New Hampshire DOT
Department of Transportation

THE STATE OF NEW HAMPSHIRE
DEPARTMENT OF TRANSPORTATION

William Cass, P.E.
Commissioner

David Rodrigue, P.E.
Assistant Commissioner

17

DEC 17 2025

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

Bureau of Rail & Transit
September 30, 2025

REQUESTED ACTION

Authorize the Department of Transportation to enter into Transportation Vehicle Use Agreements (VUAs), Project 68032J, with multiple subrecipients, effective upon Governor and Executive Council approval through to the date the vehicles are disposed.

EXPLANATION

The Department of Transportation (DOT) purchases ADA-accessible paratransit cutaway buses through a Statewide contract with Coach & Equipment, submitted to Governor and Executive Council via the Department of Administrative Services, Bureau of Purchase & Property, Item #105, and approved on November 29, 2023, through July 31, 2028. The vehicles procured through this method will support transportation services statewide and allow recipients to maintain fleet requirements. The statewide procurement contract provides a base cost for three separately classed vehicle types and the vehicles' prices vary with selected options that are pre-approved by the Department and by each recipient.

The DOT will utilize funds from the Federal Transit Administration (FTA) §5310 Enhanced Mobility of Seniors & Individuals with Disabilities Program to purchase capital equipment for local non-profit subrecipients that provide transportation services to seniors and individuals with disabilities. The DOT has administered §5310 since its inception, as authorized by RSA 228:71, X. Necessary FTA §5310 funds are budgeted in the DOT's FY 2026 – 2027 operating budget and will be matched with approved State Capital Match (general) funds and local agency matching funds.

The DOT will procure new vehicles in accordance with State and Federal requirements and the funds for vehicle purchases will be encumbered upon issuance of a purchase order. The Department will be a listed lienholder and will hold title to the vehicles until their disposition.

The Department released a public notice on November 13, 2024, announcing the availability of FTA §5310 Enhanced Mobility of Seniors & Individuals with Disabilities Program funds. Five (5) agencies applied by the deadline of February 18, 2025, and four (4) agencies will receive project awards, requiring Vehicle Use Agreements, as detailed in a table further below. Of note, Transport Central, a volunteer driver program located in Plymouth, received DOT approval to accept a vehicle transfer of an FTA-funded, 8-passenger ADA cutaway from another agency instead of purchasing a new vehicle. The vehicle transfers will allow Transport Central to meet the expanding needs of Seniors and Individuals with Disabilities in the Plymouth area and allow the agency to expand its service to provide an ADA-service component to its volunteer program.

A project evaluation committee consisting of three (3) staff from DOT's Bureau of Rail and Transit reviewed, evaluated, and scored the submitted §5310 applications based on the criteria indicated in the

application materials. The committee was comprised of Public Transportation Administrator, Fred Butler, Transportation Financial Coordinator, Sarah Colon, and Transit Grants Coordinator, Paula Devens.

The evaluation matrix and scores are provided below for reference:

1	The applicant details how the project effectively meets the region's program-related needs and strategies, including those addressed in the locally developed Coordinated Public Transit-Human Services Transportation Plan, and demonstrates involvement in RCC activities. As applicable, a cost analysis/details are provided to substantiate expansion requests as opposed to purchasing service.	**40%**
2	The applicant demonstrates successful experience in providing transportation services for seniors and individuals with disabilities.	**30%**
3	The applicant demonstrates the technical capacity to carry out the project in compliance with all Federal Transit Administration (FTA) requirements (e.g., having Title VI plan in place, maintaining vehicles per OEM guidelines, meeting minimum mileage requirements, timely submission of required reports) and has the financial capacity to provide required match for the project and on-going expenses associated with the project.	**20%**
4	The applicant demonstrates involvement in and support for the project, financial and otherwise, on the part of citizens and government.	**10%**

Subrecipient	Score	Status	Award/Contracting Action
EasterSeals of New Hampshire			
1-12 passenger ADA cutaway bus	100%	Awarded	Statewide Purchase & Property Contract; Vehicle Use Agreement
Grafton County Senior Citizens Council			
4-8 passenger ADA cutaway buses	100%	Awarded	Statewide Purchase & Property Contract; Vehicle Use Agreement
Monadnock Adult Care Center			
1-12 passenger ADA cutaway bus	100%	Awarded	Statewide Purchase & Property Contract; Vehicle Use Agreement
Community Action Partnership of Strafford County			
1-12 passenger ADA cutaway bus	79%	Awarded	Statewide Purchase & Property Contract; Vehicle Use Agreement
Carroll County Retired & Senior Volunteer Program			
Network upgrade	39%	Not Awarded	The project did not meet evaluation criteria
Transport Central			
1-8 passenger ADA cutaway bus	N/A	Awarded	Vehicle Transfer from Lakes Region Mental Health to Transport Central; Vehicle Use Agreement

The Department is seeking Governor and Executive Council approval to enter into a Transportation Vehicle Use Agreement (VUA) with each subrecipient, which will bind them to Federal and State requirements for use and operation of their respective vehicles. A copy of the agreement that each subrecipient has signed prior to the vehicle delivery is attached.

All related Transportation Vehicle Use Agreements have been reviewed and approved by the Attorney General as to form and execution. The Department has verified that the necessary funds are available. Copies of the fully executed agreement are on file at the Secretary of State's Office and the Department of Administrative Services Office, and subsequent to Governor and Council approval will be on file at NHDOT.

Your approval of this resolution is respectfully requested.

Sincerely,

William J. Cass, P.E.
Commissioner

Attachments

TRANSPORTATION VEHICLE USE AGREEMENT (VUA)

THIS VUA is by and between the State of New Hampshire Department of Transportation (hereinafter referred to as "State"), and Easter Seals New Hampshire, Inc., a private not-for-profit organization, (hereinafter referred to as "Grantee"), whose office is located at 555 Auburn Street, Manchester, NH 03103.

WHEREAS, The Federal Transit Act of 1964, as amended, 49 U.S.C. §5310, provides for capital grants to private nonprofit corporations and associations to assist them in providing transportation services meeting the special needs of seniors and individuals with disabilities for whom mass transportation services are unavailable, insufficient, or inappropriate; and

WHEREAS, the Governor of the State of New Hampshire, in accordance with a request by the Federal Transit Administration (hereinafter referred to as "FTA"), has designated the Department to evaluate and select projects proposed by eligible subrecipients and to coordinate the grant applications; and

WHEREAS, the State and the Grantee desire to utilize grant funds for the transportation needs of seniors and individuals with disabilities of the state.

NOW THEREFORE, in consideration of the mutual covenants herein set forth, the State and the Grantee agree as follows:

DEFINITIONS.

a. Default: An Event of Default under this VUA will occur upon the failure of the Grantee to perform any of its payment or other obligations hereunder.

b. Effective Date: The date on which the VUA is approved by Governor & Council (G&C).

c. Emergency: Any unanticipated event that results in a necessary deviation from standard protocols.

d. Fair Market Value: Fair market value is the most probable price the project property would bring in a competitive and open market.

e. Federal Interest: The dollar amount that is the federal share of the total project cost based on straight-line depreciation of the asset, whereby, for example, a total cost based on a calculated depreciation value of $10,000 would result in a Federal Interest of $8,500 based on an initial federal participation of 85%.

f. Project: As identified in Exhibit B, Scope of Services. Generally, traditional FTA Section 5310 projects are those public transportation capital projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable.

g. State Interest: The dollar amount that is the state share of the total project cost based on straight-line depreciation of the asset, whereby, for example, a total cost based on a calculated depreciation value of $10,000 would result in a State Interest of $750 based on an initial state participation of 7.5% (contingent on state budget approvals).

h. State Management Plan (SMP): The SMP documents and describes the state's objectives, policies, administrative requirements, and procedures in managing the following FTA programs: §5311, §5339, and §5310. For the purposes of this VUA, the SMP refers to the most recent version.

i. Useful life: Useful life is determined by years of service or accumulation of miles whichever comes first, by asset type as referenced in the SMP.

j. Vehicle Operating Costs: The cost necessary to operate, maintain, and manage a public transportation system. Operating expenses usually include driver's salaries, fuel, and items with less than one year of useful life.

Section 1

1.1 The State shall purchase and deliver to the Grantee the equipment identified in Exhibit B, Scope of Services, attached hereto, and be incorporated herein by reference, (hereinafter referred to as "Project Equipment"). The State and the Grantee agree that the Vehicle Identification Number (VIN) of the Project Equipment will be inserted in Exhibit D, Vehicle List, following delivery of the Project Equipment. The estimated cost of the Project Equipment is identified in Exhibit C, Budget, with the actual cost to be determined following the award of bids for the Project Equipment.

1.2 Title to all Project Equipment shall be in the name of the Grantee; provided, however, that in order to secure the complete performance of this VUA, the Grantee shall give the State a security interest in all such equipment at the time of purchase and shall execute financing statements and do all other acts necessary or useful, as decided by the State, to the perfection of that interest and the renewal thereof. In connection with the purchase of any motor vehicle under this VUA, the Grantee shall give the State a security interest in the motor vehicle at the time of purchase and shall take all steps necessary to protect the State's security interest, including taking steps to identify the State as a lien holder of such motor vehicle on the motor vehicle title.

1.3 In the event of termination of this VUA before the useful life benchmark has been met, as defined by the State within the State Management Plan (SMP) and Transit Asset Management (TAM) Plan, of any Project Equipment purchased under this VUA, it is understood and agreed that legal title to such equipment shall be immediately transferred to the State or, at the State's sole discretion, to the State's written designee.

Section 2

2.1 No more than 30 days after receipt of an invoice from the State, or prior to the Project Equipment's being entered into service by the Grantee, whichever is later, the Grantee shall

pay to the State the Agency Match as identified in Exhibit C, Budget. Failure to do so may result in termination of this VUA and reassignment of the Project Equipment to another agency.

2.2 Upon receipt by the Grantee of the Project Equipment, the Grantee shall provide transportation services (hereinafter referred to as the "Project") to seniors and individuals with disabilities as more specifically described in the Grantee's Application to the State and in compliance with FTA §5310 Program Guidelines, FTA Circular 9070.1H and subsequent revisions.

2.3 The Grantee shall coordinate its Project with similar transportation services in its region, with coordination to include vehicle sharing, time-sharing, joint purchase, or consolidation of services, where feasible. Failure to exhibit good-faith efforts to coordinate, as determined by the State upon collaboration with the affected Regional Coordinating Council(s) (RCC), shall constitute an event of default under §7.1.5.

2.4 The Grantee is responsible for all vehicle operating costs, as defined herein. The Grantee further agrees to provide sufficient funds to operate, maintain, and ensure the Project Equipment throughout its useful life.

2.5 The Grantee agrees that the Project Equipment's use and disposition shall conform in every respect to the requirements of the FTA Circular 5010.1F, and subsequent revisions, as well as the most recent SMP, which is hereby incorporated by reference. If during the term of this VUA, any Project Equipment is not used in the manner described, the Grantee shall immediately notify the State and take all steps necessary to immediately transfer the title of the Project Equipment to the State or the State's written designee.

2.5.1 Should the Project Equipment be prematurely withdrawn from appropriate use the Grantee agrees to transfer the vehicle to the State or to an entity designated by the State. Should a transfer not be practicable, such as in the case of a casualty loss, the Grantee shall reimburse the State an amount equivalent to the sum of the federal interest and State interest based on the insurance payment or equivalent. The Grantee may provide equivalent replacement equipment in the event of a casualty loss, with the prior written approval of the State.

2.6 During the full period of this VUA, the Grantee shall maintain the Project Equipment at a high level of cleanliness, safety, and mechanical soundness. The Grantee shall certify that an FTA-compliant maintenance plan that meets or exceeds the minimum preventive maintenance guidelines set forth by the original equipment manufacturer is followed.

2.7 The Grantee shall secure automobile liability insurance commensurate with requirements set forth by the affected RCC(s). At a minimum, coverage shall be for a minimum of $1,000,000 combined single limit coverage to protect itself and the State from claims arising from property damage and personal injury. A copy of the insurance certificate shall be forwarded to the State within 30 days of vehicle delivery. Insurance hereunder shall be affected under the standard form, valid, and enforceable policies issued by insurers authorized to write insurance in the State. The State must be listed as an additional insured and Certificate Holder.

2.8 The Grantee shall implement and carry out a driver training program that meets or exceeds the State's standards, as determined by the State's Rural Transit Assistance Program (RTAP) committee. At the time of execution, the minimum components of training include defensive driving, passenger assistance, and emergency evacuation procedures, with refresher courses for each required at least every three years.

2.9 The Grantee shall not change, add, or remove seating within the vehicle without prior State approval. The Grantee will not change the use of the vehicle or location at which the vehicle is based, as specified within Exhibit B, Scope of Services except in an emergency, without prior approval by the State. In case of an emergency, the Grantee shall notify the State no later than the next working day following the day of the events giving rise to an emergency. Such a change shall be valid for five days; thereafter, the written approval of the State shall be required.

Section 3

3.1 The term of this VUA shall commence on the date it is approved by Governor & Council (hereinafter referred to as the "Effective Date") and shall terminate upon disposition or on the date determined by the State to be the end of the useful life of the Project Equipment.

Section 4

4.1 The Grantee shall comply with all terms and conditions outlined in FTA Circular 9070.1H or as amended. The Grantee shall assume all obligations of a subrecipient as identified in the Circular.

4.1.1 At the State's discretion, the Grantee will be required to submit annual signed FTA Certifications and Assurances and Master Agreement.

4.2 In connection with the performance of the services hereunder, the Grantee shall comply with all laws, regulations, and statutes of federal, state, county, or municipal authorities, which may impose additional obligations or duties upon the Grantee.

4.3 The State will conduct periodic reviews, at its discretion, to ensure compliance with the obligations identified in §4.2. Notable federal requirements include but are not limited to ensuring preventive maintenance is conducted per the Grantee's maintenance plan, developing and/or implementing a Board-approved Title VI (Civil Rights) plan, and ensuring all services are compliant with Americans with Disabilities Act (ADA) guidelines.

Section 5

5.1 The Grantee shall submit to the State a Quarterly Productivity Report on the form and according to the schedule required by the State. The State may require that additional reports be submitted as deemed necessary, such as those designed to enhance RCC activities or ensure FTA compliance.

5.2 **General Transit Feed Specification (GTFS).** As applicable, the Grantee shall generate and keep updated General Transit Feed Specification (GTFS) data and submit related data for reporting to the National Transit Database (NTD) as required. The Grantee shall submit related data to the State upon request.

Section 6

6.1 To the extent necessary in carrying out the Project, the Grantee shall conform its cost accounting practices and standards to those required by 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Super Circular"), which is incorporated herein by reference.

6.2 The Grantee shall permit the State, the Comptroller General of the United States, and the Secretary of the United States Department of Transportation, or their authorized representatives, to inspect all Project Equipment, all transportation services rendered by the Grantee, and all relevant Project data records, as determined by the State, the Comptroller General, and the Secretary of Transportation or their authorized representatives. The Grantee shall also permit the above-named persons to audit the books, records, contracts, and accounts of the Grantee pertaining to the Project.

6.3 Where there is a conflict between the provisions of Section 6 and any other clause in this VUA, the provisions of Section 6 shall prevail.

Section 7

7.1 The State, by written notice to the Grantee at least 30 days prior, shall have the option to terminate this VUA for any of the following reasons:

7.1.1 The Grantee primarily utilizes the vehicle for services other than those that are designed to benefit seniors and individuals with disabilities in accordance with FTA §5310 requirements;

7.1.2 The Grantee utilizes the vehicle for less than 10,000 miles per year for the FTA program purpose;

7.1.3 The Grantee takes any action pertaining to this VUA without the approval of the State, and which under the procedures of this VUA, would have required the approval of the State;

7.1.4 The commencement, prosecution, or timely completion of the Project by the Grantee, is for any reason rendered improbable, impossible, or illegal;

7.1.5 The Grantee shall be found to be in default under any provision of this VUA.

Section 8

8.1 The Grantee hereby covenants and agrees to defend, indemnify, and hold harmless the State from and against any and all losses suffered by the State and from and against all claims, demands, causes of action, losses, and damages asserted by or on behalf of any person or loss of, or damage to any property, sustained or occurring (or which may be claimed to have been sustained or to have occurred) in connection with, as a result of, or pertaining to the operation of the Project hereunder, on account of or based upon the acts, omission, fault, negligence, or misconduct of the Grantee or any person other than the State or its agents, servants, and employees.

8.2 The Grantee hereby covenants and agrees that at all times during the grant term, it will maintain or will ensure that there is in effect statutory workers' compensation and employers' liability insurance for all employees of the Grantee engaged in the operation of the Project hereunder, and in case any such work is sublet, the Grantee shall require the subgrantee similarly to provide such insurance for all employees of the subgrantee.

8.3 Notwithstanding anything to the contrary contained herein, nothing in this VUA is intended to act as a waiver of the sovereign immunity of the State.

Section 9

9.1 The Director of Aeronautics, Rail and Transit of the New Hampshire Department of Transportation, (hereinafter referred to as the Contracting Officer), shall be the representative of the State under the present VUA. In the event of any dispute hereunder, the interpretation of this VUA by the Contracting Officer, and his/her decisions on any dispute, shall be final.

9.2 This VUA may be amended, waived, or discharged only by an instrument in writing signed by the parties hereto.

9.3 No member, officer, or employee of the Grantee during his/her tenure or one year thereafter shall have any interest, direct or indirect, in this VUA or the proceeds thereof.

9.4 Notwithstanding anything in this VUA to the contrary, all obligations of the State hereunder, including without limitation on the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds for this purpose, and in no event shall the State be liable for payments hereunder over such available appropriated funds. In the event of a reduction or termination of these funds, the State shall have the right to terminate this VUA, effective immediately, by giving the Grantee fifteen (15) days' written notice of such termination.

9.5 IN WITNESS WHEREOF the parties hereto have executed this VUA on the day and year first above written.

The New Hampshire Department of Justice and Department of Transportation approved this template for use in the FTA §5310 program.

Grantee

Easter Seals New Hampshire, Inc.

DocuSigned by:
Catherine Kuhn
B3B35BFD976D42A...
Signature

Date: 8/13/2025

Cathy Kuhn
Type or Print Name

COO
Title

State of New Hampshire, Department of Transportation

Michelle E. W
Signature

Date: 10/03/25

Michelle Winters
Type or Print Name

Director of Aeronautics, Rail & Transit
Title

Attorney General

This is to certify that this office has reviewed the above VUA and is approved as to form and execution.

Signature

Date: 10/24/25

Meaghan Jessen
Type or Print Name

Attorney
Title

EXHIBITS TO CONTRACT

EXHIBIT A Special Provisions

EXHIBIT B Scope of Services

EXHIBIT C Budget

EXHIBIT D Vehicle List

Certificate of Good Standing

Certificate of Corporate Vote

Certificate of Insurance

FTA Certifications and Assurances

FTA Master Agreement

Social Service Documents to Include:

- 501 (c)
- Financial Report/Audit
- Board of Directors
- Key Personnel and Salaries
- Resumes

EXHIBIT A
SPECIAL PROVISIONS

There are no modifications, deletions, or additions to the General Provisions in Form G-1.

EXHIBIT B
SCOPE OF SERVICES

B.1 The Grantee will receive a 12x2 passenger, gasoline, ADA-cutaway vehicle to replace STS fleet #367. The Grantee will provide coordinated demand response transportation services in the Greater Manchester area as detailed within the associated grant application, which is hereby incorporated by reference.

B.3 The Grantee may alter services upon written request and following written approval from the State. Any such alterations must adhere to FTA §5310 requirements.

EXHIBIT C
BUDGET

C.1 Figures listed in the table are for illustrative purposes only. Actual costs will vary pending the State's procurement of the vehicle listed.

Project Description	Estimated Total Project Cost	Estimated Requested FTA Funds	Estimated Approved FTA Funds 85%	Estimated Approved State Match 7.5%	Estimated Required Local Match 7.5%
Qty 1, 12-pax. ADA gas cutaway replacement	$135,000	$114,750	$114,750	$10,125	$10,125
Total	**$135,000**	**$114,750**	**$114,750**	**$10,125**	**$10,125**

** See §1.1.7, Exhibit B, Scope of Services*

C.2 Funds are contingent upon Federal and State appropriations.

C.3 The State will procure the vehicles above through a Statewide Contract utilizing Federal Transit Administration (FTA) §5310 Enhanced Mobility of Seniors and Individuals with Disabilities Capital Program funding.

C.4 The FTA will provide a maximum of 85% of the total project cost with an estimated FTA funding amount of $114,750.

C.5 The State will submit an invoice to the Grantee for the required local match to the Statewide Contractor as detailed in the Vehicle Use Agreement (VUA).

EXHIBIT D
VEHICLE INVENTORY LIST

2017 E450 Ford 12 & 2 Passenger (STS# 366)	1FDFE1FS9HDC49294
2017 E450 FORD 12 & 2 PASSENGER (STS# 367)	1FDFE4FS0HDC49295
2017 Ford E450 12 & 2 Passenger bus	1FDFE4FS5HDC01145
2017 Ford E450 12 & 2 Passenger Bus	1FDFE4FS7HDC01146
2017 Ford E450 12 & 2 Passenger Bus	1FDFE4FS9HDC01147
2021 Ford E-450 12&2 Gas	1FDFE4FN6MDC14300
2021 Ford E-450 12&2 Gas	1FDFE4FN3MDC14299
2021 Ford E-450 Phoenix 12 &2 Gas	1FDFE4FN7MDC14967

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 EASTER SEALS NEW HAMPSHIRE, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on November 06, 1967. 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: **61290**

Certificate Number: **0007143575**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 1st day of April A.D. 2025.

David M. Scanlan
Secretary of State

CERTIFICATE OF AUTHORITY

I, ___Cynthia Ross_____, hereby certify that:
(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of __Easter Seals New Hampshire, Inc., which includes Manchester Alcoholism Rehabilitation Center, a program of Easterseals NH. _____.
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on _August 13, 2025____, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Maureen Beauregard, President & CEO; Catherine Kuhn, Chief Operating Officer; Pamela Hawkes, Chief Development Officer; Michele Talwani, Chief Communications & Marketing Officer and Bradford E. Cook, Secretary and General Counsel of the corporation, (may list more than one person)
(Name and Title of Contract Signatory)

are duly authorized on behalf of Easter Seals New Hampshire, Inc. and Manchester Alcoholism Rehabilitation Center to enter into contracts or agreements with the State
(Name of Corporation/ LLC)

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 his/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: August 13, 2025

Cynthia Ross
Signature of Elected Officer
Name: Cynthia Ross
Title: Assistant Secretary

Client#: 497072 EASTESEA7

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 8/27/2025

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

PRODUCER	CONTACT NAME: Linda Jaeger, CIC
USI Insurance Services LLC 3 Executive Park Drive, Suite 300 Bedford, NH 03110 855 874-0123	PHONE (A/C, No, Ext): 855 874-0123 FAX (A/C, No): E-MAIL ADDRESS: linda.jaeger@usi.com
	INSURER(S) AFFORDING COVERAGE — NAIC #
	INSURER A : Philadelphia Indemnity Insurance Co. — 18058
INSURED Easter Seals New Hampshire, Inc. 555 Auburn Street Manchester, NH 03103	INSURER B :
	INSURER C :
	INSURER D :
	INSURER E :
	INSURER F :

COVERAGES **CERTIFICATE NUMBER:** **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 INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY	X	X	PHPK2592749022	09/01/2025	09/01/2026	EACH OCCURRENCE	$1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$100,000
	X Professional Liab						MED EXP (Any one person)	$5,000
							PERSONAL & ADV INJURY	$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$3,000,000
	POLICY PRO-JECT X LOC						PRODUCTS - COMP/OP AGG	$3,000,000
	OTHER:							$
	AUTOMOBILE LIABILITY	X	X	PHPK2592747022	09/01/2025	09/01/2026	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR	X	X	PHUB878203022	09/01/2025	09/01/2026	EACH OCCURRENCE	$10,000,000
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$10,000,000
	DED X RETENTION $ $10K							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N	N/A					PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
A	EDP			PHPK2592749022	09/01/2025	09/01/2026	$1,619,050 Special Form Incl Theft $500 Deductible	

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

Supplemental Names:Manchester Alcohol Rehabilitation Center, Inc., dba The Farnum Center, Easter Seals VT, Inc.,*. The General Liability policy includes a Blanket Automatic Additional Insured Endorsement that provides Additional Insured and a Blanket Waiver of Subrogation status to the Certificate Holder, only when there is a written contract or written agreement between the Named Insured and the Certificate Holder that requires such status, and only with regard to the above referenced on behalf of the Named Insured. The (See Attached Descriptions)

CERTIFICATE HOLDER

State of NH
Dept. of Transportation
PO Box 483
Concord, NH 03302-0483

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

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MRGZP

DESCRIPTIONS (Continued from Page 1)

General Liability policy contains a special endorsement with "Primary and Non- Contributory" wording.

State of NH;Dept. of Transportation is named as Additional Insured with respect to the Commercial Automobile Liability.

Veh# 55 - 2017 Ford E-450 OT VIN# 1FDFE4FS9HDC49294 NH; Coverages - Liability: ; Med. Pay: 5,000; Uninsured Motorist /1,000,000; Underinsured Motorist: /1,000,000; Comprehensive: 2000 Ded.; Collision: 2000 Ded.; ACV

Veh# 75 - 2017 Ford E-450 OT VIN# 1FDFE4FS0HDC49295 NH; Coverages - Liability: ; Med. Pay: 5,000; Uninsured Motorist /1,000,000; Underinsured Motorist: /1,000,000; Comprehensive: 2000 Ded.; Collision: 2000 Ded.; ACV

Veh# 79 - 2017 Ford Econoline OT VIN# 1FDFE4FS9HDC01147 NH; Coverages - Liability: ; Med. Pay: 5,000; Uninsured Motorist /1,000,000; Underinsured Motorist: /1,000,000; Comprehensive: 2000 Ded.; Collision: 2000 Ded.; ACV

Veh# 30 - 2017 Ford E-450 OT VIN# 1FDFE4FS7HDC01146 NH; Coverages - Liability: ; Med. Pay: 5,000; Uninsured Motorist /1,000,000; Underinsured Motorist: /1,000,000; Comprehensive: 2000 Ded.; Collision: 2000 Ded.; ACV

Veh# 38 - 2017 Ford E-450 OT VIN# 1FDFE4FS5HDC01145 NH; Coverages - Liability: ; Med. Pay: 5,000; Uninsured Motorist /1,000,000; Underinsured Motorist: /1,000,000; Comprehensive: 2000 Ded.; Collision: 2000 Ded.; ACV

Veh# 82 - 2021 Ford E-450 OT VIN# 1FDFE4FN7MDC14967 NH; Coverages - Liability: ; Med. Pay: 5,000; Uninsured Motorist /1,000,000; Underinsured Motorist: /1,000,000; Comprehensive: 2000 Ded.; Collision: 2000 Ded.; ACV

Veh# 83 - 2021 Ford E-450 OT VIN# 1FDFE4FN6MDC14300 NH; Coverages - Liability: ; Med. Pay: 5,000; Uninsured Motorist /1,000,000; Underinsured Motorist: /1,000,000; Comprehensive: 2000 Ded.; Collision: 2000 Ded.; ACV

Veh# 84 - 2021 Ford E-450 OT VIN# 1FDFE4FN3MDC14299 NH; Coverages - Liability: ; Med. Pay: 5,000; Uninsured Motorist /1,000,000; Underinsured Motorist: /1,000,000; Comprehensive: 2000 Ded.; Collision: 2000 Ded.; ACV

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 12/9/2024

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 Brown & Brown Insurance Services, Inc. 980 Washington St., Suite 325 Dedham MA 02026	**CONTACT NAME:** Rich Camelio **PHONE (A/C, No, Ext):** **FAX (A/C, No):** **E-MAIL ADDRESS:** Rich.Camelio@bbrown.com
INSURED Easter Seals New Hampshire,Inc 555 Auburn Street Manchester NH 03103	**INSURER(S) AFFORDING COVERAGE** — **NAIC #** **INSURER A:** The North River Insurance Company — 21105 **INSURER B:** **INSURER C:** **INSURER D:** **INSURER E:** **INSURER F:**

COVERAGES **CERTIFICATE NUMBER:** 25-26 WC **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	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ ALL OWNED AUTOS ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ☐ NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	$
								$
	☐ UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N ☐ N/A If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		406-741440-6	1/1/2025	1/1/2026	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

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

Evidence of Insurance

CERTIFICATE HOLDER

State of NH
Department of Transportation
PO Box 483
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

Owen Callaghan/RASTAP

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FEDERAL FISCAL YEAR 2025 CERTIFICATIONS AND ASSURANCES FOR FTA ASSISTANCE PROGRAMS

(Signature pages alternate to providing Certifications and Assurances in TrAMS.)

Name of Applicant: Easter Seals New Hampshire, Inc.

The Applicant certifies to the applicable provisions of all categories: (*check here*) X.

Or,

The Applicant certifies to the applicable provisions of the categories it has selected:

Category		Certification
01	Certifications and Assurances Required of Every Applicant	
02	Public Transportation Agency Safety Plans	
03	Tax Liability and Felony Convictions	
04	Private Sector Protections	
05	Transit Asset Management Plan	
06	Rolling Stock Buy America Reviews and Bus Testing	
07	Urbanized Area Formula Grants Program	
08	Formula Grants for Rural Areas	
09	Fixed Guideway Capital Investment Grants and the Expedited Project Delivery for Capital Investment Grants Pilot Program	
10	Grants for Buses and Bus Facilities and Low or No Emission Vehicle Deployment Grant Programs	
11	Enhanced Mobility of Seniors and Individuals with Disabilities Programs	

12	State of Good Repair Grants	
13	Infrastructure Finance Programs	
14	Alcohol and Controlled Substances Testing	
15	Rail Safety Training and Oversight	
16	Demand Responsive Service	
17	Interest and Financing Costs	
18	Cybersecurity Certification for Rail Rolling Stock and Operations	
19	Tribal Transit Programs	
20	Emergency Relief Program	

CERTIFICATIONS AND ASSURANCES SIGNATURE PAGE

AFFIRMATION OF APPLICANT

Name of the Applicant: Easter Seals New Hampshire, Inc.

BY SIGNING BELOW, on behalf of the Applicant, I declare that it has duly authorized me to make these Certifications and Assurances and bind its compliance. Thus, it agrees to comply with all federal laws, regulations, and requirements, follow applicable federal guidance, and comply with the Certifications and Assurances as indicated on the foregoing page applicable to each application its Authorized Representative makes to the Federal Transit Administration (FTA) in the federal fiscal year, irrespective of whether the individual that acted on his or her Applicant's behalf continues to represent it.

The Certifications and Assurances the Applicant selects apply to each Award for which it now seeks, or may seek in the future, of federal assistance to be awarded by FTA during the federal fiscal year.

The Applicant affirms the truthfulness and accuracy of the Certifications and Assurances it has selected in the statements submitted with this document and any other submission made to FTA, and acknowledges that the Program Fraud Civil Remedies Act of 1986, 31 U.S.C. § 3801 *et seq.*, and implementing U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR part 31, apply to any certification, assurance or submission made to FTA. The criminal provisions of 18 U.S.C. § 1001 apply to any certification, assurance, or submission made in connection with a federal public transportation program authorized by 49 U.S.C. chapter 53 or any other statute

In signing this document, I declare under penalties of perjury that the foregoing Certifications and Assurances, and any other statements made by me on behalf of the Applicant are true and accurate.

Signature DocuSigned by: Catherine Kulun B3B35BFD976D42A... Date: 6/6/2025

Name Cathy Kuhn, COO Authorized Representative of Applicant

FFY 2025 MASTER AGREEMENT

ACKNOWLEDGEMENT OF RECEIPT

The Federal Transit Administration (FTA) Federal Fiscal Year 2025 Master Agreement requires recipients and subrecipients to comply with the requirements contained in the agreement in order to receive Federal funds. The language contained in the Master Agreement must be incorporated into the administration of the agreement my agency has with the New Hampshire Department of Transportation (NHDOT).

I acknowledge receipt of the FFY 2025 Federal Transit Administration (FTA) Master Agreement and understand this agreement is referred to in my agency's agreement with NHDOT by reference. The Master Agreement remains in force for the term of the agreement.

Easter Seals New Hampshire, Inc.
Name of Agency

6/6/2025
Date

Cathy Kuhn
Name of Authorized Official

DocuSigned by:
Catherine Kuhn
B3B35BFD976D42A...
Signature

NONPROFIT COVER SHEET

A. Entity Name: Easter Seals New Hampshire Inc.

B. Entity's Contact Information: For Records Requests (e.g., resumes of key personnel; audited financial statements): Angelique Pandolph, 603-263-2054, apandolph@eastersealsnh.org

C. Name / Phone / Email: Angelique Pandolph, 603-263-2054, apandolph@eastersealsnh.org

Person responsible for Accuracy and Completeness of information provided:
Name: Angelique Pandolph Title: Director of Transportation
Signature: Angelique Pandolph

D. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Bryan Bouchard (Chair)	CMA & Assistant Professor, SNHU
Andrew MacWilliam (Past Chair)	Partner, Price Waterhouse Coopers LLP
Gregory Baxter, MD (Vice Chair)	President, Elliot Health System
Bradford Cook, Esq. (Secretary)	General Counsel & Secretary, Sheehan Phinney Bass and Green
Tim Wade (Treasurer)	NH Regional President, M&T Bank
Ajay Arigala (Member)	Head of Technology, Crosby Company of NH
Robert Bartley (Member)	Owner, Bartley Financial Advisors
Matthew Boucher (Member)	Deputy GM & COO, Airmar Technology Corp.
Jo Brown (Member)	Retired Air Force Officer & Former Mayor of Franklin, NH
Rick Courtemanche (Member)	IBM (Ret.)
Dan Cronin (Member)	President, CEO, CGI Business Solutions
Tom Davis (Member)	Director of Electric Transmission Field Operations, Eversource Energy
Eddie Edwards (Member)	Assistant Commissioner of the Department of Safety, NH
Ryan C. Fox (Member)	Vice President, Specialty Lending Group at BankProv
Linda Uliva James (Member)	Policy and Operations Manager (Ret.) DCYF
Ryan King (Member)	Vice President of Human Resources, Northeast Delta Dental
William Lambrukos (Member)	Sr VP Operations, Northeast Delta Dental
Madison Lighfoot-Kunitake (Member)	Associate, McLane Middleton Law Firm
Susan Martore-Baker (Member)	President, Cambridge Trust of NH
Genella McDonald (Member)	President, Stibler Associates

Tracey Pelton (Member)	Vice President Marketing & Business Development, PROCON
Richard Rawlings (Member)	Managing Partner (Ret.) Northwestern Mutual
Nathan Saller (Member)	President & CEO, Bellwether Community Credit Union
Sgt. Amanda Smith (Member)	Sergeant, Manchester, NH PD Patrol Division
Rob Wieczorek (Member)	President, Wieczorek Insurance

E. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached)**:**

Name	Role	Annual Salary	Amount Paid From This Contract
Angelique Pandolph	Director of Transportation	$95,944.50	$0
Sharon McKechnie	Operations Manager	$81,450.62	$0
Lisa Ludwigsen	Business Manager	$79,183.08	$0
Xiomara Arnaud	Scheduling Supervisor	$63,565.01 Annualized	$0

DISCLOSURE OF LEGAL ACTIVITIES INVOLVING THE STATE OF NEW HAMPSHIRE OR ANOTHER GOVERNMENT ENTITY

F. Check one of the following:

[X] The entity is **not currently or has not been** party to any legal proceedings involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**

[ ] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).

_____

_____

_____

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

G. Check one of the following:

[X] is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (** see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**

[ ] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**

[ ] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

** Note: Attached screen shot from the DOJ Registered Charities List found at:

https://mm.nh.gov/files/uploads/doj/remote-docs/registered-charities.pdf

FINANCIAL DISCLOSURES

H. Check one the following:

[X] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) OR

[ ] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**

[ ] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization's most recently completed fiscal year:

1. INCOME STATEMENT

	Revenue		Expenses
Grants	$	*Compensation of officers, directors, and key personnel*	$
Donations	$		
Program Services Revenue	$	*Other salaries & wages*	$
Interest & Dividends	$	*Payroll taxes & employee benefits*	$
All other Revenue	$	*Occupancy, rent, utilities, and insurance*	$
Total Revenue	$	*Printing, publications, postage, office supplies, and IT*	$
		All other expenses	$
		Total Expenses	$

2. BALANCE SHEET

Assets		Liabilities	
Cash & Equivalents	$	*Accounts Payable*	$
Investments	$	*Loans Payable*	$
Real Estate (less any depreciation)	$	*All other liabilities*	$
		Total Liabilities	$
Other Property & Equipment (less any depreciation)	$		
Pledges, grants, accounts receivable	$		
All other assets	$		
Total Assets	$		

Internal Revenue Service

Department of the Treasury

P. O. Box 2508
Cincinnati, OH 45201

Date: September 7, 2001

Person to Contact:
Ms. Smith #31-07262
Customer Service Representative
Toll Free Telephone Number:
8:00 a.m. to 9:30 p.m. EST
877-829-5500
Fax Number:
513-263-3756
Federal Identification Number:
02-0272825

Easter Seals New Hampshire, Inc
555 Auburn Street
Manchester, NH 03103-4800

Dear Sir or Madam:

This is in response to the Amendment to your organization's Articles of Incorporation, filed with the state on January 28, 2000. We have updated our records to reflect the name change as indicated above.

Our records indicate that a determination letter issued in June 1968 granted your organization exemption from federal income tax under section 501(c)(3) of the Internal Revenue Code. That letter is still in effect.

Based on information subsequently submitted, we classified your organization as one that is not a private foundation within the meaning of section 509(a) of the Code because it is an organization described in sections 509(a)(1) and 170(b)(1)(A)(v).

This classification was based on the assumption that your organization's operations would continue as stated in the application. If your organization's sources of support, or its character, method of operations, or purposes have changed, please let us know so we can consider the effect of the change on the exempt status and foundation status of your organization.

Your organization is required to file Form 990, Return of Organization Exempt from Income Tax, only if its gross receipts each year are normally more than $25,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of the organization's annual accounting period. The law imposes a penalty of $20 a day, up to a maximum of $10,000, when a return is filed late, unless there is reasonable cause for the delay.

All exempt organizations (unless specifically excluded) are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of $100 or more paid to each employee during a calendar year. Your organization is not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Organizations that are not private foundations are not subject to the excise taxes under Chapter 42 of the Code. However, these organizations are not automatically exempt from other federal excise taxes.

Donors may deduct contributions to your organization as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to your organization or for its use are deductible for federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Easter Seals New Hampshire, Inc
02-0272825

Your organization is not required to file federal income tax returns unless it is subject to the tax on unrelated business income under section 511 of the Code. If your organization is subject to this tax, it must file an income tax return on the Form 990-T, Exempt Organization Business Income Tax Return. In this letter, we are not determining whether any of your organization's present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

The law requires you to make your organization's annual return available for public inspection without charge for three years after the due date of the return. If your organization had a copy of its application for recognition of exemption on July 15, 1987, it is also required to make available for public inspection a copy of the exemption application, any supporting documents and the exemption letter to any individual who requests such documents in person or in writing. You can charge only a reasonable fee for reproduction and actual postage costs for the copied materials. The law does not require you to provide copies of public inspection documents that are widely available, such as by posting them on the Internet (World Wide Web). You may be liable for a penalty of $20 a day for each day you do not make these documents available for public inspection (up to a maximum of $10,000 in the case of an annual return).

Because this letter could help resolve any questions about your organization's exempt status and foundation status, you should keep it with the organization's permanent records.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

This letter affirms your organization's exempt status.

Sincerely,

John E. Ricketts

John E. Ricketts, Director, TE/GE
Customer Account Services

BAKER NEWMAN NOYES

Easter Seals New Hampshire, Inc. and Subsidiaries

Consolidated Financial Statements and Other Financial Information

For the Years Ended August 31, 2024 and 2023
With Independent Auditors' Report

Baker Newman & Noyes LLC
MAINE | MASSACHUSETTS | NEW HAMPSHIRE
800.244.7444 | www.bnncpa.com

HLB WE ARE AN INDEPENDENT MEMBER OF THE GLOBAL ADVISORY AND ACCOUNTING NETWORK

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATED FINANCIAL STATEMENTS AND
OTHER FINANCIAL INFORMATION

For the Years Ended August 31, 2024 and 2023

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BAKER NEWMAN NOYES

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INDEPENDENT AUDITORS' REPORT

Board of Directors
Easter Seals New Hampshire, Inc. and Subsidiaries

Opinion

We have audited the consolidated financial statements of Easter Seals New Hampshire, Inc. and Subsidiaries (Easter Seals NH), which comprise the consolidated statements of financial position as of August 31, 2024 and 2023, and the related consolidated statements of operations, changes in net assets, functional expenses and cash flows for the years then ended, and the related notes to the consolidated financial statements (collectively, the financial statements).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Easter Seals NH as of August 31, 2024 and 2023, and the results of their operations, changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits 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 (*Government Auditing Standards*). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Easter Seals NH and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

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 Easter Seals NH's ability to continue as a going concern for a period of within one year after the date that the financial statements are issued or available to be issued.

Auditors' 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 auditors' 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 and *Government Auditing Standards* 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 and *Government Auditing Standards*, 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 Easter Seals NH'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 Easter Seals NH'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.

Other Financial Information

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying other financial information is presented for purposes of additional analysis and is 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 audits 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.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated January 10, 2025 on our consideration of Easter Seals NH's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Easter Seals NH's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Easter Seals NH's internal control over financial reporting and compliance.

Baker Newman & Noyes LLC

Manchester, New Hampshire
January 10, 2025

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

August 31, 2024 and 2023

	2024	2023
ASSETS		
Current assets:		
Cash and cash equivalents	$ 1,375,548	$ 8,218,081
Restricted cash	1,889,392	99,784
Short-term investments, at fair value	10,842,829	10,230,068
Accounts receivable from related entity	1,249,666	1,818,919
Program and other accounts receivable, net	19,164,673	14,392,502
Contributions receivable, net	1,044,911	128,919
Prepaid expenses and other current assets	1,248,915	1,404,684
Total current assets	36,815,934	36,292,957
Assets limited as to use	2,239,818	1,972,288
Investments, at fair value	15,567,221	13,661,880
Investment in related entity	152,320	1,742
Other assets	828,060	327,763
Intangible assets	836,920	736,658
Operating lease right-of-use assets	3,794,674	2,651,831
Fixed assets, net	41,119,435	28,576,337
	$ 101,354,382	$84,221,456
LIABILITIES AND NET ASSETS		
Current liabilities:		
Lines of credit	$ 2,348,665	$ –
Accounts payable	7,293,937	5,126,679
Accrued expenses	7,651,219	6,434,951
Deferred revenue	4,287,640	2,537,974
Current portion of operating lease liabilities	992,798	905,606
Current portion of interest rate swap agreement	69,469	15,663
Current portion of long-term debt	1,060,640	1,021,877
Total current liabilities	23,704,368	16,042,750
Other liabilities	2,461,407	2,212,980
Interest rate swap agreement, less current portion	524,707	516,017
Operating lease liabilities, less current portion	2,844,492	1,772,949
Long-term debt, less current portion, net	16,949,666	16,843,611
Total liabilities	46,484,640	37,388,307
Net assets:		
Without donor restrictions	42,435,000	40,782,371
With donor restrictions	12,434,742	6,050,778
Total net assets	54,869,742	46,833,149
	$ 101,354,382	$84,221,456

See accompanying notes.

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF OPERATIONS

Years Ended August 31, 2024 and 2023

	2024	2023
Public support and revenue:		
Public support:		
Contributions, net	$ 577,068	$ 573,410
Special events, net	1,234,610	893,434
Annual campaigns, net	369,785	371,067
Bequests	56,693	141,913
Net assets released from restrictions	230,376	367,288
Total public support	2,468,532	2,347,112
Revenue:		
Fees and tuition	104,663,955	72,514,361
Grants	17,070,226	33,639,114
Management and developer fees	122,069	–
Gain on extinguishment of debt	–	750,000
Dividend and interest income	1,432,114	1,481,819
Other	131,619	163,697
Total revenue	123,419,983	108,548,991
Total public support and revenue	125,888,515	110,896,103
Operating expenses:		
Program services:		
Public health education	26,687	18,834
Professional education	254,121	147,597
Direct services	108,701,353	94,561,105
Total program services	108,982,161	94,727,536
Supporting services:		
Management and general	13,397,910	10,706,017
Fundraising	3,044,480	2,367,000
Total supporting services	16,442,390	13,073,017
Total functional expenses	125,424,551	107,800,553
Support of National programs	181,245	166,882
Total operating expenses	125,605,796	107,967,435
Income from operations	282,719	2,928,668
Nonoperating (losses) gains:		
Change in fair value of interest rate swap	(62,496)	463,504
Net unrealized and realized gains (losses) on investments	1,567,423	(71,744)
(Loss) gain on sales and disposals of fixed assets	(42,877)	11,077
Total nonoperating gains	1,462,050	402,837
Excess public support and revenues, and nonoperating gains over expenses	$ 1,744,769	$ 3,331,505

See accompanying notes.

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN NET ASSETS

Years Ended August 31, 2024 and 2023

	Without Donor Restrictions	With Donor Restrictions	Total Net Assets
Balances at September 1, 2022	$37,450,866	$ 5,978,715	$43,429,581
Excess public support and revenues, and nonoperating gains over expenses	3,331,505	–	3,331,505
Restricted net unrealized and realized gains on investments	–	48,920	48,920
Restricted dividend and interest income	–	17,420	17,420
Restricted gifts, bequests and contributions, net	–	377,364	377,364
Decrease in fair value of beneficial interest in trust	–	(4,353)	(4,353)
Net assets released from restrictions used for operations	–	(367,288)	(367,288)
Increase in net assets	3,331,505	72,063	3,403,568
Balances at August 31, 2023	40,782,371	6,050,778	46,833,149
Excess public support and revenues, and nonoperating gains over expenses	1,744,769	–	1,744,769
Restricted net unrealized and realized gains on investments	–	137,313	137,313
Restricted dividend and interest income	–	19,077	19,077
Restricted gifts, bequests and contributions, net	–	2,637,337	2,637,337
Restricted grants	–	3,728,359	3,728,359
Increase in fair value of beneficial interest in trust	–	114	114
Net assets released from restrictions used for operations	–	(230,376)	(230,376)
Other	(92,140)	92,140	–
Increase in net assets	1,652,629	6,383,964	8,036,593
Balances at August 31, 2024	$42,435,000	$12,434,742	$54,869,742

See accompanying notes.

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

Year Ended August 31, 2024

	Program Services				Supporting Services			Total Program and Supporting Services Expenses	
	Public Health Education	Profes-sional Education	Direct Services	Total	Manage-ment and General	Fund-Raising	Total	2024	2023
Salaries and related expenses	$ 7,646	$ –	$ 84,199,689	$ 84,207,335	$ 7,830,856	$1,573,820	$ 9,404,676	$ 93,612,011	$ 79,757,221
Professional fees	750	173,192	9,889,716	10,063,658	4,272,253	358,565	4,630,818	14,694,476	12,648,245
Supplies	1,454	26,715	2,291,888	2,320,057	69,622	56,437	126,059	2,446,116	2,229,456
Telephone	–	–	614,365	614,365	182,694	5,597	188,291	802,656	763,674
Postage and shipping	–	–	35,564	35,564	18,915	4,246	23,161	58,725	64,423
Occupancy	–	–	3,003,153	3,003,153	469,567	87,455	557,022	3,560,175	3,498,265
Outside printing, artwork and media	1,336	–	13,392	14,728	8,893	55,931	64,824	79,552	50,966
Travel	7	49	1,812,026	1,812,082	12,790	4,519	17,309	1,829,391	1,758,700
Conventions and meetings	7,435	52,350	154,640	214,425	30,090	25,305	55,395	269,820	296,933
Specific assistance to individuals	–	–	1,280,408	1,280,408	–	198	198	1,280,606	1,554,295
Dues and subscriptions	–	1,615	30,004	31,619	9,728	7,711	17,439	49,058	49,519
Minor equipment purchases and equipment rentals	8,002	–	246,193	254,195	85,815	39,353	125,168	379,363	280,850
Ads, fees and miscellaneous	57	–	557,999	558,056	24,212	749,536	773,748	1,331,804	1,207,234
Interest	–	–	719,759	719,759	238,790	–	238,790	958,549	790,838
Depreciation and amortization	–	200	1,729,121	1,729,321	143,685	75,807	219,492	1,948,813	1,874,934
Other program expenses	–	–	2,123,436	2,123,436	–	–	–	2,123,436	975,000
	$26,687	$254,121	$108,701,353	$108,982,161	$13,397,910	$3,044,480	$16,442,390	$125,424,551	$107,800,553
	0.02%	0.20%	86.67%	86.89%	10.68%	2.43%	13.11%	100.00%	100.00%

See accompanying notes.

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

Year Ended August 31, 2023

	Program Services				Supporting Services			Total Program and Supporting Services Expenses
	Public Health Education	Profes-sional Education	Direct Services	Total	Manage-ment and General	Fund-Raising	Total	2023
Salaries and related expenses	$ 3,942	$ –	$71,521,335	$71,525,277	$ 6,918,354	$1,313,590	$ 8,231,944	$ 79,757,221
Professional fees	9,855	114,704	9,673,062	9,797,621	2,558,882	291,742	2,850,624	12,648,245
Supplies	456	2,130	2,055,872	2,058,458	138,373	32,625	170,998	2,229,456
Telephone	2	–	547,120	547,122	212,927	3,625	216,552	763,674
Postage and shipping	156	–	39,423	39,579	17,880	6,964	24,844	64,423
Occupancy	–	–	3,058,697	3,058,697	392,693	46,875	439,568	3,498,265
Outside printing, artwork and media	405	1,124	7,668	9,197	3,688	38,081	41,769	50,966
Travel	3	–	1,742,011	1,742,014	12,662	4,024	16,686	1,758,700
Conventions and meetings	3,992	28,977	225,364	258,333	26,566	12,034	38,600	296,933
Specific assistance to individuals	–	–	1,553,980	1,553,980	315	–	315	1,554,295
Dues and subscriptions	–	–	33,088	33,088	13,850	2,581	16,431	49,519
Minor equipment purchases and equipment rentals	–	645	153,728	154,373	84,726	41,751	126,477	280,850
Ads, fees and miscellaneous	23	–	611,695	611,718	33,525	561,991	595,516	1,207,234
Interest	–	–	652,777	652,777	138,061	–	138,061	790,838
Depreciation and amortization	–	17	1,710,285	1,710,302	153,515	11,117	164,632	1,874,934
Other program expenses	–	–	975,000	975,000	–	–	–	975,000
	$18,834	$147,597	$94,561,105	$94,727,536	$10,706,017	$2,367,000	$13,073,017	$ 107,800,553
	0.02%	0.14%	87.72%	87.88%	9.93%	2.19%	12.12%	100.00%

See accompanying notes.

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS

Years Ended August 31, 2024 and 2023

	2024	2023
Cash flows from operating activities:		
Increase in net assets	$ 8,036,593	$ 3,403,568
Adjustments to reconcile increase in net assets to net cash provided (used) by operating activities:		
Depreciation and amortization	1,948,813	1,874,934
Noncash lease expense	15,892	26,724
Bond issuance costs amortization	6,110	6,110
(Increase) decrease in fair value of beneficial interest in trust held by others	(114)	4,353
Net loss (gain) on sales and disposals of fixed assets	42,877	(11,077)
Change in fair value of interest rate swap	62,496	(463,504)
Gain on extinguishment of debt	–	(750,000)
Net unrealized and realized (gains) losses on investments	(1,704,736)	22,824
Donor restricted contributions	(2,075,112)	(353,464)
Changes in operating assets and liabilities:		
Program and other accounts receivable, net	(4,772,171)	(4,643,861)
Accounts receivable from related entity	569,253	(1,424,603)
Contributions receivable	(915,992)	43,334
Prepaid expenses and other current assets	155,769	(496,775)
Other assets	(500,183)	17,038
Accounts payable and accrued expenses	1,647,818	1,499,196
Deferred revenue	1,749,666	(1,310,671)
Other liabilities	248,427	82,658
Net cash provided (used) by operating activities	4,515,406	(2,473,216)
Cash flows from investing activities:		
Purchases of fixed assets	(12,356,879)	(2,902,728)
Proceeds from sale of fixed assets	62,659	15,976
Purchases of intangible assets	(605,122)	–
Change in investments, net	(813,366)	(439,778)
Change in assets limited as to use	(267,530)	(134,843)
Investment in related entity	(150,578)	–
Net cash used by investing activities	(14,130,816)	(3,461,373)
Cash flows from financing activities:		
Repayment of long-term debt	(1,030,092)	(1,018,590)
Proceeds from long-term debt	1,168,800	–
Borrowings on lines of credit, net	2,348,665	–
Donor restricted contributions	2,075,112	353,464
Net cash provided (used) by financing activities	4,562,485	(665,126)
Decrease in cash, cash equivalents and restricted cash	(5,052,925)	(6,599,715)
Cash, cash equivalents and restricted cash, beginning of year	8,317,865	14,917,580
Cash, cash equivalents and restricted cash, end of year	$ 3,264,940	$ 8,317,865

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS (CONTINUED)

Years Ended August 31, 2024 and 2023

	2024	2023
Supplemental disclosure of cash flow information:		
Interest paid	$ 959,000	$ 791,000
Operating cash flows for operating leases	$ 1,377,142	$ 1,265,742
Supplemental disclosure of noncash activities:		
Fixed asset purchases included in accounts payable at end of year	$ 2,751,585	$ 511,017
Intangible asset purchases included in accounts payable at end of year	$ 231,798	$ 736,658
Operating lease right-of-use assets obtained in exchange for operating lease liabilities	$ 2,745,002	$ 3,853,603

See accompanying notes.

1. Corporate Organization and Purpose

Easter Seals New Hampshire, Inc. and Subsidiaries (Easter Seals NH) consists of various separate nonprofit entities: Easter Seals New Hampshire, Inc. (parent and service corporation); Manchester Alcoholism Rehabilitation Center (Farnum Center); and Easter Seals Vermont, Inc. (Easter Seals VT). Additionally, Champlin Place, Inc., was formed on June 30, 2022 and was 100% owned by Easter Seals New Hampshire, Inc. In April 2023, Easter Seals NH transferred a 21% interest in Champlin Place, Inc. to Housing Affordability Partnership, LLC. Champlin Place, Inc. is the sole General Partner of Champlin Place Limited Partnership (the Champlin Place Partnership). Champlin Place, Inc. has a 0.01% ownership interest in the Champlin Place Partnership, but oversees certain management and operational aspects of the Champlin Place Partnership subject to the terms set forth in the limited partnership agreement. See note 15. ESNH Veterans, Inc., was formed on September 15, 2023 and is 100% owned by Easter Seals New Hampshire, Inc. ESNH Veterans, Inc. is the sole General Partner of Elms Farm Housing Limited Partnership (the Elms Farm Partnership). ESNH Veterans, Inc. has a 0.01% ownership interest in the Elms Farm Partnership, but oversees certain management and operational aspects of the Elms Farm Partnership subject to the terms set forth in the limited partnership agreement. See note 16. Easter Seals New Hampshire, Inc. is the sole member of each subsidiary, aside from Champlin Place, Inc. for which they have a 79% interest, as described above. Easter Seals NH is affiliated with Easter Seals, Inc. (the national headquarters for the organization).

Easter Seals NH's purpose is to provide plans of care comprising of thoughtfully integrated services that help those with varied abilities live, learn, work, and play throughout their lifetimes. Easter Seals NH operates programs throughout New Hampshire and Vermont.

2. Summary of Significant Accounting Policies

Principles of Consolidation and Noncontrolling Interests

The consolidated financial statements include the accounts of Easter Seals New Hampshire, Inc. and the subsidiaries of which it is the sole member and the less-than-wholly-owned subsidiary of which they maintain a controlling interest as described in notes 1 and 15. Champlin Place, Inc. has a 0.01% owned interest in the project described in note 15, which has only recently commenced planned principal operations and thus has not provided any distributions from the Champlin Place Partnership. Accordingly, there is no investment in the less-than-wholly-owned subsidiary to present separately in the accompanying consolidated statements of financial position, and no increase (decrease) in net assets attributed to the controlling and noncontrolling interests to present separately in the accompanying consolidated statements of operations and changes in net assets. Significant intercompany accounts and transactions have been eliminated in consolidation.

Cash, Cash Equivalents and Restricted Cash

Easter Seals NH considers all highly liquid securities purchased with an original maturity of 90 days or less to be cash equivalents. Cash equivalents consist of cash, and money market funds, excluding assets limited as to use.

2. Summary of Significant Accounting Policies (Continued)

Easter Seals NH maintains its cash and cash equivalents in bank deposit accounts which, at times, may exceed amounts guaranteed by the Federal Deposit Insurance Corporation. Financial instruments which subject Easter Seals NH to credit risk consist primarily of cash equivalents and investments. Easter Seals NH's investment portfolio consists of diversified investments, which are subject to market risk. Investments that exceeded 10% of investments include the Lord Abbett Short Duration Income A Fund with a balance of $9,859,703 and $9,246,915 as of August 31, 2024 and 2023, respectively.

Restricted cash represents reserve accounts held by New Hampshire Housing Finance Authority (NHHFA) for insurance, taxes, replacement costs and operations, security deposit accounts held for tenants, a business certificate with Service Credit Union and a compensating balance arrangement with M&T Bank.

The following table provides a reconciliation of cash and cash equivalents and restricted cash reported within the consolidated statements of financial position that sum to the total of the same such amounts shown in the consolidated statements of cash flows at August 31:

	2024	2023
Cash and cash equivalents	$1,375,548	$8,218,081
Restricted cash	1,889,392	99,784
	$3,264,940	$8,317,865

Assets Limited as to Use and Investments

Assets limited as to use consists of cash and cash equivalents, short-term certificates of deposit with original maturities greater than 90 days, but less than one year, and investments. Investments are stated at fair value. Easter Seals NH classifies its investments as trading with investment income (including realized and unrealized gains and losses on investments, interest and dividends) included in the excess (deficit) of public support and revenues, and nonoperating gains over expenses unless the income is restricted by donor or law. Realized gains and losses on investments are computed on a specific identification basis. The changes in net unrealized and realized gains and losses on investments are recorded in net unrealized and realized gains (losses) on investments in the accompanying consolidated statements of operations and restricted investment return, net in the accompanying consolidated statements of changes in net assets. Donated securities are stated at fair value determined at the date of donation.

Beneficial Interest in Trust

Easter Seals NH is the beneficiary of a trust held by others recorded in other assets in the accompanying consolidated statements of financial position. Easter Seals NH has recorded as an asset the fair value of its interest in the trust and such amount is included in net assets with donor restrictions, based on the underlying donor stipulations. The change in the interest due to fair value change is recorded within increase/decrease in fair value of beneficial interest in trust in the accompanying consolidated statements of changes in net assets.

2. Summary of Significant Accounting Policies (Continued)

Fixed Assets

Fixed assets are recorded at cost less accumulated depreciation and amortization. Expenditures for maintenance and repairs are charged to expense as incurred, and expenditures for major renovations are capitalized. Depreciation is computed on the straight-line method over the estimated useful lives of the underlying assets. Leasehold improvements are amortized using the straight-line method over the shorter of the lease term or the estimated useful life of the asset.

Fixed assets obtained by Easter Seals NH as a result of acquisitions are recorded at estimated fair value as of the date of the acquisition in accordance with generally accepted accounting principles guidance for acquisitions by a not-for-profit entity.

Donated property and equipment not subject to donor stipulated conditions are recorded at fair value at the date of donation. If donors stipulate how long the assets must be used, the contributions are recorded as restricted support or, if significant uncertainties exist, as deferred revenue pending resolution of the uncertainties. In the absence of such stipulations, contributions of property and equipment are recorded as support without donor restrictions.

Internal-Use Software Costs

The Company expenses costs incurred in the preliminary project stage of developing or acquiring internal use software, such as research and feasibility studies as well as costs incurred post-implementation operational stage, such as maintenance and training. Capitalization of internal-use software costs occurs only after the preliminary-project stage is complete, management authorizes the project, and it is probable that the project will be completed and the software will be used for the function intended. There were $100,262 and $736,658 of internal-use software costs capitalized during the years ended August 31, 2024 and 2023. These amounts are recorded in intangible assets in the accompanying consolidated statements of financial position. The capitalized costs will be amortized on a straight-line basis over the estimated useful life of the software, generally up to 5 years, once placed in service. There was no amortization expense recognized in 2024 or 2023. Easter Seals NH expects the project to be placed in service in January 2025.

Long-Lived Assets

When there is an indication of impairment, management considers whether long-lived assets are impaired by comparing gross future undiscounted cash flows expected to be generated from utilizing the assets to their carrying amounts. If cash flows are not sufficient to recover the carrying amount of the assets, impairment has occurred, and the assets are written down to their fair value. Significant estimates and assumptions are required to be made by management in order to evaluate possible impairment.

No long-lived assets were deemed impaired in 2024 or 2023.

2. Summary of Significant Accounting Policies (Continued)

Bond Issuance Costs

Bond issuance costs are being amortized to interest expense using the straight-line method over the repayment period of the related bonds, or the expected time until the next refinancing, whichever is shorter. Interest expense recognized on the amortization of bond issuance costs during 2024 and 2023 was $6,110. The bond issuance costs are presented as a component of long-term debt on the accompanying consolidated statements of financial position.

Public Support

Public support consists of contributions, special events, annual campaigns, bequests and net assets released from restrictions. Special events and annual campaigns are recorded net of related direct costs. Direct costs attributed to special events totaled $892,979 and $748,203 for the years ending August 31, 2024 and 2023, respectively. Direct costs attributed to annual campaigns totaled $49,416 and $34,023 for the years ending August 31, 2024 and 2023, respectively.

Revenue Recognition and Program and Other Accounts Receivable

Easter Seals NH accounts for revenues (mainly relating to fees and tuition and management and developer fees in the accompanying consolidated statements of operations) under Accounting Standards Codification (ASC) 606, *Revenue from Contracts with Customers*, and determines the amount of revenue to be recognized through application of the following steps:

- Identification of the contract with a customer;
- Identification of the performance obligations in the contract;
- Determination of the transaction price;
- Allocation of the transaction price to the performance obligations in the contract; and
- Recognition of revenue when or as Easter Seals NH satisfies the performance obligations.

Easter Seals NH determines the transaction price based on standard charges for goods and services provided, reduced by any applicable discounts, contractual adjustments provided to third-party payors, or explicit and implicit price concessions provided to groups or individuals. A performance obligation is a promise in a contract with a customer to transfer products or services that are distinct. Determining whether products and services are distinct performance obligations that should be accounted for separately or combined as one unit of accounting may require significant judgement.

A significant portion of Easter Seals NH's revenues are derived through arrangements with third-party payors that provide for payment at amounts different from its established rates. Payment arrangements include discounted charges and prospectively determined payments. As such, Easter Seals NH is dependent on these payors in order to carry out its operating activities. There is at least a reasonable possibility that recorded estimates could change by a material amount in the near term. Differences between amounts previously estimated and amounts subsequently determined to be recoverable or payable are included in fees and tuition in the year that such amounts become known.

2. Summary of Significant Accounting Policies (Continued)

Revenues are recognized when performance obligations are satisfied, or attributable to the period in which specific terms of the funding agreement are satisfied, and to the extent that expenses have been incurred for the purposes specified by the funding source. Revenue balances in excess of the foregoing amounts are deferred until any restrictions are met or allowable expenditures are incurred.

The collection of outstanding receivables from third-party payors, patients and other clients is Easter Seals NH's primary source of cash and is critical to its operating performance. The primary collection risks relate to uninsured accounts, including accounts for which the primary insurance carrier has paid the amounts covered by the applicable agreement, but individual responsibility amounts (deductibles and copayments) remain outstanding. Implicit price concessions relate primarily to amounts due directly from patients and other clients. Estimated implicit price concessions are recorded for all uninsured accounts, regardless of the aging of those accounts. Accounts are written off when all reasonable internal and external collection efforts have been performed. The estimates for implicit price concessions are based upon management's assessment of historical write-offs and expected net collections, business and economic conditions, trends in federal, state and private employer health care coverage and other collection indicators. Management relies on the results of detailed reviews of historical write-offs and collections at facilities and programs that represent a majority of revenues and accounts receivable (the "hindsight analysis") as a primary source of information in estimating the collectibility of accounts receivable. Management performs the hindsight analysis regularly, utilizing rolling accounts receivable collection and write-off data. Management believes its regular updates to the estimated implicit price concession amounts provide reasonable estimates of revenues and valuations of accounts receivable. These routine, regular changes in estimates have not resulted in material adjustments to the valuations of accounts receivable or period-to-period comparisons of operations. At August 31, 2024, 2023, and 2022, estimated implicit price concessions of $689,100, $871,700 and $855,900, respectively, had been recorded as reductions to program and other accounts receivable balances to enable Easter Seals NH to record revenues and accounts receivable at the estimated amounts expected to be collected. Accounts receivable amounted to $19,164,673, $14,392,502, and $9,748,641 at August 31, 2024, 2023, and 2022, respectively.

Unconditional contributions are recognized when the promise to give is made and are recorded at the net present value of estimated future cash flows.

Advertising

Easter Seals NH's policy is to expense advertising costs as incurred.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the accompanying consolidated statements of operations and changes in net assets. Accordingly, certain costs have been allocated among the programs and supporting services based mainly on time records and estimates made by Easter Seals NH's management.

2. Summary of Significant Accounting Policies (Continued)

Charity Care (Unaudited)

Easter Seals NH has a formal charity care policy under which program fees are subsidized as determined by the Board of Directors. Free and subsidized services are rendered in accordance with decisions made by the Board of Directors and, at established charges, amounted to approximately $9,590,000 and $9,020,000 for the years ended August 31, 2024, and 2023, respectively.

Leases

At inception of a contract, Easter Seals NH determines whether that contract is or contains a lease. Easter Seals NH determines whether a contract contains a lease by assessing whether there is an identified asset and whether the contract conveys the right to control the use of the identified asset for a period of time in exchange for consideration. Easter Seals NH has control of the asset if it has the right to direct the use of the asset and obtains substantially all of the economic benefits from the use of the asset throughout the period of use. This determination is reassessed if the terms of the contract are changed.

Easter Seals NH leases residential and office space (real estate) under non-cancellable operating leases. The carrying value of the organization's right-of-use lease assets is substantially concentrated in its real estate leases. As a practical expedient, Easter Seals NH does not recognize a lease asset or lease liability for leases with a lease term of 12 months or less. In the determination of the lease term, the organization considers the existence of extension or termination options and the probability of those options being exercised.

Leases are classified as operating or finance leases based on the terms of the lease agreement and certain characteristics of the identified asset. Right-of-use assets represent Easter Seals NH's right to use an underlying asset during the lease term and lease liabilities represent the organization's obligation to make lease payments arising from the lease. Right-of-use assets and liabilities are recognized at the commencement date, based on the net present value of fixed lease payments over the lease term. Lease terms include options to extend or terminate the lease when it is reasonably certain that the options will be exercised. Assumptions made at the lease commencement date are re-evaluated upon the occurrence of certain events, including a lease modification. A lease modification results in a separate contract when the modification grants the lessee an additional right-of-use not included in the original lease and when lease payments increase commensurate with the standalone price for the additional right-of-use. When a lease modification results in a separate contract, it is accounted for in the same manner as a new lease.

At the lease commencement date, the discount rate implicit in the lease is used to discount the lease liability if readily determinable. If not readily determinable or leases do not contain an implicit rate, Easter Seals NH has made a policy election to use a risk-free rate as the discount rate for all classes of underlying assets.

In addition to rent, the leases may require Easter Seals NH to pay additional amounts for taxes, insurance, maintenance and other expenses, which are generally referred to as nonlease components. For all asset classes, the organization has elected the lessee practical expedient to combine lease and nonlease components and account for the combined unit as a single lease component. Variable nonlease components are treated as variable lease payments and recognized in the period in which the obligation for these payments was incurred.

2. Summary of Significant Accounting Policies (Continued)

Income Taxes

Easter Seals New Hampshire, Inc., Easter Seals VT and Farnum Center are exempt from both federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code, with the exception of certain federal taxes applicable to not-for-profit entities.

Tax-exempt organizations could be required to record an obligation for income taxes as the result of a tax position historically taken on various tax exposure items including unrelated business income or tax status. In accordance with accounting principles generally accepted in the United States of America (U.S. GAAP), assets and liabilities are established for uncertain tax positions taken or positions expected to be taken in income tax returns when such positions are judged to not meet the "more-likely-than-not" threshold, based upon the technical merits of the position.

Champlin Place, Inc. and ESNH Veterans, Inc. are for-profit organizations subject to federal and state taxes. Deferred income taxes of these for-profit organizations are computed using the asset and liability method under which deferred income tax assets and liabilities are computed based on temporary differences between the financial statement and tax bases of assets and/or liabilities which will result in taxable or deductible amounts on future tax returns. Champlin Place, Inc. and ESNH Veterans, Inc. record a valuation allowance against any deferred tax assets when it determines it is unlikely that the tax asset will be realized. No significant deferred income taxes have been realized for Champlin Place, Inc. and ESNH Veterans, Inc. since the entities' inception.

Management has evaluated tax positions taken by Easter Seals New Hampshire, Inc., Easter Seals VT and Farnum Center on their respective filed tax returns and concluded that the organizations have maintained their tax-exempt status, do not have any significant unrelated business income, and have taken no uncertain tax positions that require adjustment to or disclosure in the accompanying consolidated financial statements. Champlin Place, Inc. and ESNH Veterans Inc.'s management has determined that the entities have not taken, nor expect to take, any uncertain tax positions in any income tax return.

Use of Estimates

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Estimates are used in accounting for explicit and implicit price concessions in revenue, workers' compensation liabilities and contingencies.

Derivatives and Hedging Activities

Accounting guidance requires that Easter Seals NH record as an asset or liability the fair value of the interest rate swap agreement described in note 11. Easter Seals NH is exposed to repayment loss equal to the net amounts receivable under the swap agreement (not the notional amount) in the event of nonperformance of the other party to the swap agreement. However, Easter Seals NH does not anticipate nonperformance and does not obtain collateral from the other party. The swap, while serving as an economic hedge, does not qualify as an accounting hedge.

2. Summary of Significant Accounting Policies (Continued)

As of August 31, 2024, and 2023, Easter Seals NH had recognized a liability of $594,176 and $531,680, respectively, as a result of the interest rate swap agreements discussed in note 11. As a result of changes in the fair value of these derivative financial instruments, Easter Seals NH recognized a nonoperating loss of $62,496 for the year ended August 31, 2024 and a nonoperating gain of $463,504 for the year ended August 31, 2023 in the accompanying consolidated statements of operations.

Increase in Net Assets from Operations

The consolidated statements of operations include excess of public support and revenues, and nonoperating gains over expenses. Changes in net assets without donor restrictions, which are excluded from excess of public support and revenues, and nonoperating gains over expenses, consistent with industry practice, include permanent transfers of assets to and from affiliates for other than goods and services, and certain contributions of long-lived assets (including assets acquired using contributions, which by donor restriction were to be used for the purposes of acquiring such assets).

Reclassifications

Certain 2023 amounts have been reclassified to permit comparison with the 2024 consolidated financial statements presentation format.

Newly Adopted Accounting Pronouncements

In June 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-13, *Financial Instruments – Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments*, which creates a new credit impairment standard for financial assets measured at amortized cost. The ASU requires financial assets measured at amortized cost (including accounts receivable) to be presented at the net amount expected to be collected, through an allowance for credit losses that are expected to occur over the remaining life of the asset, rather than incurred losses. The measurement of credit losses for newly recognized financial assets and subsequent changes in the allowance for credit losses are recorded in the consolidated statement of operations as the amounts expected to be collected change. ASU 2016-13 is effective for fiscal years beginning after December 15, 2022, including interim periods within those fiscal years. Easter Seals NH adopted ASU 2016-13 effective September 1, 2023. The adoption of ASU 2016-13 did not have a significant impact on the consolidated financial statements.

Subsequent Events

Events occurring after the statement of financial position date are evaluated by management to determine whether such events should be recognized or disclosed in the consolidated financial statements. Management has evaluated events occurring between the end of Easter Seals NH's fiscal year end and January 10, 2025, the date these consolidated financial statements were available to be issued.

On November 13, 2024, the State of New Hampshire Department of Health and Human Services, Division for Behavioral Health awarded Farnum Center a Sustainable Solutions for SUD Services grant in the amount of $2,259,878, of which $797,469 supports operating losses from fiscal year 2024.

3. Classification of Net Assets

The following provides a description of the net asset classifications represented in the Easter Seals NH consolidated statements of financial position:

In accordance with *Uniform Prudent Management of Institutional Funds Act* (UPMIFA), net assets are classified and reported based on the existence or absence of donor-imposed restrictions. Net assets with donor restrictions include contributions and endowment investment earnings subject to donor-imposed restrictions, as well as irrevocable trusts and contributions receivable. Some donor-imposed restrictions are temporary in nature with restrictions that are expected to be met either by actions of Easter Seals NH and/or the passage of time. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources are to be maintained in perpetuity, the income from which is expendable to support all activities of the organization, or as stipulated by the donor.

Donor-restricted contributions whose restrictions are met within the same year as received are reported as support without donor restrictions in the accompanying consolidated financial statements.

In accordance with UPMIFA, Easter Seals NH considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (a) the duration and preservation of the fund; (b) the purpose of the organization and the donor-restricted endowment fund; (c) general economic conditions; (d) the possible effect of inflation and deflation; (e) the expected total return from income and the appreciation of investments; (f) other resources of the organization; and (g) the investment policies of the organization.

Revenues are reported as increases in net assets without donor restrictions unless use of the related assets is limited by donor-imposed restrictions. Expenses are reported as decreases in net assets without donor restrictions. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in net assets without donor restrictions unless their use is restricted by explicit donor stipulation or by law. Expirations of donor-imposed restrictions on net assets (i.e., the donor-stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as reclassifications between the applicable classes of net assets.

Endowment Net Asset Composition by Type of Fund

The major categories of endowment funds included in net assets with donor restrictions at August 31, 2024 and 2023 are as follows:

	Original Donor Restricted Gift Maintained in Perpetuity	Accumulated Investment Gains	Total
2024			
Other initiatives	$1,504,040	$168,537	$1,672,577
Operations	3,863,501	–	3,863,501
Total endowment net assets	$5,367,541	$168,537	$5,536,078

3. Classification of Net Assets (Continued)

	Original Donor Restricted Gift Maintained in Perpetuity	Accumulated Investment Gains	Total
2023			
Other initiatives	$1,483,715	$75,412	$1,559,127
Operations	3,835,088	–	3,835,088
Total endowment net assets	$5,318,803	$75,412	$5,394,215

Changes in Endowment Net Assets

During the years ended August 31, 2024 and 2023, Easter Seals NH had the following endowment-related activities:

Net endowment assets, August 31, 2022	$5,327,475
Investment return:	
Investment income, net of fees	13,098
Net appreciation (realized and unrealized)	14,857
Contributions	59,485
Appropriated for expenditure	(20,700)
Net endowment assets, August 31, 2023	5,394,215
Investment return:	
Investment income, net of fees	47,532
Net appreciation (realized and unrealized)	30,721
Contributions	77,145
Appropriated for expenditure	(13,535)
Net endowment assets, August 31, 2024	$5,536,078

Net assets were released from donor restrictions as follows for the years ended August 31:

	2024	2023
Satisfaction of donor restrictions	$216,841	$346,588
Release of appropriated endowment funds	13,535	20,700
	$230,376	$367,288

3. Classification of Net Assets (Continued)

In addition to endowment net assets, Easter Seals NH also maintains non-endowed funds. The major categories of non-endowment funds, at August 31, 2024 and 2023 are as follows:

	Without Donor Restrictions	With Donor Restrictions	Total Non-Endowment Net Assets
2024			
Other initiatives	$ –	$2,021,436	$ 2,021,436
Community development	–	3,810,798	3,810,798
Operations	42,435,000	1,066,430	43,501,430
Total non-endowment net assets	$42,435,000	$6,898,664	$49,333,664
2023			
Other initiatives	$ –	$ 492,554	$ 492,554
Operations	40,782,371	164,009	40,946,380
Total non-endowment net assets	$40,782,371	$ 656,563	$41,438,934

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor requires Easter Seals NH to retain as a fund of permanent duration. Deficiencies of this nature are reported in net assets with donor restrictions. There were no deficiencies between the fair value of the investments of the endowment funds and the level required by donor stipulation at August 31, 2024 or 2023.

Net assets with donor restrictions

Net assets with donor restrictions are available for the following purposes at August 31:

	2024	2023
Purpose restriction:		
Other initiatives	$ 2,021,436	$ 492,554
Community development	3,810,798	–
Operations	936,308	33,500
	6,768,542	526,054
Perpetual in nature:		
Original donor restricted gift amount and amounts required to be maintained by donor	5,371,306	5,323,070
Investments, gains and income from which is donor restricted	168,537	75,411
Beneficial interest in perpetual trust	126,357	126,243
	5,666,200	5,524,724
Total net assets with donor restrictions	$12,434,742	$6,050,778

3. Classification of Net Assets (Continued)

Net assets with donor restrictions are managed in accordance with donor intent and are invested in various portfolios.

Investment and Spending Policies

Easter Seals NH has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that Easter Seals NH must hold in perpetuity or for a donor-specified period. Under this policy, as approved by the Board of Directors, the endowment assets are invested in a manner that is intended to produce results that exceed the price and yield results of an appropriate market index while assuming a moderate level of investment risk. Easter Seals NH expects its endowment funds to provide an average rate of return over a five-year period equal to the rate of 2% over the inflation rate. Actual returns in any given year may vary from this amount.

To satisfy its long-term rate-of-return objectives, Easter Seals NH relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). Easter Seals NH targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

Easter Seals NH may appropriate for distribution some or all of the earnings and appreciation on its endowment for funding of operations. In establishing this policy, Easter Seals NH considered the objective to maintain the purchasing power of the endowment assets held in perpetuity or for a specified term as well as to, so long as it would not detract from Easter Seals NH's critical goals and initiatives, provide additional real growth through new gifts and investment return.

4. Liquidity and Availability

Financial assets available for general expenditure, such as for operating expenses, and which are without donor or other restrictions limiting their use, within one year of the consolidated statements of financial position date (August 31, 2024), comprise the following:

Cash and cash equivalents	$ 1,375,548
Short-term investments, at fair value	10,842,829
Program and other accounts receivable, net	19,164,673
Accounts receivable from related entity	1,249,666
Contributions receivable, net	652,425
	33,285,141
Investments, at fair value	15,567,221
	48,852,362
Less net assets with donor restrictions	(12,434,742)
	$ 36,417,620

4. Liquidity and Availability (Continued)

To manage liquidity, Easter Seals NH maintains sufficient cash and cash equivalent balances to support daily operations throughout the year. Cash and cash equivalents include bank deposits, money market funds, and other similar vehicles that generate a return on cash and provide daily liquidity to Easter Seals NH. The management of Easter Seals NH has implemented a practice to establish cash reserves on hand that can be utilized at the discretion of management to help fund both operational needs and/or capital projects. As of August 31, 2024, and 2023, approximately $579,000 and $9,300,000, respectively, of cash and cash equivalents, and approximately $10,840,000 and $10,230,000, respectively, of investments were on-hand under this practice. Because such funds are available and may be used in current operations, they have been classified as current in the accompanying consolidated statements of financial position.

In addition, Easter Seals NH has $12,651,335 available to borrow from the revolving lines of credit, further described in note 11, at August 31, 2024

5. Contributions Receivable

Contributions receivable from donors as of August 31, 2024 and 2023 are $1,059,265 and $151,248, respectively, net of an allowance for doubtful accounts of $14,354 and $22,329, respectively. The long-term portion of contributions receivable is recorded in other assets in the accompanying consolidated statements of financial position. Gross contributions are due as follows at August 31, 2024:

2025	$1,059,265

6. Revenues

Revenue by Easter Seals NH's core programs included in fees and tuition and grants consisted of the following:

	Fees and Tuition	Grants	Total
2024			
Residential and educational services	$ 48,175,801	$ 376,910	$ 48,552,711
Community based services	29,201,100	1,158,649	30,359,749
Farnum Center	4,110,826	5,384,091	9,494,917
Family support services	7,847,921	323,341	8,171,262
Senior services	4,787,742	2,009,668	6,797,410
Transportation services	3,933,748	40,471	3,974,219
Outpatient and early support services	754,995	3,045,133	3,800,128
Children development services	1,522,625	272,163	1,794,788
Workforce development	2,574,947	225,011	2,799,958
Other programs	1,754,250	4,234,789	5,989,039
	$ 104,663,955	$17,070,226	$ 121,734,181

6. Revenues (Continued)

	Fees and Tuition	Grants	Total
2023			
Residential and educational services	$38,501,744	$ 678,607	$ 39,180,351
Community based services	6,884,950	19,231,261	26,116,211
Farnum Center	5,777,281	4,536,689	10,313,970
Family support services	7,460,477	523,748	7,984,225
Senior services	3,362,892	2,529,714	5,892,606
Transportation services	3,733,018	23,193	3,756,211
Outpatient and early support services	1,010,235	2,321,479	3,331,714
Children development services	1,475,783	683,060	2,158,843
Workforce development	2,913,738	27,118	2,940,856
Other programs	1,394,243	3,084,245	4,478,488
	$72,514,361	$33,639,114	$ 106,153,475

Revenues related to providing health services are recorded at the contracted rate for those that involved a third-party payor and less any implicit price concession. Substantially all such adjustments in 2024 and 2023 are related to Farnum Center. A breakdown of Farnum Center's revenue, net of eliminations, reflected in fees and tuition in 2024 and 2023 from major payor sources is as follows:

	2024	2023
Private payors (includes coinsurance and deductibles)	$ 592,579	$ 1,325,768
Medicaid	3,132,741	4,132,636
Medicare	2,021	5,359
Self-pay	383,485	313,518
	$4,110,826	$ 5,777,281

In response to the coronavirus (COVID-19) pandemic, Easter Seals NH qualified for certain federal grant funding through the *Coronavirus Aid, Relief and Economic Security Act* (CARES Act) and CARES Act Provider Relief Funding. In 2024 and 2023, Easter Seals NH received approximately $1,500,000 and $4,850,000, respectively, of which approximately $825,000 and $1,600,000, respectively, was paid to employees either in the form of bonuses for retention and recruitment or employees who qualified for the additional payments under certain programs.

7. Operating Leases

Right-of use assets and lease liabilities are reported in the statement of financial position as follows at August 31:

	2024	2023
Assets:		
Operating lease right-of-use assets	$3,794,674	$2,651,831
Liabilities:		
Current portion of operating lease liabilities	$ 992,798	$ 905,606
Operating lease liabilities, net of current portion	2,844,492	1,772,949
Total lease liabilities	$3,837,290	$2,678,555

The components of lease cost and rent expense for the years ended August 31 are as follows:

	2024	2023
Operating lease costs	$1,393,034	$1,292,446
Variable lease costs	111,046	96,808
Total lease costs	$1,504,080	$1,389,254

Lease term and discount rate are as follows at August 31:

	2024	2023
Weighted-average remaining lease term in years	4.77	3.87
Weighted-average discount rate	3.80%	3.38%

As of August 31, 2024, maturities of operating lease liabilities for each of the following five years and a total thereafter were as follows:

2025	$1,116,474
2026	952,705
2027	858,567
2028	537,515
2029	259,661
Thereafter	480,873
Total future minimum lease payments	4,205,795
Less amounts representing interest	368,505
Total lease liabilities	$3,837,290

Total minimum future lease payments (operating leases) of approximately $152,000 for leases that have not commenced as of August 31, 2024 are not included in the consolidated financial statements, as the organization does not yet control the underlying assets. The leases commence in 2025.

8. Fixed Assets

Fixed assets consist of the following at August 31:

	2024	2023
Buildings	$ 33,976,584	$ 32,967,092
Land and land improvements	5,601,926	3,996,635
Leasehold improvements	85,238	85,238
Office equipment and furniture	7,367,217	7,171,383
Vehicles	2,796,740	2,920,866
Construction in progress	12,274,272	1,408,954
	62,101,977	48,550,168
Less accumulated depreciation and amortization	(20,982,542)	(19,973,831)
	$ 41,119,435	$ 28,576,337

Depreciation and amortization expense related to fixed assets totaled $1,948,813 and $1,874,934 in 2024 and 2023, respectively.

On June 29, 2022, Easter Seals New Hampshire, Inc. was awarded a grant agreement totaling $22,974,523 with the State of New Hampshire, Governor's Office of Emergency Relief and Recovery. This grant will support the construction of a mixed housing, supportive services, and retreat campus for veterans and their families located in Franklin, New Hampshire. Easter Seals New Hampshire, Inc. is obligated to complete the project prior to December 31, 2026. During the years ended August 31, 2024 and 2023, $5,507,790 and $1,075,371, respectively, of this grant was utilized.

9. Investments and Assets Limited as to Use

Investments and assets limited as to use, at fair value, are as follows at August 31:

	2024	2023
Cash and cash equivalents	$ 283,272	$ 780,619
Hedge fund	299,310	–
Marketable equity securities	1,984,232	1,715,335
Mutual funds	25,012,058	22,325,650
Corporate and foreign bonds	460,670	346,373
Government and agency securities	610,326	696,259
	28,649,868	25,864,236
Less assets limited as to use	(2,239,818)	(1,972,288)
Total investments, at fair value	$26,410,050	$23,891,948

The composition of assets limited as to use totaling $2,239,818 and $1,972,288 at August 31, 2024 and 2023, respectively, are investments under a deferred compensation plan (see note 10) at fair value.

10. Retirement Plans

Easter Seals NH maintains a Section 403(b) Plan (a defined contribution retirement plan), which covers substantially all employees. Eligible employees may contribute any whole percentage of their annual salary. Easter Seals NH makes a matching contribution for eligible employees equal to 100% of the participants' elective deferrals limited to 3% of the participants' allowable compensation each pay period. The combined amount of employer and employee contributions is subject by law to annual maximum amounts. The employer match was approximately $1,051,000 and $895,000 for the years ended August 31, 2024 and 2023, respectively.

Easter Seals NH offers, to certain management personnel, the option to participate in an Internal Revenue Code Section 457 Deferred Compensation Plan to which the organization may make a discretionary contribution. The employees' accounts are not available until termination, retirement, death or an unforeseeable emergency. Easter Seals NH contributed approximately $78,000 and $88,000 to this plan during the years ended August 31, 2024 and 2023, respectively. The assets and liabilities associated with this plan were $2,239,818 and $1,972,288 at August 31, 2024 and 2023, respectively, and are included within assets limited as to use and other liabilities in the accompanying consolidated statements of financial position.

11. Borrowings

Borrowings consist of the following at August 31:

	2024	2023
Revenue Bonds, Series 2016A, tax exempt, issued through the New Hampshire Health and Education Facilities Authority (NHHEFA), with a Daily Simple Secured Overnight Financing Rate (SOFR)-based variable rate equal to the sum of (a) 65.01% times (b) Daily Simple SOFR plus 0.10% plus 2.45% (5.12% at August 31, 2024), due in monthly principal payments increasing from $54,167 to $88,333, with an initial mandatory tender date payment of $6,875,413 due in May 2027, secured by a pledge of all gross revenues and negative pledge of cash, investments and real estate. The bonds are amortizing to December 2034 since management, through an available option, has the intent and ability to extend any amounts due at the initial mandatory tender date.	$ 8,811,660	$ 9,451,664
Revenue Bonds, Series 2016B, tax exempt, issued through NHHEFA, with a fixed rate at 3.47%, monthly principal payments continually increasing from $19,210 to $39,240 with an initial mandatory tender date payment of $4,520,598 due in May 2027, secured by a pledge of all gross revenues and negative pledge of cash, investments and real estate. The bonds are amortizing to December 2046 since management, through an available option, has the intent and ability to extend any amounts due at the initial mandatory tender date.	5,187,537	5,416,617

11. Borrowings (Continued)

	2024	2023
Various notes payable to a bank with fixed interest rate of 2.24%, various principal and interest payments ranging from $419 to $1,026 payable monthly through dates ranging from September 2024 through September 2025, secured by vehicles with a net book value of $62,623 at August 31, 2024.	$ 32,266	$ 94,393
Various notes payable to a bank with fixed interest rate of 6.99%, various principal and interest payments ranging from $651 to $711 payable monthly, due in August 2029, secured by vehicles with a net book value of $67,653 at August 31, 2024.	68,800	–
Mortgage note payable to a bank with a fixed rate of 3.25%. Principal and interest of $12,200 payable monthly, due in February 2030, secured by an interest in certain property with a net book value of $6,660,543 at August 31, 2024.	1,829,110	1,913,553
Mortgage note payable to a bank with a fixed rate of 6.75% for the first 5 years then convert to a variable rate based on the 5-year adjustable FHLB of Boston Classic Advance Rate plus 2.50%, adjusting every 5 years (floor rate is 6.75%). Principal and interest of $7,688 payable monthly, due in January 2049, secured by an interest in certain property with a net book value of $1,718,658 at August 31, 2024.	1,090,080	–
Note payable to NHHFA, 0% interest, conditional repayment terms, based off surplus cash availability, due October 2031, secured by an interest in certain property with a net book value of $774,273 at August 31, 2024.	527,964	527,964
Note payable to NHHFA, 0% interest, conditional repayment terms, based off surplus cash availability, due March 2040, secured by an interest in certain property with a net book value of $718,761 at August 31, 2024.	492,448	492,448
Note payable to the City of Manchester, New Hampshire, 0% interest, annual principal payable of $4,518 on October 1 each year for 10 years through October 2026 secured by an interest in certain property with a net book value of $774,273 at August 31, 2024.	58,727	63,245
	18,098,592	17,959,884
Less current portion	(1,060,640)	(1,021,877)
Less net unamortized bond issuance costs	(88,286)	(94,396)
	$16,949,666	$16,843,611

11. Borrowings (Continued)

Principal payments on long-term debt for each of the following years ending August 31 are as follows:

2025	$ 1,060,640
2026	1,082,379
2027	1,173,864
2028	1,172,876
2029	1,225,813
Thereafter	12,383,020
	$18,098,592

Lines of Credit and Other Financing Arrangements

Easter Seals New Hampshire, Inc. has an agreement with a bank for a $500,000 revolving equipment line, which can be used to fund the purchase of New Hampshire titled vehicles for use by Easter Seals New Hampshire, Inc. on demand. Advances are converted to term notes as utilized. The interest rate charged on outstanding borrowings is a fixed rate equal to the then Business Vehicle Rate at the time of the advance for maturities up to a five-year term. Included in long-term debt are six notes payable totaling $101,066 and eight notes payable totaling $94,393 at August 31, 2024 and 2023, respectively, which originated under this agreement. Availability under this agreement at August 31, 2024 and 2023 is $398,934 and $405,607, respectively.

On August 31, 2015, Easter Seals New Hampshire, Inc. entered into a revolving line of credit with a bank. On February 26, 2019, an amendment changed the borrowing availability from $4 million to $7 million (a portion of which is secured by available letters of credit of $24,000). On July 16, 2020, an amendment changed the outstanding advances from due on demand to a firm maturity date of June 30, 2022 and the interest rate charged on outstanding borrowings was revised to be the one-month LIBOR rate plus 2.25%. On June 29, 2022, an amendment changed the interest rate charged on outstanding borrowings to be the one-month Bloomberg Short Term Bank Yield Index (BSBY) rate plus 2.25% (7.56% at August 31, 2024). On October 10, 2024, an amendment changed the borrowing availability from $7 million to $12 million. In 2024, the maturity date was extended to June 30, 2025. Management intends to work with the bank to renew the line of credit upon expiration. Under an event of default, the interest rate will increase from the one-month BSBY rate plus 2.25% to the then applicable interest rate plus 5.00%. The line is secured by a first priority interest in all business assets of Easter Seals New Hampshire, Inc. with guarantees from Easter Seals Vermont, Inc. and Farnum Center. The agreement requires that collective borrowings under the line of credit be reduced to $1,000,000 for 30 consecutive days during each calendar year. There was $300,792 outstanding under this revolving line of credit agreement at August 31, 2024. There were no amounts outstanding under this revolving line of credit agreement at August 31, 2023.

11. Borrowings (Continued)

On January 30, 2024, Easter Seals New Hampshire, Inc. entered into a revolving line of credit with a bank having a borrowing availability of $3,000,000. Outstanding borrowings under the revolving line of credit bear interest at a variable rate equal to 2.20% of the greater of a) the daily SOFR or b) 0.50% (7.52% at August 31, 2024). Under the terms of the revolving line of credit agreement, Easter Seals New Hampshire, Inc. is required to establish a deposit relationship with the bank, maintaining a minimum compensating balance of $1,500,000, which is presented in restricted cash in the accompanying consolidated statements of financial position. There was $2,047,873 outstanding under this revolving line of credit agreement at August 31, 2024.

NHHEFA 2016A and 2016B Revenue Bonds

On December 20, 2016, Easter Seals New Hampshire, Inc. issued $13,015,000 in Series 2016A Tax Exempt Revenue Bonds. These bonds were used to refinance the Series 2004A Revenue Bonds.

Also, on December 20, 2016, Easter Seals New Hampshire, Inc. issued $9,175,000 in Series 2016B Tax Exempt Revenue Bonds. The bonds were issued to refinance an existing mortgage and to obtain funds for certain planned capital projects.

Mortgage Notes Payable

On February 18, 2015, Easter Seals New Hampshire, Inc. and Farnum Center entered into a $2,480,000 mortgage note payable to finance the acquisition of certain property located in Franklin, New Hampshire. The initial interest rate charged is fixed at 3.25%. Monthly principal and interest payments are $12,200, and all remaining outstanding principal and interest is due on February 18, 2030. The note is secured by the property.

Effective July 1, 2021, Easter Seals New Hampshire, Inc. has assumed responsibility of the agreement that was made between The Way Home, Inc. (the Organization) and NHHFA dated October 11, 2001 that obtained federal funding through the HOME Investment Partnership Programs, pursuant to an acquisition agreement. Subsequent to the closing of the acquisition, the Organization operates as a program of Easter Seals NH. The funds were used for improvements on 214 Spruce Street in Manchester, New Hampshire. The interest rate charged is fixed at 0.00%. As defined in accordance with the regulatory agreement that expires on October 11, 2031, repayment of the balance is conditional based on if surplus cash available exceeds 25%, and is otherwise deferred until the project is sold or refinanced, or upon expiration or default of the regulatory agreement. The Organization must comply with the terms of the loan to provide housing and related services to low income, nearly homeless families, to defer repayment of principal and interest. The note is secured by the property. No payment was made in 2024 and a payment of $3,522 was made in 2023.

Effective July 1, 2021, Easter Seals New Hampshire, Inc. has assumed responsibility for the agreement that was made between the Organization and NHHFA dated March 17, 2010. The funds were used for the acquisition, construction, and permanent financing on 224 Spruce Street in Manchester, New Hampshire. The interest rate charged is fixed at 0.00%. As defined in accordance with the regulatory agreement that expires on March 17, 2040, repayment of the balance is conditional based on if surplus cash available exceeds 50%, until the project is sold or refinanced, or upon expiration of the regulatory agreement. The note is secured by the property. No payments were made in 2024 and 2023.

11. Borrowings (Continued)

On January 12, 2024, Easter Seals New Hampshire, Inc. entered into a $1,100,000 mortgage note payable to finance the acquisition of certain property located in Manchester, New Hampshire. The initial interest rate charged is fixed at 6.75% for the first 5 years then converts to a variable rate based on the 5-year adjustable FHLB of Boston Classic Advance Rate plus 2.50%, adjusting every 5 years (floor rate is 6.75%). Monthly principal and interest payments are $7,688.

Notes Payable

Effective July 1, 2021, Easter Seals New Hampshire, Inc. has assumed responsibility for the agreement dated July 1, 2016 that was made between the Organization and the City of Manchester through the Community Improvement Program. The funds were used for facility upgrades on 214 Spruce Street in Manchester, New Hampshire. The interest rate charged is fixed at 0.00%. Annual principal payments of $4,518 commencing October 1, 2017 can be forgiven through October 1, 2026 so long as the Organization can demonstrate the agreed-upon objectives have been achieved. On August 23, 2018, an amendment changed that the annual principal payments will be deferred from October 1, 2017 and resume October 1, 2022. The note is secured by the property.

Interest Rate Swap Agreement

Easter Seals New Hampshire, Inc. has an interest rate swap agreement with a bank in connection with the Series 2004A NHHEFA Revenue Bonds. Effective December 1, 2016, an amendment to this agreement was executed in anticipation of the refinancing of the 2004A revenue bonds to change the interest rate charged from 3.54% to 3.62% and the floating rate from LIBOR times 67% to LIBOR times 65.01%. Effective April 3, 2023, an amendment to this agreement was executed to change to interest rate charge from 3.62 % to 3.57% and the floating rate from LIBOR times 65.01% to Daily SOFR times 65.01%. In connection with these amendments, the organization applied certain optional expedients in relation to contract modifications provided by FASB ASU 2020-04, *Reference Rate Reform (Topic 848): Facilitation of the Effects of Reference Rate Reform on Financial Reporting* to simplify the accounting analyses for contract modifications. The swap agreement had an outstanding notional amount of $8,811,660 and $9,451,664 at August 31, 2024 and 2023, respectively, which reduces in conjunction with principal reductions until the agreement is terminated in November 2034.

The fair value of the above interest rate swap agreement is a liability that totaled $594,176 and $531,680 at August 31, 2024 and 2023, respectively, $69,469 and $15,663 of which was current at August 31, 2024 and 2023, respectively. During the years ended August 31, 2024 and 2023, net payments required by the agreement totaled $10,381 and $76,398, respectively. These payments have been included in interest expense within the accompanying consolidated statements of operations and changes in net assets. See note 14 with respect to fair value determinations.

Debt Covenants

In connection with the bonds, lines of credit and various other notes payable described above, Easter Seals NH is required to comply with certain financial covenants including, but not limited to, minimum liquidity and debt service coverage ratios. At August 31, 2024, Easter Seals NH was in compliance with restrictive covenants specified under the NHHEFA bonds and other debt obligations.

12. Donated Services

A number of volunteers have donated their time in connection with Easter Seals NH's program services and fundraising campaigns. However, no amounts have been reflected in the accompanying consolidated financial statements for such donated services, as no objective basis is available to measure the value.

13. Related Party Transactions

Easter Seals NH is a member of Easter Seals, Inc. Membership fees to Easter Seals, Inc. were $181,245 and $166,882 for the years ended August 31, 2024 and 2023, respectively, and are reflected as support of National programs on the accompanying consolidated statements of operations.

14. Fair Value of Financial Instruments

Fair value of a financial instrument is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at their measurement date. In determining fair value, Easter Seals NH uses various methods including market, income and cost approaches, and utilizes certain assumptions that market participants would use in pricing the asset or liability, including assumptions about risk and the risks inherent in factors used in the valuation. These factors may be readily observable, market corroborated, or generally unobservable. Easter Seals NH utilizes valuation techniques that maximize the use of observable factors and minimizes the use of unobservable factors.

Certain of Easter Seals NH's financial instruments are reported at fair value, which include beneficial interest held in trust, investments and the interest rate swap, and are classified by levels that rank the quality and reliability of the information used to determine fair value:

Level 1 – Valuations for financial instruments traded in active exchange markets, such as the New York Stock Exchange. Valuations are obtained from readily available pricing sources for market transactions involving identical instruments.

Level 2 – Valuations for financial instruments traded in less active dealer or broker markets. Valuations are obtained from third-party pricing services for identical or similar instruments.

Level 3 – Valuations for financial instruments derived from other methodologies, including option pricing models, discounted cash flow models and similar techniques, and not based on market exchange, dealer or broker traded transactions. Level 3 valuations incorporate certain assumptions and projections in determining fair value.

The following describes the valuation methodologies used to measure financial assets and liabilities at fair value. The levels relate to valuation only and do not necessarily indicate a measure of investment risk. There have been no changes in the methodologies used by Easter Seals NH at August 31, 2024 and 2023.

14. Fair Value of Financial Instruments (Continued)

Investments and Assets Limited as to Use

Cash and cash equivalents are deemed to be Level 1. The fair values of marketable equity securities and mutual funds that are based upon quoted prices in active markets for identical assets are reflected as Level 1. Investments in certain government and agency securities and corporate and foreign bonds where securities are transparent and generally are based upon quoted prices in active markets are valued by the investment managers and reflected as Level 2.

Beneficial Interest in Trust Held by Others

The beneficial interest in trust held by others has been assigned fair value levels based on the fair value levels of the underlying investments within the trust. The fair values of marketable equity securities, money market and mutual funds are based upon quoted prices in active markets for identical assets and are reflected as Level 1. Investments in marketable equity securities and mutual funds where securities are transparent and generally are based upon quoted prices in active markets are valued by the investment managers and reflected as Level 2.

Interest Rate Swap Agreement

The fair value for the interest rate swap liability is included in Level 3 and is estimated by the counterparty using industry standard valuation models. These models project future cash flows and discount the future amounts to present value using market-based observable inputs, including interest rates.

At August 31, 2024 and 2023, Easter Seals NH's assets and liabilities measured at fair value on a recurring basis were classified as follows:

	Level 1	Level 2	Level 3	Total
2024				
Assets:				
Assets limited as to use and investments at fair value:				
Cash and cash equivalents	$ 283,272	$ –	$ –	$ 283,272
Hedge fund	299,310	–	–	299,310
Marketable equity securities:				
Large-cap	1,644,196	–	–	1,644,196
International	340,036	–	–	340,036
Mutual funds, open-ended:				
Short-term fixed income	11,280,225	–	–	11,280,225
Intermediate-term bond fund	4,417,604	–	–	4,417,604
High yield bond fund	47,236	–	–	47,236
Foreign bond	16,328	–	–	16,328
Government securities	21,219	–	–	21,219
Emerging markets bond	946,262	–	–	946,262
International equities	792,419	–	–	792,419
Domestic, large-cap	3,384,197	–	–	3,384,197

14. Fair Value of Financial Instruments (Continued)

	Level 1	Level 2	Level 3	Total
Domestic, small-cap	$ 913,373	$ –	$ –	$ 913,373
Domestic, multi alt	245,033	–	–	245,033
Real estate fund	115,773	–	–	115,773
Mutual funds, closed-ended:				
Domestic, large-cap	1,085,869	–	–	1,085,869
Domestic, mid-cap	981,588	–	–	981,588
Domestic, small-cap	243,856	–	–	243,856
Commodity	1,214	–	–	1,214
Emerging markets	6,470	–	–	6,470
International equity	513,392	–	–	513,392
Corporate and foreign bonds	–	460,670	–	460,670
Government and agency securities	–	610,326	–	610,326
	$27,578,872	$1,070,996	$ –	$28,649,868
Beneficial interest in trust held by others:				
Marketable equity securities:				
Large-cap	$ 96,153	$ –	$ –	$ 96,153
Mutual funds:				
Domestic, fixed income	–	30,204	–	30,204
	$ 96,153	$ 30,204	$ –	$ 126,357
Liabilities:				
Interest rate swap agreement	$ –	$ –	$594,176	$ 594,176
2023				
Assets:				
Assets limited as to use and investments at fair value:				
Cash and cash equivalents	$ 780,619	$ –	$ –	$ 780,619
Marketable equity securities:				
Large-cap	1,349,552	–	–	1,349,552
International	365,783	–	–	365,783
Mutual funds, open-ended:				
Short-term fixed income	10,656,322	–	–	10,656,322
Intermediate-term bond fund	3,819,947	–	–	3,819,947
High yield bond fund	36,917	–	–	36,917
Foreign bond	18,076	–	–	18,076
Government securities	7,514	–	–	7,514
Emerging markets bond	760,207	–	–	760,207
International equities	1,082,865	–	–	1,082,865
Domestic, large-cap	2,475,781	–	–	2,475,781

14. Fair Value of Financial Instruments (Continued)

	Level 1	Level 2	Level 3	Total
Domestic, small-cap	$ 402,404	$ –	$ –	$ 402,404
Domestic, multi alt	320,781	–	–	320,781
Real estate fund	100,553	–	–	100,553
Mutual funds, closed-ended:				
Domestic, large-cap	2,049,962	–	–	2,049,962
Domestic, mid-cap	363,413	–	–	363,413
Domestic, small-cap	161,248	–	–	161,248
Commodity	50,245	–	–	50,245
Emerging markets	5,763	–	–	5,763
International equity	13,652	–	–	13,652
Corporate and foreign bonds	–	346,373	–	346,373
Government and agency securities	–	696,259	–	696,259
	$24,821,604	$1,042,632	$ –	$25,864,236
Beneficial interest in trust held by others:				
Money market funds	$ 341	$ –	$ –	$ 341
Marketable equity securities:				
Large-cap	97,009	–	–	97,009
Mutual funds:				
Domestic, fixed income	–	28,893	–	28,893
	$ 97,350	$ 28,893	$ –	$ 126,243
Liabilities:				
Interest rate swap agreement	$ –	$ –	$531,680	$ 531,680

The table below sets forth a summary of changes in the fair value of Easter Seals NH's Level 3 liabilities for the years ended August 31, 2024 and 2023:

	Interest Rate Swap
Ending balance, August 31, 2022	$(995,184)
Change in fair value	463,504
Ending balance, August 31, 2023	(531,680)
Change in fair value	(62,496)
Ending balance, August 31, 2024	$(594,176)

15. Champlin Place Limited Partnership

The Champlin Place Partnership was formed in June 2022 as a limited partnership under the laws of the State of New Hampshire. The Champlin Place Partnership's purpose is to acquire, own, develop, construct and/or rehabilitate, lease, manage, and operate an apartment complex to be constructed and located at 215 Rochester Hill Road, Rochester, New Hampshire, comprising of 65 residential apartments benefiting low to moderate-income households (the Champlin Place Project). The Champlin Place Project became operational in 2024. The Champlin Place Partnership's equity was contributed by its General Partner, Champlin Place, Inc., of which Easter Seals NH is a shareholder, and Housing New England Fund IV, a limited partner and unrelated party. The Champlin Place Partnership agreement provides for the allocation of profits and losses to the partners, proportionate to the equity contributed, as follows:

General Partner, Champlin Place, Inc. (wholly-owned by Easter Seals NH through April 2023 and 79% owned thereafter [see note 1])	0.01%
Limited Partner, Housing New England Fund IV (an unrelated party)	99.99%

Capital Contributions

In 2022, Easter Seals NH, as the then sole owner of the General Partner, Champlin Place, Inc., has made its required capital contribution of $1,742. Easter Seals NH, through its investment in Champlin Place, Inc., made additional capital contributions in the amount of $150,578 in January 2024. These capital contributions are recorded as investment in related entity in the accompanying consolidated statements of financial position.

Deferred Developer and Management Fees

On June 30, 2022, Easter Seals NH entered into a Development Services Agreement for the Champlin Place Project, in which Easter Seals NH will earn up to $2,272,940 as a development fee for its services in connection with the construction and development of the Champlin Place Project. In 2024, $31,541 in development fees was earned and is recorded in management and developer fees in the accompanying consolidated statements of operations. To date, $281,541 of the development fees has been earned. The balance of the development fee will be earned on the date that the construction and development of the Champlin Place Project is substantially complete, and all dwelling units have been completed and are placed in service, with all balances to be paid prior to December 31, 2036.

In connection with the Champlin Place Project, Easter Seals NH has earned management fees amounting to $90,528 for the year ending August 31, 2024. There were no management fees earned for the year ending August 31, 2023.

15. Champlin Place Limited Partnership (Continued)

Ground Lease

On June 30, 2022, Easter Seals NH entered into a ground lease with the Champlin Place Partnership for the land located at 215 Rochester Hill Road, Rochester, New Hampshire, with terms of 98 years from the date of execution. The Champlin Place Partnership is required to pay Easter Seals NH base rent of $37,004 per annum, commencing on January 1, 2023, and continuing on each one-year anniversary date of the lease, payable from available cash flow, as defined in the agreement. If available cash flow is insufficient to pay the full amount of the base rent for any year, the unpaid portion will accrue interest at 3.43% per annum and be payable on a cumulative basis in the first year in which there is sufficient available cash flow or capital proceeds.

Sponsor Loan and Terms

On June 30, 2022, in order to provide additional funding to the Champlin Place Partnership for upcoming site work and construction costs, Easter Seals NH entered into a $563,607 loan agreement with the Champlin Place Partnership. This loan bears interest at the rate of 0% and, at August 31, 2024 and 2023, respectively, $518,984 and $8,000 had been drawn on the loan by the Champlin Place Partnership. If not paid earlier, all outstanding principal and interest accrued must be repaid to Easter Seals NH on June 30, 2052. Payments of principal and interest are to be made to the extent of available cash flow, as defined in the agreement. If repayment is not made within thirty days of the maturity date, or if any payment due is not paid within thirty days of the due date, then interest will be payable on any unpaid sum at the rate of 12% per annum, compounded annually, until such amount is paid, or another means of payment is arranged. The note receivable is recorded in long-term other assets on the accompanying consolidated statement of financial position.

Reimbursement Agreements

On June 30, 2022, Easter Seals NH entered into a Reimbursement Agreement with the Champlin Place Partnership to reimburse Easter Seals NH for all predevelopment expenses incurred by the Champlin Place Project that were paid by Easter Seals NH. The Champlin Place Partnership acknowledged and agreed that the Champlin Place Partnership is solely responsible to pay all project expenses not later than the date of the closing of the Champlin Place Partnership's construction loan for the Champlin Place Project, which was July 13, 2022. At August 31, 2024 and 2023, Easter Seals NH was owed $201,796 and $1,818,919, respectively, by the Champlin Place Partnership, which amount is recorded within accounts receivable from related entity in the accompanying consolidated statements of financial position.

Further, Easter Seals NH will be paid certain amounts under a Partnership Administration Agreement, dated as of June 30, 2022 between Easter Seals NH and the Champlin Place Partnership, whereby Easter Seals NH will provide various administrative services in exchange for fees of $4,875 per year beginning in 2023, increasing 3% annually beginning January 1, 2024. The administration fee is payable solely if cash flow is available and otherwise the unpaid portion is accrued and payable on a cumulative basis in the first year in which there are sufficient cash flows. No amounts were paid under this agreement in 2024 and 2023.

15. Champlin Place Limited Partnership (Continued)

Right of Refusal and Option Agreement

Through a Right of Refusal and Option Agreement dated June 30, 2022, the Champlin Place Partnership granted to Easter Seals NH certain rights of first refusal and options to purchase the Champlin Place Project, which, if elected, would include the 99.99% interest in the Champlin Place Project held by Housing New England Fund IV. As a result, Easter Seals NH has been granted an irrevocable, successive, and exclusive right of refusal to purchase the Champlin Place Project. Such right is exercisable for a period of 24-months beginning upon expiration of an initial 15-year compliance period, and continuing until the Champlin Place Partnership otherwise sells the Champlin Place Project.

Through a Right of Refusal and Opinion Agreement dated June 30, 2022, Housing New England Fund IV has the option to give written notice to Champlin Place, Inc. at any time following the end of the Credit Period, as defined, to require Champlin Place, Inc. to purchase the interest of Housing New England Fund IV for a price equal to the sum of: (i) $100, (ii) the amount of any federal, state or local tax liability required to be paid (including, without limitation, any real estate transfer or franchise taxes), (iii) any costs incurred by Housing New England Fund IV in connection with the transfer of its interest, and (iv) all amounts then due and owing to Housing New England Fund IV or its affiliates under the agreement. Upon receipt of such written notice of the put option, Champlin Place, Inc. shall purchase such interest and make all payments required within 30 days. At the date of these consolidated financial statements, the put option was not eligible to be exercised by Housing New England Fund IV, and it is expected that the Credit Period will extend through December 31, 2034.

Guaranty Agreement

On June 30, 2022, Easter Seals NH unconditionally guaranteed due payment, performance, and fulfillment of certain obligations of the Champlin Place Partnership and Housing New England Fund IV. Easter Seals NH's liability is generally limited and shall not exceed $402,000 in the aggregate, and the guaranty terminates upon the later of the 60th month anniversary of the stabilization date, as defined, and the date that the Champlin Place Partnership has achieved stabilized occupancy for five consecutive calendar years. However, should an operating deficit arise before the latest of permanent mortgage commencement or cost certification, as defined in the agreement, or the date the Champlin Place Project achieves 100% occupancy, then Easter Seals NH's obligation to advance funds to pay operating deficits shall be unlimited. At the date of these consolidated financial statements, no events or conditions have occurred that would trigger Easter Seals NH's performance under the guaranty agreement.

16. Elms Farm Limited Partnership

The Elms Farm Partnership was formed in September 2023 as a limited partnership under the laws of the State of New Hampshire. The Elms Farm Partnership's purpose is to acquire, own, develop, construct and/or rehabilitate, lease, manage, and operate an apartment complex to be constructed and located at 20-25 Holy Cross Road, Franklin, New Hampshire, comprising of 29 residential apartments benefiting low to moderate-income households (the Elms Farm Project). The Elms Farm Project is expected to be operational in July 2025. The Elms Farm Partnership's equity was contributed by its General Partner, ESNH Veterans, Inc., of which Easter Seals NH is the sole shareholder, and M&T Bank, a limited partner and unrelated party. The Elms Farm Partnership agreement provides for the allocation of profits and losses to the partners, proportionate to the equity contributed, as follows:

General Partner, ESNH Veterans, Inc. (wholly-owned by Easter Seals NH)	0.01%
Limited Partner, M&T Bank (an unrelated party)	99.99%

Capital Contributions

In September 2023, Easter Seals NH, as the sole owner of the General Partner, ESNH Veterans, Inc., has made its required capital contribution of $0.01. The capital contribution is recorded as investment in related entity in the accompanying consolidated statements of financial position.

Deferred Developer Fee and Management Fees

On April 1, 2024, Easter Seals NH entered into a Development Agreement for the Elms Farm Project, in which Easter Seals NH will earn up to $504,000 as a development fee for its services in connection with the construction and development of the Elms Farm Project. The development fee is paid in two installments, 1) $238,027 paid concurrently with the third capital contribution, provided that the sources and uses are "in balance", and 2) $245,636 paid concurrently with the final capital contribution, subject to certain adjustments. The development fee is earned in three installments, 1) 20% by the date of the agreement for preconstruction development services, 2) 20% upon commencement of construction and rehabilitation of the Elms Farm Project, and 3) 60% upon the placement in service of 100% of the units in the Elms Farm Project. No amount of development fee has been paid or earned through August 31, 2024.

On April 1, 2024, ESNH Veterans, Inc. entered into a Supervisory Management and Incentive Fee Agreement, in which ESNH Veterans, Inc. is to perform certain management and oversight services for the Elms Farm Project in exchange for an annual amount equal to 90% of the net cash flow in the priority set forth in the Elms Farm Partnership agreement.

On January 26, 2024 Easter Seals NH entered into a Property Management Fee Agreement for the Elms Farm Project, in which Easter Seals NH will provide property management services in return for 5% of gross rents.

On April 1, 2024 ESNH Veterans, Inc. entered into a Managing Member Management Fee Agreement related to the Elms Farm Project, in which ESNH Veterans, Inc. will receive an annual base management fee in the amount of $3,500. The managing member fee shall accrue beginning on January 1, 2025, with the first payment due and payable on or before March 1, 2026, and each anniversary thereafter, increasing 3% annually.

16. Elms Farm Limited Partnership (Continued)

Ground Lease

In November 2023, Easter Seals NH entered into a ground lease with the Elms Farm Partnership for the land located at 20 and 27 Holy Cross Road, Franklin, New Hampshire, with terms of 98 years from the date of execution. The Elms Farm Partnership was required to pay Easter Seals NH base rent of $98 due on April 8, 2024.

Governor's Office of Emergency Relief and Recovery Loan

In 2022, the State of New Hampshire, Governor's Office of Emergency Relief and Recovery awarded Easter Seals NH a grant further described in note 8. Under the terms of the Elms Farm Project, Easter Seals NH will pass through $7,782,368 of funds to the Elms Farm Partnership pursuant to a leasehold mortgage that was executed on March 20, 2024. The loan accrues no interest and is payable to Easter Seals NH in one lump sum 3 years from the date of the note (March 2027). The grant agreement requires Easter Seals New Hampshire to a secure $8,420,774 of Coronavirus State and Local Fiscal Recovery Funds (CSLFRF). In the event of default of this condition, Easter Seals NH has the right to recover all of the CSLFRF funds expended on the Elms Farm Project on behalf of the State of New Hampshire Governor's Office for Emergency Relief and Recovery. Also, as defined in the leasehold mortgage, if the Elms Farm Partnership performs its obligations as defined in the agreement, then repayment of the leasehold mortgage will become void, therefore requiring no repayment by the Elms Farm Partnership to Easter Seals NH. Funding has not yet been received; however, because of that provision, Easter Seals NH will record offsetting assets and liabilities when cash flow associated with the grant and leasehold mortgage is expected.

Right of Refusal and Option Agreement

Through a Right of Refusal and Option Agreement dated April 1, 2024, the Elms Farm Partnership granted to Easter Seals NH certain rights of first refusal and options to purchase the Elms Farm Project, which, if elected, would include the 99.99% interest in the Elms Farm Project held by M&T Bank. As a result, Easter Seals NH has been granted an irrevocable, successive, and exclusive right of refusal to purchase the Elms Farm Project. Such right is exercisable for a period of 36 months beginning upon expiration of an initial 15-year compliance period, and continuing until the Elms Farm Partnership otherwise sells the Elms Farm Project.

Through a Right of Refusal and Opinion Agreement dated April 1, 2024, M&T Bank has the option to give written notice to ESNH Veterans, Inc. at any time following the end of the Credit Period, as defined, to require ESNH Veterans, Inc. to purchase the interest of M&T Bank for a price equal to the sum of $1,000 and any amounts owed to M&T Bank under the operating agreement. At the date of these consolidated financial statements, the put option was not eligible to be exercised by M&T Bank.

16. Elms Farm Limited Partnership (Continued)

Guaranty Agreements

Pursuant to the limited partnership agreement, Easter Seals NH and ESNH Veterans, Inc. guarantee several obligations. As part of an operational deficit guarantee, they promise to advance to the project any amounts required to fund operating deficits arising after the project completion. This means funding unlimited operating deficits until the project achieves stabilized operations, which is defined as the later to occur of (a) construction loan payoff and conversation to approved non-recourse financing, and (b) rental income from the Elms Farm Project that is sufficient to pay all operating expenses/debt service of the Elms Farm Project and a debt service coverage ratio of not less than 1.15 to 1.00 for three consecutive calendar months following funding of the Elms Farm Project's permanent loan. Following that, for a period of 60 calendar months following the achievement of stabilized operations (the ODG Period) the amount shall be limited to $192,820 (the Maximum ODG Amount), which will thereafter be released provided the Elms Farm Project has achieved a 1.15 to 1.00 debt service coverage ratio over each of the last consecutive 3 calendar months of the ODG Period, and the rental subsidy contract remains in place. Any payments required will be in the form of a 0% loan that may be repaid to Easter Seals NH from cash flow or sale of the project.

Additionally, there is a tax credit shortfall and recapture guarantee, whereby Easter Seals NH and ESNH Veterans, Inc. will guarantee payment to M&T Bank of an amount equal to the shortfall, or recapture amount, plus applicable fees, penalties, or other costs incurred as a result of such shortfall or recapture. Pursuant to the guarantee agreement, Easter Seals NH and ESNH Veteran's Inc. must maintain aggregate liquidity of $1,000,000 measured by cash, cash equivalents and marketable securities, and a minimum net worth of $5,000,000, measured at December 31 of each calendar year. At the date of these consolidated financial statements, no events or conditions have occurred that would trigger Easter Seals NH or ESNH Veterans Inc.'s performance under the guaranty agreements, and they are in compliance with the minimum aggregate liquidity and minimum net worth requirements.

17. Commitments and Contingencies

Construction Commitments

Easter Seals NH has a committed construction contract totaling approximately $684,000 at August 31, 2024. A member of the Board of Directors is an executive at the construction company. In September 2023, Easter Seals entered into a committed construction contract totaling approximately $9,093,000 with an unrelated construction company. There were no committed construction contracts at August 31, 2022.

17. Commitments and Contingencies (Continued)

Contingencies

On September 18, 2020, the *Crime Victims' Rights Enhancement Act of 2020* (Act) was signed into law by the governor of New Hampshire, effectively removing the statute of limitations for filing specified claims in New Hampshire. Easter Seals NH has experienced an increase in notices of potential claims against it which fall under the provisions of the Act. Management of Easter Seals NH has identified insurance policies that they believe will cover any exposure and is working with legal counsel to appropriately respond to claims as they arise. No amounts have been provided in these consolidated financial statements relative to this matter.

OTHER FINANCIAL INFORMATION

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATING STATEMENT OF FINANCIAL POSITION

August 31, 2024

ASSETS

	New Hampshire*	Farnum Center	Vermont	Eliminations	Total
Current assets:					
Cash and cash equivalents	$ 1,338,708	$ 500	$ 36,340	$ –	$ 1,375,548
Restricted cash	1,889,392	–	–	–	1,889,392
Short-term investments, at fair value	10,842,829	–	–	–	10,842,829
Accounts receivable from affiliates	–	–	991,777	(991,777)	–
Accounts receivable from related entity	1,249,666	–	–	–	1,249,666
Program and other accounts receivable, net	16,558,783	1,709,146	896,744	–	19,164,673
Contributions receivable, net	1,043,911	1,000	–	–	1,044,911
Prepaid expenses and other current assets	1,199,973	17,752	31,190	–	1,248,915
Total current assets	34,123,262	1,728,398	1,956,051	(991,777)	36,815,934
Assets limited as to use	2,234,481	5,337	–	–	2,239,818
Investments, at fair value	14,721,068	846,153	–	–	15,567,221
Investment in related entity	152,320	–	–	–	152,320
Other assets	828,060	–	–	–	828,060
Intangible assets	836,920	–	–	–	836,920
Operating lease right-of-use assets	1,868,136	398,415	1,528,123	–	3,794,674
Fixed assets, net	35,935,330	5,129,735	54,370	–	41,119,435
	$ 90,699,577	$8,108,038	$3,538,544	$(991,777)	$ 101,354,382

LIABILITIES AND NET ASSETS

	New Hampshire*	Farnum Center	Vermont	Eliminations	Total
Current liabilities:					
Lines of credit	$ 2,348,665	$ –	$ –	$ –	$ 2,348,665
Accounts payable	7,293,937	–	–	–	7,293,937
Accrued expenses	7,613,528	36,941	750	–	7,651,219
Accounts payable to affiliates	991,777	–	–	(991,777)	–
Deferred revenue	4,283,640	–	4,000	–	4,287,640
Current portion of operating lease liabilities	596,762	120,724	275,312	–	992,798
Current portion of interest rate swap agreement	69,469	–	–	–	69,469
Current portion of long-term debt	937,964	122,676	–	–	1,060,640
Total current liabilities	24,135,742	280,341	280,062	(991,777)	23,704,368
Other liabilities	2,456,070	5,337	–	–	2,461,407
Interest rate swap agreement, less current portion	524,707	–	–	–	524,707
Operating lease liabilities, less current portion	1,291,815	287,606	1,265,071	–	2,844,492
Long-term debt, less current portion, net	13,140,370	3,809,296	–	–	16,949,666
Total liabilities	41,548,704	4,382,580	1,545,133	(991,777)	46,484,640
Net assets:					
Without donor restrictions	37,323,949	3,134,592	1,976,459	–	42,435,000
With donor restrictions	11,826,924	590,866	16,952	–	12,434,742
Total net assets	49,150,873	3,725,458	1,993,411	–	54,869,742
	$ 90,699,577	$8,108,038	$3,538,544	$(991,777)	$ 101,354,382

* Includes Champlin Place, Inc. and ESNH Veterans, Inc.

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATING STATEMENT OF FINANCIAL POSITION

August 31, 2023

ASSETS

	New Hampshire*	Farnum Center	Vermont	Eliminations	Total
Current assets:					
Cash and cash equivalents	$ 8,198,636	$ 500	$ 18,945	$ –	$ 8,218,081
Restricted cash	99,784	–	–	–	99,784
Short-term investments, at fair value	10,230,068	–	–	–	10,230,068
Accounts receivable from affiliates	–	8,602,727	791,071	(9,393,798)	–
Accounts receivable from related entity	1,818,919	–	–	–	1,818,919
Program and other accounts receivable	12,259,802	1,247,014	885,686	–	14,392,502
Contributions receivable, net	127,893	1,013	13	–	128,919
Prepaid expenses and other current assets	1,374,153	7,355	23,176	–	1,404,684
Total current assets	34,109,255	9,858,609	1,718,891	(9,393,798)	36,292,957
Assets limited as to use	1,967,140	5,148	–	–	1,972,288
Investments, at fair value	12,898,371	763,509	–	–	13,661,880
Investment in related entity	1,742	–	–	–	1,742
Other assets	327,763	–	–	–	327,763
Intangible assets	736,658	–	–	–	736,658
Operating lease right-of-use assets	1,554,452	515,540	581,839	–	2,651,831
Fixed assets, net	23,185,728	5,313,522	77,087	–	28,576,337
	$ 74,781,109	$16,456,328	$2,377,817	$(9,393,798)	$ 84,221,456

LIABILITIES AND NET ASSETS

	New Hampshire*	Farnum Center	Vermont	Eliminations	Total
Current liabilities:					
Accounts payable	$ 5,126,679	$ –	$ –	$ –	$ 5,126,679
Accrued expenses	6,339,691	94,448	812	–	6,434,951
Accounts payable to affiliates	9,393,798	–	–	(9,393,798)	–
Deferred revenue	2,536,453	–	1,521	–	2,537,974
Current portion of operating lease liabilities	556,577	113,485	235,544	–	905,606
Current portion of interest rate swap agreement	15,663	–	–	–	15,663
Current portion of long-term debt	903,137	118,740	–	–	1,021,877
Total current liabilities	24,871,998	326,673	237,877	(9,393,798)	16,042,750
Other liabilities	2,207,832	5,148	–	–	2,212,980
Interest rate swap agreement, less current portion	516,017	–	–	–	516,017
Operating lease liabilities, less current portion	1,012,438	408,330	352,181	–	1,772,949
Long-term debt, less current portion, net	12,912,760	3,930,851	–	–	16,843,611
Total liabilities	41,521,045	4,671,002	590,058	(9,393,798)	37,388,307
Net assets:					
Without donor restrictions	27,803,279	11,194,460	1,784,632	–	40,782,371
With donor restrictions	5,456,785	590,866	3,127	–	6,050,778
Total net assets	33,260,064	11,785,326	1,787,759	–	46,833,149
	$ 74,781,109	$16,456,328	$2,377,817	$(9,393,798)	$ 84,221,456

* Includes Champlin Place, Inc.

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATING STATEMENT OF OPERATIONS

Year Ended August 31, 2024

	New Hampshire*	Farnum Center	Vermont	Eliminations	Total
Public support and revenue:					
Public support:					
Contributions, net	$ 528,466	$ 28,521	$ 20,081	$ –	$ 577,068
Special events, net	1,222,196	(2,625)	15,039	–	1,234,610
Annual campaigns, net	281,494	83,968	4,323	–	369,785
Bequests	56,693	–	–	–	56,693
Net assets released from restrictions	203,840	21,800	4,736	–	230,376
Total public support	2,292,689	131,664	44,179	–	2,468,532
Revenue:					
Fees and tuition	92,720,688	4,110,826	7,847,921	(15,480)	104,663,955
Grants	11,361,273	5,384,091	324,862	–	17,070,226
Management and developer fees	122,069	–	–	–	122,069
Dividend and interest income	1,394,602	37,512	–	–	1,432,114
Other	130,579	1,536	150	(646)	131,619
Intercompany revenue	1,793,567	–	–	(1,793,567)	–
Total revenue	107,522,778	9,533,965	8,172,933	(1,809,693)	123,419,983
Total public support and revenue	109,815,467	9,665,629	8,217,112	(1,809,693)	125,888,515
Operating expenses:					
Program services:					
Public health education	26,687	–	–	–	26,687
Professional education	254,121	–	–	–	254,121
Direct services	92,135,376	9,629,385	6,952,718	(16,126)	108,701,353
Total program services	92,416,184	9,629,385	6,952,718	(16,126)	108,982,161

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATING STATEMENT OF OPERATIONS (CONTINUED)

Year Ended August 31, 2024

	New Hampshire*	Farnum Center	Vermont	Eliminations	Total
Supporting services:					
Management and general	$ 13,397,397	$ 1,032,025	$ 762,055	$ (1,793,567)	$ 13,397,910
Fundraising	2,901,179	13,733	129,568	–	3,044,480
Total supporting services	16,298,576	1,045,758	891,623	(1,793,567)	16,442,390
Total functional expenses	108,714,760	10,675,143	7,844,341	(1,809,693)	125,424,551
Support of National programs	181,245	–	–	–	181,245
Total operating expenses	108,896,005	10,675,143	7,844,341	(1,809,693)	125,605,796
Income (loss) from operations	919,462	(1,009,514)	372,771	–	282,719
Nonoperating (losses) gains:					
Change in fair value of interest rate swap	(62,496)	–	–	–	(62,496)
Net unrealized and realized gains on investments, net	1,489,397	78,026	–	–	1,567,423
Loss on sales and disposals of fixed assets	(42,877)	–	–	–	(42,877)
Total nonoperating gains	1,384,024	78,026	–	–	1,462,050
Excess (deficit) public support and revenues, and nonoperating gains over expenses	$ 2,303,486	$ (931,488)	$ 372,771	$ –	$ 1,744,769

*Includes Champlin Place, Inc. and ESNH Veterans, Inc.

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATING STATEMENT OF OPERATIONS

Year Ended August 31, 2023

	New Hampshire*	Farnum Center	Vermont	Eliminations	Total
Public support and revenue:					
Public support:					
Contributions, net	$ 523,254	$ 11,048	$ 39,108	$ –	$ 573,410
Special events, net	828,596	32,403	32,435	–	893,434
Annual campaigns, net	303,664	63,177	4,226	–	371,067
Bequests	141,913	–	–	–	141,913
Net assets released from restrictions	282,031	25,000	60,257	–	367,288
Total public support	2,079,458	131,628	136,026	–	2,347,112
Revenue:					
Fees and tuition	59,290,826	5,813,319	7,460,477	(50,261)	72,514,361
Grants	28,567,311	4,537,713	534,090	–	33,639,114
Gain on extinguishment of debt	750,000	–	–	–	750,000
Dividend and interest income	1,447,386	34,433	–	–	1,481,819
Other	163,693	4	–	–	163,697
Intercompany revenue	1,856,432	–	–	(1,856,432)	–
Total revenue	92,075,648	10,385,469	7,994,567	(1,906,693)	108,548,991
Total public support and revenue	94,155,106	10,517,097	8,130,593	(1,906,693)	110,896,103
Operating expenses:					
Program services:					
Public health education	18,834	–	–	–	18,834
Professional education	147,597	–	–	–	147,597
Direct services	77,804,329	9,985,452	6,821,585	(50,261)	94,561,105
Total program services	77,970,760	9,985,452	6,821,585	(50,261)	94,727,536

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATING STATEMENT OF OPERATIONS (CONTINUED)

Year Ended August 31, 2023

	New Hampshire*	Farnum Center	Vermont	Eliminations	Total
Supporting services:					
Management and general	$ 10,704,871	$ 1,096,826	$ 760,752	$ (1,856,432)	$ 10,706,017
Fundraising	2,213,847	25,441	127,712	–	2,367,000
Total supporting services	12,918,718	1,122,267	888,464	(1,856,432)	13,073,017
Total functional expenses	90,889,478	11,107,719	7,710,049	(1,906,693)	107,800,553
Support of National programs	166,882	–	–	–	166,882
Total operating expenses	91,056,360	11,107,719	7,710,049	(1,906,693)	107,967,435
Income (loss) from operations	3,098,746	(590,622)	420,544	–	2,928,668
Nonoperating gains (losses):					
Change in fair value of interest rate swap	463,504	–	–	–	463,504
Net unrealized and realized losses on investments	(60,635)	(11,109)	–	–	(71,744)
Gain on sales and disposals of fixed assets	11,077	–	–	–	11,077
Total nonoperating gains (losses)	413,946	(11,109)	–	–	402,837
Excess (deficit) public support and revenues, and nonoperating gains over expenses	$ 3,512,692	$ (601,731)	$ 420,544	$ –	$ 3,331,505

*Includes Champlin Place, Inc.

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATING STATEMENTS OF CHANGES IN NET ASSETS

Years Ended August 31, 2024 and 2023

	New Hampshire*	Farnum Center	Vermont	Eliminations	Total
Balances at September 1, 2022	$29,621,252	$12,387,057	$1,421,272	$ –	$43,429,581
Excess (deficit) public support and revenues, and nonoperating gains over expenses	3,512,692	(601,731)	420,544	–	3,331,505
Restricted net unrealized and realized gains on investments	48,920	–	–	–	48,920
Restricted dividend and interest income	17,420	–	–	–	17,420
Restricted gifts, bequests and contributions, net	346,164	25,000	6,200	–	377,364
Decrease in fair value of beneficial interest in trust	(4,353)	–	–	–	(4,353)
Net assets released from restrictions used for operations	(282,031)	(25,000)	(60,257)	–	(367,288)
Increase (decrease) in net assets	3,638,812	(601,731)	366,487	–	3,403,568
Balances at August 31, 2023	33,260,064	11,785,326	1,787,759	–	46,833,149
Excess (deficit) public support and revenues, and nonoperating gains over expenses	2,303,486	(931,488)	372,771	–	1,744,769
Restricted net unrealized and realized gains on investments	137,313	–	–	–	137,313
Restricted dividend and interest income	19,077	–	–	–	19,077
Restricted gifts, bequests and contributions, net	2,553,837	70,000	13,500	–	2,637,337
Restricted grants	3,728,359	–	–	–	3,728,359
Increase in fair value of beneficial interest in trust	114	–	–	–	114
Net assets released from restrictions used for operations	(203,840)	(21,800)	(4,736)	–	(230,376)
Other	7,352,463	(7,176,580)	(175,883)	–	–
Increase (decrease) in net assets	15,890,809	(8,059,868)	205,652	–	8,036,593
Balances at August 31, 2024	$49,150,873	$ 3,725,458	$1,993,411	$ –	$54,869,742

*Includes Champlin Place, Inc. and ESNH Veterans, Inc. (in 2024).

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATING STATEMENT OF FUNCTIONAL EXPENSES

Year Ended August 31, 2024

	New Hampshire*	Farnum Center	Vermont	Eliminations	Total
Salaries and related expenses	$ 80,166,874	$ 7,324,488	$6,120,649	$ –	$ 93,612,011
Professional fees	13,644,836	1,997,584	846,269	(1,794,213)	14,694,476
Supplies	1,967,901	432,609	45,606	–	2,446,116
Telephone	662,520	63,134	77,002	–	802,656
Postage and shipping	36,409	995	21,321	–	58,725
Occupancy	2,841,587	339,444	379,144	–	3,560,175
Outside printing, artwork and media	63,430	239	15,883	–	79,552
Travel	1,657,126	17,513	170,232	(15,480)	1,829,391
Conventions and meetings	240,314	16,304	13,202	–	269,820
Specific assistance to individuals	1,236,741	10,188	33,677	–	1,280,606
Dues and subscriptions	46,980	1,919	159	–	49,058
Minor equipment purchases and equipment rentals	344,971	27,822	6,570	–	379,363
Ads, fees and miscellaneous	1,178,382	72,527	80,895	–	1,331,804
Interest	815,907	142,642	–	–	958,549
Depreciation and amortization	1,687,346	227,735	33,732	–	1,948,813
Other program expenses	2,123,436	–	–	–	2,123,436
	$ 108,714,760	$10,675,143	$7,844,341	$(1,809,693)	$ 125,424,551

* Includes Champlin Place, Inc. and ESNH Veterans, Inc.

EASTER SEALS NEW HAMPSHIRE, INC. AND SUBSIDIARIES

CONSOLIDATING STATEMENT OF FUNCTIONAL EXPENSES

Year Ended August 31, 2023

	New Hampshire*	Farnum Center	Vermont	Eliminations	Total
Salaries and related expenses	$ 66,392,788	$ 7,358,091	$6,006,342	$ –	$ 79,757,221
Professional fees	11,560,471	2,113,838	830,368	(1,856,432)	12,648,245
Supplies	1,736,449	450,352	42,655	–	2,229,456
Telephone	607,196	79,626	76,852	–	763,674
Postage and shipping	39,002	889	24,532	–	64,423
Occupancy	2,727,997	453,018	317,250	–	3,498,265
Outside printing, artwork and media	37,877	–	13,089	–	50,966
Travel	1,562,364	17,453	193,104	(14,221)	1,758,700
Conventions and meetings	174,310	114,459	8,164	–	296,933
Specific assistance to individuals	1,533,890	8,451	47,994	(36,040)	1,554,295
Dues and subscriptions	48,344	856	319	–	49,519
Minor equipment purchases and equipment rentals	242,674	24,460	13,716	–	280,850
Ads, fees and miscellaneous	1,033,220	71,759	102,255	–	1,207,234
Interest	644,467	146,371	–	–	790,838
Depreciation and amortization	1,573,429	268,096	33,409	–	1,874,934
Other program expenses	975,000	–	–	–	975,000
	$ 90,889,478	$11,107,719	$7,710,049	$(1,906,693)	$ 107,800,553

* Includes Champlin Place, Inc.

Bryan Bouchard, Chair
CMA & Assistant Professor, SNHU
Andrew MacWilliam, Past Chair
Partner, Pricewaterhouse Coopers LLP
Gregory Baxter, MD, Vice Chair
President, Elliot Health System
Bradford Cook, Esq., Secretary
General Counsel & Secretary, Sheehan Phinney Bass and Green
Tim Wade, Treasurer
NH Regional President, M&T Bank
Ajay Arigala
Head of Technology, Crosby Company of New Hampshire
Robert Bartley
Owner, Bartley Financial
Matthew Boucher
Deputy GM and COO, Airmar Technology Corp
Jo Brown
Retired Active-Duty Air Force Officer and Former Mayor of Franklin, NH
Rick Courtemanche
IBM (Ret.)
Dan Cronin
President and CEO, CGI Business Solutions
Tom Davis
Director of Electric Transmission Field Operations, Eversource Energy
Eddie Edwards
Assistant Commissioner of the Department of Safety, State of New Hampshire
Ryan C. Fox
Vice President, Specialty Lending Group at BankProv
Linda Uliva James
Policy and Operations Manager (Ret.), Department for Children and Families
Ryan King
Vice President of Human Resources, Northeast Delta Dental
William Lambrukos
Sr. VP Operations, Northeast Delta Dental
Madison Lightfoot-Kunitake
Associate, McLane Middleton Law Firm
Susan Martore-Baker
President, Cambridge Trust of New Hampshire
Tracey Pelton
Vice President Marketing & Business Development, PROCON
Richard Rawlings
Managing Partner (Ret.), Northwestern Mutual
Nathan Saller
President and CEO, Bellwether Community Credit Union
Sgt. Amanda Smith
Sergeant, Manchester, NH Police Department's Patrol Division
Sanjeev Srinivasan
VP, Corporate Dev & Strategy, Hypertherm
Rob Wieczorek
President, Wieczorek Insurance

easterseals
New Hampshire

August 15, 2025

Key Project Staff & Salaries

Name	Role	Annual Salary	Amount Paid From This Contract
Angelique Pandolph	Director of Transportation	$95,944.50	$0
Sharon McKechnie	Operations Manager	$81,450.62	$0
Lisa Ludwigsen	Business Manager	$79,183.08	$0
Xiomara Arnaud	Scheduling Supervisor	$63,565.01 Annualized	$0

Please see resumes attached.

Angelique Randolph

Director of Transportation

About Me

Experienced, effective, and ambitious logistics manager with a Master of Business Management (MBA). Known for exceptional problem solving skills and developing business frameworks that dramatically improve efficiency and productivity. Team oriented and focused on supporting others while generating growth and boosting morale.

Contact

Pepperell, MA

Education

(2018 -2019)

FITCHBURG STATE UNIVERSITY

Master of Business Management (MBA)

4.0 GPA

(2016 -2018)

FITCHBURG STATE UNIVERSITY

Bachelor of Business - Marketing

3.8 GPA

Skills

- Management
- Logistics
- Compliance
- Marketing
- Routing
- Branding

Experience

(2023 - Present)

DIRECTOR OF TRANSPORTATION

Easterseals New Hampshire

- Oversee transportation program and team of 70 individuals
- Develop and enforce policies and procedures that ensure safety, compliance, efficiency in all transportation activities.
- Partner with internal and external stakeholders to meet needs.
- Implemented GPS tracking, fleet maintenance software, and ELDs within all trucks company wide.
- Manage annual budget, monitor costs, service level agreements, and performance metrics.
- Ensure operational compliance.

(2022 - 2023)

BUSINESS DEVELOPMENT SPECIALIST

Lowell Corporation

- Developed business relationships in a B2B industry while generating sales growth through effective lead capture and sales promotions.
- Managed a marketing team working on several platforms includin Google, HubSpot, Meta, YouTube, and LinkedIn.
- Designed advertising, branding and social media content
- Orchestrated, planned, and attended industry trade shows and expositions nationally while collecting and converting qualified leads.

(2018 - 2022)

DIRECTOR OF ROUTING

Mosquito Squad

- Effectively orchestrated routing operations across 3 states, managing nearly 300 trucks, completing over 2,500 appointments each day.
- Managed a team of over 350 technicians and a dispatch call center.
- Utilized StreetSync Pro, ServiceMinder CRM, Zubie fleet monitoring software to create and oversee daily schedules.
- Enhanced bulk emailing and rescheduling processes for a rapidly growing customer base of over 30,000 clients.
- Communicated with managers from 11 branches to maximize efficiency and optimization throughout the entire enterprise.
- Implemented GPS tracking, fleet maintenance software, and ELDs within all trucks company wide.

(2017 - 2018)

SALES AGENT & COMPLIANCE OFFICER

Mosquito Squad

- Generated average sales revenue of around $2 million per quarte with a 40% close rate on average.
- Utilized ServiceMinder CRM, Scorpion, Microsoft, and Google Suite.
- Redesigned and trained on audit process to ensured organizational compliance with all applicable local, state, and federal regulations.

SHARON McKECHNIE

Smckechnie@eastersealsnh.org

Operation Manager

Transit service professional with over 25 years' experience as a team Leader, supervisor and operation manager. Personable creative professional with expertise in training and directing employees efficiently as a team. Able to work with a staff, while adapting to changing work priorities and motivating others. Demonstrated ability to work with a wide variety of community groups and organizations. Able to communicate clear instructions to team members and listens to team members' feedback. Manage day-to-day operations. Proficient with Microsoft Office Suite.

CORE COMPETENCIES

- Interpersonal and Communication Skills
- Customer Service
- Community Engagement
- Dependable and Dedicated
- Supervising/ Managing
- Problem Solving
- Risk Management
- Scheduling
- Independent Thinking/ Team Builder
- Multitasking skills
- Record keeping
- Training Experience
- Leadership skills

Award

- Easterseals Presidents Meritorious Award 2019

PROFESSIONAL EXPERIENCE

Easterseals STS, Manchester NH **07/1997- Present**

Operation Manager

- Oversee all STS operations, inclusive of recruitment, hiring, discipline, termination and maintenance of these records.
- Responsible for the overall management of the day to day operations of STS. Manage and oversee STS training and educational programs.
- Maintain compliance with Easterseals, State regulations, Department of Transportation regulations and other funding sources.
- Update and maintain training programs for Agency use. Coordinate outside instructors or training programs when appropriate inclusive of Defensive Driving, Emergency Response Techniques, and Passenger Assistance Techniques.

Education

High School - Pope John XXIII, Everett MA 1982

St. Josephs College, Standish, ME 1982-1983

St Anselms College, Manchester NH

1983 - 1985

Lisa M. Ludwigsen

Proficient in Microsoft Word, Excel, Google Docs, HBSS Transportation software, and Allscripts.

Experience

July 2007 - Present - **Easter Seals NH**

Business Manager – Special Transit Service

Develop and maintain working relationships with STS customers to provide productivity and financial reports upon request, which includes attending community meetings as needed for service quality development and customer communication. Supervise and develop STS Billing Department staff. Oversee billing policies and procedures for STS operations to ensure accurate and timely bill processing, collections, and reconciliation of STS production information. Work collaboratively with the STS management team and Billing Management team to ensure accurate production and billing management, and develop continuous improvement of metrics of service quality and production for STS customers and financial oversight. Work with STS Vice President to evaluate financial feasibility and agency impact of proposals for the development of new work and the ongoing financial status of existing work. Develop and monitor cash flow projections for all STS services. Reconcile accounts receivable subsystems to general ledger control account. Oversee and complete monthly production and revenue reports.

2001 - July 2007 - **Greater Manchester Family YMCA**

Started as Front Desk Receptionist, greeted all members, answered phones, registered new members, and registered members for programs. Position required excellent customer service skills and knowledge of the YMCA and all programs offered at different locations. Promoted to Membership Director, supervised 8 to 10 staff. Responsibilities included scheduling, performance reviews of staff, budgeting, opening and closing procedures, program and camp registrations, scheduled private parties and events, and all other day to day front desk duties. Processed State billing for Childcare, Before and After School program, and day camps. Extremely busy and diversified position.

References Available Upon Request

Education
Graduate Dana Hills HS, Dana Hills, CA
Saddleback Community College
Hesser College
Job related training courses

Xiomara Arnaud

Work Experience

Scheduling Supervisor | Easterseals, Manchester, NH

2010 - Present

- Manage the scheduling call center and oversee all scheduling within the Transportation program.
- Take inbound calls, enter client and student information into HBSS software.
- Determine client eligibility and refer to other programs if needed.
- Schedule appointments for new and existing clients.
- Communicate with dispatch and office staff regarding schedule changes.
- Coordinate with Operations to ensure schedules are efficient.
- Schedule transportation for community and school routes.

Co-Owner | Dirt Away, Manchester, NH

2020 - Present

- Partial business owner.
- Consults with co-owner on key decisions and assists with management and oversight of the business.
- Occasionally prepare reports for the business.
- Stay informed

Education

Penn Foster College — *2023 – Current*

Memorial High School — 1998 - 2000

TRANSPORTATION VEHICLE USE AGREEMENT (VUA)

THIS VUA is by and between the State of New Hampshire Department of Transportation (hereinafter referred to as "State"), and Grafton County Senior Citizens Council, Inc., a private not-for-profit organization, (hereinafter referred to as "Grantee"), whose office is located at 10 Campbell Street, Lebanon, NH 03766.

WHEREAS, The Federal Transit Act of 1964, as amended, 49 U.S.C. §5310, provides for capital grants to private nonprofit corporations and associations to assist them in providing transportation services meeting the special needs of seniors and individuals with disabilities for whom mass transportation services are unavailable, insufficient, or inappropriate; and

WHEREAS, the Governor of the State of New Hampshire, in accordance with a request by the Federal Transit Administration (hereinafter referred to as "FTA"), has designated the Department to evaluate and select projects proposed by eligible subrecipients and to coordinate the grant applications; and

WHEREAS, the State and the Grantee desire to utilize grant funds for the transportation needs of seniors and individuals with disabilities of the state.

NOW THEREFORE, in consideration of the mutual covenants herein set forth, the State and the Grantee agree as follows:

DEFINITIONS.

a. Default: An Event of Default under this VUA will occur upon the failure of the Grantee to perform any of its payment or other obligations hereunder.

b. Effective Date: The date on which the VUA is approved by Governor & Council (G&C).

c. Emergency: Any unanticipated event that results in a necessary deviation from standard protocols.

d. Fair Market Value: Fair market value is the most probable price the project property would bring in a competitive and open market.

e. Federal Interest: The dollar amount that is the federal share of the total project cost based on straight-line depreciation of the asset, whereby, for example, a total cost based on a calculated depreciation value of $10,000 would result in a Federal Interest of $8,500 based on an initial federal participation of 85%.

f. Project: As identified in Exhibit B, Scope of Services. Generally, traditional FTA Section 5310 projects are those public transportation capital projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable.

g. State Interest: The dollar amount that is the state share of the total project cost based on straight-line depreciation of the asset, whereby, for example, a total cost based on a calculated depreciation value of $10,000 would result in a State Interest of $750 based on an initial state participation of 7.5% (contingent on state budget approvals).

h. State Management Plan (SMP): The SMP documents and describes the state's objectives, policies, administrative requirements, and procedures in managing the following FTA programs: §5311, §5339, and §5310. For the purposes of this VUA, the SMP refers to the most recent version.

i. Useful life: Useful life is determined by years of service or accumulation of miles whichever comes first, by asset type as referenced in the SMP.

j. Vehicle Operating Costs: The cost necessary to operate, maintain, and manage a public transportation system. Operating expenses usually include driver's salaries, fuel, and items with less than one year of useful life.

Section 1

1.1 The State shall purchase and deliver to the Grantee the equipment identified in Exhibit B, Scope of Services, attached hereto, and be incorporated herein by reference, (hereinafter referred to as "Project Equipment"). The State and the Grantee agree that the Vehicle Identification Number (VIN) of the Project Equipment will be inserted in Exhibit D, Vehicle List, following delivery of the Project Equipment. The estimated cost of the Project Equipment is identified in Exhibit C, Budget, with the actual cost to be determined following the award of bids for the Project Equipment.

1.2 Title to all Project Equipment shall be in the name of the Grantee; provided, however, that in order to secure the complete performance of this VUA, the Grantee shall give the State a security interest in all such equipment at the time of purchase and shall execute financing statements and do all other acts necessary or useful, as decided by the State, to the perfection of that interest and the renewal thereof. In connection with the purchase of any motor vehicle under this VUA, the Grantee shall give the State a security interest in the motor vehicle at the time of purchase and shall take all steps necessary to protect the State's security interest, including taking steps to identify the State as a lien holder of such motor vehicle on the motor vehicle title.

1.3 In the event of termination of this VUA before the useful life benchmark has been met, as defined by the State within the State Management Plan (SMP) and Transit Asset Management (TAM) Plan, of any Project Equipment purchased under this VUA, it is understood and agreed that legal title to such equipment shall be immediately transferred to the State or, at the State's sole discretion, to the State's written designee.

Section 2

2.1 No more than 30 days after receipt of an invoice from the State, or prior to the Project Equipment's being entered into service by the Grantee, whichever is later, the Grantee shall

pay to the State the Agency Match as identified in Exhibit C, Budget. Failure to do so may result in termination of this VUA and reassignment of the Project Equipment to another agency.

2.2 Upon receipt by the Grantee of the Project Equipment, the Grantee shall provide transportation services (hereinafter referred to as the "Project") to seniors and individuals with disabilities as more specifically described in the Grantee's Application to the State and in compliance with FTA §5310 Program Guidelines, FTA Circular 9070.1H and subsequent revisions.

2.3 The Grantee shall coordinate its Project with similar transportation services in its region, with coordination to include vehicle sharing, time-sharing, joint purchase, or consolidation of services, where feasible. Failure to exhibit good-faith efforts to coordinate, as determined by the State upon collaboration with the affected Regional Coordinating Council(s) (RCC), shall constitute an event of default under §7.1.5.

2.4 The Grantee is responsible for all vehicle operating costs, as defined herein. The Grantee further agrees to provide sufficient funds to operate, maintain, and ensure the Project Equipment throughout its useful life.

2.5 The Grantee agrees that the Project Equipment's use and disposition shall conform in every respect to the requirements of the FTA Circular 5010.1F, and subsequent revisions, as well as the most recent SMP, which is hereby incorporated by reference. If during the term of this VUA, any Project Equipment is not used in the manner described, the Grantee shall immediately notify the State and take all steps necessary to immediately transfer the title of the Project Equipment to the State or the State's written designee.

2.5.1 Should the Project Equipment be prematurely withdrawn from appropriate use the Grantee agrees to transfer the vehicle to the State or to an entity designated by the State. Should a transfer not be practicable, such as in the case of a casualty loss, the Grantee shall reimburse the State an amount equivalent to the sum of the federal interest and State interest based on the insurance payment or equivalent. The Grantee may provide equivalent replacement equipment in the event of a casualty loss, with the prior written approval of the State.

2.6 During the full period of this VUA, the Grantee shall maintain the Project Equipment at a high level of cleanliness, safety, and mechanical soundness. The Grantee shall certify that an FTA-compliant maintenance plan that meets or exceeds the minimum preventive maintenance guidelines set forth by the original equipment manufacturer is followed.

2.7 The Grantee shall secure automobile liability insurance commensurate with requirements set forth by the affected RCC(s). At a minimum, coverage shall be for a minimum of $1,000,000 combined single limit coverage to protect itself and the State from claims arising from property damage and personal injury. A copy of the insurance certificate shall be forwarded to the State within 30 days of vehicle delivery. Insurance hereunder shall be affected under the standard form, valid, and enforceable policies issued by insurers authorized to write insurance in the State. The State must be listed as an additional insured and Certificate Holder.

2.8 The Grantee shall implement and carry out a driver training program that meets or exceeds the State's standards, as determined by the State's Rural Transit Assistance Program (RTAP) committee. At the time of execution, the minimum components of training include defensive driving, passenger assistance, and emergency evacuation procedures, with refresher courses for each required at least every three years.

2.9 The Grantee shall not change, add, or remove seating within the vehicle without prior State approval. The Grantee will not change the use of the vehicle or location at which the vehicle is based, as specified within Exhibit B, Scope of Services except in an emergency, without prior approval by the State. In case of an emergency, the Grantee shall notify the State no later than the next working day following the day of the events giving rise to an emergency. Such a change shall be valid for five days; thereafter, the written approval of the State shall be required.

Section 3

3.1 The term of this VUA shall commence on the date it is approved by Governor & Council (hereinafter referred to as the "Effective Date") and shall terminate upon disposition or on the date determined by the State to be the end of the useful life of the Project Equipment.

Section 4

4.1 The Grantee shall comply with all terms and conditions outlined in FTA Circular 9070.1H or as amended. The Grantee shall assume all obligations of a subrecipient as identified in the Circular.

4.1.1 At the State's discretion, the Grantee will be required to submit annual signed FTA Certifications and Assurances and Master Agreement.

4.2 In connection with the performance of the services hereunder, the Grantee shall comply with all laws, regulations, and statutes of federal, state, county, or municipal authorities, which may impose additional obligations or duties upon the Grantee.

4.3 The State will conduct periodic reviews, at its discretion, to ensure compliance with the obligations identified in §4.2. Notable federal requirements include but are not limited to ensuring preventive maintenance is conducted per the Grantee's maintenance plan, developing and/or implementing a Board-approved Title VI (Civil Rights) plan, and ensuring all services are compliant with Americans with Disabilities Act (ADA) guidelines.

Section 5

5.1 The Grantee shall submit to the State a Quarterly Productivity Report on the form and according to the schedule required by the State. The State may require that additional reports be submitted as deemed necessary, such as those designed to enhance RCC activities or ensure FTA compliance.

5.2 **General Transit Feed Specification (GTFS).** As applicable, the Grantee shall generate and keep updated General Transit Feed Specification (GTFS) data and submit related data for reporting to the National Transit Database (NTD) as required. The Grantee shall submit related data to the State upon request.

Section 6

6.1 To the extent necessary in carrying out the Project, the Grantee shall conform its cost accounting practices and standards to those required by 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Super Circular"), which is incorporated herein by reference.

6.2 The Grantee shall permit the State, the Comptroller General of the United States, and the Secretary of the United States Department of Transportation, or their authorized representatives, to inspect all Project Equipment, all transportation services rendered by the Grantee, and all relevant Project data records, as determined by the State, the Comptroller General, and the Secretary of Transportation or their authorized representatives. The Grantee shall also permit the above-named persons to audit the books, records, contracts, and accounts of the Grantee pertaining to the Project.

6.3 Where there is a conflict between the provisions of Section 6 and any other clause in this VUA, the provisions of Section 6 shall prevail.

Section 7

7.1 The State, by written notice to the Grantee at least 30 days prior, shall have the option to terminate this VUA for any of the following reasons:

7.1.1 The Grantee primarily utilizes the vehicle for services other than those that are designed to benefit seniors and individuals with disabilities in accordance with FTA §5310 requirements;

7.1.2 The Grantee utilizes the vehicle for less than 10,000 miles per year for the FTA program purpose;

7.1.3 The Grantee takes any action pertaining to this VUA without the approval of the State, and which under the procedures of this VUA, would have required the approval of the State;

7.1.4 The commencement, prosecution, or timely completion of the Project by the Grantee, is for any reason rendered improbable, impossible, or illegal;

7.1.5 The Grantee shall be found to be in default under any provision of this VUA.

Section 8

8.1 The Grantee hereby covenants and agrees to defend, indemnify, and hold harmless the State from and against any and all losses suffered by the State and from and against all claims, demands, causes of action, losses, and damages asserted by or on behalf of any person or loss of, or damage to any property, sustained or occurring (or which may be claimed to have been sustained or to have occurred) in connection with, as a result of, or pertaining to the operation of the Project hereunder, on account of or based upon the acts, omission, fault, negligence, or misconduct of the Grantee or any person other than the State or its agents, servants, and employees.

8.2 The Grantee hereby covenants and agrees that at all times during the grant term, it will maintain or will ensure that there is in effect statutory workers' compensation and employers' liability insurance for all employees of the Grantee engaged in the operation of the Project hereunder, and in case any such work is sublet, the Grantee shall require the subgrantee similarly to provide such insurance for all employees of the subgrantee.

8.3 Notwithstanding anything to the contrary contained herein, nothing in this VUA is intended to act as a waiver of the sovereign immunity of the State.

Section 9

9.1 The Director of Aeronautics, Rail and Transit of the New Hampshire Department of Transportation, (hereinafter referred to as the Contracting Officer), shall be the representative of the State under the present VUA. In the event of any dispute hereunder, the interpretation of this VUA by the Contracting Officer, and his/her decisions on any dispute, shall be final.

9.2 This VUA may be amended, waived, or discharged only by an instrument in writing signed by the parties hereto.

9.3 No member, officer, or employee of the Grantee during his/her tenure or one year thereafter shall have any interest, direct or indirect, in this VUA or the proceeds thereof.

9.4 Notwithstanding anything in this VUA to the contrary, all obligations of the State hereunder, including without limitation on the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds for this purpose, and in no event shall the State be liable for payments hereunder over such available appropriated funds. In the event of a reduction or termination of these funds, the State shall have the right to terminate this VUA, effective immediately, by giving the Grantee fifteen (15) days' written notice of such termination.

9.5 IN WITNESS WHEREOF the parties hereto have executed this VUA on the day and year first above written.

The New Hampshire Department of Justice and Department of Transportation approved this template for use in the FTA §5310 program.

Grantee

Grafton County Senior Citizens Council, Inc.

[signature] Date: 8/18/25
Signature

Kathleen Vasconcelos
Type or Print Name

Executive Director
Title

State of New Hampshire, Department of Transportation

[signature] Date: 10/08/25
Signature

Michelle Winters
Type or Print Name

Director of Aeronautics, Rail & Transit
Title

Attorney General

This is to certify that this office has reviewed the above VUA and is approved as to form and execution.

[signature] Date: 11/4/25
Signature

Meaghan Jepsen
Type or Print Name

Attorney
Title

EXHIBITS TO CONTRACT

EXHIBIT A	Special Provisions
EXHIBIT B	Scope of Services
EXHIBIT C	Budget
EXHIBIT D	Vehicle List

Certificate of Good Standing

Certificate of Corporate Vote

Certificate of Insurance

FTA Certifications and Assurances

FTA Master Agreement

Social Service Documents to Include:
- 501 (c)
- Financial Report/Audit
- Board of Directors
- Key Personnel and Salaries
- Resumes

EXHIBIT A
SPECIAL PROVISIONS

There are no modifications, deletions, or additions to the General Provisions in Form G-1.

EXHIBIT B
SCOPE OF SERVICES

B.1 Capital Purchases

1.1 The Grantee will receive four (4) 8x2 passenger, gasoline, ADA-cutaway buses to replace vehicles that have met useful life requirements. The Grantee will provide coordinated demand response transportation services in the Greater Upper Valley area as detailed within the associated grant application, which is incorporated by reference.

1.2 The Grantee may alter services upon written request and following written approval from the State. Any such alterations must adhere to FTA §5310 requirements.

EXHIBIT C
BUDGET

C.1 The Grant Limitation price, as defined in Section 1.8 of the General Provisions, is the Federal Transit Administration (FTA) §5310 and State Capital Match portion of the eligible project costs. Federal and State funds are granted as follows:

Project Description	Estimated Total Project Cost	Estimated Requested FTA Funds	Estimated Approved FTA Funds 85%	Estimated Approved State Match 7.5%	Estimated Required Local Match 7.5%
Qty. 4, 8-pax. ADA gas cutaway replacements	$500,000	$425,000	$425,000	$37,500	$37,500
Total	**$500,000**	**$425,000**	**$425,000**	**$37,500**	**$37,500**

* *See §1.1.7, Exhibit B, Scope of Services*

C.2 Funds are contingent upon Federal and State appropriations.

C.3 The State will procure the vehicles above through a Statewide Contract utilizing Federal Transit Administration (FTA) §5310 Enhanced Mobility of Seniors and Individuals with Disabilities Capital Program funding.

C.4 The FTA will provide a maximum of 85% of the total project cost with an estimated FTA funding amount of $425,000.

C.5 The State will submit an invoice to the Grantee for the required local match to the Statewide Contractor as detailed in the Vehicle Use Agreement (VUA).

EXHIBIT D
VEHICLE LIST

2016 Ford E350 8 & 2 Passenger Bus	1FDEE3FS0GDC57854
2016 Ford E350 8 & 2 Passenger Bus	1FDEE3FS4GDC57856
2016 Ford E350 8 & 2 Passenger Bus	1FDEE3FS8GDC57858
2017 E350 Ford Bus	1FDEE3FS1HDC29269
2017 Ford E350 Bus	1FDEE3FS4HDC29265
2018 Ford E350 Bus	1FDEE3FS5JDC23903
2019 Ford Phoenix 8&2	1FDEE3FS5KDC73962
2021 Ford E350 8&2 PO 1076784	1FDEE3FK0NDC11485
2021 Ford E350 8&2 PO1076784	1FDEE3K1MDC13454
2021 Ford E350 8&2 PO1076784	1FDEE3FK8MDC13452

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 GRAFTON COUNTY SENIOR CITIZENS COUNCIL, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on July 13, 1972. 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: **65677**

Certificate Number: **0007141940**

IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 1st day of April A.D. 2025.

David M. Scanlan

Secretary of State

CERTIFICATE OF AUTHORITY

I, WILLIAM GERAGHTY, hereby certify that:
(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of Grafton County Senior Citizens Council, Inc.
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on July 24, 2018, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Kathleen Vasconcelos, Executive Director (may list more than one person)
(Name and Title of Contract Signatory)
is duly authorized on behalf of Grafton County Senior Citizens Council, Inc. to enter into contracts or agreements with the State
(Name of Corporation/ LLC)

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 his/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: 8/18/25

William Geraghty
Signature of Elected Officer
Name: William Geraghty
Title: President, Board of Directors

GRAFCOU-01 CASST1

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 10/3/2025

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

PRODUCER	CONTACT NAME:	
Digital Insurance LLC- Rutland, VT 98 Merchants Row Rutland, VT 05701	PHONE (A/C, No, Ext): (802) 775-2311	FAX (A/C, No): (802) 775-8246
	E-MAIL ADDRESS:	

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Philadelphia Indemn Insurance	18058
INSURER B : Wesco Insurance Company	25011
INSURER C : Mount Vernon Fire Ins Co	26522
INSURER D : Underwriters At Lloyds	32727
INSURER E :	
INSURER F :	

INSURED

Grafton County Senior Citizens Council, Inc
PO Box 433
Lebanon, NH 03766

COVERAGES **CERTIFICATE NUMBER:** **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:	X		PHPK2617902	10/1/2025	10/1/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG EMPLOYEE BENEFI	$ 1,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 3,000,000 $ 3,000,000 $ 3,000,000
	UTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY [ ] SCHEDULED AUTOS HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY	X		PHPK2617909	10/1/2025	10/1/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
A	X UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED X RETENTION $ 10,000			PHUB886986	10/1/2025	10/1/2026	EACH OCCURRENCE AGGREGATE	$ 2,000,000 $ 2,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N: Y If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		WWC3745224	11/13/2024	11/13/2025	X PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000
C	Directors & Officers			NDO2555427I	10/1/2025	10/1/2026		
D	Cyber Liability			ESN0240127621	10/1/2025	10/1/2026	Limit	1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Workers Compensation Statutory Coverage applies in NH. Robert Muh, William Geraghty, and Dean Cashman are Excluded Officers.

The State of NH Department of Transportation is named additional insured with respect to general liability to the extent required in executed written contract.

CERTIFICATE HOLDER

State of New Hampshire Department of Transportation
7 Hazen Drive
Concord, NH 03301

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

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GRAFCOU-01 CASST1

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 11/5/2025

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 have ADDITIONAL INSURED provisions or be endors. 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	CONTACT NAME:	
Digital Insurance LLC- Rutland, VT 98 Merchants Row Rutland, VT 05701	PHONE (A/C, No, Ext): (802) 775-2311	FAX (A/C, No): (802) 775-8246
	E-MAIL ADDRESS:	

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Philadelphia Indemn Insurance	18058
INSURER B : AIM Ins Co	18929
INSURER C : Mount Vernon Fire Ins Co	26522
INSURER D : Underwriters At Lloyds	32727
INSURER E :	
INSURER F :	

INSURED

Grafton County Senior Citizens Council, Inc
PO Box 433
Lebanon, NH 03766

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

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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:	X		PHPK2617902	10/1/2025	10/1/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG EMPLOYEE BENEFI	$ 1,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 3,000,000 $ 3,000,000 $ 3,000,000
A	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY SCHEDULED AUTOS HIRED AUTOS ONLY NON-OWNED AUTOS ONLY	X		PHPK2617909	10/1/2025	10/1/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
A	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED X RETENTION $ 10,000			PHUB886986	10/1/2025	10/1/2026	EACH OCCURRENCE AGGREGATE	$ 2,000,000 $ 2,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A			11/13/2025	11/13/2026	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000
C	Directors & Officers			NDO2555427J	10/1/2025	10/1/2026		
D	Cyber Liability			340518583	10/1/2025	10/1/2026	Limit	1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Workers Compensation Statutory Coverage applies in NH. Robert Muh, William Geraghty, and Dean Cashman are Excluded Officers.

The State of NH Department of Transportation is named additional insured with respect to general liability to the extent required in executed written contract.

CERTIFICATE HOLDER

State of New Hampshire Department of Transportation
7 Hazen Drive
Concord, NH 03301

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

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FEDERAL FISCAL YEAR 2025 CERTIFICATIONS AND ASSURANCES FOR FTA ASSISTANCE PROGRAMS

(Signature pages alternate to providing Certifications and Assurances in TrAMS.)

Name of Applicant: Grafton County Senior Citizens Council, Inc.

The Applicant certifies to the applicable provisions of all categories: (*check here*) ✓.

Or,

The Applicant certifies to the applicable provisions of the categories it has selected:

Category		Certification
01	Certifications and Assurances Required of Every Applicant	
02	Public Transportation Agency Safety Plans	
03	Tax Liability and Felony Convictions	
04	Private Sector Protections	
05	Transit Asset Management Plan	
06	Rolling Stock Buy America Reviews and Bus Testing	
07	Urbanized Area Formula Grants Program	
08	Formula Grants for Rural Areas	
09	Fixed Guideway Capital Investment Grants and the Expedited Project Delivery for Capital Investment Grants Pilot Program	
10	Grants for Buses and Bus Facilities and Low or No Emission Vehicle Deployment Grant Programs	
11	Enhanced Mobility of Seniors and Individuals with Disabilities Programs	

12	State of Good Repair Grants	_____
13	Infrastructure Finance Programs	_____
14	Alcohol and Controlled Substances Testing	_____
15	Rail Safety Training and Oversight	_____
16	Demand Responsive Service	_____
17	Interest and Financing Costs	_____
18	Cybersecurity Certification for Rail Rolling Stock and Operations	_____
19	Tribal Transit Programs	_____
20	Emergency Relief Program	_____

CERTIFICATIONS AND ASSURANCES SIGNATURE PAGE

AFFIRMATION OF APPLICANT

Name of the Applicant: Grafton County Senior Citizens Council, Inc.

BY SIGNING BELOW, on behalf of the Applicant, I declare that it has duly authorized me to make these Certifications and Assurances and bind its compliance. Thus, it agrees to comply with all federal laws, regulations, and requirements, follow applicable federal guidance, and comply with the Certifications and Assurances as indicated on the foregoing page applicable to each application its Authorized Representative makes to the Federal Transit Administration (FTA) in the federal fiscal year, irrespective of whether the individual that acted on his or her Applicant's behalf continues to represent it.

The Certifications and Assurances the Applicant selects apply to each Award for which it now seeks, or may seek in the future, of federal assistance to be awarded by FTA during the federal fiscal year.

The Applicant affirms the truthfulness and accuracy of the Certifications and Assurances it has selected in the statements submitted with this document and any other submission made to FTA, and acknowledges that the Program Fraud Civil Remedies Act of 1986, 31 U.S.C. § 3801 *et seq.*, and implementing U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR part 31, apply to any certification, assurance or submission made to FTA. The criminal provisions of 18 U.S.C. § 1001 apply to any certification, assurance, or submission made in connection with a federal public transportation program authorized by 49 U.S.C. chapter 53 or any other statute

In signing this document, I declare under penalties of perjury that the foregoing Certifications and Assurances, and any other statements made by me on behalf of the Applicant are true and accurate.

Signature _____ Date: 6-5-25

Name Kathleen Vasconcelos Authorized Representative of Applicant

FFY 2025 MASTER AGREEMENT

ACKNOWLEDGEMENT OF RECEIPT

The Federal Transit Administration (FTA) Federal Fiscal Year 2025 Master Agreement requires recipients and subrecipients to comply with the requirements contained in the agreement in order to receive Federal funds. The language contained in the Master Agreement must be incorporated into the administration of the agreement my agency has with the New Hampshire Department of Transportation (NHDOT).

I acknowledge receipt of the FFY 2025 Federal Transit Administration (FTA) Master Agreement and understand this agreement is referred to in my agency's agreement with NHDOT by reference. The Master Agreement remains in force for the term of the agreement.

Grafton County Senior Citizens Council, Inc. — Name of Agency

6-5-25 — Date

Kathleen Vasconcelos — Name of Authorized Official

Signature

NONPROFIT COVER SHEET

A. Entity Name: Grafton County Senior Citizens Council

B. Entity's Contact Information:

For Records Requests (e.g., resumes of key personnel; audited financial statements):

Name / Phone / Email: Kathleen Vasconcelos, 603-448-4897, kvasconcelos@gcscc.org

Person responsible for Accuracy and Completeness of information provided:

Name: Kathleen Vasconcelos Title: Executive Director

Signature:

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Bill Geraghty (President)	Hanover, NH
Dean Cashman (Treasurer)	Lebanon, NH
Natalie Murphy (Secretary)	Bridgewater, NH
Nanci Carney (Member)	Silver Lake, NH
Lori Fortini (Member)	Lebanon, NH
Bill Karkheck (Member)	Bridgewater, NH
David McLure (Member)	Littleton, NH
Doug Menzies (Member)	Littleton, NH
Bob Muh (Member)	Littleton, NH
Christine St. Laurent (Member)	Campton, NH
Laura Sheers (Member)	Thornton, NH
Carlos Valentim (Member)	West Lebanon, NH

D. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached)**:**

Name	Role	Annual Salary	Amount Paid From This Contract
Kathleen Vasconcelos	Executive Director	$116,053	0%

DISCLOSURE OF LEGAL ACTIVITIES INVOLVING THE STATE OF NEW HAMPSHIRE OR ANOTHER GOVERNMENT ENTITY

E. Check one of the following:

[✓] The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**

[ ] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).

_____

_____

_____

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

[✓] is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (** see note below) or has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**

[ ] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**

[ ] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

** Note: Attached screen shot from the DOJ Registered Charities List found at:

https://mm.nh.gov/files/uploads/doj/remote-docs/registered-charities.pdf

FINANCIAL DISCLOSURES

G. Check one the following:

[✓] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) **OR**

[ ] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**

[ ] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization's most recently completed fiscal year:

1. INCOME STATEMENT

	Revenue		Expenses
Grants	$	*Compensation of officers, directors, and key personnel*	$
Donations	$		
Program Services Revenue	$	*Other salaries & wages*	$
Interest & Dividends	$	*Payroll taxes & employee benefits*	$
All other Revenue	$	*Occupancy, rent, utilities, and insurance*	$
Total Revenue	$	*Printing, publications, postage, office supplies, and IT*	$
		All other expenses	$
		Total Expenses	$

2. BALANCE SHEET

Assets		Liabilities	
Cash & Equivalents	$	*Accounts Payable*	$
Investments	$	*Loans Payable*	$
Real Estate (less any depreciation)	$	*All other liabilities*	$
		Total Liabilities	$
Other Property & Equipment (less any depreciation)	$		
Pledges, grants, accounts receivable	$		
All other assets	$		
Total Assets	$		

Internal Revenue Service
Dis[illegible]irector

AUG 11 1986

Department of the Treasury

P. O. BOX 09050 GPO
BROOKLYN, N. Y. 11201

Date: 07 AUG 1986

Grafton County Senior Citizens Council, Inc.
P.O. Box 433
Lebanon, New Hampshire 03766
ATTN: Carol W. Dustin, ACSW

Date of Exemption: December, 1972
Internal Revenue Code Section: 501(c)(3)

Gentlemen:

Thank you for submitting the information shown below. We have made it a part of your file.

The changes indicated do not adversely affect your exempt status and the exemption letter issued to you continues in effect.

Please let us know about any future change in the character, purpose, method of operation, name or address of your organization. This is a requirement for retaining your exempt status.

Thank you for your cooperation.

Sincerely yours,

District Director

Item Changed	From	To
Name	Upper Calley Senior Citizens Council, Inc.	Grafton County Senior Citizens Council, Inc.

Department of the Treasury

(617)223-4242

District Director

Internal Revenue Service

Date: NOV 11 1974

In reply refer to: AU:EO:R. Martin

Upper Valley Senior Citizens Council
Carter Community Building
Lebanon, New Hampshire 03766

Gentlemen:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code.

We have further determined you are not a private foundation within the meaning of section 509(a) of the Code, because you ~~are an organization~~ described in section 509(a)(1) and 170(b)(1)(A)(vi).

You are not liable for social security (FICA) taxes unless you file a waiver of exemption certificate as provided in the Federal Insurance Contributions Act. You are not liable for the taxes imposed under the Federal Unemployment Tax Act (FUTA).

Since you are not a private foundation, you are not subject to the excise taxes under Chapter 42 of the Code. However, you are not automatically exempt from other Federal excise taxes.

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes under sections 2055, 2106, and 2522 of the Code.

If your purposes, character, or method of operation is changed, you must let us know so we can consider the effect of the change on your exempt status. Also, you must inform us of all changes in your name or address.

If your gross receipts each year are normally more than $5,000, you are required to file Form 990, Return of Organization Exempt From Income Tax, by the 15th day of the fifth month after the end of your annual accounting period. The law imposes a penalty of $10 a day, up to a maximum of $5,000, for failure to file a return on time.

You are not required to file Federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T. In this letter we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

You need an employer identification number even if you have no employees. If an employer identification number was not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

Please keep this determination letter in your permanent records.

Sincerely yours,

John E. Foristall

JOHN E. FORISTALL
District Director

Form L-178 (Rev. ./-71)

GRAFTON COUNTY SENIOR CITIZENS COUNCIL, INC.

FINANCIAL STATEMENTS

September 30, 2024 and 2023

SINGLE AUDIT REPORTS

September 30, 2024

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ROWLEY & ASSOCIATES, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

46 N. STATE STREET
CONCORD, NEW HAMPSHIRE 03301
TELEPHONE (603) 228-5400
FAX # (603) 226-3532

MEMBER
AMERICAN INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS

MEMBER OF THE PRIVATE
COMPANIES PRACTICE SECTION

INDEPENDENT AUDITOR'S REPORT

Board of Directors
Grafton County Senior Citizens Council, Inc.
Lebanon, New Hampshire

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Grafton County Senior Citizens Council, Inc. (a nonprofit organization), which comprise the statement of financial position as of September 30, 2024, and the related statements of activities, and changes in the net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Grafton County Senior Citizens Council, Inc. as of September 30, 2024, 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 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 Grafton County Senior Citizens Council, Inc. 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 opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

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 Grafton County Senior Citizens Council, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be 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 generally accepted auditing standards and *Government Auditing Standards* 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 generally accepted auditing standards and *Government Auditing Standards*, 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 Grafton County Senior Citizens Council, Inc.'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 Grafton County Senior Citizens Council, Inc.'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 the Grafton County Senior Citizens Council, Inc's 2023 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated June 14, 2024. In our opinion, the summarized comparative information presented herein as of and for the year ended September 30, 2023, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is 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 schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated June 10, 2025, on our consideration of Grafton County Senior Citizens Council, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Grafton County Senior Citizens Council, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Grafton County Senior Citizens Council, Inc.'s internal control over financial reporting and compliance.

Rowley & Associates, PC

Rowley & Associates, P.C.
Concord, New Hampshire
June 10, 2025

GRAFTON COUNTY SENIOR CITIZENS COUNCIL, INC.
STATEMENT OF FINANCIAL POSITION
September 30, 2024 With Comparative Totals for September 30, 2023
See Independent Auditor's Report

ASSETS	Net Assets Without Donor Restriction	Net Assets With Donor Restriction	Total 2024	Total 2023
CURRENT ASSETS				
Cash and cash equivalents	$ 222,071	$ 20,083	$ 242,154	$1,006,159
Investments	373,401	-	373,401	291,543
Accounts receivable	634,921	-	634,921	290,367
Grants receivable	26,264	79,433	105,697	183,320
Inventories	16,811	-	16,811	21,999
Prepaid expenses	25,297	-	25,297	27,763
	1,298,765	99,516	1,398,281	1,821,151
LAND, BUILDING AND EQUIPMENT, at cost				
Land	39,012	-	39,012	39,012
Buildings and improvements	3,449,517	-	3,449,517	3,324,197
Equipment	282,349	-	282,349	257,653
Vehicles	762,498	-	762,498	813,210
Improvements in progress	100,481	-	100,481	-
	4,633,857	-	4,633,857	4,434,072
Accumulated depreciation	(2,534,891)	-	(2,534,891)	(2,450,302)
	2,098,966	-	2,098,966	1,983,770
LONG-TERM ASSETS				
Operating lease, right-of-use asset	36,545	-	36,545	41,418
Investments, Endowment	588,609	230,668	819,277	696,667
	625,154	230,668	855,822	738,085
Total Assets	$4,022,885	$ 330,184	$4,353,069	$4,543,006
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts payable	$ 61,266	$ -	$ 61,266	$ 82,022
Accrued expenses	225,342	-	225,342	170,788
Operating lease liability, current portion	7,459	-	7,459	17,234
	294,067	-	294,067	270,044
LONG-TERM LIABILITIES				
Security deposits	325	-	325	325
Operating lease liability, less current portion	19,620	-	19,620	24,184
	19,945	-	19,945	24,509
NET ASSETS				
Without donor restriction:				
Operating	647,897	-	647,897	1,110,565
Board designated	962,010	-	962,010	791,787
Investment in fixed assets	2,098,966	-	2,098,966	1,983,770
	3,708,873	-	3,708,873	3,886,122
With donor restriction	-	330,184	330,184	362,331
	3,708,873	330,184	4,039,057	4,248,453
Total Liabilities and Net Assets	$4,022,885	$ 330,184	$4,353,069	$4,543,006

The accompanying notes to financial statements are an integral part of this statement

GRAFTON COUNTY SENIOR CITIZENS COUNCIL, INC.
STATEMENT OF ACTIVITIES
Year Ended September 30, 2024
With Comparative Totals For Year Ended September 30, 2023
See Independent Auditor's Report

	Net Assets Without Donor Restriction	Net Assets With Donor Restriction	Total 2024	Total 2023
REVENUE AND OTHER SUPPORT				
Contributions:				
Local government agencies	$ 364,213	$ 34,433	$ 398,646	$ 406,520
Senior center activities and fundraising	35,116	-	35,116	32,585
Program participant	175,950	-	175,950	197,762
General contributions and other	536,858	80,577	617,435	631,249
Contributions, non-cash	184,179	-	184,179	117,044
Contributions, in-kind	56,999	-	56,999	30,879
United Way agencies	-	-	-	49,234
Other Support:				
Miscellaneous income	5,648	-	5,648	550
Interest income	3,149	-	3,149	1,302
Rental income	8,265	-	8,265	17,957
Governmental programs and fees for contract services	2,331,355	-	2,331,355	2,203,245
	3,701,732	115,010	3,816,742	3,688,327
Net Assets Released From Donor Imposed Restrictions	192,919	(192,919)	-	-
EXPENSES				
Program Services				
Senior transportation	416,822	-	416,822	467,587
Nutrition programs	1,855,460	-	1,855,460	1,777,084
Social services programs	91,486	-	91,486	82,244
Service Link	349,411	-	349,411	332,233
RSVP programs	127,380	-	127,380	115,568
Senior center activities	183,671	-	183,671	95,314
	3,024,230	-	3,024,230	2,870,030
Supporting Services				
Management and general	1,137,420	-	1,137,420	947,527
Fundraising	96,872	-	96,872	96,966
	1,234,292	-	1,234,292	1,044,493
	4,258,522	-	4,258,522	3,914,523
Net Operating (Decrease) in Net Assets	(363,871)	(77,909)	(441,780)	(226,196)
NON-OPERATING GAINS AND LOSSES				
Interest and dividends on investment and Endowment	26,441	6,308	32,749	25,931
Realized and unrealized gain (loss) on investments and Endowment, net of fees	159,614	39,454	199,068	75,386
Employee Retention Credit	-	-	-	377,342
Gain (loss) on disposal of fixed assets	567	-	567	(866)
	186,622	45,762	232,384	477,793
NET INCREASE (DECREASE) IN NET ASSETS	(177,249)	(32,147)	(209,396)	251,597
NET ASSETS, BEGINNING OF YEAR	3,886,122	362,331	4,248,453	3,996,856
NET ASSETS, END OF YEAR	$ 3,708,873	$ 330,184	$ 4,039,057	$ 4,248,453

The accompanying notes to financial statements are an integral part of this statement

GRAFTON COUNTY SENIOR CITIZENS COUNCIL, INC.
STATEMENT OF FUNCTIONAL EXPENSES
For the Year Ending September 30, 2024
(With Comparative Totals for the Year Ended September 30, 2023)
See Independent Auditor's Report

	PROGRAM SERVICES							SUPPORT		MEMORANDUM TOTALS	
	Senior Transportation	Nutrition	Social Services	Service Link	RSVP	Senior Activity	Total Program	Management and General	Fund Raising	2024	2023
Salaries and wages	$ 213,641	$ 873,059	$ 64,552	$ 251,194	$ 95,388	$ 72,697	$ 1,570,531	$ 571,595	$ 63,511	$ 2,205,637	$ 1,914,027
Payroll taxes	14,286	64,971	4,590	18,381	7,082	5,748	115,058	42,847	4,761	162,666	144,451
Employee benefits	3,053	79,984	9,241	9,367	8,280	2,733	112,658	42,795	4,755	160,208	162,508
Travel	2,809	64,045	663	8,810	5,855	1,030	83,212	50,917	5,657	139,786	111,889
Supplies	2,093	144,964	379	12,662	1,529	2,175	163,802	31,518	2,363	197,683	154,817
Food and beverages	-	269,473	-	-	-	-	269,473	-	-	269,473	315,596
Donated food and beverages	-	164,922	-	-	-	5,479	170,401	1,743	-	172,144	117,928
Rent and utilities	3,026	64,294	6,269	19,662	1,222	31,804	126,277	59,817	6,646	192,740	215,826
Repairs & maintenance	3,309	72,262	4,300	2,184	1,074	34,826	117,955	35,551	-	153,506	151,310
Vehicle expense	92,448	-	-	-	-	-	92,448	591	-	93,039	72,179
Postage and delivery	-	1,109	-	806	509	1,908	4,332	5,841	-	10,173	7,491
Telephone and internet	141	-	-	12,108	1,588	-	13,837	43,664	-	57,501	42,207
Professional Fees	-	649	-	-	-	-	649	88,785	-	89,434	89,909
Bank and other fees	-	715	-	-	1,003	-	1,718	732	-	2,450	3,124
Dues and subscriptions	363	1,050	-	-	125	-	1,538	1,959	790	4,287	5,905
Insurance	25,650	8,309	500	2,669	1,555	-	38,683	55,527	6,170	100,380	96,088
Marketing/public relations	69	130	10	382	-	310	901	8,599	569	10,069	7,901
Staff development	3,154	7,969	94	5,703	248	373	17,541	3,402	-	20,943	44,476
Volunteer recognition	-	-	-	-	1,029	40	1,069	530	-	1,599	1,779
Miscellaneous expenses	-	108	-	242	893	-	1,243	5,030	-	6,273	2,918
Depreciation	52,780	36,662	888	-	-	-	90,330	54,557	-	144,887	191,930
Fundraising	-	-	-	-	-	155	155	574	1,650	2,379	8,628
Technology	-	785	-	5,241	-	-	6,026	30,846	-	36,872	27,591
Senior activity expense	-	-	-	-	-	24,393	24,393	-	-	24,393	24,045
Total Expenses	$ 416,822	$ 1,855,460	$ 91,486	$ 349,411	$ 127,380	$ 183,671	$ 3,024,230	$ 1,137,420	$ 96,872	$ 4,258,522	$ 3,914,523

The accompanying notes to financial statements are an integral part of this statement

GRAFTON COUNTY SENIOR CITIZENS COUNCIL, INC.
STATEMENTS OF CASH FLOWS
For the Years Ended September 30, 2024 and 2023
See Independent Auditor's Report

	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES:		
Increase (decrease) in net assets	$ (209,396)	$ 251,597
Adjustments to reconcile change in net assets to net unrestricted cash provided by operating activities:		
Depreciation	144,887	191,930
Contributions of fixed assets	(5,349)	-
(Gain) loss on disposal of fixed assets	(567)	866
(Gain) on realized & unrealized investments & Endowment	(209,282)	(81,393)
(Increase) decrease in operating assets		
Accounts receivable	(344,554)	(261,167)
Grants receivable	77,623	114,877
Inventories	5,188	3,416
Prepaid expenses	2,466	(15,235)
Increase (decrease) in operating liabilities		
Accounts payable	(20,756)	16,461
Accrued expenses	54,554	5,917
Net cash provided (used) by operating activities	(505,186)	227,269
CASH FLOW FROM INVESTING ACTIVITIES:		
Proceeds from sales on investments and Endowment	603,883	203,883
Purchases of investments and Endowment	(599,069)	(214,907)
Proceeds from sales of fixed assets	567	100
Cash paid for improvements in progress	(100,481)	-
Cash paid for purchases of fixed assets	(154,253)	(15,227)
Net cash (used) by investing activities	(249,353)	(26,151)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Net amortization, payments on operating lease	(9,466)	-
Net increase (decrease) in cash and cash equivalents	(764,005)	201,118
Cash and cash equivalents, beginning of year	1,006,159	805,041
Cash and cash equivalents, end of year	$ 242,154	$ 1,006,159
SUPPLEMENTAL SCHEDULE OF CASH FLOW INFORMATION		
Non cash contributions	$ 184,179	$ 117,044
In kind contributions	$ 56,999	$ 30,879
Cost of fixed assets acquired	$ 159,602	$ 15,227
Donation of fixed assets	(5,349)	-
Net cash paid for fixed assets	$ 154,253	$ 15,227

The accompanying notes to financial statements are an integral part of this statement

1. NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of Grafton County Senior Citizens Council, Inc. (hereinafter referred to as the "Organization" or the "Council") have been prepared in conformity with Generally Accepted Accounting Principles (GAAP) as applied to not-for-profits. The Financial Accounting Standards Board (FASB) is the accepted standard-setting body for establishing accounting and financial reporting principles for not-for-profits. The more significant of the FASB's generally accepted accounting principles applicable to the Council, and the Council's conformity with such principles, are described below. These disclosures are an integral part of the Council's financial statements.

A. NATURE OF ACTIVITIES, PURPOSE AND CONCENTRATIONS

The Grafton County Senior Citizens Council, Inc. is a "not-for-profit" organization, which provides community-based services to older individuals in Grafton County, New Hampshire. These services include transportation, nutrition, and physical and social activities. The Council's program support is derived primarily from federally funded fee for service contracts and grants through the State of New Hampshire, and is supplemented by participant program related contributions. The Council also receives mission critical program support from area towns, agencies, United Way and Grafton County. The Council also allows the area Senior Centers to generate program support for activities specific to the area centers.

B. BASIS OF ACCOUNTING

The financial statements of the Organization have been prepared in the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities. Consequently, revenues are recognized when earned and expenses are recognized when incurred.

C. FINANCIAL STATEMENT PRESENTATION

The Council maintains its accounting records on the accrual basis of accounting whereby revenues are recorded when earned and expenses are recorded when the obligation is incurred. The Organization reports information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net Assets without Donor Restrictions – These net assets generally result from revenues generated by receiving contributions that have no donor restrictions, providing services, and receiving interest from operating investments, less expenses incurred in providing program-related services, raising contributions, and performing administrative functions.

Net Assets with Donor Restrictions – These net assets result from gifts of cash and other assets that are received with donor stipulations that limit the use of the donated assets, either temporarily or permanently, until the donor restriction expires, that is until the stipulated time restriction ends or the purpose of the restriction is accomplished, the net assets are restricted.

D. USE OF ESTIMATES

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures. Accordingly, actual results could differ from those estimates.

E. CASH, CASH EQUIVALENTS AND INVESTMENTS

For purposes of the Statements of Cash Flows, the Council considers all highly liquid investments (short-term investments such as certificates of deposits and money market accounts) with an initial maturity of three months or less to be cash equivalents. There were no cash equivalents as of September 30, 2024 and 2023.

1. NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

F. PROMISE TO GIVE

Contributions are recognized when the donor makes a promise to give to the Coalition that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in net assets without donor restrictions if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions. The organization uses the allowance method for recognition of uncollectable amounts. There were no uncollectable amounts at September 30, 2024 and 2023, respectively.

G. IN-KIND AND NON-CASH CONTRIBUTIONS

Contributed Services

The Council receives donated services from a substantial number of unpaid volunteers who have made significant contributions of their time to the general operations of the Council. No amounts have been recognized in the accompanying statement of activities because the criterion for recognition of such volunteer effort is that services must be specialized skills, which would be purchased if not donated. Service contributed for the year ended September 30, 2024 and 2023 amounted to 33,343 and 32,687 hours, respectively. If valued at the New Hampshire minimum wage of $7.25 per hour the contributed services would total $241,737 and $236,981, respectively.

The Council received an in-kind contribution of rent of $13,000 which is recorded in the financial statements as of September 30, 2024 and 2023, respectively. This is further described in Footnote 10 – Lease Obligations. During the years ended September 30, 2024 and 2023 the Council also received $43,999 and $17,879 in in-kind donations of professional fees and volunteer travel.

Contributed goods

The Council receives donated goods throughout the year. Contributed goods can include food supplies and equipment. For financial reporting purposes the items contributed have been recorded at their fair market value at the date of the contribution. Any equipment contributed is capitalized and depreciated over its estimated useful life.

For the year ended September 30, 2024 contributed food, supplies, and fixed assets were $172,145, $6,685 and $5,349, respectively. For the year ended September 30, 2023 contributed food, supplies, and fixed assets were $113,272, $3,772 and $0, respectively.

H. INCOME TAXES

The Council has been notified by the Internal Revenue Service that it is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. The Council is further classified as an organization that is not a private foundation under Section 509(a)(3) of the Code. The most significant tax positions of the Council are its assertion that it is exempt from income taxes and its determination of whether any amounts are subject to unrelated business tax (UBIT). The Organization follows the guidance of Accounting Standards Codification (ASC) 740, Accounting for Income Taxes, related to uncertain income taxes, which prescribes a threshold of more likely than not for recognition and recognition of tax positions taken or expected to be taken in a tax return. All significant tax positions have been considered by management. It has been determined that it is more likely than not that all tax positions would be sustained upon examination by taxing authorities. Accordingly, no provision for income taxes has been recorded.

1. NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

I. INVESTMENTS

The Council has adopted FASB ASC 958-320, "Accounting for Certain Investments Held by Not-for-Profit Organizations." Under FASB ASC 958-320, investments in marketable securities with readily determinable fair values and all investments in debt securities are reported at their fair values in the statement of financial position. Unrealized gains and losses are included in the change in net assets. Investment income and gains restricted by a donor are reported as increase in unrestricted net assets if the restrictions are met (either by passage of time or by use) in the reporting period in which the income and gains are recognized.

J. ACCOUNTS RECEIVABLE

Accounts receivable are comprised of amounts due from customers for services provided. The Council considers accounts receivable to be fully collectible; accordingly, no allowance for doubtful accounts has been established. If accounts become uncollectible, they will be charged to operations when that determination is made. Collections on accounts previously written off are included in revenue as received.

K. GRANTS RECEIVABLE

The grants receivable consist of amounts to be received by the Council from Federal and State governments. The amounts to be received include receivables for program services already rendered under contract agreements with the government. No allowance for doubtful accounts has been established for accounts receivable.

L. LAND, BUILDINGS, AND EQUIPMENT

Land, buildings and equipment are recorded at cost at the date of acquisition or fair market value at the date of the gift. The Council's policy is to capitalize all land, buildings and equipment in excess of $1,000 (lesser individual item amounts are generally expensed) and to depreciate these assets using the straight-line method of depreciation over their estimated useful lives as follows:

	Years
Buildings and improvements	7-50
Equipment	5-20
Vehicles	5-7

Depreciation expense recorded by the Council for the years ended September 30, 2024 and 2023 was $144,887 and $191,930, respectively.

M. ALLOWANCE FOR DOUBTFUL ACCOUNTS

The Council provides, when necessary, for an allowance for doubtful accounts when accounts or pledges receivable are not deemed fully collectible. At September 30, 2024 and 2023, there was no allowance for doubtful accounts.

N. INVENTORY

Inventory is stated at the lower of cost (specific identification method) or market and is comprised of food items. Donated items are recorded at estimated fair value at the date of the donation.

O. FINANCIAL INSTRUMENTS

The carrying value of cash and cash equivalents, accounts and grants receivable, prepaid expenses, inventories, accounts payable, accrued expenses and line of credit are stated at carrying cost at September 30, 2024 and 2023, which approximates fair value due to the relatively short maturity of these instruments. Other financial instruments held at year-end are investments, which are stated at fair value.

1. NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

P. OPERATING LEASES

The Organization recognizes FASB issued ASU 2016-02, Leases (Topic 842). Under the guidance, a lessee will be required to recognize assets and liabilities for leases with lease terms of more than twelve months. Consistent with current GAAP, the recognition, measurement, and presentation of expenses and cash flows arising from a lease by a lessee primarily will depend on its classification as a finance or operating lease. The ASU requires both types of leases to be recognized on the statement of financial position.

For leases with terms of less than twelve months, the Organization will elect the short-term lease recognition exemption for all applicable classes of underlying assets.

2. SUBSEQUENT EVENT

The Organization's management has evaluated subsequent events through June 10, 2025, which is the date the financial statements were available to be issued. It has been determined that no subsequent events matching this criterion occurred during this period.

3. FUNCTIONAL EXPENSES

Expenses by function have been allocated between program and supporting services classifications on the basis of time records, units of service and estimates made by the Council's management.

4. COST ALLOCATION

The costs of providing the various programs and other activities have been summarized on a functional basis in the statements of activities and functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited based on estimates that are based on their relationship to those activities. consistently applied. Those expenses include payroll and payroll related expenses and occupancy costs. Occupancy costs are allocated based on square footage. Payroll and payroll related expenses are based on estimates of time and effort. Other cost allocations are based on the relationship between the expenditure and the activities benefited.

5. CONCENTRATION OF CREDIT RISK

At September 30, 2024 and 2023, the carrying amounts and bank balances with financial institutions of the Council's cash deposits are categorized by "credit risk" as follows:

Category 1	Deposits that are insured by the Federal Deposit Insurance Corporation (FDIC) Or collateralized by securities held by the Council (or its agent) in the Council's name.
Category 2	Deposits that are uninsured and collateralized by securities that are held by the pledging institution's trust department (or agent) in the Council's name.
Category 3	Deposits that are uninsured and uncollateralized or collateralized by securities that are held by the pledging institution's trust department (or agent) but not in the Council's name.

At various times throughout the year, the Council may have cash balances at the financial institution that exceeds the insured amount. Management does not believe this concentration of cash results in a high level of risk for the Council. At September 30, 2024 and 2023, the Organization had $0 and $125,253 in uninsured cash balances, respectively.

6. INVESTMENTS AND INVESTMENTS, ENDOWMENT

The Council maintains individual and pooled investments containing both donor restricted and unrestricted funds. Investment income, gains, losses, and management fees of any pool are allocated to activities based on each activity's pro-rata share (on dollar and time basis) in the pool. Investments in marketable equity securities and marketable debt securities are carried at fair market value determined by "quoted market prices" per unit (share) as of the balance sheet date. All other investments are stated at cost. Donated investments are recorded at the "fair market value" as of the date of receipt. Investment income, realized and unrealized gains, losses, dividends and interest unrestricted activities are recorded as operating activities. Investment interest and dividend income on restricted activities is added to, or deducted from, the appropriate activity.

All investments without donor restriction are Board designated. Investments were comprised of the following as of September 30, 2024:

Investments:	Fair Market Value	Cost
Money Markets	$ 21,788	$ 21,788
Bond Mutual Funds	118,799	117,517
Equity Mutual Funds	28,236	23,177
Marketable Alternatives	13,795	13,901
ETFs	190,783	151,516
	$ 373,401	$ 327,899

FASB Accounting Standards Codification Topic 820-10 *Fair Value Measurements* defines fair value, requires expanded disclosures about fair value measurements, and establishes a three-level hierarchy for fair value measurements based on the observable inputs to the valuation of an asset or liability at the measurement date. Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. It prioritizes the inputs to the valuation techniques used to measure fair value by giving the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurement) and the lowest priority to measurements involving significant unobservable inputs (Level 3 measurement).

Under Topic 820-10, the three levels of the fair value hierarchy are as follows:

Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Organization has the ability to access at the measurement date.

Level 2 inputs are inputs other than quoted prices included in Level 1 that are either directly or indirectly observable for the assets of liabilities.

Level 3 inputs are unobservable inputs for the assets or liabilities.

The level in the fair value hierarchy within which a fair measurement in its entirety falls is based on the lowest level input that is significant to the fair value measurement in its entirety. All investments are measured at Level 1. Inputs to the valuation methodology are unadjusted quoted prices for identical assets in active markets. None of the investments are Level 2 or Level 3 investments.

The Investment, Endowment was comprised of the following as of September 30, 2024:

Investment, Endowment:	Fair Market Value	Cost
Money Markets	$ 32,672	$ 32,672
Bond Mutual Funds	258,934	257,550
Equity Mutual Funds	61,977	50,375
Marketable Alternatives	29,988	30,433
ETFs	435,706	282,786
	$819,277	$653,816

6. INVESTMENTS AND INVESTMENTS, ENDOWMENT (Continued)

Endowment Funds and Net Assets

In August 2008, the Financial Accounting Standards Board issued FASB Accounting Standards Codification Topic 958-205 *"Endowments of Not-for-Profit Organizations: Net Asset Classification of Funds Subject to an Enacted Version of the Uniform Prudent Management of Institutional Funds Act, and Enhanced Disclosures for All Endowment Funds" (FASB ASC Topic 958-205).*

Topic 958-205 provides guidance on the net asset classification of donor-restricted endowment funds for a nonprofit organization that is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act (UPMIFA). Topic 958-205 also requires additional disclosures about an organization's endowment funds (both donor-restricted endowment funds and board-designated endowment funds) whether or not the organization is subject to UPMIFA.

The State of New Hampshire enacted UPMIFA effective July 1, 2008, the provisions of which apply to endowment funds existing on or established after that date. The Organization has adopted Topic 958-205. The Organization's endowment consists of donated common stocks and purchased mutual funds established for a variety of purposes that support the Organization's mission. Its endowment includes both donor-restricted and funds designated by the Board of Directors to function as endowments. As required by generally accepted accounting principles, 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.

The Board of Directors of the Organization has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulation to the contrary. As a result of this interpretation, the Organization classifies as permanently restricted net assess (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the Organization in a manner consistent with the standard of prudence prescribed by UPMIFA.

In accordance with UPMIFA, the Organization considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

1) The duration and preservation of the various funds
2) The purposes of the donor-restricted endowment funds
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
7) The investment policies of the Organization

Investment Return Objectives, Risk Parameters and Strategies

The Endowment Fund was established to provide a source of continued support for the service provided by the Council. The finance committee has the authority to invest in mutual funds, cash or cash equivalents or Electronically Traded Funds (ETF) in proportions at their discretion. The Endowment Fund is invested with a recommended mix of approximately 53% equities, 46% fixed income and 1% cash and cash equivalents.

6. INVESTMENTS AND INVESTMENTS, ENDOWMENT (Continued)

Spending Policy

The spending policy is to take distributions of annual amounts of 5% of the trailing eight quarter average value of the fund assets. However, 83% of the balance of the fund may be spent if authorized by a majority vote of the Board of Directors. The remainder of the fund is made up of net assets with donor restrictions in perpetuity. These donor restricted funds allow for the earnings to be released for spending each year.

The composition of endowment net assets and the changes in endowment net assets as of September 30, 2024 and 2023 are as follows:

	Board Designated	Restricted in Perpetuity	Total
Endowment net assets, September 30, 2022	$ 447,739	$ 184,890	$ 632,629
Net, contributions/withdrawals	14,954	-	14,954
Investment income	13,064	5,327	18,391
Net appreciation	36,930	16,413	53,343
Withdrawals in accordance with spending policy	(12,443)	(10,207)	(22,650)
Endowment net assets, September 30, 2023	$ 500,244	$ 196,423	$ 696,667
Net, contributions/withdrawals	-	-	-
Investment income	15,713	6,308	22,021
Net appreciation	95,558	39,454	135,012
Withdrawals in accordance with spending policy	(22,903)	(11,520)	(34,423)
Endowment net assets, September 30, 2024	$ 588,609	$ 230,668	$ 819,277

7. COMPENSATED ABSENCES

Employees of the Organization are entitled to paid vacation depending on job classification, length of service, and other factors. The statement of financial position reflects accrued vacation earned, but unpaid as of September 30, 2024 and 2023 in the amounts of $126,091 and $101,183, respectively.

8. LINE OF CREDIT

The Council has a $200,000 line of credit at an area bank, unsecured, with a variable interest rate equal to the Wall Street Journal Prime Index. The line of credit expires November 26, 2025. The interest rate at September 30, 2024 and 2023 was 7.5% and 6.50%, respectively. Interest payments are required monthly. There was no outstanding balance as of September 30, 2024 and 2023, respectively.

9. CONTINGENT LIABILITIES

Grants often require the fulfillment of certain conditions as set forth in the instrument of the grant. Failure to fulfill the conditions could result in the return of the funds to the grantors. Although the return of the funds is a possibility, the Board of Directors deems the contingency unlikely, since by accepting the grants and their terms, it has made a commitment to fulfill the provisions of the grant.

10. LEASE OBLIGATION

Short-term

The Organization has elected the short-term lease recognition exemption for all applicable classes of underlying assets. Leases with an initial term of 12 months or less, that do not include an option to purchase the underlying asset that we are reasonably certain to exercise, are not recorded on the statement of financial position. The leases below were considered short-term.

The Council has a lease agreement for additional space in Littleton. This lease expires September 30, 2024. Rent expense related to this lease was $6,369 and $6,063, respectively for the years ended September 30, 2024 and 2023. This lease was not renewed and there are no required future minimum payments.

In October 2023 the Council renewed a one-year lease of property in Bristol, New Hampshire. The agreement expired in September 2024 and was renewed for one-year expiring September 2025. During the years ended September 30, 2024 and 2023, respectively, the Council expensed rent in the amount of $10,800 and $10,800, respectively related to this lease.

The Council leases property in Orford, New Hampshire. As of the date of this report the Council is operating under a verbal agreement. During the years ended September 30, 2024 and 2023, respectively, the Council expensed rent in the amount of $6,000 and $5,200, respectively related to the lease.

The Council leases property in Littleton. This lease expires September 30, 2024. During the years ended September 30, 2024 and 2023, respectively, the Council expensed rent in the amount of $18,542 and $18,002 related to the lease, respectively.

Future minimum rent for the short-term agreements above is $36,864

The Council also had a one-time rent expense for an event in the amount of $300.

In-kind

In January 2016 the Council entered a ten-year agreement with the town of Canaan to mutually maintain the Indian River Grange Hall. The in-kind value of the lease is determined to be $13,000 and is included in the financial statements as of September 30, 2024 and 2023. The Council has elected not to apply the weighted-average discount rate to this lease. It is donated, therefore there is no corresponding monetary liability associated with it.

Long-term

In May 2011, the Council entered into a long-term agreement to lease property in Littleton over twenty years, expiring May 2031, in an amount equal to the tax assessment of the property, payable in monthly installments. During the years ended September 30, 2024 and 2023, respectively, the Council expensed rent in the amount of $4,200 related to the lease.

The Council leases a property in Lincoln, New Hampshire. The current lease agreement expires in December 2024. During the years ended September 30, 2024 and 2023, respectively, the Council expensed rent in the amount of $13,230 and $12,991 related to this lease.

The weighted-average discount rate is based on the discount rate implicit in the lease. The organization has elected the option to use the risk-free rate determined using a period comparable to the lease terms as the discount rate for leases where the implicit rate is not readily determinable. The risk-free rate option has been applied to the office facility class of assets. The entity elected the practical expedient to not reassess whether any expired, existing contracts, contained leases and any indirect costs for existing leases.

10. LEASE OBLIGATION (Continued)

Total right-of-use assets and lease liabilities at September 30, 2024 are as follows:
Lease Assets – Classification in Statement of Financial Position

Operating right-of-use-assets	$ 36,545

Lease Liabilities – Classification in Statement of Financial Position:

Operating lease liability	$ 27,079
Less short-term portion	(7,459)
Long-term portion of lease liability	$ 19,620

The weighted-average remaining lease term and weighted-average discount rate are as follows:

Weighted-average remaining lease term in years	2024
Operating leases	7.5

Weighted-average discount rate	2024
Operating leases	4.52%

Future minimum lease payments on the above lease as of September 30 are:

2025	$ 7,459
2026	4,200
2027	4,200
2028	4,200
2029	4,200
Thereafter	7,350
Total lease payment	31,609
Net Present Value discount	(7,459)
Present value of lease liabilities	$ 27,079

11. ECONOMIC DEPENDENCY

The Council receives a substantial amount of its revenues and support under federal and state funded fee for service contracts, grants and programs (primarily passed through the State of New Hampshire). If a significant reduction or delay in the level of support were to occur, it may have an effect on the Council's programs and activities. The following reflects activity for the year ended September 30, 2024:

Federal and State Funded Contracts, Grants and Programs	$2,331,355
Percentage of Total Support and Revenue	58%

12. BOARD-DESIGNATED NET ASSETS

Board designated net assets consist of the following at September 30:

	2024	2023
Investment reserve	$ 125,999	$ 96,516
Mascoma area reserve	32,158	26,189
Plymouth reserve	21,775	11,157
Littleton reserve	139,302	113,559
Horse Meadow reserve	54,168	44,122
GCSCC Endowment fund	588,608	500,244
Total board designated net assets	$ 962,010	$ 791,787

13. NET ASSETS WITH DONOR RESTRICTION

Net assets subject to expenditure for specific purpose or time at September 30:

	2024	2023
For new boiler	$ 1,510	$ 1,510
Food Pantry	576	2,866
CHEF grant	9,000	-
For specific locations	2,030	26,349
Bus matches	6,000	6,000
Shelf stable food	967	995
Bishops	-	2,000
County receivable	34,433	36,188
Time restriced	45,000	90,000
Subtotal	99,516	165,908
Net assets to restriction in perpetuity:		
Clapper Memeorial Fund	36,724	30,576
Jean Clay fund	193,944	165,847
Subtotal	230,668	196,423
Total	$ 330,184	$ 362,331

14. LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The Council has a policy to structure its financial assets to be available as its general expenditures, liabilities and other obligations come due. The Council's primary source of support is grants and tuition. That support is held for the purpose of supporting the Council's budget. The Council had the following financial assets that could be readily made available within one year to fund expenses without limitations:

	2024	2023
Cash and cash equivalents	$ 242,154	$1,006,159
Investments	373,401	291,543
Accounts receivable	634,921	290,367
Grants receivable	105,697	183,320
	1,356,173	1,771,389
Less amounts subject to:		
Donor imposed restriction	(99,516)	(362,337)
	$1,256,657	$1,409,058

15. FAIR VALUE MEASUREMENTS

In accordance with FASB ASC 820, *Fair Value Measurements and Disclosures*, the Council is required to disclose certain information about its financial assets and liabilities. Fair values of assets measured on a recurring basis at September 30 were as follows:

2024	Fair Value	Quoted Prices in Active Markets For Identical Assets (Level 1)	Significant other Observable Inputs (Level 2)
Investments & Endowment	$1,192,678	$1,192,678	$ -
Accounts receivable	634,921	-	634,921
Grants receivable	105,697	-	105,697
	$1,933,296	$1,192,678	$ 740,618
2023			
Investments & Endowment	$ 988,210	$ 988,210	$ -
Accounts receivable	290,367	-	290,367
Grants receivable	183,320	-	183,320
	$1,461,897	$ 988,210	$ 473,687

Fair values for investments and endowment were determined by reference to quoted market prices and other relevant information generated by market transactions. The fair value of accounts and grants receivable are estimated at the present value of expected future cash flows.

16. RENTAL INCOME

The Council has several short-term and verbal rental agreements. The Council rents parking spaces and rents space in its buildings to the public.

Rental income for the years ended September 30, 2024 and 2023 were $8,265 and $17,957, respectively. There is no required future minimum rental income.

ROWLEY & ASSOCIATES, P.C.

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MEMBER OF THE PRIVATE
COMPANIES PRACTICE SECTION

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the Board of Directors
Grafton County Senior Citizens Council, Inc.
Lebanon, New Hampshire

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Grafton County Senior Citizens Council, Inc. (a nonprofit organization), which comprise the statement of financial position as of September 30, 2024, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated June 10, 2025.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Grafton County Senior Citizens Council, Inc.'s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Grafton County Senior Citizens Council, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Grafton County Senior Citizens Council, Inc.'s internal control.

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

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

Report on Compliance and Other Matters

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

Purpose of This Report

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

Rowley & Associates, PC

Rowley & Associates, P.C.
Concord, New Hampshire
June 10, 2025

ROWLEY & ASSOCIATES, P.C.

CERTIFIED PUBLIC ACCOUNTANTS

46 N. STATE STREET
CONCORD, NEW HAMPSHIRE 03301
TELEPHONE (603) 228-5400
FAX # (603) 226-3532

MEMBER
AMERICAN INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS

MEMBER OF THE PRIVATE
COMPANIES PRACTICE SECTION

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE

To the Board of Directors
Grafton County Senior Citizens Council, Inc.
Lebanon, New Hampshire

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Grafton County Senior Citizens Council, Inc.'s compliance with the types of compliance requirements identified as subject to audit in the OMB Compliance Supplement that could have a direct and material effect on each of Grafton County Senior Citizens Council, Inc.'s major federal programs for the year ended September 30, 2024. Grafton County Senior Citizens Council, Inc.'s major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, Grafton County Senior Citizens Council, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ende September 30, 2024.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Grafton County Senior Citizens Council, Inc. and to meet our other ethical responsibilities, in accordance with 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 opinion on compliance for each major federal program. Our audit does not provide a legal determination of Grafton County Senior Citizens Council, Inc.'s compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to Grafton County Senior Citizens Council, Inc.'s federal programs.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Grafton County Senior Citizens Council, Inc.'s compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is nc

a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Grafton County Senior Citizens Council, Inc.'s compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, 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 Grafton County Senior Citizens Council, Inc.'s compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Grafton County Senior Citizens Council, Inc.'s internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Grafton County Senior Citizens Council, Inc.'s internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

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

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

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

Rowley & Associates, PC

Rowley & Associates, P.C.
Concord, New Hampshire
June 10, 2025

GRAFTON COUNTY SENIOR CITIZENS COUNCIL, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
Year Ended September 30, 2024

SECTION I – SUMMARY OF AUDITOR'S RESULTS

1. The auditor's report expresses an unmodified opinion on the financial statements of Grafton County Senior Citizens Council, Inc.

2. No significant deficiencies relating to the audit of the financial statements are reported in the Independent Auditor's Report. No material weaknesses are reported.

3. No instances of noncompliance material to the financial statements of Grafton County Senior Citizens Council, Inc., which would be required to be reported in accordance with *Government Auditing Standards*, were disclosed during the audit.

4. No significant deficiencies in internal control over major federal award programs are reported in the Independent Auditor's Report on Compliance for Each Major Program and on Internal Control Over Compliance Required by the Uniform Guidance. No material weaknesses are reported.

5. The auditor's report on compliance for the major federal award programs for Grafton County Senior Citizens Council, Inc. expresses an unmodified opinion on all major federal programs.

6. Audit findings that are required to be reported in accordance with 2 CFR section 200.516(a) are reported in this Schedule.

7. The programs tested as major programs were:

Federal Program, Aging Cluster:	Federal Assistance Number
Title IIIB, Supportive Services and Senior Center	93.044
Title IIIC, Nutrition Services	93.045
Nutrition Services Incentive Program – Food Distribution	93.053

8. The threshold used for distinguishing between Type A and B programs was: $750,000.

9. Grafton County Senior Citizens Council, Inc. qualified as a low-risk auditee.

SECTION II – FINANCIAL STATEMENT FINDINGS

No Matters Were Reported

SECTION III – FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

No Matters Were Reported

GRAFTON COUNTY SENIOR CITIZENS COUNCIL, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
Year Ended September 30, 2024

Federal Grantor/Pass-Through Grantor/Program or Cluster Title	Federal Assistance Number	Federal Expenditures
AGING-CLUSTER		
US DEPARTMENT OF HEALTH AND HUMAN SERVICES		
Passed through the NH Department of Health and Human Services		
Title IIIB, Supportive Services and Senior Centers	93.044	$ 124,181
COVID-19, Title IIIB, Supportive Services and Senior Centers, Service Link	93.044	27,880
Title IIIC, Nutrition Services Incentive Program	93.045	574,491
Nutrition Services Incentive Program - Food Distribution	93.053	114,410
TOTAL AGING-CLUSTER		840,962
MEDICAID CLUSTER		
US DEPARTMENT OF HEALTH AND HUMAN SERVICES		
Passed through the NH Department of Health and Human Services		
Service Link, Medical Assistance Program	93.778	96,976
OTHER PROGRAMS		
DEPARTMENT OF THE TREASURY		
Passed through the Governor's Office for Emergency Relief & Recovery		
COVID-19 - Volunteer NH Volunteer Engagement Mini-Grant Contract	21.027	2,151
COVID-19 DHHS CDC Health Disparity Grant	21.027	2,819
		4,970
US DEPARTMENT OF HEALTH AND HUMAN SERVICES		
Passed through the NH Department of Health and Human Services		
Service Link, Special Programs for the Aging, Title IV, and Title II	93.048	17,937
Service Link, National Family Caregiver Support, title III, Part E	93.052	31,875
COVID-19, Service Link, National Family Caregiver Support, title III, Part E	93.052	11,250
Service Link, Medicare Enrollment Assistance Program	93.071	12,274
Service Link, State Health Insurance Assistance Program	93.324	24,925
Title XX, Social Services Block Grant	93.667	189,134
Title XX, Social Services Block Grant, Service Link	93.667	10,588
Total US Department of Health and Human Services		297,983
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE		
Direct Program - Title IIA, Retired and Senior Volunteer Program (RSVP)	94.002	94,114
TOTAL OTHER PROGRAMS		397,067
TOTAL EXPENDITURES OF FEDERAL AWARDS		**$ 1,335,005**

The accompanying notes are an integral part of this schedule

GRAFTON COUNTY SENIOR CITIZENS COUNCIL, INC.
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
Year Ended September 30, 2024

NOTE 1 – BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal award activity of Grafton County Senior Citizens Council, Inc. under programs of the federal government for the year ended September 30, 2021. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of Grafton County Senior Citizens Council, Inc., it is not intended to and does not present the financial position, changes in net assets, or cash flows of Grafton County Senior Citizens Council, Inc.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, *Cost Principles for Non-profit Organizations*, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

NOTE 3 – INDIRECT COST RATE

Grafton County Senior Citizens Council, Inc. has elected to use the 10% de minimis indirect cost rate as allowed under the Uniform Guidance.

NOTE 4 – RECONCILIATION TO FINANCIAL STATEMENT AMOUNT

The total expenditures of federal awards per the accompanying schedule of expenditures of federal awards reconcile to the statement of activities and change in net assets as follows:

Federal funding portion of expenditures:	$1,335,005
Non-federal funding portion of expenditures:	996,305
Total governmental programs and fees for contract services	$2,331,355

Grafton County Senior Citizens Council, Inc.

Board of Directors

Bob Muh, President	Littleton, NH
Bill Geraghty, Vice President	Hanover, NH
Dean Cashman, Treasurer	Lebanon, NH
Martha Richards, Secretary	Holderness, NH
Ralph Akins	Lebanon, NH
Patricia Brady	Woodsville, NH
Neil Castaldo	Hanover, NH
Lori Fortini	Lebanon, NH
Carol Govoni	Lincoln, NH
Larry Kelly	West Lebanon, NH
Craig Labore	Grantham, NH
Steve Marion	Hanover, NH
Doug Menzies	Littleton, NH
Natalie Murphy	Bridgewater, NH
Frank Thibodeau	Canaan, NH

Kathleen M. Vasconcelos

SUMMARY OF SKILLS AND EXPERIENCE

Management:

- Association and nonprofit operations management.
- Development of strategic plans, annual budgets, and goals for a nonprofit organization.
- Collaboration with Board members and management to further the organization's mission and goals.
- Hiring and training of new staff members.
- Leading teams to achieve organizational goals.
- Management and implementation of programs and program evaluations.
- Leading regular staff meetings and planning sessions.
- Collaborative team player who develops and maintains relationships with colleagues at every level of the organization and throughout the industry.

Marketing and Communications:

- Writing grant applications and funding proposals.
- Preparing marketing and communications plans.
- Managing the creation of annual reports, newsletters, program reports, brochures, video scripts, research reports, and board minutes.
- Managing a communications calendar.
- Creation of presentations.
- Public speaking to audiences including Board members, donors, government entities, and the general public.
- Writing press releases for media outlets nationwide.
- Participation in media interviews with local and national outlets, including The Washington Post, ABC-7 in Washington, DC, Associated Press, and Reuters.
- Strategic use of social media, including Facebook, YouTube, Twitter, and LinkedIn, to promote the organization's mission and specific programs.

Development:

- Management of fundraising efforts, including major gifts and annual giving.
- Developing and maintaining relationships with high-level donors, to further the organization's mission, raise funds, and educate donors about programs.
- Creation of written requests for funding from individuals, foundations, corporations, and government entities.
- Preparing reports for donors to highlight program accomplishments and metrics.
- Development of strategic fundraising plans and the tactics to implement the plans.

Key Personnel and Salaries

Kathleen Vasconcelos, Executive Director
$116,053

WORK EXPERIENCE

Grafton County Senior Citizens Council, Inc.
10 Campbell Street, Lebanon, NH 03766
Executive Director — Aug. 2018 – Present

Aircraft Owners and Pilots Association (AOPA) Foundation
421 Aviation Way, Frederick, MD 21701
Senior Director, Foundation Communications — 2017 – 2018
Vice President, Education and Operations — 2011 – 2017
Director, Safety Education — 2010 – 2011
Manager, Safety Education — 2008 – 2010
Senior Research Analyst — 1999 – 2003

Aircraft Owners and Pilots Association (AOPA)
421 Aviation Way, Frederick, MD 21701
Media and Public Relations Specialist — 2005 – 2008
Research Assistant — 1998 – 1999

WOOD Consulting Services, Inc.
7474 Greenway Center Drive, Suite 800, Greenbelt, MD 20770
Technical Editor (Federal Aviation Administration contract) — 2003 – 2005

EDUCATION

Master of Science, Nonprofit and Association Management — 2017
University of Maryland University College, Adelphi, Maryland

Bachelor of Arts, Communication Studies — 2004
University of Maryland University College, Adelphi, Maryland

Bachelor of Science, Aeronautical Science — 1997
Embry-Riddle Aeronautical University, Daytona Beach, Florida

OTHER

- Computer skills: Microsoft Office, Word Press, social media, Millennium fundraising software, Personify association management system
- Recreational pilot and flight instructor
- Germantown HELP food bank volunteer — 2016-2018

- Capt. James E. Daly Elementary School PTA volunteer
  - Fundraising and Book Fair 2016-17 school year
  - Communications 2015-16 school year
  - President 2014-15 school year
  - Secretary 2013-14 school year
- Linkages to Learning volunteer ESL teacher 2002-2003

TRANSPORTATION VEHICLE USE AGREEMENT (VUA)

THIS VUA is by and between the State of New Hampshire Department of Transportation (hereinafter referred to as "State"), and Monadnock Family Services d/b/a Monadnock Adult Care Center, a private not-for-profit organization, (hereinafter referred to as "Grantee"), whose office is located at 22 North Street, Jaffrey, NH 03542.

WHEREAS, The Federal Transit Act of 1964, as amended, 49 U.S.C. §5310, provides for capital grants to private nonprofit corporations and associations to assist them in providing transportation services meeting the special needs of seniors and individuals with disabilities for whom mass transportation services are unavailable, insufficient, or inappropriate; and

WHEREAS, the Governor of the State of New Hampshire, in accordance with a request by the Federal Transit Administration (hereinafter referred to as "FTA"), has designated the Department to evaluate and select projects proposed by eligible subrecipients and to coordinate the grant applications; and

WHEREAS, the State and the Grantee desire to utilize grant funds for the transportation needs of seniors and individuals with disabilities of the state.

NOW THEREFORE, in consideration of the mutual covenants herein set forth, the State and the Grantee agree as follows:

DEFINITIONS.

a. Default: An Event of Default under this VUA will occur upon the failure of the Grantee to perform any of its payment or other obligations hereunder.

b. Effective Date: The date on which the VUA is approved by Governor & Council (G&C).

c. Emergency: Any unanticipated event that results in a necessary deviation from standard protocols.

d. Fair Market Value: Fair market value is the most probable price the project property would bring in a competitive and open market.

e. Federal Interest: The dollar amount that is the federal share of the total project cost based on straight-line depreciation of the asset, whereby, for example, a total cost based on a calculated depreciation value of $10,000 would result in a Federal Interest of $8,500 based on an initial federal participation of 85%.

f. Project: As identified in Exhibit B, Scope of Services. Generally, traditional FTA Section 5310 projects are those public transportation capital projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable.

g. State Interest: The dollar amount that is the state share of the total project cost based on straight-line depreciation of the asset, whereby, for example, a total cost based on a calculated depreciation value of $10,000 would result in a State Interest of $750 based on an initial state participation of 7.5% (contingent on state budget approvals).

h. State Management Plan (SMP): The SMP documents and describes the state's objectives, policies, administrative requirements, and procedures in managing the following FTA programs: §5311, §5339, and §5310. For the purposes of this VUA, the SMP refers to the most recent version.

i. Useful life: Useful life is determined by years of service or accumulation of miles whichever comes first, by asset type as referenced in the SMP.

j. Vehicle Operating Costs: The cost necessary to operate, maintain, and manage a public transportation system. Operating expenses usually include driver's salaries, fuel, and items with less than one year of useful life.

Section 1

1.1 The State shall purchase and deliver to the Grantee the equipment identified in Exhibit B, Scope of Services, attached hereto, and be incorporated herein by reference, (hereinafter referred to as "Project Equipment"). The State and the Grantee agree that the Vehicle Identification Number (VIN) of the Project Equipment will be inserted in Exhibit D, Vehicle List, following delivery of the Project Equipment. The estimated cost of the Project Equipment is identified in Exhibit C, Budget, with the actual cost to be determined following the award of bids for the Project Equipment.

1.2 Title to all Project Equipment shall be in the name of the Grantee; provided, however, that in order to secure the complete performance of this VUA, the Grantee shall give the State a security interest in all such equipment at the time of purchase and shall execute financing statements and do all other acts necessary or useful, as decided by the State, to the perfection of that interest and the renewal thereof. In connection with the purchase of any motor vehicle under this VUA, the Grantee shall give the State a security interest in the motor vehicle at the time of purchase and shall take all steps necessary to protect the State's security interest, including taking steps to identify the State as a lien holder of such motor vehicle on the motor vehicle title.

1.3 In the event of termination of this VUA before the useful life benchmark has been met, as defined by the State within the State Management Plan (SMP) and Transit Asset Management (TAM) Plan, of any Project Equipment purchased under this VUA, it is understood and agreed that legal title to such equipment shall be immediately transferred to the State or, at the State's sole discretion, to the State's written designee.

Section 2

2.1 No more than 30 days after receipt of an invoice from the State, or prior to the Project Equipment's being entered into service by the Grantee, whichever is later, the Grantee shall

pay to the State the Agency Match as identified in Exhibit C, Budget. Failure to do so may result in termination of this VUA and reassignment of the Project Equipment to another agency.

2.2 Upon receipt by the Grantee of the Project Equipment, the Grantee shall provide transportation services (hereinafter referred to as the "Project") to seniors and individuals with disabilities as more specifically described in the Grantee's Application to the State and in compliance with FTA §5310 Program Guidelines, FTA Circular 9070.1H and subsequent revisions.

2.3 The Grantee shall coordinate its Project with similar transportation services in its region, with coordination to include vehicle sharing, time-sharing, joint purchase, or consolidation of services, where feasible. Failure to exhibit good-faith efforts to coordinate, as determined by the State upon collaboration with the affected Regional Coordinating Council(s) (RCC), shall constitute an event of default under §7.1.5.

2.4 The Grantee is responsible for all vehicle operating costs, as defined herein. The Grantee further agrees to provide sufficient funds to operate, maintain, and ensure the Project Equipment throughout its useful life.

2.5 The Grantee agrees that the Project Equipment's use and disposition shall conform in every respect to the requirements of the FTA Circular 5010.1F, and subsequent revisions, as well as the most recent SMP, which is hereby incorporated by reference. If during the term of this VUA, any Project Equipment is not used in the manner described, the Grantee shall immediately notify the State and take all steps necessary to immediately transfer the title of the Project Equipment to the State or the State's written designee.

2.5.1 Should the Project Equipment be prematurely withdrawn from appropriate use the Grantee agrees to transfer the vehicle to the State or to an entity designated by the State. Should a transfer not be practicable, such as in the case of a casualty loss, the Grantee shall reimburse the State an amount equivalent to the sum of the federal interest and State interest based on the insurance payment or equivalent. The Grantee may provide equivalent replacement equipment in the event of a casualty loss, with the prior written approval of the State.

2.6 During the full period of this VUA, the Grantee shall maintain the Project Equipment at a high level of cleanliness, safety, and mechanical soundness. The Grantee shall certify that an FTA-compliant maintenance plan that meets or exceeds the minimum preventive maintenance guidelines set forth by the original equipment manufacturer is followed.

2.7 The Grantee shall secure automobile liability insurance commensurate with requirements set forth by the affected RCC(s). At a minimum, coverage shall be for a minimum of $1,000,000 combined single limit coverage to protect itself and the State from claims arising from property damage and personal injury. A copy of the insurance certificate shall be forwarded to the State within 30 days of vehicle delivery. Insurance hereunder shall be affected under the standard form, valid, and enforceable policies issued by insurers authorized to write insurance in the State. The State must be listed as an additional insured and Certificate Holder.

2.8 The Grantee shall implement and carry out a driver training program that meets or exceeds the State's standards, as determined by the State's Rural Transit Assistance Program (RTAP) committee. At the time of execution, the minimum components of training include defensive driving, passenger assistance, and emergency evacuation procedures, with refresher courses for each required at least every three years.

2.9 The Grantee shall not change, add, or remove seating within the vehicle without prior State approval. The Grantee will not change the use of the vehicle or location at which the vehicle is based, as specified within Exhibit B, Scope of Services except in an emergency, without prior approval by the State. In case of an emergency, the Grantee shall notify the State no later than the next working day following the day of the events giving rise to an emergency. Such a change shall be valid for five days; thereafter, the written approval of the State shall be required.

Section 3

3.1 The term of this VUA shall commence on the date it is approved by Governor & Council (hereinafter referred to as the "Effective Date") and shall terminate upon disposition or on the date determined by the State to be the end of the useful life of the Project Equipment.

Section 4

4.1 The Grantee shall comply with all terms and conditions outlined in FTA Circular 9070.1H or as amended. The Grantee shall assume all obligations of a subrecipient as identified in the Circular.

4.1.1 At the State's discretion, the Grantee will be required to submit annual signed FTA Certifications and Assurances and Master Agreement.

4.2 In connection with the performance of the services hereunder, the Grantee shall comply with all laws, regulations, and statutes of federal, state, county, or municipal authorities, which may impose additional obligations or duties upon the Grantee.

4.3 The State will conduct periodic reviews, at its discretion, to ensure compliance with the obligations identified in §4.2. Notable federal requirements include but are not limited to ensuring preventive maintenance is conducted per the Grantee's maintenance plan, developing and/or implementing a Board-approved Title VI (Civil Rights) plan, and ensuring all services are compliant with Americans with Disabilities Act (ADA) guidelines.

Section 5

5.1 The Grantee shall submit to the State a Quarterly Productivity Report on the form and according to the schedule required by the State. The State may require that additional reports be submitted as deemed necessary, such as those designed to enhance RCC activities or ensure FTA compliance.

5.2 **General Transit Feed Specification (GTFS).** As applicable, the Grantee shall generate and keep updated General Transit Feed Specification (GTFS) data and submit related data for reporting to the National Transit Database (NTD) as required. The Grantee shall submit related data to the State upon request.

Section 6

6.1 To the extent necessary in carrying out the Project, the Grantee shall conform its cost accounting practices and standards to those required by 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Super Circular"), which is incorporated herein by reference.

6.2 The Grantee shall permit the State, the Comptroller General of the United States, and the Secretary of the United States Department of Transportation, or their authorized representatives, to inspect all Project Equipment, all transportation services rendered by the Grantee, and all relevant Project data records, as determined by the State, the Comptroller General, and the Secretary of Transportation or their authorized representatives. The Grantee shall also permit the above-named persons to audit the books, records, contracts, and accounts of the Grantee pertaining to the Project.

6.3 Where there is a conflict between the provisions of Section 6 and any other clause in this VUA, the provisions of Section 6 shall prevail.

Section 7

7.1 The State, by written notice to the Grantee at least 30 days prior, shall have the option to terminate this VUA for any of the following reasons:

7.1.1 The Grantee primarily utilizes the vehicle for services other than those that are designed to benefit seniors and individuals with disabilities in accordance with FTA §5310 requirements;

7.1.2 The Grantee utilizes the vehicle for less than 10,000 miles per year for the FTA program purpose;

7.1.3 The Grantee takes any action pertaining to this VUA without the approval of the State, and which under the procedures of this VUA, would have required the approval of the State;

7.1.4 The commencement, prosecution, or timely completion of the Project by the Grantee, is for any reason rendered improbable, impossible, or illegal;

7.1.5 The Grantee shall be found to be in default under any provision of this VUA.

Section 8

8.1 The Grantee hereby covenants and agrees to defend, indemnify, and hold harmless the State from and against any and all losses suffered by the State and from and against all claims, demands, causes of action, losses, and damages asserted by or on behalf of any person or loss of, or damage to any property, sustained or occurring (or which may be claimed to have been sustained or to have occurred) in connection with, as a result of, or pertaining to the operation of the Project hereunder, on account of or based upon the acts, omission, fault, negligence, or misconduct of the Grantee or any person other than the State or its agents, servants, and employees.

8.2 The Grantee hereby covenants and agrees that at all times during the grant term, it will maintain or will ensure that there is in effect statutory workers' compensation and employers' liability insurance for all employees of the Grantee engaged in the operation of the Project hereunder, and in case any such work is sublet, the Grantee shall require the subgrantee similarly to provide such insurance for all employees of the subgrantee.

8.3 Notwithstanding anything to the contrary contained herein, nothing in this VUA is intended to act as a waiver of the sovereign immunity of the State.

Section 9

9.1 The Director of Aeronautics, Rail and Transit of the New Hampshire Department of Transportation, (hereinafter referred to as the Contracting Officer), shall be the representative of the State under the present VUA. In the event of any dispute hereunder, the interpretation of this VUA by the Contracting Officer, and his/her decisions on any dispute, shall be final.

9.2 This VUA may be amended, waived, or discharged only by an instrument in writing signed by the parties hereto.

9.3 No member, officer, or employee of the Grantee during his/her tenure or one year thereafter shall have any interest, direct or indirect, in this VUA or the proceeds thereof.

9.4 Notwithstanding anything in this VUA to the contrary, all obligations of the State hereunder, including without limitation on the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds for this purpose, and in no event shall the State be liable for payments hereunder over such available appropriated funds. In the event of a reduction or termination of these funds, the State shall have the right to terminate this VUA, effective immediately, by giving the Grantee fifteen (15) days' written notice of such termination.

9.5 IN WITNESS WHEREOF the parties hereto have executed this VUA on the day and year first above written.

The New Hampshire Department of Justice and Department of Transportation approved this template for use in the FTA §5310 program.

Grantee

Monadnock Family Services d/b/a Monadnock Adult Care Center

Signature Date: 8/28/2025

Karen Johnson, MPH
Type or Print Name

Chief Operating Officer
Title

State of New Hampshire, Department of Transportation

Signature Date: 10/03/25

Michelle Winters
Type or Print Name

Director of Aeronautics, Rail & Transit
Title

Attorney General

This is to certify that this office has reviewed the above VUA and is approved as to form and execution.

Signature Date: 10/24/25

Christina Wilson
Type or Print Name

Sr. Asst. Atty General
Title

EXHIBITS TO CONTRACT

EXHIBIT A	Special Provisions
EXHIBIT B	Scope of Services
EXHIBIT C	Budget
EXHIBIT D	Vehicle List

Certificate of Good Standing

Certificate of Corporate Vote

Certificate of Insurance

FTA Certifications and Assurances

FTA Master Agreement

5013c

Financial Report/Audit

Board of Directors

Key Personnel Resumes

EXHIBIT A
SPECIAL PROVISIONS

There are no modifications, deletions, or additions to the General Provisions in Form G-1.

EXHIBIT B
SCOPE OF SERVICES

B.1 The Grantee will receive a 12x2 gasoline, ADA-cutaway, to replace an 8x2 gasoline ADA-cutaway bus that has met its useful life requirements. The Grantee will provide coordinated demand response transportation services in the Keene area as detailed within the associated grant application, which is hereby incorporated by reference.

B.3 The Grantee may alter services upon written request and following written approval from, the State. Any such alterations must adhere to FTA §5310 requirements.

EXHIBIT C
BUDGET

C.1 Figures listed in the table are for illustrative purposes only. Actual costs will vary pending the State's procurement of the vehicle listed.

Estimate Project Description	Estimated Total Project Cost	Estimated Requested FTA Funds	Estimated Approved FTA Funds 85%	Estimated Approved State Match 7.5%	Estimated Required Local Match 7.5%
Qty. 1, 12x2 cutaway	$135,000	$114,750	**$114,750**	**$10,125**	$10,125
Total	**$135,000**	**$114,750**	**$114,750**	**$10,125**	**$10,125**

** See 1.1.7, Exhibit B, Scope of Services*

C.1 Funds are contingent upon Federal and State appropriations.

C.2 The State will procure the vehicles above through a Statewide Contract utilizing Federal Transit Administration (FTA) §5310 Enhanced Mobility of Seniors and Individuals with Disabilities Capital Program funding.

C.3 The FTA will provide a maximum of 85% of the total project cost with an estimated FTA funding amount of $114,750.

C.4 The State will submit an invoice to the Grantee for the required local match to the Statewide Contractor as detailed in the Vehicle Use Agreement (VUA).

EXHIBIT D
VEHICLE INVENTORY LIST

2016 Ford E350 8 x 2 Passenger Bus	1FDEE3FS2GDC57855
2021 Ford E450 12x2 PO1076784	1FDFE4FN9MDC14968
2021 Ford 12x2 PO1076784	1FDFE4FNOMDC14969

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 MONADNOCK FAMILY SERVICES is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on March 05, 1924. 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: **62930**
Certificate Number: **0007146529**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 2nd day of April A.D. 2025.

David M. Scanlan
Secretary of State

CERTIFICATE OF AUTHORITY

I, Ana Gonzalez, hereby certify that:
(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of Monadnock Family Services.
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on August 28, 2025, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Melinda Asbury, CEO & Karen Johnson, COO (may list more than one person)
(Name and Title of Contract Signatory)

is duly authorized on behalf of Monadnock Family Services to enter into contracts or agreements with the State
(Name of Corporation/ LLC)

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 his/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 was **valid thirty (30) days prior to and 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: August 28, 2025

Ana Gonzalez
Signature of Elected Officer

Name: Ana Gonzalez

Title: Director of Human Resources

Rev. 03/24/20

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 08/26/2025

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

PRODUCER	CONTACT NAME: Thelma Rich
The Richards Group 48 Harris Place PO Box 820 Brattleboro VT 05302	PHONE (A/C, No, Ext): (802) 254-6016 FAX (A/C, No): (802) 254-7110 E-MAIL ADDRESS: trich@therichardsgrp.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Philadelphia Indemnity Ins Co	18058
INSURER B : Self Funded	
INSURER C : ProSelect Insurance Company	10638
INSURER D :	
INSURER E :	
INSURER F :	

INSURED: Monadnock Family Services, 64 Main St. #210, Keene NH 03431

COVERAGES **CERTIFICATE NUMBER:** 25-26 Liability **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:	Y	Y	PHPK2598703	09/01/2025	09/01/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG [ ]	$ 1,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 3,000,000 $ 3,000,000 $
A	AUTOMOBILE LIABILITY [X] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [ ] HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY	Y	Y	PHPK2598705	09/01/2025	09/01/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) Medical payments	$ 1,000,000 $ $ $ $ 5,000
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED [X] RETENTION $ 10,000			PHUB880289	09/01/2025	09/01/2026	EACH OCCURRENCE AGGREGATE [ ]	$ 3,000,000 $ 3,000,000 $
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N: N If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		TBA	09/01/2025	01/01/2026	[ ] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000
C	Medical Professional Liability			002NH000016424	09/01/2025	09/01/2026	Each Claim Aggregate	$1,000,000 $3,000,000

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

Cyber Liability Insurer: CFC Underwriting Limited
Policy # ESO0040471442 effective 9/1/25-9/1/26
Limits: $2,000,000 Each Claim/ $2,000,000 Aggregate
Certificate Holder is Additional Insured as respects General Liability and Auto Liability, when required by written contract or agreement, and subject to the terms, conditions and limits as specified in the policy.
Purpose: State of NH DOT provides Business Autos for Monadnock Family Services

CERTIFICATE HOLDER

State of NH DOT
PO Box 483
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

Thelma Rich

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FEDERAL FISCAL YEAR 2025 CERTIFICATIONS AND ASSURANCES FOR FTA ASSISTANCE PROGRAMS

(Signature pages alternate to providing Certifications and Assurances in TrAMS.)

Name of Applicant: Monadnock Family Services ✓

The Applicant certifies to the applicable provisions of all categories: (*check here*) ✓.

Or,

The Applicant certifies to the applicable provisions of the categories it has selected:

Category		Certification
01	Certifications and Assurances Required of Every Applicant	
02	Public Transportation Agency Safety Plans	
03	Tax Liability and Felony Convictions	
04	Private Sector Protections	
05	Transit Asset Management Plan	
06	Rolling Stock Buy America Reviews and Bus Testing	
07	Urbanized Area Formula Grants Program	
08	Formula Grants for Rural Areas	
09	Fixed Guideway Capital Investment Grants and the Expedited Project Delivery for Capital Investment Grants Pilot Program	
10	Grants for Buses and Bus Facilities and Low or No Emission Vehicle Deployment Grant Programs	
11	Enhanced Mobility of Seniors and Individuals with Disabilities Programs	

12	State of Good Repair Grants	_____
13	Infrastructure Finance Programs	_____
14	Alcohol and Controlled Substances Testing	_____
15	Rail Safety Training and Oversight	_____
16	Demand Responsive Service	_____
17	Interest and Financing Costs	_____
18	Cybersecurity Certification for Rail Rolling Stock and Operations	_____
19	Tribal Transit Programs	_____
20	Emergency Relief Program	_____

CERTIFICATIONS AND ASSURANCES SIGNATURE PAGE

AFFIRMATION OF APPLICANT

Name of the Applicant: Monadnock Family Services

BY SIGNING BELOW, on behalf of the Applicant, I declare that it has duly authorized me to make these Certifications and Assurances and bind its compliance. Thus, it agrees to comply with all federal laws, regulations, and requirements, follow applicable federal guidance, and comply with the Certifications and Assurances as indicated on the foregoing page applicable to each application its Authorized Representative makes to the Federal Transit Administration (FTA) in the federal fiscal year, irrespective of whether the individual that acted on his or her Applicant's behalf continues to represent it.

The Certifications and Assurances the Applicant selects apply to each Award for which it now seeks, or may seek in the future, of federal assistance to be awarded by FTA during the federal fiscal year.

The Applicant affirms the truthfulness and accuracy of the Certifications and Assurances it has selected in the statements submitted with this document and any other submission made to FTA, and acknowledges that the Program Fraud Civil Remedies Act of 1986, 31 U.S.C. § 3801 *et seq.*, and implementing U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR part 31, apply to any certification, assurance or submission made to FTA. The criminal provisions of 18 U.S.C. § 1001 apply to any certification, assurance, or submission made in connection with a federal public transportation program authorized by 49 U.S.C. chapter 53 or any other statute

In signing this document, I declare under penalties of perjury that the foregoing Certifications and Assurances, and any other statements made by me on behalf of the Applicant are true and accurate.

Signature: _____ Date: 6/13/2025

Name x Melissa Lass Authorized Representative of Applicant

FFY 2025 MASTER AGREEMENT

ACKNOWLEDGEMENT OF RECEIPT

The Federal Transit Administration (FTA) Federal Fiscal Year 2025 Master Agreement requires recipients and subrecipients to comply with the requirements contained in the agreement in order to receive Federal funds. The language contained in the Master Agreement must be incorporated into the administration of the agreement my agency has with the New Hampshire Department of Transportation (NHDOT).

I acknowledge receipt of the FFY 2025 Federal Transit Administration (FTA) Master Agreement and understand this agreement is referred to in my agency's agreement with NHDOT by reference. The Master Agreement remains in force for the term of the agreement.

Monadnock Family Services
Name of Agency

June 9 2025
Date

× Melinda Asbury, Interim CEO
Name of Authorized Official

Melinda Asbury
Signature

NONPROFIT COVER SHEET

A. Entity Name: Monadnock Family Services/Monadnock Adult Care Center

B. Entity's Contact Information:

For Records Requests (e.g., resumes of key personnel; audited financial statements):

Name / Phone / Email: Karen Johnson, 603-357-4400, kjohnson@mfs.org

Person responsible for Accuracy and Completeness of information provided:
Name: Karen Johnson Title: COO
Signature:

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses)	Affiliations
E.g., John Doe (President)	
Ed Walker (Chair)	Peterborough, NH Fire Department
Heather Scheck (Vice Chair)	Savings Bank of Walpole
Liane Wiley (Treasurer)	
Laurie Appel (Secretary)	
Rebecca "Reba" Clough (Member)	
Linda Glasschroeder	Cheshire Medical Center
Josh Leduc (Member)	Cheshire Medical Center
Andrew Parsley (Member)	
Harry Pollock (Member)	
Jinsook Song (Member)	Antioch University
Joe Schapiro (Member)	
Chris Sprague (Member)	

D. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached):

Name	Role	Annual Salary	Amount Paid From This Contract
Please add			
Melinda Asbury, MD	Interim CEO, CMO	$426,670	none
Karen Johnson	COO	$150,000	none

DISCLOSURE OF LEGAL ACTIVITIES INVOLVING THE STATE OF NEW HAMPSHIRE OR ANOTHER GOVERNMENT ENTITY

E. Check one of the following:

[ ] The entity is **not currently or has not been** party to any legal proceedings involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**

[X] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).

State of NH, Department of Labor, Case: 25-WG-000518 A claimant, a psychiatric nurse practitioner filed a Wage Claim with the DOL on 08/31/2025, seeking unpaid wages for 2 pay periods, claiming that she worked for Monadnock Family Services 45 hours per week during each of the 2 pay periods, but she was only paid 35 hours per week. The Wage Claim was found to be invalid on 10/08/2025.

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

[X] is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (** see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**

[ ] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**

[ ] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

** Note: Attached screen shot from the DOJ Registered Charities List found at:

https://mm.nh.gov/files/uploads/doj/remote-docs/registered-charities.pdf

FINANCIAL DISCLOSURES

G. Check one the following:

[X] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) OR

[ ] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**

[ ] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization's most recently completed fiscal year:

1. INCOME STATEMENT

	Revenue		Expenses
Grants	$	*Compensation of officers, directors, and key personnel*	$
Donations	$		
Program Services Revenue	$	*Other salaries & wages*	$
Interest & Dividends	$	*Payroll taxes & employee benefits*	$
All other Revenue	$	*Occupancy, rent, utilities, and insurance*	$
Total Revenue	$	*Printing, publications, postage, office supplies, and IT*	$
		All other expenses	$
		Total Expenses	$

2. BALANCE SHEET

Assets		Liabilities	
Cash & Equivalents	$	*Accounts Payable*	$
Investments	$	*Loans Payable*	$
Real Estate (less any depreciation)	$	*All other liabilities*	$
		Total Liabilities	$
Other Property & Equipment (less any depreciation)	$		
Pledges, grants, accounts receivable	$		
All other assets	$		
Total Assets	$		

Monadnock Family Services / PATH

Internal Revenue Service

Department of the Treasury
P. 0. Box 2508
Cincinnati, OH 45201

Date: August 24, 2007

MONADNOCK FAMILY SERVICES
17 93RD ST
KEENE NH 03431

Person to Contact:
Ms. Jackie Johnson 17-57091
Customer Service Representative
Toll Free Telephone Number:
877-829-5500
Federal Identification Number:
02-6012230

Dear Sir or Madam:

This is in response to your request of August 24, 2007, regarding your organization's tax-exempt status.

In February 1945 we issued a determination letter that recognized your organization as exempt from federal income tax. Our records indicate that your organization is currently exempt under section 501(c)(3) of the Internal Revenue Code.

Our records indicate that your organization *is* also classified as a public charity under sections 509(a)(i) and *170(b)(i)(A)(vi)* of the Internal Revenue Code.

Our records indicate that contributions to your organization are deductible under section 1 70 of the Code, and that you are qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Internal Revenue Code.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely,
Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations 1

Financial Statements

MONADNOCK FAMILY SERVICES

FOR THE YEARS ENDED JUNE 30, 2024 AND 2023
AND
INDEPENDENT AUDITORS' REPORT

Leone, McDonnell & Roberts
PROFESSIONAL ASSOCIATION

CERTIFIED PUBLIC ACCOUNTANTS

MONADNOCK FAMILY SERVICES

JUNE 30, 2024 AND 2023

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Leone, McDonnell & Roberts
Professional Association
CERTIFIED PUBLIC ACCOUNTANTS
DOVER • WOLFEBORO
NORTH CONWAY

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Monadnock Family Services

Opinion

We have audited the accompanying financial statements of Monadnock Family Services (a New Hampshire nonprofit organization), which comprise the statements of financial position as of June 30, 2024 and 2023, and the related statements of cash flows, and the notes to the financial statements for the years then ended, and the related statements of activities and functional expenses for the year ended June 30, 2024.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Monadnock Family Services as of June 30, 2024 and 2023, and its cash flows for the years then ended, and the change in its net assets for the year ended June 30, 2024 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. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Monadnock Family Services and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

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 Monadnock Family Services' ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' 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 auditors' 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 generally accepted auditing standards 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 generally accepted auditing standards, 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 Monadnock Family Services' 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 Monadnock Family Services' 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 Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The schedule of functional revenues on pages 21 - 23 is presented for purposes of additional analysis and is 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.

Report on Summarized Comparative Information

We have previously audited Monadnock Family Services' June 30, 2023 financial statements, and we expressed an unmodified opinion on those audited financial statements in our report dated November 1, 2024. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2023, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Leone McDonnell & Roberts,
Professional Association

Wolfeboro, New Hampshire
January 15, 2025

MONADNOCK FAMILY SERVICES

STATEMENTS OF FINANCIAL POSITION
JUNE 30, 2024 AND 2023

ASSETS

	2024	2023
CURRENT ASSETS		
Cash and cash equivalents	$ 522,021	$ 2,496,641
Accounts receivable:		
Client fees	364,556	187,601
Medicaid and Medicare	401,680	409,967
Insurance	111,582	130,703
Other	1,593,794	1,106,418
Allowance for doubtful accounts	(532,616)	(383,105)
Pledges receivable, current portion	50,730	191,368
Prepaid expenses	103,269	72,100
Total current assets	2,615,016	4,211,693
PROPERTY		
Furniture, fixtures and equipment	616,531	374,359
Vehicles	241,467	241,467
Building and leasehold improvements	283,481	347,982
Total	1,141,479	963,808
Less accumulated depreciation	698,210	606,507
Property, net	443,269	357,301
OTHER ASSETS		
Beneficial interest in net assets of Foundation	1,952,877	1,775,203
Pledges receivable, less current portion shown above	-	78,378
Right-of-use asset, operating	196,038	72,864
Total other assets	2,148,915	1,926,445
Total assets	$ 5,207,200	$ 6,495,439

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Demand notes payable	$ 250,000	$ -
Accounts payable	311,487	141,087
Accrued salaries, wages, and related expenses	686,434	652,276
Refundable advance	569,363	452,763
Other current liabilities	80,084	65,536
Due to affiliates, net	392,762	1,331,936
Current portion of operating lease liability	81,880	14,177
Total current liabilities	2,372,010	2,657,775
LONG-TERM LIABILITIES		
Operating lease liability, net of current portion shown above	114,158	58,687
Total liabilities	2,486,168	2,716,462
NET ASSETS		
Without donor restrictions	2,401,690	3,491,094
With donor restrictions	319,342	287,883
Total net assets	2,721,032	3,778,977
Total liabilities and net assets	$ 5,207,200	$ 6,495,439

See Notes to Financial Statements

MONADNOCK FAMILY SERVICES

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Without Donor Restrictions	With Donor Restrictions	2024 Total	2023 Total
CHANGES IN NET ASSETS				
Revenues				
Program service fees	$ 10,587,350	$ -	$ 10,587,350	$ 12,614,901
Other public support	1,808,156	-	1,808,156	1,382,859
Donations	335,533	-	335,533	469,223
Local/County government	298,864	-	298,864	233,636
Federal funding	112,338	-	112,338	220,001
Program sales	403,425	-	403,425	200,689
Net gain on beneficial interest in Foundation	146,215	31,459	177,674	91,066
Rental income	19,698	-	19,698	49,282
United Way	28,214	-	28,214	26,000
Other income	21,352	-	21,352	30,926
Total revenues	13,761,145	31,459	13,792,604	15,318,583
Expenses				
Program services				
Children & adolescents	2,969,912	-	2,969,912	3,058,326
Multi-service team	2,354,042	-	2,354,042	2,263,411
Emergency services/assessment	1,272,037	-	1,272,037	1,235,058
Maintenance	1,588,622	-	1,588,622	1,219,909
Other non-BBH	1,236,237	-	1,236,237	1,161,877
ACT team	772,854	-	772,854	883,330
Older adult services	656,871	-	656,871	835,395
Community residence	772,430	-	772,430	699,124
Supportive living	337,570	-	337,570	360,344
Non-eligibles	345,733	-	345,733	306,864
Vocational services	228,402	-	228,402	301,561
Intake	172,451	-	172,451	249,963
Community education & training	54,109	-	54,109	72,218
Restorative partial hospital	84,410	-	84,410	55,851
Supporting activities				
Administration	2,004,869	-	2,004,869	1,989,282
Total expenses	14,850,549	-	14,850,549	14,692,513
CHANGES IN NET ASSETS	(1,089,404)	31,459	(1,057,945)	626,070
NET ASSETS, BEGINNING OF YEAR	3,491,094	287,883	3,778,977	3,152,907
NET ASSETS, END OF YEAR	$ 2,401,690	$ 319,342	$ 2,721,032	$ 3,778,977

See Notes to Financial Statements

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Maintenance	Children & Adolescents	Older Adult Services	Intake	Emergency Services/ Assessment	Restorative Partial Hospital
PERSONNEL COSTS						
Salaries and wages	$ 1,039,986	$ 1,822,196	$ 399,619	$ 94,411	$ 946,821	$ 61,359
Employee benefits	296,114	555,835	123,335	28,775	129,819	7,522
Payroll taxes	75,098	131,434	29,113	6,732	69,939	4,627
PROFESSIONAL FEES						
Substitute staff	46,388	-	31,425	-	40,047	-
Audit fees	8,897	29,547	5,043	3,655	7,356	519
Legal fees	691	2,284	415	24	371	13
Other professional fees	2,587	6,616	864	396	2,390	55
STAFF DEVELOPMENT AND TRAINING						
Journals and publications	571	790	4	47	475	-
In-service training	311	2,535	28	20	44	3
Conferences and conventions	1,831	2,099	556	119	206	11
Other staff development	3,468	2,759	65	4	24	2
OCCUPANCY COSTS						
Rent	64,888	213,551	27,999	20,896	40,607	3,715
Other utilities	-	-	-	-	-	-
Repairs and maintenance	-	-	-	-	-	-
Other occupancy costs	5,677	13,607	2,224	1,285	2,260	258
CONSUMABLE SUPPLIES						
Office supplies and equipment	2,446	10,326	2,115	3,599	3,690	64
Building and household	471	3,012	286	162	279	3
Educational and training	1,250	222	-	-	-	-
Food	-	7,525	32	-	-	3,390
Medical supplies	974	-	294	-	1,545	-
Other consumable supplies	16,963	39,766	6,897	1,076	3,856	265
DEPRECIATION	4,469	16,266	2,668	1,997	3,912	187
EQUIPMENT RENTAL	1,145	3,802	648	470	947	67
EQUIPMENT MAINTENANCE	566	2,260	370	249	284	153
ADVERTISING	50	247	-	-	-	-
PRINTING	263	693	368	83	260	2
TELEPHONE	7,162	36,615	7,561	2,764	7,907	1,062
POSTAGE	1,187	4,106	981	454	299	9
TRANSPORTATION						
Staff	793	41,241	11,380	3	3,333	2
Clients	-	-	-	-	-	-
ASSISTANCE TO INDIVIDUALS						
Client services	481	5,419	-	3,750	1,376	914
INSURANCE						
Malpractice and bonding	195	1,869	510	-	169	-
Vehicles	-	-	-	-	-	-
Comprehensive property and liability	3,506	11,645	1,988	1,441	2,900	205
MEMBERSHIP DUES	109	19	3	2	5	-
INTEREST EXPENSE	12	710	11	1	4	-
OTHER	73	916	69	36	912	3
TOTAL FUNCTIONAL EXPENSES	$ 1,588,622	$ 2,969,912	$ 656,871	$ 172,451	$ 1,272,037	$ 84,410

See Notes to Financial Statements

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Vocational Services	Non-Eligibles	Multi-Service Team	ACT Team	Community Residence	Supportive Living
PERSONNEL COSTS						
Salaries and wages	$ 153,739	$ 113,190	$ 1,419,819	$ 486,811	$ 527,130	$ 48,932
Employee benefits	19,723	29,452	419,101	113,376	102,815	11,347
Payroll taxes	11,384	8,199	103,139	35,542	38,761	3,603
PROFESSIONAL FEES						
Substitute staff	2,042	-	81,320	6,885	17,816	171,061
Audit fees	1,119	1,675	18,692	9,414	5,284	544
Legal fees	69	81	1,703	759	438	304
Other professional fees	140	258	2,967	1,461	708	244
STAFF DEVELOPMENT AND TRAINING						
Journals and publications	24	2	986	82	211	-
In-service training	107	31	111	53	31	2
Conferences and conventions	28	101	1,013	224	269	13
Other staff development	9	13	834	113	53	48
OCCUPANCY COSTS						
Rent	28,277	9,417	163,578	59,106	10,206	80,445
Other utilities	-	-	-	-	-	7,516
Repairs and maintenance	-	-	24	-	550	1,300
Other occupancy costs	601	701	9,362	3,585	1,148	1,264
CONSUMABLE SUPPLIES						
Office supplies and equipmen	503	322	6,404	2,354	3,417	205
Building and household	156	89	2,131	390	5,395	933
Educational and training	-	-	-	-	-	-
Food	10	-	398	96	32,083	34
Medical supplies	43	-	1,707	145	374	-
Other consumable supplies	1,121	1,503	21,077	12,157	5,961	4,446
DEPRECIATION	933	944	11,253	4,797	1,983	201
EQUIPMENT RENTAL	144	215	2,405	1,212	680	71
EQUIPMENT MAINTENANCE	77	69	903	690	1,393	302
ADVERTISING	-	-	-	377	-	-
PRINTING	53	47	593	285	56	64
TELEPHONE	3,118	1,695	24,528	10,840	6,905	1,348
POSTAGE	45	579	1,176	1,778	346	209
TRANSPORTATION						
Staff	4,350	801	37,853	12,885	1,570	124
Clients	-	-	-	84	-	30
ASSISTANCE TO INDIVIDUALS						
Client services	128	174,425	12,650	3,473	1,442	2,682
INSURANCE						
Malpractice and bonding	9	-	342	29	75	-
Vehicles	-	-	-	-	1,740	-
Comprehensive property and liability	441	660	7,367	3,710	2,083	215
MEMBERSHIP DUES	-	12	13	5	3	1
INTEREST EXPENSE	3	2	76	20	9	8
OTHER	6	1,250	517	116	1,495	74
TOTAL FUNCTIONAL EXPENSES	$ 228,402	$ 345,733	$ 2,354,042	$ 772,854	$ 772,430	$ 337,570

See Notes to Financial Statements

MONADNOCK FAMILY SERVICES

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Community Education & Training	Other Non-BBH	Total Programs	Administration	2024 Totals	2023 Totals
PERSONNEL COSTS						
Salaries and wages	$ 33,348	$ 709,074	$ 7,856,435	$ 1,229,576	$ 9,086,011	$ 9,187,507
Employee benefits	10,148	140,709	1,988,071	241,526	2,229,597	1,818,683
Payroll taxes	2,417	51,526	571,514	91,344	662,858	686,052
PROFESSIONAL FEES						
Substitute staff	-	-	396,984	7,960	404,944	475,393
Audit fees	1,109	7,981	100,835	7,415	108,250	45,115
Legal fees	20	262	7,434	6,149	13,583	12,606
Other professional fees	624	17,678	36,988	122,255	159,243	226,666
STAFF DEVELOPMENT AND TRAINING						
Journals and publications	-	2,937	6,129	3,481	9,610	1,568
In-service training	6	44	3,326	41	3,367	7,021
Conferences and conventions	76	2,438	8,984	279	9,263	47,485
Other staff development	3	41	7,436	-	7,436	17,235
OCCUPANCY COSTS						
Rent	2,309	97,068	822,062	59,210	881,272	870,305
Other utilities	-	-	7,516	-	7,516	23,333
Repairs and maintenance	-	-	1,874	145	2,019	2,445
Other occupancy costs	320	3,342	45,634	6,806	52,440	90,705
CONSUMABLE SUPPLIES						
Office supplies and equipment	111	2,910	38,466	9,816	48,282	59,567
Building and household	31	7,284	20,622	3,679	24,301	31,993
Educational and training	504	-	1,976	-	1,976	4,236
Food	-	28,106	71,674	-	71,674	66,103
Medical supplies	-	166	5,248	-	5,248	7,739
Other consumable supplies	796	9,551	125,435	99,290	224,725	125,398
DEPRECIATION	521	38,517	88,648	3,055	91,703	76,878
EQUIPMENT RENTAL	142	1,086	13,034	3,461	16,495	17,484
EQUIPMENT MAINTENANCE	39	258	7,613	1,171	8,784	28,206
ADVERTISING	-	18,103	18,777	11,990	30,767	21,693
PRINTING	14	9,665	12,446	273	12,719	14,607
TELEPHONE	957	12,369	124,831	31,736	156,567	158,975
POSTAGE	14	3,595	14,778	9,581	24,359	10,728
TRANSPORTATION						
Staff	70	2,607	117,012	1,788	118,800	123,887
Clients	-	44,648	44,762	838	45,600	36,216
ASSISTANCE TO INDIVIDUALS						
Client services	49	1,874	208,663	-	208,663	237,079
INSURANCE						
Malpractice and bonding	-	-	3,198	-	3,198	779
Vehicles	-	1,478	3,218	1,738	4,956	9,054
Comprehensive property and liability	437	3,625	40,223	3,026	43,249	83,253
MEMBERSHIP DUES	1	345	518	2,498	3,016	4,164
INTEREST EXPENSE	41	499	1,396	7,523	8,919	1,528
OTHER	2	16,451	21,920	37,219	59,139	60,827
TOTAL FUNCTIONAL EXPENSES	$ 54,109	$ 1,236,237	$12,845,680	$ 2,004,869	$14,850,549	$14,692,513

See Notes to Financial Statements

MONADNOCK FAMILY SERVICES

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ (1,057,945)	$ 626,070
Adjustments to reconcile change in net assets to net cash from operating activities:		
Depreciation	91,703	76,878
Change in allowance for doubtful accounts	149,511	(23,980)
Gain on beneficial interest in Foundation	(177,674)	(91,066)
Increase in right-of-use asset, operating	(123,174)	(72,864)
Increase in operating lease liability	123,174	72,864
(Increase) decrease in assets:		
Accounts receivable	(636,923)	(588,883)
Pledges receivable	219,016	35,583
Prepaid expenses	(31,169)	222,893
Increase (decrease) in liabilities:		
Accounts payable	170,400	3,511
Accrued salaries, wages and related expenses	34,158	24,034
Refundable advance	116,600	(60,963)
Other current liabilities	14,548	(67,323)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	(1,107,775)	156,754
CASH FLOWS FROM INVESTING ACTIVITIES		
Decrease in due to affiliates, net	(939,174)	(1,419,425)
Property acquisitions	(177,671)	(209,375)
NET USED IN INVESTING ACTIVITIES	(1,116,845)	(1,628,800)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from demand notes payable	250,000	-
NET CASH PROVIDED BY FINANCING ACTIVITIES	250,000	-
NET DECREASE IN CASH AND CASH EQUIVALENTS	(1,974,620)	(1,472,046)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	2,496,641	3,968,687
CASH AND CASH EQUIVALENTS, END OF YEAR	$ 522,021	$ 2,496,641
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:		
Cash paid for interest	$ 8,919	$ 1,528

See Notes to Financial Statements

1. ORGANIZATION OF THE CORPORATION

Monadnock Family Services (the Organization) is a nonprofit corporation, organized under New Hampshire law to provide services in the areas of mental health, and related non-mental health programs.

The Organization operates in the Monadnock region of the State of New Hampshire.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

The financial statements of Monadnock Family Services have been prepared on the accrual basis of accounting.

Basis of Presentation

The financial statements of the Organization have been prepared in accordance with U.S. generally accepted accounting principles (US GAAP), which require the Organization to report information regarding its financial position and activities according to the following net asset classifications:

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

Net assets with donor restrictions – Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

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

Accounting Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash Equivalents

The Organization considers all highly liquid financial instruments with original maturities of three months or less to be cash equivalents.

Accounts Receivable
Accounts receivables are stated at the amount management expects to collect from outstanding balances. Management provides for probable uncollectible amounts through a charge to activities and a credit to a valuation allowance based on historical account write-off patterns by the payor, adjusted as necessary to reflect current conditions. Balances that are still outstanding after management has used reasonable collection efforts are written off through a charge to the valuation allowance and credit to accounts receivable. The Organization has no policy for charging interest on overdue accounts nor are its accounts receivable pledged as collateral, except as disclosed in Note 6.

Property and Depreciation
Property and equipment are recorded at cost or, if donated, at estimated fair value at the date of donation. Material assets with a useful life in excess of one year are capitalized. Depreciation is provided for using the straight-line method in amounts designed to amortize the cost of the assets over their estimated useful lives as follows:

Furniture, fixtures and equipment	3 - 10 Years
Vehicles	5 - 10 Years
Building and leasehold improvements	5 - 40 Years

Costs for repairs and maintenance are expensed when incurred and betterments are capitalized. Assets sold or otherwise disposed of are removed from the accounts, along with the related accumulated depreciation, and any gain or loss is recognized.

Depreciation expense was $91,703 and $76,878 for the years ended June 30, 2024 and 2023, respectively.

Accrued Earned Time
At June 30, 2024 and 2023 the Organization has accrued a liability for future compensated leave time in the amount of $345,668 and $310,540, respectively, that its employees have earned and which is vested with the employee.

Refundable Advances
Grants received in advance are recorded as refundable advances and recognized as revenue in the period in which the related services are provided or expenditures are incurred.

Revenue Recognition
In May of 2014, the FASB issued Accounting Standards Update (ASU) 2014-09, *Revenue from Contracts with Customers (Topic 606).* This ASU is a comprehensive revenue recognition model that requires an organization to recognize revenue to depict the transfer of goods or services to a customer at an amount that reflects the consideration it expects to receive in exchange for those goods or services. Contracts and transactions with customers predominantly contain a single performance obligation.

The Organization records the following exchange transaction revenue in its statements of activities for the years ended June 30, 2024 and 2023:

Mental Health Services
The Organization provides a variety of mental health services to its patients. All mental health services revenue recognized upon completion of the service provided.

Contract Balances
Contract balances as a result of contracts and transactions with customers primarily consist of receivables included in accounts receivable in the Organization's statements of financial position. The Organization's receivables from transactions with customers amounted to $345,202 and $345,166 for the years ended June 30, 2024 and 2023, respectively.

Rental Income
Revenue from rental of residential apartments is recognized over time.

Net patient revenue is reported at the estimated net realizable amounts from patients, third-party payors and others for services rendered, including estimated retroactive adjustments under reimbursement agreements with third-party payors. Retroactive adjustments are accrued on an estimated basis in the period the related services are rendered and are adjusted in future periods, as final amounts are determined.

A significant portion of patient revenue is derived from services to patients insured by third-party payors. The Organization receives reimbursement from Medicare, Medicaid and private third-party payors at defined rates for services rendered to patients covered by these programs. The difference between established billing rates and the actual rate of reimbursement is recorded as an allowance when received. A provision for estimated contractual allowances is provided on outstanding patient receivables at the statement of financial position date.

Contributions
All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received that are restricted by the donor for future periods or for specific purposes are reported as net assets with donor restrictions, depending on the nature of the restrictions. However, if a restriction is fulfilled in the same period in which the contribution is received, the Organization reports the support as net assets without donor restrictions.

Advertising
The Organization expenses advertising costs as incurred.

Summarized Financial Information

The financial statements include certain prior year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Organization's financial statements for the year ended June 30, 2023, from which the summarized information was derived.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis. Accordingly, costs have been allocated among the program services and supporting activities benefited. Such allocations have been determined by management on an equitable basis.

The expenses that are allocated include the following:

Expense	Method of allocation
Salaries and benefits	Time and effort
Occupancy	Square footage
Depreciation	Square footage
All other expenses	Direct assignment

Fair Value of Financial Instruments

FASB ASC Topic No. 820-10, *Financial Instruments*, provides a definition of fair value which focuses on an exit price rather than an entry price, establishes a framework in generally accepted accounting principles for measuring fair value which emphasizes that fair value is a market-based measurement, not an entity-specific measurement, and requires expanded disclosures about fair value measurements. In accordance with ASC 820-10, the Organization may use valuation techniques consistent with market, income and cost approaches to measure fair value. As a basis for considering market participant assumptions in fair value measurements, Topic 820-10 establishes a fair value hierarchy, which prioritizes the inputs used in measuring fair values. The hierarchy gives the highest priority to Level 1 measurements and the lowest priority to Level 3 measurements. The three levels of the fair value hierarchy under ASC Topic 820-10 are described as follows:

Level 1 – Inputs to the valuation methodology are quoted prices available in active markets for identical investments as of the reporting date.

Level 2 - Inputs to the valuation methodology are other than quoted market prices in active markets, which are either directly or indirectly observable as of the reporting date, and fair value can be determined through the use of models or other valuation methodologies.

Level 3 - Inputs to the valuation methodology are unobservable inputs in situations where there is little or no market activity for the asset or liability and the reporting entity makes estimates and assumptions related to the pricing of the asset or liability including assumptions regarding risk.

The carrying amount of cash, prepaid expense, other assets and current liabilities, approximates fair value because of the short maturity of those instruments.

Management has determined the beneficial interest in net assets held by Monadnock Regional Foundation for Family Services, Inc. to be in Level 2 of the fair value hierarchy as defined above (also see Note 5).

Income Taxes

The Organization is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. In addition, the Organization qualifies for the charitable contribution deduction under Section 170(b)(1)(a) and has been classified as an Organization that is not a private foundation under Section 509(a)(2). Accordingly, no provision for income taxes has been recorded in the accompanying financial statements.

Management has evaluated the Organization's tax positions and concluded that the Organization has maintained its tax-exempt status and has taken no uncertain tax positions that would require adjustment to the financial statements.

New Accounting Pronouncements

As of July 1, 2023, the Organization adopted the provisions of the Financial Accounting Standards Board (FASB) Accounting Standards Update (ASU) 2016-03, *Financial Instruments – Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments,* as amended, which modifies the measurement of expected credit losses on certain financial instruments. The Organization adopted this new guidance utilizing the modified retrospective transition method. The adoption of this Standard did not have a material impact on the Organization's financial statements but did change how the allowance for credit losses is determined.

3. LIQUIDITY AND AVAILIBILITY

The following represents the Organization's financial assets as of June 30, 2024 and 2023:

	2024	2023
Cash and cash equivalents	$ 522,021	$ 2,496,641
Accounts receivable, net	1,938,996	1,451,584
Pledges receivable, net	50,730	269,746
Beneficial interest in Foundation	1,952,877	1,775,203
Total financial assets	$ 4,464,624	$ 5,993,174

Less amounts not available to be used within one year:		
Net assets with donor restrictions	$ 319,342	$ 287,883
Long-term pledges receivable, net	-	78,378
Beneficial interest in Foundation	1,952,877	1,775,203
Amounts not available within one year	2,272,219	2,141,464
Financial assets available to meet general expenditures over the next twelve months	$ 2,192,405	$ 3,851,710

The Organization's goal is generally to maintain financial assets to meet 45 days of operating expenses (approximately $1.82 million and $1.80 million for the years ended June 30, 2024 and 2023, respectively). As part of its liquidity plan, excess cash is invested in short-term investments, including money market accounts.

4. PLEDGES RECEIVABLE

Pledges receivable as of June 30, 2024 and 2023 consisted of the following:

	2024	2023
Due in less than one year	$ 50,730	$ 191,368
Due in one to five years	-	81,615
Gross pledges receivable	50,730	272,983
Less: Discount to present value	-	3,237
Pledges receivable, net	$ 50,730	$ 269,746

The remaining pledges receivable are expected to be collected during the year ended June 30, 2025.

5. BENEFICIAL INTEREST IN NET ASSETS OF FOUNDATION

The Organization is the sole beneficiary of assets held by Monadnock Regional Foundation for Family Services, Inc. The Organization and the Foundation are considered financially interrelated Organizations under FASB ASC Topic No. 958-605, *Not-for-Profit Entities - Transfers of Assets to a Nonprofit Organization or Charitable Trust That Raises or Holds Contributions for Others.* The fair value of the Foundation's assets, which approximates the present value of future benefits expected to be received, was $1,952,877 and $1,825,689 at June 30, 2024 and 2023, respectively. The cost basis of the Foundation's assets was $1,850,268 and $1,885,746 at June 30, 2024 and 2023, respectively.

6. DEMAND NOTES PAYABLE

The Organization maintains the following demand notes payable:

Demand note payable with a bank, subject to bank renewal on June 30, 2024. The maximum amount available at June 30, 2024 and 2023 was $250,000. At June 30, 2024 and 2023 the interest rate was stated at 8.5% and 9.25%, respectively. The note is renewable annually, collateralized by all the business assets of the Organization and guaranteed by a related nonprofit organization (see Note 11). There was no balance outstanding at June 30, 2024 and 2023. The demand note payable was repaid and closed subsequent to year end (see Note 15).

Demand note payable with a bank, the maximum amount available at June 30, 2023 was $500,000. At June 30, 2023 the interest rate was stated at 8.25%. The note was renewable annually, collateralized by all the business assets of the Organization and guaranteed by a related nonprofit organization (see Note 11). There was no balance outstanding at June 30, 2023. The demand note payable was closed during the year ended June 30, 2024. The demand note payable was reopened subsequent to year end (see Note 15).

7. NET ASSETS

Net assets with donor restrictions were as follows for the years ended June 30, 2024 and 2023:

	2024	2023
Special Purpose Restrictions:		
Beneficial interest in Foundation	$ 238,128	$ 206,669
Restricted in Perpetuity:		
Beneficial interest in Foundation	81,214	81,214
Total net assets with donor restrictions	$ 319,342	$ 287,883

8. RETIREMENT PLAN

The Organization maintains a retirement plan for all eligible employees. Under the plan employees can make voluntary contributions to the plan of up to approximately 15% of gross wages. All full-time employees are eligible to participate when hired, and are eligible to receive employer contributions after one year and 510 hours of employment. The Organization's matching contributions to the plan for the year ended June 30, 2024 and 2023 was $92,431 and $71,655, respectively.

9. CONCENTRATION OF RISK

For the years ended June 30, 2024 and 2023 approximately 68% and 75%, respectively of the total revenue was derived from Medicaid. The future existence of the Organization, in its current form, is dependent upon continued support from Medicaid.

Medicaid receivables comprise approximately 19% and 21% of the total accounts receivable balances at June 30, 2024 and 2023, respectively. The Organization has no policy for charging interest on past due accounts, nor are its accounts receivable pledged as collateral, except as discussed in Note 6.

10. LEASES

During April 2023, the Organization entered into a written lease agreement for a copier machine. The terms of the lease call for monthly payments of $1,410 through March 2028.

During July 2023, the Organization entered into a written lease agreement for property at 38 Kelleher Street. The terms of the lease call for monthly payments of $6,000 through June 2026.

The right-of-use asset and related operating lease liability for the above leases amounted to $196,038 and $72,864 for the years ended June 30, 2024 and 2023, respectively. The weighted average lease term was 3.75 and 4.75 years for the years ended June 30, 2024 and 2023, respectively. The weighted average discount rate was 4.39% and 4.13% for the years ended June 30, 2024 and 2023, respectively.

The Organization has also entered into various operating lease agreements to rent certain facilities and office equipment. The terms of these leases are month-to-month.

Total rent expense for the year ended June 30, 2024 and 2023 was $897,765 and $887,789, respectively.

Future minimum lease payments at June 30, 2024 were as follows:

Year Ending June 30	Amount
2025	$ 88,920
2026	88,920
2027	16,920
2028	12,690
Total undiscounted operating lease liability	207,450
Less imputed interest	11,412
Total operating lease liability	$ 196,038

11. RELATED PARTY TRANSACTIONS

Monadnock Family Services is related to the following nonprofit corporations as a result of their articles of incorporation and common board membership.

Related Party	Function
Monadnock Community Service Center, Inc.	Provides real estate services and property management assistance
Monadnock Regional Foundation for Family Services, Inc.	Endowment for the benefit of Monadnock Family Services

Monadnock Family Services has transactions with the above-related parties during its normal course of operations. The significant related party transactions are as follows:

Due to/from Affiliate

At June 30, 2024, the Organization had a receivable due from Monadnock Community Service Center, Inc. in the amount of $11,407. At June 30, 2023, the Organization had a payable due to Monadnock Community Service Center, Inc. in the amount of $1,382,422.

At June 30, 2024, the Organization had a payable due to Monadnock Regional Foundation for Family Services, Inc. in the amount of $404,169. At June 30, 2023, the Organization had a receivable due from Monadnock Regional Foundation for Family Services, Inc. in the amount of $50,486.

Rental Expense

The Organization leases office space from Monadnock Community Service Center, Inc. under the terms of tenant at will agreements. Monadnock Family Services has the perpetual right to extend the leases. Total rental expense paid under the terms of the leases was $798,800 and $815,725 for the years ended June 30, 2024 and 2023, respectively.

Contributions

During the year ended the June 30, 2024 and 2023, the Organization made contributions to Monadnock Regional Foundation for Family Services, Inc. in the amounts of $22,201 and $14,265, respectively. The contributions consisted of financial securities.

Distributions

Monadnock Regional Foundation for Family Services, Inc. can elect to distribute (on an annual basis) a percentage of its investment account (based upon a 24-month rolling average of the investment value) to Monadnock Family Services. The Foundation distributed $22,657 and $26,750 during the years ended June 30, 2024, and 2023, respectively.

Management Fee

The Organization charges Monadnock Community Service Center, Inc. for administrative expenses incurred on its behalf. Management fee revenue aggregated $326,065 and $200,689 for the years ended June 30, 2024 and 2023, respectively.

Guarantee
The Organization's demand notes payable is guaranteed by Monadnock Community Service Center, Inc.

Co-obligation
The Organization is co-obligated on a mortgage note, promissory note payable and tax-exempt bonds payable of Monadnock Community Service Center, Inc.

12. CONTINGENCIES

Grant Compliance
The Organization receives funds under various state grants and from Federal sources. Under the terms of these agreements, the Organization is required to use the funds within a certain period and for purposes specified by the governing laws and regulations. If expenditures were found not to have been made in compliance with the laws and regulations, the Organization might be required to repay the funds. No provisions have been made for this contingency because specific amounts, if any, have not been determined or assessed by government audits as of June 30, 2024.

13. CONCENTRATION OF CREDIT RISK

The Organization maintains cash balances that, at times may exceed federally insured limits. The balances are insured by the Federal Deposit Insurance Corporation (FDIC) up to $250,000 at June 30, 2024 and 2023. The Organization has not experienced any losses in such accounts and believes it is not exposed to any significant risk with these accounts. At June 30, 2024 and 2023, cash balances in excess of FDIC coverage aggregated $327,804 and $2,141,290, respectively.

14. RECLASSIFICATIONS

Certain reclassifications have been made to the prior years' financial statements to conform to the current year presentation. These classifications had no effect on the previously reported results of operations or retained earnings.

15. SUBSEQUENT EVENTS

Subsequent events are events or transactions that occur after the statement of financial position date, but before the financial statements are available to be issued. Recognized subsequent events are events or transactions that provide additional evidence about conditions that existed at the statement of financial position date, including the estimates inherent in the process of preparing financial statements. Non-recognized subsequent events are events that provide evidence about conditions that did not exist at the statement of financial position date but arose after that date.

Subsequent to year end, the payable due to Monadnock Regional Foundation for Family Services, Inc. in the amount of $404,169 was forgiven by the Foundation.

Subsequent to year end, the $250,000 demand note payable was closed, and is no longer in force as of the date of these financial statements (see Note 6).

Subsequent to year end, the $500,000 demand note payable was reopened (see Note 6).

Management has evaluated subsequent events through January 15, 2025, the date when the June 30, 2024 financial statements were available for issuance.

SCHEDULE OF FUNCTIONAL REVENUES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Maintenance	Children & Adolescents	Older Adult Services	Intake	Emergency Services/ Assessment	Restorative Partial Hospital
Program fees:						
Net client fees	$ 18,311	$ 4,390	$ 44,933	$ 1,177	$ 20,423	$ 3,572
Medicaid	615,718	4,299,364	620,310	37,787	203,545	78,219
Medicare	155,860	(3,056)	11,815	(351)	13,644	(18)
Other insurance	94,958	168,885	6,172	6,870	19,361	84
Other program fees	2	276	2	(10)	1	-
Program sales:						
Service and production	9,063	5,159	7,600	-	7,824	-
Public support:						
United Way	-	-	-	-	-	-
Local/county government	-	38,826	-	99,219	160,819	-
Donations	-	-	-	-	-	-
Other public support	3,075	54,817	-	-	-	-
State of New Hampshire - BDAS	-	-	-	-	-	-
Div. for Children, Youth & Families	-	479	-	-	-	-
DHHS - State	81,000	-	-	-	728,121	-
Federal funding:						
Other federal grants	-	-	-	-	-	-
PATH	-	-	-	-	-	-
Rental income	-	-	-	-	-	-
Net gain on beneficial interest in Foundation	-	-	-	-	-	-
Other	7,575	635	71	5	28	2
TOTAL FUNCTIONAL REVENUES	$ 985,562	$ 4,569,775	$ 690,903	$ 144,697	$ 1,153,766	$ 81,859

SCHEDULE OF FUNCTIONAL REVENUES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Vocational Services	Non-Eligibles	Multi-Service Team	ACT Team	Community Residence	Supportive Living
Program fees:						
Net client fees	$ (940)	$ 3,348	$ 36,309	$ 22,145	$ 55,588	$ (5,743)
Medicaid	105,830	11,441	1,716,153	309,294	755,225	451,038
Medicare	643	11,077	27,753	26,726	4,052	7,389
Other insurance	1,040	8,471	35,441	7,882	6,337	1,017
Other program fees	1	-	2,116	4	39,802	2
Program sales:						
Service and production	399	3,800	15,888	24,145	3,481	-
Public support:						
United Way	-	-	-	-	-	-
Local/county government	-	-	-	-	-	-
Donations	-	-	-	-	-	-
Other public support	-	263,060	-	-	-	112,020
State of New Hampshire - BDAS	-	-	-	-	-	-
Div. for Children, Youth & Families	-	-	-	-	-	-
DHHS - State	62,062	-	111,165	171,730	-	(8,500)
Federal funding:						
Other federal grants	-	-	-	-	-	1,885
PATH	-	-	-	-	-	-
Rental income	-	-	-	-	-	17,148
Net gain on beneficial interest in Foundation	-	-	-	-	-	-
Other	10	13	259	123	88	642
TOTAL FUNCTIONAL REVENUES	$ 169,045	$ 301,210	$ 1,945,084	$ 562,049	$ 864,573	$ 576,898

MONADNOCK FAMILY SERVICES

SCHEDULE OF FUNCTIONAL REVENUES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Community Education & Training	Other Non-BBH	Total Programs	Administration	2024 Totals	2023 Totals
Program fees:						
Net client fees	$ (1,300)	$ 184,774	$ 386,987	$ -	$ 386,987	$ 303,125
Medicaid	(29)	182,585	9,386,480	-	9,386,480	11,512,173
Medicare	(61)	(354)	255,119	-	255,119	257,324
Other insurance	151	152,293	508,962	-	508,962	490,462
Other program fees	6,481	1,025	49,702	100	49,802	51,817
Program sales:						
Service and production	-	-	77,359	326,066	403,425	200,689
Public support:						
United Way	28,214	-	28,214	-	28,214	26,000
Local/county government	-	-	298,864	-	298,864	233,636
Donations	-	331,666	331,666	3,867	335,533	469,223
Other public support	11,685	72,746	517,403	70,867	588,270	283,590
Div. for Children, Youth & Families	-	-	479	-	479	1,770
DHHS - State	-	-	1,145,578	73,829	1,219,407	1,097,499
Federal funding:						
Other federal grants	-	110,453	112,338	-	112,338	186,701
PATH	-	-	-	-	-	33,300
Rental income	-	2,550	19,698	-	19,698	49,282
Net gain on beneficial interest in Foundation	-	-	-	-	177,674	91,066
Other	3	2,645	12,099	9,253	21,352	30,926
TOTAL FUNCTIONAL REVENUES	$ 45,144	$ 1,040,383	$13,130,948	$ 483,982	$13,792,604	$15,318,583

Monadnock Family Services Board of Directors

Ed Walker (Chair)	Peterborough, NH Fire Department
Heather Scheck (Vice Chair)	Savings Bank of Walpole
Liane Wiley (Treasurer)	
Laurie Appel (Secretary)	
Rebecca "Reba" Clough (Member)	
Linda Glasschroeder	Cheshire Medical Center
Josh Leduc (Member)	Cheshire Medical Center
Andrew Parsley (Member)	
Harry Pollock (Member)	
Jinsook Song (Member)	Antioch University
Joe Schapiro (Member)	
Chris Sprague (Member)	

Melinda L. Asbury, MD, PhD

[redacted]

EDUCATION

Duke University School of Medicine, Durham, NC 06/2014 – 04/2019
Psychiatry Residency Training Program

Duke University School of Medicine, Durham, NC 07/2018 – 04/2019
Electroconvulsive Therapy Fellowship

Veterans Affairs Health Care System, Durham, NC 07/2017 – 04/2019
Psychosocial Rehabilitation and Recovery Center
Mental Health Intensive Case Management, Psychiatry Residency Emphasis

University of California San Diego School of Medicine, San Diego, CA 06/2012 – 06/2013
Obstetrics, Gynecology, and Reproductive Sciences Residency Program

Joan C. Edwards School of Medicine at Marshall University, Huntington, WV 07/2007 – 05/2012
Doctor of Medicine, *cum laude*

Joan C. Edwards School of Medicine at Marshall University, Huntington, WV 07/2005 – 05/2012
Doctor of Philosophy in Biomedical Sciences, *magna cum laude*
Emphasis in: Toxicology, Pharmacology, and Neuroscience

Academic Medical Center at University of Amsterdam, Amsterdam, the Netherlands 04/2005 –08/2005
Fellowship in Addiction Sciences and Medicine, with Highest Honors

Mercer University, Macon, GA 09/1996 – 5/2000
Bachelor of Science, *magna cum laude* and Distinction in Chemistry with Highest Honors
Emphasis in: Bio-Analytical and Physical Chemistries

Certifications

Buprenorphine Training, formally known as Waiver and Certification	12/2020 – present
American Board of Psychiatry and Neurology	09/2019 – present
High-Fidelity Assertive Community Treatment, NBCC, ACEP	05/2019 – present
Zyprexa Relprevv Patient Care Program Prescriber Certification	05/2019 – present
Electroconvulsive Therapy, Credentialed and Certified	03/2019 – present
North Carolina Medical Board Unrestricted License	02/2019 – present
Clozapine REMS Prescriber Certification	09/2014 – present

PROFESSIONAL EXPERIENCE—EMPLOYMENT HISTORY

Duke University School of Medicine, Durham, NC 12/2019 – present
Psychiatry Residency Site Director at UNC

University of North Carolina School of Medicine, Chapel Hill, NC: 05/2019 – present
Clinical Assistant Professor
UNC Center for Excellence in Community Mental Health
Department of Psychiatry

- Founder and Director, North Carolina First Episode Psychosis Outreach and Education Program 01/2023 – present
- Founder and Director, UNC/MAHEC/MCHP Western Carolina Early Episode Psychosis Program 11/2022 – present
- Medical Director, UNC Encompass First Episode Psychosis Program 07/2022 – present
- Associate Medical Director, UNC Encompass First Episode Psychosis Program 09/2021 – 06/2022
- UNC Interventional Psychiatry, ECT Attending Psychiatrist 02/2022 – present
- Fellowship Director, UNC Community and Public Psychiatry Fellowship 07/2021 – present
- Director, UNC North Carolina Clozapine Network 07/2020 – present
- Medical Director, UNC Wake Assertive Community Treatment Team 05/2019 – present

Duke University Physician Assistant Program, Durham, NC 11/2014 – 5/2017
Course Director and Instructor, Psychopharmacology Curriculum

Minardi Public Affairs, LLC, Charleston, WV 4/2010 – 6/2012
Consultant

- Provided expert opinion regarding a proposed legislation to limit and monitor the sales of methamphetamine precursor reagents. This bill is now known as West Virginia Code 4

Becton-Dickinson Biosciences, Lexington, KY; San Diego, CA; San Jose, CA 8/2001 – 4/2005
Chemist

- Developed the protocol for, implemented the use of, and trained employees in *FPLC* (fast-paced liquid chromatography) for the entire BD Biosciences branch of Becton, Dickinson and Company

United States Navy 02/2000 – 03/2005
Officer

- Graduated Officer Candidate School with Physical Distinction
- Received Honorable Discharge upon voluntary severance

GRANT FUNDING

Current
Title: We Care^2 First Episode Psychosis Program Implementation 2022 – present
Type: MHBG; Centers **1444-5226-XI-2J** and **1461-5226-XI-2J**
Source: SAMHSA
Amount: $1,085,763

Title: North Carolina First Episode Psychosis Marketing and Outreach Campaign 2022 – present
Type: CMHBG; Centers **1444-5226-XI-3B** and **1461-5226-XI-3B**
Source: SAMHSA
Amount: $785,352

Title: UNC Encompass First Episode Psychosis Program Service Expansion Begins in March 2023
Type: NC-DHHS Pass-Through Funding
Source: SAMHSA
Amount: $765,000

Pending
Title: UNC Youth Clozapine Clinic
Type: Direct Service Grant
Source: Vaya Health Local Management Entity-Managed Care Organization
Amount: $150,000

Completed
Title: A Mechanistic Study of Methamphetamine Neurotoxicity: Involvement of HO-1 & MnSOD 2009 – 2012
Type: **F30 DA 025445-01**
Source: NIH/NIDA
Amount: $325,000
PI: Asbury and Maragos
The goal of this grant was to identify the mechanism by which dopamine-induces neurotoxicity in an *in vitro* model of methamphetamine use.

Title: Investigating the Role of Redox-Status on Transcription Factors Involved in Dopamine-Induced Neurotoxicity 2005-2009
Type: **STEM Grant**
Source: West Virginia Higher Education Policy Commission
Amount: $200,000
PI: Asbury and Niles
The goal of this grant was to determine which transcription factors were activated following dopamine auto-oxidation or receptor signaling and to investigate their down-stream targets.
Role: Co-PI

BIBLIOGRAPHY

i. Books/Book Chapters

Ghafourifar P, **Asbury ML**, Joshi SS, Kincaid ED. Determination of mitochondrial nitric oxide synthase activity. In: Packer L and Cadenas E, editors. Methods in Enzymology. 4th ed. Waltham (MA): Academic Press. 2005.

iii. Refereed Articles

Tsai S, Sun M, **Asbury, ML**, Weber JM, Truong T, Deans E. Novel Spaced Repetition Flashcard System for the In-Training Examination for Obstetrics and Gynecology. Med Sci Educ. 2021 May;31(4):1393-1399.

Barbour A, **Asbury ML**, Web J, Riordan PA, Prakken S. Opioid-Induced Somatic Activation: Prevalence in a Population of Patients with Chronic Pain. Cureus. 2020 May;12(5):e7911, 1-7.

x. Refereed Unpublished Oral Presentations and/or Abstracts

Invited Presentations

Riordan P, **Asbury M**, Cutson T. Palliative care and serious persistent mental illness: two cases of catatonia as the terminal diagnosis. American Academy of Hospice and Palliative Care. Orlando, FL. 2018.

Asbury ML, Tassone MI, Kiningham KK. The specific mechanism by which dopamine-induces MAPK P38 activation serves as a molecular switch between cellular protection and destruction in a model of methamphetamine neurotoxicity. Marshall University School of Medicine 25th Annual Research Day. Huntington, WV. 2012.

Asbury ML, Tassone MI, Kiningham KK. The Role of Dopamine D1 Receptors in p38 Phosphorylation and Redox-Sensitive AP-1. 16th Annual Meeting of the Society for Free Radical Biology and Medicine. San Francisco, CA. 2009.

Asbury ML, Tassone MI, Marcelo AJ, Kiningham KK. Acute dopamine stimulation of neuroepithelioma cells causes AP-1 transcription factor activation, oxidative stress and apoptosis: a model for methamphetamine-induced neurodegeneration. Marshall University School of Medicine 21st Annual Research Day. Huntington, WV. 2007.

Asbury ML, Tassone MI, Marcelo AJ, Cook CR, Kiningham KK. Acute dopamine stimulation in SK-N-MC neuroepithelioma cells causes activation of the redox-sensitive AP-1 transcription factor, oxidative stress, and apoptosis. 13th Annual Meeting of the Society for Free Radical Biology and Medicine. Denver, CO. 2006.

Published Abstracts

Asbury ML and Miller ML. Learning to Let That Thought Go: How Cognitive Behavioral Therapy Facilitated Reduced Medication Regimen in a Patient with Chronic Schizophrenia and Obsessive Compulsive Disorder. 2018 Annual Meeting and Scientific Session of the North Carolina Psychiatric Association. Asheville, NC. 2018.

Guidry A, **Asbury ML**, Bolkhir W, Rushton TC. Treatment of Cryptococcal Meninhitis in an Immunocompetent Patient. American College of Physicians WV Chapter Meeting. Roanoke, WV. 2010.

Asbury ML, Tassone MI, Green T, Kiningham KK. Acute dopamine stimulation causes apoptosis in SK-N-MC cells through D1 receptor stimulation, MAPK p38 phosphorylation, AP- activation, and lack of MnSOD adaptive response: an in vitro model of methamphetamine neurotoxicity. Society for Neuroscience. Chicago, IL. 2009.

Asbury ML, Tassone MI, Kiningham KK. Heme oxygenase-1 Induction: a p38-mediated, redox sensitive, cellular response to acute dopamine stimulation in an invitro model of addiction. 14th Annual Meeting of the Society for Free Radical Biology and Medicine. Washington, DC. 2007.

Ghafourifar P, **Asbury M**, Joshi S. The role of heart mitochondrial nitric oxide synthase in hypoxia/reoxygenation-induced oxidative stress and apoptosis. 27th Annual Meeting of the International Society of Heart Research. New Orleans, LA. 2005.

TEACHING ACTIVITIES

i. Course Director

Recovery-Oriented Treatment of Psychotic Disorders Across a Lifespan 2020 – present

- Provides didactic education focused on the treatment and management of psychosis across all ages with emphasis on using recovery-oriented and evidence-based practices
- This course is provided in four, 50-minute lecture series to PGY-2 residents in the Duke program
- Approximately 10 residents per year

ii. Lectures

Schizophrenia and Schizoaffective Disorder: Diagnosis and Management 2022 – present
Mountain Area Health Education Center

Delusional Disorder and Prodromal States: Diagnosis and Management 2022 – present
Mountain Area Health Education Center

Diagnosing and Treating the First Episode and Clinical High-Risk Populations 2022 – present
(four-part lecture series)
Duke PGY-2 Psychiatry Residents

Assertive Community Treatment: an overview of practice and review of the evidence 2020 – present
UNC PGY-2 Psychiatry Residents

Lost in the Shadow of Death: Caring for the SMI Population at End-of-Life 2020 – 2022
(four-part lecture series)
Duke PGY-2 and -3 Psychiatry Residents

iii. Grand Rounds

Increasing Clozapine Utilization through Education, Consultation, and Resource Allocation 3/2022
Department of Psychiatry Grand Rounds
Mountain Area Health Education Center
Asheville, NC

Assertive Community Treatment During a Pandemic: a pro-active approach to maintaining high-fidelity and optimizing outcomes 6/2021
Department of Psychiatry Grand Rounds
University of North Carolina School of Medicine at Chapel Hill
Chapel Hill, NC

Have We Forgotten about Our Most Vulnerable Patients? Findings from intra- and inter-national population-based studies on end-of-life treatment disparities in those with serious mental illness 6/2019
Division of Palliative Care, Department of Medicine Grand Rounds
Duke University School of Medicine
Durham, NC

Forgotten in the Shadows of Death: end of life treatment considerations for individuals with serious mental illness 3/2019
Department of Psychiatry and Behavioral Sciences Grand Rounds
Duke University School of Medicine
Durham, NC

iv. Continuing Education Lectures

Clozapine 101: Time to Shine 12/2022
The Sunday *Live* Webinars for Continuing Education Series
North Carolina Association of Pharmacists
Durham, NC

Overcoming Barriers and Unlocking Clozapine: A Panel Shares Clinic, System, and State-wide Strategies 11/2022
SMI Advisor
American Psychiatric Association and the Substance Abuse and Mental Health Services Administration
Washington, DC

Assertive Community Treatment 6/2022
North Carolina Psychiatry and Behavioral Health Series
North Carolina Psychiatric Association, Duke AHEC, Southern Regional AHEC
Fayetteville, NC

Reducing the Reluctance of Relprevv 3/2021
Symposium on Improving Outcomes in Psychotic Disorders
Alliance Behavioral Health and Southern Regional AHEC
Raleigh, NC

Long-Acting Injectable Antipsychotics: the evidence, indication, and practical application 2/2021
Symposium on Improving Outcomes in Psychotic Disorders
Alliance Behavioral Health and Southern Regional AHEC
Raleigh, NC

Zyprexa Relprevv Clinic: not as scary as you may think 8/2020
Alliance Assertive Community Treatment Collaborative
Research Triangle Park, NC

vii. Clinical Teaching

UNC/Duke Wake ACT Team Community Psychiatry Elective 12/2019 – present
Activity: live, patient-based learning in the community
Duration: 9 hours/week x 52 weeks, 2-3 residents per year
Role: Attending Physician

UNC/Duke Encompass First Episode Psychosis Program Community Psychiatry Elective 7/2021 – present
Activity: live, patient-based learning in a first-episode psychosis outpatient program
Duration: 4 hours/week x 52 weeks, 2 residents per year
Role: Attending Physician

UNC Sub-Internship Psychiatry Elective Rotation for MS4 7/2020 – present
Activity: live, patient-based learning in the community or office
Duration: 8 hours per week for 5 weeks, 4 students/year
Role: Attending Physician

UNC Outpatient Psychiatry Clerkship Rotation for MS3 5/2020 – present
Activity: live, patient-based learning in the community or office
Duration: 4 hours per week for 5 weeks, 10 students/year
Role: Attending Physician

UNC Kenan Uban Scholars Summer Program for Minorities for MS2 7/2019 – present
Activity: live, patient-based learning in the community
Duration: 4 hours, 6 students/year
Role: Attending Physician

ix. Attending on Clinical Service
UNC Interventional Psychiatry Residency Elective 2/2022 – present
Activity: live, patient-based learning in electroconvulsive therapy
Duration: 25 hours/week x 8 weeks, ~8 residents per year
Role: Attending Physician

PROFESSIONAL SERVICE

i. Professional Service to Discipline
Expert, SMI Advisor and the American Psychiatric Association Center for Clozapine Excellence 11/2022 - present
Consultant, Center for Excellence in Community Mental Health First Episode Psychosis Technical Assistance 5/2022 – present
Consultant, North Carolina Clozapine Network Technical Assistance 7/2020 – present
Consultant, Zyprexa Relprevv Technical Assistance 8/2019 – present

ii. Professional Service within UNC—Chapel Hill
Medical Director, UNC Encompass First Episode Psychosis Program 07/2022 – present
Associate Medical Director, UNC Encompass First Episode Psychosis Program 09/2021 – 06/2022
Fellowship Director, UNC Community and Public Psychiatry Fellowship 07/2021 – present
Director, UNC North Carolina Clozapine Network 07/2020 – present
Medical Director, UNC Wake Assertive Community Treatment Team 05/2019 – present

HONORS (post-collegiate)

Chair's Award for Outstanding Job Performance 2021
Department of Psychiatry, University of North Carolina School of Medicine

Outstanding Contribution During COVID-19 Pandemic 2020
Department of Psychiatry, University of North Carolina School of Medicine

Highest Duke PGY4 PRITE Score in Clinical Psychiatry (97th percentile nationwide) 2018
Duke Psychiatry Residency Training Program

Highest Duke PGY4 PRITE Overall Score (98th percentile nationwide) 2018
Duke Psychiatry Residency Training Program

Runner-Up, Best Research Presentation 2018
North Carolina Psychiatric Association Annual Meeting

Highest Duke PGY3 PRITE Score in Clinical Psychiatry (95th percentile nationwide) 2017
Duke Psychiatry Residency Training Program

Highest Duke PGY3 PRITE Overall Score (97th percentile nationwide) 2017
Duke Psychiatry Residency Training Program

Highest Nationwide PRITE Score in Emergency Psychiatry (99th percentile nationwide) 2016
Duke Psychiatry Residency Training Program

Anagene B. Heiner Memorial Oral Presentation Winner—all Categories 2012
25th Annual Marshall University School of Medicine Research Day

Award for 4.0 GPA in Medical School Third-Year Clerkships 2011
Marshall University School of Medicine

Featured in "Research Spotlight" 2011
West Virginia Medical Journal Special Issue on Substance Abuse

Upcoming Investigator Award 2010
West Virginia Medical Journal

Academic Letter of Commendation 2010
"Superior Performance During the Psychiatry and Neuroscience Clinical Clerkship"
Department of Psychiatry and Neuroscience, Marshall University School of Medicine

Academic Letter of Commendation 2010
">90th percentile on National Board of Medical Examiners Shelf Exam in Psychiatry"
Department of Psychiatry and Neuroscience, Marshall University School of Medicine

Anagene B. Heiner Memorial Oral Presentation Winner—Basic Sciences 2010
23rd Annual Marshall University Research Day

Tavel Award for Outstanding Young Investigators 2009-2010
Society for Free Radical Biology and Medicine

Best Graduate Student Oral Presentation Award 2008, 2009
West Virginia Academy of Science

Scholarship for Promising Young Investigators 2008
Blending Addiction Science and Treatment Conference, National Institute on Drug Abuse

RESEARCH STATEMENT

My area of expertise in basic science research is in redox-regulation of transcription factors and associated adaptive responses, particular in the area of neurotoxicology. I discovered the mechanism by which dopamine signals neurons to either adapt or initiate apoptosis. The model I created to study dopamine-related signaling effects in the brain is still being utilized by investigators studying Parkinson's Disease, but I no longer do research in the field. Now, my research focus is on the development of specialty clinical programs and technical assistance for treatment of individuals with serious mental illness, especially in underserved areas of North

Carolina. Reducing healthcare disparities among those with serious mental illness is a large part of this initiative.

TEACHING STATEMENT

I engage in a variety of teaching activities ranging from lecture-style education to chalk-talks to bedside rounds to assigning learners into groups to help one another work through challenging cases. My overall goal as an educator is to shape today's learners into critical thinkers who do not lose sight of the power of compassion, who appreciate the limits of scientific evidence and understand the wisdom gained by clinical experience, and never forget that the most important thing is to provide everyone with the same level of care regardless of race, socioeconomic status, or diagnoses.

DEI STATEMENT

I have increased team-wide discussions on cultural competency and am mindful to pause to discuss issues related to diverse patient backgrounds and experiences when the opportunity presents itself. I use literature that demonstrates where large disparities in care remain within the field of SMI to educate learners and encourage them to become someone who can make a difference in narrowing the gap. I am also a supervisor for MS2 students participating in the Kenan Urban Scholar Program.

HOBBIES AND INTERESTS (other than spending time with family and friends)

- Outdoor activities, such as hiking, skiing, catch and release fishing, canyoneering, white water rafting
- Playing with my dog, who is an energetic and fun ball-catcher
- Traveling
- All-weather running
- Feeding and adoring the songbirds in my neighborhood
- Rooting for my favorite college team
- Admiring old, large trees
- Attending shows, theatre, and concerts
- Sitting on my porch in the mornings with a cup of coffee

KAREN P. JOHNSON, MPH

[redacted]

QUALIFICATIONS

- Extensive experience in health care operations and practice management in private practices, hospitals and academic medical centers.
- Proven leader with ability to motivate and work successfully with physicians, mid-level providers, clinical and administrative staff.
- Fields of focus: strategic planning and implementation, physician governance, financial management, revenue cycle management, new office development and build-out, and resource allocation.

PROFESSIONAL EXPERIENCE

Monadnock Family Services, Keene, NH
Chief Operating Officer 6/25 - present

Cheshire Medical Center / Dartmouth-Hitchcock, Keene, NH
Director of Ambulatory Services 11/14 – 6/25
Oversee all financial and operational processes of Departments. Responsibilities include patient experience, employee engagement, schedule optimization, efficient use of resources, budgeting, strategic planning, leader development, process standardization and improvement, and maintaining policies and procedures.

Primary Care **10/21 – present**

Departments include: Family Medicine, Pediatrics, Family Medicine Residency, Dermatology, Outpatient Psychiatry

52 Providers, 136 Staff, 6 leaders, 6 locations

Accomplishments:

- Re-organization of Family Medicine Department; standardization of roles and processes across on-campus department to improve efficiency and eliminate redundancy
- Implementation of DH Patient Access Center to improve patient access, appointment scheduling and nurse triage
- Oversight of Primary Care provider coding training and schedule optimization, resulting in 11% increase in overall wRVU percentile

Specialty Medicine **11/14 – 10/21**

Departments included: Allergy, Cardiovascular Services, Dermatology, Employee & Occupational Health, Endocrinology, Gastroenterology, Nephrology, Neurology, Pain Management, Pulmonary, Rheumatology, Wound Care

31 Providers, 66 Staff, 4 leaders, 5 locations

Special Project Assignments **1/20 – 10/21**

Coordinated multiple special projects, focusing on standardization across the organization.

Projects included:

- Established comprehensive wound care clinic
- Diabetes care standardization across ambulatory clinics
- Elimination of samples in the ambulatory setting
- Increasing EMR portal enrollment
- Ambulatory scheduling optimization

MedStar Georgetown University Hospital, Washington, DC
Department of Plastic and Reconstructive Surgery, Administrator 11/06 – 10/14

Oversaw all financial and operational responsibilities for a single-specialty academic department, which included 10 faculty, 1 fellow, 14 affiliated physicians, 18 residents, 6 non-physician providers and 21 clinical and administrative staff.

Integrated HealthCare, LLC, Stamford, CT 2/03 – 1/06
Manager

Virginia Pediatric Group, LTD., Fairfax, VA
Practice Administrator 10/98 – 7/02

AllCare, Oxon Hill, MD
East Coast Operations Manager 3/98–7/98

Scottish Rite Pediatric Partners, Atlanta, GA
Practice Manager 6/96-2/98

Metcalf & Eddy, Inc., Somerville, NJ
Project Assistant 9/89-8/94

EDUCATION

Emory University, Rollins School of Public Health, Atlanta, GA 12/95
Master of Public Health; Concentration: Health Policy and Management

Franklin and Marshall College, Lancaster, PA 5/89
Bachelor of Arts; Major: Business Administration/Management

CERTIFICATIONS

Lean Six Sigma Greenbelt Certification 12/16

ASSOCIATIONS

American College of Healthcare Executives (ACHE), Member since 2020
Medical Group Management Association (MGMA), Member since 1995

COMMUNITY BOARD OF DIRECTORS

Monadnock Family Services (MFS) 7/22 to 5/25
Chair, Quality Committee 2024
Member, Finance Committee 2022-2025

Colonial Theatre of Performing Arts 7/15 – 7/22
Member, Finance Committee
Board Secretary, 2019-2022

TRANSPORTATION VEHICLE USE AGREEMENT (VUA)

THIS VUA is by and between the State of New Hampshire Department of Transportation (hereinafter referred to as "State"), and Community Action Partnership of Strafford County a private not-for-profit organization, (hereinafter referred to as "Grantee"), whose office is located at 577 Central Avenue, Suite 10, Dover, NH 03820.

WHEREAS, The Federal Transit Act of 1964, as amended, 49 U.S.C. §5310, provides for capital grants to private nonprofit corporations and associations to assist them in providing transportation services meeting the special needs of seniors and individuals with disabilities for whom mass transportation services are unavailable, insufficient, or inappropriate; and

WHEREAS, the Governor of the State of New Hampshire, in accordance with a request by the Federal Transit Administration (hereinafter referred to as "FTA"), has designated the Department to evaluate and select projects proposed by eligible subrecipients and to coordinate the grant applications; and

WHEREAS, the State and the Grantee desire to utilize grant funds for the transportation needs of seniors and individuals with disabilities of the state.

NOW THEREFORE, in consideration of the mutual covenants herein set forth, the State and the Grantee agree as follows:

DEFINITIONS.

a. Default: An Event of Default under this VUA will occur upon the failure of the Grantee to perform any of its payment or other obligations hereunder.

b. Effective Date: The date on which the VUA is approved by Governor & Council (G&C).

c. Emergency: Any unanticipated event that results in a necessary deviation from standard protocols.

d. Fair Market Value: Fair market value is the most probable price the project property would bring in a competitive and open market.

e. Federal Interest: The dollar amount that is the federal share of the total project cost based on straight-line depreciation of the asset, whereby, for example, a total cost based on a calculated depreciation value of $10,000 would result in a Federal Interest of $8,500 based on an initial federal participation of 85%.

f. Project: As identified in Exhibit B, Scope of Services. Generally, traditional FTA Section 5310 projects are those public transportation capital projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable.

g. State Interest: The dollar amount that is the state share of the total project cost based on straight-line depreciation of the asset, whereby, for example, a total cost based on a calculated depreciation value of $10,000 would result in a State Interest of $750 based on an initial state participation of 7.5% (contingent on state budget approvals).

h. State Management Plan (SMP): The SMP documents and describes the state's objectives, policies, administrative requirements, and procedures in managing the following FTA programs: §5311, §5339, and §5310. For the purposes of this VUA, the SMP refers to the most recent version.

i. Useful life: Useful life is determined by years of service or accumulation of miles whichever comes first, by asset type as referenced in the SMP.

j. Vehicle Operating Costs: The cost necessary to operate, maintain, and manage a public transportation system. Operating expenses usually include driver's salaries, fuel, and items with less than one year of useful life.

Section 1

1.1 The State shall purchase and deliver to the Grantee the equipment identified in Exhibit B, Scope of Services, attached hereto, and be incorporated herein by reference, (hereinafter referred to as "Project Equipment"). The State and the Grantee agree that the Vehicle Identification Number (VIN) of the Project Equipment will be inserted in Exhibit D, Vehicle List, following delivery of the Project Equipment. The estimated cost of the Project Equipment is identified in Exhibit C, Budget, with the actual cost to be determined following the award of bids for the Project Equipment.

1.2 Title to all Project Equipment shall be in the name of the Grantee; provided, however, that in order to secure the complete performance of this VUA, the Grantee shall give the State a security interest in all such equipment at the time of purchase and shall execute financing statements and do all other acts necessary or useful, as decided by the State, to the perfection of that interest and the renewal thereof. In connection with the purchase of any motor vehicle under this VUA, the Grantee shall give the State a security interest in the motor vehicle at the time of purchase and shall take all steps necessary to protect the State's security interest, including taking steps to identify the State as a lien holder of such motor vehicle on the motor vehicle title.

1.3 In the event of termination of this VUA before the useful life benchmark has been met, as defined by the State within the State Management Plan (SMP) and Transit Asset Management (TAM) Plan, of any Project Equipment purchased under this VUA, it is understood and agreed that legal title to such equipment shall be immediately transferred to the State or, at the State's sole discretion, to the State's written designee.

Section 2

2.1 No more than 30 days after receipt of an invoice from the State, or prior to the Project Equipment's being entered into service by the Grantee, whichever is later, the Grantee shall

pay to the State the Agency Match as identified in Exhibit C, Budget. Failure to do so may result in termination of this VUA and reassignment of the Project Equipment to another agency.

2.2 Upon receipt by the Grantee of the Project Equipment, the Grantee shall provide transportation services (hereinafter referred to as the "Project") to seniors and individuals with disabilities as more specifically described in the Grantee's Application to the State and in compliance with FTA §5310 Program Guidelines, FTA Circular 9070.1H and subsequent revisions.

2.3 The Grantee shall coordinate its Project with similar transportation services in its region, with coordination to include vehicle sharing, time-sharing, joint purchase, or consolidation of services, where feasible. Failure to exhibit good-faith efforts to coordinate, as determined by the State upon collaboration with the affected Regional Coordinating Council(s) (RCC), shall constitute an event of default under §7.1.5.

2.4 The Grantee is responsible for all vehicle operating costs, as defined herein. The Grantee further agrees to provide sufficient funds to operate, maintain, and ensure the Project Equipment throughout its useful life.

2.5 The Grantee agrees that the Project Equipment's use and disposition shall conform in every respect to the requirements of the FTA Circular 5010.1F, and subsequent revisions, as well as the most recent SMP, which is hereby incorporated by reference. If during the term of this VUA, any Project Equipment is not used in the manner described, the Grantee shall immediately notify the State and take all steps necessary to immediately transfer the title of the Project Equipment to the State or the State's written designee.

2.5.1 Should the Project Equipment be prematurely withdrawn from appropriate use the Grantee agrees to transfer the vehicle to the State or to an entity designated by the State. Should a transfer not be practicable, such as in the case of a casualty loss, the Grantee shall reimburse the State an amount equivalent to the sum of the federal interest and State interest based on the insurance payment or equivalent. The Grantee may provide equivalent replacement equipment in the event of a casualty loss, with the prior written approval of the State.

2.6 During the full period of this VUA, the Grantee shall maintain the Project Equipment at a high level of cleanliness, safety, and mechanical soundness. The Grantee shall certify that an FTA-compliant maintenance plan that meets or exceeds the minimum preventive maintenance guidelines set forth by the original equipment manufacturer is followed.

2.7 The Grantee shall secure automobile liability insurance commensurate with requirements set forth by the affected RCC(s). At a minimum, coverage shall be for a minimum of $1,000,000 combined single limit coverage to protect itself and the State from claims arising from property damage and personal injury. A copy of the insurance certificate shall be forwarded to the State within 30 days of vehicle delivery. Insurance hereunder shall be affected under the standard form, valid, and enforceable policies issued by insurers authorized to write insurance in the State. The State must be listed as an additional insured and Certificate Holder.

2.8 The Grantee shall implement and carry out a driver training program that meets or exceeds the State's standards, as determined by the State's Rural Transit Assistance Program (RTAP) committee. At the time of execution, the minimum components of training include defensive driving, passenger assistance, and emergency evacuation procedures, with refresher courses for each required at least every three years.

2.9 The Grantee shall not change, add, or remove seating within the vehicle without prior State approval. The Grantee will not change the use of the vehicle or location at which the vehicle is based, as specified within Exhibit B, Scope of Services except in an emergency, without prior approval by the State. In case of an emergency, the Grantee shall notify the State no later than the next working day following the day of the events giving rise to an emergency. Such a change shall be valid for five days; thereafter, the written approval of the State shall be required.

Section 3

3.1 The term of this VUA shall commence on the date it is approved by Governor & Council (hereinafter referred to as the "Effective Date") and shall terminate upon disposition or on the date determined by the State to be the end of the useful life of the Project Equipment.

Section 4

4.1 The Grantee shall comply with all terms and conditions outlined in FTA Circular 9070.1H or as amended. The Grantee shall assume all obligations of a subrecipient as identified in the Circular.

4.1.1 At the State's discretion, the Grantee will be required to submit annual signed FTA Certifications and Assurances and Master Agreement.

4.2 In connection with the performance of the services hereunder, the Grantee shall comply with all laws, regulations, and statutes of federal, state, county, or municipal authorities, which may impose additional obligations or duties upon the Grantee.

4.3 The State will conduct periodic reviews, at its discretion, to ensure compliance with the obligations identified in §4.2. Notable federal requirements include but are not limited to ensuring preventive maintenance is conducted per the Grantee's maintenance plan, developing and/or implementing a Board-approved Title VI (Civil Rights) plan, and ensuring all services are compliant with Americans with Disabilities Act (ADA) guidelines.

Section 5

5.1 The Grantee shall submit to the State a Quarterly Productivity Report on the form and according to the schedule required by the State. The State may require that additional reports be submitted as deemed necessary, such as those designed to enhance RCC activities or ensure FTA compliance.

5.2 **General Transit Feed Specification (GTFS).** As applicable, the Grantee shall generate and keep updated General Transit Feed Specification (GTFS) data and submit related data for reporting to the National Transit Database (NTD) as required. The Grantee shall submit related data to the State upon request.

Section 6

6.1 To the extent necessary in carrying out the Project, the Grantee shall conform its cost accounting practices and standards to those required by 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Super Circular"), which is incorporated herein by reference.

6.2 The Grantee shall permit the State, the Comptroller General of the United States, and the Secretary of the United States Department of Transportation, or their authorized representatives, to inspect all Project Equipment, all transportation services rendered by the Grantee, and all relevant Project data records, as determined by the State, the Comptroller General, and the Secretary of Transportation or their authorized representatives. The Grantee shall also permit the above-named persons to audit the books, records, contracts, and accounts of the Grantee pertaining to the Project.

6.3 Where there is a conflict between the provisions of Section 6 and any other clause in this VUA, the provisions of Section 6 shall prevail.

Section 7

7.1 The State, by written notice to the Grantee at least 30 days prior, shall have the option to terminate this VUA for any of the following reasons:

7.1.1 The Grantee primarily utilizes the vehicle for services other than those that are designed to benefit seniors and individuals with disabilities in accordance with FTA §5310 requirements;

7.1.2 The Grantee utilizes the vehicle for less than 10,000 miles per year for the FTA program purpose;

7.1.3 The Grantee takes any action pertaining to this VUA without the approval of the State, and which under the procedures of this VUA, would have required the approval of the State;

7.1.4 The commencement, prosecution, or timely completion of the Project by the Grantee, is for any reason rendered improbable, impossible, or illegal;

7.1.5 The Grantee shall be found to be in default under any provision of this VUA.

Section 8

8.1 The Grantee hereby covenants and agrees to defend, indemnify, and hold harmless the State from and against any and all losses suffered by the State and from and against all claims, demands, causes of action, losses, and damages asserted by or on behalf of any person or loss of, or damage to any property, sustained or occurring (or which may be claimed to have been sustained or to have occurred) in connection with, as a result of, or pertaining to the operation of the Project hereunder, on account of or based upon the acts, omission, fault, negligence, or misconduct of the Grantee or any person other than the State or its agents, servants, and employees.

8.2 The Grantee hereby covenants and agrees that at all times during the grant term, it will maintain or will ensure that there is in effect statutory workers' compensation and employers' liability insurance for all employees of the Grantee engaged in the operation of the Project hereunder, and in case any such work is sublet, the Grantee shall require the subgrantee similarly to provide such insurance for all employees of the subgrantee.

8.3 Notwithstanding anything to the contrary contained herein, nothing in this VUA is intended to act as a waiver of the sovereign immunity of the State.

Section 9

9.1 The Director of Aeronautics, Rail and Transit of the New Hampshire Department of Transportation, (hereinafter referred to as the Contracting Officer), shall be the representative of the State under the present VUA. In the event of any dispute hereunder, the interpretation of this VUA by the Contracting Officer, and his/her decisions on any dispute, shall be final.

9.2 This VUA may be amended, waived, or discharged only by an instrument in writing signed by the parties hereto.

9.3 No member, officer, or employee of the Grantee during his/her tenure or one year thereafter shall have any interest, direct or indirect, in this VUA or the proceeds thereof.

9.4 Notwithstanding anything in this VUA to the contrary, all obligations of the State hereunder, including without limitation on the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds for this purpose, and in no event shall the State be liable for payments hereunder over such available appropriated funds. In the event of a reduction or termination of these funds, the State shall have the right to terminate this VUA, effective immediately, by giving the Grantee fifteen (15) days' written notice of such termination.

9.5 IN WITNESS WHEREOF the parties hereto have executed this VUA on the day and year first above written.

The New Hampshire Department of Justice and Department of Transportation approved this template for use in the FTA §5310 program.

Grantee

Community Action Partnership of Strafford County

Leslie Craigen
Signature

Date: 8/25/25

Leslie Craigen
Type or Print Name

CFO
Title

State of New Hampshire, Department of Transportation

Michelle E. W
Signature

Date: 10/03/25

Michelle Winters
Type or Print Name

Director of Aeronautics, Rail & Transit
Title

Attorney General

This is to certify that this office has reviewed the above VUA and is approved as to form and execution.

Signature

Date: 10/24/25

Meaghan Jepsen
Type or Print Name

Attorney
Title

EXHIBITS TO CONTRACT

EXHIBIT A	Special Provisions
EXHIBIT B	Scope of Services
EXHIBIT C	Budget
EXHIBIT D	Vehicle List

Certificate of Good Standing

Certificate of Corporate Vote

Certificate of Insurance

FTA Certifications and Assurances

FTA Master Agreement

5013c

Financial Report/Audit

Board of Directors

Key Personnel Resumes

EXHIBIT A
SPECIAL PROVISIONS

There are no modifications, deletions, or additions to the General Provisions in Form G-1.

EXHIBIT B
SCOPE OF SERVICES

B.1 The Grantee will receive a 12x2 gasoline, ADA-cutaway vehicle to expand transportation service in the Strafford County area. The Grantee will provide coordinated demand response transportation services in the Strafford County area as detailed within the associated grant application, which is hereby incorporated by reference.

B.3 The Grantee may alter services upon written request to, and subsequent written approval from, the State. Any such alterations must adhere to FTA §5310 requirements.

EXHIBIT C
BUDGET

C.1 Figures listed in the table are for illustrative purposes only. Actual costs will vary pending the State's procurement of the vehicle listed.

Estimated Project Description	Estimated Total Project Cost	Estimated Requested FTA Funds	Estimated Approved FTA Funds 85%	Estimated Approved State Match 7.5%	Estimated Required Local Match 7.5%
Qty. 1, 12x2 cutaway	$135,000	$114,750	$114,750	$10,125	$10,125
Total	**$135,000**	**$114,750**	**$114,750**	**$10,125**	**$10,125**

* *See §1.1.7, Exhibit B, Scope of Services*

C.1 Funds are contingent upon Federal and State appropriations.

C.2 The State will procure the vehicles above through a Statewide Contract utilizing Federal Transit Administration (FTA) §5310 Enhanced Mobility of Seniors and Individuals with Disabilities Capital Program funding.

C.3 The FTA will provide a maximum of 85% of the total project cost with an estimated FTA funding amount of $114,750.

C.4 The State will submit an invoice to the Grantee for the required local match to the Statewide Contractor as detailed in the Vehicle Use Agreement (VUA).

EXHIBIT D
VEHICLE INVENTORY LIST

2019 Coach & Equipment Phoenix	1FDFE4FS7KDC68675

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 COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 25, 1965. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **65583**

Certificate Number: **0007142378**

IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 1st day of April A.D. 2025.

David M. Scanlan

Secretary of State

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 06/26/2025

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

PRODUCER CGI Insurance, Inc. 5 Dartmouth Drive Auburn NH 03032	CONTACT NAME: Teri Davis PHONE (A/C, No, Ext): (877) 562-8954 FAX (A/C, No): (866) 574-2443 E-MAIL ADDRESS: TDavis@CGIBusinessInsurance.com
INSURED Community Action Partnership of Strafford County 577 Central St, Ste 10 Dover 03820	INSURER(S) AFFORDING COVERAGE — NAIC # INSURER A: Hanover Insurance Company — 22292 INSURER B: Eastern Alliance — 10724 INSURER C: Philadelphia Indemnity INSURER D: INSURER E: INSURER F:

COVERAGES **CERTIFICATE NUMBER:** 25-26 Master **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 [X] Abuse Liability: $1M GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [ ] LOC OTHER:			ZHVA192135 12	07/01/2025	07/01/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG Professional Liability	$ 1,000,000 $ 100,000 $ 10,000 $ 1,000,000 $ 3,000,000 $ Included $ 1,000,000
A	AUTOMOBILE LIABILITY [X] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			AWVA156930	07/01/2025	07/01/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) Uninsured motorist	$ 1,000,000 $ $ $ $ 1,000,000
A	[X] UMBRELLA LIAB [X] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [X] RETENTION $ NIL			UHVA192136	07/01/2025	07/01/2026	EACH OCCURRENCE AGGREGATE	$ 4,000,000 $ 4,000,000 $
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N [N] If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		01000011379-2025	07/01/2025	07/01/2026	[X] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000
C	Management Liability with Crime			PHSD1807749	07/01/2025	07/01/2026	Aggregate Per Claim Crime Aggregate	$8,000,000 $3,000,000 $1,000,000

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

Workers Comp 3A State: NH

CERTIFICATE HOLDER

NHDOT - Bureau of Rail & Transit
7 Hazen Dr
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

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CERTIFICATE OF AUTHORITY

I, **Sarah Kuhl**, hereby certify that:

1. I am a duly elected Clerk/Secretary/Officer of **Community Action Partnership of Strafford County**.

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on **November 20, 2024**, at which a quorum of the Directors/shareholders were present and voting.

VOTED: That **Betsey Andrews Parker, CEO, Leslie Craigen, CFO, Jamie Swan, CPO and John Moynihan, CAO** (may list more than one person)

are duly authorized on behalf of **Strafford Community Action Partnership of Strafford County** 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 his/her judgment be desirable or necessary to affect 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 was valid thirty (30) days prior to and 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: 8-21-25

Sarah Kuhl
Signature of Elected Officer

Name: Sarah Kuhl

Title: Secretary

Docusign Envelope ID: 5E67E643-A5C9-46F9-BD32-693DFC7FF112

FEDERAL FISCAL YEAR 2025 CERTIFICATIONS AND ASSURANCES FOR FTA ASSISTANCE PROGRAMS

(Signature pages alternate to providing Certifications and Assurances in TrAMS.)

Name of Applicant: Community Action Partnership of Staffo county

The Applicant certifies to the applicable provisions of all categories: (*check here*) X.

Or,

The Applicant certifies to the applicable provisions of the categories it has selected:

Category		Certification
01	Certifications and Assurances Required of Every Applicant	
02	Public Transportation Agency Safety Plans	
03	Tax Liability and Felony Convictions	
04	Private Sector Protections	
05	Transit Asset Management Plan	
06	Rolling Stock Buy America Reviews and Bus Testing	
07	Urbanized Area Formula Grants Program	
08	Formula Grants for Rural Areas	
09	Fixed Guideway Capital Investment Grants and the Expedited Project Delivery for Capital Investment Grants Pilot Program	
10	Grants for Buses and Bus Facilities and Low or No Emission Vehicle Deployment Grant Programs	
11	Enhanced Mobility of Seniors and Individuals with Disabilities Programs	

Docusign Envelope ID: 5E67E643-A5C9-46F9-BD32-693DFC7FF112

12	State of Good Repair Grants	
13	Infrastructure Finance Programs	
14	Alcohol and Controlled Substances Testing	
15	Rail Safety Training and Oversight	
16	Demand Responsive Service	
17	Interest and Financing Costs	
18	Cybersecurity Certification for Rail Rolling Stock and Operations	
19	Tribal Transit Programs	
20	Emergency Relief Program	

CERTIFICATIONS AND ASSURANCES SIGNATURE PAGE

AFFIRMATION OF APPLICANT

Name of the Applicant: Community Action Partnership of Strafford County

BY SIGNING BELOW, on behalf of the Applicant, I declare that it has duly authorized me to make these Certifications and Assurances and bind its compliance. Thus, it agrees to comply with all federal laws, regulations, and requirements, follow applicable federal guidance, and comply with the Certifications and Assurances as indicated on the foregoing page applicable to each application its Authorized Representative makes to the Federal Transit Administration (FTA) in the federal fiscal year, irrespective of whether the individual that acted on his or her Applicant's behalf continues to represent it.

The Certifications and Assurances the Applicant selects apply to each Award for which it now seeks, or may seek in the future, of federal assistance to be awarded by FTA during the federal fiscal year.

The Applicant affirms the truthfulness and accuracy of the Certifications and Assurances it has selected in the statements submitted with this document and any other submission made to FTA, and acknowledges that the Program Fraud Civil Remedies Act of 1986, 31 U.S.C. § 3801 *et seq.*, and implementing U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR part 31, apply to any certification, assurance or submission made to FTA. The criminal provisions of 18 U.S.C. § 1001 apply to any certification, assurance, or submission made in connection with a federal public transportation program authorized by 49 U.S.C. chapter 53 or any other statute

In signing this document, I declare under penalties of perjury that the foregoing Certifications and Assurances, and any other statements made by me on behalf of the Applicant are true and accurate.

Signature DocuSigned by: Betsey Andrews Parker 85195ADCCB0646E... Date: 6/9/2025 | 9:32 AM PDT

Docusign Envelope ID: 5E67E643-A5C9-46F9-BD32-693DFC7FF112

Name Betsey Andrews Parker, CEO Authorized Representative of Applicant

Docusign Envelope ID: 5E67E643-A5C9-46F9-BD32-693DFC7FF112

FFY 2025 MASTER AGREEMENT

ACKNOWLEDGEMENT OF RECEIPT

The Federal Transit Administration (FTA) Federal Fiscal Year 2025 Master Agreement requires recipients and subrecipients to comply with the requirements contained in the agreement in order to receive Federal funds. The language contained in the Master Agreement must be incorporated into the administration of the agreement my agency has with the New Hampshire Department of Transportation (NHDOT).

I acknowledge receipt of the FFY 2025 Federal Transit Administration (FTA) Master Agreement and understand this agreement is referred to in my agency's agreement with NHDOT by reference. The Master Agreement remains in force for the term of the agreement.

_Community Action Partnership of Strafford County
Name of Agency

6/9/2025 | 9:32 AM PDT
Date

Betsey Andrews Parker, CEO
Name of Authorized Official

DocuSigned by:
Betsey Andrews Parker
85195ADCCB0646E...
Signature

NONPROFIT COVER SHEET

A. **Entity Name:** Community Action Partnership of Strafford County

B. Entity's Contact Information for Records Requests (e.g., resumes of key personnel; audited financial statements):

John Gagner, 577 Central Ave, Suite 10, Dover NH 03820, (603)435-2500, JGagner@StraffordCAP.org

Person responsible for Accuracy and Completeness of information provided:

Name: Betsey Andrews Parker Title: CEO

Signature: Betsey Andrews Parker

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Terry Jarvis	Town Of New Durham, Elected Official
Katrin Kasper	Town Of Lee, Elected Official
Sarah Kuhl	Banking Representative
Steve Trozinski	
Nate Bernitz	UNH Cooperative Extension
Heather Blumenfeld	Triangle Club
Bekki Carlson	Childcare
Anthony Carr	Legal Representative
Leah Chrouser	NHPD
Robert Harrington	MGB/WDH
Jessica Lamontagne	Elected State Representative
Brandi McKay Berry	Town of Barrington, Elected official
Ian Oneail	Banking Representative
Roxanne Osgood	Rochester Housing Authority
Rich Plourde	Revo Casino
James Rathbun	
Tom Southworth	Elected State Representative
Mark Toussaint	City of Rochester, Elected Official
Christi-Anne Walter	
Jeff Warach	City of Dover, Elected Official
Robert Warach	City of Dover, Elected Official

D. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached):

Name	Role	Annual Salary	Amount Paid From This Contract
David Welch	Bus Driver	$55,700	0%
Vacant	Bus Driver	$55,700	0%
Danielle Holt	Senior Services	60,000	0%
Lauren Berman-LeFebvre	Community Services Director	91,520	0%

DISCLOSURE OF LEGAL ACTIVITIES INVOLVING THE STATE OF NEW HAMPSHIRE OR ANOTHER GOVERNMENT ENTITY

E. Check one of the following:

[X] The entity is **not currently or has not been** party to any legal proceedings involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**

[ ] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).

_____

_____

_____

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

[X] is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (** see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**

[ ] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**

[ ] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

** Note: Attached screen shot from the DOJ Registered Charities List found at:

https://mm.nh.gov/files/uploads/doj/remote-docs/registered-charities.pdf

NOTE: **Address Updated. PO BOX no longer active**

New Hampshire Department of Justice — Registered Charities List — Charitable Trusts Unit

G = Good Standing; X = Not in Good Standing; S = Suspended

2857	Community Action Partnership of Strafford County	577 Central Ave, Ste 10	Dover	NH	03821-0160	G	5/15/2026

FINANCIAL DISCLOSURES

G. Check one the following:

[X] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) **OR**

[ ] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**

[ ] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization's most recently completed fiscal year:

1. INCOME STATEMENT

Revenue		Expenses	
Grants	$14,421,951	*Compensation of officers, directors, and key personnel*	$391,320
Donations	$268,446		
Program Services Revenue	$1,251,930	*Other salaries & wages*	$6,015,394
Interest & Dividends	$2,364	*Payroll taxes & employee benefits*	$1,032,816
All other Revenue	$2,452,412	*Occupancy, rent, utilities, and insurance*	$400,394
Total Revenue	$18,397,103	*Printing, publications, postage, office supplies, and IT*	$274,866
		All other expenses	$9,195,957
		Total Expenses	$17,310,747

2. BALANCE SHEET

Assets	
Cash & Equivalents	$1,458,112
Investments	$26,798
Real Estate (less any depreciation)	$7,993,215
Other Property & Equipment (less any depreciation)	$
Pledges, grants, accounts receivable	$387,795
All other assets	$2,276,456
Total Assets	$12,142,376

Liabilities	
Accounts Payable	$219,706
Loans Payable	$2,711,019
All other liabilities	$9,211,651
Total Liabilities	$12,142,376

Attachment D

Internal Revenue Service
P.O. Box 2508
Cincinnati, OH 45201

Department of the Treasury

Employer Identification Number:
02-0268636
Person to Contact:
Margaret Evans
ID # 04-55299
Contact Telephone Number:
(617)565-7835
Accounting Period Ending:
December 31
Addendum Applies:
No

Date: MAR 14 2001

Strafford County Community Action
Committee, Inc.
P.O. Box 160
Dover, NH 03821-0160

Dear Sir or Madam:

In March of 1966, a conditional exemption letter was issued to the organization indicated above, granting exempt status under section 501(c)(3) of the Internal Revenue Code. During that time, it was also determined that you were required to amend your Articles of Incorporation within six months from the date of your exemption letter, for reasons specified in the letter.

Based upon receipt of a copy of your Certificate of Amendment, which was filed with New Hampshire State on March 1, 2001, we have determined that you meet the requirements of our previous letter dated March of 1966, and your exempt status remains in effect under section 501(c)(3), with foundation status under section 170(b)(1)(A)(vi) and 509(a)(1).

Please let us know about any future change in the character, purpose, method of operation, name or address of your organization.

You should maintain a copy of this letter in your permanent records. This could help to resolve any questions regarding your exempt status in the future.

Sincerely yours,

Steven T. Miller

Steven T. Miller
Director, EO

IRS Department of the Treasury
Internal Revenue Service

OGDEN UT 84201-0046

In reply refer to: 0423256148
Jan. 24, 2012 LTR 252C 0
02-0268636 000000 00
00005121
BODC: TE

COMMUNITY ACTION PARTNERSHIP OF
STRAFFORD COUNTY
PO BOX 160
DOVER NH 03821-0160

024103

Taxpayer Identification Number: 02-0268636

Dear Taxpayer:

Thank you for the inquiry dated Dec. 05, 2011.

We have changed the name on your account as requested. The number shown above is valid for use on all tax documents.

If you need forms, schedules, or publications, you may get them by visiting the IRS website at www.irs.gov or by calling toll-free at 1-800-TAX-FORM (1-800-829-3676).

If you have any questions, please call us toll free at 1-877-829-5500.

If you prefer, you may write to us at the address shown at the top of the first page of this letter.

Whenever you write, please include this letter and, in the spaces below, give us your telephone number with the hours we can reach you. Also, you may want to keep a copy of this letter for your records.

Telephone Number ( )_____ Hours_____

Sincerely yours,

Sheila Bronson
Dept. Manager, Code & Edit/Entity 3

Enclosure(s):
Copy of this letter

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2024 AND 2023
AND
INDEPENDENT AUDITORS' REPORTS AND REPORTS ON COMPLIANCE AND INTERNAL CONTROL

Leone, McDonnell & Roberts
PROFESSIONAL ASSOCIATION

CERTIFIED PUBLIC ACCOUNTANTS

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

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Leone, McDonnell & Roberts
Professional Association
CERTIFIED PUBLIC ACCOUNTANTS
DOVER • WOLFEBORO
NORTH CONWAY

INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Community Action Partnership of Strafford County and Affiliate

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Community Action Partnership of Strafford County (a New Hampshire nonprofit organization) and Affiliate, which comprise the consolidated statements of financial position as of December 31, 2024 and 2023, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, based on our audits and the report of the other auditors, the consolidated financial statements present fairly, in all material respects, the financial position of Community Action Partnership of Strafford County and Affiliate as of December 31, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

We did not audit the financial statements of Academy Street Family Housing, LLC a wholly owned subsidiary, for the year ended December 31, 2024, which statements reflect total assets constituting 7.87 percent of consolidated total assets at December 31, 2024, and total revenues constituting 0.36 percent of consolidated total revenues for the year then ended. Those statements were audited by other auditors, whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for Academy Street Family Housing, LLC, is based solely on the report of the other auditors.

Basis for Opinion

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

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Community Action Partnership of Strafford County and Affiliate's ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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 generally accepted auditing standards and *Government Auditing Standards* 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 consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated 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 consolidated 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 Community Action Partnership of Strafford County and Affiliate'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 consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Community Action Partnership of Strafford County and Affiliate'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.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying consolidating schedules and schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the consolidated 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 consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the consolidated financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated July 23, 2025, on our consideration of Community Action Partnership of Strafford County's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Community Action Partnership of Strafford County's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Community Action Partnership of Strafford County's internal control over financial reporting and compliance.

Leone, McDonnell & Roberts
Professional Association

Dover, New Hampshire
July 23, 2025

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2024 AND 2023

ASSETS

	2024	2023
CURRENT ASSETS		
Cash and cash equivalents	$ 1,484,910	$ 1,806,373
Accounts receivable	1,767,593	1,875,336
Contributions receivable	20,100	20,000
Due from Gafney Home, L.P.	387,795	519,890
Inventory	275,443	413,604
Prepaid expenses	10,074	11,972
Total current assets	3,945,915	4,647,175
NONCURRENT ASSETS		
Restricted cash	31,335	36,215
Security deposits	8,312	8,375
Property, net of accumulated depreciation	7,993,215	6,374,340
Other noncurrent assets	26,798	25,503
Right of use asset	136,801	81,312
Total noncurrent assets	8,196,461	6,525,745
TOTAL ASSETS	$ 12,142,376	$ 11,172,920

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Current portion of long term debt	$ 110,327	$ 99,121
Accounts payable	219,706	1,295,505
Accrued payroll and related taxes	198,594	128,546
Accrued compensated absences	183,856	193,093
Refundable advances	112,535	849,145
Other current liabilities	14,533	36,309
Current portion of right of use liability	65,895	36,264
Total current liabilities	905,446	2,637,983
NONCURRENT LIABILITIES		
Long term debt, less current portion shown above	3,221,454	3,057,976
Security deposits	2,855	2,853
Right of use liability, less current portion shown above	70,906	45,048
Total noncurrent liabilities	3,295,215	3,105,877
Total liabilities	4,200,661	5,743,860
NET ASSETS		
Without donor restrictions	7,716,482	5,253,075
With donor restrictions	225,233	175,985
Total net assets	7,941,715	5,429,060
TOTAL LIABILITIES AND NET ASSETS	$ 12,142,376	$ 11,172,920

See Notes to Financial Statements

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2024

	Without Donor Restrictions	With Donor Restrictions	Total
CHANGE IN NET ASSETS			
REVENUES AND OTHER SUPPORT			
Grant revenue	$ 14,421,951	$ -	$ 14,421,951
Fees for service	1,251,930	-	1,251,930
Rent revenue	78,293	-	78,293
Public support	1,013,958	173,699	1,187,657
In-kind donations	1,256,707	-	1,256,707
Interest	2,364	-	2,364
Fundraising	268,446	-	268,446
Other revenue	103,454	-	103,454
Total revenues and other support	18,397,103	173,699	18,570,802
NET ASSETS RELEASED FROM RESTRICTIONS	124,451	(124,451)	-
Total revenues, other support, and net assets released from restrictions	18,521,554	49,248	18,570,802
EXPENSES			
Program services			
Child services	6,253,985	-	6,253,985
Community services	2,332,090	-	2,332,090
Energy assistance	4,433,054	-	4,433,054
Housing	1,378,466	-	1,378,466
Weatherization	1,277,962	-	1,277,962
Total program services	15,675,557	-	15,675,557
Supporting activities			
Management and general	1,365,044	-	1,365,044
Fundraising	270,146	-	270,146
Total expenses	17,310,747	-	17,310,747
CHANGE IN NET ASSETS BEFORE ACQUISITION OF PROPERTY AND LAND	1,210,807	49,248	1,260,055
ACQUISITION OF PROPERTY AND LAND	1,252,600	-	1,252,600
CHANGE IN NET ASSETS	2,463,407	49,248	2,512,655
NET ASSETS, BEGINNING OF YEAR	5,253,075	175,985	5,429,060
NET ASSETS, END OF YEAR	$ 7,716,482	$ 225,233	$ 7,941,715

See Notes to Financial Statements

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2023

	Without Donor Restrictions	With Donor Restrictions	Total
CHANGE IN NET ASSETS			
REVENUES AND OTHER SUPPORT			
Grant revenue	$ 16,787,565	$ -	$ 16,787,565
Fees for service	3,030,181	-	3,030,181
Rent revenue	65,397	-	65,397
Public support	329,618	31,514	361,132
In-kind donations	767,224	-	767,224
Interest	1,089	-	1,089
Fundraising	227,539	-	227,539
Other revenue	31,951	-	31,951
Gain on disposal of property	(79,338)	-	(79,338)
Total revenues and other support	21,161,226	31,514	21,192,740
NET ASSETS RELEASED FROM RESTRICTIONS	161,314	(161,314)	-
Total revenues, other support, and net assets released from restrictions	21,322,540	(129,800)	21,192,740
EXPENSES			
Program services			
Child services	5,618,514	-	5,618,514
Community services	1,213,031	-	1,213,031
Energy assistance	4,088,771	-	4,088,771
Housing	5,475,141	-	5,475,141
Weatherization	3,309,103	-	3,309,103
Total program services	19,704,560	-	19,704,560
Supporting activities			
Management and general	1,522,812	-	1,522,812
Fundraising	197,469	-	197,469
Total expenses	21,424,841	-	21,424,841
CHANGE IN NET ASSETS BEFORE ACQUISITION OF PROPERTY AND LAND	(102,301)	(129,800)	(232,101)
ACQUISITION OF PROPERTY AND LAND	720,514	-	720,514
CHANGE IN NET ASSETS	618,213	(129,800)	488,413
NET ASSETS, BEGINNING OF YEAR	4,634,862	305,785	4,940,647
NET ASSETS, END OF YEAR	$ 5,253,075	$ 175,985	$ 5,429,060

See Notes to Financial Statements

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2024

	Child Services	Community Services	Energy Assistance	Housing	Weatherization	Total Program Services	Intermediate (Allocation) Pools	Management and General	Fundraising	Total
Payroll	$ 3,697,447	$ 684,319	$ 447,485	$ 390,071	$ 267,529	$ 5,486,851	$ 11,228	$ 806,083	$ 102,552	$ 6,406,714
Payroll taxes	293,717	54,558	34,778	30,969	20,477	434,499	996	75,100	8,357	518,952
Fringe benefits	272,943	33,249	46,289	27,168	29,217	408,866	128	60,106	4,711	473,811
Retirement	18,436	4,849	3,003	3,682	4,387	34,357	39	5,165	492	40,053
Weatherization material, fuel and client assistance	67,912	19,631	3,811,179	631,357	860,732	5,390,811	-	-	-	5,390,811
In-kind expenses	303,168	896,130	-	43,936	500	1,243,734	-	-	13,025	1,256,759
Consultants and contract labor	129,787	29,247	74	51,460	415	210,983	94,370	116,453	48,186	469,992
Consumable supplies	258,331	326,625	5,761	4,983	3,682	599,382	72,200	4,091	5,251	680,924
Occupancy	693,212	82,940	45,712	73,430	29,409	924,703	(510,137)	84,414	13,027	512,007
Repairs and maintenance	164,400	25,798	13,112	32,721	829	236,860	340,203	2,814	6,830	586,707
Insurance	24,124	33,089	999	10,889	554	69,655	15,169	55,005	372	140,201
Training and conferences	111,386	22,054	21	407	27,964	161,832	2,198	2,482	53,215	219,727
Depreciation	95,247	62,829	391	47,033	721	206,221	-	87,398	-	293,619
Travel and transportation	30,651	19,745	212	22,722	8,096	81,426	(23,707)	11,578	1,216	70,513
Printing and postage	357	571	9,679	180	183	10,970	-	4,068	8,014	23,052
Equipment and computer	38,925	939	40	80	13,660	53,644	14,443	-	665	68,752
Interest expense	13,146	10,766	8,134	6,205	4,161	42,412	3,177	50,287	2,844	98,720
Other program support	40,796	24,751	6,185	1,173	5,446	78,351	(20,307)	-	1,389	59,433
Total expenses	$ 6,253,985	$ 2,332,090	$ 4,433,054	$ 1,378,466	$ 1,277,962	$ 15,675,557	$ -	$ 1,365,044	$ 270,146	$ 17,310,747

See Notes to Financial Statements

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2023

	Child Services	Community Services	Energy Assistance	Housing	Weatherization	Total Program Services	Intermediate (Allocation) Pools	Management and General	Fundraising	Total
Payroll	$ 3,562,846	$ 276,618	$ 503,425	$ 628,100	$ 220,327	$ 5,191,316	$ 24,927	$ 854,406	$ 79,711	$ 6,150,360
Payroll taxes	293,123	23,014	41,585	51,302	17,595	426,619	2,305	40,988	6,452	476,364
Fringe benefits	233,618	18,544	42,466	49,182	23,018	366,828	-	63,255	5,369	435,452
Retirement	16,331	1,769	2,362	5,463	1,837	27,762	274	4,914	291	33,241
Weatherization material, fuel and client assistance	29,635	32,082	3,413,724	4,394,593	2,977,588	10,847,622	-	-	-	10,847,622
In-kind expenses	167,453	565,933	-	19,827	500	753,713	-	-	13,511	767,224
Consultants and contract labor	58,298	6,383	151	41,791	336	106,959	77,946	167,622	19,414	371,941
Consumable supplies	223,160	154,240	5,563	39,621	4,738	427,322	51,654	18,436	4,875	502,287
Occupancy	700,964	46,498	55,377	130,160	21,160	954,159	(621,635)	84,260	11,291	428,075
Repairs and maintenance	52,295	9,782	5,971	17,494	1,133	86,675	400,030	5,810	1,675	494,190
Insurance	33,359	3,256	1,325	8,559	955	47,454	15,170	56,416	185	119,225
Training and conferences	86,945	12,467	5,012	21,405	19,194	145,023	62	66,709	41,212	253,006
Depreciation	76,962	42,021	391	37,528	4,328	161,230	-	87,399	-	248,629
Travel and transportation	44,974	4,203	224	16,382	6,491	72,274	(12,307)	6,983	894	67,844
Printing and postage	1,074	3,098	2,051	60	19	6,302	-	6,091	10,295	22,688
Equipment and computer	6,952	728	-	2,525	6,628	16,833	16,357	3,458	60	36,708
Interest expense	17,629	6,819	9,144	11,149	3,256	47,997	2,834	42,163	1,280	94,274
Other program support	12,896	5,576	-	-	-	18,472	42,383	13,902	954	75,711
Total expenses	$ 5,618,514	$ 1,213,031	$ 4,088,771	$ 5,475,141	$ 3,309,103	$ 19,704,560	$ -	$ 1,522,812	$ 197,469	$ 21,424,841

See Notes to Financial Statements

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ 2,512,655	$ 488,413
Adjustment to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	293,619	248,629
Amortization of debt issuance costs	3,376	3,376
Acquisition of property and land	(1,502,600)	(945,514)
Acquisition of long term debt	250,000	225,000
Transfer of property to Gafney Home, L.P.	288	129,397
Loss (gain) on disposal of property	-	79,338
Decrease (increase) in assets:		
Accounts receivable	107,743	681,516
Contributions receivable	(100)	30,000
Due from Gafney Home, L.P.	132,095	(519,890)
Inventory	138,161	88,148
Prepaid expenses	1,898	40,074
Other noncurrent assets	(1,295)	-
Security deposits	63	52
Increase (decrease) in liabilities:		
Accounts payable	(1,075,799)	849,547
Accrued payroll and related taxes	70,048	(472)
Accrued compensated absences	(9,237)	(12,435)
Refundable advances	(736,610)	(732,629)
Other current liabilities	(21,776)	(37,153)
Security deposits	2	(348)
NET CASH PROVIDED BY OPERATING ACTIVITIES	162,531	615,049
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property	(410,182)	(100,594)
Proceeds on sale of property	-	19,023
NET CASH USED IN INVESTING ACTIVITIES	(410,182)	(81,571)
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments made on long term debt	(78,692)	(75,453)
NET CASH USED IN FINANCING ACTIVITIES	(78,692)	(75,453)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(326,343)	458,025
CASH AND RESTRICTED CASH, BEGINNING OF YEAR	1,842,588	1,384,563
CASH AND RESTRICTED CASH, END OF YEAR	$ 1,516,245	$ 1,842,588
CASH AND RESTRICTED CASH		
Cash	$ 1,484,910	$ 1,806,373
Restricted cash:		
Insurance escrow	5,907	13,477
Tax escrow	5,972	5,931
Replacement reserves	8,928	6,580
Operating reserve	10,528	10,227
Total cash and restricted cash	$ 1,516,245	$ 1,842,588
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Cash paid during the year for interest	$ 98,720	$ 94,274
SUPPLEMENTAL DISCLOSURE OF NONCASH INVESTING AND AND FINANCING ACTIVITIES		
Acquired property and land	$ 1,502,600	$ 945,514
Acquired long term debt	$ 250,000	$ 225,000

See Notes to Financial Statements

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Organization and Principles of Consolidation

Community Action Partnership of Strafford County (the Agency) is a 501(c)(3) private New Hampshire non-profit organization established under the provisions of the Equal Opportunity Act of 1964. Without services provided by the Agency, many local residents would be without a means to provide for their basic needs, including food, education, child care, utilities assistance, transportation, housing, emergency shelter and access to other services. The mission of the Agency is to reduce barriers to help clients improve their economic stability and well-being through education, advocacy, and partnerships. The vision of the Agency is to eliminate poverty in Strafford County through compassion, education, self-sufficiency, transparency, accountability, team work, client focus and professionalism.

Academy Street Family Housing, LLC (Academy Street) is a limited liability company which is consolidated with the Agency, as the Agency is the is the sole member of Academy Street. All significant intercompany items and transactions have been eliminated from the consolidated financial statements.

In addition to the Agency's administrative office located in Dover, the Agency maintains its outreach capacity by operating program offices in Farmington, Milton, Rochester, Dover and Somersworth. The Agency is funded by Federal, state, county and local funds, as well as United Way, public utilities, foundation and charitable grant funds, fees for service, private business donations, and donations from individuals. The Agency is governed by a tripartite board of directors made up of elected officials, community leaders from for-profit and non-profit organizations and residents who are low income. The board is responsible for assuring that the Agency continues to assess and respond to the causes and conditions of poverty in its community, achieve anticipated family and community outcomes, and remain administratively and fiscally sound. The Agency administers a wide range of coordinated programs to more than 15,000 people annually, and the programs are designed to have a measurable impact on poverty and health status among the most vulnerable residents: those under the age of 6, the elderly and those living in poverty. This coordinated approach is accomplished by providing a broad array of services that are locally defined, planned and managed with community agencies.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

Basis of Accounting

The consolidated financial statements have been prepared using the accrual basis of accounting in accordance with Generally Accepted Accounting Principles (GAAP) of the United States.

Financial Statement Presentation

The consolidated financial statements have been prepared in accordance with U.S. generally accepted accounting principles (US GAAP), which require the Agency to report information regarding its financial position and activities according to the following net asset classifications:

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

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Agency or by passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

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

At December 31, 2024 and 2023, the Agency had net assets without donor and with donor restrictions.

Refundable Advances

Grants received in advance are recorded as refundable advances and recognized as revenue in the period in which the related services are performed or expenditures are incurred.

Contributions

All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received that are restricted by the donor for future periods or for specific purposes are reported as net assets with donor restrictions. However, if a restriction is fulfilled in the same period in which the contribution is received, the Agency reports the support as unrestricted.

Contributed Services
Donated services are recognized as contributions in accordance with FASB ASC No. 958, *Accounting for Contributions Received and Contributions Made,* if the services (a) create or enhance non-financial assets or (b) require specialized skills and would otherwise be purchased by the Agency.

Volunteers provided various services throughout the year that are not recognized as contributions in the financial statements since the recognition criteria under FASB ASC No. 958 were not met.

Fair Value of Financial Instruments
Unless otherwise indicated, fair values of all reported assets and liabilities that are financial instruments approximate the carrying values of such amounts.

Inventory
Inventory materials are fixtures for installation and recorded at cost or net realizable value or if donated, at approximate fair value at date of donation, using the first-in, first-out method.

Property and Depreciation
Property and equipment, which have a cost greater than $5,000, are capitalized at cost or, if donated, at the approximate fair value at the date of donation. Specific grants and awards may have a threshold lower than this amount and that program will abide by those guidelines. Assets are depreciated over their estimated useful lives using the straight-line method as follows:

Buildings and improvements	15 - 40 years
Furniture, equipment and machinery	3 - 10 years
Vehicles	5 - 7 years

Depreciation expense aggregated $293,619 and $248,629 for the years ended December 31, 2024 and 2023, respectively.

Accrued Earned Time
The Agency has accrued a liability of $183,856 and $193,093 at December 31, 2024 and 2023, respectively, for future compensated leave time that its employees have earned and which is vested with the employee.

Income Taxes

The Agency is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. The Internal Revenue Service has determined the Agency to be other than a private foundation. The Agency is also exempt from the New Hampshire Business Enterprise Tax.

Accounting Standard Codification No. 740, "Accounting for Income Taxes", establishes the minimum threshold for recognizing, and a system for measuring, the benefits of tax return positions in financial statements. Management has analyzed the Agency's tax position taken on its information returns for the previous three tax years and has concluded that no additional provision for income taxes is necessary in the Agency's financial statements.

Cash and Cash Equivalents

The Agency considers all highly liquid financial instruments with original maturities of three months or less to be cash equivalents. For the years ended December 31, 2024 and 2023 cash and cash equivalents totaled $1,484,910 and $1,806,373, respectively.

Revenue Recognition Policy

The Agency derives revenue from grants, fees for services, donations, public support, and fundraising. Revenues are recognized when control of these services are transferred to customers, in an amount that reflects the consideration the Agency expects to be entitled to in exchange for those services. Cost incurred to obtain a contract will be expensed as incurred when the amortization period is less than a year.

Academy Street derives revenue from the rental of apartment units. Revenues are recognized as income, monthly, when rents become due and control of the apartment units is transferred to the lessees. Control of the leased units is transferred to the lessee in an exchange for the leased units. The cost incurred to obtain a lease will be expensed as incurred.

Use of Estimates

The presentation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Advertising Expenses

The Agency expenses advertising costs as they are incurred. Total advertising costs for the years ended December 31, 2024 and 2023 amounted to $15,342 and $10,426, respectively.

Debt Issuance Costs

As required under FASB Accounting Standards Update No. 2015-03, amortization expense for the years ended December 31, 2024 and 2023 amounted to $3,376 and has been included with interest expense in the consolidated statement of activities for each year. The unamortized deferred financing costs have been included as a reduction of the long term debt (see Note 10).

In-kind Donations

The Agency pays below-market rent for the use of certain facilities. In accordance with generally accepted accounting principles, the difference between amounts paid for the use of the facilities and the fair value of the rental space has been recorded as an in-kind donation and as an in-kind expense in the accompanying consolidated financial statements. The estimated fair value of the donation was determined to be $170,732 and $103,356 for the years ended December 31, 2024 and 2023, respectively.

The Agency also receives contributed food commodities and other goods that are required to be recorded in accordance with FASB ASC No. 958. The estimated fair value of these food commodities and goods was determined to be $552,346 and $412,602, respectively, for the year ended December 31, 2024. For the year ended December 31, 2023, the estimated fair value of these food commodities and goods was determined to be $457,049 and $116,368, respectively.

The Agency also receives contributed professional services and volunteer time that are required to be recorded in accordance with FASB ASC No. 958. The estimated fair value of these services was determined to be $121,027 for the year ended December 31, 2024. The estimated fair value of these services was determined to be $90,451 for the year ended December 31, 2023.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis. Accordingly, costs have been allocated among the program services and supporting activities benefited. Occupancy costs have been grouped and allocated to the programs as a line item. Such allocations have been determined by management on an equitable basis.

The expenses that are allocated include the following:

Expense	Method of allocation
Salaries and benefits	Time and effort
Occupancy	Square footage/revenues
Depreciation	Square footage
All other expenses	Approved indirect rate

NOTE 2. PROPERTY

As of December 31, 2024 and 2023, property consisted of the following:

	2024	2023
Land, buildings and improvements	$ 8,641,414	$ 6,900,857
Furniture, equipment and machinery	590,886	418,949
Vehicles	315,682	315,682
Total	9,547,982	7,635,488
Less accumulated depreciation	1,554,767	1,261,148
Net property	$ 7,993,215	$ 6,374,340

NOTE 3. RESTRICTED CASH BALANCES

Certain cash accounts have been established and are being funded in accordance with a regulatory agreement entered into between Academy Street and New Hampshire Housing as discussed below. All reserves are required to be held in qualified New Hampshire financial institutions that are insured by the FDIC.

Operating Reserve

Under the regulatory agreement, Academy Street is required to establish an operating reserve. The operating reserve was funded properly during the years ended December 31, 2024 and 2023.

Replacement Reserve

Under the regulatory agreement, Academy Street is required to set aside amounts for the replacement of property and other expenditures approved by New Hampshire Housing. Additionally, Academy Street is required to make monthly payments to the reserve. The reserve was properly funded during 2024 and 2023.

Insurance and Real Estate Tax Escrows

Academy Street is required to establish a reserve to fund tax and insurance payments for the project. Amounts are to be deposited on a monthly basis to accrue a sufficient balance to pay future tax and insurance bills for the project. As of December 31, 2024 and 2023, the balance in the reserves for tax and insurance escrows was properly funded.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

NOTE 4. LIQUIDITY AND AVAILABILITY

The following represents the Agency's financial assets as of December 31:

	2024	2023
Financial assets at year end:		
Cash and cash equivalents	$ 1,484,910	$ 1,806,373
Accounts receivable	1,767,593	1,875,336
Contributions receivable	20,100	20,000
Due from Gafney Home, L.P.	387,795	519,890
Restricted cash	31,335	36,215
Total financial assets	3,691,733	4,257,814
Less amounts not available to be used within one year:		
Restricted cash	31,335	36,215
Financial assets available to meet general expenditures over the next twelve months	$ 3,660,398	$ 4,221,599

The Agency's goal is generally to maintain financial assets to meet 30 days of operating expenses. As part of its liquidity plan, excess cash is invested in short-term investments, including money market accounts.

NOTE 5. ACCOUNTS RECEIVABLE

All accounts receivable are stated at the amount management expects to collect from balances outstanding at year-end. The Organization uses historical loss information based on the aging of receivables as the basis to determine expected credit losses from receivables and believes that the composition of receivables at year-end is consistent with historical conditions as credit terms and practices and the client base has not changed significantly.

The allowance for uncollectible accounts was estimated to be zero at December 31, 2024 and 2023. The Agency has no policy for charging interest on overdue accounts.

NOTE 6. CONTRIBUTIONS RECEIVABLE

Contributions receivable represent promises to give, which have been made by donors but have not yet been received by the Agency. The Agency considers contributions receivable to be fully collectible; accordingly, no allowance for contributions receivable has been recorded.

Total unconditional promises to give were as follows at December 31:

	2024	2023
Within one year	$ 20,100	$ 20,000

NOTE 7. DUE FROM GAFNEY HOME, L.P.

Gafney Home, L.P. (Gafney) is a low-income housing tax credit property. The general partner (0.01%) of Gafney is 100% owned by the Agency. The amount included in due from Gafney Home, L.P. on the consolidated statement of financial position represents amounts that the Agency has paid on behalf of Gafney for the construction that is underway. For the years ended December 31, 2024 and 2023 the amount totaled $387,795 and $519,890, respectively.

NOTE 8. PLEDGED ASSETS

As described in **Note 9**, all assets of the Agency are pledged as collateral under the Agency's demand note payable agreement. As described in **Note 10**, the building of the Agency is pledged as collateral under the Agency's mortgage note payable agreement.

NOTE 9. DEMAND NOTE PAYABLE

The Agency has available a revolving line of credit with a bank in the amount of $750,000. The note is payable upon demand. Interest is stated at the prime rate plus 1% which resulted in an interest rate of 8.50% at December 31, 2024 and 9.50% at December 31, 2023. The note is collateralized by all the assets of the Agency. There was no outstanding balance on the demand note payable as of December 31, 2024 and 2023.

NOTE 10. LONG TERM DEBT

The long term debt at December 31, 2024 and 2023 consisted of the following:

	2024	2023
Mortgage payable to Kennebunk Savings Bank which had interest only payments for 36 months followed by principal and interest payments for 264 months. During the year ended December 31, 2022 the note was refinanced to a fixed interest rate of 4.25% for the first ten years resulting in monthly principal and interest payments of $11,170. On April 26, 2032, and on that date every year thereafter, principal and interest payments will adjust to 1.50% above the highest U.S Prime Rate as published in the Wall Street Journal on the applicable change date, with a floor rate of 4%. The note matures in 2043. The mortgage payable is secured by real estate.	$ 1,731,559	$ 1,790,164
5.00% note payable to the New Hampshire Community Loan Fund with monthly principal and interest payments of $3,251, maturing October 2037. The notes are secured by real estate.	367,658	387,745
Note payable to New Hampshire Housing Finance Authority. The note is not subject to interest or principal amortization and will be forgiven in 2028 provided that the property is used for transitional housing. The note is secured by real estate.	225,000	225,000
Note payable to the City of Dover. The note is not subject to interest or principal amortization and will be forgiven in 2029 provided that the property is used for transitional housing. The note is secured by real estate.	250,000	-
Non-interest bearing note payable to New Hampshire Housing deferred until April 21, 2060 or until the project is sold, refinanced or surplus cash is available. The note is secured by real estate.	785,889	785,889

	2024	2023
Non-interest bearing note payable to New Hampshire Housing deferred until July 1, 2051 or until the project is sold, refinanced or surplus cash is available. The note is secured by real estate.	25,755	25,756
Total long term debt before current portion of long term debt and unamortized debt issuance costs	3,385,861	3,214,554
Current portion of long term debt	(110,327)	(99,121)
Unamortized debt issuance costs	(54,080)	(57,457)
Total long term debt	$ 3,221,454	$ 3,057,976

The schedule of maturities of long term debt at December 31, 2024 is as follows:

Year Ended December 31	Amount
2025	$ 110,327
2026	86,563
2027	90,488
2028	94,592
2029	573,883
Thereafter	2,430,008
Total	$ 3,385,861

NOTE 11. NET ASSETS

At December 31, 2024 and 2023, net assets with donor restrictions consisted of the following:

	2024	2023
Whole family	$ 38,194	$ 39,286
Delta dental	5,000	-
CCFG & ARPA quality incentive	54,623	-
Maternal health grant	19,430	-
Fuel assistance	107,986	136,699
Total	$ 225,233	$ 175,985

During the years ended December 31, 2024 and 2023 $124,451 and $161,314 were released from net assets with donor restrictions, respectively.

NOTE 12. OPERATING LEASES

Facilities occupied by the Agency for its community service programs are rented under the terms of various leases with expiration dates through 2032. For the years ended December 31, 2024 and 2023, the annual lease/rent expense for the leased facilities was $69,901.

The Agency accounts for its operating leases under ASU 2016-02, *Leases (Topic 842)*. As such, the right of use (ROU) assets represent the Agency's right to use underlying assets for the lease term, and the lease liabilities represent the Agency's obligation to make lease payments arising from these leases. The ROU assets and lease liabilities, all of which arise from operating leases, were calculated based on the present value of future lease payments over the lease terms. The discount rate related to the Agency's lease liability as of December 31, 2024 was 3.75%, which is based upon the risk-free borrowing rates commensurate with the lease terms. At December 31, 2024, the ROU asset and lease liability is $136,801. At December 31, 2023, the ROU asset and lease liability is $81,312.

The weighted average lease term at December 31, 2024 is 3.47 years. The weighted average discount rate at December 31, 2024 is 3.75%.

Common expenses, classified as occupancy costs in the accompanying consolidated financial statements, are considered a non-lease component under FASB ASC 842 and are recognized as costs as incurred.

Academy Street leases property from the Agency under a lease agreement for an annual rent amount of $1. The lease expires during April 2045. Unless either party serves the other with a 180 day written notice prior to the expiration of the initial term, at the end of the initial term, the lease shall be automatically extended for an additional 25 year term.

Lease liability maturities as of December 31, 2024 is as follows:

Year Ending December 31	Amount
2025	$ 69,901
2026	38,401
2027	6,901
2028	6,901
2029	6,901
Thereafter	17,244
Total undiscounted lease liability	146,249
Less imputed interest	(9,448)
Total lease liability	$ 136,801

NOTE 13. RETIREMENT PLAN

The Agency maintains a 403(b) Plan and Trust (the Plan) covering substantially all employees. Employee contributions to the Plan are made at predetermined rates elected by employees. Additionally, for the year ended December 31, 2024 the Agency provides a matching contribution equal to 100% of the employee's contribution up to 2% of the employee's compensation. For the year ended December 31, 2023 the Agency provides a matching contribution equal to 25% of the employee's contribution up to 5% of the employee's compensation. Effective April 1, 2016, the Agency instituted an auto enrollment feature mandating a minimum 1% employee contribution; however, employees reserve the right to decline the auto enrollment. Employer matching contributions for the years ended December 31, 2024 and 2023 totaled $40,053 and $33,241, respectively.

NOTE 14. CONCENTRATION OF RISK

The Agency receives a majority of its support from federal and state governments. For the years ended December 31, 2024 and 2023, approximately 79% and 89%, respectively, of the Agency's total revenue was received from federal and state governments. If a significant reduction in the level of support were to occur, it would have a significant effect on the Agency's programs and activities.

NOTE 15. CONCENTRATION OF CREDIT RISK

The Agency maintains its cash balances at several financial institutions in New Hampshire. The balances are insured by the Federal Deposit Insurance Corporation up to $250,000. The Agency maintains an agreement with its primary financial institution to collateralize the balances in excess of $250,000.

NOTE 16. CONTINGENCIES

The Agency receives grant funding from various sources. Under the terms of these agreements, the Agency is required to use the funds within a certain period and for purposes specified by the governing laws and regulations. If expenditures were found not to have been made in compliance with the laws and regulations, the Agency might be required to repay the funds. No provisions have been made for this contingency because specific amounts, if any, have not been determined or assessed as of December 31, 2024 and 2023.

NOTE 17. RENTAL INCOME RECEIVABLE

During the year ended December 31, 2024, and subsequent to year end, Academy Street entered into four separate rental agreements for use of their four apartments. The rental agreements have differing expirations ranging from April 2024 through July 2025. Monthly payments for the agreements ranged from $1,168 to $1,394 and are due the first day of each month. At December 31, 2024 and 2023, $3,447 and $2,587, respectively, is outstanding from tenants for rent and is included in accounts receivable in the accompanying consolidated statements of financial position.

The approximate future rental payments owed on the above leases are as follows:

Year Ended December 31	Amount
2025	$ 25,526

NOTE 18. ACQUISITION OF PROPERTY AND LAND

During the year ended December 31, 2024, the Agency acquired property and land relating to the Home for Now Homeless Shelter from another nonprofit organization. The value of the building and land received in the acquisition totaled $386,507 and $1,116,093, respectively. During the year ended December 31, 2023, the Agency acquired property and land relating to a transitional housing program from another nonprofit organization. The value of the building and land received in the acquisition totaled $675,570 and $269,944, respectively.

As part of the acquisition of the property and land during the year ended December 31, 2024, the Agency also acquired the related note payable of $250,000, payable to the City of Dover (see **Note 10**). The Agency has been running the operations of the Home for Now program since the acquisition.

As part of the acquisition of the property and land during the year ended December 31, 2023, the Agency also acquired the related note payable of $225,000, payable to New Hampshire Housing Finance Authority (see **Note 10**). The Agency has been running the operations of the transitional housing program since the acquisition.

NOTE 19. SUBSEQUENT EVENTS

Subsequent events are events or transactions that occur after the statement of financial position date, but before financial statements are available to be issued. Recognized subsequent events are events or transactions that provide additional evidence about conditions that existed at the statement of financial position date, including the estimates inherent in the process of preparing financial statements. Nonrecognized subsequent events are events that provide evidence about conditions that did not exist at the statement of financial position date but arose after that date. Management has evaluated subsequent events through July 23, 2025, the date the consolidated financial statements were available for issuance.

Subsequent to year end, the Agency became entitled to $1,000,000 from HUD. This amount is related to the support needed to complete the project at the Bradley Commons Innovative Center. This support will assist in paying down the mortgage, create 42 workforce housing units, provide capacity to serve nearly 5,000 additional community members in need, and consolidate the offices occupied by the Agency.

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATING STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2024

	Community Action Partnership of Strafford County	Academy Street Family Housing, LLC	Total	Consolidating Adjustments	Consolidated
		ASSETS			
CURRENT ASSETS					
Cash and cash equivalents	$ 1,382,497	$ 102,413	$ 1,484,910	$ -	$ 1,484,910
Accounts receivable	1,764,146	3,447	1,767,593	-	1,767,593
Contributions receivable	20,100	-	20,100	-	20,100
Due from affiliate	9,249	-	9,249	(9,249)	-
Due from Gafney Home, L.P.	387,795	-	387,795	-	387,795
Inventory	275,443	-	275,443	-	275,443
Prepaid expenses	10,074	-	10,074	-	10,074
Total current assets	3,849,304	105,860	3,955,164	(9,249)	3,945,915
NONCURRENT ASSETS					
Restricted cash	-	31,335	31,335	-	31,335
Security deposits	5,107	3,205	8,312	-	8,312
Property, net of accumulated depreciation	7,178,184	815,031	7,993,215	-	7,993,215
Other noncurrent assets	26,798	-	26,798	-	26,798
Right of use asset	136,801	-	136,801	-	136,801
Total noncurrent assets	7,346,890	849,571	8,196,461	-	8,196,461
TOTAL ASSETS	$ 11,196,194	$ 955,431	$ 12,151,625	$ (9,249)	$ 12,142,376
		LIABILITIES AND NET ASSETS			
CURRENT LIABILITIES					
Current portion of long term debt	$ 82,809	$ 27,518	$ 110,327	$ -	$ 110,327
Accounts payable	214,239	5,467	219,706	-	219,706
Accrued payroll and related taxes	198,594	-	198,594	-	198,594
Accrued compensated absences	183,856	-	183,856	-	183,856
Due to affiliate	-	9,249	9,249	(9,249)	-
Refundable advances	112,535	-	112,535	-	112,535
Other current liabilities	9,974	4,559	14,533	-	14,533
Current portion of right of use liability	65,895	-	65,895	-	65,895
Total current liabilities	867,902	46,793	914,695	(9,249)	905,446
NONCURRENT LIABILITIES					
Long term debt, less current portion shown above	2,451,161	770,293	3,221,454	-	3,221,454
Security deposits	-	2,855	2,855	-	2,855
Right of use liability, less current portion shown above	70,906	-	70,906	-	70,906
Total noncurrent liabilities	2,522,067	773,148	3,295,215	-	3,295,215
Total liabilities	3,389,969	819,941	4,209,910	(9,249)	4,200,661
NET ASSETS					
Without donor restrictions	7,580,992	135,490	7,716,482	-	7,716,482
With donor restrictions	225,233	-	225,233	-	225,233
Total net assets	7,806,225	135,490	7,941,715	-	7,941,715
TOTAL LIABILITIES AND NET ASSETS	$ 11,196,194	$ 955,431	$ 12,151,625	$ (9,249)	$ 12,142,376

See Independent Auditors' Report

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATING STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2024

	Community Action Partnership of Strafford County	Academy Street Family Housing, LLC	Consolidated
CHANGE IN NET ASSETS			
REVENUES AND OTHER SUPPORT			
Grant revenue	$ 14,421,951	$ -	$ 14,421,951
Fees for service	1,251,930	-	1,251,930
Rent revenue	12,523	65,770	78,293
Public support	1,187,657	-	1,187,657
In-kind donations	1,256,707	-	1,256,707
Interest	1,540	824	2,364
Fundraising	268,446	-	268,446
Other revenue	103,454	-	103,454
Total revenues and other support	18,504,208	66,594	18,570,802
EXPENSES			
Program services			
Child services	6,253,985	-	6,253,985
Community services	2,332,090	-	2,332,090
Energy assistance	4,433,054	-	4,433,054
Housing	1,312,979	65,487	1,378,466
Weatherization	1,277,962	-	1,277,962
Total program services	15,610,070	65,487	15,675,557
Supporting activities			
Management and general	1,365,044	-	1,365,044
Fundraising	270,146	-	270,146
Total expenses	17,245,260	65,487	17,310,747
CHANGE IN NET ASSETS BEFORE ACQUISITION OF PROPERTY AND LAND	1,258,948	1,107	1,260,055
ACQUISITION OF PROPERTY AND LAND	1,252,600	-	1,252,600
CHANGE IN NET ASSETS	2,511,548	1,107	2,512,655
NET ASSETS, BEGINNING OF YEAR	5,294,677	134,383	5,429,060
NET ASSETS, END OF YEAR	$ 7,806,225	$ 135,490	$ 7,941,715

See Independent Auditors' Report

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND NON-FEDERAL AWARDS
FOR THE YEAR ENDED DECEMBER 31, 2024

FEDERAL GRANTOR/ PASS-THROUGH GRANTOR/PROGRAM TITLE	ASSISTANCE LISTING NUMBER	PASS-THROUGH GRANTOR'S NAME	GRANTOR'S NUMBER	FEDERAL EXPENDITURES	
U.S. Department of Agriculture					
Child and Adult Care Food Program	10.558	State of New Hampshire Department of Education	4300-ZZZ		$ 166,261
Child Nutrition Cluster					
Summer Food Service Program for Children	10.559	State of New Hampshire Department of Education	4300-ZZZ	$ 93,713	
National School Lunch Program	10.555	State of New Hampshire Department of Education	At-Risk After School Care Centers	16,974	110,687
Food Distribution Cluster					
Emergency Food Assistance Program	10.569	Belknap-Merrimack Community Action Partnership	None	4,146	
Emergency Food Assistance Program (Food Commodities)	10.569	Belknap-Merrimack Community Action Partnership	None	550,771	554,917
Total U.S. Department of Agriculture					$ 831,865
U.S. Department of Housing and Urban Development					
Supportive Housing for the Elderly	14.157	Dover Housing Authority	Dover Housing Authority		$ 33,004
CDBG Entitlement Grants Cluster					
Community Development Block Grants / Entitlement Grants	14.218	City of Dover, New Hampshire	City of Dover	$ 29,849	
Community Development Block Grants / Entitlement Grants	14.218	City of Rochester, New Hampshire	City of Rochester	87,497	117,346
Emergency Solutions Grant Program	14.231	State of New Hampshire Department of Health and Human Services	05-95-42-423010-7927		88,400
Economic Development Initiative, Community Project Funding & Misc Grants	14.251		B-23-CP-NH-0959		328,196
Continuum of Care	14.267	State of New Hampshire Department of Health and Human Services	SS-2020-BHS-04PERNA-11	29,286	
Continuum of Care	14.267	State of New Hampshire Department of Health and Human Services	COC DV	210,676	
Continuum of Care	14.267	State of New Hampshire Department of Health and Human Services	COC RRH	177,595	417,557
Supportive Housing Program	14.235	State of New Hampshire Department of Health and Human Services	010-092-7176-102-0415		39,178
Total U.S. Department of Housing and Urban Development					$ 1,023,681
U.S Department of Homeland Security					
Emergency Food and Shelter National Program	97.024	United Way	593600-035		$ 5,779
Total U.S. Department of Homeland Security					$ 5,779
U.S. Department of Energy					
BIL - Weatherization Assistance for Low-Income Persons	81.042	State of New Hampshire Governor's Office of Energy & Community Services	02-52-52-520010-XXXX0000-074-60	$ 253,296	
Weatherization Assistance for Low-Income Persons	81.042	State of New Hampshire Governor's Office of Energy & Community Services	01-02-02-024010-7706-074-500587	140,992	$ 394,288
Total U.S. Department of Energy					$ 394,288

See Notes to Schedule of Expenditures of Federal Awards

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND NON-FEDERAL AWARDS
FOR THE YEAR ENDED DECEMBER 31, 2024

FEDERAL GRANTOR/ PASS-THROUGH GRANTOR/PROGRAM TITLE	ASSISTANCE LISTING NUMBER	PASS-THROUGH GRANTOR'S NAME	GRANTOR'S NUMBER	FEDERAL EXPENDITURES	
U.S. Department of Health & Human Services					
Aging Cluster					
Special Programs for the Aging - Title III, Part B	93.044	State of New Hampshire Department of Health and Human Services, NTS	05-95-48-48010-78720000-512-500352	$ 35,955	
Special Programs for the Aging - Title III, Part B	93.044	State of New Hampshire Division of Elderly and Adult Services	010-048-7872-512-0352	5,948	$ 41,903
Maternal, Infant, Early Childhood Homevisiting Program	93.870	State of New Hampshire Department of Health and Human Services, DPH, BPHCS, Maternal & Health Section	05-95-90-902010-5896		161,940
Foster Care - Title IV - E	93.658	State of New Hampshire Department of Health and Human Services, DPH, BPHCS, Maternal & Health Section	05-95-90-902010-5897		124,607
Promoting Safe and Stable Families	93.556	State of New Hampshire, DHHS, Division for Children, Youth and Families	05-095-042-421010-29730000-102-500734-42107306		3,052
Temporary Assistance for Needy Families	93.558	State of New Hampshire, DHHS, Division for Children, Youth and Families	05-095-045-450010-61460000-502-500891-42106603		205,904
Low-Income Home Energy Assistance	93.568	State of New Hampshire Governor's Office of Energy & Planning	01-02-02-024010-77050000-074-500587	$ 4,061,976	
Low-Income Home Energy Assistance	93.568	State of New Hampshire Governor's Office of Energy & Planning	01-02-02-024010-77050000-074-500587	345,658	4,407,634
Low-Income Water Assistance Program	93.499	State of New Hampshire Governor's Office of Energy & Planning	02-52-52-52010-19880000-500587		103,374
Community Services Block Grant	93.569	State of New Hampshire, DHHS, DFA	010-045-7148-093-0415	501,467	
Community Services Block Grant	93.569	Southern NH Services	RPIC	10,000	511,467
CCDF Cluster					
ARPA - Child Care and Development Block Grant	93.575	State of New Hampshire, DHHS	177200 & H79TI084759		329,909
Head Start Cluster					
Head Start	93.600	Direct Funding	01CH01149602 & 603		4,496,495
Substance Abuse and Mental Health Services Administration	93.243	Hope on Haven Hill	H79TI084759		35,825
Community-Based Child Abuse Prevention Grants	93.590	NH Childrens Trust	Trestle Impletementation & Concrete Supports		6,523
Activities to Support STLT Health Dept Response to Public Health or Healthcare Crises	93.391	NH Childrens Trust			24,399
Social Services Research and Demonstration	93.647		90EDA0017		329,758
Maternal and Child Health Services Block Grant to States	93.994	State of New Hampshire, DHHS, Division for Children, Youth and Families	05-095-090-51900000-102-500731-90004009		7,306
Stephanie Tubbs Jones Child Welfare Program	93.645	State of New Hampshire, DHHS, Division for Children, Youth and Families	05-095-042-421010-29680000-102-500734-42106802		1,287
Social Services Block Grant	93.667	State of New Hampshire, DHHS, Division for Children, Youth and Families	05-095-042-421010-29660000-102-500734-42106603		60,209
Total U.S. Department of Health & Human Services					$ 10,851,592
TOTAL					**$ 13,107,205**
NON-FEDERAL AWARDS					
Electrical Assistance Program		NH Public Utilities Company			$ 242,065

See Notes to Schedule of Expenditures of Federal Awards

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED DECEMBER 31, 2024

NOTE 1. BASIS OF PRESENTATION

The accompanying schedule of expenditures of Federal Awards (the Schedule) includes the federal award activity of Community Action Partnership of Strafford County under programs of the federal government for the year ended December 31, 2024. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of Community Action Partnership of Strafford County, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Agency.

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

NOTE 3. INDIRECT COST RATE

Community Action Partnership of Strafford County has elected not to use the ten percent de minimis indirect cost rate allowed under the Uniform Guidance.

NOTE 4. FOOD DONATION

Nonmonetary assistance is reported in the Schedule at the fair value of the commodities received and disbursed.

NOTE 5. SUBRECIPIENTS

Community Action Partnership of Strafford County had no subrecipients for the year ended December 31, 2024.

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the Board of Directors of
Community Action Partnership of Strafford County

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the consolidated financial statements of Community Action Partnership of Strafford County (a New Hampshire nonprofit organization) and Affiliate, which comprise the consolidated statements of financial position as of December 31, 2024 and 2023, and the related consolidated statements of activities, functional expenses, and cash flows, and the related notes to the consolidated financial statements, and have issued our report thereon dated July 23, 2025.

Report on Internal Control Over Financial Reporting

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

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

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

Report on Compliance and Other Matters

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

Purpose of this Report

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

Leone, McDonnell & Roberts
Professional Association

Dover, New Hampshire
July 23, 2025

Leone, McDonnell & Roberts
Professional Association
CERTIFIED PUBLIC ACCOUNTANTS
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NORTH CONWAY

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE

To the Board of Directors of
Community Action Partnership of Strafford County

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Community Action Partnership of Strafford County's compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of Community Action Partnership of Strafford County's major federal programs for the year ended December 31, 2024. Community Action Partnership of Strafford County's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, Community Action Partnership of Strafford County complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended December 31, 2024.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditors' Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Community Action Partnership of Strafford County and to meet our other ethical responsibilities, in accordance with 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 opinion on compliance for each major federal program. Our audit does not provide a legal determination of Community Action Partnership of Strafford County's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to Community Action Partnership of Strafford County's federal programs.

Auditors' Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Community Action Partnership of Strafford County's compliance based on our audit. 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 generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Community Action Partnership of Strafford County's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, 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 Community Action Partnership of Strafford County's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Community Action Partnership of Strafford County's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Community Action Partnership of Strafford County's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

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

Our consideration of internal control over compliance was for the limited purpose described in the Auditors' Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

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

Leone, McDonnell & Roberts
Professional Association

Dover, New Hampshire
July 23, 2025

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED DECEMBER 31, 2024

A. SUMMARY OF AUDITORS' RESULTS

1. The auditors' report expresses an unmodified opinion on whether the consolidated financial statements of Community Action Partnership of Strafford County and Affiliate were prepared in accordance with GAAP.

2. No significant deficiencies relating to the audit of the consolidated financial statements is reported in the *Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards.* No material weaknesses are reported.

3. No instances of noncompliance material to the financial statements of Community Action Partnership of Strafford County, which would be required to be reported in accordance with *Government Auditing Standards*, were disclosed during the audit.

4. No significant deficiencies in internal control over major federal award programs are reported in the *Independent Auditors' Report on Compliance for Each Major Program and on Internal Control Over Compliance Required by the Uniform Guidance.* No material weaknesses are reported.

5. The auditors' report on compliance for the major federal award programs for Community Action Partnership of Strafford County expresses an unmodified opinion on all major federal programs.

6. There were no audit findings that would be required to be reported in accordance with 2 CFR section 200.516(a).

7. The programs tested as major were: U.S. Department of Health and Human Services, Head Start, ALN 93.600 and Social Services Research and Demonstration, ALN 93.647, NON-FEDERAL, NH Public Utilities Corporation, Electrical Assistance Program.

8. The threshold used for distinguishing between Type A and B programs was $750,000.

9. Community Action Partnership of Strafford County was determined to be a low-risk auditee.

B. FINDINGS – FINANCIAL STATEMENTS AUDIT

None

C. FINDINGS AND QUESTIONED COSTS – MAJOR FEDERAL AWARD PROGRAMS AUDIT

None

Terry Jarvis, Chair
Elected Official
New Durham, NH

Nate Bernitz, Board Member
Community Member
Dover, NH

Heather Blumenfeld, Board Member
Triangle Club
Dover, NH

Anthony Carr, Board Member
Shaheen & Gordon, P.A.
Dover, NH

Leah Crouser, Board Member
NH Public Defender
Dover, NH

Nicki Gearwar, Board Member
Community Member
Dover, NH

Dr. Robert Harrington, Board Member
Orthopedic Surgery
Dover, NH

Katrin Kasper, Board Member
Elected Official
Lee, NH

Sarah Kuhl, Board Member
Service Credit Union
Dover, NH

Jessica LaMontagne, Board Member
State Representative
Dover, NH

Christine McCluskey, Board Member
Maxfield Real Estate
Farmington, NH

Brandi McKay-Berry, Board Member
Community Member
Dover, NH

Ian Oneail, Board Member
Community Member
Raymond, NH

Rich Plourde, Board Member
Revo Casino
Dover, NH

Tom Southworth, Board Member
State Representative
Dover, NH

James Rathbun, Board Member
Community Member
Farmington, NH

Mark Toussaint, Board Member
Eversource
Rochester, NH

Steve Trozinski, Board Member
Community Member
Dover, NH

Jeff Warach, Board Member
Community Member
Dover, NH

Robert Warach, Board Member
Elected Official
Dover, NH

New Hampshire Department of Transportation Rail & Transit

KEY PERSONNEL

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

Job descriptions not required for vacant positions.

Contractor Name: **Community Action Partnership of Strafford County**

Name	Role	Annual Salary	Amount Paid From This Contract
David Welch	Bus Driver	$55,700	0%
Vacant	Bus Driver	$55,700	0%
Danielle Holt	Senior Services	60,000	0%
Lauren Berman-LeFebvre	Community Services Director	91,520	0%

Danielle Holt, Resident Services Coordinator
Community Action Partnership of Strafford County

Work Experience

Senior Services Coordinator, Community Action Partnership of Strafford County, Dover, NH, Jun 2013 – Present

- Provide service management for elderly and disabled residents living in Covered Bridge Manor
- Develop contacts with service providers and agencies for resident referral
- Educate residents on available services and monitor provisions of services
- Work in Conjunction with the Housing Manager and other management staff at Dover Housing Authority and staff at CAP

Seasonal Outreach Intake, Community Action Partnership of Strafford County, Dover, NH, Oct 2012 – Mar 2013

- Served on a seasonal outreach staff as intake coordinator for fuel assistance program
- Assisted clients with application process from interview through completion within specified timeframe
- Organized confidential information while maintain discretion
- Worked both independently and as a team in various offices

President, Elected Officer, Horne Street School Parent Teacher Group (PTG), Dover, NH, Sep 2010 - Present

Volunteer Coordinator, Elected Officer, Horne Street School Parent Teacher Group (PTG), Dover, NH, Sep 2009 – Jun 2010

Board of Directors, Dover Womenaid, Dover, NH, Jan 2007 – Present

Lunch Supervisor, Dover Public Schools, Dover, NH, Sep 2010 – Jun 2011

Independent Consultant, Arbonne International, Dover, NH, May 2005 – April 2010

Project Manager, Center for Resource Management, Portsmouth, NH, Jun 1998 – May 2003

Sales Assistant, Sheraton Hotels, Honolulu, HI, Dec 1995 – Jan 1998

Branch Manager, Portamedic, Honolulu, HI, Feb 1993 – Jan 1995

NE Sales Director, SMH Bar Review, Boston, MA, Jun 1988 – Dec 1992

Education

Bachelor's degree, Marketing, Southern New Hampshire University, Manchester, NH, 1988

Associate's Degree, Business and Managerial Economics, Hesser College, Manchester, NH, 1986

community Action PARTNERSHIP of Strafford County

Jamie Swan, Director of Administrative Services
Community Action Partnership of Strafford County
Email: jswan@straffordcap.org Phone: (603) 435-2500 x.2339

Work Experience

Chief Program Officer, Community Action Partnership of Strafford County, Dover, NH, Oct 2023-Present

Director of Administrative Services, Community Action Partnership of Strafford County, Dover, NH, Nov 2022 – Oct 2023

Director of Strategic Initiatives & Program Director, Community Action Partnership of Strafford County, Dover, NH, May 2021 – Nov 2022

Interim Director overseeing Childcare, Community Action Partnership of Strafford County, Dover, NH, Oct 2020 – Jan 2021

Health and Nutrition Manager, Community Action Partnership of Strafford County, Dover, NH, 2012 – Present

Integrated Teacher, Head Start, Community Action Partnership of Strafford County, Dover, NH, 2008 – 2012

Teacher, Head Start, Community Action Partnership of Strafford County, Dover, NH, 2006 – 2007

- Implemented At Risk After School meals program with Strafford County
- Developed and maintained budget, hiring, menus, ordering, monitoring, etc.
- During the first year an average of 2,500 meals were served within two schools
- Oversees Community Action Partnership of Strafford County's Summer Food Service Program
- Developed and maintained budget while collaborating with community resources to bring meals to children with Strafford County
- Oversee the Health and Nutrition mandates of approximately 300 children
- Write, revise, and review policies and procedures, program operating plan, parent handbook, etc.
- Write and complete all grants and applications pertaining to health and nutrition
- Emergency meal service during Covid 19 pandemic
- Coordinated with five local school districts to provide meal service within 3 days of school emergency closure
- Served over 285,000 meals to children within Strafford County from March to August

Lauren Berman-Lefebvre

Professional Experience

2024-Present **Director of Community Services,** Community Action Partnership of Strafford County

- Managed over 211 programs, including outreach services; housing and homeless initiatives (federal and state-funded); food pantries; senior services, and transportation.
- Prepared and developed annual program.
- Prepared grant proposals for current and new programs.
- Hired, trained, mentored, and managed 21-person staff.
- Develop program goals based on the organization's strategic objectives by building additional homeless services in Strafford County.
- Budget management for all programs
- Develop and maintain outside collaboration with agencies throughout Strafford County

2021-2024 **Director of Coordinated Entry and Family Shelters,** Families in Transition, Manchester, NH

- Develop policies and processes for new and existing access points and emergency shelters that support the Housing First model.
- Manage two 24/7 family shelters with a total capacity of 18 families
- Monitor strength-based and trauma-informed frameworks in case management and service delivery, using harm reduction, people's first language, and cultural competency.
- Oversee the utilization of the Housing First model to provide a crisis response system within the coordinated entry system and family emergency shelters.
- Maintain primary responsibility for all current and prospective shelter programs.
- Direct the development and implementation of an equitable and inclusive Coordinated Entry (CE) system to ensure the highest level of outcomes.
- Knowledge of Homeless Management System (HMIS) programs and Coordinated Entry
- Oversee housing intake and meet the compliance standards for each available unit of FIT's 240 units
- Waitlist management
- Lead efforts to develop access points and tools for individuals and families experiencing homelessness or unstably housed
- Monitor and evaluate the effectiveness of programs at Families in Transition. Includes analysis of multiple data sources on an ongoing basis.

2020-21 **Director of Family Shelters and Supportive Services,** Families in Transition

- Oversaw a team of 8 case managers. Provided services to participants in over 250 supportive housing programs

- Operated two family shelters: Manchester and Wolfeboro, with a total capacity of 18 families.
- Hired, trained, mentored, and managed 22-person staff throughout the supportive services side of the organization.
- Supported and engaged in crisis intervention, conflict resolution, de-escalation, and psycho-education services delivery with any participant whose condition, behavior, or other circumstances represent a risk to themselves or others.
- Engaged community entities (councils/committees, etc.) that are relevant to ensure the organization is connected to community strategic planning and collaboration.
- Provide reporting on participant file documentation; measurable outcome tools; and contacts monthly, quarterly, and annually.

2018-2021 **Director of Programs,** Community Action Partnership of Strafford County, NH

- Managed over 20 programs, including outreach services; electric and fuel assistance; housing and homeless initiatives (federal and state-funded); weatherization; senior services, and transportation.
- Prepared and developed annual program budgets totaling 8 million.
- Prepared grant proposals for current and new programs.
- Hired, trained, mentored, and managed 20-person staff.
- Developed program goals based on the organization's strategic objectives by building additional homeless services in Strafford County. Expanded our geographic coverage and homeless drop day center.
- Oversaw the development and operation of our first seasonal winter shelter and warming center in 2020-21.

2015-2018 **Housing Stability Manager,** Community Action Partnership of Strafford County

- Assisted clients with obtaining housing eligibility documentation.
- Assisted clients in identifying emotional, financial, and housing barriers while utilizing their strengths to develop a case management plan.
- Executed the Housing First Approach to create a strength-based case management plan for the client.
- Met with clients weekly to assess and assist family needs.
- Established and maintained positive, productive working relationships with team members, mental health professionals, shelters, law enforcement, and other community partners.
- Proactively identified programmatic challenges and issues and provided recommendations for improvement.

2010-2015 **Welfare Officer,** City of Somersworth, Somersworth, NH

- Administered the general assistance program by the City of Somersworth Assistance Guidelines and RSA:165.
- Established and maintained relationships with other agencies and organizations in the community to ensure that services were not duplicated.
- Worked with applicants to ensure that all necessary information was submitted to determine eligibility.
- Made referrals when necessary. i.e., Homeless shelters, and food pantries.
- Updated the current City Guidelines 2015.

2004-2010 **Founder and Partner,** Good Works Employment Services York County

- Co-founder and partner of Good Work Employment Services (GWES), a locally run company committed to assisting individuals in finding gainful employment, continuing their education, securing volunteer opportunities, and obtaining housing. Clients referred to GWES by the Bureau of Vocational Rehabilitation (VR), DHHS ASPIRE and Child Protective Services, school districts, and private insurers.

Education
2022- MOAB trainer
2019-2020 Alumni of Leadership New Hampshire, New Hampshire
2017-2018 Alumni of Leadership Seacoast, Seacoast, NH
1999 B.S. Therapeutic Recreation, Ithaca College, Ithaca, NY

David L. Welch

License Qualifications: CDL License, Hazmat, Airbrakes, And Heavy Commercial & Tractor, TWIC Level.
Trailer.
No longer hold a CDL License

Training: Completed a Driver Training Course in Syracuse, NY.
Completed a 40-hour hazardous material-handling course.
Completed a 3-hour Tank Truck Loading Safety Induction course.
Completed an 8-hour HazWoper course.
TWIC Security. Propane Certification.

Experience: **8/2020-2/2021-Durham School Services**-Rochester, NH
Drove Mini Bus for the Rochester School System.
603-895-9664

4/2014 – 8/2020 Retired

9/2012-4/2014 Iron Mountain- Milton, NH
Tractor Trailer Driver

2/2006- 9/2012- Levesque Excavation Inc. Sanford, ME
Move Heavy Equipment and Oversized Loads, And Trailer Dumps

4/1998- 2/2006 – 4Star Bulk Trans & Fort Edwards Express FT Edwarc
NY

TRANSPORTATION VEHICLE USE AGREEMENT (VUA)

THIS VUA is by and between the State of New Hampshire Department of Transportation (hereinafter referred to as "State"), and Transport Central., a private not-for-profit organization, (hereinafter referred to as "Grantee"), whose office is located at 258 Highland Street, Plymouth NH, 03264.

WHEREAS, The Federal Transit Act of 1964, as amended, 49 U.S.C. §5310, provides for capital grants to private nonprofit corporations and associations to assist them in providing transportation services meeting the special needs of seniors and individuals with disabilities for whom mass transportation services are unavailable, insufficient, or inappropriate; and

WHEREAS, the Governor of the State of New Hampshire, in accordance with a request by the Federal Transit Administration (hereinafter referred to as "FTA"), has designated the Department to evaluate and select projects proposed by eligible subrecipients and to coordinate the grant applications; and

WHEREAS, the State and the Grantee desire to utilize grant funds for the transportation needs of seniors and individuals with disabilities of the state.

NOW THEREFORE, in consideration of the mutual covenants herein set forth, the State and the Grantee agree as follows:

DEFINITIONS.

a. Default: An Event of Default under this VUA will occur upon the failure of the Grantee to perform any of its payment or other obligations hereunder.

b. Effective Date: The date on which the VUA is approved by Governor & Council (G&C).

c. Emergency: Any unanticipated event that results in a necessary deviation from standard protocols.

d. Fair Market Value: Fair market value is the most probable price the project property would bring in a competitive and open market.

e. Federal Interest: The dollar amount that is the federal share of the total project cost based on straight-line depreciation of the asset, whereby, for example, a total cost based on a calculated depreciation value of $10,000 would result in a Federal Interest of $8,500 based on an initial federal participation of 85%.

f. Project: As identified in Exhibit B, Scope of Services. Generally, traditional FTA Section 5310 projects are those public transportation capital projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable.

Hauled Fuel Tanker & Freight. Dispatcher and Terminal Manager

2/1995-4/1998-Irving Oil Corp.- Alton, NH
Hauled home heating oil and Propane Driver

g. State Interest: The dollar amount that is the state share of the total project cost based on straight-line depreciation of the asset, whereby, for example, a total cost based on a calculated depreciation value of $10,000 would result in a State Interest of $750 based on an initial state participation of 7.5% (contingent on state budget approvals).

h. State Management Plan (SMP): The SMP documents and describes the state's objectives, policies, administrative requirements, and procedures in managing the following FTA programs: §5311, §5339, and §5310. For the purposes of this VUA, the SMP refers to the most recent version.

i. Useful life: Useful life is determined by years of service or accumulation of miles whichever comes first, by asset type as referenced in the SMP.

j. Vehicle Operating Costs: The cost necessary to operate, maintain, and manage a public transportation system. Operating expenses usually include driver's salaries, fuel, and items with less than one year of useful life.

Section 1

1.1 The State shall purchase and deliver to the Grantee the equipment identified in Exhibit B, Scope of Services, attached hereto, and be incorporated herein by reference, (hereinafter referred to as "Project Equipment"). The State and the Grantee agree that the Vehicle Identification Number (VIN) of the Project Equipment will be inserted in Exhibit D, Vehicle List, following delivery of the Project Equipment. The estimated cost of the Project Equipment is identified in Exhibit C, Budget, with the actual cost to be determined following the award of bids for the Project Equipment.

1.2 Title to all Project Equipment shall be in the name of the Grantee; provided, however, that in order to secure the complete performance of this VUA, the Grantee shall give the State a security interest in all such equipment at the time of purchase and shall execute financing statements and do all other acts necessary or useful, as decided by the State, to the perfection of that interest and the renewal thereof. In connection with the purchase of any motor vehicle under this VUA, the Grantee shall give the State a security interest in the motor vehicle at the time of purchase and shall take all steps necessary to protect the State's security interest, including taking steps to identify the State as a lien holder of such motor vehicle on the motor vehicle title.

1.3 In the event of termination of this VUA before the useful life benchmark has been met, as defined by the State within the State Management Plan (SMP) and Transit Asset Management (TAM) Plan, of any Project Equipment purchased under this VUA, it is understood and agreed that legal title to such equipment shall be immediately transferred to the State or, at the State's sole discretion, to the State's written designee.

Section 2

2.1 No more than 30 days after receipt of an invoice from the State, or prior to the Project Equipment's being entered into service by the Grantee, whichever is later, the Grantee shall

pay to the State the Agency Match as identified in Exhibit C, Budget. Failure to do so may result in termination of this VUA and reassignment of the Project Equipment to another agency.

2.2 Upon receipt by the Grantee of the Project Equipment, the Grantee shall provide transportation services (hereinafter referred to as the "Project") to seniors and individuals with disabilities as more specifically described in the Grantee's Application to the State and in compliance with FTA §5310 Program Guidelines, FTA Circular 9070.1H and subsequent revisions.

2.3 The Grantee shall coordinate its Project with similar transportation services in its region, with coordination to include vehicle sharing, time-sharing, joint purchase, or consolidation of services, where feasible. Failure to exhibit good-faith efforts to coordinate, as determined by the State upon collaboration with the affected Regional Coordinating Council(s) (RCC), shall constitute an event of default under §7.1.5.

2.4 The Grantee is responsible for all vehicle operating costs, as defined herein. The Grantee further agrees to provide sufficient funds to operate, maintain, and ensure the Project Equipment throughout its useful life.

2.5 The Grantee agrees that the Project Equipment's use and disposition shall conform in every respect to the requirements of the FTA Circular 5010.1F, and subsequent revisions, as well as the most recent SMP, which is hereby incorporated by reference. If during the term of this VUA, any Project Equipment is not used in the manner described, the Grantee shall immediately notify the State and take all steps necessary to immediately transfer the title of the Project Equipment to the State or the State's written designee.

2.5.1 Should the Project Equipment be prematurely withdrawn from appropriate use the Grantee agrees to transfer the vehicle to the State or to an entity designated by the State. Should a transfer not be practicable, such as in the case of a casualty loss, the Grantee shall reimburse the State an amount equivalent to the sum of the federal interest and State interest based on the insurance payment or equivalent. The Grantee may provide equivalent replacement equipment in the event of a casualty loss, with the prior written approval of the State.

2.6 During the full period of this VUA, the Grantee shall maintain the Project Equipment at a high level of cleanliness, safety, and mechanical soundness. The Grantee shall certify that an FTA-compliant maintenance plan that meets or exceeds the minimum preventive maintenance guidelines set forth by the original equipment manufacturer is followed.

2.7 The Grantee shall secure automobile liability insurance commensurate with requirements set forth by the affected RCC(s). At a minimum, coverage shall be for a minimum of $1,000,000 combined single limit coverage to protect itself and the State from claims arising from property damage and personal injury. A copy of the insurance certificate shall be forwarded to the State within 30 days of vehicle delivery. Insurance hereunder shall be affected under the standard form, valid, and enforceable policies issued by insurers authorized to write insurance in the State. The State must be listed as an additional insured and Certificate Holder.

2.8 The Grantee shall implement and carry out a driver training program that meets or exceeds the State's standards, as determined by the State's Rural Transit Assistance Program (RTAP) committee. At the time of execution, the minimum components of training include defensive driving, passenger assistance, and emergency evacuation procedures, with refresher courses for each required at least every three years.

2.9 The Grantee shall not change, add, or remove seating within the vehicle without prior State approval. The Grantee will not change the use of the vehicle or location at which the vehicle is based, as specified within Exhibit B, Scope of Services except in an emergency, without prior approval by the State. In case of an emergency, the Grantee shall notify the State no later than the next working day following the day of the events giving rise to an emergency. Such a change shall be valid for five days; thereafter, the written approval of the State shall be required.

Section 3

3.1 The term of this VUA shall commence on the date it is approved by Governor & Council (hereinafter referred to as the "Effective Date") and shall terminate upon disposition or on the date determined by the State to be the end of the useful life of the Project Equipment.

Section 4

4.1 The Grantee shall comply with all terms and conditions outlined in FTA Circular 9070.1H or as amended. The Grantee shall assume all obligations of a subrecipient as identified in the Circular.

4.1.1 At the State's discretion, the Grantee will be required to submit annual signed FTA Certifications and Assurances and Master Agreement.

4.2 In connection with the performance of the services hereunder, the Grantee shall comply with all laws, regulations, and statutes of federal, state, county, or municipal authorities, which may impose additional obligations or duties upon the Grantee.

4.3 The State will conduct periodic reviews, at its discretion, to ensure compliance with the obligations identified in §4.2. Notable federal requirements include but are not limited to ensuring preventive maintenance is conducted per the Grantee's maintenance plan, developing and/or implementing a Board-approved Title VI (Civil Rights) plan, and ensuring all services are compliant with Americans with Disabilities Act (ADA) guidelines.

Section 5

5.1 The Grantee shall submit to the State a Quarterly Productivity Report on the form and according to the schedule required by the State. The State may require that additional reports be submitted as deemed necessary, such as those designed to enhance RCC activities or ensure FTA compliance.

5.2 **General Transit Feed Specification (GTFS).** As applicable, the Grantee shall generate and keep updated General Transit Feed Specification (GTFS) data and submit related data for reporting to the National Transit Database (NTD) as required. The Grantee shall submit related data to the State upon request.

Section 6

6.1 To the extent necessary in carrying out the Project, the Grantee shall conform its cost accounting practices and standards to those required by 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Super Circular"), which is incorporated herein by reference.

6.2 The Grantee shall permit the State, the Comptroller General of the United States, and the Secretary of the United States Department of Transportation, or their authorized representatives, to inspect all Project Equipment, all transportation services rendered by the Grantee, and all relevant Project data records, as determined by the State, the Comptroller General, and the Secretary of Transportation or their authorized representatives. The Grantee shall also permit the above-named persons to audit the books, records, contracts, and accounts of the Grantee pertaining to the Project.

6.3 Where there is a conflict between the provisions of Section 6 and any other clause in this VUA, the provisions of Section 6 shall prevail.

Section 7

7.1 The State, by written notice to the Grantee at least 30 days prior, shall have the option to terminate this VUA for any of the following reasons:

7.1.1 The Grantee primarily utilizes the vehicle for services other than those that are designed to benefit seniors and individuals with disabilities in accordance with FTA §5310 requirements;

7.1.2 The Grantee utilizes the vehicle for less than 10,000 miles per year for the FTA program purpose;

7.1.3 The Grantee takes any action pertaining to this VUA without the approval of the State, and which under the procedures of this VUA, would have required the approval of the State;

7.1.4 The commencement, prosecution, or timely completion of the Project by the Grantee, is for any reason rendered improbable, impossible, or illegal;

7.1.5 The Grantee shall be found to be in default under any provision of this VUA.

Section 8

8.1 The Grantee hereby covenants and agrees to defend, indemnify, and hold harmless the State from and against any and all losses suffered by the State and from and against all claims, demands, causes of action, losses, and damages asserted by or on behalf of any person or loss of, or damage to any property, sustained or occurring (or which may be claimed to have been sustained or to have occurred) in connection with, as a result of, or pertaining to the operation of the Project hereunder, on account of or based upon the acts, omission, fault, negligence, or misconduct of the Grantee or any person other than the State or its agents, servants, and employees.

8.2 The Grantee hereby covenants and agrees that at all times during the grant term, it will maintain or will ensure that there is in effect statutory workers' compensation and employers' liability insurance for all employees of the Grantee engaged in the operation of the Project hereunder, and in case any such work is sublet, the Grantee shall require the subgrantee similarly to provide such insurance for all employees of the subgrantee.

8.3 Notwithstanding anything to the contrary contained herein, nothing in this VUA is intended to act as a waiver of the sovereign immunity of the State.

Section 9

9.1 The Director of Aeronautics, Rail and Transit of the New Hampshire Department of Transportation, (hereinafter referred to as the Contracting Officer), shall be the representative of the State under the present VUA. In the event of any dispute hereunder, the interpretation of this VUA by the Contracting Officer, and his/her decisions on any dispute, shall be final.

9.2 This VUA may be amended, waived, or discharged only by an instrument in writing signed by the parties hereto.

9.3 No member, officer, or employee of the Grantee during his/her tenure or one year thereafter shall have any interest, direct or indirect, in this VUA or the proceeds thereof.

9.4 Notwithstanding anything in this VUA to the contrary, all obligations of the State hereunder, including without limitation on the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds for this purpose, and in no event shall the State be liable for payments hereunder over such available appropriated funds. In the event of a reduction or termination of these funds, the State shall have the right to terminate this VUA, effective immediately, by giving the Grantee fifteen (15) days' written notice of such termination.

9.5 IN WITNESS WHEREOF the parties hereto have executed this VUA on the day and year first above written.

The New Hampshire Department of Justice and Department of Transportation approved this template for use in the FTA §5310 program.

Grantee

Transport Central

Signature _____ Date: August 26, 2025

William R. Bolton, Jr.
Type or Print Name

Executive Director
Title

State of New Hampshire, Department of Transportation

Signature _____ Date: 10/03/25

Michelle Winters
Type or Print Name

Director of Aeronautics, Rail & Transit
Title

Attorney General

This is to certify that this office has reviewed the above VUA and is approved as to form and execution.

Signature _____ Date: 10/24/25

Meaghan Jepsen
Type or Print Name

Attorney
Title

EXHIBITS TO CONTRACT

Vehicle Use Agreement

EXHIBIT A Special Provisions

EXHIBIT B Scope of Services

EXHIBIT C Budget

Certificate of Good Standing

Certificate of Corporate Vote

Certificate of Insurance

FTA Certifications and Assurances

FTA Master Agreement

501c3

Financial Audit

Board of Directors

Key Personnel Resumes

EXHIBIT A
SPECIAL PROVISIONS

There are no modifications, deletions, or additions to the General Provisions in Form G-1.

EXHIBIT B
SCOPE OF SERVICES

B.1 The Grantee will receive an 8-passenger cutaway bus from Lakes Region Mental Health to be stored at Transport Central, 258 Highland Street, Plymouth NH. The cutaway will be used to provide ADA-accessible transportation services for seniors and individuals with disabilities in the town of Plymouth as detailed within the associated grant application, which is hereby incorporated by reference.

B.2 The Grantee may alter services upon written request and following written approval from the State. Any such alterations must adhere to FTA §5310 requirements.

TRANSPORT CENTRAL
EXHIBIT C
Budget
N/A

C.1 This project is a result of a vehicle transfer from Lakes Region Mental Health to Transport Central and is not subject to FTA or State funding.

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 TRANSPORT CENTRAL is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on December 06, 2006. 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: **568547**

Certificate Number: **0007145974**

IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 1st day of April A.D. 2025.

David M. Scanlan

Secretary of State

Transport Central

Let's go!

Certificate of Vote

The undersigned **Susan Karsten**, Secretary of the Board of **Transport Central**, hereby certifies that at a duly called and convened meeting of the Board of Directors of Transport Central, held on **August 26, 2025**, the following resolution was duly adopted and is now in full force and effect:

RESOLVED, that **William R. Bolton, Jr., Executive Director and Board Vice Chair** is hereby authorized to act as the duly authorized signatory for the purpose of executing all documents and instruments necessary to effect the transfer of vehicles on behalf of Transport Central.

The undersigned further certifies that the foregoing resolution has not been modified, rescinded, or revoked and remains in full force and effect as of the date hereof.

This authority remains valid for thirty (30) days from the date of this resolution.

IN WITNESS WHEREOF, the undersigned has executed this Certificate as of **August 26, 2025**.

Susan Karsten
Secretary, Board of Directors
Transport Central

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 08/25/2025

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

PRODUCER E & S Insurance Services LLC 21 Meadowbrook Lane P O Box 7425 Gilford NH 03247-7425	**CONTACT NAME:** Fairley Kenneally **PHONE (A/C, No, Ext):** (603) 293-2791 **FAX (A/C, No):** (603) 293-7188 **E-MAIL ADDRESS:** fairley@esinsurance.net
INSURED Transport Central P O Box 855 Plymouth NH 03264	**INSURER(S) AFFORDING COVERAGE** / **NAIC #** **INSURER A:** United States Liability Insurance Co **INSURER B:** Technology Insurance Co 42376 **INSURER C:** United Financial Casualty Company 11770 **INSURER D:** **INSURER E:** **INSURER F:**

COVERAGES **CERTIFICATE NUMBER:** 25-26 **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: [ ] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:			NPP2565918G	07/01/2025	07/01/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 3,000,000 $ Included
C	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] HIRED AUTOS ONLY [X] SCHEDULED AUTOS [ ] NON-OWNED AUTOS ONLY			862128253	08/25/2025	08/25/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
	[ ] UMBRELLA LIAB [ ] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $						EACH OCCURRENCE AGGREGATE	$ $
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N: Y If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		TARNH1048448-03	03/22/2025	03/22/2026	[X] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 500,000 $ 500,000 $ 500,000
A	Professional Liability PL Abuse			NPP2565918G	07/01/2025	07/01/2026	PL EachIncident PL Aggregate Abuse Aggregate	$1,000,000 $3,000,000 $1,000,000

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

CERTIFICATE HOLDER

NH Department of Transportation
7 Hazen Drive
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

Fairley Kenneally

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FEDERAL FISCAL YEAR 2024 CERTIFICATIONS AND ASSURANCES FOR FTA ASSISTANCE PROGRAMS

(Signature pages alternate to providing Certifications and Assurances in TrAMS.)

Name of Applicant: TRANSPORT CENTRAL

The Applicant certifies to the applicable provisions of all categories: (*check here*) ✓.

Or,

The Applicant certifies to the applicable provisions of the categories it has selected:

Category		Certification
01	Certifications and Assurances Required of Every Applicant	
02	Public Transportation Agency Safety Plans	
03	Tax Liability and Felony Convictions	
04	Lobbying	
05	Private Sector Protections	
06	Transit Asset Management Plan	
07	Rolling Stock Buy America Reviews and Bus Testing	
08	Urbanized Area Formula Grants Program	
09	Formula Grants for Rural Areas	
10	Fixed Guideway Capital Investment Grants and the Expedited Project Delivery for Capital Investment Grants Pilot Program	
11	Grants for Buses and Bus Facilities and Low or No Emission Vehicle Deployment Grant Programs	

12	Enhanced Mobility of Seniors and Individuals with Disabilities Programs	
13	State of Good Repair Grants	
14	Infrastructure Finance Programs	
15	Alcohol and Controlled Substances Testing	
16	Rail Safety Training and Oversight	
17	Demand Responsive Service	
18	Interest and Financing Costs	
19	Cybersecurity Certification for Rail Rolling Stock and Operations	
20	Tribal Transit Programs	
21	Emergency Relief Program	

CERTIFICATIONS AND ASSURANCES SIGNATURE PAGE

AFFIRMATION OF APPLICANT

Name of the Applicant: TRANSPORT CENTRAL

BY SIGNING BELOW, on behalf of the Applicant, I declare that it has duly authorized me to make these Certifications and Assurances and bind its compliance. Thus, it agrees to comply with all federal laws, regulations, and requirements, follow applicable federal guidance, and comply with the Certifications and Assurances as indicated on the foregoing page applicable to each application its Authorized Representative makes to the Federal Transit Administration (FTA) in the federal fiscal year, irrespective of whether the individual that acted on his or her Applicant's behalf continues to represent it.

The Certifications and Assurances the Applicant selects apply to each Award for which it now seeks, or may later seek federal assistance to be awarded by FTA during the federal fiscal year.

The Applicant affirms the truthfulness and accuracy of the Certifications and Assurances it has selected in the statements submitted with this document and any other submission made to FTA, and acknowledges that the Program Fraud Civil Remedies Act of 1986, 31 U.S.C. § 3801 *et seq.*, and implementing U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR part 31, apply to any certification, assurance or submission made to FTA. The criminal provisions of 18 U.S.C. § 1001 apply to any certification, assurance, or submission made in connection with a federal public transportation program authorized by 49 U.S.C. chapter 53 or any other statute

In signing this document, I declare under penalties of perjury that the foregoing Certifications and Assurances, and any other statements made by me on behalf of the Applicant are true and accurate.

Signature Date: August 26, 2025

Name William R. Bolton, Jr. Authorized Representative of Applicant

FFY 2025 MASTER AGREEMENT

ACKNOWLEDGEMENT OF RECEIPT

The Federal Transit Administration (FTA) Federal Fiscal Year 2025 Master Agreement requires recipients and subrecipients to comply with the requirements contained in the agreement in order to receive Federal funds. The language contained in the Master Agreement must be incorporated into the administration of the agreement my agency has with the New Hampshire Department of Transportation (NHDOT).

I acknowledge receipt of the FFY 2025 Federal Transit Administration (FTA) Master Agreement and understand this agreement is referred to in my agency's agreement with NHDOT by reference. The Master Agreement remains in force for the term of the agreement.

TRANSPORT CENTRAL	August 26, 2025
Name of Agency	Date
William R. Bolton, Jr.	
Name of Authorized Official	Signature

NONPROFIT COVER SHEET

A. Entity Name: TRANSPORT CENTRAL

B. Entity's Contact Information:

For Records Requests (e.g., resumes of key personnel; audited financial statements):

Name / Phone / Email: Rafah Templeton / 603 254 5261 / rafah@transportcentral.org

Person responsible for Accuracy and Completeness of information provided:

Name: William R. Bolton, Jr. Title: Executive Director

Signature:

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
David Scerra (Chair / Treasurer)	Owner/Manager, Beech Hill Group LLC
William R. Bolton, Jr. (Vice Chair)	State Legislator, New Hampshire
Susan Karsten (Secretary)	Retired Chief Negotiator, Moultonborough Teachers' Assoc.
Shaughn Bolton (Member)	Founder, Marjorie Stokes Environmental Scholarship, PSU
Pamela Scerra (Member)	Dental Hygienist, Plymouth Main St. Dental
Julie Bernier (Member)	Professor, PSU & Board Secretary, SMH

D. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached)**:**

Name	Role	Annual Salary	Amount Paid From This Contract
William R. Bolton, Jr.	Executive Director	$15,793.92	$0

DISCLOSURE OF LEGAL ACTIVITIES INVOLVING THE STATE OF NEW HAMPSHIRE OR ANOTHER GOVERNMENT ENTITY

E. Check one of the following:

[✓] The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**

[ ] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).

_____

_____

_____

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

[✓] is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (** see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**

[ ] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**

[ ] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

** Note: Attached screen shot from the DOJ Registered Charities List found at:

https://mm.nh.gov/files/uploads/doj/remote-docs/registered-charities.pdf

FINANCIAL DISCLOSURES

G. Check one the following:

[ ] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) **OR**

[✓] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**

[ ] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization's most recently completed fiscal year:

1. INCOME STATEMENT

	Revenue		Expenses
Grants	$	*Compensation of officers, directors, and key personnel*	$
Donations	$		
Program Services Revenue	$	*Other salaries & wages*	$
Interest & Dividends	$	*Payroll taxes & employee benefits*	$
All other Revenue	$	*Occupancy, rent, utilities, and insurance*	$
Total Revenue	$	*Printing, publications, postage, office supplies, and IT*	$
		All other expenses	$
		Total Expenses	$

2. BALANCE SHEET

Assets		Liabilities	
Cash & Equivalents	$	*Accounts Payable*	$
Investments	$	*Loans Payable*	$
Real Estate (less any depreciation)	$	*All other liabilities*	$
		Total Liabilities	$
Other Property & Equipment (less any depreciation)	$		
Pledges, grants, accounts receivable	$		
All other assets	$		
Total Assets	$		

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date:
AUG 15 2012

TRANSPORT CENTRAL
PO BOX 855
PLYMOUTH, NH 03264

Employer Identification Number:
20-8463821
DLN:
17053166428002
Contact Person:
DAVID A DOEKER ID# 31168
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
May 17, 2012
Contribution Deductibility:
Yes
Addendum Applies:
Yes

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

TRANSPORT CENTRAL

Sincerely,

Holly O. Paz

Holly O. Paz
Director, Exempt Organizations
Rulings and Agreements

Enclosure: Publication 4221-PC

TRANSPORT CENTRAL

We approved your request for reinstatement under Notice 2011-44 and you agreed to the postmark date of your application as the effective date for reinstatement.

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public Inspection

A For the 2024 calendar year, or tax year beginning 7/01 , 2024, and ending 6/30 , 20 2025

B Check if applicable:
- [ ] Address change
- [ ] Name change
- [ ] Initial return
- [ ] Final return/terminated
- [ ] Amended return
- [ ] Application pending

C
TRANSPORT CENTRAL
258 HIGHLAND STREET
PLYMOUTH, NH 03264

D Employer identification number: 20-8463821

E Telephone number: (855) 654-3200

G Gross receipts $ 224,003.

F Name and address of principal officer: DAVID SCERRA
SAME AS C ABOVE

H(a) Is this a group return for subordinates? [ ] Yes [X] No

H(b) Are all subordinates included? [ ] Yes [ ] No
If "No," attach a list. See instructions.

I Tax-exempt status: [X] 501(c)(3) [ ] 501(c) ( ) (insert no.) [ ] 4947(a)(1) or [ ] 527

J Website: WWW.TRANSPORTCENTRAL.ORG

H(c) Group exemption number

K Form of organization: [X] Corporation [ ] Trust [ ] Association [ ] Other

L Year of formation:

M State of legal domicile:

Part I Summary

1 Briefly describe the organization's mission or most significant activities: PROVIDING RIDES TO MEDICAL APPOINTMENTS

2 Check this box [ ] if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	8
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	0
5	Total number of individuals employed in calendar year 2024 (Part V, line 2a)	5	4
6	Total number of volunteers (estimate if necessary)	6	0
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.

		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	242,684.	171,377.
9	Program service revenue (Part VIII, line 2g)		
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	4,629.	4,528.
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		48,098.
12	Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12)	247,313.	224,003.
13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)		
14	Benefits paid to or for members (Part IX, column (A), line 4)		
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	83,591.	105,553.
16a	Professional fundraising fees (Part IX, column (A), line 11e)		
b	Total fundraising expenses (Part IX, column (D), line 25) 100.		
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	126,348.	132,475.
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	209,939.	238,028.
19	Revenue less expenses. Subtract line 18 from line 12	37,374.	-14,025.

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	200,496.	186,840.
21	Total liabilities (Part X, line 26)	1,493.	1,862.
22	Net assets or fund balances. Subtract line 21 from line 20	199,003.	184,978.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer — Date

DAVID SCERRA — TREASURER

Type or print name and title

Paid Preparer Use Only

Preparer's name	Preparer's signature	Date	Check [ ] if self-employed	PTIN
DERISTHE D OCONNELL, E.A.	DERISTHE D OCONNELL, E.A.			P01329625

Firm's name: CYNTHIA M DUSSAULT, LLC
Firm's address: 60 LANGDON ST, PLYMOUTH, NH 03264
Firm's EIN: 20-5754859
Phone no. 6035367671

May the IRS discuss this return with the preparer shown above? See instructions [X] Yes [ ] No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III ☐

1 Briefly describe the organization's mission:

PROVIDING RIDES TO MEDICAL APPOINTMENTS

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ 224,964. including grants of $) (Revenue $)

RIDES TO MEDICAL APPOINTMENTS FOR MEDICAID RECIPIENTS
1,011 TRIPS, 44,063 MILES

4b (Code:) (Expenses $ including grants of $) (Revenue $)

RIDES TO MEDICAL APPOINTMENTS FOR THE ELDERLY AND DISABLED
1,917 TRIPS, 93,866 MILES

4c (Code:) (Expenses $ including grants of $) (Revenue $)

RIDES TO MEDICAL APPOINTMENTS FOR VETERANS
6 TRIPS, 381 MILES

4d Other program services (Describe on Schedule O.)
(Expenses $ including grants of $) (Revenue $)

4e Total program service expenses 224,964.

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	X	
2	Is the organization required to complete *Schedule B, Schedule of Contributors*? See instructions	2	X	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		X
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		X
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? *If "Yes," complete Schedule C, Part III*	5		X
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		X
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		X
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? *If "Yes," complete Schedule D, Part V*	10		X
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a		X
b	Did the organization report an amount for investments – other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		X
c	Did the organization report an amount for investments – program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		X
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		X
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e	X	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f		X
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a		X
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		X
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		X
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b		X
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		X
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16		X
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I.* See instructions	17		X
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		X
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19	X	
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		X
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21		X

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		X
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23		X
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		X
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		X
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		X
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		X
28	Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		X
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		X
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		X
29	Did the organization receive more than $25,000 in noncash contributions? *If "Yes," complete Schedule M*	29		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33		X
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		X
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		X
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		X
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note:** All Form 990 filers are required to complete Schedule O	38	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	1		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c X	

Part V **Statements Regarding Other IRS Filings and Tax Compliance** *(continued)*

			Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return. 2a 4			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b		X
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?	3a		X
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*	3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		X
b	If "Yes," enter the name of the foreign country			
	See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).	5a		X
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5b		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5c		
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	6a		X
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6b		
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			
7	**Organizations that may receive deductible contributions under section 170(c).**			
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?	7a		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		X
d	If "Yes," indicate the number of Forms 8282 filed during the year 7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9	**Sponsoring organizations maintaining donor advised funds.**			
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10	**Section 501(c)(7) organizations.** Enter:			
a	Initiation fees and capital contributions included on Part VIII, line 12 10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b			
11	**Section 501(c)(12) organizations.** Enter:			
a	Gross income from members or shareholders 11a			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.) 11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**			
a	Is the organization licensed to issue qualified health plans in more than one state?	13a		
	Note: See the instructions for additional information the organization must report on Schedule O.			
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans 13b			
c	Enter the amount of reserves on hand 13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		X
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O*	14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15		X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		X
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person, engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	17		

Part VI Governance, Management, and Disclosure. *For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI X

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year ..... If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	1a	8		
b	Enter the number of voting members included on line 1a, above, who are independent	1b			
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2			X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3			X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5			X
6	Did the organization have members or stockholders?	6			X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b			X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a			X
b	Each committee with authority to act on behalf of the governing body?	8b			X
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O*	9			X

Section B. Policies *(This Section B requests information about policies not required by the Internal Revenue Code.)*

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		X
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a		X
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990. SEE SCHEDULE O			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a		X
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b		
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done*	12c		
13	Did the organization have a written whistleblower policy?	13		X
14	Did the organization have a written document retention and destruction policy?	14		X
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a		X
b	Other officers or key employees of the organization	15b		X
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		X
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed NH

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☐ Upon request ☐ Other *(explain on Schedule O)*

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year. SEE SCHEDULE O

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

DAVID SCERRA 258 HIGHLAND STREET PLYMOUTH NH 03264 (855) 654-3200

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII. ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) WILLIAM BOLTON	10									
VICE CHAIR	0			X				15,452.	0.	0.
(2) PAMELA SCERRA	10									
MEMBER	0	X						0.	0.	0.
(3) SHAUGHN BOLTON	8									
MEMBER	0	X						0.	0.	0.
(4) JULIE BERNIER	6									
MEMBER	0	X						0.	0.	0.
(5) STEVE WHITMAN	4									
MEMBER	0	X						0.	0.	0.
(6) DAVID SCERRA	10									
TREASURER	0			X				0.	0.	0.
(7) SHERYL SHIRLEY	10									
CHAIRMAN	0			X				0.	0.	0.
(8) SUSAN KARSTEN	10									
SECRETARY	0			X				0.	0.	0.
(9)										
(10)										
(11)										
(12)										
(13)										
(14)										

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15)										
(16)										
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Subtotal								15,452.	0.	0.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								15,452.	0.	0.

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization 0

		Yes	No
3 Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	3		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	4		X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*	5		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization 0

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants, and Other Similar Amounts	1a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c				
	d Related organizations	1d				
	e Government grants (contributions)	1e				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	171,377.			
	g Noncash contributions included in lines 1a-1f	1g				
	h **Total.** Add lines 1a-1f		171,377.			
Program Service Revenue		Business Code				
	2a					
	b					
	c					
	d					
	e					
	f All other program service revenue					
	g **Total.** Add lines 2a-2f					
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		4,528.			4,528.
	4 Income from investment of tax-exempt bond proceeds					
	5 Royalties					
		(i) Real	(ii) Personal			
	6a Gross rents 6a					
	b Less: rental expenses 6b					
	c Rental income or (loss) 6c					
	d Net rental income or (loss)					
		(i) Securities	(ii) Other			
	7a Gross amount from sales of assets other than inventory 7a					
	b Less: cost or other basis and sales expenses 7b					
	c Gain or (loss) 7c					
	d Net gain or (loss)					
	8a Gross income from fundraising events (not including $ _____ of contributions reported on line 1c). See Part IV, line 18 8a					
	b Less: direct expenses 8b					
	c Net income or (loss) from fundraising events					
	9a Gross income from gaming activities. See Part IV, line 19 9a	48,098.				
	b Less: direct expenses 9b					
	c Net income or (loss) from gaming activities		48,098.	48,098.		
	10a Gross sales of inventory, less returns and allowances 10a					
	b Less: cost of goods sold 10b					
	c Net income or (loss) from sales of inventory					
Miscellaneous Revenue		Business Code				
	11a					
	b					
	c					
	d All other revenue					
	e **Total.** Add lines 11a-11d					
	12 **Total revenue.** See instructions		224,003.	48,098.	0.	4,528.

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	15,452.	15,452.	0.	0.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0.	0.	0.	0.
7 Other salaries and wages	82,545.	82,545.		
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes	7,556.	7,556.		
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	5,203.	5,203.		
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)				
12 Advertising and promotion	577.	577.		
13 Office expenses	4,516.	2,715.	1,801.	
14 Information technology				
15 Royalties				
16 Occupancy	9,268.		9,268.	
17 Travel	94,995.	94,995.		
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance	1,787.		1,787.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a TRANSPORT SUPPLIES	5,294.	5,294.		
b GAS CARDS FOR VOLUNTEERS	3,200.	3,200.		
c DRIVERS APPRECIATION DAY	2,544.	2,544.		
d DUES AND SUBSCRIPTIONS	1,477.	1,477.		
e All other expenses	3,614.	3,406.	108.	100.
25 Total functional expenses. Add lines 1 through 24e	238,028.	224,964.	12,964.	100.
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X ☐

			(A) Beginning of year		(B) End of year
Assets	1	Cash – non-interest-bearing	180,934.	1	166,630.
	2	Savings and temporary cash investments		2	
	3	Pledges and grants receivable, net	14,411.	3	15,037.
	4	Accounts receivable, net		4	
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges	5,150.	9	5,171.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D — 10a			
	b	Less: accumulated depreciation — 10b		10c	
	11	Investments – publicly traded securities		11	
	12	Investments – other securities. See Part IV, line 11		12	
	13	Investments – program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11	1.	15	2.
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)	200,496.	16	186,840.
Liabilities	17	Accounts payable and accrued expenses		17	
	18	Grants payable		18	
	19	Deferred revenue		19	
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	1,493.	25	1,862.
	26	**Total liabilities.** Add lines 17 through 25	1,493.	26	1,862.
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here ☐ and complete lines 27, 28, 32, and 33.**			
	27	Net assets without donor restrictions		27	
	28	Net assets with donor restrictions		28	
		Organizations that do not follow FASB ASC 958, check here ☒ and complete lines 29 through 33.			
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds	199,003.	31	184,978.
	32	Total net assets or fund balances	199,003.	32	184,978.
	33	Total liabilities and net assets/fund balances	200,496.	33	186,840.

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	224,003.
2	Total expenses (must equal Part IX, column (A), line 25)	2	238,028
3	Revenue less expenses. Subtract line 2 from line 1	3	-14,025
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	199,003.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	184,978.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII ☐

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____			
	If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a	X	
	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both. ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b		X
	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c		X
	If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a		X
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b		

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public Inspection

Name of the organization	Employer identification number
TRANSPORT CENTRAL	20-8463821

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)

6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____

10 ☐ An organization that normally receives (1) more than 33-1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33-1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)

11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**

12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**

b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**

c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**

d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**

e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations . . . . . .

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document? Yes	(iv) No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	200,003.	180,964.	193,499.	242,684.	171,377.	988,527.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0.
3 The value of services or facilities furnished by a governmental unit to the organization without charge						0.
4 **Total.** Add lines 1 through 3	200,003.	180,964.	193,499.	242,684.	171,377.	988,527.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						0.
6 **Public support.** Subtract line 5 from line 4						988,527.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
7 Amounts from line 4	200,003.	180,964.	193,499.	242,684.	171,377.	988,527.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources				4,629.	4,528.	9,157.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						0.
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						0.
11 **Total support.** Add lines 7 through 10						997,684.

12 Gross receipts from related activities, etc. (see instructions) 12 0.

13 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2024 (line 6, column (f), divided by line 11, column (f)) 14 99.08 %

15 Public support percentage from 2023 Schedule A, Part II, line 14 15 99.54 %

16a **33-1/3% support test—2024.** If the organization did not check the box on line 13, and line 14 is 33-1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☒

b **33-1/3% support test—2023.** If the organization did not check a box on line 13 or 16a, and line 15 is 33-1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

17a **10%-facts-and-circumstances test—2024.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

b **10%-facts-and-circumstances test—2023.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513.						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 **Total support.** (Add lines 9, 10c, 11, and 12.)						

14 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2024 (line 8, column (f), divided by line 13, column (f))	15	%
16	Public support percentage from 2023 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2024** (line 10c, column (f), divided by line 13, column (f))	17	%
18	Investment income percentage from **2023** Schedule A, Part III, line 17	18	%

19a **33-1/3% support tests—2024.** If the organization did not check the box on line 14, and line 15 is more than 33-1/3%, and line 17 is not more than 33-1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

b **33-1/3% support tests—2023.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33-1/3%, and line 18 is not more than 33-1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in* ***Part VI*** *how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in* ***Part VI*** *how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in* ***Part VI*** *when and how the organization made the determination.*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in* ***Part VI*** *what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in* ***Part VI*** *how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in* ***Part VI*** *what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in* ***Part VI,*** *including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	5a		
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in* ***Part VI.***	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990).*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in* ***Part VI.***	9a		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in* ***Part VI.***	9b		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in* ***Part VI.***	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*	10a		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)*	10b		

Part IV Supporting Organizations *(continued)*

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	11a	
b	A family member of a person described on line 11a above?	11b	
c	A 35% controlled entity of a person described on line 11a or 11b above? *If "Yes" to line 11a, 11b, or 11c, provide detail in* **Part VI.**	11c	

Section B. Type I Supporting Organizations

		Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? *If "No," describe in* **Part VI** *how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	1	
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in* **Part VI** *how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.*	2	

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in* **Part VI** *how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).*	1	

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1	
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s), or (ii) serving on the governing body of a supported organization? *If "No," explain in* **Part VI** *how the organization maintained a close and continuous working relationship with the supported organization(s).*	2	
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in* **Part VI** *the role the organization's supported organizations played in this regard.*	3	

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the year* ***(see instructions).***

a ☐ The organization satisfied the Activities Test. *Complete* ***line 2*** *below.*

b ☐ The organization is the parent of each of its supported organizations. *Complete* ***line 3*** *below.*

c ☐ The organization supported a governmental entity. *Describe in* **Part VI** *how you supported a governmental entity (see instructions).*

		Yes	No
2	Activities Test. ***Answer lines 2a and 2b below.***		
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* **Part VI identify those supported organizations and explain** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	2a	
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* **Part VI** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	2b	
3	Parent of Supported Organizations. ***Answer lines 3a and 3b below.***		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No," provide details in* **Part VI.**	3a	
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its *supported organizations? If "Yes," describe in* **Part VI** *the role played by the organization in this regard.*	3b	

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A – Adjusted Net Income

			(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1		
2	Recoveries of prior-year distributions	2		
3	Other gross income (see instructions)	3		
4	Add lines 1 through 3.	4		
5	Depreciation and depletion	5		
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7	Other expenses (see instructions)	7		
8	**Adjusted Net Income** (subtract lines 5, 6, and 7 from line 4)	8		

Section B – Minimum Asset Amount

			(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a	Average monthly value of securities	1a		
b	Average monthly cash balances	1b		
c	Fair market value of other non-exempt-use assets	1c		
d	**Total** (add lines 1a, 1b, and 1c)	1d		
e	**Discount** claimed for blockage or other factors *(explain in detail in **Part VI**)*:			
2	Acquisition indebtedness applicable to non-exempt-use assets	2		
3	Subtract line 2 from line 1d.	3		
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 0.035.	6		
7	Recoveries of prior-year distributions	7		
8	**Minimum Asset Amount** (add line 7 to line 6)	8		

Section C – Distributable Amount

				Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1		
2	Enter 0.85 of line 1.	2		
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4	Enter greater of line 2 or line 3.	4		
5	Income tax imposed in prior year	5		
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations *(continued)*

Section D — Distributions		**Current Year**
1 Amounts paid to supported organizations to accomplish exempt purposes	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (prior IRS approval required — *provide details in* ***Part VI***)	5	
6 Other distributions (describe in ***Part VI***). See instructions.	6	
7 **Total annual distributions.** Add lines 1 through 6.	7	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in **Part VI**). See instructions.	8	
9 Distributable amount for 2024 from Section C, line 6	9	
10 Line 8 amount divided by line 9 amount	10	

Section E — Distribution Allocations (see instructions)	**(i) Excess Distributions**	**(ii) Underdistributions Pre-2024**	**(iii) Distributable Amount for 2024**
1 Distributable amount for 2024 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2024 (reasonable cause required — *explain in* ***Part VI***). See instructions.			
3 Excess distributions carryover, if any, to 2024			
a From 2019			
b From 2020			
c From 2021			
d From 2022			
e From 2023			
f **Total** of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2024 distributable amount			
i Carryover from 2019 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2024 from Section D, line 7: $			
a Applied to underdistributions of prior years			
b Applied to 2024 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2024, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* ***Part VI***. See instructions.			
6 Remaining underdistributions for 2024. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* ***Part VI***. See instructions.			
7 **Excess distributions carryover to 2025.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2020			
b Excess from 2021			
c Excess from 2022			
d Excess from 2023			
e Excess from 2024			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Transport Central Board Members FY 2026

Chair *David Scerra* [redacted]

Vice Chair

William Bolton [redacted]
bill@transportcentral.org
[redacted]

Treasurer: *David Scerra* [redacted]

Secretary:

Susan Karsten [redacted]

Members

Shaughn Bolton [redacted]

Pamela Scerra [redacted]

Julie Bernier [redacted]
jnbernier@plymouth.edu
[redacted]

Executive Director

William Bolton [redacted]
bill@transportcentral.org
[redacted]

Transport Central Key Personnel

William R. Bolton, Jr.
$15,793.92
0% of the agreement pays this salary

William R. Bolton, Jr.

Experience

2021-present **Transport Central** **Plymouth, NH**

Executive Director

Hired as a quarter-time Executive Director of a non-emergency medical transportation nonprofit called Transport Central, based in Plymouth, NH. Supervised the two part-time staff, administered federal grants, pursued and acquired several community grants, recruited volunteer drivers, and rebuilt a 7-member Board of Directors that oversees the direction and viability of this non-profit.

2008–2019 **National Association for Public Health Statistics and Information Systems (NAPHSIS)** **Silver Spring, MD**

STEVE Implementation Manager

Hired as an independent contractor for a national organization, NAPHSIS, to perform the duties of the STEVE Implementation Manager position for the national rollout of a suite of software named STEVE (State and Territorial Exchange of Vital Events). STEVE was initially developed as a point-to-point messaging application that securely shares vital records data with all other state and territorial Vital Records jurisdictions as well as with the National Center for Health Statistics. As Implementation Manager, I coordinate the activities of State IT staff, State business staff and software developers/installers. Near-complete implementation occurred December, 2015, and the STEVE software went into maintenance mode until its redevelopment in July, 2016. Current responsibilities include working with jurisdictions and the vendor in providing customer support, troubleshooting outages and identifying software bugs. Provide historic, programmatic subject matter knowledge to the NAPHSIS Project Manager assigned to oversee the STEVE project.

2013–2015 **ManTech International Corporation** **Falls Church, VA**

Subject Matter Specialist

Provided subject matter specialist work for ManTech International by performing work under the direction of a ManTech project manager. Provided management and analytical work on the Connecticut and Tennessee Vital Records projects being developed by ManTech. Worked with the customers from each jurisdiction to determine requirements, document said requirements, implement the requirements using any tools dictated by ManTech, provide testing services of the requirements, and provide support to the customer.

2013–2015 **State of Maine, Office of Information Technology** **Augusta, ME**

Program Manager

Acted as the STEVE and EVVE (Electronic Verification of Vital Events) Implementation Coordinator for Maine's Office of Information Technology.

Coordinated all aspects for implementing two electronic systems in Maine for the Vital Records office. The two electronic systems were the NAPHSIS EVVE and STEVE software. Implementation included vetting both STEVE and EVVE through Maine's IT software review committee, and then working with the IT group assigned to Maine's DHHS group to install the software. Performed accessibility tests on both software and worked with the developer (SMS) to make software corrections in order to satisfy the rigorous Maine requirements for software usage by visually impaired users. Trained the Vital Records staff in the use of the software.

1999–2008 **Division of Vital Records Administration**
New Hampshire Department of State **Concord, NH**

State Registrar and Director, Division of Vital Records Administration

Acted as the State Registrar and Director, and managed the expenditures and staff of the Division. The position also carried the title and accountabilities of "Information Technology Manager I".

Assured coordination and provided leadership and project management for the development and maintenance of several statewide, web-based vital record software projects, including the "New Hampshire Vital Records Information Network" (NHVRIN) and NHVRINweb. NHVRIN is an n-tiered software product developed with a Microsoft .NET front end and an Oracle backend database. NHVRINweb is the first web-based data query software tool that provides registered users with real-time access to a jurisdiction's vital events – births, deaths, marriages and divorces, while assuring small cell suppression. NHVRIN and NHVRINweb are still in use today.

Worked with provider groups (city and town clerks, hospital health information staff, funeral directors, physicians and other agencies within the state) to provide training sessions and develop a strategic plan for the rollout of automated software and obtain buy-in from these groups in both accepting and using the Division's technologies.

Implemented the first ever state-wide broadband network consisting of all of New Hampshire's 234 incorporated cities and towns.

Managed several grants with our federal stakeholders and contractors (including, but not limited to the Social Security Administration, National Center for Health Statistics and Bureau of Labor Standards) to assure that contract deliverables are met and data quality requirements are maintained. Oversaw the collection of revenues and the expenditure from the state's Vital Records Improvement Fund. The VRIF was established to develop technology and provide for the preservation of records of the state and local Registrars.

Pursued legislation to clarify New Hampshire laws pertaining to Vital Records registration and data dissemination.

1997–1999 **Office of Health Management, NH DHHS** **Concord, NH**

Chief, Health Services Planning and Review Board

Acted as a liaison between the Department and a Governor and Council appointed Board relative to the introduction of Health Facility projects and purchase of Major Medical Equipment throughout New Hampshire.

Explained and presented agenda items at public Board meetings, reviewed staff analyses of projects, supplied clarifying information and provided testimony before the legislature.

1984–1997 Public Health Laboratories, OHM, DHHS Concord, NH

Program Manager/Supervisor, Microbiology Section

Managed a section of the Public Health Laboratories consisting of 12 employees in 3 Units – Clinical Microbiology, Environmental Microbiology and Mycobacteriology. Supervised the three Unit Supervisors of that section.

Coordinated a project to establish a networked laboratory database management system.

1978–1984 Public Health Laboratories, OHM, DHHS Concord, NH

In four years, I received several promotions, all with increased responsibility. Initially hired as a Lab Scientist, I circulated through many units of the Public Health Laboratories and performed testing in the areas of clinical microbiology, streptococcus screening, mycology, childhood metabolic screening (PKU), rabies, paralytic shellfish poisoning and syphilis serology; ultimately becoming a supervisor of the Microbiology Unit of the Public Health Laboratories.

Education

1970–1975	American University	Washington, DC
	Fairleigh Dickinson University	Madison NJ
	Degree Earned: BS Degree in Biology with a Marine Biology option	
1976–1977	University of Florida	Gainesville, FL
	Pursued master's degree in environmental engineering	

Accreditation

Certified Public Manager

Professional Memberships

- National Association for Public Health Statistics and Information Systems
- American Public Health Association
- NH Public Health Association

Town & Municipal Engagements

2012 – Present: Town of Plymouth Selectman (elected position)
2012 – Present: Cemetery Trustee (elected position)
2014 – Present: Pemigewasset River Local Advisory Committee – Current Chair
2014 – Present: Plymouth Energy Commission – Select Board Representative
2011 – Present: Friends of the Pemi, Livermore Falls Chapter
2014 – Present: Plymouth Planning Board – Select Board Representative
2016 – Airport Master Plan Committee

Volunteer Work

Sponsorship Committee Chair – "Keep the Heat On" Plymouth Area Community Closet
Producer – The Educational Theatre Collaborative

References

Furnished upon request