

COMMISSIONER  
Jared S. Chicoine

DEPUTY COMMISSIONER  
Christopher J. Ellms, Jr.



DEPARTMENT OF ENERGY  
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Concord, N.H. 03301-2429

SEP26'22 AM 9:21 RCVD TDD Access: Relay NH  
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Website:  
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20A

September 23, 2022

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

### REQUESTED ACTION

1) Authorize the New Hampshire Department of Energy (NH DOE) to enter into a **SOLE SOURCE** contract with Southern New Hampshire Services, Inc., (VC 177198), Manchester, NH, in the amount of \$15,034,547, with \$10,738,962 for the State Emergency Fuel Assistance Program (SEFAP) and \$4,295,585 for the State Supplemental Electric Benefit Program (SSEBP), effective upon Governor and Executive Council approval through June 30, 2023. **100% General Funds**

Funds to support this request are anticipated to be available in the following account in FY 2023.

|  |                            |
|--|----------------------------|
| <u>NH Department of Energy, State Emergency Fuel Asst Prog</u> | <u>FY 2023</u>             |
| 02-52-52-520010-XXXX0000                                       |                            |
| 074-500587 Grants for Pub Assist & Relief                      | \$10,738,962               |
| <br>   |                            |
| <u>NH Department of Energy, Sup Electric Ben Prog</u>          |                            |
| 02-52-52-520010-XXXX0000                                       |                            |
| 074-500587 Grants for Pub Assist & Relief                      | \$4,295,585                |
|  |                            |
|  | <b>Total:</b> \$15,034,547 |

2) Further request authorization to advance Southern New Hampshire Services, Inc. \$1,503,455 from the above-referenced contract amount.

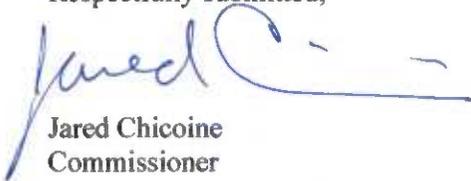
### EXPLANATION

This contract is **SOLE SOURCE** based on the historical performance of the Community Action Agencies (CAA) in other state and federal assistance programs, their outreach and client service capabilities, the synergies that will benefit SEFAP as a result of the five statewide CAAs' implementation of several other federal and state assistance programs, and the infrastructure that is already in place to deliver necessary services. NH DOE proposes to continue to contract with the five CAAs who have successfully provided assistance program services at the local level for more than three decades.

State Emergency Fuel Assistance Program (SEFAP) and State Supplemental Electric Benefit Program (SSEBP) were recently created by the legislature in HB 2023. Both are statewide programs designed to make winter heating and electricity respectively more affordable for income-qualified New Hampshire families. Program funds are targeted to moderate income households, those with an annual income in excess of 60 percent to at or below 75 percent of the State Median Income (\$74,942 to \$93,676 for a family of four). The benefit per eligible household is set in statute at \$450 for SEFAP and \$200 for SSEBP. The legislature appropriated \$25 million in General Funds for SEFAP and \$10 million in General Funds for SSEBP. Both programs will accept applications until April 30, 2023.

The proposed advance of funds in the contracts will enable the CAAs to mobilize to set up the program as well as operate the program between monthly reimbursements from the State.

Respectfully submitted,



Jared Chicoine  
Commissioner

**Notice:** This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

**AGREEMENT**

The State of New Hampshire and the Contractor hereby mutually agree as follows:

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| 1.1 State Agency Name<br>New Hampshire Department of Energy  |  | 1.2 State Agency Address<br>21 So. Fruit St., Ste. 10<br>Concord, New Hampshire 03301 |                                      |
| 1.3 Contractor Name<br>Southern New Hampshire Services, Inc.   |  | 1.4 Contractor Address<br>40 Pine Street, Manchester, NH                              |                                      |
| 1.5 Contractor Phone Number<br>(603) 668-8010  | 1.6 Account Number<br>02-52-52-520010-XXXX0000 | 1.7 Completion Date<br>June 30, 2023  | 1.8 Price Limitation<br>\$15,034,547 |
| 1.9 Contracting Officer for State Agency<br>Amanda O. Noonan   |  | 1.10 State Agency Telephone Number<br>(603) 271-1164                                  |                                      |
| 1.11 Contractor Signature<br> Date: 9-20-2022  |  | 1.12 Name and Title of Contractor Signatory<br>Ryan Clouthier, Deputy Director        |                                      |
| 1.13 State Agency Signature<br> Date: 9/20/22   |  | 1.14 Name and Title of State Agency Signatory<br>Jared S. Chicoine, Commissioner      |                                      |
| 1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) N/A<br>By: _____ Director, On: _____   |  |   |                                      |
| 1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable)<br>By:  On: 9/25/2022 |  |   |                                      |
| 1.17 Approval by the Governor and Executive Council (if applicable)<br>G&C Item number: _____ G&C Meeting Date: _____  |  |   |                                      |

**2. SERVICES TO BE PERFORMED.** The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT B which is incorporated herein by reference ("Services").

**3. EFFECTIVE DATE/COMPLETION OF SERVICES.**

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.17, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.13 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

**4. CONDITIONAL NATURE OF AGREEMENT.**

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds affected by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part. In no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

**5. CONTRACT PRICE/PRICE LIMITATION/PAYMENT.**

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT C which is incorporated herein by reference.

5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete

compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

**6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.**

6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment, because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.

6.3. The Contractor agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

**7. PERSONNEL.**

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this Agreement. This provision shall survive termination of this Agreement.

7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

## 8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

8.1.1 failure to perform the Services satisfactorily or on schedule;

8.1.2 failure to submit any report required hereunder; and/or

8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 give the Contractor a written notice specifying the Event of Default and set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

8.3. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

## 9. TERMINATION.

9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) days written notice to the Contractor that the State is exercising its option to terminate the Agreement.

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT B. In addition, at the State's discretion, the Contractor shall, within 15 days of notice of early termination, develop and

submit to the State a Transition Plan for services under the Agreement.

## 10. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

10.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

10.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

10.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

11. **CONTRACTOR'S RELATION TO THE STATE.** In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

## 12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

12.1 The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice, which shall be provided to the State at least fifteen (15) days prior to the assignment, and a written consent of the State. For purposes of this paragraph, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

12.2 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State. The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

13. **INDEMNIFICATION.** Unless otherwise exempted by law, the Contractor shall indemnify and hold harmless the State, its officers and employees, from and against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement, or other claims asserted against the State, its officers or employees, which arise out of (or which may be claimed to arise out of) the acts or omission of the

Contractor, or subcontractors, including but not limited to the negligence, reckless or intentional conduct. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

#### 14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 commercial general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate or excess; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 10.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

#### 15. WORKERS' COMPENSATION.

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A ("*Workers' Compensation*").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. The Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. **NOTICE.** Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

17. **AMENDMENT.** This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no such approval is required under the circumstances pursuant to State law, rule or policy.

18. **CHOICE OF LAW AND FORUM.** This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party. Any actions arising out of this Agreement shall be brought and maintained in New Hampshire Superior Court which shall have exclusive jurisdiction thereof.

19. **CONFLICTING TERMS.** In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and/or attachments and amendment thereof, the terms of the P-37 (as modified in EXHIBIT A) shall control.

20. **THIRD PARTIES.** The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

21. **HEADINGS.** The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

22. **SPECIAL PROVISIONS.** Additional or modifying provisions set forth in the attached EXHIBIT A are incorporated herein by reference.

23. **SEVERABILITY.** In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

24. **ENTIRE AGREEMENT.** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings with respect to the subject matter hereof.

**EXHIBIT A**  
**SPECIAL PROVISIONS**

1. On or before the date set forth in Block 1.7 of the General Provisions, the Contractor shall deliver to the State an independent audit of the Contractor's entire agency by a qualified independent auditor in good standing with the state and federal government.
2. This audit shall be conducted in accordance with the audit requirements of Office of Management and Budget (OMB) Circular 2 CFR 200, Subpart F- Audit Requirements. The State Emergency Fuel Assistance Program (SEFAP) and the State Supplemental Electric Benefit Program (SSEBP) shall be considered "major programs" for purposes of this audit.
3. This audit report shall include a schedule of revenues and expenditures by contract or grant number of all expenditures during the Contractor's fiscal year. The Contractor shall utilize a competitive bidding process to choose a qualified financial auditor at least every four years.
4. Delete the following from paragraph 9.2 of the General Provisions: "The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in Exhibit B."
5. The costs charged under this contract shall be determined as allowable under the cost principles detailed in 2 CFR 200 Subpart E – Cost Principles.
6. Program and financial records pertaining to this contract shall be retained by the Agency for 3 (three) years from the date of submission of the final expenditure report.
7. **CLOSE OUT OF CONTRACT.** All final required reports and reimbursement requests shall be submitted to the State within thirty (30) days of the completion date (Agreement Block 1.7).
8. **ADVANCES.** SEFAP and SSEBP advance funds must be used solely for appropriate SEFAP and SSEBP funds, respectively. SEFAP and SSEBP advance program funds are to be used only for SEFAP and SSEBP vendor payments, respectively. All SEFAP and SSEBP payments, including advance program payments, must be transferred from the Community Action Agency's general operating account into specific SEFAP and SSEBP accounts within 48 hours after being received electronically from the State. CAAs must submit the bank account numbers of the designated bank accounts for the advance funds to NH DOE prior to the electronic submission of the funds to the CAA. Unspent advance program funds must remain in the SEFAP and SSEBP dedicated accounts at all times and cannot be comingled with any other CAA funds. CAAs are required to submit complete electronic copies of the SEFAP- and SSEBP- dedicated bank account statements to NH DOE on a monthly basis.

## EXHIBIT B

### SCOPE OF SERVICES

The Contractor agrees to provide State Emergency Fuel Assistance Program (SEFAP) and State Supplemental Electric Benefit Program (SSEBP) services in accordance with 2022 N.H. Laws Chapter 346 to qualified median income households, and agrees to perform all such services and other work necessary to operate the programs in accordance with guidance as determined by NH DOE.

SEFAP and SSEBP services will be defined to include the following categories:

1. Outreach, eligibility, determination and certification of SEFAP and SSEBP applicants.
2. Payments directly to energy vendors:
  - a. Reimbursement for goods and services delivered
  - b. Lines of credit
  - c. Budget plan payments
3. SEFAP payments directly to landlords via vouchers for renters who pay their energy costs as undefined portions of their rent.
4. SSEBP payments may only be made to households that have an electric account in their name and may not be made if they pay their electric bill as a portion of their rent.
5. Payments directly to clients only when deemed appropriate and necessary as defined in the Fuel Assistance Procedures Manual.
6. Emergency Assistance in the form of reimbursements for goods or services delivered in accordance with paragraphs 3 and 4 above.

## EXHIBIT C

### PAYMENT TERMS

In consideration of the satisfactory performance of the services as determined by the State, the State agrees to pay over to the Contractor the sum of \$10,738,962 (which hereinafter is referred to as the "SEFAP Grant").

Upon the Governor and Executive Council approval of a warrant, the following SEFAP Grant funds will be authorized:

\$926,712.00 for administration costs, of which \$92,671.00 will be issued as a cash advance;  
\$9,812,250.00 for program costs, of which \$981,225.00 will be issued as a cash advance

In consideration of the satisfactory performance of the services as determined by the State, the State agrees to pay over to the Contractor the sum of \$4,295,585.00 (which hereinafter is referred to as the "SSEBP Grant").

Upon the Governor and Executive Council approval of a warrant, the following SSEBP Grant funds will be authorized:

\$370,685.00 for administration costs, of which \$37,069.00 will be issued as a cash advance;  
\$3,924,900.00 for program costs, of which \$392,490.00 will be issued as a cash advance;

The dates for this contract are upon Governor and Council approval through June 30, 2023.

Drawdowns from the balance of funds will be made to the Contractor only after written documentation of cash need is submitted to the State. Disbursement of the grants shall be in accordance with procedures established by the State.

**CERTIFICATE OF VOTES**

(Corporate Authority)

I, Orville Kerr, Clerk/Secretary of Southern New Hampshire Services, Inc.  
(Name) (Corporation name)

(Hereinafter the "Corporation"), a New Hampshire corporation, hereby certify that: (1) I am the duly  
(State)

elected and acting Clerk/Secretary of the Corporation; (2) I maintain and have custody and am familiar with the  
minute books of the Corporation; (3) I am duly authorized to issue certificates with respect to the contents of such  
books; (4) that the Board of Directors of the Corporation have authorized, on September 21 2021, such authority  
(Date)

to be in force and effect until June 30, 2023.  
(Contract termination date)

The person(s) holding the below listed position(s) are authorized to execute and deliver on behalf of the  
Corporation any contract or other instrument for the sale of products and services:

Donnalee Lozeau  
(Name)

Executive Director  
(Position)

Ryan Clouthier  
(Name)

Deputy Director  
(Position)

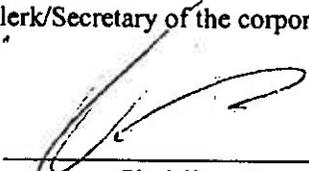
James Chaisson  
(Name)

Chief Fiscal Officer  
(Position)

(5) The meeting of the Board of Directors was held in accordance with New Hampshire  
(State of incorporation)

law and the by-laws of the Corporation; and (6) said authorization has not been modified, amended or rescinded  
and continues in full force and effect as of the date hereof.

IN WITNESS WHEREOF, I have hereunto set my hand as the Clerk/Secretary of the corporation this  
20<sup>th</sup> day of September, 2022.

  
Clerk/Secretary

STATE OF New Hampshire  
COUNTY OF Hillsborough

On this 20<sup>th</sup> day of September, 2022, before me, Debra Stohrer  
the undersigned Officer, personally appeared Orville Kerr who acknowledged her/himself to be  
the Secretary of Southern New Hampshire Services, Inc., a corporation and that she/he  
as such Secretary being authorized to do so, executed the foregoing instrument for the purposes therein  
contained.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

Debra Stohrer  
Notary Public/Justice of the Peace  
Commission Expiration Date: \_\_\_\_\_

DEBRA D. STOHRER  
Notary Public - New Hampshire  
My Commission Expires October 7, 2025

# State of New Hampshire

## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that SOUTHERN NEW HAMPSHIRE SERVICES INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 28, 1965. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 65506

Certificate Number: 0005755694



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 11th day of April A.D. 2022.

A handwritten signature in black ink, appearing to read "David M. Scanlan".

David M. Scanlan  
Secretary of State



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

03/21/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

|   |  |  |                        |
|---|--|--|------------------------|
| <b>PRODUCER</b><br>FIAI/Cross Insurance<br>1100 Elm Street<br><br>Manchester NH 03101 |  | <b>CONTACT NAME:</b> Andrea Nicklin<br><b>PHONE (A/C No Ext):</b> (603) 669-3218<br><b>FAX (A/C, No):</b> (603) 645-4331<br><b>E-MAIL ADDRESS:</b> Manch.Certs@crossagency.com |                        |
|   |  | <b>INSURER(S) AFFORDING COVERAGE</b>   |                        |
|   |  | <b>INSURER A:</b> Philadelphia Indemnity Ins Co  | <b>NAIC #</b><br>18058 |
|   |  | <b>INSURER B:</b> Midwest Employers Casualty Corp  | 23612                  |
|   |  | <b>INSURER C:</b>  |                        |
|   |  | <b>INSURER D:</b>  |                        |
|   |  | <b>INSURER E:</b>  |                        |
|   |  | <b>INSURER F:</b>  |                        |

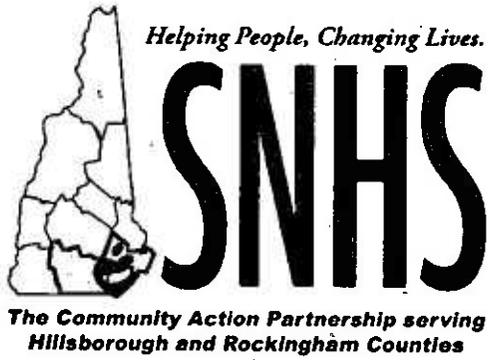
**COVERAGES**      **CERTIFICATE NUMBER:** 22-23 SNHS All Lines      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN; THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE  | ADOL | SUBR | INSR | WVD | POLICY NUMBER            | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS   |
|----------|--|------|------|------|-----|--------------------------|-------------------------|-------------------------|--|
| A        | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY<br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br><br>GENL AGGREGATE LIMIT APPLIES PER:<br><input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC<br>OTHER: |      |      |      |     | PHPK2392811              | 04/01/2022              | 04/01/2023              | EACH OCCURRENCE \$ 1,000,000<br>DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000<br>MED EXP (Any one person) \$ 5,000<br>PERSONAL & ADV INJURY \$ 1,000,000<br>GENERAL AGGREGATE \$ 2,000,000<br>PRODUCTS - COMPROP AGG \$ 2,000,000<br>\$ |
| A        | <input checked="" type="checkbox"/> AUTOMOBILE LIABILITY<br><input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS<br><input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY                                     |      |      |      |     | PHPK2392828              | 04/01/2022              | 04/01/2023              | COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$<br>\$  |
| A        | <input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR<br><input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE<br><input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000   |      |      |      |     | PHUB807546               | 04/01/2022              | 04/01/2023              | EACH OCCURRENCE \$ 5,000,000<br>AGGREGATE \$ 5,000,000<br>\$   |
| B        | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY<br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below   | Y/N  |      |      | N/A | HCHS20220000016 (3a.) NH | 01/01/2022              | 01/01/2023              | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER<br>E.L. EACH ACCIDENT \$ 1,000,000<br>E.L. DISEASE - EA EMPLOYEE \$ 1,000,000<br>E.L. DISEASE - POLICY LIMIT \$ 1,000,000                                       |
| A        | Professional Liability   |      |      |      |     | PHPK2392811              | 04/01/2022              | 04/01/2023              | Limit 1,000,000  |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

|  |  |   |  |
|--|--|---|--|
| <b>CERTIFICATE HOLDER</b>  |  | <b>CANCELLATION</b>   |  |
| NH Department of Energy<br>21 South Fruit Street<br><br>Concord NH 03301 |  | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.<br><br>AUTHORIZED REPRESENTATIVE<br> |  |



**SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE**

**SINGLE AUDIT REPORT**

**YEAR ENDED JULY 31, 2021**

**SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE**

**SINGLE AUDIT REPORT**

**YEAR ENDED JULY 31, 2021**

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**OUELLETTE & ASSOCIATES, P.A.**  
CERTIFIED PUBLIC ACCOUNTANTS

Mark R. Carrier, C.P.A.  
Michael R. Dunn, C.P.A.  
Jonathan A. Hussey, C.P.A., M.S.T.  
Steven R. Lamontagne, C.P.A.

Gary W. Soucy, C.P.A.  
Gary A. Wigant, C.P.A.  
C. Joseph Wolverton, Jr., C.P.A.

**Independent Auditor's Report on Internal Control over Financial Reporting and on  
Compliance and Other Matters Based on an Audit of Financial  
Statements Performed in Accordance with *Government Auditing Standards***

To the Board of Directors  
Southern New Hampshire Services, Inc. and Affiliate

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the combined financial statements of Southern New Hampshire Services, Inc. (the Organization) and affiliate, which comprise the combined statement of financial position as of July 31, 2021, and the related combined statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the combined financial statements, and have issued our report thereon dated March 3, 2022.

**Internal Control over Financial Reporting**

In planning and performing our audit of the combined financial statements, we considered the Organizations' internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the combined financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organizations' internal control. Accordingly, we do not express an opinion on the effectiveness of the Organizations' internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Organizations' combined financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

## **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether Southern New Hampshire Services, Inc. and affiliate's combined financial statements are free from material misstatement, we performed tests of their compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

## **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organizations' internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organizations' internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Ouellette & Associates, P.A.*  
Certified Public Accountants

March 3, 2022  
Lewiston, Maine

# OUELLETTE & ASSOCIATES, P.A.

CERTIFIED PUBLIC ACCOUNTANTS

Mark R. Carrier, C.P.A.  
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Gary A. Wigant, C.P.A.  
C. Joseph Wolverton, Jr., C.P.A.

## Independent Auditor's Report on Compliance for Each Major Program and on Internal Control over Compliance and Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

To the Board of Directors  
Southern New Hampshire Services, Inc. and Affiliate

### Report on Compliance for Each Major Federal Program

We have audited Southern New Hampshire Services, Inc. (the Organization) and affiliate's compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of Southern New Hampshire Services, Inc. and affiliate's major federal programs for the year ended July 31, 2021. Southern New Hampshire Services, Inc. and affiliate's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

### *Management's Responsibility*

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on compliance for each of Southern New Hampshire Services, Inc. and affiliate's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Southern New Hampshire Services, Inc. and affiliate's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of Southern New Hampshire Services, Inc. and affiliate's compliance.

### ***Opinion on Each Major Federal Program***

In our opinion, Southern New Hampshire Services, Inc. and affiliate complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended July 31, 2021.

### **Report on Internal Control over Compliance**

Management of Southern New Hampshire Services, Inc. and affiliate is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered Southern New Hampshire Services, Inc. and affiliate's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Southern New Hampshire Services, Inc. and affiliate's internal control over compliance.

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

## **Report on Schedule of Expenditures of Federal Awards Required by Uniform Guidance**

We have audited the combined financial statements of Southern New Hampshire Services, Inc. and affiliate as of and for the year ended July 31, 2021, and have issued our report thereon dated March 3, 2022, which contained an unmodified opinion on those combined financial statements. Our audit was conducted for the purpose of forming an opinion on the combined financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the combined financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the combined financial statements. The information has been subjected to the auditing procedures applied in the audit of the combined financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the combined financial statements or to the combined financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the combined financial statements as a whole.

*Ouellette & Associates, P.A.*  
Certified Public Accountants

March 3, 2022  
Lewiston, Maine

## SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE,

## SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

FISCAL YEAR ENDED JULY 31, 2021

| Federal Grantor<br>Pass-through Grantor<br>Program or Cluster Title                       | Federal<br>CFDA<br>Number | Pass-Through<br>Identifying<br>Number | Subrecipient<br>Expenditures | Federal<br>Expenditures |
|---|---------------------------|---------------------------------------|------------------------------|-------------------------|
| <b>FEDERAL AWARDS</b>   |                           |                                       |                              |                         |
| <b><u>U.S. Department of Agriculture:</u></b>   |                           |                                       |                              |                         |
| <i>Pass-Through State of New Hampshire Department of<br/>Health and Human Services</i>    |                           |                                       |                              |                         |
| Special Supplemental Nutrition Program for Women,<br>Infants and Children                 | 10.557                    | 174NH703W1003                         | \$ -                         | \$ 1,334,892            |
| <i>Pass-Through Belknap Merrimack Community Action Program</i>                            |                           |                                       |                              |                         |
| <b><u>Food Distribution Cluster</u></b>   |                           |                                       |                              |                         |
| Commodity Supplemental Food Program   | 10.565                    | 202120Y800544                         | -                            | 5,061                   |
|   | 10.565                    | 202020Y800544                         | -                            | 19,500                  |
| <b>Total Food Distribution Cluster</b>  |                           |                                       | -                            | 24,561                  |
| <i>Pass-Through State of New Hampshire Department of<br/>Education</i>                    |                           |                                       |                              |                         |
| Child and Adult Care Food Program   | 10.558                    |                                       | -                            | 695,568                 |
| <b><u>Child Nutrition Cluster</u></b>   |                           |                                       |                              |                         |
| Summer Food Service Program for Children  | 10.559                    |                                       | -                            | 155,822                 |
| <b>Total U.S. Department of Agriculture</b>   |                           |                                       | \$ -                         | \$ 2,210,843            |
| <b><u>U.S. Department of Housing and Urban Development:</u></b>                           |                           |                                       |                              |                         |
| <i>Direct Program</i>   |                           |                                       |                              |                         |
| <b><u>Section 8 Project-Based Cluster</u></b>   |                           |                                       |                              |                         |
| Section 8 Moderate Rehabilitation Single Room Occupancy                                   | 14.249                    |                                       | \$ -                         | \$ 540,904              |
| <i>Pass-Through State of New Hampshire Governor's Office<br/>of Strategic Initiatives</i> |                           |                                       |                              |                         |
| <b><u>CDBG - Entitlement Grants Cluster</u></b>   |                           |                                       |                              |                         |
| Community Development Block Grants/<br>Entitlement Grants - COVID                         | 14.218                    | B-20-MW-33-0001                       | -                            | 544,242                 |
| <i>Pass-Through State of New Hampshire Department of<br/>Health and Human Services</i>    |                           |                                       |                              |                         |
| Emergency Solutions Grant Program   | 14.231                    | E17-DC-33-0001                        | -                            | 40,929                  |
| <b>Total U.S. Department of Housing and Urban<br/>Development</b>                         |                           |                                       | \$ -                         | \$ 1,126,075            |
| <b><u>U.S. Department of Homeland Security:</u></b>                                       |                           |                                       |                              |                         |
| <i>Passed-through Regional United Way Agency</i>  |                           |                                       |                              |                         |
| Emergency Food and Shelter National Board Program   | 97.024                    |                                       | \$ -                         | \$ 2,101                |
| <i>Pass-Through State of New Hampshire Governor's Office<br/>of Strategic Initiatives</i> |                           |                                       |                              |                         |
| Emergency Food and Shelter National Board Program   | 97.024                    | 592600-007                            | -                            | 20,000                  |
| <b>Total U.S. Department of Homeland Security</b>   |                           |                                       | \$ -                         | \$ 22,101               |
| <b>Subtotal</b>   |                           |                                       | \$ -                         | \$ 3,359,019            |

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

FISCAL YEAR ENDED JULY 31, 2021

| Federal Grantor<br>Pass-through Grantor<br>Program or Cluster Title                             | Federal<br>CFDA<br>Number | Pass-Through<br>Identifying<br>Number | Subrecipient<br>Expenditures | Federal<br>Expenditures |
|---|---------------------------|---------------------------------------|------------------------------|-------------------------|
| Amount Forward  |                           |                                       | \$ -                         | \$ 3,359,019            |
| <b>U.S. Department of Labor:</b>  |                           |                                       |                              |                         |
| <i>Pass-Through State of New Hampshire Department of<br/>Resources and Economic Development</i> |                           |                                       |                              |                         |
| <b>WIOA Cluster</b>   |                           |                                       |                              |                         |
| WIOA Adult Program  | 17.258                    | 02-6000618                            | \$ 73,162                    | \$ 1,234,796            |
| WIOA Dislocated Worker Formula Grants   | 17.278                    | 02-6000618                            | 17,282                       | 122,677                 |
| Total WIOA Cluster  |                           |                                       | <u>90,444</u>                | <u>1,357,473</u>        |
| Senior Community Service Employment Program   | 17.235                    | 02-6000618                            | -                            | 4,062                   |
| Workforce Investment Act (WIA) Dislocated Worker<br>National Reserve Demonstration Grants       | 17.280                    | 02-6000618                            | -                            | <u>1,258,590</u>        |
| Total U.S. Department of Labor  |                           |                                       | <u>\$ 90,444</u>             | <u>\$ 2,620,125</u>     |
| <b>U.S. Department of Treasury:</b>   |                           |                                       |                              |                         |
| <i>Pass-Through State of New Hampshire Governor's Office<br/>of Strategic Initiatives</i>       |                           |                                       |                              |                         |
| Coronavirus Relief Fund - COVID   | 21.019                    |                                       | \$ -                         | \$ 6,346,350            |
| Emergency Rental Assistance Program - COVID   | 21.023                    | ERA0012 and ERA0435                   | -                            | 16,171,517              |
| <i>Pass-Through State of New Hampshire Department of<br/>Health and Human Services</i>          |                           |                                       |                              |                         |
| Coronavirus Relief Fund - COVID   | 21.019                    | SS-2021-DEHS-05-CHILD-01              | -                            | <u>249,873</u>          |
| Total U.S. Department of Treasury:  |                           |                                       | <u>\$ -</u>                  | <u>\$ 22,767,740</u>    |
| <b>U.S. Department of Energy:</b>   |                           |                                       |                              |                         |
| <i>Pass-Through State of New Hampshire Governor's Office<br/>of Strategic Initiatives</i>       |                           |                                       |                              |                         |
| Weatherization Assistance for Low-Income Persons  | 81.042                    | EE0007935                             | \$ -                         | \$ 564,342              |
| Total U.S. Department of Energy:  |                           |                                       | <u>\$ -</u>                  | <u>\$ 564,342</u>       |
| <b>U.S. Department of Education:</b>  |                           |                                       |                              |                         |
| <i>Pass-Through State of New Hampshire Department<br/>Of Education</i>                          |                           |                                       |                              |                         |
| Adult Education - Basic Grants to States  | 84.002                    | 67011-ABE                             | \$ -                         | \$ 118,530              |
| Total U.S. Department of Education  |                           |                                       | <u>\$ -</u>                  | <u>\$ 118,530</u>       |
| <b>Corporation for National and Community Services:</b>   |                           |                                       |                              |                         |
| <i>Direct Program</i>   |                           |                                       |                              |                         |
| Retired and Senior Volunteer Program  | 94.002                    | 20SRANH002                            | \$ -                         | \$ 110,300              |
| Total Corporation for National and<br>Community Services  |                           |                                       | <u>\$ -</u>                  | <u>\$ 110,300</u>       |
| Subtotal  |                           |                                       | <u>\$ 90,444</u>             | <u>\$ 29,540,056</u>    |

## SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

## SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

FISCAL YEAR ENDED JULY 31, 2021

| Federal Grantor<br>Pass-through Grantor<br>Program or Cluster Title                                  | Federal<br>CFDA<br>Number | Pass-Through<br>Identifying<br>Number | Subrecipient<br>Expenditures | Federal<br>Expenditures |
|--|---------------------------|---------------------------------------|------------------------------|-------------------------|
| Amount Forward   |                           |                                       | \$ 90,444                    | \$ 29,540,056           |
| <b>U.S. Department of Health and Human Services:</b>   |                           |                                       |                              |                         |
| <i>Direct Program</i>  |                           |                                       |                              |                         |
| <b>Head Start Cluster</b>  |                           |                                       |                              |                         |
| Head Start   | 93.600                    | 01CH01060203                          | \$ -                         | \$ 7,178,936            |
|  | 93.600                    | 01HP00024102                          | -                            | 315,971                 |
|  | 93.600                    | 01HP00024101C3                        | -                            | 5,408                   |
| COVID  | 93.600                    | 01CH01060203C3                        | -                            | 175,293                 |
| COVID  | 93.600                    | 01HE00047401C5                        | -                            | 11,487                  |
| <b>Total Head Start Cluster</b>  |                           |                                       |                              | <b>7,687,095</b>        |
| <i>Pass-Through State of New Hampshire Office of Strategic Initiatives</i>                           |                           |                                       |                              |                         |
| Low-Income Home Energy Assistance  | 93.568                    | G-20B1NHLIEA                          | -                            | 7,991,223               |
| COVID  | 93.568                    | G-2001NHE5C3                          | -                            | 82,143                  |
|  | 93.568                    | G-2101NHLIEA                          | -                            | 951,365                 |
|  |                           |                                       |                              | <b>9,024,731</b>        |
| <i>Pass-Through State of New Hampshire Department Of Health and Human Services</i>                   |                           |                                       |                              |                         |
| Temporary Assistance for Needy Families  | 93.558                    | 18NHTANF                              | 88,647                       | 2,637,339               |
| Community Services Block Grant   | 93.569                    | 2001NHCS3                             | -                            | 1,656,218               |
| COVID  | 93.569                    | 2001NHCS3                             | -                            | 174,632                 |
|  |                           |                                       | 88,647                       | 1,830,850               |
| Community Services Block Grant Discretionary Awards  | 93.570                    | 2001NHCS3                             | -                            | 28,904                  |
| <b>Aging Cluster</b>   |                           |                                       |                              |                         |
| Special Programs for the Aging, Title III, Part B, Grants for Supportive Services and Senior Centers | 93.044                    | 18AANHT3SS                            | -                            | 18,610                  |
| <b>CCDF Cluster</b>  |                           |                                       |                              |                         |
| Child Care and Development Block Grant   | 93.575                    | 2001NHCCDF                            | -                            | 1,119,549               |
|  | 93.575                    | 2101NHCCDF                            | -                            | 110,802                 |
|  |                           |                                       |                              | 1,230,351               |
| Child Care Mandatory and Matching Funds of The Child Care and Development Fund                       | 93.596                    | 2001NHCCDF                            | -                            | 876,921                 |
| <b>Total CCDF Cluster</b>  |                           |                                       |                              | <b>2,107,272</b>        |
| <i>Pass-Through University of New Hampshire</i>  |                           |                                       |                              |                         |
| Every Student Succeeds Act/Preschool Development Grants  | 93.434                    | 90TP0060                              | -                            | 87,828                  |
| <b>Total U.S. Department of Health and Human Services</b>  |                           |                                       | <b>\$ 88,647</b>             | <b>\$ 23,422,629</b>    |
| <b>TOTAL EXPENDITURES OF FEDERAL AWARDS</b>  |                           |                                       | <b>\$ 179,091</b>            | <b>\$ 52,962,685</b>    |

**SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE**  
**NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**  
**YEAR ENDED JULY 31, 2021**

---

**NOTE 1: BASIS OF PRESENTATION**

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal award activity of Southern New Hampshire Services, Inc. and affiliate under programs of the federal government for the year ended July 31, 2021. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements; Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of Southern New Hampshire Services, Inc. and affiliate, it is not intended to and does not present the financial position, changes in net assets, or cash flows of Southern New Hampshire Services, Inc. and affiliate.

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance wherein certain types of expenditures are not allowable or are limited as to reimbursement.

Pass-through entity identifying numbers are presented where available.

**NOTE 3: HEAD START PROGRAMS CFDA #93.600**

Due to the COVID-19 pandemic, the Organization was unable to meet its matching requirements in accordance with terms of the grant award. The Organization received a waiver from the Department of Health and Human Services due to the pandemic to remain in compliance with the grant award during the year ended July 31, 2021.

**NOTE 4: INDIRECT COST RATE**

Southern New Hampshire Services, Inc. and affiliate has negotiated an indirect cost rate of 9.50% with the Department of Health and Human Services.

**SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE**

**SCHEDULE OF FINDINGS AND QUESTIONED COSTS**

**YEAR ENDED JULY 31, 2021**

**Section I Summary of Auditor's Results**

**Financial Statements**

Type of auditor's report issued: Unmodified

Internal control over financial reporting:  
 Material weakness(es) identified?        Yes   √   No

Significant deficiency(ies) identified?        Yes   √   None reported

Noncompliance material to financial statements noted?        Yes   √   No

**Federal Awards**

Internal control over major programs:  
 Material weakness(es) identified?        Yes   √   No

Significant deficiency(ies) identified?        Yes   √   None reported

Type of auditor's report issued on compliance for major programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with CFR Section 200.156(a) of the Uniform Guidance?        Yes   √   No

**Identification of major programs:**

| <u>Name of Federal Program or Cluster</u> | <u>CFDA Number</u> |
|---|--------------------|
| Coronavirus Relief Fund                   | 21.019             |
| Emergency Rental Assistance Program       | 21.023             |
| WIOA Cluster                              | 17.258 / 17.278    |
| CCDF Cluster                              | 93.575 / 93.596    |

Dollar threshold used to distinguish between Type A and Type B programs: \$1,588,881

Auditee qualified as low-risk auditee?   √   Yes        No

**Section II Financial Statement Findings**

No matters are reportable.

**Section III Federal Award Findings and Questioned Costs**

No matters are reportable.



**SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE**

**COMBINED FINANCIAL STATEMENTS AND  
SUPPLEMENTARY INFORMATION**

**FOR THE YEARS ENDED JULY 31, 2021 AND 2020**

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

FINANCIAL STATEMENTS

JULY 31, 2021 AND 2020

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**OUELLETTE & ASSOCIATES, P.A.**  
CERTIFIED PUBLIC ACCOUNTANTS

Mark R. Carrier, C.P.A.  
Michael R. Dunn, C.P.A.  
Jonathan A. Hussey, C.P.A., M.S.T.  
Steven R. Lamontagne, C.P.A.

Gary W. Soucy, C.P.A.  
Gary A. Wigant, C.P.A.  
C. Joseph Wolverton, Jr., C.P.A.

*INDEPENDENT AUDITOR'S REPORT*

To the Board of Directors of  
Southern New Hampshire Services, Inc. and Affiliate  
Manchester, New Hampshire

**Report on the Financial Statements**

We have audited the accompanying combined financial statements of Southern New Hampshire Services, Inc. (a nonprofit organization) and affiliate, which comprise the combined statements of financial position as of July 31, 2021 and 2020, and the related combined statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the combined financial statements.

***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these combined financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

***Auditor's Responsibility***

Our responsibility is to express an opinion on these combined financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the combined financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the combined financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Organizations' preparation and fair presentation of the combined financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organizations' internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the combined financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

***Opinion***

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the financial position of Southern New Hampshire Services, Inc. and affiliate as of July 31, 2021 and 2020, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated March 3, 2022, on our consideration of Southern New Hampshire Services, Inc. and affiliate's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Southern New Hampshire Services, Inc. and affiliate's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Southern New Hampshire Services, Inc. and affiliate's internal control over financial reporting and compliance.

***Ouellette & Associates, P.A.***  
Certified Public Accountants

March 3, 2022  
Lewiston, Maine

## SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

## COMBINED STATEMENTS OF FINANCIAL POSITION

JULY 31, 2021 AND 2020

| <b>ASSETS</b>                                |                      |                      |
|--|----------------------|----------------------|
|  | <u>2021</u>          | <u>2020</u>          |
| <b>CURRENT ASSETS</b>                        |                      |                      |
| Cash   | \$ 8,496,942         | \$ 6,456,196         |
| Investments                                  | 10,396,716           | 9,102,421            |
| Grants receivable                            | 3,451,639            | 3,346,435            |
| Accounts receivable                          | 778,610              | 721,595              |
| Prepaid expenses                             | 136,692              | 159,842              |
| Total current assets                         | <u>23,260,599</u>    | <u>19,786,489</u>    |
| <b>FIXED ASSETS</b>                          |                      |                      |
| Land   | 3,045,918            | 3,050,918            |
| Buildings and improvements                   | 13,565,316           | 13,310,566           |
| Vehicles and equipment                       | 1,575,022            | 1,501,951            |
| Total fixed assets                           | <u>18,186,256</u>    | <u>17,863,435</u>    |
| Less - accumulated depreciation              | 6,204,453            | 5,729,951            |
| Net fixed assets                             | <u>11,981,803</u>    | <u>12,133,484</u>    |
| <b>OTHER ASSETS</b>                          |                      |                      |
| Restricted cash                              | 468,276              | 457,683              |
| <b>TOTAL ASSETS</b>                          | <u>\$ 35,710,678</u> | <u>\$ 32,377,656</u> |
| <b>LIABILITIES AND NET ASSETS</b>            |                      |                      |
| <b>CURRENT LIABILITIES</b>                   |                      |                      |
| Current portion of long-term debt            | \$ 79,998            | \$ 100,012           |
| Accounts payable                             | 691,695              | 729,100              |
| Accrued payroll and payroll taxes            | 1,187,344            | 1,089,681            |
| Accrued compensated absences                 | 424,497              | 470,301              |
| Accrued other liabilities                    | 63,446               | 53,011               |
| Refundable advances                          | 1,424,138            | 336,800              |
| Over applied overhead                        | 179,676              | 180,479              |
| Tenant security deposits                     | 89,232               | 83,030               |
| Total current liabilities                    | <u>4,140,026</u>     | <u>3,042,414</u>     |
| <b>LONG-TERM LIABILITIES</b>                 |                      |                      |
| Long-term debt, less current portion         | <u>2,878,216</u>     | <u>2,949,253</u>     |
| <b>TOTAL LIABILITIES</b>                     | <u>7,018,242</u>     | <u>5,991,667</u>     |
| <b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b> | <u>28,692,436</u>    | <u>26,385,989</u>    |
| <b>TOTAL LIABILITIES AND NET ASSETS</b>      | <u>\$ 35,710,678</u> | <u>\$ 32,377,656</u> |

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

COMBINED STATEMENTS OF ACTIVITIES

FOR THE YEARS ENDED JULY 31, 2021 AND 2020

|  | <i>2021</i>          | <i>2020</i>          |
|--|----------------------|----------------------|
| <b>REVENUES, GAINS AND OTHER SUPPORT</b>       |                      |                      |
| Grant revenue                                  | \$ 57,659,302        | \$ 38,244,769        |
| Program service fees                           | 822,662              | 796,505              |
| Local funding                                  | 193,876              | 244,926              |
| Rental income                                  | 1,227,156            | 1,191,263            |
| Gifts and other contributions                  | 301,421              | 201,839              |
| Interest and dividend income                   | 228,980              | 302,600              |
| Unrealized gain on investments                 | 1,066,602            | 398,423              |
| Miscellaneous                                  | 744,238              | 462,291              |
| <b>TOTAL REVENUES, GAINS AND OTHER SUPPORT</b> | <b>62,244,237</b>    | <b>41,842,616</b>    |
| <b>EXPENSES</b>                                |                      |                      |
| Program services:                              |                      |                      |
| Child development                              | 9,606,743            | 9,330,031            |
| Community services                             | 1,363,706            | 1,505,420            |
| Economic and workforce development             | 5,786,299            | 7,450,261            |
| Energy   | 10,666,407           | 12,651,510           |
| Language and literacy                          | 302,502              | 430,934              |
| Housing and homeless                           | 23,360,337           | 490,824              |
| Nutrition and health                           | 2,111,260            | 2,307,558            |
| Special projects                               | 2,316,753            | 1,876,426            |
| Volunteer services                             | 112,210              | 127,449              |
| SNHS Management Corporation                    | 2,367,679            | 2,447,708            |
| Total program services                         | 57,993,896           | 38,618,121           |
| Support services:                              |                      |                      |
| Management and general                         | 1,943,894            | 1,876,897            |
| <b>TOTAL EXPENSES</b>                          | <b>59,937,790</b>    | <b>40,495,018</b>    |
| <b>CHANGE IN NET ASSETS</b>                    | <b>2,306,447</b>     | <b>1,347,598</b>     |
| <b>NET ASSETS - BEGINNING OF YEAR</b>          | <b>26,385,989</b>    | <b>25,038,391</b>    |
| <b>NET ASSETS - END OF YEAR</b>                | <b>\$ 28,692,436</b> | <b>\$ 26,385,989</b> |

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE  
 COMBINED STATEMENT OF FUNCTIONAL EXPENSES  
 FOR THE YEAR ENDED JULY 31, 2021

|                                    | Program Services     |                       |                                      |                      |                          |                         |                            |
|------------------------------------|----------------------|-----------------------|--------------------------------------|----------------------|--------------------------|-------------------------|----------------------------|
|                                    | Child<br>Development | Community<br>Services | Economic<br>Workforce<br>Development | Energy               | Language and<br>Literacy | Housing<br>and Homeless | Nutrition<br>and<br>Health |
| <b>EXPENSES</b>                    |                      |                       |                                      |                      |                          |                         |                            |
| Payroll                            | \$ 5,475,948         | \$ 797,163            | \$ 2,740,989                         | \$ 1,286,379         | \$ 204,412               | \$ 725,285              | \$ 912,550                 |
| Payroll taxes                      | 409,962              | 59,844                | 204,551                              | 97,778               | 15,619                   | 54,970                  | 68,761                     |
| Fringe benefits                    | 1,677,891            | 138,364               | 623,172                              | 382,294              | 23,750                   | 112,040                 | 242,822                    |
| Workers comp. insurance            | 127,833              | 9,424                 | 6,924                                | 11,934               | 6,245                    | 2,469                   | 27,215                     |
| Retirement benefits                | 375,917              | 69,893                | 194,325                              | 96,055               | 8,755                    | 16,206                  | 74,893                     |
| Consultant and contractual         | 72,997               | 85,282                | 695,516                              | 970,317              | 801                      | 238,467                 | 9,785                      |
| Travel and transportation          | 35,627               | 3,264                 | 13,780                               | 15,113               | -                        | 1,045                   | 9,210                      |
| Conferences and meetings           | -                    | 7,250                 | -                                    | 2,245                | -                        | -                       | 1,914                      |
| Occupancy                          | 569,678              | 136,788               | 540,570                              | 123,460              | 24,409                   | 23,349                  | 49,916                     |
| Advertising                        | 574                  | 640                   | 800                                  | 2,418                | -                        | 600                     | 384                        |
| Supplies                           | 286,505              | 32,374                | 12,180                               | 61,729               | 7,224                    | 53,747                  | 25,794                     |
| Equip. rentals and maintenance     | 2,430                | 478                   | (4,515)                              | 16,962               | 3,495                    | 2,579                   | 8,745                      |
| Insurance                          | 22,375               | 28,204                | 9,341                                | 27,769               | -                        | 527                     | 3,822                      |
| Telephone                          | 80,815               | 21,885                | 32,839                               | 36,030               | 2,712                    | 14,294                  | 55,657                     |
| Postage                            | 3,368                | 40                    | 1,150                                | 27,045               | 417                      | 6,622                   | 1,931                      |
| Printing and publications          | 40                   | -                     | -                                    | 6,012                | 1,156                    | -                       | -                          |
| Subscriptions                      | -                    | -                     | -                                    | 570                  | -                        | -                       | -                          |
| Program support                    | -                    | 181,694               | -                                    | 59,109               | -                        | -                       | -                          |
| Interest                           | 9,335                | -                     | -                                    | -                    | -                        | -                       | -                          |
| Depreciation                       | 129,615              | 6,300                 | 42,909                               | 5,276                | 1,266                    | -                       | 13,187                     |
| Assistance to clients              | 234,976              | 3,992                 | 676,974                              | 7,518,979            | -                        | 22,107,876              | 393,992                    |
| Other expense                      | 167,824              | -                     | 10,872                               | 2,937                | -                        | 300                     | 224,649                    |
| Miscellaneous                      | 37,305               | 1,391                 | 915                                  | 1,424                | 2,241                    | 830                     | 1,905                      |
| In-kind                            | 1,203,823            | -                     | -                                    | -                    | -                        | -                       | -                          |
| Gain on disposal of assets         | -                    | -                     | -                                    | -                    | -                        | -                       | -                          |
| <b>SUBTOTAL</b>                    | <b>10,924,838</b>    | <b>1,584,270</b>      | <b>5,803,292</b>                     | <b>10,751,835</b>    | <b>302,502</b>           | <b>23,361,206</b>       | <b>2,127,132</b>           |
| <b>Over applied indirect costs</b> | <b>-</b>             | <b>-</b>              | <b>-</b>                             | <b>-</b>             | <b>-</b>                 | <b>-</b>                | <b>-</b>                   |
| <b>Eliminations</b>                | <b>(1,318,095)</b>   | <b>(220,564)</b>      | <b>(16,993)</b>                      | <b>(85,428)</b>      | <b>-</b>                 | <b>(869)</b>            | <b>(15,872)</b>            |
| <b>TOTAL EXPENSES</b>              | <b>\$ 9,606,743</b>  | <b>\$ 1,363,706</b>   | <b>\$ 5,786,299</b>                  | <b>\$ 10,666,407</b> | <b>\$ 302,502</b>        | <b>\$ 23,360,337</b>    | <b>\$ 2,111,260</b>        |

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE  
 COMBINED STATEMENT OF FUNCTIONAL EXPENSES (Continued)  
 FOR THE YEAR ENDED JULY 31, 2021

| EXPENSES                       | Program Services    |                    |                             | Total Program Services | Support Services       | Total Expenses       |
|--------------------------------|---------------------|--------------------|-----------------------------|------------------------|------------------------|----------------------|
|                                | Special Projects    | Volunteer Services | SNHS Management Corporation |                        | Management and General |                      |
| Payroll                        | \$ 84,906           | \$ 60,715          | \$ 579,614                  | \$ 12,867,961          | \$ 1,290,991           | \$ 14,158,952        |
| Payroll taxes                  | 6,517               | 4,220              | 45,415                      | 967,637                | 94,236                 | 1,061,873            |
| Fringe benefits                | 6,176               | 17,742             | 223,039                     | 3,447,290              | 183,099                | 3,630,389            |
| Workers comp. insurance        | 1,770               | 157                | 10,661                      | 204,632                | 7,679                  | 212,311              |
| Retirement benefits            | 6,118               | 5,287              | 43,218                      | 890,667                | 121,520                | 1,012,187            |
| Consultant and contractual     | 2,122,049           | 2,780              | 129,628                     | 4,327,622              | 106,077                | 4,433,699            |
| Travel and transportation      | 1,141               | 1,973              | 33,587                      | 114,740                | 4,283                  | 119,023              |
| Conferences and meetings       | 1,454               | 50                 | 14,412                      | 27,325                 | 1,025                  | 28,350               |
| Occupancy                      | 15,201              | -                  | 641,741                     | 2,125,112              | 44,864                 | 2,169,976            |
| Advertising                    | -                   | 1,766              | 3,232                       | 10,414                 | 25                     | 10,439               |
| Supplies                       | 593                 | 6,819              | 21,240                      | 508,205                | 58,393                 | 566,598              |
| Equip. rentals and maintenance | 2,645               | 41                 | 8,933                       | 41,793                 | 1,457                  | 43,250               |
| Insurance                      | 2,636               | 1,762              | 55,107                      | 151,543                | 10,161                 | 161,704              |
| Telephone                      | 3,079               | 2,633              | 26,997                      | 276,941                | 6,779                  | 283,720              |
| Postage                        | -                   | 605                | 1,470                       | 42,648                 | 13,123                 | 55,771               |
| Printing and publications      | -                   | -                  | -                           | 7,208                  | -                      | 7,208                |
| Subscriptions                  | -                   | 900                | 630                         | 2,100                  | -                      | 2,100                |
| Program support                | 560                 | -                  | 45,948                      | 287,311                | -                      | 287,311              |
| Interest                       | -                   | -                  | 51,209                      | 60,544                 | -                      | 60,544               |
| Depreciation                   | 60,191              | -                  | 405,478                     | 664,222                | 2,670                  | 666,892              |
| Assistance to clients          | 2,101               | -                  | 24,342                      | 30,963,232             | -                      | 30,963,232           |
| Other expense                  | -                   | -                  | 7,306                       | 413,888                | 797                    | 414,685              |
| Miscellaneous                  | 1,225               | 4,760              | 47,257                      | 99,253                 | 2,711                  | 101,964              |
| In-kind                        | -                   | -                  | -                           | 1,203,823              | -                      | 1,203,823            |
| Gain on disposal of assets     | (1,049)             | -                  | (2,349)                     | (3,398)                | -                      | (3,398)              |
| <b>SUBTOTAL</b>                | <b>2,317,313</b>    | <b>112,210</b>     | <b>2,418,115</b>            | <b>59,702,713</b>      | <b>1,949,890</b>       | <b>61,652,603</b>    |
| Over applied indirect costs    | -                   | -                  | -                           | -                      | (809)                  | (809)                |
| Eliminations                   | (560)               | -                  | (50,436)                    | (1,708,817)            | (5,187)                | (1,714,004)          |
| <b>TOTAL EXPENSES</b>          | <b>\$ 2,316,753</b> | <b>\$ 112,210</b>  | <b>\$ 2,367,679</b>         | <b>\$ 57,993,896</b>   | <b>\$ 1,943,894</b>    | <b>\$ 59,937,790</b> |

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE  
 COMBINED STATEMENT OF FUNCTIONAL EXPENSES  
 FOR THE YEAR ENDED JULY 31, 2020

| EXPENSES                           | Program Services    |                     |                                |                      |                       |                      |                      |
|------------------------------------|---------------------|---------------------|--------------------------------|----------------------|-----------------------|----------------------|----------------------|
|                                    | Child Development   | Community Services  | Economic Workforce Development | Energy               | Language and Literacy | Housing and Homeless | Nutrition and Health |
| Payroll                            | \$ 5,556,933        | \$ 933,868          | \$ 2,939,525                   | \$ 1,521,964         | \$ 298,880            | \$ 88,866            | \$ 962,139           |
| Payroll taxes                      | 419,856             | 70,488              | 221,893                        | 117,494              | 23,413                | 6,797                | 73,387               |
| Fringe benefits                    | 1,573,633           | 137,463             | 615,794                        | 463,923              | 28,359                | 21,715               | 238,512              |
| Workers comp. insurance            | 118,066             | 9,585               | 7,651                          | 15,806               | 2,062                 | 233                  | 30,576               |
| Retirement benefits                | 314,824             | 88,609              | 190,679                        | 93,780               | 10,995                | 4,856                | 70,742               |
| Consultant and contractual         | 56,270              | 70,777              | 1,775,844                      | 1,802,601            | 5,095                 | 370                  | 14,752               |
| Travel and transportation          | 87,659              | 10,526              | 55,412                         | 17,022               | 600                   | 1,006                | 29,296               |
| Conferences and meetings           | -                   | 6,007               | -                              | 888                  | -                     | 49                   | 140                  |
| Occupancy                          | 491,299             | 76,188              | 452,980                        | 122,492              | 30,276                | 2,520                | 64,985               |
| Advertising                        | 2,664               | 3,955               | 2,990                          | 1,171                | 50                    | 8,169                | 424                  |
| Supplies                           | 328,400             | 51,663              | 33,068                         | 66,117               | 5,006                 | 3,604                | 35,623               |
| Equip. rentals and maintenance     | 6,553               | 2,447               | 21,351                         | 12,146               | 2,943                 | -                    | 10,096               |
| Insurance                          | 22,852              | 42,463              | 7,617                          | 30,740               | -                     | 175                  | 6,450                |
| Telephone                          | 89,596              | 16,857              | 30,761                         | 31,439               | 2,726                 | 2,023                | 41,068               |
| Postage                            | 4,825               | 165                 | 1,568                          | 30,220               | 330                   | 385                  | 3,720                |
| Printing and publications          | 3,773               | -                   | -                              | 483                  | 1,851                 | -                    | -                    |
| Subscriptions                      | -                   | -                   | -                              | 524                  | -                     | -                    | -                    |
| Program support                    | -                   | 20,345              | -                              | 60,826               | 3,676                 | -                    | -                    |
| Interest                           | 9,529               | -                   | -                              | -                    | -                     | -                    | -                    |
| Depreciation                       | 72,782              | 5,656               | 41,477                         | 3,191                | 938                   | -                    | 10,294               |
| Assistance to clients              | 7,850               | -                   | 1,084,147                      | 8,336,006            | -                     | 349,246              | 420,251              |
| Other expense                      | 181,944             | 9,940               | 7,450                          | 9,318                | -                     | 800                  | 303,005              |
| Miscellaneous                      | 20,004              | 688                 | 364                            | 1,862                | 13,734                | 10                   | 2,146                |
| In-kind                            | 1,472,831           | -                   | -                              | -                    | -                     | -                    | -                    |
| Gain on disposal of assets         | -                   | -                   | -                              | -                    | -                     | -                    | -                    |
| <b>SUBTOTAL</b>                    | <b>10,842,143</b>   | <b>1,557,690</b>    | <b>7,490,571</b>               | <b>12,740,013</b>    | <b>430,934</b>        | <b>490,824</b>       | <b>2,317,606</b>     |
| <b>Over applied indirect costs</b> | <b>-</b>            | <b>-</b>            | <b>-</b>                       | <b>-</b>             | <b>-</b>              | <b>-</b>             | <b>-</b>             |
| <b>Eliminations</b>                | <b>(1,512,112)</b>  | <b>(52,270)</b>     | <b>(40,310)</b>                | <b>(88,503)</b>      | <b>-</b>              | <b>-</b>             | <b>(10,048)</b>      |
| <b>TOTAL EXPENSES</b>              | <b>\$ 9,330,031</b> | <b>\$ 1,505,420</b> | <b>\$ 7,450,261</b>            | <b>\$ 12,651,510</b> | <b>\$ 430,934</b>     | <b>\$ 490,824</b>    | <b>\$ 2,307,558</b>  |

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE  
 COMBINED STATEMENT OF FUNCTIONAL EXPENSES (Continued)  
 FOR THE YEAR ENDED JULY 31, 2020

| EXPENSES                       | Program Services    |                    |                        | Total Program Services | Support Services       | Total Expenses       |
|--------------------------------|---------------------|--------------------|------------------------|------------------------|------------------------|----------------------|
|                                | Special Projects    | Volunteer Services | SNHS                   |                        | Management and General |                      |
|                                |                     |                    | Management Corporation |                        |                        |                      |
| Payroll                        | \$ 95,518           | \$ 80,529          | \$ 688,044             | \$ 13,166,266          | \$ 1,258,963           | \$ 14,425,229        |
| Payroll taxes                  | 7,446               | 6,021              | 45,518                 | 992,313                | 93,381                 | 1,085,694            |
| Fringe benefits                | 7,355               | 16,739             | 256,823                | 3,360,316              | 184,217                | 3,544,533            |
| Workers comp. insurance        | 3,120               | 214                | 11,822                 | 199,135                | 7,822                  | 206,957              |
| Retirement benefits            | 5,385               | 3,350              | 40,945                 | 824,165                | 116,327                | 940,492              |
| Consultant and contractual     | 1,659,372           | 449                | 136,778                | 5,522,308              | 87,416                 | 5,609,724            |
| Travel and transportation      | 4,805               | 5,163              | 41,940                 | 253,429                | 4,639                  | 258,068              |
| Conferences and meetings       | 3,531               | 50                 | 28,605                 | 39,270                 | 2,113                  | 41,383               |
| Occupancy                      | 15,080              | -                  | 595,088                | 1,850,908              | 38,053                 | 1,888,961            |
| Advertising                    | -                   | 400                | 1,270                  | 21,093                 | -                      | 21,093               |
| Supplies                       | 2,334               | 4,524              | 17,992                 | 548,331                | 39,485                 | 587,816              |
| Equip. rentals and maintenance | 4,971               | 63                 | 15,835                 | 76,405                 | 1,398                  | 77,803               |
| Insurance                      | 3,213               | 1,616              | 51,605                 | 166,731                | 13,338                 | 180,069              |
| Telephone                      | 2,700               | 2,350              | 29,193                 | 248,713                | 6,146                  | 254,859              |
| Postage                        | 7                   | 632                | 1,207                  | 43,059                 | 15,840                 | 58,899               |
| Printing and publications      | -                   | 84                 | 8                      | 6,199                  | 61                     | 6,260                |
| Subscriptions                  | -                   | -                  | 534                    | 1,058                  | -                      | 1,058                |
| Program support                | 3,317               | -                  | 222,373                | 310,537                | -                      | 310,537              |
| Interest                       | -                   | -                  | 55,013                 | 64,542                 | -                      | 64,542               |
| Depreciation                   | 46,914              | -                  | 388,881                | 570,133                | 673                    | 570,806              |
| Assistance to clients          | 12,708              | -                  | 68,129                 | 10,278,337             | -                      | 10,278,337           |
| Other expense                  | 1,798               | -                  | 7,853                  | 522,108                | 4,435                  | 526,543              |
| Miscellaneous                  | 169                 | 5,265              | (30,823)               | 13,419                 | 3,242                  | 16,661               |
| In-kind                        | -                   | -                  | -                      | 1,472,831              | -                      | 1,472,831            |
| Gain on disposal of assets     | -                   | -                  | (2,450)                | (2,450)                | -                      | (2,450)              |
| <b>SUBTOTAL</b>                | <b>1,879,743</b>    | <b>127,449</b>     | <b>2,672,183</b>       | <b>40,549,156</b>      | <b>1,877,549</b>       | <b>42,426,705</b>    |
| Over applied indirect costs    | -                   | -                  | -                      | -                      | 3                      | 3                    |
| Eliminations                   | (3,317)             | -                  | (224,475)              | (1,931,035)            | (655)                  | (1,931,690)          |
| <b>TOTAL EXPENSES</b>          | <b>\$ 1,876,426</b> | <b>\$ 127,449</b>  | <b>\$ 2,447,708</b>    | <b>\$ 38,618,121</b>   | <b>\$ 1,876,897</b>    | <b>\$ 40,495,018</b> |

See independent auditor's report and accompanying notes to the financial statements.

## SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

## COMBINED STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED JULY 31, 2021 AND 2020

|  | <u>2021</u>         | <u>2020</u>         |
|--|---------------------|---------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>  |                     |                     |
| Change in net assets   | \$ 2,306,447        | \$ 1,347,598        |
| Adjustments to reconcile change in net assets to net cash flows from operating activities: |                     |                     |
| Depreciation   | 666,892             | 570,806             |
| Gain on disposal of assets   | (3,398)             | (2,450)             |
| Unrealized gain on investments   | (1,066,602)         | (398,423)           |
| (Increase) decrease in operating assets:   |                     |                     |
| Contracts receivable   | (105,204)           | 141,978             |
| Accounts receivable  | (57,015)            | 99,970              |
| Prepaid expenses   | 23,150              | (64,645)            |
| Increase (decrease) in operating liabilities:  |                     |                     |
| Accounts payable   | (37,405)            | 71,424              |
| Accrued payroll and payroll taxes  | 97,663              | 43,876              |
| Accrued compensated absences   | (45,804)            | 110,482             |
| Accrued other liabilities  | 10,435              | (174,692)           |
| Refundable advances  | 1,087,338           | (691,943)           |
| Over applied overhead  | (803)               | 152,740             |
| Tenant security deposits   | 6,202               | (1,201)             |
| Total adjustments  | <u>575,449</u>      | <u>(142,078)</u>    |
| <b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>  | <u>2,881,896</u>    | <u>1,205,520</u>    |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>  |                     |                     |
| Purchase of fixed assets   | (560,313)           | (1,304,678)         |
| Proceeds from sale of fixed assets   | 48,500              | 9,400               |
| Purchase of investments, reinvested dividends and capital gains                            | (227,693)           | (298,308)           |
| Deposit to restricted cash accounts  | (10,593)            | (46,103)            |
| <b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>  | <u>(750,099)</u>    | <u>(1,639,689)</u>  |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>  |                     |                     |
| Payments on long-term debt   | (91,051)            | (96,173)            |
| <b>CHANGE IN CASH AND CASH EQUIVALENTS</b>   | <u>2,040,746</u>    | <u>(530,342)</u>    |
| <b>CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR</b>                                       | <u>6,456,196</u>    | <u>6,986,538</u>    |
| <b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>   | <u>\$ 8,496,942</u> | <u>\$ 6,456,196</u> |
| <b>SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION</b>                                   |                     |                     |
| Cash paid during the year for interest   | <u>\$ 60,544</u>    | <u>\$ 64,542</u>    |

See independent auditor's report and accompanying notes to the financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS

JULY 31, 2021 AND 2020

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**NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Nature of the Organization**

Southern New Hampshire Services, Inc. (SNHS) is a nonprofit umbrella corporation that offers an array of services to the elderly, disabled, and low-income households in New Hampshire's Hillsborough County and Rockingham County. The Organization's programs provide assistance in the areas of education, child development, employment, energy and its conservation, housing, and homelessness prevention. The Organization is committed to providing respectful support services and assisting individuals and families in achieving self-sufficiency by helping them overcome the causes of poverty. The primary source of revenues is derived from governmental contracts. Services are provided through Southern New Hampshire Services, Inc. and SNHS Management Corporation.

**Basis of Accounting and Presentation**

The Organization prepares its combined financial statements in accordance with accounting principles generally accepted in the United States of America, which involves the application of accrual accounting; and accordingly reflect all significant receivables, payables, and other liabilities. The financial statement presentation follows the recommendation of the Financial Accounting Standards Board (FASB) Accounting Standards Update (ASU) 2016-14, *Not-For-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*. Under ASU 2016-14, net assets, revenues, expenses, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the Organization and changes therein are classified and reported as follows:

*Net Assets without Donor Restrictions* - Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. These net assets may be used at the discretion of the Organization's management and the board of directors.

*Net Assets with Donor Restrictions* - Net assets subject to stipulations imposed by donors, and grantors. Some donor restrictions are temporary in nature; those restrictions will be fulfilled and removed by actions of the Organization pursuant to those stipulations or by passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Donor restricted contributions are reported as an increase in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statement of activities.

The Organization has no net assets with donor restrictions at July 31, 2021 and 2020.

**Combined Financial Statements**

All significant intercompany items and transactions have been eliminated from the basic combined financial statements. The combined financial statements include the accounts of SNHS Management Corporation because Southern New Hampshire Services, Inc. controls more than 50% of the voting power.

**Use of Estimates**

The preparation of combined financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Actual results may differ from these amounts.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS

(Continued)

JULY 31, 2021 AND 2020

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NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

**Cash and Cash Equivalents**

For the purpose of the combined statements of cash flows, the Organization considers all unrestricted highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents. The Organization has no cash equivalents at July 31, 2021 and 2020.

**Current Vulnerabilities Due to Certain Concentrations**

The Organization maintains its cash balances at several financial institutions located in New Hampshire and Maine. The balances are insured by the Federal Deposit Insurance Organization (FDIC) up to \$250,000 per financial institution. In addition, on October 2, 2008, the Organization entered into an agreement with its principal banking partner to collateralize deposits in excess of the FDIC insurance limitation on some accounts. The balances, at times, may exceed amounts covered by the FDIC and collateralization agreements. It is the opinion of management that there is no significant risk with respect to these deposits at either July 31, 2021 and 2020.

**Accounts and Contracts Receivable**

All accounts and contracts receivable are stated at the amount management expects to collect from balances outstanding at year-end. Receivables are recorded on the accrual basis of accounting primarily based on reimbursable contracts, grants, and agreements. Balances outstanding after management has used reasonable collection efforts are written off through a charge to bad debt expense and a credit to the applicable accounts receivable. Management does not believe an allowance for uncollectible accounts receivable is necessary at July 31, 2021 and 2020.

**Support and Revenue Recognition**

*Contracts with Customers*

Program fees are reported at the amount that reflects the consideration to which the Organization expects to be entitled for providing childcare services to its clients.

Generally, the Organization bills customers and third-party payors several days after the services are performed. Revenue is recognized as performance obligations are satisfied. Performance obligations are determined based on the nature of the services provided by the Organization. The Organization measures the performance obligations of its childcare services to the point when it is no longer required to provide services to the client, which is generally weekly for childcare services. These services are considered to be a single performance obligation. Revenue for performance obligations satisfied at a point in time is recognized when services are provided, and the Organization does not believe it is required to provide additional services to the client.

Based on the nature of services provided by the Organization and due to the fact that all of the Organization's performance obligations related to contracts with a duration of less than one year, the Organization has elected to apply the optional exemption provided in FASB ASC 606-10-50-14(a) and, therefore is not required to disclose the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied or partially unsatisfied at the end of the reporting period.

The transaction price for childcare services is based on standard charges for services provided to clients. Under the terms of the State of New Hampshire Department of Health and Human Services childcare subsidy programs, reimbursement for childcare services provided may differ from established rates. It is the Organization's policy to set its rates to be consistent with current reimbursement rates. Therefore, amounts due do not include significant variable consideration subject to retroactive revenue adjustments due to settlement of reviews and audits.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS

(Continued)

JULY 31, 2021 AND 2020

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NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

**Support and Revenue Recognition - Continued**

*Contracts with Customers – Continued*

The Organization has elected to apply the practical expedient allowed under FASB ASC 606-10-10-4 for applying the revenue standard to a portfolio of contracts with similar characteristics. The Organization accounts for the contracts within each portfolio as a collective group, rather than individual contracts, based on the payment pattern expected in each portfolio category and the similar nature and characteristics of the clients within each portfolio. The portfolios consist of major payor classes for childcare services. Based on historical collection trends and other analysis, the Organization has concluded that revenue for a given portfolio would not be materially different than if accounting for revenue on a contract-by-contract basis.

The Organization has also elected to apply the practical expedient allowed under FASB ASC 606-10-32-18 for the financing component, as the period of time between the service being provided and the time that the client or third-party payor pays for the service is typically one year or less.

*Private Grant Revenue and Contributions*

Private grant contributions are recognized when cash, securities or other assets, an unconditional promise to give, or notification of a beneficial interest is received. Conditional promises to give are not recognized until the conditions on which they depend have been substantially met. Support that is restricted by the donor is reported as an increase in net assets without donor restrictions, if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in net assets with donor restrictions, depending on the nature of the restriction. When a restriction expires, (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the combined statements of activities as net assets released from restrictions.

*Grants and Support*

Grant revenue is derived from various federal grant agreements and various state and private entity pass-through grant agreements and contracts to provide funding support of the Organization's programs and services provided by the Organization including childcare, child development, social, health, nutrition, employment, language, energy, and special needs services to families enrolled in the Organization's programs. The Organization has evaluated its grant agreements against applicable accounting standard guidance and determined that the grant agreements are contributions (nonreciprocal transaction) conditioned upon certain performance requirements and/or incurrence of allowable qualifying expenses. Amounts received are recognized as revenue when the Organization has incurred expenses in compliance with specific provisions of the grant agreements. Refundable advances result from unexpended balances from these conditional contributions and will be subsequently recognized as contribution revenue when donor conditions are met. Federal and state grant revenue comprised approximately 93% and 91% of total revenue in the fiscal years ended July 31, 2021 and 2020, respectively.

*In-Kind Donations*

In-kind revenues and expenses represent fair market value of volunteer services and non-paid goods which were donated to the Organization during the current fiscal year. All in-kind revenues in the fiscal year 2021 and 2020 were generated through the Head Start and Economic Workforce Development programs. Since the recognition criteria is not met under financial accounting standards, no in-kind revenues are recognized as contributions in the combined financial statements and the in-kind expenses have been eliminated.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS

(Continued)

JULY 31, 2021 AND 2020

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**NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**Investments**

The Organization carries investments in marketable securities with readily determinable fair values and all investments in debt securities at their fair values in the combined statements of financial position. Unrealized gains and losses are included in the change in net assets in the accompanying combined statements of activities.

**Fixed Assets**

Fixed assets acquired by the Organization are capitalized at cost if purchased or fair value if donated. It is the Organization's policy to capitalize expenditures for these items in excess of \$5,000. Major additions and renewals are capitalized, while repairs and maintenance are expensed as incurred. Depreciation is calculated using the straight-line basis over the estimated useful lives of the assets, which range from three to forty years. Depreciation expense for July 31, 2021 and 2020 was \$666,892 and \$570,806, respectively.

Fixed assets purchased with grant funds are owned by the Organization while used in the program for which they were purchased or in other future authorized programs. However, the various funding sources have a reversionary interest in the fixed assets purchased with grant funds. The disposition of fixed assets, as well as the ownership of any proceeds is subject to funding source regulations.

**Advertising**

The Organization uses advertising to promote programs among the people it serves. The production costs of advertising are expensed as incurred.

**Functional Allocation of Expenses**

The Organization allocates its expenses on a functional basis among its various programs and support services. Expenses that can be identified with a specific program and support services are allocated directly according to their natural expenditure classification. Other expenses, that are common to several functions, are allocated by management based on effort. Supporting services are those related to operating and managing the Organization and its programs on a day-to-day basis. Supporting services have been sub-classified as follows:

*Management and General* - includes all activities related to the Organization's internal management.

**Subsequent Events**

Management has made an evaluation of subsequent events through March 3, 2022, which represents the date on which the combined financial statements were available to be issued and determined that any subsequent events that would require recognition or disclosure have been considered in the preparation of these combined financial statements.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS

(Continued)

JULY 31, 2021 AND 2020

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NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

**Recently Adopted Accounting Pronouncements**

*Revenue Recognition*

In May 2014, the FASB issued ASU 2014-09, *Revenue from Contracts with Customers*, to clarify the principles for recognizing revenue and to develop a common revenue standard for U.S. GAAP and International Financial Reporting Standards. The core principle of the guidance requires entities to recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The ASU was effective for fiscal periods beginning after December 15, 2018, however ASU 2020-05, *Revenue from Contracts with Customers (Topic 606) and Leases (Topic 842) – Effective Dates for Certain Entities*, allowed for a one-year deferral for implementation due to the coronavirus pandemic. The Organization implemented the guidance for the year ended July 31, 2021 combined financial statements. The adoption of this update did not result in adjustments to net assets, or any other account balance and no account has been affected in the current period by the application of the guidance.

*Contributions*

In June 2018, the FASB issued ASU No. 2018-08: *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. The issuance of this ASU was in response to the difficulty and diversity in practice of distinguishing between exchange transactions (reciprocal) and contributions (nonreciprocal), as well as distinguishing between conditional and unconditional contributions. The guidance is effective for the Organization's fiscal years beginning after June 15, 2018, with early adoption permitted. Management has adopted the ASU effective August 1, 2020, on a modified prospective basis. As a result, this ASU has been applied to the portion of revenue that has not been recognized before the effective date in accordance with current guidance. No prior period results have been restated, and there has been no cumulative-effect adjustment to the opening balance of net assets on August 1, 2020.

**Recent Accounting Pronouncements**

*Leases*

In February 2016, the FASB released ASU 2016-02, *Leases (Topic 842)*, which provides users of the financial statements a more accurate picture of the assets and the long-term financial obligations of organizations that lease. The standard is for a dual-model approach; a lessee will account for most existing capital leases as Type A leases, and most existing operating leases as Type B leases. Both will be reported on the statement of financial condition of the organization for leases with a term exceeding 12 months. Lessors will see changes as well, primarily made to align with the revised model. The guidance is effective for non-public entities for fiscal years beginning after December 15, 2021, with early adoption permitted. The Organization will implement the guidance in its July 31, 2023 consolidated financial statements. Management is currently evaluating the impact of adoption on the Organization's financial statements.

NOTE 2: RESTRICTED CASH

The Organization, as stipulated in many of the loan agreements associated with the housing projects included in SNHS Management Corporation, is required to maintain separate accounts, and make monthly deposits into certain restricted reserves for the replacement of property and other expenditures. In addition, the Organization is required to maintain separate accounts for tenant security deposits and any surplus cash that may result from annual operations. These accounts are also not available for operating purposes and generally need additional approval from oversight agencies before withdrawal and use of these funds can occur.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS  
(Continued)

JULY 31, 2021 AND 2020

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NOTE 3: FAIR VALUE MEASUREMENTS

The framework for measuring fair value provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). Valuation techniques maximize the use of relevant observable inputs and minimize the use of unobservable inputs.

The three levels of the fair value hierarchy under Financial Accounting Standards Board Accounting Standards Codification 820, *Fair Value Measurements*, are described as follows:

Level 1: Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the organization has the ability to access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, such as:

- Quoted prices for similar assets or liabilities in active markets;
- Quoted prices for identical or similar assets or liabilities in inactive markets;
- Inputs other than quoted prices that are observable for the asset or liability;
- Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3: Inputs that are unobservable for the asset or liability.

The following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at July 31, 2021 and 2020.

*Mutual Funds*: Valued at the net asset value of shares held on the last trading day of the fiscal year, which is the basis for transactions at that date.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS

(Continued)

JULY 31, 2021 AND 2020

NOTE 3: FAIR VALUE MEASUREMENTS (Continued)

The following table sets forth by level, within the fair value hierarchy, the Organization's assets at fair value as of July 31, 2021 and 2020:

|              | <u>2021</u>         |                  |                  |                     |
|--------------|---------------------|------------------|------------------|---------------------|
|              | <u>(Level 1)</u>    | <u>(Level 2)</u> | <u>(Level 3)</u> | <u>Total</u>        |
| Mutual Funds | <u>\$10,396,716</u> | \$ -             | \$ -             | <u>\$10,396,716</u> |

|              | <u>2020</u>         |                  |                  |                     |
|--------------|---------------------|------------------|------------------|---------------------|
|              | <u>(Level 1)</u>    | <u>(Level 2)</u> | <u>(Level 3)</u> | <u>Total</u>        |
| Mutual Funds | <u>\$ 9,102,421</u> | \$ -             | \$ -             | <u>\$ 9,102,421</u> |

NOTE 4: INVESTMENTS

The following is a summary of investments as of July 31:

|              | <u>2021</u>        |                          |                         | <u>2020</u>        |                          |                         |
|--------------|--------------------|--------------------------|-------------------------|--------------------|--------------------------|-------------------------|
|              | <u>Cost</u>        | <u>Fair Market Value</u> | <u>Unrealized Gains</u> | <u>Cost</u>        | <u>Fair Market Value</u> | <u>Unrealized Gains</u> |
| Mutual Funds | <u>\$8,839,069</u> | <u>\$10,396,716</u>      | <u>\$1,557,648</u>      | <u>\$8,611,376</u> | <u>\$9,102,421</u>       | <u>\$ 491,045</u>       |

The activities of the Organization's investment account are summarized as follows:

|                                | <u>2021</u>         | <u>2020</u>        |
|--------------------------------|---------------------|--------------------|
| Fair Value - Beginning of Year | <u>\$ 9,102,421</u> | \$8,405,690        |
| Dividends and Capital Gains    | <u>227,692</u>      | 298,308            |
| Unrealized Gains               | <u>1,066,603</u>    | <u>398,423</u>     |
| Fair Value - End of Year       | <u>\$10,396,716</u> | <u>\$9,102,421</u> |

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS

(Continued)

JULY 31, 2021 AND 2020

NOTE 5: AVAILABILITY AND LIQUIDITY

The Organization's financial assets available for expenditure, that is, without donor or other restrictions limiting their use, within one year of the statement of financial position date comprise the following as of July 31:

|  | <u>2021</u>         | <u>2020</u>         |
|--|---------------------|---------------------|
| Cash and Cash Equivalents                        | \$ 8,496,942        | \$ 6,456,196        |
| Investments                                      | 10,396,716          | 9,102,421           |
| Grants Receivable                                | 3,451,639           | 3,346,435           |
| Accounts Receivable                              | <u>778,610</u>      | <u>721,595</u>      |
| Total financial assets available within one year | <u>\$23,123,907</u> | <u>\$19,626,647</u> |

None of the financial assets are subject to donor or other contractual restrictions. Accordingly, all such funds are available to meet the needs of the Organization in the next 12 months. In addition, the Organization maintains several reserve funds for property taxes, insurance expenses, and repair and replacement or emergency needs which are required by financing authorities. These funds may be withdrawn only with the approval of the financing authority and are not considered by the Organization to have donor restrictions.

The Organization manages its liquidity by developing and adopting annual operating budgets that provide sufficient funds for general expenditures in meeting its liabilities and other obligations as they become due.

NOTE 6: LONG-TERM DEBT

The following is a summary of long-term debt as of July 31:

|  | <u>2021</u>       | <u>2020</u>       |
|--|-------------------|-------------------|
| <u>SNHS, Inc.</u>  |                   |                   |
| Mortgage payable to City of Manchester, secured by real estate located in Manchester, NH. A balloon payment of \$11,275 was due on June 30, 2010. Interest is at 0.000%. SNHS, Inc. is currently negotiating with the City of Manchester to obtain forgiveness.  | \$ 11,275         | \$ 11,275         |
| Mortgage payable to bank, secured by real estate located on Temple St., Nashua, NH, payable in fixed monthly principal installments of \$1,833 plus interest through 2020. The note was refinanced on October 1, 2020, payable in monthly installments of \$2,182 plus interest through 2030. Interest is at 4.000% at July 31, 2021 and 2020. | <u>200,776</u>    | <u>218,502</u>    |
| <u>Subtotal</u>  | <u>\$ 212,051</u> | <u>\$ 229,777</u> |

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS  
(Continued)

JULY 31, 2021 AND 2020

NOTE 6: LONG-TERM DEBT (Continued)

|  | <u>2021</u>        | <u>2020</u>        |
|--|--------------------|--------------------|
| <u>Subtotal Carried Forward</u>  | <u>\$ 212,051</u>  | <u>\$ 229,777</u>  |
| <u>SNHS Management Corporation</u>   |                    |                    |
| Mortgage payable to New Hampshire Housing Authority secured by real estate located on Pleasant St., Epping, NH, payable in monthly installments of \$1,084 including interest through 2042. Interest is at 3.500%.                               | 188,106            | 194,418            |
| Mortgage payable to City of Nashua secured by real estate located on Vine St., Nashua, NH. Mortgage will be forgiven only if real estate remains low-income housing for 30 years. Interest is at 10.000%, forgiven annually.                     | 900,000            | 900,000            |
| Note payable to City of Nashua secured by real estate located on Vine St., Nashua, NH. Mortgage will be forgiven only if real estate remains low-income housing for 30 years. Interest is at 10.000%, forgiven annually.                         | 20,000             | 20,000             |
| Mortgage payable to New Hampshire Community Loan Fund secured by real estate located on, Vine St., Nashua, NH. Mortgage will be forgiven only if real estate remains low-income housing for 30 years. Interest is at 10.000%, forgiven annually. | 250,000            | 250,000            |
| Mortgage payable to bank, secured by real estate located on West Pearl St., Nashua, NH. Mortgage will be forgiven only if real estate remains low-income housing for 40 years. Interest is at 0.000%.  | 170,000            | 170,000            |
| Mortgage payable to bank, secured by real estate located on Allds St., Nashua, NH, payable in fixed monthly principal installments of \$2,613 plus interest through 2021. Interest is at 2.906% at July 31, 2021 and 2020.                       | -                  | 26,131             |
| Mortgage payable to MH Parsons and Sons Lumber, secured by real estate located on Crystal Ave., Derry, NH, payable in monthly installments of \$3,715 including interest through 2031. Interest is at 5.500%.                                    | 348,801            | 373,238            |
| Mortgage payable to New Hampshire Housing Authority secured by real estate located in Deerfield, NH, payable in monthly installments of \$3,327 including interest through 2033. Interest is at 7.000%.  | <u>326,332</u>     | <u>342,777</u>     |
| <u>Subtotal</u>  | <u>\$2,415,290</u> | <u>\$2,506,341</u> |

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS

(Continued)

JULY 31, 2021 AND 2020

NOTE 6: LONG-TERM DEBT (Continued)

|  | <u>2021</u>        | <u>2020</u>        |
|--|--------------------|--------------------|
| <u>Subtotal Carried Forward</u>  | <u>\$2,415,290</u> | <u>\$2,506,341</u> |
| Mortgage payable to New Hampshire Housing Authority secured by real estate located in Deerfield, NH with annual principal repayments equal to 25% of cash surplus due through 2032. Interest is at 0.000%. | 392,924            | 392,924            |
| Mortgage payable to New Hampshire Housing Authority secured by real estate located in Deerfield, NH with annual principal repayments equal to 25% of cash surplus due through 2032. Interest is at 0.000%. | <u>150,000</u>     | <u>150,000</u>     |
|  | 2,958,214          | 3,049,265          |
| Less: Current Portion  | <u>79,998</u>      | <u>100,012</u>     |
| Long-term debt, net of current portion   | <u>\$2,878,216</u> | <u>\$2,949,253</u> |

Principal maturities of long-term debt are as follows as of July 31:

|            |                    |
|------------|--------------------|
| 2022       | \$ 79,998          |
| 2023       | 72,455             |
| 2024       | 76,399             |
| 2025       | 80,571             |
| 2026       | 84,984             |
| Thereafter | <u>2,563,807</u>   |
| Total      | <u>\$2,958,214</u> |

NOTE 7: OPERATING LEASES

The Organization leases various facilities and equipment under several operating leases. Total lease payments for the years ended July 31, 2021 and 2020 equaled \$865,098 and \$681,354, respectively. The leases expire at various times through October 2025. Some of the leases contain renewal options that are contingent upon federal funding and some contain renewal options subject to renegotiation of lease terms. Annual leases with the Organization for the years ended July 31, 2021 and 2020 totaled \$222,117 and \$133,204, respectively. These leases have been eliminated in the combined financial statements.

The following is a schedule of future minimum lease payments for the operating leases as of July 31:

|       |                   |
|-------|-------------------|
| 2022  | \$ 266,156        |
| 2023  | 77,617            |
| 2024  | 37,598            |
| 2025  | <u>36,096</u>     |
| Total | <u>\$ 417,467</u> |

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS  
(Continued)

JULY 31, 2021 AND 2020

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**NOTE 8: RETIREMENT BENEFITS**

The Organization has an Employer-Sponsored 403(b) plan offering coverage to all of its employees. Participating employees must contribute at least 1% of their wages, while the Organization contributes 10% of their wages. The pension expense for the years ended July 31, 2021 and 2020 was \$1,012,187 and \$940,492, respectively.

**NOTE 9: RISKS AND UNCERTAINTIES**

The Organization is operated in a heavily regulated environment. The operations of the Organization are subject to the administrative directives, rules, and regulations of federal, state, and local regulatory agencies. Such administrative directives, rules, and regulations are subject to change by an act of Congress or Legislature. Such changes may occur with little notice or inadequate funding to pay for the related cost, including the additional administrative burden, to comply with a change.

**NOTE 10: CONTINGENCIES AND CONTINGENT LIABILITIES**

The Organization receives grant funding from various sources. Under the terms of these agreements, the Organization is required to use the funds within a certain period and for purposes specified by the governing laws and regulations. If expenditures were found not to have been made in compliance with the laws and regulations, the Organization might be required to repay the funds. No provisions have been made for this contingency because specific amounts, if any, have not yet been determined.

**Cotton Mill Square**

In 2015, SNHS Management Corporation entered into a contract as part of the Community Development Investment Tax Credit Program with the Community Development Finance Authority (CDFA) and was awarded \$1,000,000 to provide funding for the development and adaptive reuse of an abandoned historic cotton mill in downtown Nashua, NH. Under this program, the Project (Cotton Mill Square) created 109 units of housing and was required to reserve 55 of these units for low to moderate income households.

As stipulated by the contract and after a 20% program fee retained by the CDFa, SNHS Management Corporation entered into a subrecipient agreement with the owners of the Project (Cotton Mill Square LLC) to provide a promissory note and mortgage of the remaining award amount of \$800,000. The 20 year note to Cotton Mill Square LLC is non-interest bearing and the principal is forgivable at a rate of 5% each year the Project maintains the required minimum of 55 low to moderate income household units.

The Cotton Mill Square Project was awarded the certificate of occupancy on August 22, 2014 and remains in full compliance with the required regulations as of July 31, 2021 and 2020. SNHS Management Corporation feels that it is extremely unlikely that the Project will fall into noncompliance in future periods. Therefore, SNHS Management Corporation has not recorded any contingent receivable or liability related to this transaction. The note repayment is accelerated if the units fall out of compliance.

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

NOTES TO COMBINED FINANCIAL STATEMENTS

(Continued)

JULY 31, 2021 AND 2020

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NOTE 10: CONTINGENCIES AND CONTINGENT LIABILITIES (Continued)

**Cotton Mill Square (Continued)**

In October of 2017, the subrecipient agreement with Cotton Mill Square LLC was amended to cease the annual 5% debt forgiveness. This modification effectively holds the promissory note balance at \$720,000 which will now be forgiven in full at the end of the agreement as long as the Project maintains compliance with the original agreement's terms. This modification did not change the contingent receivable or liability with SNHS Management Corporation.

**Coronavirus Pandemic**

An outbreak of a novel strain coronavirus (COVID-19) has spread to the U.S. and in March 2020, the World Health Organization characterized COVID-19 as a pandemic. The Organization was unable to meet its matching requirements in accordance with the terms of its Head Start Programs grant award due to the COVID-19 pandemic but received a waiver from DHHS to remain in compliance. Many programs that historically had direct contact with participants were closed or changed significantly while staff was retained. However, the extent of the future impact of COVID-19 on the Organization's operational and financial performance is not known as of the date these financial statements were issued, but management will continue to monitor conditions as the COVID-19 pandemic continues and take further action if considered necessary.

**OUELLETTE & ASSOCIATES, P.A.**

CERTIFIED PUBLIC ACCOUNTANTS

Mark R. Carrier, C.P.A.  
Michael R. Dunn, C.P.A.  
Jonathan A. Hussey, C.P.A., M.S.T.  
Steven R. Lamontagne, C.P.A.

Gary W. Soucy, C.P.A.  
Gary A. Wiggant, C.P.A.  
C. Joseph Wolverson, Jr., C.P.A.

*INDEPENDENT AUDITOR'S REPORT ON SUPPLEMENTARY INFORMATION*

To the Board of Directors of  
Southern New Hampshire Services, Inc. and Affiliate  
Manchester, New Hampshire

We have audited the combined financial statements of Southern New Hampshire Services, Inc. (a nonprofit organization) and affiliate as of and for the years ended July 31, 2021 and 2020, and our report thereon dated March 3, 2022, which contained an unmodified opinion on those combined financial statements, appears on page 1. Our audits were performed for the purpose of forming an opinion on the combined financial statements as a whole.

The combining information in Schedules A and B (pages 23-24), the schedules of revenues and expenses - by grant (pages 25-29), required by the State of New Hampshire Governor's Office of Strategic Initiatives, and the required schedules and financial information for Whispering Pines II, J.B. Milette Manor, and Sherburne Woods (pages 30-49), required by the New Hampshire Housing Finance Authority are presented for purposes of additional analysis and are not a required part of the combined financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the combined financial statements. The combining information has been subjected to the auditing procedures applied in the audit of the combined financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the combined financial statements or to the combined financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the combined financial statements as a whole.

*Ouellette & Associates, P.A.*  
Certified Public Accountants

March 3, 2022  
Lewiston, Maine

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE  
COMBINING SCHEDULE OF FINANCIAL POSITION  
JULY 31, 2021

|  | SNHS,<br>Inc.        | SNHS<br>Management<br>Corporation | Sub-Total            | Elimination           | Total                |
|--|----------------------|-----------------------------------|----------------------|-----------------------|----------------------|
| <b>ASSETS</b>                                |                      |                                   |                      |                       |                      |
| <b>CURRENT ASSETS</b>                        |                      |                                   |                      |                       |                      |
| Cash   | \$ 175,062           | \$ 8,321,880                      | \$ 8,496,942         | \$ -                  | \$ 8,496,942         |
| Investments                                  | -                    | 10,396,716                        | 10,396,716           | -                     | 10,396,716           |
| Grants receivable                            | 3,419,743            | 31,896                            | 3,451,639            | -                     | 3,451,639            |
| Accounts receivable                          | -                    | 778,610                           | 778,610              | -                     | 778,610              |
| Prepaid expenses                             | 76,089               | 60,603                            | 136,692              | -                     | 136,692              |
| Due from other corporations                  | 3,926,838            | (1,525,081)                       | 2,401,757            | (2,401,757)           | -                    |
| Total current assets                         | <u>7,597,732</u>     | <u>18,064,624</u>                 | <u>25,662,356</u>    | <u>(2,401,757)</u>    | <u>23,260,599</u>    |
| <b>FIXED ASSETS</b>                          |                      |                                   |                      |                       |                      |
| Land   | 619,910              | 2,426,008                         | 3,045,918            | -                     | 3,045,918            |
| Buildings and improvements                   | 2,221,578            | 11,343,738                        | 13,565,316           | -                     | 13,565,316           |
| Vehicles and equipment                       | 1,320,322            | 254,700                           | 1,575,022            | -                     | 1,575,022            |
| Total fixed assets                           | <u>4,161,810</u>     | <u>14,024,446</u>                 | <u>18,186,256</u>    | <u>-</u>              | <u>18,186,256</u>    |
| Less - accumulated depreciation              | 1,683,134            | 4,521,319                         | 6,204,453            | -                     | 6,204,453            |
| Net fixed assets                             | <u>2,478,676</u>     | <u>9,503,127</u>                  | <u>11,981,803</u>    | <u>-</u>              | <u>11,981,803</u>    |
| <b>OTHER ASSETS</b>                          |                      |                                   |                      |                       |                      |
| Restricted cash                              | 29,235               | 439,041                           | 468,276              | -                     | 468,276              |
| <b>TOTAL ASSETS</b>                          | <u>\$ 10,105,643</u> | <u>\$ 28,006,792</u>              | <u>\$ 38,112,435</u> | <u>\$ (2,401,757)</u> | <u>\$ 35,710,678</u> |
| <b>LIABILITIES AND NET ASSETS</b>            |                      |                                   |                      |                       |                      |
| <b>CURRENT LIABILITIES</b>                   |                      |                                   |                      |                       |                      |
| Current portion of long-term debt            | \$ 29,770            | \$ 50,228                         | \$ 79,998            | \$ -                  | \$ 79,998            |
| Accounts payable                             | 624,231              | 67,464                            | 691,695              | -                     | 691,695              |
| Accrued payroll and payroll taxes            | 254,234              | 933,110                           | 1,187,344            | -                     | 1,187,344            |
| Accrued compensated absences                 | -                    | 424,497                           | 424,497              | -                     | 424,497              |
| Accrued other liabilities                    | 50,755               | 12,691                            | 63,446               | -                     | 63,446               |
| Refundable advances                          | 1,424,138            | -                                 | 1,424,138            | -                     | 1,424,138            |
| Over applied overhead                        | 179,676              | -                                 | 179,676              | -                     | 179,676              |
| Tenant security deposits                     | 30,528               | 58,704                            | 89,232               | -                     | 89,232               |
| Due to other corporations                    | 1,341,985            | 1,059,772                         | 2,401,757            | (2,401,757)           | -                    |
| Total current liabilities                    | <u>3,935,317</u>     | <u>2,606,466</u>                  | <u>6,541,783</u>     | <u>(2,401,757)</u>    | <u>4,140,026</u>     |
| <b>LONG-TERM LIABILITIES</b>                 |                      |                                   |                      |                       |                      |
| Long-term debt, less current portion         | 182,281              | 2,695,935                         | 2,878,216            | -                     | 2,878,216            |
| <b>TOTAL LIABILITIES</b>                     | <u>4,117,598</u>     | <u>5,302,401</u>                  | <u>9,419,999</u>     | <u>(2,401,757)</u>    | <u>7,018,242</u>     |
| <b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b> | <u>5,988,045</u>     | <u>22,704,391</u>                 | <u>28,692,436</u>    | <u>-</u>              | <u>28,692,436</u>    |
| <b>TOTAL LIABILITIES AND NET ASSETS</b>      | <u>\$ 10,105,643</u> | <u>\$ 28,006,792</u>              | <u>\$ 38,112,435</u> | <u>\$ (2,401,757)</u> | <u>\$ 35,710,678</u> |

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE  
COMBINING SCHEDULE OF ACTIVITIES  
FOR THE YEAR ENDED JULY 31, 2021

|  | SNHS,<br>Inc.       | SNHS<br>Management<br>Corporation | Sub-Total            | Elimination        | Total                |
|--|---------------------|-----------------------------------|----------------------|--------------------|----------------------|
| <b>REVENUES, GAINS AND OTHER SUPPORT</b>       |                     |                                   |                      |                    |                      |
| Grant revenue                                  | \$ 57,946,613       | \$ -                              | \$ 57,946,613        | \$ (287,311)       | \$ 57,659,302        |
| Program service fees                           | 2,329               | 820,333                           | 822,662              | -                  | 822,662              |
| Local funding                                  | -                   | 193,876                           | 193,876              | -                  | 193,876              |
| Rental income                                  | -                   | 1,227,156                         | 1,227,156            | -                  | 1,227,156            |
| Gifts and other contributions                  | 185,272             | 116,149                           | 301,421              | -                  | 301,421              |
| Interest Income                                | 155                 | 228,825                           | 228,980              | -                  | 228,980              |
| Unrealized gain on investments                 | -                   | 1,066,602                         | 1,066,602            | -                  | 1,066,602            |
| In-kind  | 1,203,823           | -                                 | 1,203,823            | (1,203,823)        | -                    |
| Miscellaneous                                  | 550,075             | 417,033                           | 967,108              | (222,870)          | 744,238              |
| <b>TOTAL REVENUES, GAINS AND OTHER SUPPORT</b> | <b>59,888,267</b>   | <b>4,069,974</b>                  | <b>63,958,241</b>    | <b>(1,714,004)</b> | <b>62,244,237</b>    |
| <b>EXPENSES</b>                                |                     |                                   |                      |                    |                      |
| Program services:                              |                     |                                   |                      |                    |                      |
| Child Development                              | 10,924,838          | -                                 | 10,924,838           | (1,318,095)        | 9,606,743            |
| Community Services                             | 1,584,270           | -                                 | 1,584,270            | (220,564)          | 1,363,706            |
| Economic and Workforce Dev.                    | 5,803,292           | -                                 | 5,803,292            | (16,993)           | 5,786,299            |
| Energy   | 10,751,835          | -                                 | 10,751,835           | (85,428)           | 10,666,407           |
| Language and Literacy                          | 302,502             | -                                 | 302,502              | -                  | 302,502              |
| Housing and Homeless                           | 23,361,206          | -                                 | 23,361,206           | (869)              | 23,360,337           |
| Nutrition and Health                           | 2,127,132           | -                                 | 2,127,132            | (15,872)           | 2,111,260            |
| Special Projects                               | 2,317,313           | -                                 | 2,317,313            | (560)              | 2,316,753            |
| Volunteer Services                             | 112,210             | -                                 | 112,210              | -                  | 112,210              |
| SNHS Management Corporation                    | -                   | 2,418,115                         | 2,418,115            | (50,436)           | 2,367,679            |
| Total program services                         | 57,284,598          | 2,418,115                         | 59,702,713           | (1,708,817)        | 57,993,896           |
| Support services:                              |                     |                                   |                      |                    |                      |
| Management and general                         | 1,949,081           | -                                 | 1,949,081            | (5,187)            | 1,943,894            |
| <b>TOTAL EXPENSES</b>                          | <b>59,233,679</b>   | <b>2,418,115</b>                  | <b>61,651,794</b>    | <b>(1,714,004)</b> | <b>59,937,790</b>    |
| <b>CHANGE IN NET ASSETS</b>                    | <b>654,588</b>      | <b>1,651,859</b>                  | <b>2,306,447</b>     | <b>-</b>           | <b>2,306,447</b>     |
| <b>NET ASSETS - BEGINNING OF YEAR</b>          | <b>5,333,457</b>    | <b>21,052,532</b>                 | <b>26,385,989</b>    | <b>-</b>           | <b>26,385,989</b>    |
| <b>NET ASSETS - END OF YEAR</b>                | <b>\$ 5,988,045</b> | <b>\$ 22,704,391</b>              | <b>\$ 28,692,436</b> | <b>\$ -</b>        | <b>\$ 28,692,436</b> |

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

SCHEDULE OF REVENUES AND EXPENSES - BY GRANT

FOR THE YEAR ENDED JULY 31, 2021

State of NH Governor's Office of Strategic Initiatives

Head start Program

For the Period

August 1, 2020 to July 31, 2021

Fund # 305

**REVENUES**

|  |                  |
|--|------------------|
| Program funding                          | \$ 5,744,821     |
| In-kind                                  | 1,055,443        |
| Allocated corporate unrestricted revenue | 18,027           |
| Total revenue                            | <u>6,818,291</u> |

**EXPENSES**

|                                |                  |
|--------------------------------|------------------|
| Payroll                        | 2,971,787        |
| Payroll taxes                  | 222,486          |
| Fringe benefits                | 1,002,519        |
| Workers comp. insurance        | 67,870           |
| Retirement benefits            | 218,254          |
| Consultant and contractual     | 41,070           |
| Travel and transportation      | 27,457           |
| Occupancy                      | 353,209          |
| Advertising                    | 434              |
| Supplies                       | 189,024          |
| Equip. rentals and maintenance | 2,213            |
| Insurance                      | 13,873           |
| Telephone                      | 34,794           |
| Postage                        | 1,119            |
| Printing and publications      | 40               |
| Depreciation                   | 24,089           |
| Assistance to clients          | 12,259           |
| Other expense                  | 61,278           |
| Miscellaneous                  | 24,106           |
| In-kind                        | 1,055,443        |
| Administrative costs           | 494,967          |
| Total expenses                 | <u>6,818,291</u> |

Excess of expenses over revenue

\$ -

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

SCHEDULE OF REVENUES AND EXPENSES - BY GRANT

FOR THE YEAR ENDED JULY 31, 2021

State of NH Governor's Office of Strategic Initiatives  
 LIHEAP Program  
 For the Period  
 October 1, 2020 to July 31, 2021  
 Fund # 630-20

**REVENUES**

|  |                  |
|--|------------------|
| Program funding                          | \$ 8,010,833     |
| Other revenue                            | 50               |
| Allocated corporate unrestricted revenue | 2,167            |
| Total revenue                            | <u>8,013,050</u> |

**EXPENSES**

|                                |                  |
|--------------------------------|------------------|
| Payroll                        | 236,761          |
| Payroll taxes                  | 17,758           |
| Fringe benefits                | 82,919           |
| Workers comp. insurance        | 590              |
| Retirement benefits            | 15,257           |
| Consultant and contractual     | 18,181           |
| Travel and transportation      | 5,301            |
| Conference and meetings        | 328              |
| Occupancy                      | 47,143           |
| Advertising                    | 366              |
| Supplies                       | 18,751           |
| Equip. rentals and maintenance | 1,805            |
| Insurance                      | 835              |
| Telephone                      | 15,952           |
| Postage                        | 13,273           |
| Printing and publications      | 3,006            |
| Subscriptions                  | 285              |
| Program support                | 39,653           |
| Depreciation                   | 2,163            |
| Assistance to clients          | 7,448,172        |
| Other expense                  | 5                |
| Miscellaneous                  | 599              |
| Administrative costs           | 43,947           |
| Total expenses                 | <u>8,013,050</u> |

Excess of expenses over revenue

\$

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

SCHEDULE OF REVENUES AND EXPENSES - BY GRANT

FOR THE YEAR ENDED JULY 31, 2021

State of NH Governor's Office of Strategic Initiatives  
 LIHEAP Program  
 For the Period  
 August 1, 2020 to September 30, 2020  
 Fund # 630-19

**REVENUES**

|                 |                |
|-----------------|----------------|
| Program funding | \$ 137,270     |
| Total revenue   | <u>137,270</u> |

**EXPENSES**

|                                |                |
|--------------------------------|----------------|
| Payroll                        | 66,838         |
| Payroll taxes                  | 5,031          |
| Fringe benefits                | 25,140         |
| Workers comp. insurance        | 189            |
| Retirement benefits            | 3,732          |
| Consultant and contractual     | 5,533          |
| Travel and transportation      | 857            |
| Occupancy                      | 7,200          |
| Advertising                    | 50             |
| Supplies                       | 2,678          |
| Equip. rentals and maintenance | 460            |
| Insurance                      | 1,807          |
| Telephone                      | 2,089          |
| Postage                        | 1,217          |
| Program support                | 3,649          |
| Assistance to clients          | (343)          |
| Miscellaneous                  | 28             |
| Administrative costs           | 11,115         |
| Total expenses                 | <u>137,270</u> |

|                                 |           |
|---------------------------------|-----------|
| Excess of expenses over revenue | <u>\$</u> |
|---------------------------------|-----------|

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

SCHEDULE OF REVENUES AND EXPENSES - BY GRANT

FOR THE YEAR ENDED JULY 31, 2021

State of NH Governor's Office of Strategic Initiatives  
 Early Head start Program  
 For the Period  
 August 1, 2020 to July 31, 2021  
 Fund # 300

**REVENUES**

|  |                  |
|--|------------------|
| Program funding                          | \$ 1,434,114     |
| In-kind                                  | 121,208          |
| Allocated corporate unrestricted revenue | 12,213           |
| Total revenue                            | <u>1,567,535</u> |

**EXPENSES**

|                                |                  |
|--------------------------------|------------------|
| Payroll                        | 767,184          |
| Payroll taxes                  | 57,829           |
| Fringe benefits                | 222,132          |
| Workers comp. insurance        | 17,389           |
| Retirement benefits            | 49,041           |
| Consultant and contractual     | 3,525            |
| Travel and transportation      | 3,077            |
| Occupancy                      | 86,815           |
| Advertising                    | 75               |
| Supplies                       | 35,540           |
| Equip. rentals and maintenance | 42               |
| Insurance                      | 2,203            |
| Telephone                      | 21,161           |
| Postage                        | 55               |
| Interest                       | 9,335            |
| Depreciation                   | 29,938           |
| Other expense                  | 17,130           |
| Miscellaneous                  | 980              |
| In-kind                        | 121,208          |
| Administrative costs           | 122,876          |
| Total expenses                 | <u>1,567,535</u> |

|                                 |             |
|---------------------------------|-------------|
| Excess of expenses over revenue | <u>\$ -</u> |
|---------------------------------|-------------|

SOUTHERN NEW HAMPSHIRE SERVICES, INC. AND AFFILIATE

SCHEDULE OF REVENUES AND EXPENSES - BY GRANT

FOR THE YEAR ENDED JULY 31, 2021

Electric Energy Assistance

For the Period

August 1, 2020 to July 31, 2021

Fund # 665

**REVENUES**

|  |                |
|--|----------------|
| Other revenue                            | \$ 669,174     |
| Allocated corporate unrestricted revenue | 1,018          |
| Total revenue                            | <u>670,192</u> |

**EXPENSES**

|                                |                |
|--------------------------------|----------------|
| Payroll                        | 323,953        |
| Payroll taxes                  | 24,492         |
| Fringe benefits                | 106,513        |
| Workers comp. insurance        | 828            |
| Retirement benefits            | 20,855         |
| Consultant and contractual     | 23,368         |
| Travel and transportation      | 3,189          |
| Conference and meetings        | 328            |
| Occupancy                      | 53,321         |
| Advertising                    | 416            |
| Supplies                       | 24,416         |
| Equip. rentals and maintenance | 2,265          |
| Insurance                      | 2,424          |
| Telephone                      | 13,720         |
| Postage                        | 9,501          |
| Printing and publications      | 3,006          |
| Subscriptions                  | 285            |
| Depreciation                   | 787            |
| Other expense                  | 5              |
| Miscellaneous                  | 347            |
| Administrative costs           | 56,173         |
| Total expenses                 | <u>670,192</u> |

Excess of expenses over revenue

\$ -

WHISPERING PINES II  
(FORMERLY: EPPING SENIOR HOUSING ASSOCIATES LIMITED PARTNERSHIP)  
(PROJECT No. A 199991-046)

STATEMENTS OF FINANCIAL POSITION

JULY 31, 2021 AND 2020

| <i><b>ASSETS</b></i>                           |                   |                   |
|--|-------------------|-------------------|
|  | <u>2021</u>       | <u>2020</u>       |
| <b>CURRENT ASSETS</b>                          |                   |                   |
| Cash - Operations                              | \$ 30,530         | 15,319            |
| Prepaid Expenses                               | 7,405             | 8,433             |
| Total Current Assets                           | <u>37,935</u>     | <u>23,752</u>     |
| <b>DEPOSITS HELD IN TRUST, FUNDED</b>          |                   |                   |
| Tenant Security Deposits                       | <u>12,884</u>     | <u>11,484</u>     |
| <b>RESTRICTED DEPOSITS AND FUNDED RESERVES</b> |                   |                   |
| Replacement Reserve                            | 21,712            | 40,591            |
| Operating Reserve                              | 79,373            | 79,253            |
| Tax Escrow                                     | 5,228             | 8,531             |
| Insurance Escrow                               | 2,911             | 2,791             |
| Total Restricted Deposits and Funded Reserves  | <u>109,224</u>    | <u>131,166</u>    |
| <b>RENTAL PROPERTY</b>                         |                   |                   |
| Land   | 166,600           | 166,600           |
| Building and Building Improvements             | 592,108           | 580,758           |
| Total Rental Property                          | <u>758,708</u>    | <u>747,358</u>    |
| Less Accumulated Depreciation                  | 75,722            | 59,301            |
| Net Rental Property                            | <u>682,986</u>    | <u>688,057</u>    |
| <b>TOTAL ASSETS</b>                            | <u>\$ 843,029</u> | <u>\$ 854,459</u> |
| <b><i>LIABILITIES AND NET ASSETS</i></b>       |                   |                   |
| <b>CURRENT LIABILITIES</b>                     |                   |                   |
| Current Portion of Mortgage Loan Payable       | \$ 6,537          | \$ 6,312          |
| Accounts Payable                               | 2,488             | 5,548             |
| Accrued Expenses                               | 38                | 205               |
| Total Current Liabilities                      | <u>9,063</u>      | <u>12,065</u>     |
| <b>DEPOSIT LIABILITIES</b>                     |                   |                   |
| Tenant Security Deposit Liability              | <u>12,884</u>     | <u>11,484</u>     |
| <b>LONG-TERM LIABILITIES</b>                   |                   |                   |
| Due to Affiliate                               | 29,019            | 18,312            |
| Mortgage Loan Payable, Net of Current Portion  | 181,569           | 188,106           |
| Total Long-Term Liabilities                    | <u>210,588</u>    | <u>206,418</u>    |
| Total Liabilities                              | <u>232,535</u>    | <u>229,967</u>    |
| <b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>   | <u>610,494</u>    | <u>624,492</u>    |
| <b>TOTAL LIABILITIES AND NET ASSETS</b>        | <u>\$ 843,029</u> | <u>\$ 854,459</u> |

WHISPERING PINES II  
(FORMERLY: EPPING SENIOR HOUSING ASSOCIATES LIMITED PARTNERSHIP)  
(PROJECT No. A199991-046)

STATEMENTS OF ACTIVITIES

FOR THE YEARS ENDED JULY 31, 2021 AND 2020

|                                       | <u>2021</u>       | <u>2020</u>       |
|---------------------------------------|-------------------|-------------------|
| <b>RENTAL OPERATIONS</b>              |                   |                   |
| <i>Income</i>                         |                   |                   |
| Tenant Rental Income                  | \$ 170,685        | \$ 171,842        |
| Laundry Income                        | 2,475             | 2,275             |
| Other Income                          | 1,684             | 1,466             |
| Interest Income - Unrestricted        | 12                | 14                |
| Interest Income - Restricted          | 211               | 1,345             |
| Total Income                          | <u>175,067</u>    | <u>176,942</u>    |
| <i>Expenses (See Schedule)</i>        |                   |                   |
| Administrative                        | 31,548            | 42,309            |
| Utilities                             | 45,016            | 42,448            |
| Maintenance                           | 62,604            | 39,165            |
| Depreciation                          | 16,421            | 15,853            |
| Interest - NHHFA Mortgage Note        | 6,704             | 6,921             |
| General Expenses                      | 26,772            | 35,878            |
| Total Expenses                        | <u>189,065</u>    | <u>182,574</u>    |
| <b>CHANGE IN NET ASSETS</b>           | <b>(13,998)</b>   | <b>(5,632)</b>    |
| <b>NET ASSETS - BEGINNING OF YEAR</b> | <u>624,492</u>    | <u>630,124</u>    |
| <b>NET ASSETS - END OF YEAR</b>       | <u>\$ 610,494</u> | <u>\$ 624,492</u> |

WHISPERING PINES II  
(FORMERLY: EPPING SENIOR HOUSING ASSOCIATES LIMITED PARTNERSHIP)  
(PROJECT No. A199991-046)

SCHEDULES OF RENTAL OPERATIONS EXPENSES  
FOR THE YEARS ENDED JULY 31, 2021 AND 2020

| EXPENSES:                             | <u>2021</u>       | <u>2020</u>       |
|---------------------------------------|-------------------|-------------------|
| <u>Administrative</u>                 |                   |                   |
| Management Fees                       | \$ 14,400         | \$ 14,400         |
| Salaries and Wages                    | 6,781             | 16,704            |
| Fringe Benefits                       | 2,033             | 4,701             |
| Legal Expenses                        | 56                | -                 |
| Telephone                             | 3,153             | 2,953             |
| Other Administrative Expense          | 5,125             | 3,551             |
| <b>TOTAL ADMINISTRATIVE EXPENSE</b>   | <u>31,548</u>     | <u>42,309</u>     |
| <u>Utilities</u>                      |                   |                   |
| Electricity                           | 19,887            | 20,098            |
| Fuel                                  | 8,177             | 9,677             |
| Water and Sewer                       | 15,713            | 11,613            |
| Other Utility Expense                 | 1,239             | 1,060             |
| <b>TOTAL UTILITY EXPENSE</b>          | <u>45,016</u>     | <u>42,448</u>     |
| <u>Maintenance</u>                    |                   |                   |
| Custodial Supplies                    | 72                | 318               |
| Trash Removal                         | 2,245             | 2,064             |
| Snow Removal                          | 10,153            | 10,951            |
| Grounds/Landscaping                   | -                 | 17                |
| Elevator Repairs and Contract         | 3,718             | 5,045             |
| Repairs (Materials)                   | 37,829            | 17,218            |
| Operation (Contract)                  | 8,587             | 3,552             |
| <b>TOTAL MAINTENANCE EXPENSE</b>      | <u>62,604</u>     | <u>39,165</u>     |
| <u>Depreciation</u>                   | <u>16,421</u>     | <u>15,853</u>     |
| <u>Interest - NHHFA Mortgage Note</u> | <u>6,704</u>      | <u>6,921</u>      |
| <u>General Expenses</u>               |                   |                   |
| Real Estate Taxes                     | 19,163            | 26,490            |
| Payroll Taxes                         | 516               | 1,273             |
| Retirement Benefits                   | 631               | 1,670             |
| Workman's Compensation                | 385               | 915               |
| Insurance                             | 6,077             | 5,530             |
| <b>TOTAL GENERAL EXPENSES</b>         | <u>26,772</u>     | <u>35,878</u>     |
| <b>TOTAL EXPENSES</b>                 | <u>\$ 189,065</u> | <u>\$ 182,574</u> |

WHISPERING PINES II  
(FORMERLY: EPPING SENIOR HOUSING ASSOCIATES LIMITED PARTNERSHIP)  
(PROJECT No. A199991-046)

SCHEDULE OF RECEIPTS AND DISBURSEMENTS  
PROJECT OPERATING ACCOUNT

FOR THE YEAR ENDED JULY 31, 2021

**SOURCE OF FUNDS**

Rental Operations

Income

|                  |            |  |
|------------------|------------|--|
| Tenant Paid Rent | \$ 156,712 |  |
| HAP Rent Subsidy | 13,973     |  |

Total Rental Income

|                   |       |  |
|-------------------|-------|--|
| Service Income    | 2,475 |  |
| Interest Income   | 12    |  |
| Commercial Income | -     |  |
| Other Income      | 1,684 |  |

Total Rental Operations Receipts

174,856

Expenses

|                                |        |  |
|--------------------------------|--------|--|
| Administrative                 | 30,687 |  |
| Utilities                      | 45,016 |  |
| Maintenance                    | 65,664 |  |
| Interest - NHHFA Mortgage Note | 6,704  |  |
| Interest - Other Notes         | -      |  |
| General                        | 26,772 |  |
| Other                          | -      |  |

Total Rental Operations Disbursements

(174,843)

Cash Provided by Rental Operations

13

Amortization of Mortgage

6,312

Cash Provided by Rental Operations

After Debt Service

(6,299)

**OTHER RECEIPTS**

Due to Management Agent

10,707

Owner Advances

-

Transfer from Restricted Cash Reserves  
and Escrows

68,568

-

79,275

**OTHER DISBURSEMENTS OR TRANSFERS**

Transfers to Restricted Cash Reserves  
and Escrows

46,415

Purchase of Fixed Assets

11,350

Repayment of Owner Advances

-

Other Partnership Expenses

-

Transfers to Tenant Security Deposit Account

-

57,765

Net Increase or (Decrease) in Project Account Cash

15,211

Project Account Cash Balance at Beginning of Year

15,319

Project Account Cash Balance at End of Year

30,530

Composition of Project Account Cash

Balance at End of Year

30,530

Petty Cash

-

Unrestricted Reserve (if applicable)

Decorating Reserve

-

Operating Reserve

-

Other Reserve

-

Total Petty Cash and Unrestricted Reserves

-

Total Project Account Cash

at End of Year

\$ 30,530

WHISPERING PINES II  
(FORMERLY: EPPING SENIOR HOUSING ASSOCIATES LIMITED PARTNERSHIP)  
(PROJECT No. A199991-046)

SCHEDULE OF RECEIPTS AND DISBURSEMENTS  
PROJECT OPERATING ACCOUNT

FOR THE YEAR ENDED JULY 31, 2020

**SOURCE OF FUNDS**

Rental Operations

Income

|                  |            |  |
|------------------|------------|--|
| Tenant Paid Rent | \$ 148,881 |  |
| HAP Rent Subsidy | 22,961     |  |

Total Rental Income

|                   |       |  |
|-------------------|-------|--|
| Service Income    | 2,275 |  |
| Interest Income   | 14    |  |
| Commercial Income | -     |  |
| Other Income      | 1,466 |  |

Total Rental Operations Receipts

175,597

Expenses

|                                |        |  |
|--------------------------------|--------|--|
| Administrative                 | 45,446 |  |
| Utilities                      | 42,448 |  |
| Maintenance                    | 35,351 |  |
| Interest - NHHFA Mortgage Note | 6,921  |  |
| Interest - Other Notes         | -      |  |
| General                        | 35,878 |  |
| Other                          | -      |  |

Total Rental Operations Disbursements

(166,044)

Cash Provided by Rental Operations

9,553

Amortization of Mortgage

6,095

Cash Provided by Rental Operations

After Debt Service

3,458

**OTHER RECEIPTS**

Due to Management Agent

(13,791)

Owner Advances

-

Transfer from Restricted Cash Reserves  
and Escrows

50,659

-

36,868

**OTHER DISBURSEMENTS OR TRANSFERS**

Transfers to Restricted Cash Reserves  
and Escrows

43,739

Purchase of Fixed Assets

-

Repayment of Owner Advances

-

Other Partnership Expenses

-

Transfers to Tenant Security Deposit Account

-

43,739

Net Increase or (Decrease) in Project Account Cash

(3,413)

Project Account Cash Balance at Beginning of Year

18,732

Project Account Cash Balance at End of Year

15,319

Composition of Project Account Cash

Balance at End of Year

15,319

Petty Cash

-

Unrestricted Reserve (if applicable)

Decorating Reserve

-

Operating Reserve

-

Other Reserve

-

Total Petty Cash and Unrestricted Reserves

-

Total Project Account Cash

at End of Year

\$ 15,319

WHISPERING PINES II  
(FORMERLY: EPPING SENIOR HOUSING ASSOCIATES LIMITED PARTNERSHIP)  
(PROJECT No. A199991-046)

SCHEDULE OF RESTRICTED CASH RESERVES AND ESCROWS  
FOR THE YEAR ENDED JULY 31, 2021

| <u>Description of Fund</u>                        | <u>Balance</u><br><u>Beginning of</u><br><u>Period</u> | <u>Deposits</u><br><u>Transfers</u><br><u>From</u><br><u>Operations</u><br><u>Account</u> | <u>Interest</u><br><u>Earned</u> | <u>Withdrawals</u><br><u>Transfers to</u><br><u>Operations</u><br><u>Account</u> | <u>Balance</u><br><u>End of</u><br><u>Period</u> |
|---|--|---|----------------------------------|--|--|
| <u>Restricted Accounts:</u>                       |  |   |                                  |  |  |
| Insurance Escrow                                  | \$ 2,791   | \$ 7,840  | \$ 7                             | \$ 7,727   | \$ 2,911   |
| Tax Escrow  | 8,531  | 28,375  | 21                               | 31,699   | 5,228  |
| Replacement Reserve                               | 40,591   | 10,200  | 63                               | 29,142   | 21,712   |
| Operating Reserve                                 | 79,253   | -   | 120                              | -  | 79,373   |
| <b>Total Restricted Cash Reserves and Escrows</b> | <b>\$ 131,166</b>                                      | <b>\$ 46,415</b>  | <b>\$ 211</b>                    | <b>\$ 68,568</b>   | <b>\$ 109,224</b>                                |

SCHEDULE OF SURPLUS CASH CALCULATION  
JULY 31, 2021

|   |                  |
|---|------------------|
| NET LOSS  | \$ (13,998)      |
| ADD: DEPRECIATION   | 16,421           |
| DEDUCT REQUIRED PRINCIPAL REPAYMENTS                                    | 6,312            |
| DEDUCT REQUIRED PAYMENTS TO<br>REPLACEMENT RESERVES                     | 10,200           |
| ADD/DEDUCT NHHFA APPROVED ITEMS   |                  |
| Repair and Maintenance Expenses Reimbursed Through Replacement Reserves | 29,142           |
| <b>SURPLUS CASH (DEFICIT)</b>   | <b>\$ 15,053</b> |

WHISPERING PINES II  
(FORMERLY: EPPING SENIOR HOUSING ASSOCIATES LIMITED PARTNERSHIP)  
(PROJECT No. A199991-046)

YEAR-TO-DATE COMPILATION OF OWNERS' FEE/DISTRIBUTION  
FOR THE YEAR ENDED JULY 31, 2021

| <u>YEAR</u> | <u>MAXIMUM ALLOWABLE DISTRIBUTION</u> | <u>DISTRIBUTION RECEIVED</u> | <u>BALANCE</u> |
|-------------|---------------------------------------|------------------------------|----------------|
| 12/31/2001  | \$ 243,855                            | \$ -                         | \$ 243,855     |
| 12/31/2002  | \$ 243,855                            | \$ -                         | \$ 487,710     |
| 12/31/2003  | \$ 243,855                            | \$ 5,895                     | \$ 725,670     |
| 12/31/2004  | \$ 243,855                            | \$ 7,200                     | \$ 962,325     |
| 12/31/2005  | \$ 243,855                            | \$ -                         | \$ 1,206,180   |
| 12/31/2006  | \$ 243,855                            | \$ 6,120                     | \$ 1,443,915   |
| 12/31/2007  | \$ 243,855                            | \$ -                         | \$ 1,687,770   |
| 12/31/2008  | \$ 243,855                            | \$ -                         | \$ 1,931,625   |
| 12/31/2009  | \$ 243,855                            | \$ -                         | \$ 2,175,480   |
| 12/31/2010  | \$ 243,855                            | \$ -                         | \$ 2,419,335   |
| 12/31/2011  | \$ 243,855                            | \$ -                         | \$ 2,663,190   |
| 12/31/2012  | \$ 243,855                            | \$ -                         | \$ 2,907,045   |
| 12/31/2013  | \$ 243,855                            | \$ 7,200                     | \$ 3,143,700   |
| 12/31/2014  | \$ 243,855                            | \$ -                         | \$ 3,387,555   |
| 12/31/2015  | \$ 243,855                            | \$ -                         | \$ 3,631,410   |
| 7/31/2016   | \$ 142,249                            | \$ -                         | \$ 3,773,659   |
| 7/31/2017   | \$ 243,855                            | \$ -                         | \$ 4,017,514   |
| 7/31/2018   | \$ 243,855                            | \$ -                         | \$ 4,261,369   |
| 7/31/2019   | \$ 243,855                            | \$ -                         | \$ 4,505,224   |
| 7/30/2020   | \$ 243,855                            | \$ -                         | \$ 4,749,079   |
| 7/30/2021   | \$ 243,855                            | \$ -                         | \$ 4,992,934   |

J.B. MILETTE MANOR  
(FORMERLY: J.B. MILETTE LIMITED PARTNERSHIP)

STATEMENTS OF FINANCIAL POSITION

JULY 31, 2021 AND 2020

| <i>ASSETS</i>                                  |                     |                     |
|--|---------------------|---------------------|
|  | <u>2021</u>         | <u>2020</u>         |
| <b>CURRENT ASSETS</b>                          |                     |                     |
| Cash - Operations                              | \$ 17,999           | \$ 19,889           |
| Prepaid Expenses                               | 9,077               | 9,178               |
| Total Current Assets                           | <u>27,076</u>       | <u>29,067</u>       |
| <b>DEPOSITS HELD IN TRUST, FUNDED</b>          |                     |                     |
| Tenant Security Deposits                       | <u>16,746</u>       | <u>16,316</u>       |
| <b>RESTRICTED DEPOSITS AND FUNDED RESERVES</b> |                     |                     |
| Replacement Reserve                            | 99,929              | 84,264              |
| Operating Reserve                              | 70,015              | 69,966              |
| Tax Escrow                                     | 6,552               | 6,548               |
| Total Restricted Deposits and Funded Reserves  | <u>176,496</u>      | <u>160,778</u>      |
| <b>RENTAL PROPERTY</b>                         |                     |                     |
| Land   | 176,000             | 176,000             |
| Building and Building Improvements             | 1,157,330           | 1,157,330           |
| Total Rental Property                          | <u>1,333,330</u>    | <u>1,333,330</u>    |
| Less Accumulated Depreciation                  | 153,032             | 121,276             |
| Net Rental Property                            | <u>1,180,298</u>    | <u>1,212,054</u>    |
| <b>TOTAL ASSETS</b>                            | <u>\$ 1,400,616</u> | <u>\$ 1,418,215</u> |
| <b><i>LIABILITIES AND NET ASSETS</i></b>       |                     |                     |
| <b>CURRENT LIABILITIES</b>                     |                     |                     |
| Accounts Payable                               | \$ 2,203            | \$ 2,908            |
| Accrued Expenses                               | 1,081               | 714                 |
| Total Current Liabilities                      | <u>3,284</u>        | <u>3,622</u>        |
| <b>DEPOSIT LIABILITIES</b>                     |                     |                     |
| Tenant Security Deposit Liability              | <u>16,763</u>       | <u>16,332</u>       |
| <b>LONG-TERM LIABILITIES</b>                   |                     |                     |
| Due to Affiliate                               | 49,710              | 45,834              |
| Mortgage Loan Payable, Net of Current Portion  | 1,170,000           | 1,170,000           |
| Total Long-Term Liabilities                    | <u>1,219,710</u>    | <u>1,215,834</u>    |
| Total Liabilities                              | <u>1,239,757</u>    | <u>1,235,788</u>    |
| <b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>   | <u>160,859</u>      | <u>182,427</u>      |
| <b>TOTAL LIABILITIES AND NET ASSETS</b>        | <u>\$ 1,400,616</u> | <u>\$ 1,418,215</u> |

J.B. MILETTE MANOR  
(FORMERLY: J.B. MILETTE LIMITED PARTNERSHIP)

STATEMENTS OF ACTIVITIES

FOR THE YEARS ENDED JULY 31, 2021 AND 2020

|                                       | <u>2021</u>       | <u>2020</u>       |
|---------------------------------------|-------------------|-------------------|
| <b>RENTAL OPERATIONS</b>              |                   |                   |
| <i>Income</i>                         |                   |                   |
| Tenant Rental Income                  | \$ 206,568        | \$ 209,157        |
| Laundry Income                        | 1,527             | 1,355             |
| Other Income                          | -                 | 150               |
| Interest Income - Unrestricted        | 15                | 21                |
| Interest Income - Restricted          | 118               | 124               |
| Total Income                          | <u>208,228</u>    | <u>210,807</u>    |
| <i>Expenses (See Schedule)</i>        |                   |                   |
| Administrative                        | 53,312            | 60,452            |
| Utilities                             | 61,643            | 59,251            |
| Maintenance                           | 48,666            | 66,329            |
| Depreciation                          | 31,755            | 31,397            |
| General Expenses                      | 34,420            | 32,437            |
| Total Expenses                        | <u>229,796</u>    | <u>249,866</u>    |
| <b>CHANGE IN NET ASSETS</b>           | <b>(21,568)</b>   | <b>(39,059)</b>   |
| <b>NET ASSETS - BEGINNING OF YEAR</b> | <u>182,427</u>    | <u>221,486</u>    |
| <b>NET ASSETS - END OF YEAR</b>       | <u>\$ 160,859</u> | <u>\$ 182,427</u> |

J.B. MILETTE MANOR  
(FORMERLY: J.B. MILETTE LIMITED PARTNERSHIP)  
SCHEDULES OF RENTAL OPERATIONS EXPENSES  
FOR THE YEARS ENDED JULY 31, 2021 AND 2020

| <b>EXPENSES:</b>                    | <u>2021</u>       | <u>2020</u>       |
|-------------------------------------|-------------------|-------------------|
| <u>Administrative</u>               |                   |                   |
| Advertising                         | \$ -              | \$ 25             |
| Management Fees                     | 17,688            | 17,688            |
| Salaries and Wages                  | 27,751            | 28,918            |
| Fringe Benefits                     | 3,582             | 8,636             |
| Legal Expenses                      | 20                | 446               |
| Telephone                           | 1,446             | 1,352             |
| Other Administrative Expense        | 2,825             | 3,387             |
| <b>TOTAL ADMINISTRATIVE EXPENSE</b> | <u>53,312</u>     | <u>60,452</u>     |
| <u>Utilities</u>                    |                   |                   |
| Electricity                         | 33,466            | 32,400            |
| Fuel                                | 14,900            | 15,602            |
| Water and Sewer                     | 11,865            | 10,067            |
| Other Utility Expense               | 1,412             | 1,182             |
| <b>TOTAL UTILITY EXPENSE</b>        | <u>61,643</u>     | <u>59,251</u>     |
| <u>Maintenance</u>                  |                   |                   |
| Custodial Supplies                  | 1,115             | 689               |
| Trash Removal                       | 2,862             | 2,617             |
| Snow Removal                        | 7,971             | 4,170             |
| Elevator Repairs and Contract       | 6,238             | 6,047             |
| Repairs (Materials)                 | 26,098            | 48,763            |
| Repairs (Contract)                  | 4,382             | 4,043             |
| <b>TOTAL MAINTENANCE EXPENSE</b>    | <u>48,666</u>     | <u>66,329</u>     |
| <u>Depreciation</u>                 | <u>31,755</u>     | <u>31,397</u>     |
| <u>General Expenses</u>             |                   |                   |
| Real Estate Taxes                   | 22,098            | 20,974            |
| Payroll Taxes                       | 2,121             | 2,225             |
| Workman's Compensation              | 1,120             | 827               |
| Retirement Benefits                 | 645               |                   |
| Insurance                           | 8,436             | 8,411             |
| <b>TOTAL GENERAL EXPENSES</b>       | <u>34,420</u>     | <u>32,437</u>     |
| <b>TOTAL EXPENSES</b>               | <u>\$ 229,796</u> | <u>\$ 249,866</u> |

J.B. MILETTE MANOR  
(FORMERLY: J.B. MILETTE LIMITED PARTNERSHIP)  
SCHEDULE OF RECEIPTS AND DISBURSEMENTS  
PROJECT OPERATING ACCOUNT  
FOR THE YEAR ENDED JULY 31, 2021

**SOURCE OF FUNDS**

Rental Operations

Income

|  |            |                   |
|--|------------|-------------------|
| Tenant Paid Rent                             | \$ 186,697 |                   |
| HAP Rent Subsidy                             | 19,871     |                   |
| <u>Total Rental Income</u>                   |            | <u>\$ 206,568</u> |
| Service Income                               | 1,527      |                   |
| Interest Income                              | 15         |                   |
| Commercial Income                            | -          |                   |
| Other Income                                 | -          |                   |
| <u>Total Rental Operations Receipts</u>      |            | <u>208,110</u>    |
| <u>Expenses</u>                              |            |                   |
| Administrative                               | 52,844     |                   |
| Utilities                                    | 61,643     |                   |
| Maintenance                                  | 49,371     |                   |
| Interest - NHHFA Mortgage Note               | -          |                   |
| Interest - Other Notes                       | -          |                   |
| General                                      | 34,420     |                   |
| Other  | -          |                   |
| <u>Total Rental Operations Disbursements</u> |            | <u>(198,278)</u>  |
| <u>Cash Provided by Rental Operations</u>    |            | <u>9,832</u>      |
| <u>Amortization of Mortgage</u>              |            | <u>-</u>          |
| <u>Cash Provided by Rental Operations</u>    |            |                   |
| <u>After Debt Service</u>                    |            | <u>9,832</u>      |

**OTHER RECEIPTS**

|   |       |              |
|---|-------|--------------|
| <u>Due to Management Agent</u>                | 3,876 |              |
| <u>Owner Advances</u>                         | -     |              |
| <u>Transfer from Restricted Cash Reserves</u> | -     |              |
| <u>and Escrows</u>                            | -     |              |
|   |       | <u>3,876</u> |

**OTHER DISBURSEMENTS OR TRANSFERS**

|   |        |               |
|---|--------|---------------|
| <u>Transfers to Restricted Cash Reserves</u>        | 15,600 |               |
| <u>and Escrows</u>                                  |        |               |
| <u>Purchase of Fixed Assets</u>                     | -      |               |
| <u>Repayment of Owner Advances</u>                  | -      |               |
| <u>Other Partnership Expenses</u>                   | -      |               |
| <u>Transfers to Tenant Security Deposit Account</u> | (2)    |               |
|   |        | <u>15,598</u> |

|   |  |                |
|---|--|----------------|
| <u>Net Increase or (Decrease) in Project Account Cash</u> |  | <u>(1,890)</u> |
| <u>Project Account Cash Balance at Beginning of Year</u>  |  | <u>19,889</u>  |
| <u>Project Account Cash Balance at End of Year</u>        |  | <u>17,999</u>  |

|  |  |               |
|--|--|---------------|
| <u>Composition of Project Account Cash</u> |  |               |
| <u>Balance at End of Year</u>              |  | <u>17,999</u> |

Petty Cash

Unrestricted Reserve (if applicable)

|                    |   |  |
|--------------------|---|--|
| Decorating Reserve | - |  |
| Operating Reserve  | - |  |
| Other Reserve      | - |  |

|   |  |          |
|---|--|----------|
| <u>Total Petty Cash and Unrestricted Reserves</u> |  | <u>-</u> |
|---|--|----------|

|                                   |  |                  |
|-----------------------------------|--|------------------|
| <u>Total Project Account Cash</u> |  |                  |
| <u>at End of Year</u>             |  | <u>\$ 17,999</u> |

J.B. MILETTE MANOR  
(FORMERLY: J.B. MILETTE LIMITED PARTNERSHIP)  
SCHEDULE OF RECEIPTS AND DISBURSEMENTS  
PROJECT OPERATING ACCOUNT  
FOR THE YEAR ENDED JULY 31, 2020

**SOURCE OF FUNDS**

Rental Operations

Income

|                  |            |  |
|------------------|------------|--|
| Tenant Paid Rent | \$ 180,736 |  |
| HAP Rent Subsidy | 28,421     |  |

|                            |  |                   |
|----------------------------|--|-------------------|
| <u>Total Rental Income</u> |  | <u>\$ 209,157</u> |
|----------------------------|--|-------------------|

|                   |       |  |
|-------------------|-------|--|
| Service Income    | 1,355 |  |
| Interest Income   | 21    |  |
| Commercial Income | -     |  |
| Other Income      | 150   |  |

|   |  |                |
|---|--|----------------|
| <u>Total Rental Operations Receipts</u> |  | <u>210,683</u> |
|---|--|----------------|

Expenses

|                                |        |  |
|--------------------------------|--------|--|
| Administrative                 | 62,467 |  |
| Utilities                      | 59,251 |  |
| Maintenance                    | 64,776 |  |
| Interest - NHHFA Mortgage Note | -      |  |
| Interest - Other Notes         | -      |  |
| General                        | 32,437 |  |
| Other                          | -      |  |

|  |  |                  |
|--|--|------------------|
| <u>Total Rental Operations Disbursements</u> |  | <u>(218,931)</u> |
|--|--|------------------|

|   |  |                |
|---|--|----------------|
| <u>Cash Provided by Rental Operations</u> |  | <u>(8,248)</u> |
|---|--|----------------|

Amortization of Mortgage

|   |  |  |
|---|--|--|
| <u>Cash Provided by Rental Operations</u> |  |  |
|---|--|--|

|                           |  |                |
|---------------------------|--|----------------|
| <u>After Debt Service</u> |  | <u>(8,248)</u> |
|---------------------------|--|----------------|

**OTHER RECEIPTS**

|                                |     |  |
|--------------------------------|-----|--|
| <u>Due to Management Agent</u> | 217 |  |
|--------------------------------|-----|--|

|                       |   |  |
|-----------------------|---|--|
| <u>Owner Advances</u> | - |  |
|-----------------------|---|--|

|   |         |  |
|---|---------|--|
| <u>Transfer from Restricted Cash Reserves</u> | 112,474 |  |
|---|---------|--|

|                    |   |  |
|--------------------|---|--|
| <u>and Escrows</u> | - |  |
|--------------------|---|--|

|  |  |                |
|--|--|----------------|
|  |  | <u>112,691</u> |
|--|--|----------------|

**OTHER DISBURSEMENTS OR TRANSFERS**

|  |        |  |
|--|--------|--|
| <u>Transfers to Restricted Cash Reserves</u> | 15,600 |  |
|--|--------|--|

|                    |   |  |
|--------------------|---|--|
| <u>and Escrows</u> | - |  |
|--------------------|---|--|

|                                 |   |  |
|---------------------------------|---|--|
| <u>Purchase of Fixed Assets</u> | - |  |
|---------------------------------|---|--|

|                                    |        |  |
|------------------------------------|--------|--|
| <u>Repayment of Owner Advances</u> | 85,955 |  |
|------------------------------------|--------|--|

|                                   |   |  |
|-----------------------------------|---|--|
| <u>Other Partnership Expenses</u> | - |  |
|-----------------------------------|---|--|

|   |   |  |
|---|---|--|
| <u>Transfers to Tenant Security Deposit Account</u> | - |  |
|---|---|--|

|  |  |                |
|--|--|----------------|
|  |  | <u>101,555</u> |
|--|--|----------------|

|   |  |              |
|---|--|--------------|
| <u>Net Increase or (Decrease) in Project Account Cash</u> |  | <u>2,888</u> |
|---|--|--------------|

|  |  |               |
|--|--|---------------|
| <u>Project Account Cash Balance at Beginning of Year</u> |  | <u>17,001</u> |
|--|--|---------------|

|  |  |               |
|--|--|---------------|
| <u>Project Account Cash Balance at End of Year</u> |  | <u>19,889</u> |
|--|--|---------------|

Composition of Project Account Cash

|                               |  |               |
|-------------------------------|--|---------------|
| <u>Balance at End of Year</u> |  | <u>19,889</u> |
|-------------------------------|--|---------------|

Petty Cash

Unrestricted Reserve (if applicable)

|                    |   |  |
|--------------------|---|--|
| Decorating Reserve | - |  |
|--------------------|---|--|

|                   |   |  |
|-------------------|---|--|
| Operating Reserve | - |  |
|-------------------|---|--|

|               |   |  |
|---------------|---|--|
| Other Reserve | - |  |
|---------------|---|--|

Total Petty Cash and Unrestricted Reserves

Total Project Account Cash

|                       |  |                  |
|-----------------------|--|------------------|
| <u>at End of Year</u> |  | <u>\$ 19,889</u> |
|-----------------------|--|------------------|

J.B. MILETTE MANOR  
(FORMERLY: J.B. MILETTE LIMITED PARTNERSHIP)  
SCHEDULE OF RESTRICTED CASH RESERVES AND ESCROWS  
FOR THE YEAR ENDED JULY 31, 2021

| <u>Description of Fund</u>                            | <u>Balance</u><br>Beginning of<br><u>Period</u> | <u>Deposits</u><br>Transfers<br>From<br>Operations<br><u>Account</u> | <u>Interest</u><br><u>Earned</u> | <u>Withdrawals</u><br>Transfers to<br>Operations<br><u>Account</u> | <u>Balance</u><br>End of<br><u>Period</u> |
|---|---|--|----------------------------------|--|---|
| <u>Restricted Accounts:</u>                           |   |  |                                  |  |   |
| Tax Escrow  | \$ 6,548  | \$ -   | \$ 4                             | \$ -   | \$ 6,552                                  |
| Replacement Reserve                                   | 84,264  | 15,600   | 65                               | -  | 99,929                                    |
| Operating Reserve                                     | 69,966  |  | 49                               | -  | 70,015                                    |
| <b>Total Restricted Cash<br/>Reserves and Escrows</b> | <b>\$ 160,778</b>                               | <b>\$ 15,600</b>   | <b>\$ 118</b>                    | <b>\$ -</b>  | <b>\$ 176,496</b>                         |

SCHEDULE OF SURPLUS CASH CALCULATION  
JULY 31, 2021

|  |                   |
|--|-------------------|
| NET LOSS   | \$ (21,568)       |
| ADD: DEPRECIATION  | 31,755            |
| DEDUCT REQUIRED PRINCIPAL REPAYMENTS   |                   |
| DEDUCT REQUIRED PAYMENTS TO<br>REPLACEMENT RESERVES  | 15,600            |
| ADD/DEDUCT NHHFA APPROVED ITEMS<br>Repair and Maintenance Expenses Reimbursed Through Replacement Reserves |                   |
| <b>SURPLUS CASH (DEFICIT)</b>  | <b>\$ (5,413)</b> |

SHERBURNE WOODS  
(FORMERLY: SNHS DEERFIELD ELDERLY HOUSING LIMITED PARTNERSHIP)  
(PROJECT No. HAP PBA 901-02-05)

STATEMENTS OF FINANCIAL POSITION

JULY 31, 2021 AND 2020

| <b>ASSETS</b>                                  |                     |                     |
|--|---------------------|---------------------|
|  | <i>2021</i>         | <i>2020</i>         |
| <b>CURRENT ASSETS</b>                          |                     |                     |
| Cash - Operations                              | \$ 80,916           | \$ 100,810          |
| Prepaid Expenses                               | 7,851               | 7,936               |
| Total Current Assets                           | 88,767              | 108,746             |
| <b>DEPOSITS HELD IN TRUST, FUNDED</b>          |                     |                     |
| Tenant Security Deposits                       | 15,517              | 14,871              |
| <b>RESTRICTED DEPOSITS AND FUNDED RESERVES</b> |                     |                     |
| Replacement Reserve                            | 180,572             | 153,325             |
| Operating Reserve                              | 67,945              | 67,842              |
| Tax Escrow                                     | 6,707               | 5,927               |
| Insurance Escrow                               | 3,046               | 3,480               |
| Total Restricted Deposits and Funded Reserves  | 258,270             | 230,574             |
| <b>RENTAL PROPERTY</b>                         |                     |                     |
| Land   | 211,000             | 211,000             |
| Building and Building Improvements             | 907,200             | 907,200             |
| Total Rental Property                          | 1,118,200           | 1,118,200           |
| Less Accumulated Depreciation                  | 75,935              | 52,355              |
| Net Rental Property                            | 1,042,265           | 1,065,845           |
| <b>TOTAL ASSETS</b>                            | <b>\$ 1,404,819</b> | <b>\$ 1,420,036</b> |
| <b>LIABILITIES AND NET ASSETS</b>              |                     |                     |
| <b>CURRENT LIABILITIES</b>                     |                     |                     |
| Current Portion of Mortgage Loan Payable       | \$ 17,642           | \$ 16,453           |
| Accounts Payable                               | 2,214               | 370                 |
| Accrued Expenses                               | 38                  | -                   |
| Total Current Liabilities                      | 19,894              | 16,823              |
| <b>DEPOSIT LIABILITIES</b>                     |                     |                     |
| Tenant Security Deposit Liability              | 15,467              | 14,822              |
| <b>LONG-TERM LIABILITIES</b>                   |                     |                     |
| Due to Affiliate                               | 94,862              | 133,513             |
| Mortgage Loan Payable, Net of Current Portion  | 851,614             | 869,248             |
| Total Long-Term Liabilities                    | 946,476             | 1,002,761           |
| Total Liabilities                              | 981,837             | 1,034,406           |
| <b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>   | 422,982             | 385,630             |
| <b>TOTAL LIABILITIES AND NET ASSETS</b>        | <b>\$ 1,404,819</b> | <b>\$ 1,420,036</b> |

SHERBURNE WOODS  
(FORMERLY: SNHS DEERFIELD ELDERLY HOUSING LIMITED PARTNERSHIP)  
(PROJECT No. HAP PBA 901-02-05)

STATEMENTS OF ACTIVITIES

FOR THE YEARS ENDED JULY 31, 2021 AND 2020

|   | <u>2021</u>                  | <u>2020</u>                  |
|---|------------------------------|------------------------------|
| <b>RENTAL OPERATIONS</b>                  |                              |                              |
| <i>Income</i>                             |                              |                              |
| Tenant Rental Income                      | \$ 266,018                   | \$ 250,537                   |
| Laundry Income                            | 2,670                        | 2,545                        |
| Other Income                              | 1,290                        | 1,084                        |
| Interest Income - Unrestricted            | 53                           | 68                           |
| Interest Income - Restricted              | 370                          | 2,320                        |
| Total Income                              | <u>270,401</u>               | <u>256,554</u>               |
| <i>Expenses (See Schedule)</i>            |                              |                              |
| Administrative                            | 29,567                       | 44,581                       |
| Utilities                                 | 34,566                       | 33,892                       |
| Maintenance                               | 89,326                       | 68,243                       |
| Depreciation                              | 23,580                       | 23,580                       |
| Interest - NHHFA Mortgage Note            | 23,473                       | 24,582                       |
| General Expenses                          | 32,537                       | 34,005                       |
| Total Expenses                            | <u>233,049</u>               | <u>228,883</u>               |
| <br><b>CHANGE IN NET ASSETS</b>           | <br>37,352                   | <br>27,671                   |
| <br><b>NET ASSETS - BEGINNING OF YEAR</b> | <br><u>385,630</u>           | <br><u>357,959</u>           |
| <br><b>NET ASSETS - END OF YEAR</b>       | <br><u><u>\$ 422,982</u></u> | <br><u><u>\$ 385,630</u></u> |

SHERBURNE WOODS  
(FORMERLY: SNHS DEERFIELD ELDERLY HOUSING LIMITED PARTNERSHIP)  
(PROJECT No. HAP PBA 901-02-05)

SCHEDULES OF RENTAL OPERATIONS EXPENSES  
FOR THE YEARS ENDED JULY 31, 2021 AND 2020

| EXPENSES:                             | <i>2021</i>       | <i>2020</i>       |
|---------------------------------------|-------------------|-------------------|
| <u>Administrative</u>                 |                   |                   |
| Advertising                           | \$ 25             | \$ 150            |
| Management Fees                       | 18,000            | 18,000            |
| Salaries and Wages                    | 1,909             | 16,085            |
| Fringe Benefits                       | 104               | 4,911             |
| Legal Expenses                        | 284               | -                 |
| Telephone                             | 2,372             | 2,299             |
| Other Administrative Expense          | 6,873             | 3,136             |
| <b>TOTAL ADMINISTRATIVE EXPENSE</b>   | <b>29,567</b>     | <b>44,581</b>     |
| <u>Utilities</u>                      |                   |                   |
| Electricity                           | 20,810            | 20,299            |
| Fuel                                  | 7,886             | 9,276             |
| Water and Sewer                       | 4,339             | 2,425             |
| Other Utility Expense                 | 1,531             | 1,892             |
| <b>TOTAL UTILITY EXPENSE</b>          | <b>34,566</b>     | <b>33,892</b>     |
| <u>Maintenance</u>                    |                   |                   |
| Custodial Supplies                    | -                 | 121               |
| Trash Removal                         | 2,789             | 3,170             |
| Snow Removal                          | 28,761            | 21,724            |
| Repairs (Materials)                   | 37,218            | 43,228            |
| Repairs (Contract)                    | 20,558            | -                 |
| <b>TOTAL MAINTENANCE EXPENSE</b>      | <b>89,326</b>     | <b>68,243</b>     |
| <u>Depreciation</u>                   | <b>23,580</b>     | <b>23,580</b>     |
| <u>Interest - NHHFA Mortgage Note</u> | <b>23,473</b>     | <b>24,582</b>     |
| <u>General Expenses</u>               |                   |                   |
| Real Estate Taxes                     | 26,926            | 26,673            |
| Payroll Taxes                         | 146               | 1,237             |
| Workman's Compensation                | 105               | 788               |
| Retirement benefits                   | 144               | 276               |
| Insurance                             | 5,216             | 5,031             |
| <b>TOTAL GENERAL EXPENSES</b>         | <b>32,537</b>     | <b>34,005</b>     |
| <b>TOTAL EXPENSES</b>                 | <b>\$ 233,049</b> | <b>\$ 228,883</b> |

SHERBURNE WOODS  
(FORMERLY: SNHS DEERFIELD ELDERLY HOUSING LIMITED PARTNERSHIP)  
(PROJECT No. HAP PBA 901-02-05)

SCHEDULE OF RECEIPTS AND DISBURSEMENTS  
PROJECT OPERATING ACCOUNT

FOR THE YEAR ENDED JULY 31, 2021

**SOURCE OF FUNDS**

Rental Operations

Income

|                  |    |         |
|------------------|----|---------|
| Tenant Paid Rent | \$ | 123,489 |
| HAP Rent Subsidy |    | 142,529 |

Total Rental Income

\$ 266,018

|                   |  |       |
|-------------------|--|-------|
| Service Income    |  | 2,670 |
| Interest Income   |  | 53    |
| Commercial Income |  | -     |
| Other Income      |  | 1,290 |

Total Rental Operations Receipts

270,031

Expenses

|                                |  |        |
|--------------------------------|--|--------|
| Administrative                 |  | 29,444 |
| Utilities                      |  | 34,566 |
| Maintenance                    |  | 87,482 |
| Interest - NHHFA Mortgage Note |  | 23,473 |
| Interest - Other Notes         |  | -      |
| General                        |  | 32,537 |
| Other                          |  | -      |

Total Rental Operations Disbursements

(207,502)

Cash Provided by Rental Operations

62,529

Amortization of Mortgage

16,445

Cash Provided by Rental Operations

After Debt Service

46,084

**OTHER RECEIPTS**

Due to Management Agent

Owner Advances

Transfer from Restricted Cash Reserves  
and Escrows

32,642

32,642

**OTHER DISBURSEMENTS OR TRANSFERS**

Transfers to Restricted Cash Reserves  
and Escrows

59,968

Purchase of Fixed Assets

Repayment of Owner Advances

38,651

Other Partnership Expenses

Transfers to Tenant Security Deposit Account

98,620

Net Increase or (Decrease) in Project Account Cash

(19,894)

Project Account Cash Balance at Beginning of Year

100,810

Project Account Cash Balance at End of Year

80,916

Composition of Project Account Cash

Balance at End of Year

80,916

Petty Cash

Unrestricted Reserve (if applicable)

Decorating Reserve

Operating Reserve

Other Reserve

Total Petty Cash and Unrestricted Reserves

Total Project Account Cash

at End of Year

\$ 80,916

SHERBURNE WOODS  
(FORMERLY: SNHS DEERFIELD ELDERLY HOUSING LIMITED PARTNERSHIP)  
(PROJECT No. HAP PBA 901-02-05)

SCHEDULE OF RECEIPTS AND DISBURSEMENTS  
PROJECT OPERATING ACCOUNT

FOR THE YEAR ENDED JULY 31, 2020

**SOURCE OF FUNDS**

Rental Operations

Income

|                  |            |  |
|------------------|------------|--|
| Tenant Paid Rent | \$ 113,921 |  |
| HAP Rent Subsidy | 136,616    |  |

Total Rental Income

|                   |       |            |
|-------------------|-------|------------|
| Service Income    | 2,545 | \$ 250,537 |
| Interest Income   | 68    |            |
| Commercial Income | -     |            |
| Other Income      | 1,084 |            |

Total Rental Operations Receipts

254,234

Expenses

|                                |        |  |
|--------------------------------|--------|--|
| Administrative                 | 46,393 |  |
| Utilities                      | 33,892 |  |
| Maintenance                    | 72,113 |  |
| Interest - NHHFA Mortgage Note | 24,582 |  |
| Interest - Other Notes         | -      |  |
| General                        | 34,005 |  |
| Other                          | -      |  |

Total Rental Operations Disbursements

(210,985)

Cash Provided by Rental Operations

43,249

Amortization of Mortgage

15,337

Cash Provided by Rental Operations

After Debt Service

27,912

**OTHER RECEIPTS**

Due to Management Agent

Owner Advances

Transfer from Restricted Cash Reserves

and Escrows

37,340

37,340

**OTHER DISBURSEMENTS OR TRANSFERS**

Transfers to Restricted Cash Reserves

and Escrows

58,154

Purchase of Fixed Assets

Repayment of Owner Advances

(2,081)

Other Partnership Expenses

(1)

Transfers to Tenant Security Deposit Account

56,072

Net Increase or (Decrease) in Project Account Cash

9,180

Project Account Cash Balance at Beginning of Year

91,630

Project Account Cash Balance at End of Year

100,810

Composition of Project Account Cash

Balance at End of Year

100,810

Petty Cash

Unrestricted Reserve (if applicable)

Decorating Reserve

Operating Reserve

Other Reserve

Total Petty Cash and Unrestricted Reserves

Total Project Account Cash

at End of Year

\$ 100,810

SHERBURNE WOODS  
(FORMERLY: SNHS DEERFIELD ELDERLY HOUSING LIMITED PARTNERSHIP)  
(PROJECT No. HAP PBA 901-02-05)

SCHEDULE OF RESTRICTED CASH RESERVES AND ESCROWS  
FOR THE YEAR ENDED JULY 31, 2021

| <u>Description of Fund</u>                            | <u>Balance</u><br><u>Beginning of</u><br><u>Period</u> | <u>Deposits</u><br><u>Transfers</u><br><u>From</u><br><u>Operations</u><br><u>Account</u> | <u>Interest</u><br><u>Earned</u> | <u>Withdrawals</u><br><u>Transfers to</u><br><u>Operations</u><br><u>Account</u> | <u>Balance</u><br><u>End of</u><br><u>Period</u> |
|---|--|---|----------------------------------|--|--|
| <u>Restricted Accounts:</u>                           |  |   |                                  |  |  |
| Insurance Escrow                                      | \$ 3,480   | \$ 5,219  | \$ 7                             | \$ 5,660   | \$ 3,046   |
| Tax Escrow  | 5,927  | 27,749  | 13                               | 26,982   | 6,707  |
| Replacement Reserve                                   | 153,325  | 27,000  | 247                              | -  | 180,572  |
| Operating Reserve                                     | 67,842   | -   | 103                              | -  | 67,945   |
| <b>Total Restricted Cash<br/>Reserves and Escrows</b> | <b>\$ 230,574</b>                                      | <b>\$ 59,968</b>  | <b>\$ 370</b>                    | <b>\$ 32,642</b>   | <b>\$ 258,270</b>                                |

SCHEDULE OF SURPLUS CASH CALCULATION

JULY 31, 2021

|  |                  |
|--|------------------|
| NET INCOME   | \$ 37,352        |
| ADD: DEPRECIATION  | 23,580           |
| DEDUCT REQUIRED PRINCIPAL REPAYMENTS   | 16,445           |
| DEDUCT REQUIRED PAYMENTS TO<br>REPLACEMENT RESERVES  | 27,000           |
| ADD/DEDUCT NHHFA APPROVED ITEMS<br>Repair and Maintenance Expenses Reimbursed Through Replacement Reserves | -                |
| <b>SURPLUS CASH (DEFICIT)</b>  | <b>\$ 17,487</b> |

SHERBURNE WOODS  
(FORMERLY: SNHS DEERFIELD ELDERLY HOUSING LIMITED PARTNERSHIP)  
(PROJECT No. HAP PBA 901-02-05)

YEAR-TO-DATE COMPILATION OF OWNERS' FEE/DISTRIBUTION  
FOR THE YEAR ENDED JULY 31, 2021

| <u>YEAR</u> | <u>MAXIMUM ALLOWABLE DISTRIBUTION</u> | <u>DISTRIBUTION RECEIVED</u> | <u>BALANCE</u> |
|-------------|---------------------------------------|------------------------------|----------------|
| 12/31/2003  | \$ 113,850                            | \$ -                         | \$ 113,850     |
| 12/31/2004  | \$ 113,850                            | \$ -                         | \$ 227,700     |
| 12/31/2005  | \$ 113,850                            | \$ -                         | \$ 341,550     |
| 12/31/2006  | \$ 113,850                            | \$ -                         | \$ 455,400     |
| 12/31/2007  | \$ 113,850                            | \$ -                         | \$ 569,250     |
| 12/31/2008  | \$ 113,850                            | \$ -                         | \$ 683,100     |
| 12/31/2009  | \$ 113,850                            | \$ -                         | \$ 796,950     |
| 12/31/2010  | \$ 113,850                            | \$ -                         | \$ 910,800     |
| 12/31/2011  | \$ 113,850                            | \$ -                         | \$ 1,024,650   |
| 12/31/2012  | \$ 113,850                            | \$ -                         | \$ 1,138,500   |
| 12/31/2013  | \$ 113,850                            | \$ -                         | \$ 1,252,350   |
| 12/31/2014  | \$ 113,850                            | \$ -                         | \$ 1,366,200   |
| 12/31/2015  | \$ 113,850                            | \$ -                         | \$ 1,480,050   |
| 12/30/2016  | \$ 113,850                            | \$ -                         | \$ 1,593,900   |
| 12/30/2017  | \$ 113,850                            | \$ -                         | \$ 1,707,750   |
| 7/31/2018   | \$ 66,413                             | \$ -                         | \$ 1,774,163   |
| 7/31/2019   | \$ 113,850                            | \$ -                         | \$ 1,888,013   |
| 7/30/2020   | \$ 113,850                            | \$ -                         | \$ 2,001,863   |
| 7/30/2021   | \$ 113,850                            | \$ -                         | \$ 2,115,713   |



Southern New Hampshire Services, Inc.

Board of Directors

August 2022

Senator Lou D'Allesandro, Chairman

Dr. Kevin Moriarty, Vice Chairman

Thomas Mullins, Esq., Treasurer

Orville Kerr, Secretary

Representative Sherm Packard

Commissioner Toni Pappas

James Brown

Carrie Marshall Gross

Anna Hamel

Bonnie Henault

Wanda Kennerson

German Ortiz

Peter Ramsey

**SOUTHERN NEW HAMPSHIRE SERVICES, INC.**

The Community Action Partnership serving Hillsborough and Rockingham Counties

Mailing Address: PO Box 5040, Manchester, NH 03108

40 Pine Street, Manchester, NH 03013

Telephone: (603) 668-8010      FAX: (603) 645-6734

**List of Key Administrative Personnel  
August 2022**

| <b>Title</b>            | <b>Name</b>     | <b>Annual Salary</b> | <b>Percentage</b> | <b>Amount</b> |
|-------------------------|-----------------|----------------------|-------------------|---------------|
| Executive Director      | Donnalee Lozeau | \$201,874            | 0.00%             | 0             |
| Deputy Director         | Ryan Clouthier  | \$129,511            | 0.00%             | 0             |
| Chief Financial Officer | James Chaisson  | \$145,200            | 0.00%             | 0             |
|                         |                 |                      |                   |               |
|                         |                 |                      |                   |               |
|                         |                 |                      |                   |               |

## **DONNALEE LOZEAU**

### **Community/Civic Involvement- Current**

- NH Community Action Partnership
- HB4 Cliff Effect Working Group, Co-chair
- Governor's Office for Emergency Relief and Recovery Stakeholders Advisory Board, Chair
- Whole Family Approach to Jobs NH Chapter, Co-chair
- St. Joseph Hospital Board of Directors, Quality Council Chair
- St. Mary's Bank Supervisory Committee, Chair
- NH Healthy Families Board of Directors
- Mary's House Advisory Board
- The Plus Company
- NH Tomorrow Leadership Council
- Community College System of NH s
- American Council of Young Political Leaders, Alumni Member
- State Workforce Innovation Board

### **Community/Civic Involvement- Past**

- Reaching Higher NH
- NH Center for Public Policies Studies
- Governor's Judicial Selection Commission
- Big Brothers Big Sisters Board of Directors, Past President
- Greater Nashua Dental Connection BOD, Founding Member
- Great American Downtown, Founding Member
- Domestic Violence Coordinating Council Nashua
- US Conference of Mayors
- No-Labels
- Fix the Debt
- NH Center for Public Policy Studies
- Greater Nashua Chamber of Commerce, Director
- Greater Nashua Workforce Housing Coalition, Founding Member

## **EXPERIENCE**

### ***Southern New Hampshire Services, Inc. (www.SNHS.org) Manchester, NH (January 2016-Present)***

#### **Chief Executive Officer**

- Development and oversight of Community Action Partnership serving NH's two largest counties, Hillsborough and Rockingham
- Cooperation and engagement with local, state and federal agencies and organizations on issues and programs that intersect with the Community Action Mission
- Work to fundamentally enhance the delivery of service to targeted community to wrap services around clients and streamline the application process by implementing the Whole Family Approach

### **City of Nashua, New Hampshire (2008-2016) – Elected**

#### **Mayor**

- Full time overall day to day management and operations of 2nd largest city in the state of NH with development and implementation of \$245 million dollar (2016) annual budget
- Worked with elected boards including Board of Aldermen; Public Works; Board of Education and others to prioritize and balance budget requirements and the needs of the community
- Chaired Board of Public Works and the Finance Committee
- Successfully negotiated the City's purchase of the publicly traded water company (Pennichuck) after a prolonged case before the NHPUC and the NH Supreme Court

### **Southern New Hampshire Services, Inc. (1993 – 2008) Manchester, NH**

#### **Director of Program and Community Development**

- Assessed the need for services throughout Hillsborough County through community outreach by developing partnerships, collaborations and new initiatives with service providers and businesses
- Negotiated purchases and contracts and presented projects before local boards, commissions and departments relative to housing, support services and economic development
- Designed and implemented strategies for developing working relationships with town and city officials, local service providers and appropriate private sector officials in order to project a positive image of Southern New Hampshire Services, Inc.
- Founded Mary's House 40 units of housing for homeless women and developed 219 units of Elderly Housing
- Pioneered initiatives for the Community, Corrections and Academy Programs
- Expanded Head Start Services and developed the program and secured the site for Economic Opportunity Center

### **Past Community/Civic Involvement Continued**

- Greater Nashua Asset Building Coalition, Founding Member
- New Hampshire Charitable Foundation State Board, Member
- Eagle Board of Review

### **Education and Training**

- CCAP, Certified Community Action Professional
- CCAP Proctor
- Rivier College, Nashua- Undergraduate work in Political Science
- Restaurant Management Institute
- Mediation and Alternative Dispute Resolution Training
- Leadership Institute, Aspen
- Justice of the Peace

### **NH State Representative, Hillsborough County, District 30 (1984 – 2000)-Elected**

#### **Deputy Speaker of the NH House of Representatives (1996 – 2000)**

- Addressed constituent concerns
- Assisted Non-Profit organizations and local businesses with governmental concerns and steering legislation through the political process by working with members and leadership in the NH House of Representatives and the NH Senate and representatives of the Executive and Judicial branches
- Managed floor debates and supervised House Calendar content
- Responsible for functions of the House on behalf of or in the absence of the Speaker

#### **Committee Assignments:**

- House Rules Committee, Vice Chairman
- House Legislative Administration Committee
- Joint Facilities Committee
- New Member Orientation, Chair
- House Corrections and Criminal Justice Committee, Vice Chairman
- House Judiciary Committee
- Criminal Justice Sub-Committee, Chairman
- State and Federal Relations Committee

#### **Appointments:**

- Joint Legislative Performance Audit and Oversight Committee
- Juvenile Justice Commission, Chairman
- Supreme Court Guardian Ad Litem Committee
- Superior Court Alternative Dispute Resolution Committee
- Work Force Opportunity Council
- Interbranch Criminal and Juvenile Justice Council
  - Subcommittee on Offenders, Chairman
  - Space and Prison Programming
  - Juveniles Subcommittee, Co-Chair
- National Conference of State Legislatures Law and Justice. Vice Chair
- Council of State Governments Intergovernmental Affairs, Corrections and Public Safety

#### **City Streets Restaurant, (1986-1991)**

#### **City Streets Diner, (2000 – 2003) Nashua, NH Co-Owner/Operator**

- Operated 450 seat restaurant and banquet facility and effectively managed financial accounts, staff and licensing requirements

# RYAN CLOUTHIER



## OBJECTIVE

Seeking a leadership role which will allow me the opportunity to utilize and build upon my knowledge and passion for the work performed by Community Action Agencies in the state of New Hampshire, while at the same time being the support and strength for the Communities we serve.



## EXPERIENCE

### **Chief Operating Officer | Southern New Hampshire Services Inc.** FEB. 2018-PRESENT

Serving as part of the Executive Management Team and is responsible for providing inspiring leadership to the Southern New Hampshire Services (SNHS) senior management team and developing a performance culture to ensure the effective management of a comprehensive array of over sixty programs. The Chief Operating Officer will tie the various component programs including: nutrition; housing; energy; workforce development; income enhancement; education; and elderly services to the agency, to each other, and to the general community; by promoting and communicating the mission of Community Action. In conjunction with the Chief Executive Officer and Fiscal Officer the Chief Operating Officer provides the stewardship of SNHS by being actively involved with the agency's high-performance senior leadership team in the development, implementation, and management of the program content as well as annual budgets. Responsible for ensuring that services and programs provided fulfill the agency's mission, and are in compliance with all federal, state, funding, and city regulations, certifications, and licensing requirements.

### **Energy and Housing Operations Director | Southern New Hampshire Services Inc.** 2016 – 2018

Responsible for providing the various SNHS Energy and Crisis programs, Information Technology, Housing and Maintenance programs with mission, vision and leadership. Responsible for the planning, implementation, and evaluation of all facets of fiscal and program management, effectiveness while providing general oversight for all of the program's administration and day-to-day management, including budget management, grant writing and purchasing. Also responsible for maintaining a working relationship with governmental officials, local boards and agencies in developing and managing the programs. In conjunction with the Executive Director and Fiscal Officer this positions provides the stewardship of SNHS by being actively involved with the agency's high-performance senior leadership team in the development, implementation, and management of program content as well as annual budgets. Responsible for ensuring that services and programs provided fulfill the agency's mission and are in compliance with all federal, state, funding, city, certifications, and licensing requirements.

### **Energy Director | Southern New Hampshire Services Inc.** 2013 – 2016

Responsible for coordination, implementation, budgeting, overall supervision and management of the Fuel and Electric Assistance Programs, Crisis Programs, Weatherization Program, Lead Hazard Control Program, and YouthBuild Program for Hillsborough and Rockingham Counties. Develop and Maintain relationships with federal, state and local grantors. Intervene on behalf of the Community Action pertaining to the Core Utility Weatherization Energy Efficiency Programs. Maintains a strong working relationships with OCA, NH Legal Assistance, Office of Strategic Initiative, DOE, Liberty Utilities, Eversource, NHEC, Unitil, NHHFA, NREL, Apprise and other local non-profit and private companies in the industry. Participates in multiple Healthy Home strategic planning committees.

### **Weatherization Director | Southern New Hampshire Services Inc.** 2006-2013

Responsible for coordination, implementation, budgeting, overall supervision and management of the Weatherization, Lead Abatement, and YouthBuild Programs for Hillsborough and Rockingham Counties. Developed and Maintain relationships with federal, state and local grantors. Intervened on behalf of the Community Action Association during the merge of Liberty Energy and National Grid Gas along with filings pertaining to the Core Energy Efficiency Programs. Developed strong working relationships with OCA, NH

Légál Assistance, Office of Energy and Planning, DOE, Liberty Energy, Eversource, NHEC, Unitil, NHHFA, NREL, Apprise and other local non-profit and private companies in the industry. Served on the Department of Energy special task force designed to implement a National Best Practices Manual for JTA/KSA for Weatherization Energy Auditor Certification. Participated in a "One Touch" pilot effort which became a statewide practice and has received national recognition

**Energy Auditor | Southern New Hampshire Services Inc.**  
2004 – 2006

Responsible for performing field energy audits of low income residential properties; record the data in written and computerized formats to determine cost effectiveness of conservation measures needed; generate work order specs for the contractors. Conduct proper follow through and field inspections to assure quality installations and client satisfaction.

**Network Analyst | Genuity**  
2004 – 2006

Responsible for monitoring the Genuity Dial up network supporting AOL Domestic and International subscribers including Japan, USA and Canada. Responsibilities include isolating and troubleshooting problems/outages and configuration issues, on different types of Cisco routers, Lucent APX's, MAX's, and Nortel CVX's. Troubleshooting consists of isolating problems through head to head testing with different Telco's. Also responsible for creating, troubleshooting, and closing tickets in a group ticketing queue. Demonstrated strengths in the areas of interpersonal skills and negotiation.



**EDUCATION**

2000 NH Community Technical College  
1994-1998: Dover High School

*Other:* Weatherization written and field certification, Department of Energy Quality Control Inspector Certification, multiple national and regional weatherization best practices trainings. Intro to Cisco routers, T1 and T3 design and troubleshooting training, ATM and Frame Relay network design training, LAN and WAN training, OC3, OC48, and OC192 design and troubleshooting training, BPI Energy Analyst. Lead contractor abatement Certification; RRP certification, OSHA 30 hour worker safety, DOE Lead Safe Weatherization certification.



**SKILLS**

- Problem solving
- New Business Development
- Social Media
- Public Speaking
- Data Analysis/Analytical thinking
- Strategic Planning
- Operations Management
- Contract Negotiations
- Team and Relationship building
- Planning and forecasting
- Budget and Financial management
- Leadership
- Community Assessment
- Computer skills specific to job include, TREAT, NEAT, OTTER, FAP/EAP Microsoft 365, PowerPoint, Outlook, Word, Excel, Web, EmpowOR and CSST and many others that can be beneficial.



**ACTIVITIES/ACCOMPLISHMENTS**

- Numerous press articles related to Weatherization including visits from the Assistant Secretary of Energy Efficiency from the Department of Energy and Vice President Joe Biden.
- Member of the City of Nashua Healthy Homes Strategic Planning Committee.
- Member of the City of Manchester Healthy Homes Strategic Planning Committee.
- Union Leader 40 under 40 Class of 2015.
- Vice President of the Neighbor helping Neighbor Board.
- Member of the Energy Efficiency and Sustainable Energy Board.
- Member of the Residential Ratepayers Advisory Board.

# JAMES M. CHAISSON

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## SUMMARY

Dedicated accounting professional with 8 years of non-profit experience and over 20 years of broad experience in manufacturing, distribution, reorganizations, mergers and acquisitions, sales/operations planning/forecasting and establishing & monitoring performance metrics in a manufacturing environment. Experienced in private and public corporations, including 8 years in a private equity environment with a strong focus on equity sponsor communication and liquidity management. Complete knowledge of P&L, balance sheet, cash flow and cost accounting. Proven skills at staff leadership, training and development in a team environment. Professional Experience:

- Fiscal Officer in nonprofit organization
  - Controller in MFG & Distribution
  - Treasury and Cash Flow Management
  - Financial & Capital Budgeting, Reporting & Control
  - Cost Accounting Manager
  - General Accounting Manager
  - Business Performance Metric Establishment and Measurement
- 

## PROFESSIONAL EXPERIENCE

### **Southern New Hampshire Services, Manchester, NH**

**5/2009-Present**

Southern New Hampshire Services (SNHS) is a non-profit entity dedicated to helping people help themselves. SNHS accomplishes this through a variety of programs offered at centers, offices, clinics, and intake sites located throughout Rockingham and Hillsborough counties. The agency also oversees 29 housing facilities with approximately 1000 tenants. SNHS receives and administers \$36 million in program funds annually with over 450 employees.

#### Chief Fiscal Officer

**1/2017 to Present**

- Oversee financial and accounting compliance, maintaining controls and managing potential business risks
- Manage the annual budget process and analysis activities
- Prepare presentation for Board of Directors meetings presenting the organization's financial results
- Develop and maintain banking relationships
- Manage the Annual Audit process

#### Senior Accountant

**5/2009-1/2017**

Assisted Fiscal Director in overseeing all fiscal and financial activities including compliance with federal, state, and funding source requirements as well as accordance with GAAP

- Developed and implemented indirect cost calculation and interfaced with General Ledger
- Monitored and prepared monthly budget vs actual reporting; recommended adjustments and forecast spending
- Created specialized reports for the individual grant's reporting requirements
- Designed allocation methods for properly billing shared items to individual grants and programs
- Prepared monthly agency program reviews for Fiscal Director's Board of Directors review

James M. Chaisson

**WOOD STRUCTURES, INC. Biddeford, ME**

**2001-4/2009**

WSI, is a highly leveraged business owned by Roark Capital, a private equity fund, headquartered in Atlanta, GA. WSI is a \$70 million manufacturer of roof and floor trusses, wall panels and a distributor of engineered wood products. The company's products are sold into the residential and light commercial construction markets

Controller

**2006-4/2009**

Managed all aspects of accounting and reporting in a truss manufacturing plant as well as an engineered wood products distribution location that included 2 locations in Maine and 1 in Massachusetts.

- Calculated and assisted in the management of the company's covenants
- Worked closely with senior management during the sale process from the seller (Harbour Group) and buyer (Roark Capital)
- Identified cost drivers and implemented process changes to reduce the monthly closing cycle from 18 to 5 days
- Conducted monthly reviews with the managers on financial results and measurement
- Oversaw the payroll function of 160+ employees

Accounting Manager

**2001-2006**

Recruited to company to restore financial controls and establish best practices concerning both general ledger and cost accounting processes. Responsible for overseeing the accounting of 2 locations in Maine and 1 in Alabama.

- Established the reporting protocols of the company used by both equity sponsors
- Educated, motivated and developed a staff of 3 to succeed in their rolls of financial responsibility
- Identified and implemented processes and procedures for all intercompany sales, transfers, consolidation and eliminations
- Streamlined the payroll process that included transferring to an external supplier (ADP), which reduced cost by 40%
- Conducted physical inventories and defined their policies and procedure at all locations.

**VISHAY SPRAGUE, Sanford, ME**

**1978-2001**

Vishay Sprague is a division of Vishay Intertechnology Inc. (NYSE: VSH) a global manufacturer of discrete semiconductors and passive electronic components. The Sprague Division manufactures solid tantalum capacitors with annual sales of \$200 million and 1,400 employees.

Plant Cost Accounting Manager

**1997-2001**

Division General Accounting Manager

**1995-1997**

Division Operation Accountant

**1989-1995**

Division Fixed Asset Accountant

**1987-1989**

Master Engineering Technician

**1984-1987**

Lead Production Technician

**1978-1984**

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**EDUCATION**

**NASSON COLLEGE, Springvale, ME**

B.S. in Business Administration