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STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR BEHAVIORAL HEALTH

Lori A. Weaver
Commissioner

Katja S. Fox
Director

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January 9, 2026

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

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to enter into a **Sole Source** amendment to an existing contract with Waypoint (VC#177166), Manchester, NH to add funding and modify scope for the continued provision of Continuum of Care housing services, by exercising a contract renewal option by increasing the price limitation by $252,820 from $2,594,259 to $2,847,079 and extending the completion date from May 31, 2027 to June 30, 2028, effective upon Governor and Council approval. 100% Federal Funds.

The original contract was approved by Governor and Council on May 31, 2023, item #17, and amended on October 30, 2024, item #9.

Funds are available in the following accounts for State Fiscal Years 2026 and 2027, and are anticipated to be available in State Fiscal Year 2028, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

See attached fiscal details.

EXPLANATION

This request is to exercise a contract renewal option, add funding, and modify scope for the continued provision of Continuum of Care housing services as further described below. This request is **Sole Source** because MOP 150 requires all amendments to agreements originally approved as sole source to be identified as sole source. Federal regulations require all procurement efforts for these services to be directed by the U.S. Department of Housing and Urban Development (HUD) through an annual Continuum of Care competitive application process. The Department must contract with the vendor selected as a result of this HUD process.

The purpose of this request is to add funding as awarded by HUD to support the Contractor's continued delivery of five (5) Continuum of Care housing projects and the Emergency Solutions Grant. The additional funding is the result of the Consolidated Appropriations Act, 2024, which authorizes HUD to make reasonable cost of living adjustments to renewal amounts to help afford increasing costs of operations due to inflation. This amendment is also to make minor scope modifications to reflect updated HUD language.

Approximately 25 households will receive housing services, supportive services and case management, approximately 200 individuals will be served through Coordinated Entry at any

given time annually, and approximately 200 youth and young adults will be served through the Youth Homelessness Demonstration Program–Youth Navigator program at any given time annually.

The Contractor will continue to provide a housing services continuum of care project that includes the following projects:

- Coordinated Entry (CE) services that ensure the implementation, and daily operation, of a structured system, in accordance with CoC Program rules, for admitting, prioritizing, and assessing the housing, supportive services and case management needs of project participants.
- Rapid Re-Housing (RRH) services that deliver rental assistance, supportive services and collaborative case management to individuals, youth, and families who are experiencing homelessness.
- Rapid Re-Housing - Youth (RRHY) services that provide short-term (up to three (3) months) and medium term (four (4) to thirty-six (36) months) tenant-based rental assistance and supportive services to young adults ages 18-24 at project entry, as defined by HUD.
- Host Homes for Youth Homelessness Demonstration Program (YHDP) services that housing services to young adults between the ages of 18-24, at the time of entry, as defined by HUD.
- Youth Homelessness Demonstration Program – Youth Navigator (YHDPYN) services that deliver supportive services to young adults ages 18-24 at project entry, as defined by HUD.

Additionally, the Contractor will continue to provide an Emergency Solutions Grant program by offering the Street Outreach Program, which includes client outreach and engagement, case management and transportation services. Overall, the Contractor works to maximize each participant's ability to live more independently by providing connections to community and mainstream services.

The Department will continue to monitor services by reviewing annual reports provided by the Contractor and conducting annual reviews related to compliance with administrative rules and contractual requirements.

As referenced in Exhibit A, Revisions to Standard Agreement Provisions, of the original agreement, the parties have the option to extend the agreement for up to four (4) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval. The Department is exercising its option to renew services for one (one) year and one (1) month of the four (4) years available.

Should the Governor and Council not authorize this request, the Contractor will not receive additional funding, as awarded by HUD, to support cost of living adjustments, and the contract scope will not reflect current HUD language, which may result in fewer permanent housing options and supportive services available, leaving vulnerable individuals and families experiencing homelessness in unsafe situations without needed support. Additionally, the Department will be out of compliance with federal regulations, which could result in a loss of federal funding for these and other types of permanent housing and supportive service programs.

The Department has determined that the Contractor is in good standing with the Secretary of State's Office, has secured the required levels of insurance, and has provided evidence of authority to execute and be bound by the contract. The Contractor is a non-profit organization,

and the Department has also confirmed the Contractor is registered and in good standing with the Department of Justice's Charitable Division.

Area served: Statewide.

Source of Federal Funds: Assistance Listing Number #14.267, FAINs NH0115L1T002406, NH0142Y1T002402, NH0143Y1T002402, NH0141Y1T002402, NH0163L1T002401, and E25DC330001

Respectfully submitted,

Lori A. Weaver
Commissioner

DEPARTMENT OF HEALTH AND HUMAN SERVICES
FISCAL DETAILS SHEET

05-95-42-423010-79270000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVCS, HHS: HUMAN SERVICES, HOMELESS & HOUSING, HOUSING – SHELTER PROGRAM

100% Federal Funds

Waypoint Vendor #177166

NH0115 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2023	074-500589	Grants for Pub Asst and Relief	TBD	$16,769	$0	$16,769
2024	074-500589	Grants for Pub Asst and Relief	TBD	$201,226	$0	$201,226
2025	074-500589	Grants for Pub Asst and Relief	42307050	$218,945	$0	$218,945
		Sub Total		$436,940	$0	$436,940

NH0141 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2024	074-500589	Grants for Pub Asst and Relief	TBD	$0	$0	$0
2025	074-500589	Grants for Pub Asst and Relief	42307050	$89,696	$0	$89,696
		Sub Total		$89,696	$0	$89,696

NH0143 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2024	074-500589	Grants for Pub Asst and Relief	TBD	$0	$0	$0
2025	074-500589	Grants for Pub Asst and Relief	42307050	$136,148	$0	$136,148
		Sub Total		$136,148	$0	$136,148

NH0163 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2024	074-500589	Grants for Pub Asst and Relief	TBD	$0	$0	$0
2025	074-500589	Grants for Pub Asst and Relief	42307050	$75,201	$0	$75,201
		Sub Total		$75,201	$0	$75,201

NH0142 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2024	074-500589	Contracts for Prog Svcs	42307050	$0	$0	$0
2025	074-500589	Contracts for Prog Svcs	42307050	$138,349	$0	$138,349
		Sub Total		$138,349	$0	$138,349

Subtotal 7927	**$876,334**	**$0**	**$876,334**

05-95-92-921510-31700000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVCS, HHS: BEHAVIORAL HEALTH DIV; HOMELESS & HOUSING, HOUSING - SHELTER PROGRAM

100% Federal Funds

NH0115 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2026	072-509073	Grants Federal	92157050	$217,582	$35,670	$253,252
2027	072-509073	Grants Federal	92157050	$199,450	$0	$199,450
2028	072-509073	Grants Federal	92157050	$0	$0	$0
		Sub Total		$417,032	$35,670	$452,702

NH0141 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2026	072-509073	Grants Federal	92157060	$119,595	$5,139	$124,734

2027	072-509073	Grants Federal	92157060	$109,629	$1,712	$111,341
2028	072-509073	Grants Federal	92157060	$0	$0	$0
		Sub Total		$229,224	$6,851	$236,075

NH0143 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2026	072-509073	Grants Federal	92157060	$181,530	$7,788	$189,318
2027	072-509073	Grants Federal	92157060	$166,402	$2,596	$168,998
2028	072-509073	Grants Federal	92157060	$0	$0	$0
		Sub Total		$347,932	$10,384	$358,316

NH0163 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2026	072-509073	Grants Federal	92157068	$100,268	$4,297	$104,565
2027	072-509073	Grants Federal	92157068	$91,912	$1,433	$93,345
2028	072-509073	Grants Federal	92157068	$0	$0	$0
		Sub Total		$192,180	$5,730	$197,910

NH0142 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2026	072-509073	Grants Federal	92157060	$184,465	$12,139	$196,604
2027	072-509073	Grants Federal	92157060	$169,092	$4,046	$173,138
		Sub Total		$353,557	$16,185	$369,742

Subtotal 3170	**$1,539,925**	**$74,820**	**$1,614,745**
COC TOTAL	**$2,416,259**	**$74,820**	**$2,491,079**

05-95-42-423010-79270000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVCS, HHS: HUMAN SERVICES, HOMELESS & HOUSING, HOUSING – SHELTER PROGRAM

100% Federal Funds

ESG 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2025	074-500589	Grants for Pub Asst and Relief	42306010	$89,000	$0	$89,000
		Sub Total		$89,000	$0	$89,000

05-95-92-921510-31700000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVCS, HHS: BEHAVIORAL HEALTH DIV; HOMELESS & HOUSING, HOUSING - SHELTER PROGRAM

100% Federal Funds

ESG 100% FF

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2026	074-500589	Grants for Pub Asst and Relief	92156010	$89,000	$0	$89,000
2027	074-500589	Grants for Pub Asst and Relief	92156010	$0	$89,000	$89,000
2028	074-500589	Grants for Pub Asst and Relief	92156010	$0	$89,000	$89,000
		Sub Total		$89,000	$178,000	$267,000

ESG TOTAL	**$178,000**	**$178,000**	**$356,000**
TOTAL	**$2,594,259**	**$252,820**	**$2,847,079**

State of New Hampshire
Department of Health and Human Services
Amendment #2

This Amendment to the Continuum of Care Waypoint contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and Waypoint ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on May 31, 2023 (Item #17), as amended on October 30, 2024 (Item #9), the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract as amended and in consideration of certain sums specified; and

WHEREAS, pursuant to Form P-37, General Provisions, the Contract may be amended upon written agreement of the parties and approval from the Governor and Executive Council; and

NOW THEREFORE, in consideration of the foregoing and the mutual covenants and conditions contained in the Contract and set forth herein, the parties hereto agree to amend as follows:

1. Form P-37 General Provisions, Block 1.7., Completion Date, to read:

   June 30, 2028

2. Form P-37, General Provisions, Block 1.8., Price Limitation, to read:

   $2,847,079

3. Modify Exhibit A - Revisions to Standard Provisions, by adding Subsection 1.3., to read:

   1.3. Paragraph 6, Compliance by Contractor with Laws and Regulations/Equal Employment Opportunity, Subparagraph 6.1., is amended as follows:

   6.1. In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, RSA 151:21 Patients' Bill of Rights, civil rights and equal employment opportunity laws, and the Governor's order on Respect and Civility in the Workplace, Executive Order 2020-01. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

4. Modify Exhibit B – Amendment #1, Scope of Services, Section 1.1.1.3.1., to read:

   1.1.1.3.1. Reserved.

5. Modify Exhibit B – Amendment #1, Scope of Services, Section 1.1.1.9., to read:

   1.1.1.9. The Contractor must ensure that all persons who are fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking have immediate and confidential access to available crisis services within the defined CE System geographic area as described in Section 1.1.1.3. and are referred to the Coordinated Entry Domestic Violence Regional Access Point upon participant request.

6. Modify Exhibit B – Amendment #1, Scope of Services, Sections 1.1.1.10. through 1.1.1.11., to read:

   1.1.1.10. The Contractor must ensure that all persons served by the CE System are assessed using the approved CoC Coordinated Entry Assessment tools. The Contractor must use these tools to ensure that all persons served are assessed in a consistent manner, using the same process. The Contractor must:

1.1.1.10.1. Ensure that participant assessment information is updated at least once a year if the participant is served by the CE System for more than 12 months within HMIS or other comparable database as directed by the Department. Staff may update participant records with new information as new or updated information becomes known by staff;

1.1.1.10.2. Conduct assessments in accordance with the policies and procedures of the CE System. The assessment process will progressively collect only enough participant information to prioritize and refer participants to available CoC housing and support services; and

1.1.1.10.3. Conduct an annual assessment of the service needs of all program participants and adjust services as necessary, per 24 CFR 578.

1.1.1.11. The Contractor must collect accurate and meaningful data on persons served by the CE System, review evaluation results, and offer insights about potential improvements to CE System processes and operations per HMIS Data Standards - HUD requirements.

7. Modify Exhibit B – Amendment #1, Scope of Services, Section 1.1.1.2, by adding Section 1.1.1.12., to read:

1.1.1.12. The Contractor must determine whether the program participants' eligibility was adequately documented in terms of their homeless status upon entry into the program per 24 CFR 578.103.

8. Modify Exhibit B – Amendment #1, Scope of Services, Section 1.1.2.2, to read:

1.1.2.2. The Contractor must ensure services are available in Merrimack County and Strafford County, and can be provided outside of these regions, within New Hampshire, in response to a participant's request. The Contractor must ensure:

1.1.2.2.1. Up to five (5) program participants reside in an individual host home at a time;

1.1.2.2.2. Up to ten (10) program participants receive supportive services, with the goal of moving from host homes to permanent housing. Supportive services must include (where appropriate based on participant's choice/goals):

1.1.2.2.2.1. Associated administrative services of the Host Homes project, as defined by HUD, including, but not limited to:

1.1.2.2.2.1.1. Overall program management.

1.1.2.2.2.1.2. Budgeting.

1.1.2.2.2.1.3. Coordination.

1.1.2.2.2.1.4. Monitoring.

1.1.2.2.2.1.5. Reporting.

1.1.2.2.2.1.6. Evaluation; and

1.1.2.2.2.2. The YHDP offers special activities which are subject to approval by HUD.

9. Modify Exhibit B – Amendment #1, Scope of Services, Section 1.3.7.1. lead-in paragraph and Section 1.3.7.1.1. only, to read:

1.3.7.1. Utilization of a service provision model that ensures:

1.3.7.1.1. Provision of intensive case management;

10. Modify Exhibit B – Amendment #1, Scope of Services, Section 1.3.18., to read:

    1.3.18. The Contractor must utilize the New Hampshire Homeless Management Information System (NH HMIS) as the primary reporting tool for outcomes and activities of shelter and housing programs funded through this contract. The Contractor must:

    1.3.18.1. Ensure all programs are licensed to provide client level data into the NH HMIS or into a comparable database, per 24 CFR 578, eCFR :: 24 CFR Part 578 -- Continuum of Care Program; and

    1.3.18.2. Follow NH HMIS policy, including specific information required for data entry, accuracy of data entered, and time required for data entry. Refer to Exhibit K for Information Security requirements and Exhibit I for Privacy requirements.

11. Modify Exhibit B – Amendment #1, Scope of Services, Section 1.4., by adding Section 1.4.3., to read:

    1.4.3. Upon request by the Department, the Contractor must participate with the Department in a review, onsite or remotely at the Department's discretion, of the Contractor's participant files and at least one month of financial data to ensure compliance with the contractual objectives.

12. Modify Exhibit B – Amendment #1, Scope of Services, Section 1.5.2., to read:

    1.5.2. The Contractor must ensure the APR is submitted to electronically as directed by the Department.

13. Modify Exhibit C, Payment Terms; Section 1., to read:

    1. This Agreement is funding by:

    1.1. 100% Federal funds

    1.1.1. 93% Federal funds, Title XIV Housing programs under the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Acti), Subtitle A-Housing Assistance (Public Law 102-550), by the US Dept of Housing and Urban Development, Continuum of Care Program, Assistance Listing Number (ALN) 14.267, as awarded on:

    1.1.1.1. March 28, 2023, FAIN NH0115L1T002204

    1.1.1.2. June 11, 2024, FAIN NH0115L1T002305

    1.1.1.3. September 25, 2024, FAIN NH0163L1T002300

    1.1.1.4. December 20, 2024, FAINs NH0142Y1T002301, and NH0143Y1T002301

    1.1.1.5. January 6, 2026 FAIN NH0141Y1T002301

    1.1.1.6. May 27, 2025, FAINs NH0115L1T002406, and NH0163L1T002401

    1.1.1.7. July 7, 2025, FAIN NH0142Y1T002402

    1.1.1.8. September 12, 2025, FAIN NH0143Y1T002402

    1.1.1.9. September 17, 2025, FAIN NH0141Y1T002402

    1.1.2. 7% Federal funds, Emergency Solutions Grants Program, by the US Dept. of Housing and Urban Development, ALN 14.231, as awarded on:

    1.1.2.1. September 3, 2024, FAIN E-24-DC-33-0001

    1.1.2.2. September 18, 2025, FAIN E25DC330001

14. Modify Exhibit C-3, Budget Sheet – Amendment #1, by replacing it in its entirety with Exhibit C-3,

Initial

Budget Sheet – Amendment #2, which is attached hereto and incorporated by reference herein.

15. Modify Exhibit C-6, Budget Sheet – Amendment #1, by replacing it in its entirety with Exhibit C-6, Budget Sheet – Amendment #2, which is attached hereto and incorporated by reference herein.
16. Modify Exhibit C-9, Budget Sheet – Amendment #1, by replacing it in its entirety with Exhibit C-9, Budget Sheet – Amendment #2, which is attached hereto and incorporated by reference herein.
17. Modify Exhibit C-12, Budget Sheet – Amendment #1, by replacing it in its entirety with Exhibit C-12, Budget Sheet – Amendment #2, which is attached hereto and incorporated by reference herein.
18. Modify Exhibit C-15, Budget Sheet – Amendment #1, by replacing it in its entirety with Exhibit C-15, Budget Sheet – Amendment #2, which is attached hereto and incorporated by reference herein.
19. Modify Exhibit C-17, Budget Sheet – Amendment #1, by replacing it in its entirety with Exhibit C-17, Budget Sheet – Amendment #2, which is attached hereto and incorporated by reference herein.

All terms and conditions of the Contract and prior amendments not modified by this Amendment remain in full force and effect. This Amendment shall be effective upon Governor and Council approval.

IN WITNESS WHEREOF, the parties have set their hands as of the date written below,

State of New Hampshire
Department of Health and Human Services

1/9/2026
Date

DocuSigned by:
Katja S. Fox
Name: Katja S. Fox
Title: Director

Waypoint

1/9/2026
Date

Signed by:
Borja Alvarez de Toledo
2EBDBA264D9F4B0...
Name: Borja Alvarez de Toledo
Title: president and CEO

The preceding Amendment, having been reviewed by this office, is approved as to form, substance, and execution.

OFFICE OF THE ATTORNEY GENERAL

1/9/2026
Date

DocuSigned by:
Robyn Guarino
7487348449411400...
Name: Robyn Guarino
Title: Attorney

I hereby certify that the foregoing Amendment was approved by the Governor and Executive Council of the State of New Hampshire at the Meeting on: _____ (date of meeting)

OFFICE OF THE SECRETARY OF STATE

Date

Name:
Title:

Waypoint, RRH
CoC Funds - NH0115L1T002406

SFY2025 - 6/1/25-6/30/25

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Rental Assistance	$ 11,600	$ -	$ -	$ -	$ -	$ -	$ 11,600	$ -	$ -
Supportive Services	$ 5,792	$ -	$ -	$ -	$ -	$ -	$ 5,792	$ -	$ -
Administration	$ 740	$ -	$ -	$ -	$ -	$ -	$ 740	$ -	$ -
25% Required Match	$ 4,533	$ -	$ -	$ 4,533		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 22,665**	**$ -**	**$ -**	**$ 4,533**	**$ -**	**$ -**	**$ 18,132**	**$ -**	**$ -**

SFY2026 - 7/1/25-5/31/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Rental Assistance	$ 159,100	$ -	$ -	$ -	$ -	$ -	$ 159,100	$ -	$ -
Supportive Services	$ 67,880	$ -	$ -	$ -	$ -	$ -	$ 67,880	$ -	$ -
Administration	$ 8,140	$ -	$ -	$ -	$ -	$ -	$ 8,140	$ -	$ -
25% Required Match	$ 58,780	$ -	$ -	$ 58,780		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 293,900**	**$ -**	**$ -**	**$ 58,780**	**$ -**	**$ -**	**$ 235,120**	**$ -**	**$ -**

TOTAL - 6/1/25-5/31/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Rental Assistance	$ 170,700	$ -	$ -	$ -	$ -	$ -	$ 170,700	$ -	$ -
Supportive Services	$ 73,672	$ -	$ -	$ -	$ -	$ -	$ 73,672	$ -	$ -
Administration	$ 8,880	$ -	$ -	$ -	$ -	$ -	$ 8,880	$ -	$ -
25% Required Match	$ 63,313	$ -	$ -	$ 63,313		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 316,565**	**$ -**	**$ -**	**$ 63,313**	**$ -**	**$ -**	**$ 253,252**	**$ -**	**$ -**

Total W/O Match $ 253,252

Initial
BAT

Contractor's Initials: _____
Date: 1/6/2026

Waypoint, YHDP Rapid Re-Housing
CoC Funds - NH0142Y1T002402

SFY2026 - 10/1/25-6/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Rental Assistance	$ 55,350	$ -	$ -	$ -	$ -	$ -	$ 55,350	$ -	$ -
Supportive Services	$ 88,841	$ -	$ -	$ -	$ -	$ -	$ 88,841	$ -	$ -
Administration	$ 6,297	$ -	$ -	$ -	$ -	$ -	$ 6,297	$ -	$ -
25% Required Match	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 150,488**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,488**	**$ -**	**$ -**

SFY2027 - 7/1/26-9/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Rental Assistance	$ 18,450	$ -	$ -	$ -	$ -	$ -	$ 18,450	$ -	$ -
Supportive Services	$ 29,613	$ -	$ -	$ -	$ -	$ -	$ 29,613	$ -	$ -
Administration	$ 2,099	$ -	$ -	$ -	$ -	$ -	$ 2,099	$ -	$ -
25% Required Match	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 50,162**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 50,162**	**$ -**	**$ -**

TOTAL - 10/1/25-9/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Rental Assistance	$ 73,800	$ -	$ -	$ -	$ -	$ -	$ 73,800	$ -	$ -
Supportive Services	$ 118,454	$ -	$ -	$ -	$ -	$ -	$ 118,454	$ -	$ -
Administration	$ 8,396	$ -	$ -	$ -	$ -	$ -	$ 8,396	$ -	$ -
25% Required Match	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 200,650**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 200,650**	**$ -**	**$ -**

Total W/O Match $ 200,650

Initial
BH

Contractor's Initials: _____
Date: 1/6/2026

Exhibit C-9, Budget, Amendment #2

Waypoint, Youth Navigators
CoC Funds - NH0143Y1T002402

SFY2026 - 10/1/25-6/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Supportive Services	$ 137,583	$ -	$ -	$ -	$ -	$ -	$ 137,583	$ -	$ -
Administration	$ 6,353	$ -	$ -	$ -	$ -	$ -	$ 6,353	$ -	$ -
25% Required Match	$ 35,984	$ -	$ -	$ 35,984		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 179,920**	**$ -**	**$ -**	**$ 35,984**	**$ -**	**$ -**	**$ 143,936**	**$ -**	**$ -**

SFY2027 - 7/1/26-9/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Supportive Services	$ 45,861	$ -	$ -	$ -	$ -	$ -	$ 45,861	$ -	$ -
Administration	$ 2,117	$ -	$ -	$ -	$ -	$ -	$ 2,117	$ -	$ -
25% Required Match	$ 11,995	$ -	$ -	$ 11,995		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 59,973**	**$ -**	**$ -**	**$ 11,995**	**$ -**	**$ -**	**$ 47,978**	**$ -**	**$ -**

TOTAL -10/1/25-9/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Supportive Services	$ 183,444	$ -	$ -	$ -	$ -	$ -	$ 183,444	$ -	$ -
Administration	$ 8,470	$ -	$ -	$ -	$ -	$ -	$ 8,470	$ -	$ -
25% Required Match	$ 47,979	$ -	$ -	$ 47,979		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 239,893**	**$ -**	**$ -**	**$ 47,979**	**$ -**	**$ -**	**$ 191,914**	**$ -**	**$ -**

Total W/O Match $ 191,914

Initial
BH

Contractor's Initials: _____
Date: 1/6/2026

Exhibit C-12, Budget, Amendment #2

Waypoint, YHDP Host Homes
CoC Funds - NH0141Y1T002402

SFY2026 - 10/1/25-6/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Supportive Services	$ 90,781	$ -	$ -	$ -	$ -	$ -	$ 90,781	$ -	$ -
Administration	$ 4,054	$ -	$ -	$ -	$ -	$ -	$ 4,054	$ -	$ -
25% Required Match	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 94,835**	$ -	$ -	$ -	$ -	$ -	**$ 94,835**	$ -	$ -

SFY2027 - 7/1/26-9/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Supportive Services	$ 30,260	$ -	$ -	$ -	$ -	$ -	$ 30,260	$ -	$ -
Administration	$ 1,351	$ -	$ -	$ -	$ -	$ -	$ 1,351	$ -	$ -
25% Required Match	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 31,611**	$ -	$ -	$ -	$ -	$ -	**$ 31,611**	$ -	$ -

TOTAL -10/1/25-9/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY	BUDGET	YTD	MONTHLY
Supportive Services	$ 121,041	$ -	$ -	$ -	$ -	$ -	$ 121,041	$ -	$ -
Administration	$ 5,405	$ -	$ -	$ -	$ -	$ -	$ 5,405	$ -	$ -
25% Required Match	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 126,446**	$ -	$ -	$ -	$ -	$ -	**$ 126,446**	$ -	$ -

Total W/O Match $ 126,446

Initial
Contractor's Initials: BH
Date: 1/6/2026

Waypoint, Youth Coordinated Entry
CoC Funds - NH0163L1T002401

SFY2026 - 10/1/25-6/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	**BUDGET**	**YTD**	**MONTHLY**	**BUDGET**	**YTD**	**MONTHLY**	**BUDGET**	**YTD**	**MONTHLY**
Supportive Services	$ 75,917	$ -	$ -	$ -	$ -	$ -	$ 75,917	$ -	$ -
Administration	$ 3,581	$ -	$ -	$ -	$ -	$ -	$ 3,581	$ -	$ -
25% Required Match	$ 19,875	$ -	$ -	$ 19,875		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 99,373**	**$ -**	**$ -**	**$ 19,875**	**$ -**	**$ -**	**$ 79,498**	**$ -**	**$ -**

SFY2027 - 7/1/26-9/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	**BUDGET**	**YTD**	**MONTHLY**	**BUDGET**	**YTD**	**MONTHLY**	**BUDGET**	**YTD**	**MONTHLY**
Supportive Services	$ 25,306	$ -	$ -	$ -	$ -	$ -	$ 25,306	$ -	$ -
Administration	$ 1,194	$ -	$ -	$ -	$ -	$ -	$ 1,194	$ -	$ -
25% Required Match	$ 6,625	$ -	$ -	$ 6,625		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 33,125**	**$ -**	**$ -**	**$ 6,625**	**$ -**	**$ -**	**$ 26,500**	**$ -**	**$ -**

TOTAL - 10/1/25-6/30/26

	TOTAL PROGRAM COST			CONTRACTOR SHARE			BHS SHARE		
Activity Name	**BUDGET**	**YTD**	**MONTHLY**	**BUDGET**	**YTD**	**MONTHLY**	**BUDGET**	**YTD**	**MONTHLY**
Supportive Services	$ 101,223	$ -	$ -	$ -	$ -	$ -	$ 101,223	$ -	$ -
Administration	$ 4,775	$ -	$ -	$ -	$ -	$ -	$ 4,775	$ -	$ -
25% Required Match	$ 26,500	$ -	$ -	$ 26,500		$ -	$ -	$ -	$ -
TOTAL HUD FUNDS/BALANCE	**$ 132,498**	**$ -**	**$ -**	**$ 26,500**	**$ -**	**$ -**	**$ 105,998**	**$ -**	**$ -**

Initial
BAT

Contractor's Initials: _____
Date: 1/6/2026

Exhibit C-17, Budget, Amendment #2

New Hampshire Department of Health and Human Services

Contractor Name: *Waypoint*

Budget Request for: *Emergency Solutions Grant*

Budget Period: *SFY 2027-2028*

Indirect Cost Rate (if applicable) 18.60%

Line Item	Program Cost - Funded by DHHS - SFY 27	Program Cost - Funded by DHHS - SFY 28
1. Salary & Wages	$56,195	$56,195
2. Fringe Benefits	$18,847	$18,847
3. Equipment Indirect cost rate cannot be applied to equipment costs per 2 CFR 200.1 and Appendix IV to 2 CFR 200.	$0	$0
4. Supplies - Office	$0	$0
5. Supplies - Outreach	$0	$0
6. Travel - Outreach Staff Travel	$0	$0
7. Office Rental Cost/ Occupancy	$0	$0
8. Other - Audit & Legal	$0	$0
7. Other - Client Assistance under Case Management: Primary Documents Indirect cost rate cannot be applied to client assistance costs per ESG.	$0	$0
8. Other - Client Assistance: Transportation Indirect cost rate cannot be applied to client assistance costs per ESG.	$0	$0
9. Other - Outreach Provider Cell Phone	$0	$0
Total Direct Costs	$75,042	$75,042
Total Indirect Costs	$13,958	$13,958
Subtotals	$89,000	$89,000
	TOTAL FUNDED BY DHHS	**$178,000**

Contractor Initials: Initial BAT

Date: 1/6/2026

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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 WAYPOINT is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on September 25, 1914. 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: **62585**

Certificate Number: **0007354669**

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 January A.D. 2026.

David M. Scanlan
Secretary of State

Docusign Envelope ID: D49C226F-0203-46B1-8A71-5789766CCC93

WAYPOINT
Help Along the Way

CHILD AND FAMILY SERVICES

CERTIFICATE OF VOTE

I, JEN STEBBINS THOMAS, Board Chair, do hereby certify that:

1. I am a duly elected Officer of WAYPOINT.

2. The following are true copies of two resolutions duly adopted at a meeting of the Board of Directors of the Agency duly held on 12/4/18:

RESOLVED: That this corporation enters into a contract with the State of New Hampshire, and any of its Agencies or Departments.

RESOLVED: That the PRESIDENT AND CEO is hereby authorized on behalf of this Agency to enter into the said contract with the State and to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, as he/she may deem necessary, desirable or appropriate.

BORJA ALVAREZ DE TOLEDO is the duly elected PRESIDENT/CEO of the Agency.

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.

1-2-2026
Date

Jen Stebbins Thomas

Docusign Envelope ID: D49C226F-0203-46B1-8A71-5789766CCC93

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 12/30/2025

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 Cross Insurance-Manchester 1100 Elm Street Manchester NH 03101	CONTACT NAME: Stephanie Peffer PHONE (A/C, No, Ext): (603) 669-3218 FAX (A/C, No): (603) 645-4331 E-MAIL ADDRESS: manch.certs@crossagency.com		
	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Philadelphia Indemnity Ins Co		18058
INSURED Waypoint Po Box 448 Manchester NH 03105	INSURER B : Granite State Health Care and Human Services Self-		
	INSURER C : Travelers Cas. & Surety Co of America		31194
	INSURER D :		
	INSURER E :		
	INSURER F :		

COVERAGES **CERTIFICATE NUMBER:** 25-26 All 26-27 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	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC [X] OTHER: Professional Liability			PHPK2570618	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 Each incident $1M	$ 1,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 3,000,000 $ 3,000,000 $ 3,000,000 - agg
A	AUTOMOBILE LIABILITY [X] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [ ] HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY			PHPK2570610	07/01/2025	07/01/2026	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			PHUB869967	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		P01710HCHS2026 (3a.) NH	01/01/2026	01/01/2027	[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	Fidelity & Forgery			105912196	04/01/2024	04/01/2027	Limit Deductible	500,000 5,000

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

[Job #: DHHS Job Type:]
State of NH, Department of Health & Human Services are included as additional insured with respects to the CGL as per written contract.

CERTIFICATE HOLDER

State of NH (DHHS) Department of Health & Human Services
129 Pleasant Street
Brown Building
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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NONPROFIT COVER SHEET

A. Entity Name: WAYPOINT

B. Entity's Contact Information:

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

Name / Phone / Email: BORJA ALVAREZ DE TOLEDO
Phone:603-7826442
Email: AlvarezdetoledoB@waypointnh.org

Person responsible for Accuracy and Completeness of information provided:
Name: Borja Alvarez de Toledo Title: President and CEO

Signature:

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Jen Stebbins Thomas (Chair)	XXS Hotels, Procon
Rob Dapice (Vice Chair)	NH Housing
Emily Hammond (secretary)	Connection
Melissa Biron (treasurer)	Nathan Weschler
Mark Rouvalis	McLane Middleton
Bill Conrad	Retired
Marilyn Mahoney	Retired
Marc Lubelczik	Citizens Bank
Courtney Fifield	Members First Credit Union
Tim Soucy	Retired
Lisa Kennedy Sheldon	Retired
Megan Carrier	Sheehan Phinney
Terri Pastori	Pastori and Krans Attorneys
Arnaldo Negron	Eversource
Zach Palmer	Milford Granite Corp.
Janet Ackerman	Retired

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
Borja Alvarez de Toledo	President and CEO	200,000	0
Denise Bennett	CFO	115,440	0
Colleen Ives	COO	160,160	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 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:

[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

2242	Waypoint	464 Chestnut Street	Manchester	NH	03105	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	$	*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	
Cash & Equivalents	$
Investments	$
Real Estate (less any depreciation)	$
Other Property & Equipment (less any depreciation)	$
Pledges, grants, accounts receivable	$
All other assets	$
Total Assets	$

Liabilities	
Accounts Payable	$
Loans Payable	$
All other liabilities	$
Total Liabilities	$

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WAYPOINT
Help Along the Way

Formerly
CHILD AND FAMILY SERVICES

MISSION STATEMENT:

Empowering people of all ages through an array of human services and advocacy

HEADQUARTERS

toll free (800) 640.6486
office (603) 518.4000
fax (603) 668.6260

464 Chestnut Street
PO Box 448
Manchester, NH 03105
waypointnh.org

COA
Accredited

WAYPOINT

CONSOLIDATED FINANCIAL STATEMENTS AND SUPPLEMENTARY INFORMATION

FOR THE YEAR ENDED DECEMBER 31, 2024

(WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2023)

WAYPOINT

Help Along the Way

WAYPOINT

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CBIZ CPAs P.C.

9 Executive Park Drive
Suite 100
Merrimack, NH 03054

P: 603.882.1111

Independent Auditors' Report

To the Board of Trustees
Waypoint
Manchester, NH

Report on the Audit of Financial Statements

Opinion

We have audited the consolidated financial statements of Waypoint (the "Organization"), which comprise the consolidated statement of financial position as of December 31, 2024, and the related consolidated statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the consolidated financial statements (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as of December 31, 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 ("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 Consolidated Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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 the Organization's ability to continue as a going concern for 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 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 the Organization'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 the Organization'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 financial statements as a whole. The accompanying consolidated schedule of operating expenses for 2024 is presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The 2024 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 GAAS. In our opinion, the accompanying supplementary information is fairly stated in all material respects in relation to the consolidated financial statements as a whole. The 2023 consolidated schedule of operating expenses on page 38 was subjected to the auditing procedures applied in the 2023 audit of the basic financial statements by Marcum LLP, whose report dated May 20, 2024, stated that the information was fairly stated in all material respects in relation to the 2023 financial statements as a whole.

Other Matter

Report on Summarized Comparative Information

The financial statements of Waypoint as of and for the year ended December 31, 2023, were audited by Marcum, LLP, whose report dated May 20, 2024, expressed an unmodified opinion on those statements. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2023 is consistent, in all material respects, with the audited financial statements from which it has been derived.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated June 3, 2025 on our consideration of the Organization'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 the Organization'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 the Organization's internal control over financial reporting and compliance.

CBIZ CPAs P.C.

Merrimack, NH
June 3, 2025

WAYPOINT

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

DECEMBER 31, 2024

(with summarized comparative totals as of December 31, 2023)

	2024			
	Without Donor Restrictions	With Donor Restrictions	2024 Total	2023 Total
Assets				
Current Assets				
Cash and cash equivalents	$ 5,381,870	$ --	$ 5,381,870	$ 5,649,783
Restricted cash	71,739	--	71,739	70,644
Accounts receivable, net of allowance for credit losses of $6,143 and $11,667	712,166	--	712,166	1,011,771
Grants receivable	1,367,610	--	1,367,610	1,649,265
Contributions receivable	238,345	--	238,345	218,258
Prepaid expenses	299,731	--	299,731	198,073
Assets held for sale	504,455	--	504,455	565,398
Total Current Assets	8,575,916	--	8,575,916	9,363,192
Noncurrent Assets				
Investments	18,312,112	4,819,625	23,131,737	21,394,755
Beneficial interest held in trusts	--	2,275,542	2,275,542	2,165,143
Property and equipment, net	9,078,633	--	9,078,633	9,110,157
Operating right-of-use assets, net	747,017	--	747,017	293,239
Total Noncurrent Assets	28,137,762	7,095,167	35,232,929	32,963,294
Total Assets	$ 36,713,678	$ 7,095,167	$ 43,808,845	$ 42,326,486
Liabilities and Net Assets				
Current Liabilities				
Accounts payable	$ 334,063	$ --	$ 334,063	$ 185,519
Accrued payroll and related liabilities	781,496	--	781,496	713,461
Other liabilities	54,799	--	54,799	58,649
Current portion of bonds payable	195,000	--	195,000	180,000
Current portion of operating lease liabilities	203,943	--	203,943	172,933
Refundable advances	257,818	--	257,818	316,902
Total Current Liabilities	1,827,119	--	1,827,119	1,627,464
Noncurrent Liabilities				
Bonds payable, net of current portion	2,976,833	--	2,976,833	3,175,167
Operating lease liabilities, net of current portion	552,821	--	552,821	124,897
Deferred loans - NHHFA	1,250,000	--	1,250,000	1,250,000
Interest rate swap agreements	--	--	--	380,838
Total Noncurrent Liabilities	4,779,654	--	4,779,654	4,930,902
Total Liabilities	6,606,773	--	6,606,773	6,558,366
Net Assets				
Without donor restrictions	30,106,905	--	30,106,905	29,174,355
With donor restrictions	--	7,095,167	7,095,167	6,593,765
Total Net Assets	30,106,905	7,095,167	37,202,072	35,768,120
Total Liabilities and Net Assets	$ 36,713,678	$ 7,095,167	$ 43,808,845	$ 42,326,486

The accompanying notes are an integral part of these consolidated financial statements.

WAYPOINT

CONSOLIDATED STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED DECEMBER 31, 2024

(with summarized comparative totals for the year ended December 31, 2023)

	2024			
	Without Donor Restrictions	With Donor Restrictions	2024 Total	2023 Total
Support and Revenue				
Support:				
Government grants	$ 8,770,270	$ 205,645	$ 8,975,915	$ 9,612,403
Contributions	1,069,405	1,973,913	3,043,318	3,719,281
In-kind contributions	75,404	--	75,404	77,736
Special events:				
Gross revenue	18,148	521,844	539,992	438,255
Less cost of direct benefit to donors	(60,204)	--	(60,204)	(120,158)
Net special events revenue	(42,056)	521,844	479,788	318,097
Revenue:				
Service fees	9,302,115	--	9,302,115	8,084,807
Rental income	37,721	--	37,721	15,641
Other income	117,962	--	117,962	119,368
Net Assets Released From Restrictions:				
Program releases	2,526,087	(2,526,087)	--	--
Endowment releases	99,392	(99,392)	--	--
Endowment Transfer to Support Operations	1,099,141	--	1,099,141	868,594
Total Support and Revenue	23,055,441	75,923	23,131,364	22,815,927
Operating Expenses				
Program services	18,704,392	--	18,704,392	17,015,721
Management and general	3,877,199	--	3,877,199	3,382,989
Fundraising	479,736	--	479,736	465,528
Total Operating Expenses	23,061,327	--	23,061,327	20,864,238
Change in Net Assets From Operations	(5,886)	75,923	70,037	1,951,689
Nonoperating Activities				
Investment income, net	1,911,323	315,080	2,226,403	2,994,248
Unrealized gain on interest rate swap	73,538	--	73,538	19,097
Loss on disposal of asset	(151,419)	--	(151,419)	(4,136)
Change in beneficial interest	--	110,399	110,399	144,402
Interest income	204,135	--	204,135	297,174
Endowment transfer to support operations	(1,099,141)	--	(1,099,141)	(868,594)
Employee retention tax credit, net	--	--	--	4,055,864
Total Nonoperating Activities	938,436	425,479	1,363,915	6,638,055
Change in Net Assets	932,550	501,402	1,433,952	8,589,744
Net Assets, Beginning of Year	29,174,355	6,593,765	35,768,120	27,178,376
Net Assets, End of Year	$ 30,106,905	$ 7,095,167	$ 37,202,072	$ 35,768,120

The accompanying notes are an integral part of these consolidated financial statements.

WAYPOINT

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2024

(with summarized comparative totals for the year ended December 31, 2023)

	2024				
	Program Services	Management and General	Fundraising	2024 Total	2023 Total
Personnel expense:					
Salaries and wages	$ 10,858,994	$ 1,922,147	$ 318,381	$ 13,099,522	$ 11,593,682
Employee benefits	1,908,460	347,144	43,529	2,299,133	1,937,861
Retirement plan	175,555	72,309	5,832	253,696	160,453
Payroll taxes and other	1,063,685	152,744	24,364	1,240,793	1,141,997
Subtotal personnel expense	14,006,694	2,494,344	392,106	16,893,144	14,833,993
Professional fees:					
Accounting	2,135	47,450	--	49,585	45,645
Legal	8,519	13,090	--	21,609	77,657
Contracted services	412,274	487,084	33,566	932,924	877,580
Subtotal professional fees	422,928	547,624	33,566	1,004,118	1,000,882
Assistance to individuals	1,477,779	1,230	23,155	1,502,164	1,345,776
Communications	221,698	41,464	6,439	269,601	244,929
Conferences, conventions, meetings, and trainings	143,980	73,470	5,267	222,717	173,278
Depreciation	408,967	142,677	6,087	557,731	574,675
Insurance	142,204	13,322	2,501	158,027	184,107
Interest	275,293	26,742	4,141	306,176	332,161
Membership dues	44,198	14,792	1,840	60,830	45,738
Miscellaneous	56,919	73,875	14,116	144,910	171,170
Occupancy	842,634	66,877	11,364	920,875	910,109
Printing and publications	19,060	33,577	35,680	88,317	122,970
Equipment rental and maintenance	88,170	315,355	1,221	404,746	401,765
Supplies	91,898	8,666	1,603	102,167	164,340
Travel	461,970	23,184	854	486,008	478,503
Total Expenses By Function	18,704,392	3,877,199	539,940	23,121,531	20,984,396
Less expenses included on the Statement of Activities:					
Cost of direct benefits to donors	--	--	(60,204)	(60,204)	(120,158)
Total Expenses Reported on the Statement of Activities	$ 18,704,392	$ 3,877,199	$ 479,736	$ 23,061,327	$ 20,864,238

The accompanying notes are an integral part of these consolidated financial statements.

WAYPOINT

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2024

(with summarized comparative totals for the year ended December 31, 2023)

	2024	2023
Cash Flows from Operating Activities		
Change in net assets	$ 1,433,952	$ 8,589,744
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	557,731	574,675
Disposals of fixed assets	156,524	36,625
Amortization of operating right-of-use assets	330,219	212,581
Contributions restricted for endowment	(5,604)	(34,963)
Donation of closely held securities	(700,000)	(750,000)
Realized gain on investments	(743,777)	(308,748)
Unrealized (gain) loss on investments	(756,022)	(2,155,130)
Change in beneficial interest in trusts	(110,399)	(144,402)
Change in interest rate swap	(380,838)	(19,097)
Changes in operating assets and liabilities:		
Accounts receivable	299,605	(340,039)
Grants receivable	281,655	(374,385)
Contributions receivable	(20,087)	(88,258)
Prepaid expenses	(101,658)	388,928
Accounts payable	148,544	(60,793)
Accrued payroll and related liabilities	68,035	(178,028)
Other liabilities	(3,850)	(147,238)
Refundable advances	(59,084)	(126,840)
Operating lease liabilities	(325,062)	(209,548)
Net Cash Provided by Operating Activities	69,884	4,865,084
Cash Flows from Investing Activities		
Purchases of investments	(735,716)	(561,345)
Proceeds from sale of investments	1,198,533	949,237
Purchase of fixed assets	(621,789)	(181,713)
Net Cash (Used in) Provided by Investing Activities	(158,972)	206,179
Cash Flows from Financing Activities		
Contributions restricted for endowment	5,604	34,963
Proceeds from line of credit	744,768	5,505,906
Principal payments on line of credit	(744,768)	(5,505,906)
Payment of long-term debt	(183,334)	(175,000)
Net Cash Used in Financing Activities	(177,730)	(140,037)
Net Change in Cash and Cash Equivalents, and Restricted Cash	(266,818)	4,931,226
Cash and Cash Equivalents, and Restricted Cash, Beginning of Year	5,720,427	789,201
Cash and Cash Equivalents, and Restricted Cash, End of Year	$ 5,453,609	$ 5,720,427
Supplemental Disclosure of Cash Flow Information:		
Cash paid during the year for interest	$ 306,176	$ 332,161
As reported in the Consolidated Statement of Financial Position, cash balance consists of:		
Cash and cash equivalents	$ 5,381,870	$ 5,649,783
Restricted cash	71,739	70,644
Total Cash, Cash Equivalents, and Restricted Cash	$ 5,453,609	$ 5,720,427

The accompanying notes are an integral part of these consolidated financial statements.

NOTE 1 - ORGANIZATION

Waypoint (the "Organization") is a nonprofit organization, founded in 1850, with a mission to empower people of all ages through an array of human services and advocacy. Waypoint adheres to the highest standards of practice and is the only organization in New Hampshire to be accredited by the Council on Accreditation.

Waypoint has historically been the first service provider to respond to the state's most pressing needs – responding to child labor of the 1900s, child abuse in the 1940s, the spike in youth homelessness in the 1960s, human trafficking in the 2010s, and continues that trend today. Each year the Organization serves an average of 7,500 individuals, children, and families across New Hampshire. Nearly 90% of its clients live in poverty or with very low incomes.

These services span the life cycle from prenatal to seniors, and fall under four core care areas:

FAMILY PRESERVATION AND STRENGTHENING

Intensive home-based programs in partnership with the Division of Children, Youth, and Families to restore positive family functioning for youth and families involved with the child welfare and juvenile justice systems as well as voluntary services for families that are at risk to stabilize families. Programs are delivered in the home, schools, or community, and include mental health counseling and substance abuse treatment, as well as a complex system of family stabilization and preservation programs. The Organization empowers families with the skills and resources they need to provide for their children and become self-sufficient.

EARLY CHILDHOOD AND FAMILY SUPPORT

Education and support to improve parenting, strengthen families, prevent child abuse, and neglect, and ensure the healthy development of children are provided in homes and through Family Resource Centers throughout New Hampshire. This includes home visiting services that support families, and support and therapy for infants and toddlers with, or at-risk of, developmental disabilities and delays. The Organization operated a childcare center through August 2024 (the Children's Place and Parent Education Center) which provided a unique combination of educational and family support. Young children starting life at a disadvantage received critical services to ensure a good beginning and to optimize their chances for life-long success.

NOTE 1 - ORGANIZATION (CONTINUED)

HOMELESS YOUTH AND YOUNG ADULTS

A continuum of care designed to support youth and young adults (12-25) in exiting homelessness and finding long-term independence and stability. Services feature street-based outreach, basic needs fulfillment at drop-in centers, crisis intervention, educational and vocational advocacy, housing, and case management. The Organization operates the only low-barrier emergency shelter specifically for adults aged 18-24 who are experiencing or are at-risk of homelessness.

HEALTH AND WELLBEING

In-home support for seniors and adults with disabilities so they can maintain their independence safely in their community, and family-strengthening support and resources, for children with chronic health conditions and their families. The Organization provides services delivered by personal care service providers, nurses, and LNAs in homes that help with everything from cooking and cleaning to personal hygiene, medication reminders, mobility, and help with daily tasks. The Organization believes all children and families should have equal opportunities to attain their full health potential. The Organization's health care coordination program supports children (birth to age 21) with special health conditions and their families in managing conditions by providing essential tools and resources for effective care.

The Organization provides additional support for children, families, and individuals through a strong advocacy program, established in 1971. The combination of advocacy and direct service practice uniquely positions the Organization to serve the best interests of New Hampshire children.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of significant accounting policies used in preparing and presenting the accompanying consolidated financial statements.

BASIS OF FINANCIAL STATEMENT PRESENTATION

The consolidated financial statements of the Organization have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America ("GAAP").

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

PRINCIPLES OF CONSOLIDATION

The consolidated financial statements include Waypoint and Child and Family Realty Corporation, commonly controlled organizations. All inter-organization transactions have been eliminated. Unless otherwise noted, these consolidated entities are hereinafter referred to as "the Organization".

PRIOR-YEAR SUMMARIZED FINANCIAL INFORMATION

The accompanying consolidated 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 GAAP. Accordingly, such information should be read in conjunction with the audited consolidated financial statements for the year ended December 31, 2023, from which the summarized information was derived.

CASH AND CASH EQUIVALENTS

All cash and highly liquid financial instruments with original maturities of three months or less, and which are neither held for nor restricted by donors for long-term purposes, are considered to be cash and cash equivalents. Cash and highly liquid financial instruments invested for long-term purposes, including endowments that are perpetual in nature, are excluded from this definition.

ACCOUNTS RECEIVABLE AND CREDIT POLICIES

Accounts receivable consists primarily of noninterest-bearing amounts due for services and programs. At the end of each reporting period, the Organization estimates the current expected credit loss ("CECL"). The Organization utilizes the loss rate methodology to determine historical credit losses. The loss rate method estimate is derived from a review of the Organization's historical write-offs as a percentage of average accounts receivable. The estimate is adjusted for management's assessment of current conditions, reasonable and supportable forecasts regarding future events, and any other factors deemed relevant. The Organization believes historical loss information is a reasonable starting point for calculating the expected allowance for credit losses, as the Organization's programs have remained consistent since inception. Based on economic indicators, including 2024 and general overall economic conditions, the Organization is not anticipating a change in the historical credit loss rate from what it has been in the past.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

ACCOUNTS RECEIVABLE AND CREDIT POLICIES (CONTINUED)

The Organization writes off receivables when there is information that indicates the debtor is facing significant financial difficulty and there is no possibility of recovery. If any recoveries are made from any accounts previously written off, they will be recognized in income or as an offset to credit loss expense in the year of recovery, in accordance with the Organization's accounting policy election. The total amount of write-offs was $-0- and $18,555 for the years ended December 31, 2024 and 2023, respectively.

GRANTS RECEIVABLE

Amounts recorded as grants receivable represent cost-reimbursable contracts and grants, which the incurrence of allowable qualifying expenses and/or the performance of certain requirements have been met or performed. Grants receivable are recorded at net realizable value and are generally due and collectible within one year. The allowance for uncollectible grants receivable is based on historical experience and a review of subsequent collections. Management has determined that no allowance is necessary.

CONTRIBUTIONS RECEIVABLE

Unconditional contributions that are expected to be collected within one year are recorded at net realizable value. Unconditional contributions that are expected to be collected in future years are initially recorded at fair value using present value techniques incorporating risk-adjusted discount rates designed to reflect the assumptions market participants would use in pricing the asset. In subsequent years, amortization of the discounts is included in contribution revenue in the consolidated statement of activities. The allowance for uncollectable contributions is based on historical experience, an assessment of economic conditions, and a review of subsequent collections. Contributions are written off when deemed uncollectable. Management has determined that no allowance is necessary. Contributions receivable are expected to due and collectable within one year.

INVESTMENTS

Investment purchases are recorded at cost, or if donated, at fair value on the date of donation. Thereafter, investments are reported at their fair value in the consolidated statement of financial position. Net investment income is reported in the consolidated statement of activities and consists of interest and dividend income, realized and unrealized gains and losses, less external investment expenses. External investment expenses totaled $53,933 and $48,133 for the years ended December 31, 2024 and 2023, respectively. Investments include equity-based investments in mutual funds and equity securities of public companies, which are carried at fair value based on quoted market prices.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

INVESTMENTS (CONTINUED)

The Organization maintains pooled investment accounts for its endowment. Realized and unrealized gains and losses are allocated to the individual endowments based on the relationship of the market value of each endowment to the total market value of the pooled investment accounts, as adjusted for additions to or deductions from those accounts, and taking into consideration donor restrictions related to the treatment of investment earnings.

BENEFICIAL INTEREST HELD IN TRUSTS

The Organization is the beneficiary of perpetual charitable trusts. The Organization is the sole beneficiary of four funds held by the New Hampshire Charitable Foundation ("NHCF"), as well as two separate charitable remainder trusts, and 50% beneficiary of a third charitable remainder trust. The beneficial interest in trusts is reported at its fair value, which is estimated as the fair value of the underlying trust assets. Distributions of income from trust assets are restricted as to use and are reported as increases in net assets with donor restrictions until expended in accordance with restrictions. The value of the beneficial interest in the trusts is adjusted annually for the change in its estimated fair value. Those changes in value are reported as increases in net assets with donor restrictions. The assets in the trusts will never be distributed to the Organization.

PROPERTY AND EQUIPMENT, NET

Property and equipment additions over $10,000 are recorded at cost, if purchased, and at fair value at the date of donation, if donated. Depreciation is computed using the straight-line method over the estimated useful lives of the assets ranging from 5 to 50 years. When assets are sold or otherwise disposed of, the cost and related depreciation is removed, and any resulting gain or loss is included in the consolidated statement of activities. Costs of maintenance and repairs that do not improve or extend the useful lives of the respective assets are expensed. Assets not in service are not depreciated.

The carrying values of property and equipment are reviewed for impairment whenever events or circumstances indicate that the carrying value of an asset may not be recoverable from the estimated future cash flows expected to result from its use and eventual disposition. When considered impaired, an impairment loss is recognized to the extent carrying value exceeds the fair value of the asset. There were no indicators of asset impairment in 2024 or 2023.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

LEASES

The Organization is a lessee in several noncancellable operating leases, for office space and equipment. The Organization determines if an arrangement is a lease, or contains a lease, at inception of a contract and when the terms of an existing contract are changed. The Organization recognizes a lease liability and a right-of-use (ROU) asset at the commencement date of the lease. The lease liability is initially and subsequently recognized based on the present value of its future lease payments. Variable payments are included in the future lease payments when those variable payments depend on an index or a rate. The Organization generally does not have access to the rate implicit in the lease and, therefore, the Organization utilizes a risk-free rate as the discount rate at the lease commencement date for all classes of underlying assets. The ROU asset is subsequently measured throughout the lease term at the amount of the remeasured lease liability (i.e., present value of the remaining lease payments), plus unamortized initial direct costs, plus (minus) any prepaid (accrued) lease payments, less the unamortized balance of lease incentives received, and any impairment recognized. Lease cost for lease payments is recognized on a straight-line basis over the lease term.

The Organization has elected, for all underlying classes of assets, to not recognize ROU assets and lease liabilities for short-term leases that have a lease term of 12 months or less at lease commencement, and do not include an option to purchase the underlying asset that the Organization is reasonably certain to exercise. The Organization recognizes lease costs associated with short-term leases on a straight-line basis over the lease term.

The Organization has lease agreements with lease and non-lease components, which are generally accounted for separately. The Organization has elected, for all underlying classes of assets, to account for each separate lease component of a contract and its associated non-lease components (repairs and maintenance) as a single lease component. For arrangements accounted for as a single lease component, there may be variability in future lease payments as the amount of the non-lease components is typically revised from one period to the next. These variable lease payments are recognized in operating expenses in the period in which the obligation for those payments was incurred.

INTEREST RATE SWAP

An interest rate swap is utilized to mitigate interest rate risk on bonds payable. The related liability is reported at fair value in the consolidated statement of financial position, and unrealized gains or losses are included in the consolidated statement of activities. In 2024, the Organization terminated the interest rate swap.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

NET ASSETS

Net assets, revenues, gains, and losses are classified based on the existence or absence of donor-imposed restrictions.

Net Assets Without Donor Restrictions

Net assets without donor restrictions are net assets available for use in general operations and not subject to donor-imposed restrictions. The Board has designated, from net assets without donor restrictions, net assets for a Board-designated endowment and an ERTC reserve.

Net Assets With Donor Restrictions

Net assets with donor restrictions are net assets subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity while permitting the Organization to expend the income generated by the assets in accordance with the provisions of additional donor-imposed stipulations or a Board approved spending policy. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both. The Organization recognizes revenue from contributions and grants that were initially conditional, which became unconditional with restrictions during the reporting period, and for which those restrictions were met during the reporting period, as net assets without donor restrictions.

REVENUE RECOGNITION

A portion of the Organization's revenue is derived from cost-reimbursable contracts and grants, which are conditioned upon certain performance requirements and/or the incurrence of allowable qualifying expenses. Amounts received are recognized as revenue when the Organization has incurred expenditures or met performance requirements in compliance with specific contract or grant provisions. Amounts received prior to incurring qualifying expenditures or meeting performance requirements are reported as refundable advances in the consolidated statement of financial position.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

REVENUE RECOGNITION (CONTINUED)

The Organization recognizes contributions when cash, securities or other assets; an unconditional promise to give; or a notification of a beneficial interest is received. Conditional promises to give – that is, those with a measurable performance or other barrier and a right of return – are not recognized until the conditions on which they depend have been met.

The Organization records special events revenue equal to the fair value of direct benefits to donors, and contribution income for the excess received when the event takes place.

Revenues derived from providing services are recognized when the performance obligation of providing the services are met. The performance obligation of providing program services is simultaneously received and consumed by the participants; therefore, the revenue is recognized when the service occurs. Service fee revenues are comprised of Medicaid, private insurance, and other sources that reflects the consideration to which the Organization expects to be entitled in exchange for providing client services. Service fees are billed monthly after the services are rendered, at rates established by the New Hampshire Department of Health and Human Services ("DHHS") specific to the level of service provided.

DONATED SERVICES AND IN-KIND CONTRIBUTIONS

Contributed nonfinancial assets include donated food, supplies, professional services, and other in-kind contributions which are recorded at the respective fair values of the goods or services received (Note 14). The Organization does not sell donated gifts-in-kind. In addition to contributed nonfinancial assets, volunteers contribute significant amounts of time to program services, administration, and fundraising and development activities; however, the financial statements do not reflect the value of these contributed services because they do not meet recognition criteria prescribed by GAAP. GAAP allows recognition of contributed services only if (a) the services create or enhance nonfinancial assets, or (b) the services would have been purchased if not provided by contribution, require specialized skills, and are provided by individuals possessing those skills.

ADVERTISING COSTS

Advertising costs are expensed as incurred and are reported in the consolidated statement of activities and consolidated statement of functional expenses.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

FUNCTIONAL ALLOCATION OF EXPENSES

The costs of program and supporting services activities have been summarized on a functional basis in the consolidated statement of activities. The consolidated statement of functional expenses presents the natural classification detail of expenses by function.

The consolidated financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Therefore, expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include salary and benefits, which are allocated based on time and effort estimates, and occupancy costs and depreciation which are allocated based on personnel count at the location.

MEASURE OF OPERATIONS

The consolidated statement of activities reports all changes in net assets, including changes in net assets from operating and nonoperating activities. Operating activities consist of those items attributable to the Organization's ongoing programs and services and include the Organization's annual endowment transfer to support operations. Nonoperating activities are limited to resources outside of those programs and services and are comprised of non-recurring gains and losses on sales and dispositions, investment income, changes in the value of beneficial interests and interest rate swaps, and employee retention tax credit net of applicable expenses.

INCOME TAXES

Waypoint has been recognized by the Internal Revenue Service ("IRS") as exempt from federal income taxes under Internal Revenue Code ("IRC") Section 501(a) as an organization described in IRC Section 501(c)(3), qualifies for charitable contribution deductions, and has been determined not to be a private foundation. Child and Family Realty Corporation is exempt from federal income tax under Section 501(a) of the IRC as an organization described in Section 501(c)(25).

Each entity is annually required to file a Return of Organization Exempt from Income Tax (Form 990) with the IRS. In addition, each is subject to income tax on net income that is derived from business activities that are unrelated to their exempt purpose.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

INCOME TAXES (CONTINUED)

The Organization accounts for uncertain tax provisions under Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC") 740, *Income Taxes*, which provides a framework for how entities should recognize, measure, present, and disclose uncertain tax positions in their financial statements. The Organization may recognize the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by the taxing authorities, based on the technical merits of the position. Management has reviewed the Organization's reporting and believes they have not taken tax positions that are more likely than not to be determined to be incorrect by the IRS and, therefore, no adjustments or disclosures are required. The Organization is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods pending or in progress.

ESTIMATES

The preparation of consolidated financial statements in conformity with 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 consolidated financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results may differ from those estimates.

FINANCIAL INSTRUMENTS AND CREDIT RISK

Deposit concentration risk is managed by placing cash deposits with financial institutions believed to be creditworthy. At times, amounts on deposit may exceed insured limits. To date, no losses have been experienced in any of these accounts. Credit risk associated with receivables is considered to be limited due to high historical collection rates. Investments are exposed to various risks such as interest rate, market, and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such change could materially affect the amounts reported in the consolidated statement of financial position. Although the fair value of investments are subject to fluctuation on a year-to-year basis, the Investment Committee believes that the investment policies and guidelines are prudent for the long-term welfare of the Organization.

NOTE 3 - LIQUIDITY AND AVAILABILITY

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the date of the consolidated statement of financial position, were comprised of the following at December 31, 2024 and 2023:

	2024	2023
Financial assets at year end:		
Cash and cash equivalents	$ 5,381,870	$ 5,649,783
Restricted cash	71,739	70,644
Accounts receivable	712,166	1,011,771
Grants receivable	1,367,610	1,649,265
Contributions receivable	238,345	218,258
Investments	23,131,737	21,394,755
Beneficial interest held in trusts	2,275,542	2,165,143
Total financial assets	33,179,009	32,159,619
Less amounts not available to be used within one year:		
Restricted cash not available for general expenditure	71,739	70,644
Net assets with donor restrictions	7,095,167	6,593,765
Add amounts available to spend within one year:		
Net assets with purpose restrictions to be met in less than a year	(1,685,274)	(1,515,563)
Donor-restricted endowment subject to spending policy rate and appropriation	(73,998)	(73,998)
Closely held securities	1,450,000	750,000
Board-designated - ERTC funds	3,954,266	4,261,566
Board-designated endowment	16,651,246	16,173,416
Add amounts available to spend within one year:		
Board-designated endowment annual spending policy rate and appropriation	(883,752)	(899,141)
Total amounts not available to be used within one year	26,579,394	25,360,689
Financial assets available to meet general expenditures over the next year	$ 6,599,615	$ 6,798,930

Endowment funds consist of donor-restricted endowments and funds designated by the Board to function as endowments. Income from donor-restricted endowments is restricted for specific purposes or restricted to the Organization's spending policy. The portion of endowment funds that are perpetual in nature are not available for general expenditure.

NOTE 3 - LIQUIDITY AND AVAILABILITY (CONTINUED)

The Board-designated endowment is subject to an annual spending rate as determined by the Board. Although there is no intention to spend from the Board-designated endowment (other than amounts appropriated for general expenditure as part of the Board's annual budget approval and appropriation), these amounts could be made available if necessary.

As part of its liquidity management plan, the Organization also has a $1,500,000 revolving line of credit available to meet cash flow needs (Note 7).

NOTE 4 - ASSETS HELD FOR SALE

The Organization entered into a purchase and sales agreement to sell the land, building and improvements, and equipment assets for piece of real estate property located in Concord, NH historically referenced as Camp Spaulding. The sale is expected to close in 2025.

NOTE 5 - INVESTMENTS AND FAIR VALUE MEASUREMENTS

Certain assets are reported at fair value in the financial statements. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal, or most advantageous, market at the measurement date under current market conditions regardless of whether that price is directly observable or estimated using another valuation technique. Inputs used to determine fair value refer broadly to the assumptions that market participants would use in pricing the asset or liability, including assumptions about risk. Inputs may be observable or unobservable. Observable inputs are inputs that reflect the assumptions market participants would use in pricing the asset or liability based on market data obtained from sources independent of the reporting entity. Unobservable inputs are inputs that reflect the reporting entity's own assumptions about the assumptions market participants would use in pricing the asset or liability based on the best information available.

NOTE 5 - INVESTMENTS AND FAIR VALUE MEASUREMENTS (CONTINUED)

A three-tier hierarchy categorizes the inputs as follows:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities that are accessible at the measurement date.

- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. These include quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, inputs other than quoted prices that are observable for the asset or liability, and market-corroborated inputs.

- Level 3 – Unobservable inputs for the asset or liability. In these situations, inputs are developed using the best information available in the circumstances.

In some cases, the inputs used to measure the fair value of an asset or a liability might be categorized within different levels of the fair value hierarchy. In those cases, the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement. Assessing the significance of a particular input to entire measurement requires judgment, taking into account factors specific to the asset or liability. The categorization of an asset or liability within the hierarchy is based upon the pricing transparency of the asset or liability and does not necessarily correspond to the assessment of the quality, risk, or liquidity profile of the asset or liability.

Certain investment assets are classified within Level 1 because they comprise open-ended mutual funds with readily determinable and quoted fair values based on daily redemption values. The Organization holds equity interest in a private equity limited liability company, received through donation, and is valued at fair value using per share price of an offering occurring around year-end. The equity interest is considered a Level 3 measurement. The fair value of beneficial interest in remainder trust is determined using present value techniques and risk-adjusted discount rates designed to reflect the assumptions market participants would use in pricing the underlying assets and is based on the fair value of trust investments as reported by the trustees. The beneficial interest in remainder trust is considered a Level 3 measurement.

NOTE 5 - INVESTMENTS AND FAIR VALUE MEASUREMENTS (CONTINUED)

The following table presents the Organization's assets measured at fair value on a recurring basis at December 31, 2024:

	2024			
	Total	Level 1	Level 2	Level 3
Assets:				
Investments:				
Mutual funds	$21,675,658	$21,675,658	$ --	$ --
Common stock	6,079	6,079	--	--
Closely held securities	1,450,000	--	--	1,450,000
	23,131,737	21,681,737	--	1,450,000
Beneficial interests held in trust:				
NHCF	1,314,217	--	--	1,314,217
Greenleaf	364,739	--	--	364,739
Spaulding	341,630	--	--	341,630
Cogswell	254,956	--	--	254,956
	2,275,542	--	--	2,275,542
Total assets at fair value	$25,407,279	$21,681,737	$ --	$3,725,542

The following table presents the Organization's assets measured at fair value on a recurring basis at December 31, 2023:

	2023			
	Total	Level 1	Level 2	Level 3
Assets:				
Investments:				
Mutual funds	$20,644,755	$20,644,755	$ --	$ --
Closely held securities	750,000	--	--	750,000
	21,394,755	20,644,755	--	750,000
Beneficial interests held in trust:				
NHCF	1,245,254	--	--	1,245,254
Greenleaf	353,987	--	--	353,987
Spaulding	324,126	--	--	324,126
Cogswell	241,776	--	--	241,776
	2,165,143	--	--	2,165,143
Total assets at fair value	$23,559,898	$20,644,755	$ --	$2,915,143

NOTE 5 - INVESTMENTS AND FAIR VALUE MEASUREMENTS (CONTINUED)

Under the terms of the Organization's line of credit agreement (Note 7), the Organization has agreed not to pledge the mutual funds as security on any other debt.

The following is a reconciliation of the beginning and ending balances of assets measured at fair value on a recurring basis using significant unobservable inputs (Level 3) for the year ended December 31, 2024:

	Closely Held Securities	Beneficial Interest Held in Trusts
Balance at December 31, 2023	$ 750,000	$ 2,165,143
Purchases/contributions of investments	700,000	1,543
Investment return, net	--	176,007
Distributions	--	(67,151)
Balance at December 31, 2024	$ 1,450,000	$ 2,275,542

The following is a reconciliation of the beginning and ending balances of assets measured at fair value on a recurring basis using significant unobservable inputs (Level 3) for the year ended December 31, 2023:

	Closely Held Securities	Beneficial Interest Held in Trusts
Balance at December 31, 2022	$ --	$ 2,020,741
Purchases/contributions of investments	750,000	--
Investment return, net	--	202,718
Distributions	--	(58,316)
Balance at December 31, 2023	$ 750,000	$ 2,165,143

Interest and dividends and net unrealized gains on investments and beneficial interest in remainder trusts are reflected in the accompanying statement of activities and changes in net assets as investment income, net and change in beneficial interest.

Investments, in general, are exposed to various risks such as interest rate, credit, and overall market volatility. As such, it is reasonably possible that changes in the value of investments will occur in the near term and that such changes could materially affect the amounts reported in the statement of financial position and the statement of activities and changes in net assets.

NOTE 6 - PROPERTY AND EQUIPMENT, NET

Property and equipment, net was comprised of the following at December 31, 2024 and 2023:

	2024	2023
Land and land improvements	$ 958,884	$ 958,884
Buildings and improvements	11,254,235	11,072,089
Furniture, fixtures, and equipment	619,457	619,457
Vehicles	54,663	68,761
Software	465,730	465,730
Construction in progress	237,924	82,075
Subtotal	13,590,893	13,266,996
Less accumulated depreciation	(4,512,260)	(4,156,839)
Total	$ 9,078,633	$ 9,110,157

NOTE 7 - LINE OF CREDIT

The Organization has a $1,500,000 revolving line of credit agreement with a bank, which is payable on demand. The line is secured by a first lien on accounts receivable, double negative pledge on all investments of the borrower, and carries a variable rate of interest at the Wall Street Journal prime rate (7.5% at December 31, 2024), adjusted daily. At December 31, 2024 and 2023, there was no outstanding balance on this line of credit.

NOTE 8 - BONDS PAYABLE

During 2007, the New Hampshire Health and Education Facilities Authority (the "Authority") sold $5,540,000 of its Revenue Bonds, Child and Family Services Issue, Series 2007, and loaned the proceeds of the bonds to the Organization to refund its Series 1999 Series Bonds and to finance certain improvements to the Organization's facilities. The Series 2007 Bonds were issued with a variable interest rate determined on a weekly basis. Prior to issuing the Bonds, the Organization entered into an interest rate swap agreement (the "swap agreement") with Citizens Bank of NH (the "Counterparty") for the life of the bond issue to hedge the interest rate risk associated with the Series 2007 Bonds. The swap agreement requires the Organization to pay the Counterparty a rate of interest per annum equal to the product of (a) .68 multiplied by (b) the sum of term secured overnight financing rate ("SOFR") plus 2.75%. Counterparty payments to the Organization were intended to offset the Organization's payments of variable rate interest to bondholders. Counterparty credit worthiness and market

NOTE 8 - BONDS PAYABLE (CONTINUED)

variability can impact the variable rates received and paid by the Organization, with the potential of increasing Organization's interest payments. As a result, the cost of the interest rate swap for 2024 and 2023 is added to interest expense in the consolidated statement of functional expenses. The bonds mature in 2038 and can be repaid at any time.

The Organization is required to include the fair value of the swap in the consolidated statement of financial position, and annual changes, if any, in the fair value of the swap in the consolidated statement of activities. For example, during the bond's 30-year holding period, the annually calculated value of the swap will be reported as an asset if interest rates increase above those in effect on the date of the swap was entered into (and as an unrealized gain in the consolidated statement of activities), which will generally be indicative that the net fixed rate the Organization is paying on the swap is below market expectations of rates during the remaining term of the swap. The swap will be reported as a liability (and as an unrealized loss in the consolidated statement of activities) if interest rates decrease below those in effect on the date the swap was entered into, which will generally be indicative that the net fixed rate the Organization is paying on the swap is above market expectations of rates during the remaining term of the swap. The annual accounting adjustments of value changes in the swap transaction are non-cash recognition requirements, the net effect of which will be zero at the end of the bond's 30-year term. At December 31, 2024 and 2023, the Organization recorded the swap liability position of $-0- and $380,838, respectively. The Organization paid off the interest rate swap liability and closed the rate swap agreement during 2024.

During 2009, there occurred a downgrading of the credit rating of the Counterparty to the letter of credit reimbursement agreement, which triggered a mandatory tender of the Series 2007 Bonds in whole and a temporary conversion of one hundred percent of the principal amount to a bank purchase mode under the terms of said letter of credit reimbursement agreement. Since it became evident that the credit markets would not soon return to normalcy, the Organization elected to convert the Series 2007 Bonds from a weekly rate mode to a bank purchase mode. This new bank purchase mode created a rate period in which the Series 2007 Bonds bear interest at the tax adjusted bank purchase rate of 68% of the sum of the term SOFR plus 275 basis points. The bank purchase mode commenced on July 31, 2009 and expired on July 31, 2014; however, the expiration date was extended by the Counterparty to January 1, 2038 and the Organization had the option to convert back to the weekly rate mode. The Series 2007 Bond documents require the Organization to comply with certain financial covenants. As of December 31, 2024 and 2023, the Organization was in compliance with these covenants.

NOTE 8 - BONDS PAYABLE (CONTINUED)

The following is a summary of future payments on the previously mentioned bonds payable:

Year	Amount
2025	$ 195,000
2026	200,000
2027	205,000
2028	220,000
2029	225,000
Thereafter	2,126,833
Total	$ 3,171,833

NOTE 9 - LEASES

The Organization rents property and equipment under non-cancelable operating lease agreements with monthly payments ranging from $493 to $4,910. The leases expire at various dates through November 2029.

While all agreements provide minimum lease payments, some include payments adjusted for inflation or variable common area maintenance charges. Variable payments are not determinable at the lease commencement and are not included in the measurement of lease assets and liabilities. The lease agreements do not include any material residual value guarantees or restrictive covenants.

The components of operating lease expense that are included in the statement of activities for the years ended December 31, 2024 and 2023 were as follows:

	2024	2023
Fixed lease cost	$ 245,797	$ 209,548
Variable lease cost	65,896	38,797
Total lease cost	$ 311,693	$ 248,345

NOTE 9 - LEASES (CONTINUED)

During the years ended December 31, 2024 and 2023, the Organization had the following cash and non-cash activities related to operating leases:

	2024	2023
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows for operating leases	$ 262,158	$ 213,799
Non-cash investing and financing activities:		
Lease assets obtained in exchange for lease liabilities:		
Operating leases	$ 783,966	$ 168,666

Weighted average lease term and discount rate at December 31, 2024 and 2023, were as follows:

	2024	2023
Weighted average remaining lease term (years)	2.66	1.86
Weighted average discount rate	2.84%	1.36%

Future payments due under operating leases as of December 31, 2024, were as follows for the years ending December 31:

Years ending December, 31	Amount
2025	$ 233,216
2026	179,118
2027	162,446
2028	165,160
2029	86,365
Total lease payments	826,305
Less imputed interest	69,541
Present value of lease liabilities	$ 756,764

NOTE 10 - REFUNDABLE ADVANCES

Refundable advances totaling $257,818 and $316,902 at December 31, 2024 and 2023, respectively, primarily include grant funds received in advance from New Hampshire Department of Health and Human Services for community-based voluntary services and from a foundation for an early childhood and advocacy grant. Revenues will be recognized as the conditions of the grants are met.

NOTE 11 - DEFERRED LOANS – NHHFA

Deferred loans at December 31, 2024 and 2023 were comprised of two notes payable to the New Hampshire Housing and Finance Authority ("NHHFA").

On June 7, 2005, the Organization entered into a note payable to the NHHFA. The face amount of the note is $550,000, does not require the payment of interest, and is due in 30 years. The note is secured by real estate located in Dover, New Hampshire. In line with the regulatory agreement related to the note payable, the Organization has remitted to NHHFA funds to establish an operating and replacement reserve. The balance of this reserve is reported as restricted cash on the consolidated statement of financial position. The restricted cash balance related to this note as of December 31, 2024 and 2023 totaled $29,052 and $30,255, respectively.

On May 22, 2007, the Organization entered into a note payable to the NHHFA. The face amount of the note is $700,000, does not require the payment of interest, and is due in 30 years. The note is secured by real estate located in Manchester, New Hampshire. In line with the regulatory agreement related to the note payable, the Organization has remitted to NHHFA funds to establish an operating and replacement reserve. The balance of this reserve is reported as restricted cash on the consolidated statement of financial position. The restricted cash balance as of December 31, 2024 and 2023 related to this note totaled $42,687 and $40,389, respectively.

NOTE 12 - ENDOWMENT FUNDS

TYPES OF FUNDS

The Organization's endowment consists of various individual funds established for a variety of purposes. The endowment includes both donor-restricted funds and funds designated by the Board of Trustees to function as endowments. As required by GAAP, net assets associated with endowment funds, including funds designated by the Board of Trustees to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

NOTE 12 - ENDOWMENT FUNDS (CONTINUED)

TYPES OF FUNDS (CONTINUED)

Board-Designated Endowment

As of December 31, 2024 and 2023, the Board of Trustees had designated $16,651,246 and $16,173,416, respectively, of net assets without donor restrictions as a general endowment fund to support the mission of the Organization.

Donor-Designated Endowments

The Board of Trustees 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 for donor-restricted perpetual endowment funds, absent explicit donor stipulations to the contrary. As a result of this interpretation, the Organization classifies as perpetually restricted net assets (a) the original value of gifts donated to the endowment, (b) the original value of subsequent gifts to the endowment, and (c) accumulations to the endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added. The remaining portion of the donor-restricted endowment fund that is not classified as perpetually restricted is classified as net assets with donor restrictions 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, and (7) the Organization's investment policies.

FUNDS WITH DEFICIENCIES

The Organization considers a fund to be underwater if the fair value of the fund is less than the sum of (a) the original value of initial and subsequent gift amounts donated to the fund, and (b) any accumulations to the fund that are required to be maintained in perpetuity in accordance with the direction of the applicable donor gift instrument. The Organization complies with UPMIFA and has interpreted UPMIFA to permit spending from underwater funds in accordance with prudent measures required under the law. The Organization had no underwater endowment funds at December 31, 2024 or 2023.

NOTE 12 - ENDOWMENT FUNDS (CONTINUED)

INVESTMENT POLICY

The Organization has adopted an investment and spending policy to ensure a total return (income plus capital change) necessary to preserve and enhance the principal of the fund and, at the same time, provide a dependable source of support for current operations and programs. The withdrawal from endowment funds in support of current operations is expected to remain a constant percentage of the endowment funds, adjusted for new gifts to the endowment fund.

In recognition of the prudence required of fiduciaries, reasonable diversification is sought where possible. Experience has shown financial markets and inflation rates are cyclical and, therefore, control of volatility will be achieved through investment styles. Asset allocation parameters have been developed for various funds within the structure, based on investment objectives, liquidity needs, and time horizon for intended use.

Measurement of investment performance against policy objectives will be computed on a total return basis, net of management fees and transaction costs. Total return is defined as dividend or interest income plus realized and unrealized capital appreciation or depreciation at fair market value.

SPENDING POLICY

The Organization's spending policy is to avail itself of a Board-approved percentage of investment income from mutual fund investments for operations with any remaining interest, dividends, or appreciation reinvested. The spending policy approved by the Board of Trustees is a percentage of the average total endowment value over the previous 12 quarters, with a 1% contingency margin with Board approval. This includes interest and dividends paid out to the Organization. In 2024 and 2023, the approved rate was 5.00%.

NOTE 12 - ENDOWMENT FUNDS (CONTINUED)

CHANGES IN ENDOWMENT NET ASSETS

The composition of endowment net assets as of December 31, 2024 and changes in endowment net assets for the year ended December 31, 2024 were as follows:

		With Donor Restrictions			
	Without Donor Restrictions	Cumulative Appreciation	Perpetually Restricted	Total	Total Endowment Net Assets
Endowment net assets, beginning of year	$ 16,173,416	$ 1,128,246	$ 1,784,813	$ 2,913,059	$ 19,086,475
Contributions	--	--	5,604	5,604	5,604
Appropriations from endowment	(1,099,141)	(99,392)	--	(99,392)	(1,198,533)
Borrowing from endowment for purpose-restricted net assets	(169,711)	--	--	--	(169,711)
Investment income, net	1,746,682	315,080	--	315,080	2,061,762
Endowment net assets, end of year	$ 16,651,246	$ 1,343,934	$ 1,790,417	$ 3,134,351	$ 19,785,597

The composition of endowment net assets as of December 31, 2023 and changes in endowment net assets for the year ended December 31, 2023 were as follows:

		With Donor Restrictions			
	Without Donor Restrictions	Cumulative Appreciation	Perpetually Restricted	Total	Total Endowment Net Assets
Endowment net assets, beginning of year	$ 14,896,850	$ 788,401	$ 1,749,850	$ 2,538,251	$ 17,435,101
Contributions	--	--	34,963	34,963	34,963
Appropriations from endowment	(868,594)	(80,643)	--	(80,643)	(949,237)
Borrowing from endowment for purpose-restricted net assets	(381,895)	--	--	--	(381,895)
Investment Income, net	2,527,055	420,488	--	420,488	2,947,543
Endowment net assets, end of year	$ 16,173,416	$ 1,128,246	$ 1,784,813	$ 2,913,059	$ 19,086,475

NOTE 13 - NET ASSETS

NET ASSETS WITHOUT DONOR RESTRICTIONS

Net assets without donor restrictions were comprised of the following at December 31, 2024 and 2023:

	2024	2023
Undesignated net assets	$ 9,501,393	$ 8,739,373
Board-designated ERTC funds	3,954,266	4,261,566
Board-designated endowment	16,651,246	16,173,416
Total	$ 30,106,905	$ 29,174,355

NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions were comprised of the following at December 31, 2024 and 2023:

	2024	2023
Subject to expenditure for specified purpose:		
Camp	$ 7,369	$ 7,689
Runaway and homeless youth	1,058,083	698,184
Family support	146,864	124,891
Health and wellbeing	205,149	231,618
Family resource center	204,636	341,896
Other projects	61,630	104,158
The Children's Place	1,543	7,127
	1,685,274	1,515,563
Accumulated endowment earnings restricted by donors for:		
General operations	208,111	189,575
Camperships	467,352	386,004
Other purposes	668,471	552,667
	1,343,934	1,128,246
Original gift perpetually restricted by donors for:		
General operations	136,529	136,529
Camperships	585,283	581,042
Other purposes	1,068,605	1,067,242
	1,790,417	1,784,813
Not subject to spending policy or appropriation:		
Beneficial interest in trusts	2,275,542	2,165,143
Total	$ 7,095,167	$ 6,593,765

NOTE 13 - NET ASSETS (CONTINUED)

NET ASSETS WITH DONOR RESTRICTIONS (CONTINUED)

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose or by occurrence of the passage of time or other events specified by the donors as follows for the years ended December 31, 2024 and 2023:

	2024	2023
Satisfaction of purpose restrictions:		
Camp	$ 14,898	$ 66,451
Runaway and homeless youth	1,055,863	2,450,535
Family support	262,115	181,115
Health and wellbeing	466,307	456,292
Family resource center	328,218	158,981
Other projects	331,456	143,893
The Children's Place	67,230	81,205
	2,526,087	3,538,472
Restricted purpose spending-rate distributions and appropriations:		
General operations	16,443	17,039
Camperships	23,383	--
Other purposes	59,566	63,604
	99,392	80,643
Total	$ 2,625,479	$ 3,619,115

NOTE 14 - CONTRIBUTED NONFINANCIAL ASSETS

The Organization received the following contributions of nonfinancial assets for the years ended December 31, 2024 and 2023:

	Revenue Recognized		Utilization in	Valuation Techniques
	2024	2023	Programs/Activities	and Inputs
Food	$ 30,068	$ 44,631	Early Childhood & Family Support, and Homeless Youth & Young Adults.	U.S. retail prices of identical products using pricing data under a 'like-kind' methodology considering the good's conditions and utility for use at the time of contribution.
Supplies	6,279	5,399	Early Childhood & Family Support, and Homeless Youth & Young Adults.	U.S. retail prices of identical products using pricing data under a 'like-kind' methodology considering the good's conditions and utility for use at the time of contribution.
Toys	1,804	2,617	Early Childhood & Family Support	U.S. retail prices of identical products using pricing data under a 'like-kind' methodology considering the good's conditions and utility for use at the time of contribution.
Services	1,336	10,841	Early Childhood & Family Support, and Administration	Contributed professional services are valued at the estimated fair value based on current rates for similar services.
Items for assistance to individuals	35,917	14,248	Early Childhood & Family Support and Homeless Youth & Young Adults	U.S. retail prices of identical products using pricing data under a 'like-kind' methodology considering the good's conditions and utility for use at the time of contribution.
Total	$ 75,404	$ 77,736		

There were no associated donor restrictions with the above contributed nonfinancial assets.

NOTE 15 - EMPLOYEE RETENTION TAX CREDIT (ERTC)

The Employee Retention Tax Credit (ERTC), established as part of the Coronavirus Aid, Relief and Economic Security Act (CARES Act), enacted March 27, 2020, amended by the Consolidated Appropriations Act, 2021 (CAA), enacted on December 27, 2020, and further amended by the American Rescue Plan Act (ARPA), enacted March 11, 2021, provided for financial relief to eligible employers through refundable tax credits. The ERTC is a refundable tax credit against certain employment taxes equal to 70% of eligible wages and certain health insurance benefits up to $28,000 per employee and $10,000 per quarter through September 30, 2021. Eligible employers could get immediate access to the credit by reducing employment tax deposits they were otherwise required to make. Employers were eligible if they operated a trade or business during January 1, 2021 through September 30, 2021 and experienced either: 1) full or partial suspension of the operation of their trade or business during that period because of governmental orders limiting commerce, travel or group meetings due to COVID-19, or 2) decline in gross receipts in a calendar quarter in 2021 where the gross receipts of that calendar quarter were less than 80% of the gross receipts in the same calendar quarter in 2019. For the year ended December 31, 2024, the Organization did not recognize any ERTC income.

NOTE 16 - GRANTS

The Organization has been awarded multi-year cost-reimbursable grants of $12,708,699 and $8,746,467 that have not been recognized as of December 31, 2024 and 2023, respectively, because qualifying expenditures have not yet been incurred. The Organization expects to request reimbursement on these grants over the next several years once the conditions for requesting reimbursement have been met. Grant revenue from federal agencies is subject to independent audit under the Office of Management and Budget's Uniform Guidance, and review by grantor agencies. This review could result in the disallowance of expenditures under the terms of the grant or reductions of future grant funds. Based on prior experience, the Organization's management believes that costs ultimately disallowed, if any, would not materially affect the financial position of the Organization.

Due to the federal government's review and potential restructuring of federal funding priorities, there is uncertainty regarding the continuation and amount of future funding from federal sources. The Organization is monitoring policy developments and may need to explore alternative funding sources to mitigate potential impacts.

NOTE 17 - ASSISTANCE TO INDIVIDUALS

Assistance to individuals was comprised of the following for the years ended December 31, 2024 and 2023:

	2024	2023
Payment to parents of foster children	$ 240	$ 13,317
Housing assistance	604,457	388,607
Gift cards provided to families during holiday season	23,155	45,000
Food for at risk youth	133,283	100,322
In-kind assistances	75,175	77,736
Other assistance such as medical, childcare, transportation, and family activities	665,854	720,794
Total	$ 1,502,164	$ 1,345,776

NOTE 18 - DEFINED CONTRIBUTION PLAN

The Organization maintains a 403(b) Thrift Plan (the Plan). The Plan is a defined contribution plan that all eligible employees may immediately make elective participant contributions to upon hire. A pretax voluntary contribution is permitted by employees up to limits imposed by the IRC and other limitations specified in the Plan. Contributions made to the Plan by the Organization for the years ended December 31, 2024 and 2023 totaled $253,696 and $160,453, respectively.

NOTE 19 - RELATED PARTY TRANSACTIONS

The Organization procures a portion of their legal services from a local law firm that employs an attorney who also serves on the Organization's Board of Trustees. The attorney Board member does not personally perform the legal services. For the years ended December 31, 2024 and 2023, total legal expense paid to related parties was $14,898, and $55,702, respectively.

NOTE 20 - CONCENTRATION OF RISK

The majority of the Organization's grants are received from agencies of the State of New Hampshire. As such, the Organization's ability to generate resources via grants is dependent upon the economic health of that area and of the State of New Hampshire. An economic downturn could cause a decrease in grants that coincides with an increase in demand for the Organization's services.

NOTE 21 - RECLASSIFICATIONS

Certain reclassifications of amounts previously reported have been made to the accompanying consolidated financial statements to maintain consistency between periods presented. The reclassifications had no impact on previously reported net assets.

NOTE 22 - SUBSEQUENT EVENTS

Subsequent events have been evaluated through June 3, 2025, the date the consolidated financial statements were available to be issued. No events were identified which required recognition or disclosure in the financial statements.

WAYPOINT

CONSOLIDATED SCHEDULE OF OPERATING EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2024

	Family Preservation & Strengthening	Early Childhood & Family Support	Homeless Youth & Young Adults	Health & Wellbeing	Advocacy	Camp	Total Program Services	Management and General	Fundraising	2024 Total
Personnel Expenses:										
Salaries and wages	$ 3,973,330	$ 3,232,756	$ 1,879,957	$ 1,548,683	$ 224,268	$ –	$ 10,858,994	$ 1,922,147	$ 318,381	$ 13,099,522
Employee benefits	721,250	642,604	373,004	165,721	5,881	–	1,908,460	347,144	43,529	2,299,133
Retirement plan	64,154	63,517	23,461	17,874	6,549	–	175,555	72,309	5,832	253,696
Payroll taxes and other	391,329	319,233	181,778	154,232	17,113	–	1,063,685	152,744	24,364	1,240,793
Subtotal personnel expense	5,150,063	4,258,110	2,458,200	1,886,510	253,811	–	14,006,694	2,494,344	392,106	16,893,144
Professional fees										
Accounting	–	–	2,135	–	–	–	2,135	47,450	–	49,585
Legal	–	–	1,707	–	–	6,812	8,519	13,090	–	21,609
Other professional fees	49,754	243,338	92,765	10,762	15,655	–	412,274	487,084	33,566	932,924
Subtotal professional fees	49,754	243,338	96,607	10,762	15,655	6,812	422,928	547,624	33,566	1,004,118
Assistance to individuals	303,554	265,477	815,646	93,102	–	–	1,477,779	1,230	23,155	1,502,164
Communications	77,030	66,589	56,652	19,261	2,148	18	221,698	41,464	6,439	269,601
Conferences, conventions, meetings, and trainings	10,269	78,486	5,990	1,307	5,000	42,928	143,980	73,470	5,267	222,717
Depreciation	86,003	126,692	173,924	17,903	3,871	574	408,967	142,677	6,087	557,731
Insurance	39,325	38,380	36,439	15,479	1,041	11,540	142,204	13,322	2,501	158,027
Interest	58,513	86,196	115,378	12,181	2,634	391	275,293	26,742	4,141	306,176
Membership dues	3,304	9,193	25,031	5,949	721	–	44,198	14,792	1,840	60,830
Miscellaneous	19,343	18,285	10,754	8,435	102	–	56,919	73,875	14,116	144,910
Occupancy	249,375	187,561	364,117	36,372	3,045	2,164	842,634	66,877	11,364	920,875
Printing and publications	215	4,726	11,367	875	1,877	–	19,060	33,577	35,680	88,317
Equipment rental and maintenance	18,279	51,180	16,252	2,435	24	–	88,170	315,355	1,221	404,746
Supplies	19,551	32,460	29,443	10,064	339	41	91,898	8,666	1,603	102,167
Travel	222,503	131,058	59,614	40,194	8,601	–	461,970	23,184	854	486,008
Total	$ 6,307,081	$ 5,597,731	$ 4,275,414	$ 2,160,829	$ 298,869	$ 64,468	$ 18,704,392	$ 3,877,199	$ 539,940	$ 23,121,531

See independent auditors' report.

WAYPOINT

CONSOLIDATED SCHEDULE OF OPERATING EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2023

	Family Preservation & Strengthening	Early Childhood & Family Support	Homeless Youth & Young Adults	Homecare	Advocacy	Camp	Total Program Services	Management and General	Fundraising	2023 Total
Personnel Expenses:										
Salaries and wages	$ 3,276,308	$ 3,406,925	$ 1,727,259	$ 1,081,739	$ 157,419	$ –	$ 9,649,650	$ 1,634,614	$ 309,418	$ 11,593,682
Employee benefits	668,164	636,824	314,704	99,446	4,388	–	1,723,526	176,591	37,744	1,937,861
Retirement plan	44,366	47,304	16,143	8,358	3,353	–	119,524	35,604	5,325	160,453
Payroll taxes and other	333,426	348,753	172,439	123,588	12,193	–	990,399	127,664	23,934	1,141,997
Subtotal personnel expense	4,322,264	4,439,806	2,230,545	1,313,131	177,353	–	12,483,099	1,974,473	376,421	14,833,993
Professional fees:										
Accounting	–	–	75	–	–	–	75	45,570	–	45,645
Legal	–	–	–	–	–	6,784	6,784	70,873	–	77,657
Other professional fees	30,150	190,276	175,231	5,532	17,000	–	418,189	406,788	52,603	877,580
Subtotal professional fees	30,150	190,276	175,306	5,532	17,000	6,784	425,048	523,231	52,603	1,000,882
Assistance to individuals	281,676	389,772	628,737	37	3	–	1,300,225	551	45,000	1,345,776
Communications	68,431	53,962	49,394	18,090	1,629	57	191,563	47,124	6,242	244,929
Conferences, conventions, meetings, and trainings	8,098	44,336	2,246	271	2,143	67,907	125,001	39,610	8,667	173,278
Depreciation	75,495	99,794	176,047	12,968	4,502	542	369,348	198,363	6,964	574,675
Insurance	32,624	38,202	29,342	12,176	964	4,865	118,173	63,652	2,282	184,107
Interest	59,073	78,086	134,755	10,147	3,523	424	286,008	40,704	5,449	332,161
Membership dues	6,075	10,961	5,930	6,023	665	–	29,654	16,084	–	45,738
Miscellaneous	9,227	20,721	10,471	12,032	20	–	52,471	113,285	5,414	171,170
Occupancy	212,555	133,492	457,554	12,513	3,775	7,424	827,313	70,603	12,193	910,109
Printing and publications	2,055	8,203	2,465	1,624	55	–	14,402	48,572	59,996	122,970
Equipment rental and maintenance	92,750	56,765	38,234	421	34	429	188,633	212,005	1,127	401,765
Supplies	25,468	56,629	62,830	3,362	1,275	–	149,564	12,586	2,190	164,340
Travel	230,603	144,066	54,165	26,351	34	–	455,219	22,146	1,138	478,503
Total	$ 5,456,544	$ 5,765,071	$ 4,058,021	$ 1,434,678	$ 212,975	$ 88,412	$ 17,015,721	$ 3,382,989	$ 585,686	$ 20,984,396

See independent auditors' report.

CBIZ CPAs P.C.

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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 Trustees
Waypoint
Manchester, NH

We have audited, in accordance with the 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*"), the consolidated financial statements of Waypoint, (the "Organization"), which comprise the consolidated statement of financial position as of December 31, 2024, and the related consolidated statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the consolidated financial statements (collectively referred to as the "financial statements"), and have issued our report thereon dated June 3, 2025.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Organization'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 the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization'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 and, therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We identified a certain deficiency in internal control, described in the accompanying schedule of findings and questioned costs as item 2024-001 that we consider to be a significant deficiency.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Organization'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.

CBIZ CPAs P.C.

Merrimack, NH
June 3, 2025

CBIZ CPAs

CBIZ CPAs P.C.

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Independent Auditors' Report on Compliance for Each Major Federal Program; Report on Internal Control Over Compliance; and Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

To the Board of Trustees
Waypoint
Manchester, NH

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Waypoint's (the "Organization") 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 the Organization's major federal programs for the year ended December 31, 2024. The Organization'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, the Organization complied, in all material respects, with the 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 ("GAAS"); the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States *("Government Auditing Standards");* 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 the Organization 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 the Organization'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 the Organization'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 the Organization'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 GAAS, *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 the Organization's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *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 the Organization'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 the Organization'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 the Organization'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 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.

Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

We have audited the consolidated financial statements of the Organization as of and for the year ended December 31, 2024, and have issued our report thereon dated June 3, 2025, which contained an unmodified opinion on those consolidated financial statements. Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the 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.

CBIZ CPAs P.C.

Merrimack, NH
June 3, 2025

WAYPOINT

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

FOR THE YEAR ENDED DECEMBER 31, 2024

Federal Agency Cluster Pass through Agency Program Title	Federal AL Number	Pass Through Identifying Number	Federal Expenditures	Passed Through to Subrecipient
U.S. Department of Housing and Urban Development				
CDBG - Entitlement Grants Cluster				
Passed Through the City of Rochester				
Community Development Block Grants/Entitlement Grants	14.218	Unknown	$ 5,000	$ --
Total CDBG - Entitlement Grants Cluster			5,000	--
Passed Through the City of Manchester				
Emergency Solutions Grant Program	14.231	611024	44,500	--
Passed Through the State of New Hampshire				
Emergency Solutions Grant Program	14.231	E-24-DC-33-0001	44,502	--
Total Emergency Solutions Grant Program			89,002	--
Direct Federal Program				
Economic Development Initiative, Community Project Funding, and Miscellaneous Grants	14.251	N/A	85,286	--
Direct Federal Program				
Continuum of Care Program	14.267	N/A	155,889	--
Passed Through the NH Department of Health and Human Services				
Continuum of Care Program	14.267	05-95-42-423010-7927	323,838	--
Continuum of Care Program	14.267	NH0142Y1T002301	43,277	--
Continuum of Care Program	14.267	Unknown	133,811	--
Continuum of Care Program	14.267	NH0163L1T002300	21,287	--
Total Continuum of Care Program			678,102	--
Direct Federal Program				
Youth Homelessness Demonstration Program	14.276	N/A	409,262	--
Passed Through the State of New Hampshire				
Youth Homelessness Demonstration Program	14.276	05-95-42-423010-79270000	105,648	--
Total Youth Homelessness Demonstration Program			514,910	--
Total U.S. Department of Housing and Urban Development			1,372,300	--
U.S. Department of Justice				
Passed Through the NH Department of Justice				
Children of Incarcerated Parents	16.831	2021FCC01	179,041	26,340
Passed Through the Manchester Police Department				
Comprehensive Opioid, Stimulant, and Other Substances Use Program	16.838	Unknown	17,838	--
Total U.S. Department of Justice			196,879	26,340
U.S. Department of Treasury				
Passed Through the State of New Hampshire				
COVID-19 Coronavirus State and Local Fiscal Recovery Funds	21.027	Unknown	1,800	--
Total U.S. Department of Treasury			1,800	--
U.S. Department of Small Business Administration				
Passed Through Merrimack Valley Day Care				
COVID-19 Disaster Assistance Loans	59.008	Unknown	6,960	--
Total U.S. Department of Small Business Administration			6,960	--
U.S. Department of Education				
Passed Through the City of Manchester				
Education for Homeless Children and Youth	84.196A	02470149	1,333	--
Education for Homeless Children and Youth	84.196A	02570293	667	--
Total Education for Homeless Children and Youth			2,000	--
Passed Through NH Department of Education				
Education Stabilization Fund	84.425W	06-56-56-562010-24920000-102-500731	46,484	23,724
Education Stabilization Fund	84.425W	06-56-56-562010-24920000	17,928	--
Total Education Stabilization Fund			64,412	23,724
Total U.S. Department of Education			66,412	23,724

The accompanying notes are an integral part of this schedule.

WAYPOINT

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS (CONTINUED)

FOR THE YEAR ENDED DECEMBER 31, 2024

Federal Agency Cluster Pass through Agency Program Title	Federal AL Number	Pass Through Identifying Number	Federal Expenditures	Passed Through to Subrecipient
U.S. Department of Health and Human Services				
Aging Cluster				
Passed Through the NH Department of Health and Human Services				
Special Programs for the Aging, Title III, Part B, Grants for Supportive Services and Senior Centers	93.044	05-95-48-481010-9255	54,544	--
Special Programs for the Aging, Title III, Part B, Grants for Supportive Services and Senior Centers	93.044	05-95-48-481010-2638	25,500	--
Total Special Programs for the Aging, Title III, Part B, Grants for Supportive Services and Senior Centers			80,044	--
Total Aging Cluster			80,044	--
Passed Through New Hampshire Children's Trust				
Activities to Support State, Tribal, Local and Territorial (SILT) Health Department Response to Public Health or Healthcare Crisis	93.391	SS-2022-DEHS-01-NEWHA-01-803	56,044	--
Passed Through the NH Division of Community and Public Health				
COVID-19 Activities to Support State, Tribal, Local and Territorial (SILT) Health Department Response to Public Health or Healthcare Crisis	93.391	05-95-09-901010-5771	17,842	--
Total Activities to Support State, Tribal, Local and Territorial (SILT) Health Department Response to Public Health or Healthcare Crisis			73,886	--
Direct Federal Program				
Transitional Living for Homeless Youth	93.550	N/A	581,227	--
Passed Through the NH Division of DCYF				
MaryLee Allen Promoting Safe and Stable Families Program	93.556	05-095-042-421010-29730000-102-500734-42107306	92,239	--
Direct Federal Program				
Education and Prevention Grants to Reduce Sexual Abuse of Runaway, Homeless and Street Youth	93.557	N/A	304,519	--
Passed Through the NH Division of DCYF				
Temporary Assistance for Needy Families	93.558	05-095-045-450010-61460000-502-500891-4503020	517,181	--
Passed Through New Hampshire Children's Trust				
Community Based Child Abuse Prevention Grant	93.590	2001NHBCAP/ 2001-NHBCC6	29,588	--
Direct Federal Program				
Basic Center Grant	93.623	N/A	521,265	--
Passed Through the NH Division of DCYF				
Stephanie Tubbs Jones Child Welfare Services Program	93.645	05-095-042-421010-29680000-102-5000734-42106802	11,650	--
Passed Through the NH Division of DCYF				
Social Services Block Grant	93.667	05-095-042-421010-29660000-102-500734-42106603	205,159	15,000
Passed Through the NH Department of Health and Human Services				
Social Services Block Grant	93.667	05-95-48-481010-9255	459,014	--
Passed Through the NH Division of Long Term Supports and Services				
Social Services Block Grant	93.667	05-95-93-930010-7858	331,468	--
Total Social Services Block Grant			995,641	15,000
Passed Through the NH Department of Health and Human Services				
Foster Care Title IV-E	93.658	05-95-042-421010-2958	437,803	--
Medicaid Cluster				
Passed Through the NH Department of Health and Human Services				
Medical Assistance Program	93.778	05-95-093-930010-2606	35,000	--
Passed Through the NH Division of Long Term Supports and Services				
Medical Assistance Program	93.778	Unknown	5,702	--
Total Medicaid Cluster			40,702	--
Passed Through the NH Division of Community and Public Health				
Maternal, Infant and Early Childhood Home Visiting Grant	93.870	05-95-90-902010-2451	114,212	--
Maternal, Infant and Early Childhood Home Visiting Grant	93.870	05-95-90-902010-5896	1,015,360	--
Total Maternal, Infant and Early Childhood Home Visiting Grant			1,129,572	--
Passed Through the NH Division of DCYF				
Maternal and Child Health Services Block Grant to the States	93.994	05-095-090-902010-51900000-102-500731-90004009	7,747	--
Total U.S. Department of Health and Human Services			4,823,064	15,000
Total Federal Expenditures			$ 6,467,415	$ 65,064

The accompanying notes are an integral part of this schedule.

WAYPOINT

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 Waypoint, (the "Organization") under programs of the federal government for the year ended December 31, 2024. The information in the 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 the Organization, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Organization.

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 to reimbursement.

NOTE 3 - DE MINIMIS COST RATE

The Organization has elected not to use the 10-percent de minimis indirect cost rate as allowed under the Uniform Guidance.

NOTE 4 - DONATED PERSONAL PROTECTIVE EQUIPMENT (PPE) (UNAUDITED)

During the year ended December 31, 2024, the Organization did not receive donated PPE from federal sources.

WAYPOINT

SCHEDULE OF FINDINGS AND QUESTIONED COSTS

FOR THE YEAR ENDED DECEMBER 31, 2024

SECTION I - SUMMARY OF AUDITORS' RESULTS

FINANCIAL STATEMENTS

Type of auditors' report issued on whether the financial statements audited were prepared in accordance with GAAP: *Unmodified*

Internal control over financial reporting:

- Material weakness(es) identified? ___ Yes ✓ No
- Significant deficiency(ies) identified? ✓ Yes ___ None reported

Noncompliance material to financial statements noted? ___ Yes ✓ No

FEDERAL AWARDS

Internal control over major federal programs:

- Material weakness(es) identified? ___ Yes ✓ No
- Significant deficiency(ies) identified? ___ Yes ✓ None reported

Type of auditors' report issued on compliance for major federal programs: *Unmodified*

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)? ___ Yes ✓ No

Identification of major federal programs:

NAME OF FEDERAL PROGRAM OR CLUSTER	***ASSISTANCE LISTING NUMBER(S)***
Social Services Block Grant	93.667
Continuum of Care Program	14.267

Dollar threshold used to distinguish between type A and type B programs: $750,000

Auditee qualified as low-risk auditee? ✓ Yes ___ No

SECTION II - FINANCIAL STATEMENT FINDINGS

2024-001 Improve Controls Over Fair Value of Investments

Criteria
The Organization is responsible for the preparation and fair presentation of financial statements that are in accordance with accounting principles generally accepted in the United States of America (GAAP). GAAP requires donated securities and all investments to be reported at fair value at each reporting period in accordance with FASB ASC 820, *Fair Value Measurements*.

Condition
During 2024, the Organization received donated shares of closely held securities and relied upon statements provided by the donor to record the value. The Organization did not obtain adequate supporting documentation for the fair value of these investments until it was requested during the audit.

Cause
The Organization did not have adequate controls in place to estimate the fair value of the closely held securities.

Effect
Due to the weaknesses in internal controls noted above, the Organization did not perform an analysis to estimate the fair value of the investments.

Recommendation
To address the weakness in internal control related to the fair value of closely held securities, Organization management should develop and implement policies and procedures for the valuation of investments, including requesting estimate assumptions from organizations that donate privately held investments. Additionally, the Organization should perform an analysis that includes inputs and assumptions to determine the fair value of investments. This analysis should be thoroughly documented and maintained to provide sufficient appropriate evidence of fair value.

Views of Responsible Official
Management's corrective action plan is included at the end of this report after the Schedule of Prior Year Findings.

SECTION III - FEDERAL AWARDS FINDINGS AND QUESTIONED COSTS

None.

SECTION IV - SCHEDULE OF PRIOR YEAR FINDINGS

There were no findings in the prior year.

WAYPOINT
Help Along the Way

Audit Finding Reference: 2024-001 Improve Controls Over Fair Value of Investments (Significant Deficiency)

Planned Corrective Action: Waypoint will establish additional policies and procedures regarding the valuation of investments. Waypoint will request estimate assumptions from organizations that donate privately held investments and perform an analysis of the inputs and assumptions to determine fair value. Waypoint will also maintain documentation that supports the analysis of the fair value of investments.

Waypoint does not anticipate this scenario to present itself again. The documentation initially used to support the valuation of the donated privately held stock in the current year was consistent with the documentation provided to the auditors in the prior year. Therefore, it was Waypoint's understanding that the documentation was acceptable to support the valuation of the privately held stock in the current year.

Planned Implementation Date of Corrective Action: June 2, 2025

Person Responsible for Corrective Action: Denise Bennett, Director of Finance

Denise Bennett

Signature

HEADQUARTERS
toll free (800) 640 6486
office (603) 518 4000
fax (603) 668 6260
464 Chestnut Street
PO Box 448
Manchester, NH 03105
waypointnh.org

COUNCIL ON ACCREDITATION

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Borja Alvarez de Toledo, M.Ed.

[redacted]

Professional Profile

- A seasoned leader with more than 18 years of senior level non-profit management experience.
- Strong business acumen with emphasis on developing processes to ensure the alignment of strategy, operations, and outcomes with a strength based approach to leadership development.
- Collaborative leader using systemic and strategic framework in program development, supervision and conflict resolution.

Professional Experience

Waypoint, ***formerly Child and Family Services of New Hampshire***
Manchester, NH — December 2013- Present

~ President and CEO

- Responsible for program planning and development, insuring that Waypoint meets the community needs.
- Advance the public profile of Waypoint by developing innovative approaches and building productive relationships with government, regional and national constituencies.
- Acts as advisor to the Board of Directors and maintains relationships with the regional Boards
- Responsible for all aspects of financial planning, sustainability and oversight of Waypoint's assets
- Work with Development staff and Board of Directors to design and implement all fundraising activities, including cultivation and solicitation of key individuals, foundations and corporations

Riverside Community Care
Dedham, MA — 2009- 2013

~ Division Director, Child and Family Services

- Responsible for strategic vision, planning and implementation of the programmatic, operational and financial sustainability of a $17M division with more than 300 employees.
- In partnership with The Guidance Center, Inc.'s board of directors, played leadership role in successfully merging with Riverside Community Care, through a process that involved strategic planning, analysis and selection of a viable partner.
- Provide supervision to managers using a strength based approach and a collaborative coaching model to leadership development.

The Guidance Center, Inc.
Cambridge, MA — 1998 - 2009

~ Chief Operating Officer — 2007 - 2009

- Hired initially as Director of an intensive home-based family program and through successive promotions became responsible for all operations in the organization.
- Responsible for supervision of Division Directors, strategic planning and development of new initiatives.
- Developed strategic relationships with state and local funders, and partnered with community agencies to support the healthy growth of children and families.

Private Practice in Psychotherapy and Clinical Consultation
Madrid, Spain — 1992 - 1998

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Universidad Pontificia de Comillas
Madrid, Spain 1991 - 1998

~Adjunct Faculty

- Taught graduate level courses in Family and Couples Therapy program
- Practicum program supervisor: Supervised first year Master's Degree students through live supervision in the treatment of multi-problem families.

Centro Médico-Psicopedagógico
Madrid, Spain 1994 - 1997

~Clinical Coordinator/Director of Training.

- Member of a multi-disciplinary team that provided assessment and treatment to families victims of terrorism and had developed Post Traumatic Stress Disorder.

ITAD (Institute for Alcohol and Drug Treatment),
Madrid, Spain 1991- 1994

~ Senior Drug and Alcohol Counselor, Drug and Alcohol Program

- Provided evaluation and treatment for chemically dependent adults and their families.

~ Senior Family Therapist, Couples and Family Therapy Program

- Worked as a family therapist in the evaluation and treatment of adolescents and families.

Charles River Health Management
Boston, MA 1989 - 1991

~ Senior Family Therapist, Home Based Family Treatment Program.

Education

Graduate Certificate of Business
University of Massachusetts, Lowell, 2000.
Master's Degree in Education
Counseling Psychology Program. Boston University, 1989.
B.A. in Clinical Psychology
Universidad Pontificia de Comillas, Madrid, Spain. 1988

Publications

2009 Ayers,S & Alvarez de Toledo, B. Community Based Mental Health with Children and Families. In A. R. Roberts (Ed.) ,*Social Worker's Desk Reference* (2nd ed.),New York: Oxford University Press, 2009

2006 *Topical Discussion: Advancing Community-Based Clinical Practice and Research: Learning in the Field.* Presented at the 19th Annual Research Conference: A System of Care for Children's Mental Health: Expanding the Research Base, February 2006, Tampa, FL.

2001 Lyman, D.R.; Siegel, R.; Alvarez de Toledo, B.; Ayers, S.; Mikula, J. *How to be little and still think big: Creating a grass roots, evidence based system of care.* Symposium presented at the 14th Annual Research Conference in Children's Mental Health, Research and Training Center for Children's Mental Health, February 2001, Tampa, FL.

2006 Lyman, D.R., B. Alvarez de Toledo, *The Ecology of intensive community based intervention.* In Lightburn, A., P. Sessions. Handbook of Community Based Clinical Practice. Oxford University Press, 2006, England.

2001 Lyman, D.R., B. Alvarez de Toledo (2001) *Risk factors and treatment outcomes in a strategic intensive family program.* In Newman, .C, C. Liberton, K. Kutash and R. Friedman, (Eds.) A System of Care for Children's Mental Health: Expanding the Research Base (2002), pp. 55-58. Research and Training Center for Children's Mental Health, University of South Florida, Tampa, FL.

1994-98 Research papers and professional presentations in peer reviewed journals in Spain

Languages

Fluent in Spanish, French and Italian.

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DENISE A. BENNETT

[redacted]

WORK EXPERIENCE

Director of Finance

04/2023 to Present

Waypoint

464 Chestnut Street, Manchester, NH 03101

Responsible for managing all aspects of the Accounting Department. Create and maintain agency budget of $20 million. Work with directors and senior management on finances for the agency. Responsible for recording the investment activity as well as overseeing the real estate holding company. Review and approve all outgoing contract billings.

Controller

09/1993 to 04/2023

Waypoint

464 Chestnut Street, Manchester, NH 03101

Oversaw the Accounting department including payroll, a/p & a/r. Assisted senior management in preparing the annual budget for a $20 million agency. Prepared month end financial statements for all programs. Met with Directors to review financials monthly. Responsible for all outside audits.

Office Manager

07/1990 to 02/1992

TRW

Bedford, NH

Managed regional sales office. Assistant to regional sales manager.

SKILLS

Budgeting - 10+ years

Financial Reporting - 10+ years

Month End Closing - 10+ years

Responsible for all audits - 10+ years

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EDUCATION

Southern NH University
Bachelor's
Business Management
Manchester, NH
09/1985 to 05/1988

Southern NH University
Associate
Accounting
Manchester, NH
09/1983 to 05/1985

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COLLEEN M. IVES

[redacted]

CHIEF OPERATING OFFICER

Proactive executive with a formidable record of driving systemic change and business expansion. Nimble administrator with strategic planning, business process improvement, cost controls and performance management experience. Collaborative leader with inspirational and decisive management style who achieves exceptional, rather than expected, results. Catalyst for open communications towards a climate of learning to benefit company and individuals.

PROFESSIONAL EXPERIENCE

WAYPOINT, Manchester, NH • 2018-Present
Statewide private nonprofit that works to advance the well-being of children and families through an array of community-based services.

Chief Operating Officer

- Oversees all aspects of program delivery including; fiscal and personnel management, quality assurance and program development

ROCKPORT MORTGAGE CORPORATION, Gloucester, MA • 2008-2017
Leading national lender of US Housing & Urban Development insured commercial loans in healthcare, multifamily and affordable housing sectors.

Vice President, Operations & Quality Control

- Report to principals with overall responsibility for achieving strategic objectives through oversight of the day-to-day operations of five multi-disciplinary underwriting teams by providing support at the transactional level as well as in the development of procedures and operating practices to match RMC's continued growth.
- Ensure RMC'S compliance with their federally mandated Quality Control Plan through employee development initiatives, monitoring of RMC'S operational practices while integrating new HUD directives into RMC'S existing best practices.

IVES DEVELOPMENT ASSOCIATES, Manchester, NH • 2005-2016
Consultancy providing strategic planning and leadership development to public, private and nonprofit companies throughout New England.

Principal
Design and facilitate customized corporate retreats, including strategic planning sessions, executive and Board of Directors' training and development, creation or re-affirmation of vision, mission and values and efforts to re-align leadership around key priorities and future direction of the organization. Integrate opportunities to shift organizational culture to more open and candid communications.

- Led an 18-month comprehensive change initiative that:
  - Resulted in the development of a transition plan for the assimilation of an Interim Executive Director including an operations plan that aimed to recalibrate the culture;
- Transformed climate of accountability for a $55M client by implementing Balanced Scorecard strategic measurement system. Designed, coordinated and facilitated on-site internal and external analysis of 11 retail locations in 9 states, analyzing threats and weaknesses in business to build a platform for growth.

CAREER NOTE: Concurrent with consulting enterprise (2006 – 2010), designed and taught introductory and upper level psychology and sociology courses at Granite State College in Concord, Manchester and Portsmouth, New Hampshire.

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GRANITE STATE INDEPENDENT LIVING, Concord, NH • 2001-2005
Statewide nonprofit offering long-term care, employment, transportation, advocacy, and other community-based services.

Acting Executive Director & Chief Operating Officer
Led internal operations, including service and program delivery, finance, human resources, fundraising and marketing. Transformed organization's culture by promoting a climate of excellence, systemic solutions and learning that benefited the organization and individual employees. Evaluated operational results and facilitated business processes and controls that promoted efficiency and internal information flow. Developed short- and long-range operating plans. Supported up to 14 management-level employees, staff of 90, and $13M annual operating budget. Held complete performance management authority as well as autonomy to engage in private and state/federal contracts.

- Increased revenue by 78% with more effective grant administration, successful applications for new competitive grants, initiating a comprehensive development / fundraising plan, and increasing the fee-for-service lines of business.
- Increased consumers served from 400 to 3,000+ individuals within three-year period by restructuring existing programs, developing new programs and increasing program accountability with monthly management reports.
- Established foundation for 36-month capacity building plan to enhance infrastructure and overall operations by conducting full organizational audit and successfully presenting to Board of Directors.
- Expanded services and leveraged long-term grant opportunity through company acquisition. Successfully integrated organizational cultures and business practices, including human resource policies, management teams and compensation/benefits.
- Recommended, designed and implemented internal controls and operating procedures for all departments (Human Resources, Finance, Public Relations/ Development, Long-Term Care, Community Living and Employment Services).
- Increased efficiency, raised credibility of financial reporting and reduced headcount by implementing state of the art technology with expertise of retained IT consultant.

NEW HAMPSHIRE DEPARTMENT OF EDUCATION, VOCATIONAL REHABILITATION, SERVICES FOR BLIND AND VISUALLY IMPAIRED, Concord, NH • 1992-2000
Statewide organization providing Registry of Legal Blindness, Sight Services for Independent Living, Vocational Rehabilitation and a Business Enterprise program.

Statewide Director
Managed professional staff of 8 to deliver services that included 15 statewide rehabilitative support groups, career counseling and vending machine/food service enterprises in State and Federal buildings.

- Awarded $1.2M 3-year federal grant to provide peer support services in 15 locations across the state
- Led Department to highest rank in standards and benchmarks among 7 other regional offices.
- Enhanced team atmosphere by integrating 4 distinct statewide programs into a cohesive unit.
- Cultivated relationships and formal partnerships with various stakeholders in the statewide network of social and human services and employment arenas.

EDUCATION

Doctorate in Human and Organizational Systems
Master of Arts in Human Development
Fielding Graduate University, Santa Barbara, California

Master of Arts/CAGS in Rehabilitation Counseling
Bachelor of Arts in Psychology and Philosophy
Assumption College, Worcester, Massachusetts