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STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION OF PUBLIC HEALTH SERVICES

Lori A. Weaver
Commissioner

Iain N. Watt
Director

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May 15, 2025

Her Excellency, Governor Kelly A. Ayotte
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division of Public Health Services, to enter into a contract with Granite United Way (VC#202684), Manchester, NH, in the amount of $650,000 to provide coordination, training, and technical assistance for the statewide network of Family Resource Centers (FRC) with the option to renew for up to three (3) additional years, effective July 1, 2025, upon Governor and Council approval through June 30, 2027. 100% General Funds.

Funds are anticipated to be available in State Fiscal Years 2026 and 2027, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

05-95-090-902010-704700000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVC, HHS: PUBLIC HEALTH DIV, BUREAU OF FAMILY HEALTH AND NUTRITION, COMMUNITY COLLABORATION

State Fiscal Year	Class / Account	Class Title	Job Number	Total Amount
2026	102-500731	Contracts for Prog Svc	90070473	$325,000
2027	102-500731	Contracts for Prog Svc	90070473	$325,000
			Subtotal	***$650,000***

EXPLANATION

The purpose of this request is for the Contractor to serve as the Facilitating Organization, providing coordination, support, training, and technical assistance to the statewide network of Family Resource Centers (FRC). The Contractor will promote FRC services via marketing and outreach assistance to increase family enrollment and support activities to strengthen recruitment and retention of FRC staff. The Contractor will ensure FRC staff receive training and technical assistance to implement evidence-informed strategies including the Standards of Quality, Positive Solutions for Families, and Strengthening Families Framework, which serve to promote positive parenting behaviors, enhance child development, and reduce the likelihood of child abuse and neglect. In addition, the Contractor will help FRCs achieve and maintain quality designation in alignment with the National Standards of Quality for Family Strengthening and Support programs

to deliver the highest quality services to children and families. The Contractor will also make sure that FRCs receive technical support with data collection, professional development, and shared practices across the statewide network. This will support all FRCs to sustain capacity, respond to emergent needs, and develop shared family outcome measures across FRCs.

The Family Resource Centers provide free, community-based, and confidential services to any family in New Hampshire. These services include parent education, home visiting programs such as Comprehensive Family Support Services, kinship caregiver support, and resource and referral navigation. Collectively, FRCs serve approximately 7,030 NH families statewide each year through these various programs.

The Department will monitor services by reviewing the 12 process and outcome measures outlined in the Contractor's quarterly reports, holding monthly meetings with the Contractor to ensure compliance with contractual requirements, and performing monthly reviews of expenditures and data quality assurance activities.

The Department selected the Contractor through a competitive bid process using a Request for Proposals (RFP) that was posted on the Department's website from February 6, 2025 through March 12, 2025. The Department received three (3) responses that were reviewed and scored by a team of qualified individuals. The Contractor received the highest combined technical and cost score overall. The Scoring Sheet is attached.

As referenced in Exhibit A of the attached agreement, the parties have the option to extend the agreement for up to three (3) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties, and Governor and Council approval.

Should the Governor and Council not authorize this request, the Department will not have the capacity to implement activities that enhance the quality of services at FRCs, sustain staff training and best practice implementation, and maximize the number of families served through evidence-based programs that promote family health.

Area served: Statewide.

Respectfully submitted,

Lori A. Weaver
Commissioner

New Hampshire Department of Health and Human Services
Division of Finance and Procurement
Bureau of Contracts and Procurement
Scoring Sheet

Project ID # Family Resource Center Facilitation Organization

Project Title RFP-2026-DPHS-02-FAMIL

	Maximum Points Available	Child Trends	NH Children's Trust	Granite United Way
Technical				
Technical Assistance (Q1)	200	140	135	190
Marketing (Q2)	150	125	125	140
Ability (Q3)	150	90	105	145
Performance Measures (Q4)	100	70	65	95
Knowledge (Q5)	100	65	50	95
		0	0	0
		0	0	0
		0	0	0
		0	0	0
		0	0	0
		0	0	0
		0	0	0
Subtotal - Technical	**700**	**490**	**480**	**665**
If a Vendor fail to achieve the minimum Technical score stated within the RFP, it will receive no further consideration from the evaluation team and the Vendor's Cost Proposal will remain unopened.				
Cost				
Vendor Cost	250	200	178	178
Vendor Budget Evaluation	50	15	30	45
Subtotal - Cost	**300**	**215**	**208**	**223**
TOTAL POINTS	**1000**	**705**	**688**	**888**
TOTAL PROPOSED VENDOR COST		$579,451	$650,000	$650,000

	Reviewer Name	Title
1	Lisa Lampron	Administrator II
2	Emily Maughan	Community Engagement Specialist
3	Jaime Salagaj	CFSS Quality Improvement and Training Coordinator
4	Virginia Jones	Primary Prevention Administrator

Subject: RFP-2026-DPHS-02-FAMIL-01 (Family Resource Center Facilitation Organization)

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 New Hampshire Department of Health and Human Services		1.2 State Agency Address 129 Pleasant Street Concord, NH 03301-3857	
1.3 Contractor Name Granite United Way		1.4 Contractor Address 22 Concord Street, Floor 4 Manchester, NH 03101	
1.5 Contractor Phone Number (603) 625-6939	1.6 Account Unit and Class 70470000-102	1.7 Completion Date June 30, 2027	1.8 Price Limitation $650,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Nichole Martin Reimer 07050DE8A002464...	Date: 5/6/2025	1.12 Name and Title of Contractor Signatory Nichole Martin Reimer CEO	
1.13 State Agency Signature DocuSigned by: Iain Watt D78BB63F97D4C7...	Date: 5/7/2025	1.14 Name and Title of State Agency Signatory Iain Watt Director - DPHS	
1.15 Approval by the N.H. Department of Administration, Division of Personnel *(if applicable)* By:		Director, On:	
1.16 Approval by the Attorney General (Form, Substance and Execution) *(if applicable)* By: DocuSigned by: Robyn Guarino 748134844941460...		On: 5/9/2025	
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials: Initial NMR
Date 5/6/2025

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, 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.

3.3 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. 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 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, 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 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. 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.

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 The State's liability under this Agreement shall be limited to monetary damages not to exceed the total fees paid. The Contractor agrees that it has an adequate remedy at law for any breach of this Agreement by the State and hereby waives any right to specific performance or other equitable remedies against the State.

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 and the Governor's order on Respect and Civility in the Workplace, Executive order 2020-01. 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 age, sex, sexual orientation, race, color, marital status, physical or mental disability, religious creed, national origin, gender identity, or gender expression, and will take affirmative action to prevent such discrimination, unless exempt by state or federal law. The Contractor shall ensure any subcontractors comply with these nondiscrimination requirements.

6.3 No payments or transfers of value by Contractor or its representatives in connection with this Agreement have or shall be made which have the purpose or effect of public or commercial bribery, or acceptance of or acquiescence in extortion, kickbacks, or other unlawful or improper means of obtaining business.

6.4. 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 this Agreement and all rules, regulations and orders pertaining to 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 The Contracting Officer specified in block 1.9, or any successor, shall be the State's point of contact pertaining to this Agreement.

Initial

Contractor Initials MMR

Date 5/6/2025

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) calendar days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) calendar 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.

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) calendar 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) calendar 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. In addition, at the State's discretion, the Contractor shall, within fifteen (15) calendar days of notice of early termination, develop and submit to the State a transition plan for Services under the Agreement.

10. PROPERTY OWNERSHIP/DISCLOSURE.

10.1 As used in this Agreement, the word "Property" shall mean all data, 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 Disclosure of data, information and other records shall be governed by N.H. RSA chapter 91-A and/or other applicable law. Disclosure 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 Contractor shall provide the State written notice at least fifteen (15) calendar days before any proposed assignment, delegation, or other transfer of any interest in this Agreement. No such assignment, delegation, or other transfer shall be effective without the written consent of the State.

12.2 For purposes of paragraph 12, 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.

12.3 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State.

12.4 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. The Contractor shall indemnify, defend, and hold harmless the State, its officers, and employees from and against all actions, claims, damages, demands, judgments, fines, liabilities, losses, and other expenses, including, without limitation, reasonable attorneys' fees, arising out of or relating to this Agreement directly or indirectly arising from death, personal injury, property damage, intellectual property infringement, or other claims asserted against the State, its officers, or employees caused by the acts or omissions of negligence, reckless or willful misconduct, or fraud by the Contractor, its employees, agents, or subcontractors. 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 State's sovereign immunity, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

Initial

Contractor Initials MLR

Date 5/6/2025

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 any successor, a certificate(s) of insurance for all insurance required under this Agreement. At the request of the Contracting Officer, or any successor, the Contractor shall provide certificate(s) of insurance for all renewal(s) of insurance required under this Agreement. 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 any 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. WAIVER OF BREACH. A State's failure to enforce its rights with respect to any single or continuing breach of this Agreement shall not act as a waiver of the right of the State to later enforce any such rights or to enforce any other or any subsequent breach.

17. 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.

18. 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.

19. CHOICE OF LAW AND FORUM.
19.1 This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire except where the Federal supremacy clause requires otherwise. 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.
19.2 Any actions arising out of this Agreement, including the breach or alleged breach thereof, may not be submitted to binding arbitration, but must, instead, be brought and maintained in the Merrimack County Superior Court of New Hampshire which shall have exclusive jurisdiction thereof.

20. CONFLICTING TERMS. In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and any other portion of this Agreement including any attachments thereto, the terms of the P-37 (as modified in EXHIBIT A) shall control.

21. THIRD PARTIES. This Agreement is being entered into for the sole benefit of the parties hereto, and nothing herein, express or implied, is intended to or will confer any legal or equitable right, benefit, or remedy of any nature upon any other person.

22. 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.

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

24. FURTHER ASSURANCES. The Contractor, along with its agents and affiliates, shall, at its own cost and expense, execute any additional documents and take such further actions as may be reasonably required to carry out the provisions of this Agreement and give effect to the transactions contemplated hereby.

25. 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.

26. 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.

Initial
Contractor Initials MMR
Date 5/6/2025

New Hampshire Department of Health and Human Services
Family Resource Center Facilitation Organization

EXHIBIT A

Revisions to Standard Agreement Provisions

1. Revisions to Form P-37, General Provisions

   1.1. Paragraph 3, Subparagraph 3.1, Effective Date/Completion of Services, is amended as follows:

   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, this Agreement, and all obligations of the parties hereunder, shall become effective on July 1, 2025 ("Effective Date").

   1.2. Paragraph 3, Effective Date/Completion of Services, is amended by deleting subparagraph 3.3 in its entirety and replacing it as follows:

   3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to three (3) additional years from the Completion Date, contingent upon satisfactory delivery of services, available funding, agreement of the parties, and approval of the Governor and Executive Council.

   1.3. Paragraph 12, Assignment/Delegation/Subcontracts, is amended by adding subparagraph 12.5 as follows:

   12.5. Subcontractors are subject to the same contractual conditions as the Contractor and the Contractor is responsible to ensure subcontractor compliance with those conditions. The Contractor shall have written agreements with all subcontractors, specifying the work to be performed, and if applicable, a Business Associate Agreement in accordance with the Health Insurance Portability and Accountability Act. Written agreements shall specify how corrective action shall be managed. The Contractor shall manage the subcontractor's performance on an ongoing basis and take corrective action as necessary. The Contractor shall annually provide the State with a list of all subcontractors provided for under this Agreement and notify the State of any inadequate subcontractor performance.

EXHIBIT B

Scope of Services

1. Statement of Work

1.1. The Contractor must provide coordination, support, training, and technical assistance as the Facilitation Organization (FO) to the statewide network of Family Resource Centers (FRC) in New Hampshire.

1.2. The Contractor must ensure priority is given to FRCs providing home visiting services to:

1.2.1. Families for whom the Division for Children, Youth and Families (DCYF) has referred for FRC services;

1.2.2. Families with referrals reported by DCYF as unfounded but with reasonable concern; and

1.2.3. Recipients of Temporary Assistance to Needy Families (TANF) program services.

1.3. The Contractor must ensure services are available statewide to all FRCs and their staff, including family support workers, home visitors, resource navigators, administrative staff, and leadership, via phone, teleconferencing, and in-person meetings.

1.4. Family Resource Centers: Standards of Quality Designation

1.4.1. The Contractor must support each FRC by developing and implementing a self-assessment to determine the level of readiness of each FRC to receive the Family Resource Center of Quality (FRC-Q) designation in accordance with National Family Support Network (NFSN) Standards of Quality for Family Strengthening and Support (Standards).

1.4.2. The Contractor must perform an individual assessment of any FRC applying for FRC-Q designation to identify and document deficiencies in meeting Standards and to assist each FRC throughout the application process.

1.4.3. The Contractor must work with the Wellness and Primary Prevention Council (WPPC) and the network of FRCs to provide support to FRCs in implementing and meeting the Standards for the purpose of acquiring an FRC-Q designation. The Contractor must provide the following services:

1.4.3.1. Providing FRCs with information about the Standards (https://www.nationafamilysupportnetwork.org/standards-of-quality).

1.4.3.2. Providing technical support to FRCs with the implementation of Standards.

1.4.3.3. Providing technical support to FRCs with the implementation of procedures to document practicies of Standards.

1.4.3.4. Providing training and technical assistance, as requested, to the FRCs with the development of a written plan to meet Standards.

1.4.3.5. Providing technical assistance for oversight and implementation of continuous quality improvement activities by the FRCs.

1.4.3.6. Traveling to any FRC requesting an in-person consultation.

1.4.3.7. Assisting FRCs with completing the FRC-Q application, including reviewing narratives, assessments, and evidence documentation to ensure alignment with the Standards.

1.4.3.8. Reviewing FRC-Q applications for accuracy.

1.4.3.9. Particpating in the NFSN through a membership; and

1.4.3.10. Providing FRCs with information and trainings on acquiring the FRC-Q designation.

1.4.4. The Contractor must facilitate the FRC-Q designation review process, which includes:

1.4.4.1. Assembling FRC-Q designation review teams devised of members of the WPPC.

1.4.4.2. Providing review teams with necessary site review tools.

1.4.4.3. Coordianting FRC site reviews.

1.4.4.4. Recording, publishing, and reviewing team minutes.

1.4.4.5. Developing a form to gather review team meeting feedback.

1.4.4.6. Providing a written report summarizing the review team recommendations to the WPPC.

1.4.4.7. Communicating results to FRC applicants.

1.4.4.8. Documenting specific trainings, guidance, and support for FRCs providing home visiting services.

1.4.5. The Contractor must support FRC-Q with the redesignation process every three (3) years by reviewing redesignation letters, examining approaches to assessments and the NH Operational Standards, and exploring supporting documentation needed for redesignation.

1.4.6. The Contractor must provide support to FRC-Q to develop a Work Plan to increase best practice standards using the National Standards of Quality for Family Strengthening and Support, data outcomes,

client satisfactory surveys and other evaluation tools.

1.4.7. The Contractor, in collaboration with the Department, must design an annual satisfaction survey, as approved by the Department, to ensure the Facilitation Organization meets the needs of the FRCs.

1.4.8. The Contractor must work with the Department and FRCs to determine services and outcome data collection and analysis.

1.4.9. The Contractor must utilize a Commnity of Practice sharing model that allows FRC administrators and leadership to establish and strengthen cooperation, collaboration, and informal mentoring among FRCs.

1.4.10. The Contractor must demonstrate implementation of a Community of Practices sharing model among FRCs and FRC-Qs.

1.4.11. The Contractor must educate policymakers, communities, and community groups on FRC best practices, as requested by the Department.

1.4.12. The Contractor must attend:

1.4.12.1. All WPPC meetings in person or virtual.

1.4.12.2. Meetings with the network of FRCs and provide progress reports on the number of FRCs achieving FRC-Q designation.

1.4.12.3. NFSN meetings as identified by the Department.

1.5. Quality Improvement

1.5.1. The Contractor must utilize the Department's data approved platform system, in collaboration with the Department, to support quality improvement efforts, by obtaining the following de-identified aggregate data:

1.5.1.1. FRC location.

1.5.1.2. FRC-Q designation expiration dates.

1.5.1.3. Trainings provided to FRCs through:

1.5.1.3.1. Title of each training.

1.5.1.3.2. Number of training attendees.

1.5.1.3.3. Learning objectives for each training.

1.5.1.4. FRCs with completed FRC-Q self-assessments.

1.5.1.5. FRCs with completed FRC-Q designation applications.

1.5.1.6. FRCs with plans in place to becomes an FRC-Q.

1.5.1.7. Individuals who have received Standards certification.

1.5.2. The Contractor must provide the following support to the Department's data approved platform system:

1.5.2.1. Technical Assistance (TA), including:

1.5.2.1.1. User subscription management and onboarding including training new users.

1.5.2.1.2. Troubleshooting helpdesk tickets as requested by the Department's Home Visiting Data System Coordinator.

1.5.2.2. Collaborating with the Departments data and quality improvement program staff..

1.5.2.3. Requiring use of the data approved platform system as part of the FRC-Q designation and redesignation process as the primary data collection system to capture the data in Section 1.5.1.

1.5.3. The Contractor must work with the Department to plan and align other data collection efforts for programs administered through FRCs, as identified by the Department.

1.6. Marketing and Public Awareness

1.6.1. The Contractor must provide marketing materials as approved by the Department for FRCs to promote FRC programs to families, stakeholders, and community partners.

1.6.2. The Contractor must engage in and ensure that FRC public awareness activities align and are coordinated with other statewide family support and strengthening networks, as reviewed and approved by the Department.

1.6.3. The Contractor must ensure consistent marketing and branding of FRCs by targeting specific audiences, including:

1.6.3.1. Community leaders and stakeholders.

1.6.3.2. Caregivers with young children.

1.6.3.3. Childcare centers and providers.

1.6.3.4. Family support agencies.

1.6.4. The Contractor must develop and distribute resources that promote strengthening families and the protective factors framework.

1.6.5. The Contractor must facilitate FRC communications community of practices and provide technical assistance to FRCs to build their internal capacity to raise public awareness and marketing for local stakeholders and communities.

1.6.6. The Contractor must increase public awareness of the FRC Quality designation through content and/or collateral development and targeted messaging and/or outreach.

1.7. FRC Training

1.7.1. The Contractor must provide quality improvement training and technical assistance resources to FRCs, which includes:

1.7.1.1. Collecting and disseminating FRC best practices and evidence-based program models.

1.7.1.2. Shared learning opportunities as requested by FRC staff.

1.7.1.3. Technical assistance to maintain and enhance administrative and operational efficiencies, such as:

1.7.1.3.1. Maintaining a non-profit business model.

1.7.1.3.2. Identifying and assisting FRCs in applying for additional funding opportunities.

1.7.1.4. Standards of Quality training, biannually and as needed.

1.7.1.5. Strengthening Families Framework training, biannually and as needed.

1.7.1.6. Positive Solutions for Families training, annually and as needed.

1.7.1.7. Additional trainings as identified by the Department.

1.7.2. The Contractor must participate in Meetings with the Department on a monthly basis, or as otherwise requested by the Department.

1.8. Reporting

1.8.1. The Contractor must submit quarterly reports, or upon Department request, to the Department within fifteen (15) days following the end of the reporting period, to ensure adequate and efficient service daily. Quarterly reports include:

1.8.1.1. The number of FRC-Q designation applications received.

1.8.1.2. The number of FRC site reviews performed.

1.8.1.3. The number of FRCs receiving the FRC-Q designation according to the FRC's individualized written plan.

1.8.1.4. A comprehensive training plan for each FRC-Q within ninety (90) days of receipt of FRC-Q designation. The comprehensive training plan must include the following:

1.8.1.4.1. Number of trainings offered;

1.8.1.4.2. Training topics;

1.8.1.4.3. Number of attendees;

1.8.1.4.4. Training evaluation; and

1.8.1.4.5. Emerging training needs.

1.8.1.5. The number and topics of trainings provided to all FRCs.

1.8.1.6. The number of FRC staff trained.

1.8.1.7. Progress made in developing shared family outcome measures.

1.8.1.8. Documentation on services completed on the Department's data approved platform system subscription management.

1.8.1.9. Documentation on the implemented strategies to educate FRC staff on the importance of FRC of quality.

1.8.1.10. Number of current FRCs with quality designation and FRC of quality designation reviews completed.

1.8.1.11. Developed plans for data quality assurance and improvement.

1.8.1.12. Number of users by agency and type of Department's data approved platform system and requests for licenses and coordination with the Departments data and quality improvement staff.

1.8.2. The Contractor must provide a comprehensive annual report by July 31st of each year. The annual report must summarize:

1.8.2.1. Participation;

1.8.2.2. Outcomes;

1.8.2.3. Challenges;

1.8.2.4. Strengths; and

1.8.2.5. Identified needs for the upcoming fiscal year.

1.8.3. The Contractor must provide an annual satisfaction survey report to the Department within thirty (30) days of the end of calendar year.

1.8.4. The Contractor must participate in meetings with the Department on a monthly basis, or as otherwise requested by the Department.

1.9. Performance Measures

1.9.1. The Contractor must demonstrate an increase in the number of FRCs receiving FRC-Q designation or re-designation by at least four (4), from an established baseline as of the Effective Date of this

Agreement. Annual baselines are as follows:

1.9.1.1. Three (3) in State Fiscal Year 2026.

1.9.1.2. Three (3) in State Fiscal Year 2027.

1.9.2. The Contractor must actively and regularly collaborate with the Department to enhance contract management, improve results, and adjust program delivery and policy based on successful outcomes.

1.9.3. The Contractor may be required to provide other key data and metrics to the Department, including performance, user subscription and training data, upon Department's request.

1.10. Background Checks

1.10.1. Prior to permitting any individual to provide services under this Agreement, the Contractor must ensure that said individual has undergone:

1.10.1.1. A criminal background check, at the Contractor's expense, and has no convictions for crimes that represent evidence of behavior that could endanger individuals served under this Agreement; and

1.10.1.2. A name search of the Department's Bureau of Elderly and Adult Services (BEAS) State Registry, pursuant to RSA 161-F:49, with results indicating no evidence of behavior that could endanger individuals served under this Agreement.

1.11. Department Owned Devices, Systems and Network Usage

1.11.1. If Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, are authorized by the Department's Information Security Office to use a Department issued device (e.g. computer, tablet, mobile telephone) or access the Department network in the fulfilment of this Agreement, each End User must:

1.11.1.1. Sign and abide by applicable Department and New Hampshire Department of Information Technology (NH DoIT) use agreements, policies, standards, procedures and guidelines, and complete applicable trainings as required;

1.11.1.2. Use the information that they have permission to access solely for conducting official Department business and agree that all other use or access is strictly forbidden including, but not limited, to personal or other private and non-Department use, and that at no time shall they access or attempt to access information without having the express authority of the Department to do so.

1.11.1.3. Not access or attempt to access information in a manner inconsistent with the approved policies, procedures, and/or agreement relating to system entry/access;

1.11.1.4. Not copy, share, distribute, sub-license, modify, reverse engineer, rent, or sell software licensed, developed, or being evaluated by the Department, and at all times must use utmost care to protect and keep such software strictly confidential in accordance with the license or any other agreement executed by the Department;

1.11.1.5. Only use equipment, software, or subscription(s) authorized by the Department's Information Security Office or designee;

1.11.1.6. Not install non-standard software on any Department equipment unless authorized by the Department's Information Security Office or designee;

1.11.1.7. Agree that email and other electronic communication messages created, sent, and received on a Department-issued email system are the property of the Department of New Hampshire and to be used for business purposes only. Email is defined as "internal email systems" or "Department-funded email systems."

1.11.1.8. Agree that use of email must follow Department and NH DoIT policies, standards, and/or guidelines; and

1.11.1.9. Agree when utilizing the Department's email system:

1.11.1.9.1. To only use a Department email address assigned to them with a "@ affiliate.DHHS.NH.Gov".

1.11.1.9.2. Include in the signature lines information identifying the End User as a non-Department workforce member; and

1.11.1.9.3. Ensure the following confidentiality notice is embedded underneath the signature line:

CONFIDENTIALITY NOTICE: "This message may contain information that is privileged and confidential and is intended only for the use of the individual(s) to whom it is addressed. If you receive this message in error, please notify the sender immediately and delete this electronic message and any attachments from your system. Thank you for your cooperation."

1.11.1.10. Contractor End Users with a Department issued email, access or potential access to Confidential Data, and/or a workspace in a Department building/facility, must:

1.11.1.10.1. Complete the Department's Annual Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.11.1.10.2. Sign the Department's Business Use and Confidentiality Agreement and Asset Use Agreement, and the NH DoIT Department wide Computer Use Agreement upon execution of the Agreement and annually thereafter.

1.11.1.10.3. Only access the Department's intranet to view the Department's Policies and Procedures and Information Security webpages.

1.11.1.11. Contractor agrees, if any End User is found to be in violation of any of the above terms and conditions, said End User may face removal from the Agreement, and/or criminal and/or civil prosecution, if the act constitutes a violation of law.

1.11.1.12. Contractor agrees to notify the Department a minimum of three business days prior to any upcoming transfers or terminations of End Users who possess Department credentials and/or badges or who have system privileges. If End Users who possess Department credentials and/or badges or who have system privileges resign or are dismissed without advance notice, the Contractor agrees to notify the Department's Information Security Office or designee immediately.

1.12. Contract End-of-Life Transition Services

1.12.1. General Requirements

1.12.1.1. Upon termination or expiration of the Agreement the parties agree to cooperate in good faith to effectuate a smooth secure transition of the Services from the Contractor to the Department and the Contractor engaged by the Department to assume the Services

previously performed by the Contractor for this section the new Contractor shall be known as "Recipient"). Ninety (90) days prior to the end-of the contract or unless otherwise specified by the Department, the Contractor must begin working with the Department and the new Recipient to develop a Data Transition Plan (DTP). The Department shall provide the DTP template to the Contractor.

1.12.1.2. The Contractor must use reasonable efforts to assist the Recipient, in connection with the transition from the performance of Services by the Contractor and its End Users to the performance of such Services. This may include assistance with the secure transfer of records (electronic and hard copy), transition of historical data (electronic and hard copy), the transition of any such Service from the hardware, software, network and telecommunications equipment and internet-related information technology infrastructure ("Internal IT Systems") of Contractor to the Internal IT Systems of the Recipient and cooperation with and assistance to any third-party consultants engaged by Recipient in connection with the Transition Services.

1.12.1.3. If a system, database, hardware, software, and/or software licenses (Tools) was purchased or created to manage, track, and/or store Department Data in relationship to this contract said Tools will be inventoried and returned to the Department, along with the inventory document, once transition of Department Data is complete.

1.12.1.4. The internal planning of the Transition Services by the Contractor and its End Users shall be provided to the Department and if applicable the Recipient in a timely manner. Any such Transition Services shall be deemed to be Services for purposes of this Agreement.

1.12.1.5. In the event the data Transition extend beyond the end of the Agreement, the Contractor agrees that the Information Security Requirements, and if applicable, the Department's Business Associate Agreement terms and conditions remain in effect until the Data Transition is accepted as complete by the Department.

1.12.1.6. In the event where the Contractor has comingled Department Data and the destruction or Transition of said

data is not feasible, the Department and Contractor will jointly evaluate regulatory and professional standards for retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.

1.12.2. Completion of Transition Services

1.12.2.1. Each service or Transition phase shall be deemed completed (and the Transition process finalized) at the end of 15 business days after the product, resulting from the Service, is delivered to the Department and/or the Recipient in accordance with the mutually agreed upon Transition plan, unless within said 15 business day term the Contractor notifies the Department of an issue requiring additional time to complete said product.

1.12.2.2. Once all parties agree the data has been migrated the Contractor will have 30 days to destroy the data per the terms and conditions of the Department's Information Security Requirements Exhibit.

1.12.3. Disagreement over Transition Services Results

1.12.3.1. In the event the Department is not satisfied with the results of the Transition Service, the Department shall notify the Contractor, in writing, stating the reason for the lack of satisfaction within 15 business days of the final product or at any time during the data Transition process. The Parties shall discuss the actions to be taken to resolve the disagreement or issue. If an agreement is not reached, at any time the Department shall be entitled to initiate actions in accordance with the Agreement.

2. Exhibits Incorporated

2.1. The Contractor must manage all confidential data related to this Agreement in accordance with the terms of Exhibit D, DHHS Information Security Requirements.

2.2. The Contractor must use and disclose Protected Health Information in compliance with the Standards for Privacy of Individually Identifiable Health Information (Privacy Rule) (45 CFR Parts 160 and 164) under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and in accordance with the attached Exhibit E, Business Associate Agreement, which has been executed by the parties.

3. Additional Terms

3.1. Impacts Resulting from Court Orders or Legislative Changes

3.1.1. The Contractor agrees that, to the extent future state or federal legislation or court orders may have an impact on the Services described herein, the State has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

3.2. Federal Civil Rights Laws Compliance: Culturally and Linguistically Appropriate Programs and Services

3.2.1. The Contractor must submit:

3.2.1.1. A detailed description of the language assistance services, within ten (10) days of the Effective Date of the Agreement, to be provided to ensure meaningful access to programs and/or services to individuals with limited English proficiency; individuals who are deaf or have hearing loss; individuals who are blind or have low vision; and individuals who have speech challenges.

3.2.1.2. A written attestation, within 45 days of the Effective Date of the Agreement and annually thereafter, that all personnel involved the provision of services to individuals under this Agreement have completed, within the last 12 months, the Contractor Required Training Video on Civil Rights-related Provisions in DHHS Procurement Processes, which is accessible on the Department's website (https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors); and

3.2.1.3. The Department's Federal Civil Rights Compliance Checklist within ten (10) days of the Effective Date of the Agreement. The Federal Civil Rights Compliance Checklist must have been completed within the last 12 months and is accessible on the Department's website (https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors).

3.3. Credits and Copyright Ownership

3.3.1. All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Agreement must include the following statement, "The preparation of this (report, document etc.) was financed under an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New

Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

3.3.2. All materials produced or purchased under the Agreement must have prior approval from the Department before printing, production, distribution or use.

3.3.3. The Department must retain copyright ownership for any and all original materials produced, including, but not limited to reports, protocols, guidelines, brochures, posters, and resource directories.

3.3.4. The Contractor must not reproduce any materials produced under the Agreement without prior written approval from the Department.

3.4. Operation of Facilities: Compliance with Laws and Regulations

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which must impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit must be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Agreement the facilities must comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and must be in conformance with local building and zoning codes, by-laws and regulations.

4. Records

4.1. The Contractor must keep records that include, but are not limited to:

4.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.

4.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions,

labor time cards, payrolls, and other records requested or required by the Department.

4.2. During the term of this Agreement and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives must have access to all reports and records maintained pursuant to the Agreement for purposes of audit, examination, excerpts and transcripts.

4.3. If, upon review of the Final Expenditure Report the Department must disallow any expenses claimed by the Contractor as costs hereunder, the Department retains the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.

New Hampshire Department of Health and Human Services
Family Resource Center Facilitation Organization

EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Contractor, in accordance with 2 CFR 200.331.
3. Payment shall be on a cost reimbursement basis for actual expenditures incurred in the fulfillment of this Agreement, and shall be in accordance with the approved line items, as specified in Exhibits C-1, Budget.
4. The Contractor shall submit an invoice to the Department no later than the fifteenth (15th) working day of the month following the month in which the services were provided. The Contractor shall ensure each invoice:
   4.1. Includes the Contractor's Vendor Number issued upon registering with New Hampshire Department of Administrative Services.
   4.2. Is submitted in a form that is provided by or otherwise acceptable to the Department.
   4.3. Identifies and requests payment for allowable costs incurred in the previous month.
   4.4. Includes supporting documentation of allowable costs with each invoice, includingtime sheets, payroll records, receipts for purchases, and proof of expenditures, as applicable.
   4.5. Is completed, dated and returned to the Department to initiate payment.
   4.6. Is assigned an electronic signature is emailed to DHHS.DPHS.contract@dhhs.nh.govor mailed to:

      Financial Manager
      Department of Health and Human Services
      129 Pleasant Street
      Concord, NH 03301
5. The Department shall make payments to the Contractor within thirty (30) calendar days only upon receipt and approval of the submitted invoice and required supporting documentation.
6. The final invoice and any required supporting documentation shall be due to the Department no later than forty (40) calendar days after the contract completion date specified in Form P-37, General Provisions Block 1.7 Completion Date.
7. Notwithstanding Paragraph 18 of the General Provisions Form P-37, changes limited to adjusting amounts within the price limitation and adjusting encumbrances between State Fiscal Years and budget class lines through the

Budget Office may be made by written agreement of both parties, without obtaining approval of the Governor and Executive Council, if needed and justified.

8. Audits

8.1. The Contractor must email an annual audit to dhhs.act@dhhs.nh.gov if any of the following conditions exist:

8.1.1. Condition A - The Grantee is subject to a Single Audit pursuant to 2 CFR Part 200.501 Audit Requirements.

8.1.2. Condition B - The Contractor is subject to audit pursuant to the requirements of NH RSA 7:28, III-b.

8.1.3. Condition C - The Contractor is a public company and required by Security and Exchange Commission (SEC) regulations to submit an annual financial audit.

8.2. If Condition A exists, the Contractor shall submit an annual Single Audit performed by an independent Certified Public Accountant (CPA) to dhhs.act@dhhs.nh.gov within 120 days after the close of the Contractor's fiscal year, conducted in accordance with the requirements of 2 CFR Part 200, Subpart F of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal awards.

8.2.1. The Contractor shall submit a copy of any Single Audit findings and any associated corrective action plans. The Contractor shall submit quarterly progress reports on the status of implementation of the corrective action plan.

8.3. If Condition B or Condition C exists, the Contractor shall submit an annual financial audit performed by an independent CPA within 120 days after the close of the Contractor's fiscal year.

8.4. The Contractor, regardless of the funding source and/or whether Conditions A, B, or C exist, may be required to submit annual financial audits performed by an independent CPA upon request by the Department.

8.5. In addition to, and not in any way in limitation of obligations of the Agreement, it is understood and agreed by the Contractor that the Contractor shall be held liable for any state or federal audit exceptions and shall return to the Department all payments made under the Agreement to which exception has been taken, or which have been disallowed because of such an exception, within sixty (60) days.

9. If applicable, the Contractor must request disposition instructions from the Department for any equipment, as defined in 2 CFR 200.313, purchased

using funds provided under this Agreement, including information technology systems.

Exhibit C-1 Budget

New Hampshire Department of Health and Human Services

Contractor Name: Granite United Way

Budget Request for: Family Resource Center Facilitation Organization

Budget Period: July 1, 2025 through June 30, 2027

Average Indirect Cost Rate (if applicable) 10%

Line Item	Program Cost - Funded by DHHS - SFY26	Program Cost - Funded by DHHS - SFY 27
1. Salary & Wages	$192,500	$192,548
2. Fringe Benefits	$48,125	$48,137
3. Consultants	$1,000	$3,200
Indirect cost rate cannot be applied to equipment costs per 2 CFR 200.1 and Appendix IV to 2 CFR 200.		
5.(a) Supplies - Educational	$10,256	$10,256
5.(b) Supplies - Lab		
5.(c) Supplies - Pharmacy		
5.(d) Supplies - Medical		
5.(e) Supplies - Office	$3,000	
6. Travel	$5,000	$5,000
7. Software	$700	$700
8. (a) Other - Marketing/Communications	$14,000	$13,393
8. (b) Other - Education and Training	$15,700	$15,700
8. (c) Other - Other (specify below)		
8. (d) Other-NFSN Membership and Trainer Currency Expenses	$2,600	$2,600
8. (e) Other -Postage	$500	$500
8. (f) Other - Meeting Expenses	$2,073	$3,420
Other (please specify)		
Other (please specify)		
Other (please specify)		
Other (please specify)		
9. Subrecipient Contracts		
Total Direct Costs	$295,454	$295,454
Total Indirect Costs	$29,546	$29,546
	10.00%	10.00%
Subtotals	$325,000	$325,000
	TOTAL	**$650,000**

Initial

Contractor Initials MLR

Date 5/6/2025

New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

The following terms may be reflected and have the described meaning in this document:

1. "Breach" means the loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar term referring to situations where persons other than authorized users and for an other than authorized purpose have access or potential access to personally identifiable information, whether physical or electronic. With regard to Protected Health Information, " Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.

2. "Computer Security Incident" shall have the same meaning "Computer Security Incident" in section two (2) of NIST Publication 800-61, Computer Security Incident Handling Guide, National Institute of Standards and Technology, U.S. Department of Commerce.

3. "Confidential Information" or "Confidential Data" means all confidential information disclosed by one party to the other such as all medical, health, financial, public assistance benefits and personal information including without limitation, Substance Abuse Treatment Records, Case Records, Protected Health Information and Personally Identifiable Information.

   Confidential Information also includes any and all information owned or managed by the State of NH - created, received from or on behalf of the Department of Health and Human Services (DHHS) or accessed in the course of performing contracted services - of which collection, disclosure, protection, and disposition is governed by state or federal law or regulation. This information includes, but is not limited to Protected Health Information (PHI), Personal Information (PI), Personal Financial Information (PFI), Federal Tax Information (FTI), Social Security Numbers (SSN), Payment Card Industry (PCI), and or other sensitive and confidential information.

4. "End User" means any person or entity (e.g., contractor, contractor's employee, business associate, subcontractor, other downstream user, etc.) that receives DHHS data or derivative data in accordance with the terms of this Contract.

5. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996 and the regulations promulgated thereunder.

6. "Incident" means an act that potentially violates an explicit or implied security policy, which includes attempts (either failed or successful) to gain unauthorized access to a system or its data, unwanted disruption or denial of service, the unauthorized use of a system for the processing or storage of data; and changes to system hardware, firmware, or software characteristics without the owner's knowledge, instruction, or consent. Incidents include the loss of data through theft or device misplacement, loss

Contractor Initials MLR

Date 5/6/2025

or misplacement of hardcopy documents, and misrouting of physical or electronic mail, all of which may have the potential to put the data at risk of unauthorized access, use, disclosure, modification or destruction.

7. "Open Wireless Network" means any network or segment of a network that is not designated by the State of New Hampshire's Department of Information Technology or delegate as a protected network (designed, tested, and approved, by means of the State, to transmit) will be considered an open network and not adequately secure for the transmission of unencrypted PI, PFI, PHI or confidential DHHS data.

8. "Personal Information" (or "PI") means information which can be used to distinguish or trace an individual's identity, such as their name, social security number, personal information as defined in New Hampshire RSA 359-C:19, biometric records, etc., alone, or when combined with other personal or identifying information which is linked or linkable to a specific individual, such as date and place of birth, mother's maiden name, etc.

9. "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.

10. "Protected Health Information" (or "PHI") has the same meaning as provided in the definition of "Protected Health Information" in the HIPAA Privacy Rule at 45 C.F.R. § 160.103.

11. "Security Rule" shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 C.F.R. Part 164, Subpart C, and amendments thereto.

12. "Unsecured Protected Health Information" means Protected Health Information that is not secured by a technology standard that renders Protected Health Information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.

I. RESPONSIBILITIES OF DHHS AND THE CONTRACTOR

A. Business Use and Disclosure of Confidential Information.

1. The Contractor must not use, disclose, maintain or transmit Confidential Information except as reasonably necessary as outlined under this Contract. Further, Contractor, including but not limited to all its directors, officers, employees and agents, must not use, disclose, maintain or transmit PHI in any manner that would constitute a violation of the Privacy and Security Rule.

2. The Contractor must not disclose any Confidential Information in response to a request for disclosure on the basis that it is required by law, in response to a subpoena, etc., without first notifying DHHS so that DHHS has an opportunity to consent or object to the disclosure.
3. If DHHS notifies the Contractor that DHHS has agreed to be bound by additional restrictions over and above those uses or disclosures or security safeguards of PHI pursuant to the Privacy and Security Rule, the Contractor must be bound by such additional restrictions and must not disclose PHI in violation of such additional restrictions and must abide by any additional security safeguards.
4. The Contractor agrees that DHHS Data or derivative there from disclosed to an End User must only be used pursuant to the terms of this Contract.
5. The Contractor agrees DHHS Data obtained under this Contract may not be used for any other purposes that are not indicated in this Contract.
6. The Contractor agrees to grant access to the data to the authorized representatives of DHHS for the purpose of inspecting to confirm compliance with the terms of this Contract.

II. METHODS OF SECURE TRANSMISSION OF DATA

1. Application Encryption. If End User is transmitting DHHS data containing Confidential Data between applications, the Contractor attests the applications have been evaluated by an expert knowledgeable in cyber security and that said application's encryption capabilities ensure secure transmission via the internet.
2. Computer Disks and Portable Storage Devices. End User may not use computer disks or portable storage devices, such as a thumb drive, as a method of transmitting DHHS data.
3. Encrypted Email. End User may only employ email to transmit Confidential Data if email is encrypted and being sent to and being received by email addresses of persons authorized to receive such information.
4. Encrypted Web Site. If End User is employing the Web to transmit Confidential Data, the secure socket layers (SSL) must be used and the web site must be secure. SSL encrypts data transmitted via a Web site.
5. File Hosting Services, also known as File Sharing Sites. End User may not use file hosting services, such as Dropbox or Google Cloud Storage, to transmit Confidential Data.
6. Ground Mail Service. End User may only transmit Confidential Data via *certified* ground mail within the continental U.S. and when sent to a named individual.
7. Laptops and PDA. If End User is employing portable devices to transmit Confidential Data said devices must be encrypted and password-protected.

8. Open Wireless Networks. End User may not transmit Confidential Data via an open wireless network. End User must employ a virtual private network (VPN) when remotely transmitting via an open wireless network.
9. Remote User Communication. If End User is employing remote communication to access or transmit Confidential Data, a virtual private network (VPN) must be installed on the End User's mobile device(s) or laptop from which information will be transmitted or accessed.
10. SSH File Transfer Protocol (SFTP), also known as Secure File Transfer Protocol. If End User is employing an SFTP to transmit Confidential Data, End User will structure the Folder and access privileges to prevent inappropriate disclosure of information. SFTP folders and sub-folders used for transmitting Confidential Data will be coded for 24-hour auto-deletion cycle (i.e. Confidential Data will be deleted every 24 hours).
11. Wireless Devices. If End User is transmitting Confidential Data via wireless devices, all data must be encrypted to prevent inappropriate disclosure of information.

III. RETENTION AND DISPOSITION OF IDENTIFIABLE RECORDS

The Contractor will only retain the data and any derivative of the data for the duration of this Contract. After such time, the Contractor will have 30 days to destroy the data and any derivative in whatever form it may exist, unless, otherwise required by law or permitted under this Contract. To this end, the parties must:

A. Retention

1. The Contractor agrees it will not store, transfer or process data collected in connection with the services rendered under this Contract outside of the United States. This physical location requirement shall also apply in the implementation of cloud computing, cloud service or cloud storage capabilities, and includes backup data and Disaster Recovery locations.
2. The Contractor agrees to ensure proper security monitoring capabilities are in place to detect potential security events that can impact State of NH systems and/or Department confidential information for contractor provided systems.
3. The Contractor agrees to provide security awareness and education for its End Users in support of protecting Department confidential information.
4. The Contractor agrees to retain all electronic and hard copies of Confidential Data in a secure location and identified in section IV. A.2
5. The Contractor agrees Confidential Data stored in a Cloud must be in a FedRAMP/HITECH compliant solution and comply with all applicable statutes and regulations regarding the privacy and security. All servers and devices must have currently-supported and hardened operating systems, the latest anti-viral, antihacker, anti-spam, anti-spyware, and anti-malware utilities. The environment, as a whole, must have aggressive intrusion-detection and firewall protection.

Initial

Contractor Initials MLR

Date 5/6/2025

6. The Contractor agrees to and ensures its complete cooperation with the State's Chief Information Officer in the detection of any security vulnerability of the hosting infrastructure.

B. Disposition

1. If the Contractor will maintain any Confidential Information on its systems (or its sub-contractor systems), the Contractor will maintain a documented process for securely disposing of such data upon request or contract termination; and will obtain written certification for any State of New Hampshire data destroyed by the Contractor or any subcontractors as a part of ongoing, emergency, and or disaster recovery operations. When no longer in use, electronic media containing State of New Hampshire data shall be rendered unrecoverable via a secure wipe program in accordance with industry-accepted standards for secure deletion and media sanitization, or otherwise physically destroying the media (for example, degaussing) as described in NIST Special Publication 800-88, Rev 1, Guidelines for Media Sanitization, National Institute of Standards and Technology, U. S. Department of Commerce. The Contractor will document and certify in writing at time of the data destruction, and will provide written certification to the Department upon request. The written certification will include all details necessary to demonstrate data has been properly destroyed and validated. Where applicable, regulatory and professional standards for retention requirements will be jointly evaluated by the State and Contractor prior to destruction.
2. Unless otherwise specified, within thirty (30) days of the termination of this Contract, Contractor agrees to destroy all hard copies of Confidential Data using a secure method such as shredding.
3. Unless otherwise specified, within thirty (30) days of the termination of this Contract, Contractor agrees to completely destroy all electronic Confidential Data by means of data erasure, also known as secure data wiping.

IV. PROCEDURES FOR SECURITY

A. Contractor agrees to safeguard the DHHS Data received under this Contract, and any derivative data or files, as follows:

1. The Contractor will maintain proper security controls to protect Department confidential information collected, processed, managed, and/or stored in the delivery of contracted services.
2. The Contractor will maintain policies and procedures to protect Department confidential information throughout the information lifecycle, where applicable, (from creation, transformation, use, storage and secure destruction) regardless of the media used to store the data (i.e., tape, disk, paper, etc.).

Initial

Contractor Initials MLR

Date 5/6/2025

3. The Contractor will maintain appropriate authentication and access controls to contractor systems that collect, transmit, or store Department confidential information where applicable.

4. The Contractor will ensure proper security monitoring capabilities are in place to detect potential security events that can impact State of NH systems and/or Department confidential information for contractor provided systems.

5. The Contractor will provide regular security awareness and education for its End Users in support of protecting Department confidential information.

6. If the Contractor will be sub-contracting any core functions of the engagement supporting the services for State of New Hampshire, the Contractor will maintain a program of an internal process or processes that defines specific security expectations, and monitoring compliance to security requirements that at a minimum match those for the Contractor, including breach notification requirements.

7. The Contractor will work with the Department to sign and comply with all applicable State of New Hampshire and Department system access and authorization policies and procedures, systems access forms, and computer use agreements as part of obtaining and maintaining access to any Department system(s). Agreements will be completed and signed by the Contractor and any applicable sub-contractors prior to system access being authorized.

8. If the Department determines the Contractor is a Business Associate pursuant to 45 CFR 160.103, the Contractor will execute a HIPAA Business Associate Agreement (BAA) with the Department and is responsible for maintaining compliance with the agreement.

9. The Contractor will work with the Department at its request to complete a System Management Survey. The purpose of the survey is to enable the Department and Contractor to monitor for any changes in risks, threats, and vulnerabilities that may occur over the life of the Contractor engagement. The survey will be completed annually, or an alternate time frame at the Departments discretion with agreement by the Contractor, or the Department may request the survey be completed when the scope of the engagement between the Department and the Contractor changes.

10. The Contractor will not store, knowingly or unknowingly, any State of New Hampshire or Department data offshore or outside the boundaries of the United States unless prior express written consent is obtained from the Information Security Office leadership member within the Department.

11. Data Security Breach Liability. In the event of any security breach Contractor shall make efforts to investigate the causes of the breach, promptly take measures to prevent

Initial

Contractor Initials MMR

Date 5/6/2025

future breach and minimize any damage or loss resulting from the breach. The State shall recover from the Contractor all costs of response and recovery from

the breach, including but not limited to: credit monitoring services, mailing costs and costs associated with website and telephone call center services necessary due to the breach.

12. Contractor must, comply with all applicable statutes and regulations regarding the privacy and security of Confidential Information, and must in all other respects maintain the privacy and security of PI and PHI at a level and scope that is not less than the level and scope of requirements applicable to federal agencies, including, but not limited to, provisions of the Privacy Act of 1974 (5 U.S.C. § 552a), DHHS Privacy Act Regulations (45 C.F.R. §5b), HIPAA Privacy and Security Rules (45 C.F.R. Parts 160 and 164) that govern protections for individually identifiable health information and as applicable under State law.

13. Contractor agrees to establish and maintain appropriate administrative, technical, and physical safeguards to protect the confidentiality of the Confidential Data and to prevent unauthorized use or access to it. The safeguards must provide a level and scope of security that is not less than the level and scope of security requirements established by the State of New Hampshire, Department of Information Technology. Refer to Vendor Resources/Procurement at https://www.nh.gov/doit/vendor/index.htm for the Department of Information Technology policies, guidelines, standards, and procurement information relating to vendors.

14. Contractor agrees to maintain a documented breach notification and incident response process. The Contractor will notify the State's Privacy Officer and the State's Security Officer of any security breach immediately, at the email addresses provided in Section VI. This includes a confidential information breach, computer security incident, or suspected breach which affects or includes any State of New Hampshire systems that connect to the State of New Hampshire network.

15. Contractor must restrict access to the Confidential Data obtained under this Contract to only those authorized End Users who need such DHHS Data to perform their official duties in connection with purposes identified in this Contract.

16. The Contractor must ensure that all End Users:

    a. comply with such safeguards as referenced in Section IV A. above, implemented to protect Confidential Information that is furnished by DHHS under this Contract from loss, theft or inadvertent disclosure.

    b. safeguard this information at all times.

    c. ensure that laptops and other electronic devices/media containing PHI, PI, or PFI are encrypted and password-protected.

Initial

Contractor Initials MLR

Date 5/6/2025

d. send emails containing Confidential Information only if encrypted and being sent to and being received by email addresses of persons authorized to receive such information.

e. limit disclosure of the Confidential Information to the extent permitted by law.

f. Confidential Information received under this Contract and individually identifiable data derived from DHHS Data, must be stored in an area that is physically and technologically secure from access by unauthorized persons during duty hours as well as non-duty hours (e.g.; door locks, card keys, biometric identifiers, etc.).

g. only authorized End Users may transmit the Confidential Data, including any derivative files containing personally identifiable information, and in all cases, such data must be encrypted at all times when in transit, at rest, or when stored on portable media as required in section IV above.

h. in all other instances Confidential Data must be maintained, used and disclosed using appropriate safeguards, as determined by a risk-based assessment of the circumstances involved.

i. understand that their user credentials (user name and password) must not be shared with anyone. End Users will keep their credential information secure. This applies to credentials used to access the site directly or indirectly through a third party application.

Contractor is responsible for oversight and compliance of their End Users. DHHS reserves the right to conduct onsite inspections to monitor compliance with this Contract, including the privacy and security requirements provided in herein, HIPAA, and other applicable laws and Federal regulations until such time the Confidential Data is disposed of in accordance with this Contract.

V. LOSS REPORTING

The Contractor must notify the State's Privacy Officer and Security Officer of any Security Incidents and Breaches immediately, at the email addresses provided in Section VI.

The Contractor must further handle and report Incidents and Breaches involving PHI in accordance with the agency's documented Incident Handling and Breach Notification procedures and in accordance with 42 C.F.R. §§ 431.300 - 306. In addition to, and notwithstanding, Contractor's compliance with all applicable obligations and procedures, Contractor's procedures must also address how the Contractor will:

1. Identify Incidents;
2. Determine if personally identifiable information is involved in Incidents;
3. Report suspected or confirmed Incidents as required in this Exhibit or P-37;

Initial

Contractor Initials MLR

Date 5/6/2025

4. Identify and convene a core response group to determine the risk level of Incidents and determine risk-based responses to Incidents; and
5. Determine whether Breach notification is required, and, if so, identify appropriate Breach notification methods, timing, source, and contents from among different options, and bear costs associated with the Breach notice as well as any mitigation measures.

Incidents and/or Breaches that implicate PI must be addressed and reported, as applicable, in accordance with NH RSA 359-C:20.

VI. PERSONS TO CONTACT

A. DHHS Privacy Officer:

DHHSPrivacyOfficer@dhhs.nh.gov B.

DHHS Security Officer:

DHHSInformationSecurityOffice@dhhs.nh.gov

BUSINESS ASSOCIATE AGREEMENT

The Contractor identified in Section 1.3 of the General Provisions of the Agreement (Form P-37) ("Agreement"), and any of its agents who receive use or have access to protected health information (PHI), as defined herein, shall be referred to as the "Business Associate." The State of New Hampshire, Department of Health and Human Services, "Department" shall be referred to as the "Covered Entity," The Contractor and the Department are collectively referred to as "the parties."

The parties agree, to comply with the Health Insurance Portability and Accountability Act, Public Law 104-191, the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160, 162, and 164 (HIPAA), provisions of the HITECH Act, Title XIII, Subtitle D, Parts 1&2 of the American Recovery and Reinvestment Act of 2009, 42 USC 17934, et sec., applicable to business associates, and as applicable, to be bound by the provisions of the Confidentiality of Substance Use Disorder Patient Records, 42 USC s. 290 dd-2, 42 CFR Part 2, (Part 2), as any of these laws and regulations may be amended from time to time.

(1) Definitions

a. The following terms shall have the same meaning as defined in HIPAA, the HITECH Act, and Part 2, as they may be amended from time to time:

"Breach," "Designated Record Set," "Data Aggregation," Designated Record Set," "Health Care Operations," "HITECH Act," "Individual," "Privacy Rule," "Required by law," "Security Rule," and "Secretary."

b. Business Associate Agreement, (BAA) means the Business Associate Agreement that includes privacy and confidentiality requirements of the Business Associate working with PHI and as applicable, Part 2 record(s) on behalf of the Covered Entity under the Agreement.

c. "Constructively Identifiable," means there is a reasonable basis to believe that the information could be used, alone or in combination with other reasonably available information, by an anticipated recipient to identify an individual who is a subject of the information.

d. "Protected Health Information" ("PHI") as used in the Agreement and the BAA, means protected health information defined in HIPAA 45 CFR 160.103, limited to the information created, received, or used by Business Associate from or on behalf of Covered Entity, and includes any Part 2 records, if applicable, as defined below.

e. "Part 2 record" means any patient "Record," relating to a "Patient," and "Patient Identifying Information," as defined in 42 CFR Part 2.11.

f. "Unsecured Protected Health Information" means protected health information that is not secured by a technology standard that renders protected health information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.

(2) Business Associate Use and Disclosure of Protected Health Information

a. Business Associate shall not use, disclose, maintain, store, or transmit Protected Health Information (PHI) except as reasonably necessary to provide the services outlined under the Agreement. Further, Business Associate, including ~~but not~~

limited to all its directors, officers, employees, and agents, shall protect any PHI as required by HIPPA and 42 CFR Part 2, and not use, disclose, maintain, store, or transmit PHI in any manner that would constitute a violation of HIPAA or 42 CFR Part 2.

b. Business Associate may use or disclose PHI, as applicable:

I. For the proper management and administration of the Business Associate;

II. As required by law, according to the terms set forth in paragraph c. and d. below;

III. According to the HIPAA minimum necessary standard;

IV. For data aggregation purposes for the health care operations of the Covered Entity; and

V. Data that is de-identified or aggregated and remains constructively identifiable may not be used for any purpose outside the performance of the Agreement.

c. To the extent Business Associate is permitted under the BAA or the Agreement to disclose PHI to any third party or subcontractor prior to making any disclosure, the Business Associate must obtain, a business associate agreement or other agreement with the third party or subcontractor, that complies with HIPAA and ensures that all requirements and restrictions placed on the Business Associate as part of this BAA with the Covered Entity, are included in those business associate agreements with the third party or subcontractor.

d. The Business Associate shall not, disclose any PHI in response to a request or demand for disclosure, such as by a subpoena or court order, on the basis that it is required by law, without first notifying Covered Entity so that Covered Entity can determine how to best protect the PHI. If Covered Entity objects to the disclosure, the Business Associate agrees to refrain from disclosing the PHI and shall cooperate with the Covered Entity in any effort the Covered Entity undertakes to contest the request for disclosure, subpoena, or other legal process. If applicable relating to Part 2 records, the Business Associate shall resist any efforts to access part 2 records in any judicial proceeding.

(3) <u>Obligations and Activities of Business Associate</u>

a. Business Associate shall implement appropriate safeguards to prevent unauthorized use or disclosure of all PHI in accordance with HIPAA Privacy Rule and Security Rule with regard to electronic PHI, and Part 2, as applicable.

b. The Business Associate shall immediately notify the Covered Entity's Privacy Officer at the following email address, DHHSPrivacyOfficer@dhhs.nh.gov after the Business Associate has determined that any use or disclosure not provided for by its contract, including any known or suspected privacy or security incident or breach has occurred potentially exposing or compromising the PHI. This includes inadvertent or accidental uses or disclosures or breaches of unsecured protected health information.

c. In the event of a breach, the Business Associate shall comply with the terms of this Business Associate Agreement, all applicable state and federal laws and regulations and any additional requirements of the Agreement.

d. The Business Associate shall perform a risk assessment, based on the information available at the time it becomes aware of any known or suspected privacy or

security breach as described above and communicate the risk assessment to the Covered Entity. The risk assessment shall include, but not be limited to:

I. The nature and extent of the protected health information involved, including the types of identifiers and the likelihood of re-identification;

II. The unauthorized person who accessed, used, disclosed, or received the protected health information;

III. Whether the protected health information was actually acquired or viewed; and

IV. How the risk of loss of confidentiality to the protected health information has been mitigated.

e. The Business Associate shall complete a risk assessment report at the conclusion of its incident or breach investigation and provide the findings in a written report to the Covered Entity as soon as practicable after the conclusion of the Business Associate's investigation.

f. Business Associate shall make available all of its internal policies and procedures, books and records relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of Covered Entity to the US Secretary of Health and Human Services for purposes of determining the Business Associate's and the Covered Entity's compliance with HIPAA and the Privacy and Security Rule, and Part 2, if applicable.

g. Business Associate shall require all of its business associates that receive, use or have access to PHI under the BAA to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein.

h. Within ten (10) business days of receipt of a written request from Covered Entity, Business Associate shall make available during normal business hours at its offices all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the BAA and the Agreement.

i. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI in a Designated Record Set to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.

j. Within ten (10) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a Designated Record Set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.

k. Business Associate shall document any disclosures of PHI and information related to any disclosures as would be required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.

l. Within ten (10) business days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to PHI in

accordance with 45 CFR Section 164.528.

m. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall within five (5) business days forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy and Security Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.

n. Within thirty (30) business days of termination of the Agreement, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from or created or received by the Business Associate in connection with the Agreement, and shall not retain any copies or back-ups of such PHI in any form or platform.

VI. If return or destruction is not feasible, or the disposition of the PHI has been otherwise agreed to in the Agreement, or if retention is governed by state or federal law, Business Associate shall continue to extend the protections of the Agreement, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible for as long as the Business Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

(4) Obligations of Covered Entity

a. Covered Entity shall post a current version of the Notice of the Privacy Practices on the Covered Entity's website:

https://www.dhhs.nh.gov/oos/hipaa/publications.htm in accordance with 45 CFR Section 164.520.

b. Covered Entity shall promptly notify Business Associate of any changes in, or revocation of permission provided to Covered Entity by individuals whose PHI may be used or disclosed by Business Associate under this BAA, pursuant to 45 CFR Section 164.506 or 45 CFR Section 164.508.

c. Covered entity shall promptly notify Business Associate of any restrictions on the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 CFR 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.

(5) Termination of Agreement for Cause

a. In addition to the General Provisions (P-37) of the Agreement, the Covered Entity may immediately terminate the Agreement upon Covered Entity's knowledge of a material breach by Business Associate of the Business Associate Agreement. The Covered Entity may either immediately terminate the Agreement or provide an opportunity for Business Associate to cure the alleged breach within a timeframe specified by Covered Entity.

(6) Miscellaneous

a. Definitions, Laws, and Regulatory References. All laws and regulations used,

herein, shall refer to those laws and regulations as amended from time to time. A reference in the Agreement, as amended to include this Business Associate Agreement, to a Section in HIPAA or 42 Part 2, means the Section as in effect or as amended.

b. **Change in law** - Covered Entity and Business Associate agree to take such action as is necessary from time to time for the Covered Entity and/or Business Associate to comply with the changes in the requirements of HIPAA, 42 CFR Part 2 other applicable federal and state law.

c. **Data Ownership** - The Business Associate acknowledges that it has no ownership rights with respect to the PHI provided by or created on behalf of Covered Entity.

d. **Interpretation** - The parties agree that any ambiguity in the BAA and the Agreement shall be resolved to permit Covered Entity and the Business Associate to comply with HIPAA and 42 CFR Part 2.

e. **Segregation** - If any term or condition of this BAA or the application thereof to any person(s) or circumstance is held invalid, such invalidity shall not affect other terms or conditions which can be given effect without the invalid term or condition; to this end the terms and conditions of this BAA are declared severable.

f. **Survival** - Provisions in this BAA regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the BAA in section (3) g. and (3) n.l., and the defense and indemnification provisions of the General Provisions (P-37) of the Agreement, shall survive the termination of the BAA.

IN WITNESS WHEREOF, the parties hereto have duly executed this Business Associate Agreement.

Department of Health and Human Services	Granite United Way
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F0704C7...	Signed by: Nichole Martin Reimer 07050DE8A002484...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Nichole Martin Reimer
Name of Authorized Representative	Name of Authorized Representative
Director - DPHS	CEO
Title of Authorized Representative	Title of Authorized Representative
5/7/2025	5/6/2025
Date	Date

Contractor Initials Initial MMR

Date 5/6/2025

Docusign Envelope ID: E979A689-2686-4051-81CC-D44A814463EF

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 GRANITE UNITED WAY is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on March 30, 1927. 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: 65650

Certificate Number: 0007165865

IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 22nd day of April A.D. 2025.

David M. Scanlan

Secretary of State

CERTIFICATE OF AUTHORITY

I, Joseph Bator, hereby certify that:

1. I am the duly elected Board Chair of Granite United Way.

2. The following is a true copy of an electronic vote taken of the Board of Directors, duly called and conducted on December 3, 2024, at which a quorum of the Directors were present and voting.

VOTED: That Nichole Martin Reimer, President & CEO, is duly authorized on behalf of Granite United Way to enter into contracts or agreements with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in her judgment be desirable or necessary to effect the purpose of this vote.

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority **remains valid for thirty (30)** days from the date of this Certificate of Authority. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

Dated: 4/22/2025

Signed by:

Signature of Elected Officer
Name: Joseph Bator
Title: Board Chair

Docusign Envelope ID: E979A689-2686-4051-81CC-D44A814463EF

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 1/2/2025

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 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).

PRODUCER
THE ROWLEY AGENCY
45 Constitution Avenue
P.O. Box 511
Concord NH 03302-0511

CONTACT NAME: Alyssa Woods
PHONE (A/C, No, Ext): (603)224-2562 FAX (A/C, No): (603)224-0012
E-MAIL ADDRESS: alyssa_woods@ajg.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A: Hanover Ins - Bedford	22292
INSURER B:	
INSURER C:	
INSURER D:	
INSURER E:	
INSURER F:	

INSURED
Granite United Way
22 Concord Street
Floor 2
Manchester NH 03101

COVERAGES CERTIFICATE NUMBER: 25-26 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	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY PRO-JECT LOC OTHER:			ZEV900337108	1/1/2025	1/1/2026	EACH OCCURRENCE	$	1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$	100,000
							MED EXP (Any one person)	$	10,000
							PERSONAL & ADV INJURY	$	1,000,000
							GENERAL AGGREGATE	$	2,000,000
							PRODUCTS - COMP/OP AGG	$	2,000,000
							Professional Liability	$	2,000,000
A	AUTOMOBILE LIABILITY X ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS			ZEV900337108	1/1/2025	1/1/2026	COMBINED SINGLE LIMIT (Ea accident)	$	1,000,000
							BODILY INJURY (Per person)	$	
							BODILY INJURY (Per accident)	$	
							PROPERTY DAMAGE (Per accident)	$	
								$	
A	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED X RETENTION $ 0			UEV9003210	1/1/2025	1/1/2026	EACH OCCURRENCE	$	1,000,000
							AGGREGATE	$	1,000,000
								$	
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	2A States: NH, VT WEV8896802	1/1/2025	1/1/2026	X PER STATUTE OTH-ER		
							E.L. EACH ACCIDENT	$	500,000
							E.L. DISEASE - EA EMPLOYEE	$	500,000
							E.L. DISEASE - POLICY LIMIT	$	500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Covering operations of the named insured during the policy period.

CERTIFICATE HOLDER

NH DHHS
129 Pleasant St
Concord, NH 03302

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
Alyssa Woods/AW

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Granite United Way

LIVE UNITED

MISSION STATEMENT

Granite United Way's mission is to improve the quality of people's lives by bringing together the caring power of communities.

Granite United Way

Merrimack County
45 South Main Street
Concord, NH 03301
603.224.2595

Southern Region
22 Concord Street
Manchester, NH 03101
603.625.6939

North Country
P.O. Box 311
Littleton, NH 03561
603.444.1555

Northern Region
961 Main Street
Berlin, NH 03570
603.752.3343

Upper Valley
21 Technology Drive
W. Lebanon, NH 03784
603.298.8499

Central Region
383 South Main St.
Laconia, NH 03246
603.737.1121

White Village
258 Highland Street
Plymouth, NH 03264
603.536.3720

Carroll County United
448A White Mtn. Highway
Tamworth, NH 03885
603.323.8139

GRANITE UNITED WAY

FINANCIAL REPORT

JUNE 30, 2023

CONTENTS

Page

INDEPENDENT AUDITOR'S REPORT 1-3

FINANCIAL STATEMENTS

Statement of financial position 4
Statement of activities and changes in net assets 5
Statement of functional expenses 6
Statements of cash flows 7
Notes to financial statements 8-22

SUPPLEMENTARY INFORMATION

Supplementary schedules of community impact awards to qualified partner agencies and emerging opportunity grants 23-32

NATHAN WECHSLER & COMPANY
PROFESSIONAL ASSOCIATION
CERTIFIED PUBLIC ACCOUNTANTS & BUSINESS ADVISORS

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Granite United Way
Manchester, New Hampshire 03101

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Granite United Way, which comprise the statement of financial position as of June 30, 2023 and the related statements of activities and changes in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Granite United Way as of June 30, 2023, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Granite United Way and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Emphasis of Matter

As discussed in Note 2 to the financial statements, on July 1, 2022, the Company adopted FASB ASC 842, Leases. Our opinion is not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; and for 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.

70 Commercial Street, 4th Floor
Concord, NH 03301
v: 603-224-5357
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59 Emerald Street
Keene, NH 03431
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f: 603-224-3792

44 School Street
Lebanon, NH 03766
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f: 603-448-2476

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Granite United Way's ability to continue as a going concern for one year after the date that the financial statements are issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 Granite United Way's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Granite United Way's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Report on Summarized Comparative Information

We have previously audited Granite United Way's June 30, 2022 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated November 22, 2022. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2022 is consistent, in all material respects, with the audited financial statements from which it has been derived.

Other Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The supplementary schedules of community impact awards to qualified partner agencies and emerging opportunity grants are presented for purposes of additional analysis and are not a required part of the 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 financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the 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 financial statements as a whole.

Nathan Wechsler & Company

Concord, New Hampshire
March 7, 2024

GRANITE UNITED WAY

STATEMENT OF FINANCIAL POSITION
June 30, 2023 with comparative totals as of June 30, 2022

ASSETS

	2023			2022
	Without Donor/ Time Restrictions	With Donor/ Time Restrictions	Total	Total
CURRENT ASSETS				
Cash	$ -	$ 848,587	$ 848,587	$ 3,695,478
Prepaid and reimbursable expenses	63,369	-	63,369	78,779
Investments	738,932	207,341	946,273	951,443
Accounts and rent receivable	87,559	-	87,559	36,884
Contributions and grants receivable, net of allowance for uncollectible contributions 2023 $499,827; 2022 $465,181	-	3,414,457	3,414,457	2,055,943
Total current assets	889,860	4,470,385	5,360,245	6,818,527
OTHER ASSETS				
Property and equipment, net	1,140,811	-	1,140,811	1,182,928
Operating lease, right-of-use assets	411,830	-	411,830	-
Investments - endowment	12,495	233,821	246,316	235,142
Beneficial interest in assets held by others	-	2,689,430	2,689,430	2,667,867
Total other assets	1,565,136	2,923,251	4,488,387	4,085,937
Total assets	$ 2,454,996	$ 7,393,636	$ 9,848,632	$ 10,904,464

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES				
Current maturities of long-term debt	$ 15,756	$ -	$ 15,756	$ 15,016
Allocations payable to partner agencies	32,602	-	32,602	32,602
Donor-designations payable	351,238	299,669	650,907	882,907
Accounts payable	602,964	-	602,964	435,762
Accrued expenses	211,671	-	211,671	199,767
Current portion operating lease liabilities	124,745	-	124,745	-
Funds held for others	9,337	-	9,337	12,142
Total current liabilities	1,348,313	299,669	1,647,982	1,578,196
LONG-TERM LIABILITIES				
Operating lease liabilities, less current portion	290,021	-	290,021	-
Note payable, less current portion	141,258	-	141,258	157,251
Total long-term liabilities	431,279	-	431,279	157,251
Total liabilities	1,779,592	299,669	2,079,261	1,735,447
COMMITMENTS *(See Notes)*				
NET ASSETS:				
Without donor/ time restrictions	675,404	-	675,404	1,833,039
With donor/ time restrictions (Note 9)	-	7,093,967	7,093,967	7,335,978
Total net assets	675,404	7,093,967	7,769,371	9,169,017
Total liabilities and net assets	$ 2,454,996	$ 7,393,636	$ 9,848,632	$ 10,904,464

See Notes to Financial Statements.

GRANITE UNITED WAY

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
Year ended June 30, 2023 with comparative totals for the year ended June 30, 2022

	2023			2022
	Without Donor/ Time Restrictions	With Donor/ Time Restrictions	Total	Total
Support and revenues:				
Campaign revenue:				
Total contributions pledged	$ -	$ 5,614,397	$ 5,614,397	$ 6,599,672
Restricted contributions pledged	-	3,232,903	3,232,903	1,878,594
Less donor designations	-	(887,939)	(887,939)	(1,544,281)
Less provision for uncollectible pledges	-	(301,180)	(301,180)	(280,293)
Add prior years' excess provision for uncollectible pledges taken into income in current year	45,358	-	45,358	20,432
Net campaign revenue	45,358	7,658,181	7,703,539	6,674,124
Support:				
Grant revenue	-	4,491,561	4,491,561	9,489,106
Sponsors and program revenue	-	334,485	334,485	141,950
Contributed non-financial assets	40,398	-	40,398	471,066
Total support	85,756	12,484,227	12,569,983	16,776,246
Other revenue:				
Rental income	100,681	-	100,681	98,131
Administrative fees	81,229	-	81,229	64,677
Miscellaneous income	8,610	-	8,610	3,591
Total support and revenues	276,276	12,484,227	12,760,503	16,942,645
Net assets released from restrictions:				
For satisfaction of time restrictions	3,101,964	(3,101,964)	-	-
For satisfaction of program restrictions	9,656,264	(9,656,264)	-	-
	13,034,504	(274,001)	12,760,503	16,942,645
Expenses:				
Program services	13,529,466	-	13,529,466	13,659,882
Support services:				
Management and general	433,692	-	433,692	539,397
Fundraising	395,656	-	395,656	440,247
Total expenses	14,358,814	-	14,358,814	14,639,526
Increase (decrease) in net assets before non-operating activities	(1,324,310)	(274,001)	(1,598,311)	2,303,119
Non-operating activities:				
Change in value of beneficial interest in trusts, net of fees 2023 $17,560; 2022 $15,185	-	21,563	21,563	(368,827)
Realized and unrealized gains (losses) on investments	(9,195)	5,607	(3,588)	(85,989)
Inherent contribution, Seacoast Region (Note 1)	-	-	-	861,057
Investment income, net	175,870	4,820	180,690	154,085
Total non-operating activities	166,675	31,990	198,665	560,326
Net increase (decrease) in net assets	(1,157,635)	(242,011)	(1,399,646)	2,863,445
Net assets, beginning of year	1,833,039	7,335,978	9,169,017	6,305,572
Net assets, end of year	**$ 675,404**	**$ 7,093,967**	**$ 7,769,371**	**$ 9,169,017**

See Notes to Financial Statements.

GRANITE UNITED WAY

STATEMENT OF FUNCTIONAL EXPENSES
Year ended June 30, 2023 with comparative totals for the year ended June 30, 2022

	2023											2022
	Grants and awards	Salaries, employee benefits and taxes	Occupancy	Technology and telephone expenses	United Way Worldwide dues and other dues and subscriptions	Campaign, communications and printing	Professional services and subcontractors	Conferences, travel and staff development	Supplies, office expenses, insurance, and other	Depreciation and amortization	Total	Total
Program services												
Ukraine Relief Fund	$ 1,735,979	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,735,979	$ 720,393
Community impact grants	1,665,801	-	-	-	-	-	-	-	-	-	1,665,801	1,378,246
Preschool Development	500,155	334,542	-	149	-	268	298,201	65,693	244,361	-	1,443,369	338,700
Public Health Network	280	761,973	14,794	21,727	-	6,542	291,868	26,661	105,567	-	1,229,412	1,264,008
Recovery Friendly Workplace	-	323,134	-	-	-	100,504	-	49,479	679,405	-	1,152,522	583,605
211 New Hampshire	-	520,997	-	128,428	6,267	1,168	-	2,410	186,005	-	845,275	1,107,518
Home for All	-	96,023	2,425	-	-	-	291,968	-	15,808	-	406,224	114,567
Whole Village Family Resource Center	-	74,943	73,311	10,240	-	-	117,335	403	74,358	31,897	382,487	447,583
Department of Justice	-	59,380	-	-	-	-	273,221	-	8,291	-	340,892	538,818
Work United Program	-	158,002	-	-	-	-	-	63,403	-	-	221,405	193,493
ARPA - Support for Grieving Children	181,174	-	-	-	-	-	-	-	-	-	181,174	258,818
Volunteer Income Tax Assistance	-	115,095	-	-	-	-	17,304	-	24,115	-	156,514	171,670
Literacy	-	-	-	-	-	-	-	-	36,462	-	36,462	96,293
NH Camps COVID testing	-	-	-	-	-	-	-	-	-	-	-	3,408,777
Other program services	321,090	1,959,441	191,218	128,789	101,248	83,293	610,396	45,941	218,272	72,262	3,731,950	3,037,393
Total program services	4,404,479	4,403,530	281,748	289,333	107,515	191,775	1,900,293	253,990	1,592,644	104,159	13,529,466	13,659,882
Supporting Services												
Management and general	-	280,386	27,371	18,435	14,493	-	47,746	6,576	28,341	10,344	433,692	539,397
Fundraising	-	203,207	19,837	13,361	10,503	124,940	1,733	4,766	9,812	7,497	395,656	440,247
Total supporting services	-	483,593	47,208	31,796	24,996	124,940	49,479	11,342	38,153	17,841	829,348	979,644
Total functional expenses	$ 4,404,479	$ 4,887,123	$ 328,956	$ 321,129	$ 132,511	$ 316,715	$ 1,949,772	$ 265,332	$ 1,630,797	$ 122,000	$ 14,358,814	$ 14,639,526

See Notes to Financial Statements.

GRANITE UNITED WAY

STATEMENTS OF CASH FLOWS
Years Ended June 30, 2023 and 2022

	2023	2022
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash received from donors	$ 7,726,692	$ 9,611,551
Cash received from grantors	4,285,526	9,038,682
Administrative fees	81,229	64,677
Other cash received	58,616	141,568
Cash received from trusts	131,695	156,821
Designations paid	(1,119,939)	(1,245,598)
Cash (paid) received for funds held for others	(2,805)	2,473
Cash paid to agencies	(1,553,805)	(1,298,739)
Cash paid to partners and vendors	(12,354,276)	(12,992,806)
Net cash provided by (used in) operating activities	(2,747,067)	3,478,629
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	(79,883)	(113,314)
Purchases of investments	(15,154)	(576,549)
Proceeds from sale of investments	10,466	-
Net cash used in investing activities	(84,571)	(689,863)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayments of long-term debt	(15,253)	(14,391)
Net increase (decrease) in cash	(2,846,891)	2,774,375
Cash, beginning of year	3,695,478	921,103
Cash, end of year	$ 848,587	$ 3,695,478
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Cash payments for:		
Interest expense	$ 6,897	$ 8,071
SUPPLEMENTAL DISCLOSURE OF NON CASH INVESTING ACTIVITIES		
Inherent contribution of investments	$ -	$ 861,057

Note 1. Nature of Activities

Granite United Way is the result of several New Hampshire United Ways merging together to create a single, efficient organization that covers most of New Hampshire and Windsor County, Vermont. Granite United Way improves lives by mobilizing the caring power of their communities. More than fundraisers, Granite United Way is a partner in change, working with a broad range of people and organizations to identify and resolve pressing community issues. Granite United Way works closely with volunteer leadership to invest donor dollars to help the community learn, earn and be healthy. By focusing on these investment initiatives, Granite United Way is helping people in new and strategic ways.

Granite United Way conducts annual campaigns in the fall of each year to support hundreds of local programs, primarily in the subsequent year, while the State Employee Charitable Campaign, managed by Granite United Way, is conducted in May and June. Campaign contributions are used to support local health and human services programs, collaborations and to pay Granite United Way's operating expenses. Donors may designate their pledges to support a region of Granite United Way, a Community Impact area, other United Ways or to any health and human service organization having 501(c)(3) tax-exempt status. Amounts pledged to other United Ways or agencies are included in the total contributions pledged revenue and as designations expense. The related amounts receivable and payable are reported as an asset and liability in the statement of financial position. The net campaign results are reflected as with donor restrictions in the accompanying statement of activities and changes in net assets, as the amounts are to be collected in the following year. Prior year campaign results are reflected as net assets released from restrictions in the current year statement of activities and changes in net assets.

Granite United Way invests in the community through three different vehicles:

June 30,	2023	2022
Community Impact Awards to partner agencies	$ 1,665,801	$ 1,378,246
Donor designated gifts to Health and Human Service agencies	887,939	1,544,281
Granite United Way Program services	11,863,665	12,281,636
Total	$ 14,417,405	$ 15,204,163

During the prior year, the United Way on the Seacoast of NH was merged into the Granite United Way from United Way of Massachusetts Bay and Merrimack Valley. This resulted in a one-time inherent contribution of $861,057, which was comprised of New Hampshire Charitable Fund agency endowment funds. No other assets or liabilities were assumed as part of this transaction.

Note 2. Summary of Significant Accounting Policies

Basis of accounting: The financial statements of Granite United Way (the "United Way") have been prepared on the accrual basis. Under the accrual basis, revenues and gains are recognized when earned and expenses and losses are recognized when incurred. The significant accounting policies followed are described below to enhance the usefulness of the financial statements to the reader.

Estimates and assumptions: The United Way prepares its financial statements in accordance with generally accepted accounting principles. Management uses estimates and assumptions in preparing financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenue and expenses. Accordingly, actual results could differ from those estimates.

Cash and cash equivalents: For the purposes of reporting cash flows, the United Way considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents. The United Way had no cash equivalents at June 30, 2023 and 2022.

Net assets: The United Way reports information regarding its financial position and activities according to two categories of net assets: net assets with donor restrictions and net assets without donor restrictions. Descriptions of these net asset categories are as follows:

Net assets without donor/ time restrictions: Net assets without donor restrictions are available for use at the discretion of the Board of Directors and/or management for general operating purposes. From time to time the Board of Directors designates a portion of these net assets for specific purposes which makes them unavailable for use at management's discretion. For example, the Board has designated a portion of net assets without donor restrictions as a quasi-endowment (an amount to be treated by management as if it were part of the donor restricted endowment) for the purpose of securing the United Way's long-term financial viability.

The United Way has board designated net assets of $12,495 and $11,747 for endowment at June 30, 2023 and 2022, respectively.

Net assets with donor/ time restrictions: Net assets with donor restrictions consist of assets whose use is limited by donor-imposed, time and/or purpose restrictions.

The United Way reports gifts of cash and other assets as revenue with donor restrictions if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, the net assets are reclassified as net assets without donor restrictions and reported in the statement of activities and changes in net assets as net assets released from restrictions.

Some net assets with donor restrictions include a stipulation that assets provided be maintained permanently (perpetual in nature) while permitting the United Way to expend the income generated by the assets in accordance with the provisions of additional donor imposed stipulations or a Board approved spending policy.

Contributions receivable: Campaign pledge contributions are generally paid within one year. The United Way provides an allowance for uncollectible pledges at the time campaign results are recorded. Provisions for uncollectible pledges have been recorded in the amount of $301,180 and $280,293 for the campaign periods ended June 30, 2023 and 2022, respectively. The provision for uncollectible pledges was calculated at 4.5% of the total pledges for both of the years ended June 30, 2023 and 2022.

Investments: The United Way's investments in marketable equity securities and all debt securities are reported at their fair value based upon quoted market prices in the accompanying statement of financial position. Unrealized gains and losses are included in the changes in net assets in the accompanying statement of activities. The United Way's investments do not have a significant concentration of credit risk within any industry, geographic location, or specific location.

Revenue recognition - contributions: The United Way recognizes contributions received and made, including unconditional promises to give, as revenue in the period received or made. Contributions received are reported as either revenues without donor restrictions or revenues with donor restrictions. Contributions with donor restrictions that are used for the purposes specified by the donor in the same year as the contribution is received are recognized as revenues with donor restrictions and are reclassified as net assets released from restrictions in the same year. Promises to contribute that stipulate conditions to be met before the contribution is made are not recorded until the conditions are met. There were no conditional promises to give as of June 30, 2023.

Functional allocation of expenses: The statement of functional expenses presents expenses by function and natural classification. Expenses directly attributable to a specific functional area of the United Way are reported as expenses of those functional areas. A portion of general and administrative costs that benefit multiple functional areas (indirect costs) have been allocated across programs and other supporting services based on estimates of time and effort.

Property and equipment: Property and equipment are carried at cost, if purchased and fair value if contributed. Maintenance, repairs, and minor renewals are expensed as incurred, and major renewals and betterments are capitalized. The United Way capitalizes additions of property and equipment in excess of $2,500.

Depreciation of property and equipment is computed using the straight-line method over the following useful lives:

	Years
Building and building improvements	5-31½
Leasehold improvements	15
Furniture and equipment	3-10

Operating measure: The United Way has presented the statement of activities and changes in net assets based on an intermediate measure of operations. The measure of operations includes all revenues and expenses that are an integral part of the United Way's programs and supporting activities and net assets released from restrictions to support operating activities. Non-operating activities are limited to resources outside of those programs and services and are comprised of investment return, the changes in fair value of the beneficial interest in trusts, and gains and losses on sales and dispositions of assets.

Concentrations of credit risk: Financial instruments which potentially subject the United Way to concentrations of credit risk, consist primarily of contributions receivable, substantially all of which are from individuals, businesses, or not-for-profit organizations. Concentrations of credit risk are limited due to the large number of donors comprising the United Way's donor base. As a result, at June 30, 2023, the United Way does not consider itself to have any significant concentrations of credit risk with respect to contributions receivable.

In addition, the United Way maintains cash accounts with several financial institutions insured by the Federal Deposit Insurance Corporation up to $250,000. At June 30, 2023, there was approximately $205,000 included in cash in excess of federally insured limits.

Income taxes: The United Way is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. The United Way is also exempt from state income taxes by virtue of its ongoing exemption from federal income taxes. Accordingly, no provision for income taxes has been recorded in the accompanying financial statements.

The United Way has adopted the provisions of FASB ASC 740 Accounting for Uncertainty in Income Taxes. Accordingly, management has evaluated the United Way's tax positions and concluded the United Way had maintained its tax-exempt status, does not have any significant unrelated business income and had taken no uncertain tax positions that require adjustment or disclosure in the financial statements.

With few exceptions, the United Way is no longer subject to income tax examinations by the U.S. Federal or State tax authorities for tax years before 2020.

Leases: In February 2016, the Financial Accounting Standards Board (FASB) issued guidance (Accounting Standards Codification [ASC] 842, Leases) to increase transparency and comparability among organizations by requiring the recognition of right-of-use (ROU) assets and lease liabilities on the statement of financial position. Most prominent among the changes in the standard is the recognition of ROU assets and lease liabilities by lessees for those leases classified as operating leases.

The Organization has adopted the standard effective July 1, 2022, and recognized and measured leases existing at, or entered into after, July 1, 2022 (the beginning of the period of adoption) through a cumulative effect adjustment, with certain practical expedients available. Leases disclosures for the year ended June 30, 2022 are made under prior lease guidance in FASB ASC 840.

The Organization includes lease extension and termination options in the lease term if, after considering relevant economic factors, it is reasonably certain the Organization will exercise the option. In addition, the Organization has elected to account for any non-lease components in its real estate leases as part of the associated lease component. The Organization has also elected not to recognize leases with original lease terms of 12 months or less (short-term leases) on the Organization's statement of financial position.

For leases with a lease term greater than one year, the Organization recognizes a lease asset for its right to use the underlying leased asset and a lease liability for the corresponding lease obligation. The Organization determines whether an arrangement is or contains a lease at contract inception. Operating lease right-of-use assets and operating lease liabilities are recognized at the lease commencement date based on the present value of lease payments over the lease term. In determining the present value of lease payments, the Organization uses its incremental borrowing rate for a period comparable with that of the lease term. The Organization considers the lease term to be the noncancelable period that it has the right to use the underlying asset, including all periods covered by an option to (1) extend the lease if the Organization is reasonably certain to exercise the option, (2) terminate the lease if the Organization is reasonably certain not to exercise that option, and (3) extend, or not to terminate, the lease in which exercise of the option is controlled by the lessor.

The operating lease right-of-use assets also include any lease payments made and exclude lease incentives received or receivable. Lease expense is recognized on a straight-line basis over the expected lease term. Variable lease expenses are recorded when incurred.

The Organization elected the package of practical expedients permitted under the transition guidance within the new standard, which among other things, allowed it to carry forward the historical lease classification.

Change in accounting principle: On July 1, 2022, the Organization adopted ASU 2016-02 "Leases (Topic 842)" and subsequent amendments thereto, which requires the Organization to recognize most leases on the statement of financial position. Adopting the leasing standard resulted in the recognition of operating right-of-use assets of $544,416, and operating lease liabilities of $544,416 as of July 1, 2022. These amounts were determined based on the present value of remaining lease payments, discounted using the Organization's incremental borrowing rate as of the date of adoption. There was no material impact to the timing of expense or income recognition in the Organization's statements of activities. Prior periods were not restated and continue to be presented under legacy GAAP. Disclosures about the Organization's leasing activities are presented in Note 12 - Leases.

Note 3. Fair Value Measurements

The Fair Value Measurements Topic of the FASB Accounting Standards Codification (FASB ASC 820-10) establishes 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 measurements involving significant unobservable inputs (Level 3 measurements).

The three levels of the fair value hierarchy are as follows:

- Level 1 - inputs are unadjusted, quoted prices in active markets for identical assets at the measurement date. The types of assets carried at Level 1 fair value generally are securities listed in active markets. The United Way has valued their investments listed on national exchanges at the last sales price as of the day of valuation.

- Level 2 - inputs are based upon quoted prices for similar instruments in active markets, quoted prices for identical or similar instruments in markets that are not active, and model-based valuation techniques for which all significant assumptions are observable in the market or can be corroborated by observable market data for substantially the full term of the assets or liabilities.

- Level 3 - inputs are generally unobservable and typically reflect management's estimates of assumptions that market participants would use in pricing the asset or liability. The fair values are therefore determined using model-based techniques that include option-pricing models, discounted cash flow models, and similar techniques.

Financial assets carried at fair value on a recurring basis consist of the following at June 30, 2023:

	Level 1	Level 2	Level 3
Money market funds	$ 39,703	$ 153,577	$ -
Mutual funds:			
Domestic equity	79,727	-	-
Fixed income	215,000	-	-
Other	15,422	-	-
Fixed income funds	649,937	-	-
Corporate bonds	-	133,718	-
Beneficial interest in assets held by others	-	-	2,689,430
Total	$ 999,789	$ 287,295	$ 2,689,430

Financial assets carried at fair value on a recurring basis consist of the following at June 30, 2022:

	Level 1	Level 2	Level 3
Money market funds	$ 16,765	$ 153,577	$ -
Mutual funds:			
Domestic equity	70,678	-	-
Fixed income	234,586	-	-
Fixed income funds	677,216	-	-
Corporate bonds	-	156,984	-
Beneficial interest in assets held by others	-	-	2,667,867
Total	$ 999,245	$ 310,561	$ 2,667,867

All assets have been valued using a market approach, except for the beneficial interest in assets held by others, and have been consistently applied. The market approach uses prices and other relevant information generated by market transactions involving identical or comparable assets. Prices may be indicated by pricing guides, sales transactions, market trades, or other sources.

The beneficial interest in assets held by others is valued using the income approach. The value is determined by calculating the present value of future distributions expected to be received, which approximates the value of the trust's assets at June 30, 2023 and 2022.

GAAP requires disclosure of an estimate of fair value for certain financial instruments. The United Way's significant financial instruments include cash and other short-term assets and liabilities. For these financial instruments, carrying values approximate fair value.

Note 4. Property and Equipment

Property and equipment, at cost, at June 30,	2023	2022
Land, buildings and building improvements	$ 1,479,446	$ 1,440,636
Leasehold improvements	5,061	5,061
Furniture and equipment	294,244	484,117
Total property and equipment	1,778,751	1,929,814
Less accumulated depreciation	(637,940)	(746,886)
Total property and equipment, net	**$ 1,140,811**	**$ 1,182,928**

Note 5. Endowment Funds Held by Others

Agency endowed funds: The United Way is a beneficiary of various agency endowment funds at The New Hampshire Charitable Foundation. Pursuant to the terms of the resolution establishing these funds, property contributed to The New Hampshire Charitable Foundation is held as separate funds designated for the benefit of the United Way.

In accordance with its spending policy, the Foundation may make distributions from the funds to the United Way. The New Hampshire Charitable Foundation's charitable distribution rate is currently 4% of the fund's average market value of the trailing 20 calendar quarters.

The estimated value of the future distributions from the funds is included in these financial statements as required by FASB ASC 958-605, however, all property in the fund was contributed to The New Hampshire Charitable Foundation to be held and administered for the benefit of the United Way.

The United Way received $100,253 and $123,241 from the agency endowed funds during the years ended June 30, 2023 and 2022, respectively.

Designated funds: The United Way is also a beneficiary of eight designated funds at The New Hampshire Charitable Foundation. Pursuant to the terms of the resolution establishing these funds, property contributed to The New Hampshire Charitable Foundation is held as a separate fund designated for the benefit of the United Way. In accordance with its spending policy, the Foundation makes distributions from the funds to the United Way. The New Hampshire Charitable Foundation's charitable distribution rate is currently 4% of the fund's average market value of the trailing 20 calendar quarters.

These funds are not included in these financial statements, since although all property in these funds was contributed to The New Hampshire Charitable Foundation to be held and administered for the benefit of the United Way, The New Hampshire Charitable Foundation may redirect funds to another organization.

The United Way received $31,442 and $33,580 from the designated funds during the years ended June 30, 2023 and 2022, respectively. The market value of these fund's assets amounted to approximately $806,000 and $801,000 at June 30, 2023 and 2022, respectively.

Note 6. Long-term Debt and Line of Credit

Long-term debt at June 30,	2023	2022
Mortgage financed with a local bank. Interest rate at the 5-year Federal Home Loan Classic Advance Rate plus 2.5% (4.11% at June 30, 2023). Due in monthly installments of principal and interest of $1,908 through December, 2031. Collateralized by the United Way's building located in Plymouth, NH.	$ 157,014	$ 172,267
Less portion payable within one year	15,756	15,016
Total long-term debt	$ 141,258	$ 157,251

The scheduled maturities of long-term debt at June 30, 2023 were as follows:

Year Ending June 30,	
2024	$ 15,756
2025	16,532
2026	17,347
2027	18,202
2028	19,099
Thereafter	70,078
Total	$ 157,014

The mortgage note contains a financial covenant for debt service coverage, which is tested annually based on the year-end financial statements.

The United Way has a revolving line-of-credit with Citizen's Bank with a maximum borrowing limit of $250,000. The line-of-credit is subject to annual review and renewal. The line-of-credit agreement bears interest equal to the Wall Street Journal prime rate plus 0.25% (8.50% as of June 30, 2023) and is secured by all assets of the United Way. At June 30, 2023 and 2022, there were no amounts outstanding on this line-of-credit agreement.

Note 7. Funds Held for Others

The United Way held funds for others for the following projects:

June 30,	2023	2022
Work United Loan Default Program	$ 5,695	$ 6,471
Concord Multicultural Festival	2,257	4,286
Get Moving Manchester	1,140	1,140
Better Together Lakes Region	245	245
Total	$ 9,337	$ 12,142

Note 8. Endowment Funds

The United Way's endowment consists of nine individual funds established for youth programs, Whole Village Resource Center, and general operating support. Its endowment includes both donor-restricted endowment funds and funds designated by the Board of Directors to function as endowments. As required by GAAP, net assets associated with endowment funds, including funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

Interpretation of Relevant Law: The United Way is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act (UPMIFA) and, thus, classifies amounts in its donor-restricted endowment funds as net assets with donor restrictions because those net assets are time restricted until the Board of Directors appropriates such amounts for expenditures. Most of those net assets are also subject to purpose restrictions that must be met before reclassifying those net assets to net assets without donor restrictions. The Board of Directors of the United Way has interpreted UPMIFA as not requiring the maintenance of purchasing power of the original gift amount contributed to an endowment fund unless a donor stipulates the contrary.

As a result of this interpretation, when reviewing its donor-restricted endowment funds, the United Way considers a fund to be underwater if the fair value of the fund is less than the sum of (a) the original value of initial and subsequent gift amounts donated to the fund and (b) any accumulations to the fund that are required to be maintained in perpetuity in accordance with the direction of the applicable donor gift instrument.

The United Way has interpreted UPMIFA to permit spending from underwater funds in accordance with the prudent measures required under the law.

Additionally, in accordance with UPMIFA, the United Way considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the fund, (2) the purposes of the organization and the donor-restricted endowment fund, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of the organization, and (7) the investment policies of the United Way.

Underwater Endowment Funds: From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the United Way to retain as a fund of perpetual duration. The United Way did not have any funds with deficiencies of this nature as of June 30, 2023 and 2022.

Investment Return Objectives, Risk Parameters and Strategies: The United Way has adopted investment policies, approved by the Board of Directors, for endowment assets for the long-term. The United Way seeks to achieve an after-cost total real rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution with acceptable level of risk. Investment risk is measured in terms of the total endowment fund; investment assets and allocations between asset classes and strategies are managed to not expose the fund to unacceptable level of risk.

Spending Policy: The United Way does not currently have a spending policy for distributions each year as they strive to operate within a budget of their current Campaign's income. To date there have been no distributions from the endowment fund.

Endowment net asset composition by type of fund as of June 30, 2023 is as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Board-designated endowment	$ 12,495	$ -	$ 12,495
Donor-restricted endowment funds:			
Original donor-restricted gift amount and amounts required to be maintained in perpetuity by donor	-	142,652	142,652
Accumulated investment gains	-	91,169	91,169
Total funds	**$ 12,495**	**$ 233,821**	**$ 246,316**

Changes in the endowment net assets as of June 30, 2023 are as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net assets, June 30, 2022	$ 11,747	$ 223,395	$ 235,142
Investment return, net	748	10,426	11,174
Endowment net assets, June 30, 2023	**$ 12,495**	**$ 233,821**	**$ 246,316**

Endowment net asset composition by type of fund as of June 30, 2022 is as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Board-designated endowment	$ 11,747	$ -	$ 11,747
Donor-restricted endowment funds:			
Original donor-restricted gift amount and amounts required to be maintained in perpetuity by donor	-	142,652	142,652
Accumulated investment gains	-	80,743	80,743
	$ 11,747	**$ 223,395**	**$ 235,142**

Changes in the endowment net assets as of June 30, 2022 are as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net assets, June 30, 2021	$ 13,026	$ 247,705	$ 260,731
Investment return, net	(1,279)	(24,310)	(25,589)
Endowment net assets, June 30, 2022	**$ 11,747**	**$ 223,395**	**$ 235,142**

Note 9. Net Assets with Donor Restrictions

Net assets with donor restrictions are restricted for the following purposes or periods:

June 30,	2023	2022
Subject to expenditure for specified time period:		
Contributions receivable related to campaigns	$ 3,080,173	$ 1,927,694
Designations payable to other agencies and United Ways	(299,669)	(414,434)
	2,780,504	1,513,260
Subject to expenditure for specified purpose:		
Public Health Network services	334,284	395,399
Manchester Proud	303,577	677,582
Preschool Development	296,364	1,155,066
Mark Stebbins Community Center	263,267	231,392
Leader in Me	128,314	193,988
Literacy Program	58,000	28,871
Ukraine Relief Funds	-	98,809
Work United	-	62,854
Other programs	6,406	87,495
	1,390,212	2,931,456
Endowments subject to the United Way's spending policy and appropriation:		
Investments in perpetuity (original of $142,652), which once appropriated, is expendable to support:		
General Operations	92,388	88,269
Youth Programs	28,179	26,922
Whole Village Resource Center	113,254	108,204
	233,821	223,395
Beneficial interest in assets held by others:		
Agency endowed funds at the New Hampshire Charitable Foundation	2,689,430	2,667,867
Total net assets with donor restrictions	**$ 7,093,967**	**$ 7,335,978**

Note 10. Liquidity and Availability of Resources

The United Way's financial assets available within one year of the statement of financial position date for general expenditure are as follows:

June 30,	2023	2022
Cash	$ 848,587	$ 3,695,478
Investments	1,192,589	1,186,585
Contributions receivable, net	3,414,457	2,055,943
Beneficial interest in trust	2,689,430	2,667,867
Accounts and rent receivable	87,559	36,884
Total financial assets available	8,232,622	9,642,757
Less amounts unavailable for general expenditures within one year, due to:		
Restricted by donors with time or purpose restrictions	-	(338,791)
Subject to appropriation and satisfaction or donor restrictions	(233,821)	(223,395)
Agency endowed funds at the NH Charitable Foundation	(2,689,430)	(2,667,867)
Total amounts unavailable for general expenditure within one year	(2,923,251)	(3,230,053)
Amounts unavailable to management without Board's approval:		
Board designated endowment	(12,495)	(11,747)
Total financial assets available to management for general expenditure within one year	$ 5,296,876	$ 6,400,957

Liquidity Management

The United Way maintains a policy of structuring its financial assets to be available as its general expenditures, liabilities, and other obligations come due. To help manage unanticipated liquidity needs the United Way has committed a line of credit of $250,000, which it could draw upon. Additionally, the United Way has board designated net assets without donor restrictions that, while the United Way does not intend to spend these for purposes other than those identified, the amounts could be made available for current operations, if necessary.

Note 11. Pension Fund

The United Way sponsors a tax-deferred annuity plan qualified under Section 403(b) of the Internal Revenue Code, whereby electing employees contribute a portion of their salaries to the plan. For the years ended June 30, 2023 and 2022, the United Way contributed $133,127 and $115,852, respectively to employees participating in the plan.

Note 12. Leases

The Organization has adopted Accounting Standards Codification [ASC] 842, Leases. Refer to Note 2 for all policy elections related to leases.

The Organization has the following operating lease arrangements:

During a prior year, the United Way entered into an operating lease agreement for a four-year term commencing on January 1, 2022 through December 31, 2025 for office space in Concord, New Hampshire. The lease required monthly payments of $1,496 through December 31, 2022, increasing 3% in each year thereafter.

During a prior year, the United Way entered into an operating lease agreement for a five-year term commencing July 1, 2021 through June 30, 2026 for office space in Manchester, New Hampshire. The lease required monthly payments of $3,300 through June 30, 2026.

During a prior year, the United Way entered into an operating lease agreement for a five-year term commencing on September 1, 2018 through August 31, 2023 for office space in Lebanon, New Hampshire. The lease requires monthly payments of $1,708 through August 31, 2023. The rent will increase each year depending on the consumer price index. The lease requires payments for common costs. These costs are included in the variable costs and are expensed when incurred. There is an option to extend the lease for 5 years at the end of the lease term, for which management has determined they are not reasonably certain to exercise.

During a prior year, the United Way entered into an operating lease agreement for a five-year term commencing on April 1, 2022 through March 31, 2027 for office space in Portsmouth, New Hampshire. The lease requires monthly payments of $4,473 through March 31, 2024.

During a prior year, the United Way entered into an operating lease agreement for a four-year term commencing September 1, 2017 through August 31, 2021 for office space in Concord, New Hampshire. The lease contained an option to extend the lease for 2 years through August 31, 2023 which was exercised. The lease extension requires monthly payments of $3,869 through the lease term.

The United Way leases multiple copier machines under the terms of operating lease agreements. The monthly lease payments amount to approximately $1,200. The leases expire on various dates through October 26, 2027.

In Plymouth New Hampshire, the United Way rents space in a building, which they own and occupy to ten non-affiliated, non-profit organizations. Termination of the lease is generally prohibited unless there is a violation under the lease agreement. There are no options to extend. The monthly lease payments range from $75 to $1,995 per month. For the years ended June 30, 2023 and 2022, the rental income amounted to $100,681 and $98,131, respectively.

June 30,		2023
Lease expense		
Operating lease expense	$	195,425
Other Information		
Cash paid for amounts included in the measurement of lease liabilities		
Operating cash flows from operating leases	$	190,989
ROU assets obtained in exchange for new operating lease liabilities	$	585,640
Weighted-average remaining lease term in years for operating leases		3.32
Weighted-average discount rate for operating leases		4.11%
Rental income from operating lease payments	$	100,681

At June 30, 2023, the future minimum lease payments under non-cancellable leases are as follows:

2024	$	138,797
2025		129,788
2026		121,060
2027		51,240
2028		2,250
Total undiscounted cash flows		443,135
Less: present value discount		(28,369)
Total lease liabilities	$	414,766

Note 13. Contributed Nonfinancial Assets

For the years ended June 30, 2023 and 2022, contributed nonfinancial assets recognized within the statement of activities and changes in net assets included:

June 30,		2023		2022
Day of Caring	$	1,598	$	1,074
Prizes		-		225
Services		14,800		9,000
Office Space		24,000		24,000
Ukraine Relief		-		436,767
Total	$	40,398	$	471,066

The Organization recognized contributed nonfinancial assets within revenue. Unless otherwise noted, contributed nonfinancial assets did not have donor-imposed restrictions.

Contributed services are recognized when the services received would typically need to be purchased if they had not been provided by donation or require specialized skills and are provided by individuals possessing those skills. A substantial number of volunteers have donated significant amounts of their time in United Way's program services; however, the value of this contributed time is not reflected in the accompanying financial statements since the volunteers' time does not meet the criteria for recognition.

Day of Caring contributions and contributed prizes are restricted for certain events. The estimated fair value is based on market rates for the items provided.

Contributed services consist of audit and consulting services provided. The estimated fair value is based on the market value of the services provided.

Contributed office space consists of office space for the 211 New Hampshire program. The estimated fair value is based on rent of similar spaces.

Contributed Ukraine Relief consists of medical and other supplies sent to Ukraine. The estimated fair value is based on the cost of goods if purchased.

Note 14. Payment to Affiliated Organizations and Related Party

The United Way pays dues to United Way Worldwide. The United Way's dues paid to this affiliated organization aggregated $119,582 and $96,466 for the years ended June 30, 2023 and 2022, respectively.

Note 15. Subsequent Events

The United Way has evaluated subsequent events through March 7, 2024, the date which the financial statements were available to be issued and have not evaluated subsequent events after that date. There were no subsequent events that would require disclosure in financial statements for the year ended June 30, 2023.

GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES AND EMERGING OPPORTUNITY GRANTS
MERRIMACK COUNTY REGION
Year Ended June 30, 2023

	Community Impact Awards
Merrimack Valley Day Care Services	$ 37,500
Riverbend Community Mental Health	19,300
Blueberry Express Day Care	16,500
Pittsfield Youth Workshop	16,500
HealthFirst Family Care Center (FQHC)	14,300
Crisis Center of Central New Hampshire	13,750
Concord Coalition to End Homelessness	13,750
The Friendly Kitchen	12,500
The Friends Program, Inc.	12,375
Overcomers Refugee Services	11,400
Second Start	11,000
Family Promise of Greater Concord	10,000
Project S.T.O.R.Y	10,000
CATCH Neighborhood Housing	5,000
NH JAG - New Hampshire Jobs	5,000
New Hampshire Harm Reduction Coalition	5,000
Waypoint NH	4,500
Boys & Girls Clubs of Central	3,750
Media Power Youth	3,000
The Granite YMCA	2,750
The Mayhew Program	2,500
CASA of NH	2,500
Girls, Inc, of New Hampshire	1,875
Circle Program	1,500
	$ 236,250

	Emerging Opportunity Grants
Pear Associates, LLC	$ 3,185
Upreach Therapeutic Riding Center	15,000
	$ 18,185

GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES AND EMERGING OPPORTUNITY GRANTS
NORTH COUNTRY REGION
Year Ended June 30, 2023

	Community Impact Awards
Grafton County Senior Citizens Council	$ 15,000
The Bridge Project	12,500
Boys & Girls Club of the North Country	10,000
Copper Cannon Camp	7,650
The Bridge Outreach Center	5,000
North Country Pride	5,000
WREN	5,000
New Hampshire Legal Assistance	2,250
Family Resource Center at Gorham	1,500
NH Jag - New Hampshire Jobs for America's Graduates	1,250
CASA of NH	1,000
	$ 66,150

GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES AND EMERGING OPPORTUNITY GRANTS
UPPER VALLEY REGION
Year Ended June 30, 2023

	Community Impact Awards
Upper Valley Haven	$ 17,500
The Family Place, Inc.	15,000
Visions for Creative Housing Solutions	15,000
Visiting Nurse Association & Hospice	14,420
SEVCA - Southeastern VT Community Action	14,000
HIV/HCV Resource Center	10,773
Upper Valley Snow Sports Foundation	10,000
COVER Home Repair	10,000
Second Wind Foundation	9,250
Finding Our Stride	8,750
Special Needs Support Center	7,500
Children's Center of the Upper Valley	6,348
TLC Family Resource Center	6,250
Willing Hands Enterprises	6,200
WISE	6,000
Valley Court Diversion Programs	5,250
Spark! Community Center	5,000

GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES AND EMERGING OPPORTUNITY GRANTS
UPPER VALLEY REGION (CONTINUED)
Year Ended June 30, 2023

	Community Impact Awards (Continued)
Waypoint NH	$ 5,000
West Central Behavioral Health	5,000
Turning Point Recovery Center	5,000
Friends of Veterans	5,000
Aging in Hartland Inc.	5,000
Safe Spaces Inc.	5,000
UVGEAR	4,509
New Hampshire Legal Assistance	4,500
Twin Pines Housing Trust	4,000
Upper Valley Habitat for Humanity	3,750
Grafton County Senior Citizens Council	3,750
The Mayhew Program	2,500
CASA of NH	2,500
Zack's Place Enrichment Center	2,500
Dismas of Vermont	2,500
Safeline, Inc.	2,500
Disability Rights Center - NH	1,750
Reach Out and Read	1,750
Tri-Valley Transit	1,500
Copper Cannon Camp	1,000
	$ 236,250

GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES AND EMERGING OPPORTUNITY GRANTS
SOUTHERN REGION
Year Ended June 30, 2023

	Community Impact Awards
Boys & Girls Club of Manchester	$ 47,500
Amoskeag Health	25,000
Manchester Police Athletic League	15,000
Manchester Proud	3,333
Media Power Youth	10,000
Girls Inc. of New Hampshire	10,000
The Mental Health Center of Greater Manchester	10,000
Upreach Therapeutic Riding Center	7,500
New Hampshire Legal Assistance	20,000
Manchester Community Music School	4,000
University System of New Hampshire	20,500
New Neighbor Connections	10,000
Victory Women of Vision	7,500
Building Community in New Hampshire	5,000
Safari Youth Club	5,000
Diversity Workforce Coalition	5,000
Manchester Community Action Coalition	2,500
The Upper Room, Family Resource	30,000
YWCA of New Hampshire	22,500
St. Joseph Community Services, Inc.	19,690

GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES AND EMERGING OPPORTUNITY GRANTS
SOUTHERN REGION
Year Ended June 30, 2023

	Community Impact Awards (Continued)
Rockingham Nutrition and Meals on Wheels Program	$ 19,690
The Granite YMCA - Youth Enrichment Program	18,750
The Granite YMCA	16,500
City Year New Hampshire	15,000
Easterseals NH, Inc.	12,750
Plaistow Community YMCA	12,750
Waypoint NH	12,500
Manchester Community Resource Center	12,500
Families in Transition	10,000
Friends of Aine	10,000
International Institute of New England	7,500
Daniel Webster Council, BSA	5,000
The Mayhew Program	5,000
Community Caregivers of Greater Derry	5,000
CASA of NH	5,000
Disability Rights Center - NH	5,000
Granite State Children's Alliance	5,000
Girls at Work, Inc	5,000
SEE Science Center	3,620
Copper Cannon Camp	2,500
Organization for Refugee & Immigrant Success	2,500
Reach Out and Read	2,500
	$ 474,083

GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES AND EMERGING OPPORTUNITY GRANTS
NORTHERN REGION
Year Ended June 30, 2023

	Community Impact Awards
Harvest Christian Fellowship	$ 10,000
Tri-County Community Action Program, Inc	3,500
Copper Cannon Camp	3,000
New Hampshire Legal Assistance	2,500
Northern Human Services	2,500
North Conway Community Center	2,000
Believe In Books Literacy Foundation	2,000
Mount Washington Valley Adult Day Center	1,600
Family Resource Center at Gorham	1,500
Spartan Learning Commons	1,500
NH Jag - New Hampshire Jobs for America's Graduates	1,500
Way Station	1,500
White Mountains Pride	500
	$ 33,600

	Emerging Opportunity Grants
Boys and Girls Club of Central New Hampshire	$ 15,000

GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES AND EMERGING OPPORTUNITY GRANTS
CENTRAL REGION
Year Ended June 30, 2023

	Community Impact Awards
Mid-State Health Center	$ 15,232
Lakes Region Community Developers	15,232
Boys & Girls Clubs of Central	11,366
Lakes Region Mental Health Center, Inc	8,867
Plymouth Area Recovery Connection	7,367
Kingswood Youth Center	7,367
Lakes Region Community Services	6,367
New Hampshire Legal Assistance	6,367
Grafton County Senior Citizens Council	5,867
Youth Success Project	5,000
The Bearcamp Center for Sustainable Community	5,000
Big Brothers Big Sisters of NH	4,367
CASA of NH	3,867
Granite State Children's Alliance	3,867
New Beginnings Without Violence	3,867
Pemi Youth Center	3,750
Circle Program	3,000
The Mayhew Program	2,500
Disability Rights Center - NH	1,500
	$ 120,750

GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES AND EMERGING OPPORTUNITY GRANTS
GREATER SEACOAST REGION
Year Ended June 30, 2023

	Community Impact Awards
Dover Coalition for Youth	$ 40,000
Community Action Partnership	30,000
Early Learning New Hampshire	20,000
Greater Seacoast Community Health	20,000
My Friend's Place	15,000
Seacoast Family Promise	15,000
HAVEN Violence Prevention and Support	15,000
Austin17House	15,000
Homeless Center for Strafford County	15,000
New Hampshire Legal Assistance	15,000
Little Blessings Child Care	10,000
Seacoast Community School	10,000
Kingston Children's Center	10,000
The Granite YMCA	10,000
New Generation Inc.	10,000
Cross Roads House - Portsmouth	10,000
SHARE Fund	10,000
Fair Tide	10,000
Waypoint NH	10,000
Gather: For A Hunger Free Community	10,000

GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES AND EMERGING OPPORTUNITY GRANTS
GREATER SEACOAST REGION
Year Ended June 30, 2023

	Community Impact Awards (Continued)
The Birchtree Center	$ 10,000
Womenaid of Greater Portsmouth	10,000
Racial Unity Team	10,000
Dover Coalition for Youth	8,600
Seacoast Mental Health Center Inc.	7,500
CASA of NH	5,000
Society of St. Vincent de Paul	5,000
Black Lives Matter Seacoast	5,000
Seacoast Outright	5,000
Reach Out and Read	2,500
	$ 368,600

	Emerging Opportunity Grants
Greater Seacoast Community Health	$ 13,000
The Granite YMCA	33,333
	$ 46,333

United Way

Granite United Way

LIVE UNITED

Board of Directors 2024-2025

Joseph Bator, *Chair*
TD Bank, Regional Vice President
Josephine Moran, *Vice Chair*
Ledyard Financial Group, Inc.
Dr. Chuck Lloyd, *Immediate Past Chair*
Community College System of NH, Vice Chancellor
Doug DeLara, *Treasurer*
Baker Newman Noyes, Senior Manager
William Keena, *Secretary*
AmeriHealth Caritas New Hampshire
Kathy Bizarro-Thunberg, *Audit Chair*
New Hampshire Hospital Association, Executive Vice President
Kyle Barry
NextEra Energy Seabrook Station
Stephen Brooks
Littleton Coin Company
Robert Coates
Eversource
Paul DeBassio
Retired/ United Way Network
Chris Emond
Boys & Girls Club of Central NH, Executive Director
Doug Foley
Eversource, President
Colby Gamester, *GSR CIC Chair*
Gamester Law Office, Owner & Attorney
James Harris
Sheehan Phinney
Dr. Pamela Hofley
Dartmouth Hitchcock
John Hughes
McLane Middleton, Director, Trusts & Estates Department
Diana Johnson
Merrimack County Savings Bank, Vice President Marketing Officer

Christina Lachance
University of New Hampshire, NH Council for Thriving Children, Director
Roxanne Makris
Lincoln Financial Group
Stacia Maloney
Pike Industries
Herschel Nachlis
Dartmouth College
Maura Palmer, *Governance Chair*
Salem School District
Randy Perkins
Eversource, Senior Account Executive (Retired)
Dr. Daisy Pierce
Navigating Recovery of the Lakes Region
Kelli Riggs, *Marketing Chair*
Comcast
Betsey Rhynhart, *MC CIC Chair / DEI Chair*
Concord Hospital, Vice President of Population Health
Justin Slattery, *CR CIC Chair*
Belknap Economic Development Council, Executive Director
Tim Soucy, *SR CIC Chair*
Catholic Medical Center, Senior Executive Director of Community Health & Mission
Rusty Talbot, *NC CIC Chair*
North Country Climbing Center, CEO
Nick Toumpas, *Strategic Impact Chair*
Department of Health and Human Services, Commissioner (Retired)
Patrick Tufts, MSW
Granite United Way

JOELYN A. DRENNAN

[redacted]

CAREER PROFILE

Nonprofit Executive with 10 years of experience helping mission-driven organizations design, implement, improve and expand their programs, operations and impact. Conceptualized, managed, and evaluated an array of nonprofit programs ranging from $350,000 to $1.8 million in budget and led multidisciplinary team sizes from 2-17 people. Led various internal and external strategic planning processes and strategic initiatives on both local and statewide scale. US Navy Veteran.

Core competencies include Systems Building, External Relationship Management and Coalition Leadership, Organizational Leadership, Development and Fundraising, Grant Making, Advocacy, Research, Program Design, Management and Evaluation, Team Leadership and Development, Contract/Budget Development, Management and Monitoring, Training and Technical Assistance, and Public Speaking.

CAREER HIGHLIGHTS

- **Trestle Fund: Concrete Supports for NH Families Project** - Partnered with the New Hampshire Charitable Foundation to establish a $1.5 million philanthropic fund to support pilot project centered on providing direct, low-barrier, financial resources to families experiencing economic hardship as a result of the Covid 19 Pandemic and Pandemic response. Conceptualized and operationalized pilot over a period of six months and increased the initial investment from $625,000 to $1.5 Million. Expanded donor base from 1 foundation to 10 contributors. The success of this project yielded national interest and recognition from the Administration of Children and Families (ACF) as an exemplary practice.

- **Family Support Data System** - Established common data system for NH's Family Resource Center Network to track services, program outcomes and individual level data on a statewide scale. The FSDS is the first platform of its kind in NH and since its launch in 2020 has been expanded to include several partner programs and a bridge to DHHS data systems, bringing NH one step closer to the long-held vision of data interoperability.

- **Kinship Navigation Program** - Established statewide family support program to provide formal support and services to grandparents and caregivers raising children in the absence of their biological parents, regardless of child welfare involvement. The program launched statewide in 2020 with an initial budget of $200,000 which increased to 2.3 million in 2023. In 2021, NH Department of Health and Human Services included the Kinship Navigation Program as an essential component in the state's Families First Prevention Plan. The program has received national recognition for its innovative practice model, collaboration with community providers, and creative, low-barrier approach to service delivery. The program currently serves over 700 families throughout the state of NH.

PROFESSIONAL EXPERIENCE

Granite United Way Concord, NH — June 2023 to Present

Assistant Vice President of Impact

Provides strategic leadership to guide and advance GUW's Impact Team, ensuring alignment of its pillars with a unified vision and shared goals. Develops and executes comprehensive marketing and communication strategies to elevate the initiatives of the Impact Team. Directly supervises Early Childhood Initiatives team and the Director of Strategic Impact, fostering collaboration and driving team performance. Oversees grant-making processes and delivers tailored donor advising to support organizational funding priorities and community impact.

Sr. Director of Early Childhood Initiatives

Developed GUW's strategic plan for Early Childhood Initiatives. Secured over $1.5M in resources to support program and community impact initiatives.

New Hampshire Children's Trust, Inc. Concord, NH — July 2019 to March 2023

Private nonprofit organization leading the drive to ensure safe, stable, and nurturing relationships and environments for all NH

children and families through education, collaboration, and advocacy. NH delegate to Prevent Child Abuse America, the National Alliance of Children's Trust and Prevention Funds, and the National Family Support Network.

Senior Director, Programs

Directed multiple programs and statewide initiatives centered on early childhood, family support and child welfare systems transformation. Procured and managed $6.5 million in public and private grants to support the programs, systems and business infrastructure of a statewide network of Family Resource Centers. Spearheaded various strategic planning processes and led merger of Family Support New Hampshire with the Trust in 2022. Advocated on behalf of the Trust and constituent agencies to increase public awareness, secure public and private funding, and promote family-friendly policies and primary prevention strategies.

- Provided oversight of multiple state and federal contracts ensuring timely completion of deliverables, equitable distribution of funding and resources across 16 independent nonprofit organizations; and provided ongoing support and technical assistance to agency executives and staff.
- Served as the Trust's thought leader and public representative on task forces, committees and projects at the local, state, and national level.
- Established and maintained community partnerships and participated in relationship-based activities in collaboration with agency staff to increase public awareness and deepen engagement across sectors.
- Maintained knowledge of community needs and advised public and private funders on strategic investment of resources.

WAYPOINT Manchester, NH — MAY 2017 - April 2019

Private nonprofit agency offering an array of human services, supportive programming, and advocacy.

Senior Intensive Case Manager, Human Trafficking Response 2018 - 2019

Provided direct therapeutic intervention services to victims and survivors of sex and labor trafficking statewide.

- Worked with local and federal law enforcement agencies to identify and engage victims in supportive services, coordinate trafficking investigations and support clients through legal proceedings.
- Supported case load of up to 35 clients with safety planning and intensive case management services.
- Provided oversight/supervision of 2 case managers and 3-5 graduate level interns.
- Represented Waypoint as member of the NH Human Trafficking Collaborative Task Force's Core Team and served as Chair of the Task Force Victim Services Committee.
- Designed and delivered Human Trafficking awareness training to providers and community partners statewide.

Case Manager, Therapeutic Day Treatment Program, 2017 - 2018

Provided direct support and intensive case management services to justice-involved youth in an therapeutic milieu.

- Supported case load of 5 to 7 adjudicated youth, providing intensive therapeutic supports and services.
- Engaged law enforcement, school personnel, treatment providers, and family members in treatment planning and coordinated legal processes.
- Developed programming and oversaw daily program operations including supervision of 2 program staff and 2 graduate-level interns.

SOUTHWEST TENNESSEE COMMUNITY COLLEGE Memphis, TN — September 2012 - June 2014

Public Community College in Memphis Tennessee.

Academic Instructor, Project MOST

Provided academic support to first-year African-American male students.

- Engaged enrolled students in career and academic exploration
- Conducted barrier identification assessments
- Provided learning support to students in the areas of English, Writing, and Literature

BIG BROTHERS BIG SISTERS OF GREATER NASHUA & SALEM, NH — January 2012 - August 2012

Donor and volunteer supported youth mentoring network.

Programs Services Specialist

Coordinated enrollment for volunteer mentors and youth.

- Point of contact for all parties interested in program enrollment
- Conducted youth and volunteer intake assessments, assisted team with Big/Little matching & coordinated match meetings.
- Conducted outreach and built relationships with local providers and community members to generate volunteer prospects and increase program enrollment.
- Represented BBBS on Nashua Youth Council's Juvenile Diversion Committee.

EDUCATION, CERTIFICATES, & TRAINING

SOUTHERN NEW HAMPSHIRE UNIVERSITY, Manchester NH
MFA, Creative Writing, 2013
BA, Social Science, 2009

BENTLEY UNIVERSITY,
MBA Certificate, Essentials of Management, 2020

DARE TO LEAD, Certified Facilitator, 2021
STRENGTHENING FAMILIES: BRINGING PROTECTIVE FACTORS TO LIFE IN YOUR WORK, Alliance Certified Trainer, 2019
MORAL RECOGNITION THERAPY, Certified Practitioner, 2019

ELIZABETH SCRUTON

EARLY CHILDHOOD SYSTEMS BUILDER

CONTACT

EDUCATION

2013-2015
ASHFORD UNIVERSITY

- Masters of Arts in Education with a concentration in Family and Community Services

2011-2013
ASHFORD UNIVERSITY

- Bachelor of Arts in Early Childhood Education

2006-2009
NORTHERN ESSEX COMMUNITY COLLEGE

- Associates of Arts in Elementary Education and Teaching

SKILLS

- Relationship Cultivation
- Training Delivery
- Team Dynamics
- Time Management
- Presentation Development
- Communication Strategies
- Critical Thinking

PROFILE

Dynamic and proactive leader with over 19 years of experience in early childhood education and program management, dedicated to improving outcomes for families and children. Proven ability to connect and support strategic plans in collaboration with community partners and educational stakeholders. Expertise in project management, advocacy, and effective communication, fostering strong relationships to align statewide services and resources. Adept at facilitating meetings & large scale events and guiding collaborative initiatives that enhance service delivery. Passionate about driving systemic change in early childhood programs and family supporting agencies through continuous quality improvement. Committed to fostering a positive culture and supporting professional development within the early childhood sector and beyond.

WORK EXPERIENCE

Granite United Way 2024- Present
Director, Early Childhood Iniatatives

- Developing and implementing innovative strategies to address challenges in regional networks, providing resource support, training, and best practices to strengthen early childhood systems efforts.
- Leading strategic regional initiatives by supporting early childhood professionals and networks, fostering collaboration, and enhancing service delivery to align with organizational goals.

New Hampshire Children's Trust 2022 - 2024
Family Support and Early Childhood Initiatives Director

- Coordinated and supported Family Support New Hampshire the network of Family Resource Centers.
- Lead efforts pertaining to Standards of Quality, Strengthening Families, and FRC-Q processes.
- Represented primary prevention using the CDC's Essentials for Childhood.

Child Care Aware of New Hampshire 2017-2019 and 2020-2021
Training and TA Specialist & Training and Marketing Coordinator

- Provided quality technical assistance and training on statewide initiatives.
- Contributed to the enhancement of cross-sector database systems to illustrate data in the early childhood sector.
- Developed impactful branding and marketing materials to effectively market the program.

REFERENCES

Tracy Vergason Maria Doyle Kathy Palys

[redacted]

KATHY PALYS

MARKETING & COMMUNICATIONS PROFESSIONAL

EXPERIENCE

DIRECTOR OF STRATEGIC MARKETING
Granite United Way
February 2025-Present

Develop and implement marketing strategies that highlight key initiatives and their impact, ensuring alignment with Granite United Way's mission. Coordinate communications across programs to create a cohesive narrative, engaging stakeholders and demonstrating how initiatives drive community support and positive change.

EARLY CHILDHOOD SPECIALIST
NH Children's Trust
October 2023 - January 2025

Website & Content Management:

- Maintain and update the NH Connections (WordPress/Elementor) and Family Support NH (BeSavvy) websites in collaboration with state partners, ensuring accurate, timely information for families, caregivers, and child care providers.

Content Creation & Outreach:

- Write, edit, and distribute e-newsletters, e-blasts, and social media content to engage audiences, support fundraising, and elevate Family Resource Centers (FRCs) by showcasing their programs, services, and impact.

Program & Communications Coordination:

- Serve as a liaison between programs and communications, ensuring aligned messaging and effective outreach.

Child Care Scholarship Materials:

- Oversee processing, packing, and distribution of scholarship materials, maintaining accurate shipment logs.

[redacted]

EDUCATION

B.A. HUMAN DEVELOPMENT/ECE/GENERAL SPECIAL EDUCATION
Rivier University
2005-2009

SKILLS

- Website Management (WordPress, BeSavvy)
- Marketing Material Design (Canva, Publisher, Constant Contact, Bloomerang)
- Organization and Time Management
- Deadline Adherence
- Team Collaboration
- Independent Work
- Receptive to Feedback
- Meeting Facilitation
- Self-Directed Skill Development

KATHY PALYS

MARKETING & COMMUNICATIONS PROFESSIONAL

[redacted] [redacted] [redacted]

EXPERIENCE (CONT.D)

TRAINING & MARKETING COORDINATOR

Child Care Aware of NH, a program of Southern NH Services

June 2022- September 2023

- Create and design engaging marketing materials including brochures, flyers, and rack cards to increase brand visibility and promote our referral services to families, caregivers, and community agencies. Also create marketing materials tailored to child care providers promoting the importance and relevance of our professional development opportunities.
- Maintained and updated the NH Connections website to ensure auser-friendly experience and provide accurate and timelyinformation for child care providers, families, caregivers, andcommunity agencies.
- Manage and curate content for our social media platforms,including Facebook.
- Design and craft content for engaging monthly e-newsletters tokeep child care providers informed about the latest updates,resources, and events.

CHILD CARE RESOURCE & REFERRAL OUTREACH SPECIALIST

Child Care Aware of NH, a program of Southern NH Services

September 2020- June 2022

- Gathered information from clients (families, caregivers, agencies calling on behalf of families, etc.) to understand their child care needs and preferences.
- Utilized the collected information to tailor lists of child careproviders that aligned with the specific needs provided by clients
- Empowered clients with knowledge on quality care to makeinformed decisions
- Provided comprehensive information on additional services and resources available to families, offering referrals to relevant support programs and community resources as needed.
- Developed content for the "Searching for the Right Child Care" information session, a valuable resource for families seeking guidance in selecting the appropriate child care for their children. Co-presented this session on a monthly basis with a colleague.

Relevant experience listed, additional work history available upon request.

[redacted]

SHANNON M. SWETT, MSW

EDUCATION

Master of Social Work
2002 – 2004 University of New Hampshire Durham, NH

Bachelor of Arts - Clinical Counseling Psychology
1999 – 2002 Keene State College Keene, NH

EXPERIENCE

2007 - Present Granite United Way Concord, NH
Chief Impact Officer

Accomplishments:

- Leads the Granite United Way impact Department, overseeing a growing team of over 35 staff members and a portfolio of initiatives, with revenue exceeding $5 million
- Oversees a vast array of services and initiatives for Granite United Way, including 211 NH, Recovery Friendly Workplace, Work United, Regional Early Childhood Networks, Capital Area Public Health Network, Carroll County Coalition for Public Health, South Central Public Health Network, Whole Village Family Resource Center, and Financial Empowerment/VITA/Asset Building, and the Affordable Housing Incentive Program
- Serves on Executive Leadership team with President/CEO, CFO, and Chief Alignment Officer to ensure successful implementation of Strategic Plan, with a commitment to the values and vision established by the Board of Directors
- Engages Board members, community impact committees, funded agencies, and other volunteers to align and leverage Granite United Way investments, funding streams, and strategies with regional and/or statewide efforts addressing public health, substance use disorder, and social determinants of health
- Developed the Recovery Friendly Workplace initiative (now designated a Promising Practice) with Governor Sununu in 2018; Engaged workplaces across NH from an initial 25 early adopters at launch to over 350 workplaces in 2023, representing over 85,000 employees statewide; Engaged multiple states across the country looking to replicate the initiative, with over 30 other states now engaged in a Community of Practice led by Granite United Way staff
- Provides consultation and guidance in strategic planning, coalition/network development, community engagement, grant writing, contract management, evaluation, and public health and prevention strategy development
- Develops and maintains strategic partnerships and relationships with key stakeholders across NH, with a strong personal commitment to advancing health equity and voices from traditionally marginalized communities
- Oversees all aspects of federal, state, and local grants and contracts, including resource development, budget development, subcontract monitoring, and financial oversight

2005 – 2007 Community Response (CoRe) Coalition Belknap County, NH
Outreach Coordinator, Project Director

Accomplishments:

- Provided leadership for a county-wide, regional alcohol, tobacco, and other drug abuse prevention coalition
- Strengthened capacity of coalition through outreach and collaboration, including partnerships with 10 community sectors, including government, schools, businesses, healthcare, and safety
- Coordinated all aspects of federal, state, and local grants, including financial oversight, progress reports, communications, and work plan goals, objectives, and activities
- Developed, coordinated, promoted, and implemented events, programs, and trainings for youth and adults
- Strengthened youth leadership and involvement in substance abuse prevention activities
- Supervised part-time staff, youth leaders, and volunteers

2004 – 2005 Caring Community Network of the Twin Rivers (CCNTR) Franklin, NH
Community Program Specialist

Accomplishments:

- Assisted in development of programming related to strengthening the public health infrastructure
- Recruited new participants to agency committees and projects
- Facilitated organizational collaboration, compiled research, and developed proposals to funding sources to address community needs
- Facilitated several ongoing committees
- Developed and maintained productive relationships with community and state leaders and agencies
- Participated in several trainings/seminars related to issues including substance abuse prevention, emergency preparedness, leadership, and public health infrastructure development
- Wrote numerous articles and press releases concerning community and public health

PROFESSIONAL ASSOCIATIONS

- NH Governor's Commission on Alcohol and Other Drugs, Budget Task Force: 2023-Present
- NH Harm Reduction Coalition: Treasurer, 2022-Current
- American Public Health Association: NH Affiliate Representative to the Governing Council 2018-2019
- NH Public Health Association: Board Member 2018-2019
- Prevention Task Force of the Governor's Commission (Co-Chair): 2017-2019
- NH Governor's Commission on Alcohol and Drug Abuse Prevention, Treatment and Recovery (Prevention Representative): 2016-2018
- NH Drug Overdose Fatality Review Committee (Prevention Representative): 2016-2018
- NH Alcohol and Other Drug Service Providers Association: Treasurer 2007-2011, 2014-2015
- NH Prevention Certification Board's Peer Review Committee: 2009-2011

Marla May Zarzour

Professional Experience

Granite United Way | Concord, NH

Contracts Specialist **July 2024-Current**

- Submits Requests for reimbursement for a large portfolio of government contracts and grants
- Monitor requests for solicitations and contracts within budget limits
- Review compliance with funder requirements as outlined in each contract or grant agreement
- Provides accurate, timely processing of vendor invoices
- Works with Impact program leads to ensure budget spend-down
- Work with program staff and finance department to process check requests

Program Coordinator **November 2016-July 2024**

- Provide professional support to the Community Impact and Community Review Team
- Provide professional support to the Resource Development staff and Campaign Cabinet
- Provide administrative and event planning support
- Compile data, generate reports
- Provide database support
- Take meeting minutes
- Assist with grant review

Administrative Assistant **June 2016 – November 2016**

- Responsible for greeting visitors, directing calls appropriately.
- Manage invoices, compile data, and generate reports.
- Establish and maintain productive relationships with donors, and volunteers.
- General office function- office supplies, mail distribution.
- Provide administrative support to the Sr. Director of Regional Impact as it relates to the Community Impact Committee, Community Review Teams, Day of Caring and other potential events.
- Provide administrative and event planning support for presentations, meetings, events and special programs

JP China | Alton, NH

Server-Bartender **July 2016 - July 2017**

- Prepare restaurant tables
- Attend to customers
- Present menu- help customers with food/beverages
- Issue bills and accept payment
- Preparing alcoholic and non-alcoholic beverages
- Restock and replenish bar inventory
- Comply with food and beverage regulations.

Caring Hands Animal Hospital | Manchester, NH

Receptionist May *2010 – 2016*

- Responsible for greeting customers, answering phones, filing maintenance, scheduling appointments, procedures and boarding reservations.
- Identify and work compassionately with clients in various emotional states.
- Check-in clients and monitor clients flow from check-in to discharge.
- Manage record requests between other hospitals and specialty practices and relay appropriate information to/from clients to doctors.
- Fill prescriptions, discharge patients, provide client education for pre and post care.
- Handle confidential information, process payment transactions, and maintain proper documentation in electronic medical records.
- Maintain and clean all areas of the hospital to include reception desk, lobby, bathrooms, exam rooms and kennels.

Z1 Express | Chichester, NH

Manager *2007 - 2010*

- Responsible for day-to-day store operations including scheduling, training, ordering, supervising employees, and cash management.
- Determine stocking needs and interact positively with customers and vendors.
- Plan, schedule, supervise and ensure employees adhere to store policies and procedures.

Education

Prospect Mountain High School | Alton, NH
Graduated 2007

Skills

- Customer Service
- Organization
- Data base management (Avimark)
- Time management
- MS office
- Apricot software
- Interpersonal skills
- Records management
- Multi-tasking
- Social Media Applications

References

Available on request.

NH Department of Health and Human Services

KEY PERSONNEL

List those primarily responsible for meeting the terms and conditions of the agreement.

Job descriptions not required for vacant positions.

Contractor Name: **Granite United Way**

NAME	JOB TITLE	ANNUAL AMOUNT PAID FROM THIS CONTRACT	ANNUAL SALARY
Shannon Swett	Chief Impact Officer	$0.00	$133,423.00
Joelyn Drennan	Assistant VP of Impact	$13,500.00	$90,000.00
Elizabeth Scruton	Director ECI/FO Project Director	$41,500.00	$83,000.00
TBD	Program Director	$62,000.00	$62,000.00
TBD	Training Manager	$60,000.00	$60,000.00
Kathy Palys	Director, Strategic Marketing	$15,500.00	$62,000.00
Marla May Zarzour	Contract Specialist	$0.00	$57,000.00