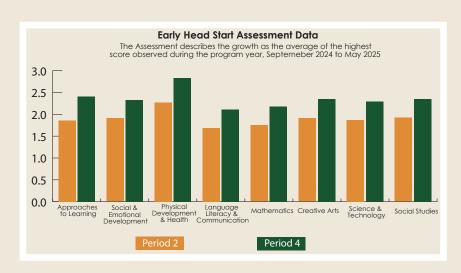
Families Served

151Single Parent

132

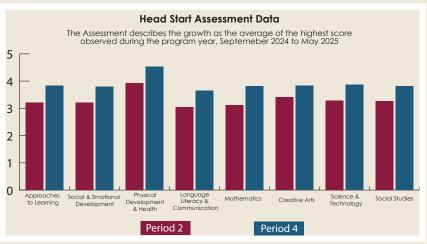
Two Parent

233 Total Families









"My name is January Pedersen. I'm a stay at home mom of 6. I currently have 2 enrolled at the Houlton ACAP center. My family has been involved with ACAP since before I left my parents' home. I attended Headstart when I was 4 years old. I was raised in Houlton, Maine. I love that my children and family have been able to attend some of the same programs.

We participate in Whole Family Coaching and receive abundant support form Sandra London, our family coach. I am an ACAP Policy Council member as well as on the Board of Directors. The mission for community action is driven with love and compassion. I have learned so much in such a short time, all the work that goes into every bit of these programs. I am truly honored to be a part of it!

in accordance with accounting principles generally accepted in the United States of America.





Total Cumulative Enrollment

3 Pregnant Women

95 Children **165**Head Start Children

\$6,417,209.19

\$6,538,018.69

98 Early Head Start

Head Start Financial Statement 2024-2025

Head Start Revenues		Head Start Expenses			
Category	Budget	Actual	Category	Budget	Actual
Federal	\$4,582,578.00	\$4,582,578.00	Personnel	\$3,664,570.33	\$3,748,334.54
State	\$656,614.69	\$656,614.69	In-Kind	\$1,145,644.00	\$1,145,644.00
Other	\$153,182.00	\$32,372.50	Travel	\$43,511.00	\$33,742.83
In-Kind	\$1,145,644.00	\$1,145,644.00	Occupancy	\$523,712.17	\$527,438.34
		Supplies	\$112,742.81	\$123,018.52	
Total Revenue	\$6,538,644.00	\$6,417,209.19	Food for Children	\$151,420.00	\$62,526.58
Chester M. Kearney audited the financial statements of Aroostook County Action Program which comprise the statements of financial position as of Sept. 30, 2024 and 2023, and the related statements of activities, functional expenses and cash flows for the years then ended and the related notes to the financial statements. In their opinion, the financial statements referred to here present fairly, in all material respects, the financial position of Aroostook County Action Program as of Sept. 30, 2024 and 2023, and the changes in net assets and its cash flows for the years then ended		Bus Service	\$61,600.00	\$31,187.25	
		Training for Staff	\$34,100.00	\$53,091.11	
		Administration	\$682,103.62	\$664,296.12	
		Client Services	\$78,149.76	\$554.76	
		Contractual	\$18,000.00	\$9,620.00	
		Other	\$22,465.00	\$17,755.14	

Total Expenses



Every \$1.00 spent for the WIC program more than doubles its return average savings of \$2.48 in future health costs!

(reduction in preterm births & infant mortality, increased prenatal care and enhanced long-term health outcomes)

July 1, 2024 - June 30, 2025

WIC Participants Receive:

- Quality Nutrition Education & Services
- Breastfeeding Education & Support
- Free Hospital-Grade Electric Breast Pump Loaner Program & Breastfeeding Supplies

WIC Team of Experts

- 2 Certified Lactation Counselors
- 4 Nutritionist & Nutrition Educators
- 1 Registered Dietitian

- 1 International Board-Certified Lactation Consultant
- 1 Breastfeeding Peer Counselor

(Staff may occupy more than one role.)



2,089

Unduplicated Participants

6.833

Social Services
Referral Connections

9,000

Clinic Outreach Miles Traveled

79.35%

of Pregnant Women Initiated
Breastfeeding

263

Moms Utilized the Breastfeeding Peer Counselor Program

27

Hospital Grade-Electronic Breast Pumps Loaned to Participants along with Pumping Supplies

500

Women Received Free Prenatal Vitamins 19%

of Pregnant Enrollees who Reported Smoking at Enrollment Quit Before or Shortly After Birth 87.6%

of Total Issued Fruit & Vegetable Benefits were Redeemed

\$1,104,782

Spent at Sixteen Aroostook County WIC Approved Grocery Stores

\$12,844

Spent at Six WIC Approved Local Farmers

7

ACAP WIC Farmer Days held in Presque Isle



In Aroostook County

14.4% of families live in poverty

17.0% of families are food insecure

16.5% of children live in poverty

24.3% of children are food insecure

42%

of Aroostook families are Asset Limited Income Constrained Employed (ALICE) Households



School Oral Health Program

29Aroostook County
Schools Served

164Children Received Sealants



2,425 Fluoride Varnishes Applied

103 Urgent Care Needs Referred 47
Children Served through the Maine Dental Connection



The Diaper Distribution Pilot Project, funded by the U.S. Department of Health and Human Services, helps low-income families access diapers by expanding local distribution networks. In addition to diapers, participating organizations connect families to services like job training, education, housing support, and Early Head Start to promote economic mobility and family well-being.



151Unduplicated Participants

55 Family Referrals Completed

173,000Diapers Distributed

221,390 Wipes Distributed

PREVENTION & WELLNESS

11

People were Provided the Responsible Beverage Seller/Server Training

26

Sessions of Social Emotional Learning 120

Restorative Practice Talking Circles in Schools Held

300

Students Provided the CATCH Curriculum 3

Local Colleges Supported During the Great American Smoke Out 13

Individuals Provided Narcan Training

At Dawn F. Barnes Elementary School, ACAP's Substance Use Prevention Team launched an initiative to teach students essential life skills through the evidence-based Lions Quest social-emotional learning (SEL) program, aiming to equip them with tools to navigate challenges, build resilience, and make positive choices. As the program progressed, the team observed that while SEL laid a strong foundation, deeper issues such as emotional outbursts, interpersonal conflicts, and classroom disruptions persisted. Recognizing the need for a more comprehensive approach, they expanded their efforts by integrating Positive Action's Conflict Resolution curriculum and implementing restorative practices—structured, supportive circles that encourages open, judgment-free dialogue. These circles, which included both students and teachers, fostered mutual understanding and modeled respectful conflict resolution strategies. The impact was transformative: students began expressing feelings of frustration and hurt, often rooted in experiences outside the classroom, leading to improved relationships, reduced tension, and fewer emotional outbursts. This intentional focus on connection and emotional safety cultivated a new classroom culture—one grounded in empathy, trust, and genuine human connection—empowering students to feel seen, heard, and supported.





The Regional Local Food Director, Aroostook County School Nutrition Directors, ACAP Maine Prevention Network Healthy Eating Active Living staff and many more are working to improve access to healthy local foods. They aim to ensure our food system is improved, connected and children in the community have access to healthy food.

The group was able to identify steps and strategies, and are actively working to develop a system that will

support access to locally sourced fresh food through the FarmDrop platform. Moving forward, the group will continue to collaborate on the logistics related to procurement and transportation with the goal of advocating for a healthy sustainable food environment for Aroostook County Schools. They also discovered ways to strengthen local food education, expand knowledge in food preparation skills and implement strategies to increase fruit and vegetable consumption.

7,755

Individuals reached with the Lending Library

3,791

Individuals Served through Community Events

2,163

Wellness Outreach Support Materials Disseminated 10

Free Community Pop-Up Stands

28

Organizations Implemented Wellness Strategies

15

Schools with Systems in Place to Support Students with Food Insecurities 7

Communities received Breastfeeding Support

12

Entities Received Farm to Institute Support & Gardening Initiatives









To address the growing concern of youth vaping during the 2024–2025 school year, Aroostook County Action Program (ACAP) Community Educators partnered with public and private schools to implement a peer-to-peer model using an evidence-based anti-vape curriculum. With 20.2% of 17-year-olds in Maine reporting tobacco use, the initiative aimed to empower students to become advocates for healthier choices among their peers. Through collaboration with Caribou Community School, Caribou High School, Fort Fairfield Middle/High School, Wisdom Middle/High School, and Pathways in Presque Isle, ACAP successfully trained 14 student leaders who have reached 263 of their peers—and counting—with one school currently in progress and another preparing to launch later in the academic year. This peer-led approach not only delivered critical tobacco prevention education but also fostered youth leadership, advocacy, and confidence. By equipping students to educate and support one another, the program effectively countered harmful messaging from the tobacco industry and strengthened protective factors within school communities.

Energy & Housing

ACAP's Home Energy Assistance Program (HEAP) provided critical heating support to households across Aroostook County, helping families stay safe and warm through the winter months.

HEAP funding directly reduced heating burdens for thousands of residents, helping prevent energy insecurity, unsafe heating practices, and financial strain. These benefits also contributed to local economic stability by keeping more than \$3 million in energy aid within The County.



7,908HEAP Applications Received

6,815HEAP Applications Certified with Benefits

Over \$3.1 Million
Total HEAP Assistance Distributed





The annual Helping Hands Telethon was hosted by Aroostook County Action Program, United Way of Aroostook, and WAGM-TV on Thursday, December 5, 2024. The telethon was a huge success and raised an incredible \$89,000! The partners raised funds to meet emergency fuel needs for those who may not qualify for traditional assistance.

Donations provide vital fuel to warm the homes of seniors, families, and others in need when no other resources are available. Every dollar assists with fuel and further connects recipients to supportive services, such as budgeting help and workforce development to prevent future crises.

Central Heating Improvement Program
Repairs or Replacements Completed





Home Accessibility and Repair Project and the Home Repair Network Programs Completed





Weatherization Projects Competed





35
Community Aging in Place/Older Adult Home
Modification Program Jobs Completed



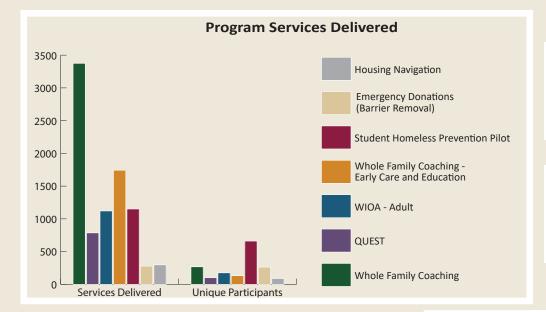


Above Ground Storage Tanks Installed





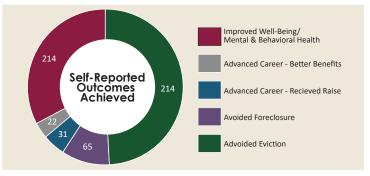
COACHING & WORKFORCE



884Total Unique Participants

6,684Total Unduplicated Services Provided

40
Employers Partnered and Provided Work Experiences,
Job Placements and Employment Opportunities



Restorative practices in the workplace emphasize strong relationships, open communication, and resolving conflict through inclusive dialogue rather than punishment. Rooted in Restorative Justice (RJ), these practices foster accountability, empathy, and respect—key to a healthy organizational culture.

In 2025, ACAP advanced its workforce development by launching RJ training for its coaching and leadership teams, supported by a dedicated grant. The coaching team completed training in January, focusing on staff and client engagement, followed by leadership training in May to reinforce restorative values agency-wide.



Since then, the coaching team has led four of seven planned restorative circles, creating safe spaces for reflection and healing. These efforts helped two workforce participants retain employment and supported two others in gaining workplace communication skills and resume-building experience through temporary work placements.

ACAP's commitment to restorative practices reflects its long-term goal of cultivating a resilient, connected workforce.

ACAP began offering Triple P Parenting classes in early January of 2025. Triple P Positive Parenting Program is designed to give parents the skills they need to raise confident, healthy children and teenagers and to build stronger family relationships. Triple P doesn't tell parents how to parent, instead it gives parents simple and practical strategies they can adapt to suit their own values, beliefs and needs. The benefits can be dramatic and long-lasting for families.



10
Parents Participated in Triple P Primary Care

49Parents attended Triple P
Parenting Seminar Series



The support Megan has provided me thus far seriously saved me in SO many ways. I was at such a miserable point in my life, deep in a hole of depression and a mangled reputation, and I was terrified of what the future could bring. My mother sent me an ad about ACAP's workforce development, and I'm glad that I trusted my gut and applied. The coming years look much less scary financially, I've gotten into my dream college, and now I'm in love with living again. Megan and ACAP have done a lot for me and I'm very appreciative of that fact.

My experience in a coaching program has been life changing for me and my family. I have successfully gotten a job thanks to the help, I have surpassed nearly all my barriers and I am overall extremely happy and thankful with the help I've received and my progress as a result.





The 2024 Tax Preparation Program, led by the Aroostook CA\$H Coalition and coordinated by Aroostook County Action Program (ACAP), provided free tax preparation services to residents across Aroostook County. The year's program, which ran from February 11 to April 3,2025 was made possible through collaboration with key community partners, including County Federal Credit Union, New Ventures Maine, and CA\$H Maine.

Over the course of the 8-week tax season, 1,094 tax returns were filed, thanks to the efforts of

915 volunteer hours contributed by 7 volunteer tax preparers and 2 greeters/intake volunteers, with 13 ACAP employees directly engaged in the program. Additional staff supported the initiative in various roles, ensuring its smooth operation.

The Cinderella Project of Maine Comes to Aroostook is an annual event that provides free formal wear to community members, especially youth looking to attend their local prom. On Saturday, March 22, ACAP - with the help of local volunteers, gave away 250 pieces of donated new and used formal wear to Aroostook County students. ACAP receives the majority of these dresses from its sister Community Action Agency in Waldo County, which is where the Cinderella Project first started. ACAP also receives locally donated



dresses from the community. The goal of the project is help youth feel confident in the dress clothes they wear, without the high cost of formal wear. A sincere thank you to the amazing team of volunteers who made the 2025 edition of Cinderella Project of Maine Comes to Aroostook such a success!



ACAP partnered with Townsquare Media to host the High Five Turkey Drive that has yearly brought thousands of dollars to Aroostook County food pantries and community partners during Thanksgiving. This year the event raised over \$25,000 to help support local pantries. As part of the event, ACAP distributes all donations by providing local grocery store gift certificates to food pantries that provide Thanksgiving baskets to those they serve. Thank you to John's in Fort Kent, Priority Auto in Houlton, Star City IGA in Presque Isle, and Townsquare Media for your partnership. A special thank you to the hundreds of donors that made this event such a success!



The ACAP Back to School Bash was a fun and helpful event for families in Aroostook County. Hundreds of local children received free backpacks and school supplies to help them start the school year, ready to learn. These supplies were donated by caring people and businesses in our community.

The event also included games, activities, and booths with helpful information for parents. Families learned about local programs that support health, learning, and more. This festive outdoor event is more than just a celebration—it's a powerful way to show our students that their community is behind them every step of the way.

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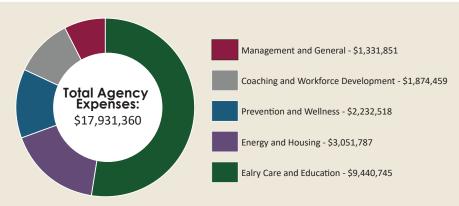
Bethann Basso Dawn McCrossin Elena Cyr Holly Ellithorpe Julie Tucci Karen Milton Kelly Edgecomb Lisa Bates Paula Daigle Rae Rossignol Rachelle Roy Renee Chalou Stacy Boucher Summer Rivera Tammy Mitchell Theresa Dow

Team ACAP expanded over the last year from 144 team members serving only Aroostook County to 210 team members serving customers across Aroostook, Washington and Hancock Counties. This expanded service area has allowed us to extend our commitment to customer service to nearly 35% of Maine's land mass. ACAP team members are our greatest resource and the primary reason we have been able to achieve success in this significant growth initiative.

Through continued commitment to the health and well-being of our team members, we have been able to continue 100% employer-paid employee health coverage at the lowest tier, Lifestyle Spending Accounts and zero-cost drug benefit. We offer a benefits package that gives opportunity for team members to choose options that best meet the needs of them and their families.

ACAP Team members gathered in early 2025 for a roll-out of ACAP's Core Values initiative. The Core Values to be Accountable, Innovative and Collaborative provide tools and a framework to support our dedicated and compassionate workforce to best meet the needs of our community and customers.

Our Team is our greatest resource and we appreciate their commitment and dedication to the customers and communities we serve.





A New Chapter in Community Action: Building a Stronger, Unified Agency for Northern and Downeast Maine

In 2025, a bold and collaborative vision began taking shape across Aroostook, Washington, and Hancock Counties: the creation of a unified Community Action Agency designed to better serve the people of Northern and Downeast Maine. What began as a strategic transition of services from Downeast Community Partners (DCP) to Aroostook County Action Program (ACAP) has evolved into a full-scale transformation—one that is ahead of schedule and rooted in care, continuity, and community.

As of October 1, all remaining DCP contracts for essential services have transitioned to ACAP. These include major programs such as the Community Services Block Grant (CSBG), Whole Family Services, Head Start and Early Head Start, Energy and Housing Services, and Elder Services, including Friendship Cottage. With nearly 50 DCP staff members welcomed into the ACAP team, the transition has ensured uninterrupted, high-quality service for residents in Washington and Hancock Counties.

Importantly, this is not a merger, but a forward-looking transformation. DCP is being formally wound down, and a new agency—complete with a new name, brand, and governance structure—is expected to launch in 2026. A newly formed Board of Directors, with representation from all three counties, will guide this next phase.

With major program transitions complete, the foundation is now set for a stronger, more sustainable agency. The next chapter will focus on building identity, deepening regional coordination, and expanding impact—ensuring that every household

across the three counties has access to the support they need to thrive.

The future of community action in Northern and Downeast Maine is not only bright—it's already underway.

