



February 20, 2026

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

**REQUESTED ACTION**

Authorize the Department of Business and Economic Affairs, Division of Travel and Tourism Development to award grants to the organizations listed on the attached document in the total amount not to exceed \$138,415.56 for marketing projects under the Joint Promotional Program for the grant period, effective upon Governor and Council approval through the dates indicated on the attached document.

**100% General Funds**

Funding is available in account, Division of Travel – Tourism, as follows:

	<b><u>FY 2026</u></b>
03-22-22-221010-20130000-075-500590 Grants, Subsidies and Relief	\$138,415.56

**EXPLANATION**

The Department of Business and Economic Affairs, Division of Travel and Tourism Development (DTTD), requests approval to award grant funding for marketing projects under the Joint Promotional Program (JPP).

Authorized by RSA 12-O:17 and administered in accordance with BEA 300 rules, the JPP provides matching funds to eligible nonprofit tourism organizations to promote New Hampshire as a travel destination. Grants support marketing and promotional activities only—funds cannot be used for salaries, administrative costs, or capital expenses. Each project must include at least a 50% private match, be completed within 6 months of the awarded fiscal year-end and is reimbursed only after verified expenses and deliverables are submitted.

Under state law, DTTD must evaluate all applications based on program criteria and does not deny funding to any qualified applicant that meets eligibility requirements and available funding limits. No single organization may receive more than 25% of total JPP funds in a fiscal year, and within a single grant round, no organization may receive more than 75% of its eligible amount. This ensures broad statewide participation and equitable distribution of funds.

In FY26, DTTD awarded \$972,951.74 in the first and second funding rounds and is requesting approval to award \$138,415.56 to seven organizations in this third round, from the \$1.25 million appropriated for the fiscal year. Funded projects include a wide range of tourism marketing initiatives—such as destination and digital marketing, content production, print collateral production, event promotions, and trade show collaborations—designed to increase visitation and strengthen the state’s tourism economy.

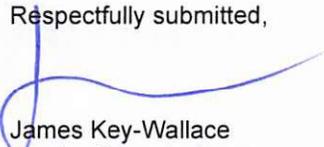
In FY25, 23 tourism organizations were awarded 39 grants totaling \$1,023,498. Over FY24–FY25, the program awarded \$2,062,142 across 72 projects representing 22 organizations, reflecting broad participation and collaboration throughout New Hampshire’s tourism industry.

All approved organizations required to be registered are confirmed to be in good standing with the Department of Justice's Charitable Trusts Unit and the Secretary of State's Office, have the required insurance, and have provided documentation verifying authority to execute and be bound by grant agreements. Supporting documentation is available for review upon request.

The grant recipient acknowledges and agrees that, should future legislative or executive actions alter expenditure requirements, BEA reserves the right to modify awards to ensure compliance with such directives.

The Attorney General's office has reviewed and approved these awards as to form, substance and execution.

Respectfully submitted,



James Key-Wallace  
Interim Commissioner

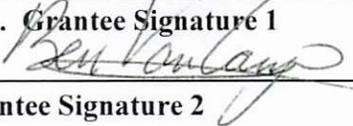
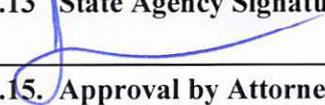
**Department of Business and Economic Affairs**  
**Division of Travel and Tourism Development**  
**Joint Promotional Program**  
**FY 2026 - Round 3 Grant Agreements**

Grant Number	Grantee	Vendor ID	Contract Period	Requested Grant Amount	Organization Contribution	Description
2026-23	Greater Portsmouth Chamber of Commerce d/b/a Chamber Collaborative of Greater	154051	G&C Approval-6/30/2026	\$ 16,020.25	\$ 30,000.00	Harbor Guide and Weekend of Music in Portsmouth
2026-24	Greater Concord Chamber of Commerce	154007	G&C Approval-8/30/2026	\$ 3,886.00	\$ 3,886.00	GCCC 2026 Visitor Guide
2026-25	Greater Monadnock Chamber	177156	G&C Approval-6/25/2026	\$ 6,120.50	\$ 6,120.50	2026 Thrive Guide
2026-26	Hampton Area Chamber of Commerce	154021	G&C Approval-9/30/2026	\$ 40,858.89	\$ 69,444.42	2026 Print and Digital Marketing Campaign
2026-27	Laconia Motorcycle Weekend Association	157300	G&C Approval-9/30/2026	\$ 7,793.00	\$ 7,793.00	2026 Laconia Motorcycle Weekend Advertising
2026-28	League of New Hampshire Craftsmen	154205	G&C Approval-11/1/2026	\$ 24,739.42	\$ 24,739.42	2026 League of NH Craftsmen Fair Promotion
2026-29	Newport Chamber of Commerce	154401	G&C Approval-12/31/2026	\$ 38,997.50	\$ 38,997.50	2026 Sugar River Region Destination Guide
Total				<u>\$ 138,415.56</u>	<u>\$ 180,980.84</u>	

GRANT AGREEMENT

The State of New Hampshire and the Grantee hereby  
Mutually agree as follows:  
GENERAL PROVISIONS

I. Identification and Definitions.

<b>1.1. State Agency Name</b> Department of Business and Economic Affairs		<b>1.2. State Agency Address</b> 100 N. Main St, Suite 100, Concord, NH 03301	
<b>1.3. Grantee Name</b> Greater Portsmouth Chamber of Commerce d/b/a Chamber Collaborative of Greater Portsmouth		<b>1.4. Grantee Address</b> PO Box 239, 500 Market Street, Portsmouth, NH 03802	
<b>1.5 Grantee Phone #</b> 603-610-5515	<b>1.6. Account Number</b> 20130000/500590	<b>1.7. Completion Date</b> 06/30/2026	<b>1.8. Grant Limitation</b> \$16,020.25
<b>1.9. Grant Officer for State Agency</b> Michelle Cruz		<b>1.10. State Agency Telephone Number</b> 603-271-2665	
If Grantee is a municipality or village district: "By signing this form we certify that we have complied with any public meeting requirement for acceptance of this grant, including if applicable RSA 31:95-b."			
<b>1.11. Grantee Signature 1</b> 		<b>1.12. Name &amp; Title of Grantee Signor 1</b> Ben VanCamp, President	
<b>Grantee Signature 2</b> N/A		<b>Name &amp; Title of Grantee Signor 2</b> N/A	
<b>Grantee Signature 3</b> N/A		<b>Name &amp; Title of Grantee Signor 3</b> N/A	
<b>1.13 State Agency Signature(s)</b> 		<b>1.14. Name &amp; Title of State Agency Signor(s)</b> James Key-Wallace, Interim Commissioner	
<b>1.15. Approval by Attorney General (Form, Substance and Execution) (if G &amp; C approval required)</b>			
By: <i>Vasilios Manthos</i> Attorney, On: 3/5/26 / /			
<b>1.16. Approval by Governor and Council (if applicable)</b>			
By: On: / / Type text here			

2. **SCOPE OF WORK:** In exchange for grant funds provided by the State of New Hampshire, acting through the Agency identified in block 1.1 (hereinafter referred to as "the State"), the Grantee identified in block 1.3 (hereinafter referred to as "the Grantee"), shall perform that work identified and more particularly described in the scope of work attached hereto as EXHIBIT B (the scope of work being hereinafter referred to as "the Project").

3. AREA COVERED. Except as otherwise specifically provided for herein, the Grantee shall perform the Project in, and with respect to, the State of New Hampshire.
4. EFFECTIVE DATE; COMPLETION OF PROJECT.
- 4.1. This Agreement, and all obligations of the parties hereunder, shall become effective on the date on the date of approval of this Agreement by the Governor and Council of the State of New Hampshire if required (block 1.16), or upon signature by the State Agency as shown in block 1.14 ("the Effective Date").
- 4.2. Except as otherwise specifically provided herein, the Project, including all reports required by this Agreement, shall be completed in ITS entirety prior to the date in block 1.7 (hereinafter referred to as "the Completion Date").
5. GRANT AMOUNT; LIMITATION ON AMOUNT; VOUCHERS; PAYMENT.
- 5.1. The Grant Amount is identified and more particularly described in EXHIBIT C, attached hereto.
- 5.2. The manner of, and schedule of payment shall be as set forth in EXHIBIT C.
- 5.3. In accordance with the provisions set forth in EXHIBIT C, and in consideration of the satisfactory performance of the Project, as determined by the State, and as limited by subparagraph 5.5 of these general provisions, the State shall pay the Grantee the Grant Amount. The State shall withhold from the amount otherwise payable to the Grantee under this subparagraph 5.3 those sums required, or permitted, to be withheld pursuant to N.H. RSA 80:7 through 7-c.
- 5.4. The payment by the State of the Grant amount shall be the only, and the complete payment to the Grantee for all expenses, of whatever nature, incurred by the Grantee in the performance hereof, and shall be the only, and the complete, compensation to the Grantee for the Project. The State shall have no liabilities to the Grantee other than the Grant Amount.
- 5.5. Notwithstanding anything in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made, hereunder exceed the Grant limitation set forth in block 1.8 of these general provisions.
6. COMPLIANCE BY GRANTEE WITH LAWS AND REGULATIONS. In connection with the performance of the Project, the Grantee shall comply with all statutes, laws regulations, and orders of federal, state, county, or municipal authorities which shall impose any obligations or duty upon the Grantee, including the acquisition of any and all necessary permits and RSA 31-95-b.
7. RECORDS and ACCOUNTS.
- 7.1. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency, the Grantee shall keep detailed accounts of all expenses incurred in connection with the Project, including, but not limited to, costs of administration, transportation, insurance, telephone calls, and clerical materials and services. Such accounts shall be supported by receipts, invoices, bills and other similar documents.
- 7.2. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency pursuant to subparagraph 7.1, at any time during the Grantee's normal business hours, and as often as the State shall demand, the Grantee shall make available to the State all records pertaining to matters covered by this Agreement. The Grantee shall permit the State to audit, examine, and reproduce such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, data (as that term is hereinafter defined), and other information relating to all matters covered by this Agreement. As used in this paragraph, "Grantee" includes all persons, natural or fictional, affiliated with, controlled by, or under common ownership with, the entity identified as the Grantee in block 1.3 of these provisions
8. PERSONNEL.
- 8.1. The Grantee shall, at its own expense, provide all personnel necessary to perform the Project. The Grantee warrants that all personnel engaged in the Project shall be qualified to perform such Project, and shall be properly licensed and authorized to perform such Project under all applicable laws.
- 8.2. The Grantee shall not hire, and it shall not permit any subcontractor, subgrantee, or other person, firm or corporation with whom it is engaged in a combined effort to perform the Project, to hire any person who has a contractual relationship with the State, or who is a State officer or employee, elected or appointed.
- 8.3. The Grant Officer shall be the representative of the State hereunder. In the event of any dispute hereunder, the interpretation of this Agreement by the Grant Officer, and his/her decision on any dispute, shall be final.
9. DATA; RETENTION OF DATA; ACCESS.
- 9.1. As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, paper, and documents, all whether finished or unfinished.
- 9.2. Between the Effective Date and the Completion Date the Grantee shall grant to the State, or any person designated by it, unrestricted access to all data for examination, duplication, publication, translation, sale, disposal, or for any other purpose whatsoever.
- 9.3. No data shall be subject to copyright in the United States or any other country by anyone other than the State.
- 9.4. On and after the Effective Date all data, and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason, whichever shall first occur.
- 9.5. The State, and anyone it shall designate, shall have unrestricted authority to publish, disclose, distribute and otherwise use, in whole or in part, all data.
10. CONDITIONAL NATURE OR AGREEMENT. Notwithstanding anything in this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability or continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available or appropriated funds. In the event of a reduction or termination of those funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Grantee notice of such termination.
11. EVENT OF DEFAULT; REMEDIES.
- 11.1. Any one or more of the following acts or omissions of the Grantee shall constitute an event of default hereunder (hereinafter referred to as "Events of Default"):
- 11.1.1 Failure to perform the Project satisfactorily or on schedule; or
- 11.1.2 Failure to submit any report required hereunder; or
- 11.1.3 Failure to maintain, or permit access to, the records required hereunder; or
- 11.1.4 Failure to perform any of the other covenants and conditions of this Agreement.
- 11.2. Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:
- 11.2.1 Give the Grantee a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Grantee notice of termination; and
- 11.2.2 Give the Grantee a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the Grant Amount which would otherwise accrue to the Grantee during the period from the date of such notice until such time as the State determines that the Grantee has cured the Event of Default shall never be paid to the Grantee; and
- 11.2.3 Set off against any other obligation the State may owe to the Grantee any damages the State suffers by reason of any Event of Default; and
- 11.2.4 Treat the agreement as breached and pursue any of its remedies at law or in equity, or both.
12. TERMINATION.
- 12.1. In the event of any early termination of this Agreement for any reason other than the completion of the Project, the Grantee shall deliver to the Grant Officer, not later than fifteen (15) days after the date of termination, a report (hereinafter referred to as the "Termination Report") describing in detail all Project Work performed, and the Grant Amount earned, to and including the date of termination. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall entitle the Grantee to receive that portion of the Grant amount earned to and including the date of termination.
- 12.2. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall in no event relieve the Grantee from any and all liability for damages sustained or incurred by the State as a result of the Grantee's breach of its obligations hereunder.
- 12.3. Notwithstanding anything in this Agreement to the contrary, either the State or, except where notice default has been given to the Grantee hereunder, the Grantee, may terminate this Agreement without cause upon thirty (30) days written notice.
- 12.4. CONFLICT OF INTEREST. No officer, member of employee of the Grantee, and no representative, officer or employee of the State of New Hampshire or of the governing body of the locality or localities in which the Project is to be performed, who exercises any functions or responsibilities in the review or
- 13.

- approval of the undertaking or carrying out of such Project, shall participate in any decision relating to this Agreement which affects his or her personal interest or the interest of any corporation, partnership, or association in which he or she is directly or indirectly interested, nor shall he or she have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.
14. GRANTEE'S RELATION TO THE STATE. In the performance of this Agreement the Grantee, its employees, and any subcontractor or subgrantee of the Grantee are in all respects independent contractors, and are neither agents nor employees of the State. Neither the Grantee nor any of its officers, employees, agents, members, subcontractors or subgrantees, shall have authority to bind the State nor are they entitled to any of the benefits, workmen's compensation or emoluments provided by the State to its employees.
15. ASSIGNMENT AND SUBCONTRACTS. The Grantee shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the State. None of the Project Work shall be subcontracted or subgranted by the Grantee other than as set forth in Exhibit B without the prior written consent of the State.
16. INDEMNIFICATION. The Grantee shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based on, resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Grantee or subcontractor, or subgrantee or other agent of the Grantee. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this agreement.
17. INSURANCE.
- 17.1 The Grantee shall, at its own expense, obtain and maintain in force, or shall require any subcontractor, subgrantee or assignee performing Project work to obtain and maintain in force, both for the benefit of the State, the following insurance:
- 17.1.1 Statutory workers' compensation and employees liability insurance for all employees engaged in the performance of the Project, and
- 17.1.2 General liability insurance against all claims of bodily injuries, death or property damage, in amounts not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury or death any one incident, and \$500,000 for property damage in any one incident; and
- 17.2. The policies described in subparagraph 17.1 of this paragraph shall be the standard form employed in the State of New Hampshire, issued by underwriters acceptable to the State, and authorized to do business in the State of New Hampshire. Grantee shall furnish to the State, certificates of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy.
18. WAIVER OF BREACH. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event, or any subsequent Event. No express waiver of any Event of Default shall be deemed a waiver of any provisions hereof. No such failure of waiver shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other default on the part of the Grantee.
19. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses first above given.
20. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Council of the State of New Hampshire, if required or by the signing State Agency.
21. CONSTRUCTION OF AGREEMENT AND TERMS. This Agreement shall be construed in accordance with the law of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assignees. The captions and contents of the "subject" blank are used only as a matter of convenience, and are not to be considered a part of this Agreement or to be used in determining the intent of the parties hereto.
22. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.
23. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings relating hereto.
24. SPECIAL PROVISIONS. The additional or modifying provisions set forth in Exhibit A hereto are incorporated as part of this agreement.

## **Exhibit A Special Provisions**

There are no special provisions to this contract.

## **Exhibit B Scope of Services**

The Division of Travel and Tourism (DTTD) will award Joint Promotional Grant funds to the Greater Portsmouth Chamber of Commerce d/b/a Chamber Collaborative of Greater Portsmouth (CCGP) to be used to promote travel and tourism in New Hampshire.

Grant Deliverables:

HarborGuide Magazine: CCGP shall enter into a contract with Big Brown Books Inc. for the production, printing, and distribution of the 2026 edition of *HarborGuide Magazine*. The publication shall be a high-end guidebook to Portsmouth and the Seacoast, highlighting restaurants, lodging, and tourist destinations in the Greater Portsmouth area. DTTD's logo shall be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

Music Festival Promotion: CCGP shall utilize online advertising, social media posts, and radio advertisements to promote *A Weekend of Music in Portsmouth 2026*, a music event designed to bring music lovers together through performances hosted at Portsmouth's premier music venues, as well as additional smaller venues throughout the surrounding area. DTTD's logo shall be used to co-brand promotional materials, as appropriate and in accordance with DTTD branding guidelines.

The Joint Promotional Program Grant Agreement received by the Chamber Collaborative of Greater Portsmouth consists of the following documents: A completed Grant Agreement form, and Exhibits A, B, and C, which are all incorporated herein by reference as if fully set forth herein.

## **Exhibit C Schedule and Payments**

In consideration of the satisfactory performance of the services described in Exhibit B, as determined by the Division of Travel and Tourism Development (DTTD), DTTD agrees to pay the Chamber Collaborative of Greater Portsmouth (CCGP):

Total Grant Award:      \$16,020.25

Reimbursement requests will be invoiced by the CCGP within 90 days after the fiscal year in which the grant was awarded. The invoices shall be paid in accordance with state procedures, 30 days after the invoice date. Expenses incurred prior to Governor and Executive Council approval and after DTTD internal approval will only be reimbursed if contract receives final approval from Governor and Executive Council.

Grantee Initials BK  
Date 1/23/26

# 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 GREATER PORTSMOUTH CHAMBER OF COMMERCE is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 02, 1917. 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: **65117**

Certificate Number: **0007189239**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 28th day of May A.D. 2025.

A handwritten signature in black ink, appearing to read "D. Scanlan", is written over a faint circular outline.

David M. Scanlan  
Secretary of State



[Back to Home](#)

## Business Information

### Business Details

Business Name:	GREATER PORTSMOUTH CHAMBER OF COMMERCE	Business ID:	65117
Business Type:	Domestic Nonprofit Corporation	Business Status:	Good Standing
Business Creation Date:	05/02/1917	Name in State of Incorporation:	Not Available
Date of Formation in Jurisdiction:	05/02/1917		
Principal Office Address:	500 MARKET ST, PORTSMOUTH, NH, 03802, USA	Mailing Address:	500 Market Street, 16A, Portsmouth, NH, 03801, USA
Citizenship / State of Incorporation:	Domestic/New Hampshire		
		Last Nonprofit Report Year:	2025
		Next Report Year:	2030
Duration:	Perpetual		
Business Email:	judy@portsmouthcollaborative.org	Phone #:	NONE
Notification Email:	judy@portsmouthcollaborative.org	Fiscal Year End Date:	NONE

### Principal Purpose

S.No	NAICS Code	NAICS Subcode
1	OTHER / ADVOCATE FOR BUSINESS ISSUES AND COMMUNITY CONCERNS AFFECTING BUSINESS	

Page 1 of 1, records 1 to 1 of 1



# 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 CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH is a New Hampshire Trade Name registered to transact business in New Hampshire on July 24, 2017. 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: 775585

Certificate Number: 0006250931



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 21st day of June A.D. 2023.

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

David M. Scanlan  
Secretary of State

## Business Information

Business Details	
Business Name: CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH	Business ID: 775585
Business Type: Trade Name	Business Status: Active
Expiration Date: 7/24/2027	Last Renewal Date: 3/9/2022
Business Creation Date: 07/24/2017	Name in State of Formation: Not Available
Date of Formation in Jurisdiction: 07/24/2017	
Principal Office Address: 500 Market Street, Portsmouth, NH, 03801, USA	Mailing Address: 500 Market Street, 16A, Portsmouth, NH, 03801, USA
Business Email: valerie@portsmouthcollaborative.org	Phone #: 603-610-5517
Notification Email: NONE	Fiscal Year End Date: NONE

Principal Purpose		
S.No	NAICS Code	NAICS Subcode
1	OTHER / Other/Advocate for business issues and community concerns affecting business	

Page 1 of 1, records 1 to 1 of 1

Trade Name Information		
Business Name	Business ID	Business Status

Trade Name Owned By		
Name	Title	Address
GREATER PORTSMOUTH CHAMBER OF COMMERCE	Business	Good Standing

**Corporate Resolution**  
(Corporation, Non-Profit Corporation)

I, **Molly Hodgson** hereby certify that I am duly elected Clerk/Secretary/Officer of the **The Greater Portsmouth Chamber of Commerce dba The Chamber Collaborative of Greater Portsmouth** hereby certify the following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held **June 20, 2024** at which a quorum of the Directors/shareholders were present and voting.

VOTED: That **Ben VanCamp** (may list more than one person) is duly authorized to enter into contracts or agreements on behalf of **The Chamber Collaborative of Greater Portsmouth** with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any documents which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

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 to which this certificate is attached. This authority remains valid for thirty (30) days from the date of this Corporate Resolution. 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 state herein.

Dated 1/12/26

Attest: *Molly Hodgson*  
**Molly Hodgson, Board Chair**



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
01/21/2026

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

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

<b>PRODUCER</b> RSC INSURANCE BROKERAGE INC/PHS 08081604 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): (866) 467-8730		<b>FAX (A/C, No):</b>
	<b>E-MAIL ADDRESS:</b>		
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC#</b>	
<b>INSURED</b> Greater Portsmouth Chamber of Commerce DBA The Chamber Collaborative of Greater Portsmouth 500 MARKET ST UNIT 16A PORTSMOUTH NH 03801-3483	<b>INSURER A :</b> Sentinel Insurance Company Ltd.		11000
	<b>INSURER B :</b>		
	<b>INSURER C :</b>		
	<b>INSURER D :</b>		
	<b>INSURER E :</b>		
	<b>INSURER F :</b>		

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS	
A	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> General Liability	X		08 SBA OK0669	04/06/2025	04/06/2026	EACH OCCURRENCE	\$2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000
							MED EXP (Any one person)	\$10,000
							PERSONAL & ADV INJURY	\$2,000,000
							GENERAL AGGREGATE	\$4,000,000
							PRODUCTS - COMP/OP AGG	\$4,000,000
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			08 SBA OK0669	04/06/2025	04/06/2026	COMBINED SINGLE LIMIT (Ea accident)	\$2,000,000
							BODILY INJURY (Per person)	
							BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE			08 SBA OK0669	04/06/2025	04/06/2026	EACH OCCURRENCE	\$1,000,000
	<input checked="" type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000						AGGREGATE	\$1,000,000
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A					<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
							E.L. EACH ACCIDENT	
							E.L. DISEASE -EA EMPLOYEE	
							E.L. DISEASE - POLICY LIMIT	
A	EMPLOYMENT PRACTICES LIABILITY			08 SBA OK0669	04/06/2025	04/06/2026	Each Claim Limit	\$10,000
							Aggregate Limit	\$10,000

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

Those usual to the Insured's Operations. Certificate holder is an additional insured per the Business Liability Coverage Form SS0008 attached to this policy.

**CERTIFICATE HOLDER****CANCELLATION**
 BEA  
 100 N MAIN ST STE 100  
 CONCORD NH 03301

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

AUTHORIZED REPRESENTATIVE

*Susan L. Castaneda*

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
01/15/2026

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

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

<b>PRODUCER</b> NORTHEAST AGENCIES INC/PHS 01214608 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	<b>CONTACT NAME:</b>		
	<b>PHONE (A/C, No, Ext):</b> (866) 467-8730	<b>FAX (A/C, No):</b>	
	<b>E-MAIL ADDRESS:</b>		
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC#</b>	
<b>INSURED</b> Greater Portsmouth Chamber of Commerce DBA The Chamber Collaborative of Greater Portsmouth 500 MARKET ST UNIT 16A PORTSMOUTH NH 03801-3483	<b>INSURER A :</b> Hartford Fire Insurance Company		19682
	<b>INSURER B :</b>		
	<b>INSURER C :</b>		
	<b>INSURER D :</b>		
	<b>INSURER E :</b>		
	<b>INSURER F :</b>		

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE	
							DAMAGE TO RENTED PREMISES (Ea occurrence)	
							MED EXP (Any one person)	
							PERSONAL & ADV INJURY	
							GENERAL AGGREGATE	
							PRODUCTS - COMP/OP AGG	
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident)	
							BODILY INJURY (Per person)	
							BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
	<b>UMBRELLA LIAB EXCESS LIAB</b> <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED:      RETENTION \$						EACH OCCURRENCE	
							AGGREGATE	
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	01 WEG BC2ORS	01/04/2026	01/04/2027	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
							E.L. EACH ACCIDENT	\$1,000,000
							E.L. DISEASE -EA EMPLOYEE	\$1,000,000
							E.L. DISEASE - POLICY LIMIT	\$1,000,000

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

Those usual to the Insured's Operations.

**CERTIFICATE HOLDER**

BEA  
 100 N MAIN ST STE 100  
 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

*Susan L. Castaneda*

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# NONPROFIT COVER SHEET

**A. Entity Name:** Greater Portsmouth Chamber of Commerce dba Chamber Collaborative of Greater Portsmouth

**B. Entity's Contact Information for Records Requests (e.g., resumes of key personnel; audited financial statements):**

Ben VanCamp, [ben@portsmouthcollaborative.org](mailto:ben@portsmouthcollaborative.org), 603.610.5516

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**C. List Board of Directors and Affiliations**

<u>Name (Identify any additional role(s) in Parentheses)</u> E.g., John Doe (President)	<u>Affiliations</u>
Molly Hodgson, Chair	GoodWork
John Akar, Vice-Chair	Cava Restaurant
Tom Andruskevich, Treasurer	Great Bay Community College
Amy Amirault, Past Chair	Portsmouth Collection Hotel Group
Ross Armstrong	TD Bank
Mike Ambrogi	Novocure
David Beaulieu	Unitil
Lee Germeroth	Germeroth Consulting & Creative
Lucy Gilson	UNH
James Grant	ProCon
Linnea Grim	Strawbery Banke Museum
Krystal Hicks	JobTalk
Susan Labrie	Labrie Group
Kara Anne Rodenhizer	Home For All
Laura Stoll	Boston IVF
Lauren Wolf	Portsmouth Soap Company

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

<u>Name</u>	<u>Role</u>	<u>Annual Salary</u>	<u>Amount Paid From This Contract</u>
<b>Ben VanCamp</b>	President	107,243	0
<b>Hope Anderson</b>	Tourism Director	53,045	0

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

**E. Check one of the following:**

- The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**
- The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).
- 
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**CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION**

**F. Check one of the following:**

- is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (\*\* see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**
- is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**
- is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

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

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

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**FINANCIAL DISCLOSURES**

**G. Check one the following:**

- The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) **OR**
- The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**
- If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization’s most recently completed fiscal year:

**1. INCOME STATEMENT**

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

## 2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash &amp; Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property &amp; Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		

G = Good Standing; X = Not in Good Standing; S = Suspended

Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
13760	Greater Manchester Wrestling Association, Inc.	c/o 57 Raymond Road	Deerfield	NH	03037	X	5/15/2017
6761	Greater Meredith Program, Inc.	PO Box 1417, 3 Walker St.	Meredith	NH	03253-1417	X	5/15/2025
6356	Greater Merrimack Special Needs Youth Group	PO Box 72	Merrimack	NH	03054	G	1/15/2026
6313	Greater Monadnock Collaborative Foundation	48 Central Square	Keene	NH	03431	G	2/15/2026
30609	Greater Nashua Bar Association	20 Trafalgar Square, Suite 505	Nashua	NH	03063-1981	G	5/15/2026
1647	Greater Nashua Chamber of Commerce	60 Main Street, Suite 200	Nashua	NH	03060	X	11/15/2023
3407	Greater Nashua Council on Alcoholism, Inc.	77 Northeastern Boulevard	Nashua	NH	03062	G	5/15/2026
10777	Greater Nashua Dental Connection, Inc	31 Cross Street	Nashua	NH	03064	G	5/15/2026
5636	Greater Nashua Habitat for Humanity	PO Box 697	Hollis	NH	03049	G	11/14/2026
17548	Greater Nashua Medical Reserve Corps	402 Amherst St Ste 203M	Nashua	NH	03063	S	5/15/2026
16444	Greater New Orleans Foundation	919 Saint Charles Avenue	New Orleans	LA	70130	X	5/15/2023
31441	Greater Pittsburgh Community Food Bank	1 North Linden Street	Duquesne	PA	15110	G	5/15/2026
1435	Greater Portsmouth Chamber of Commerce	500 Market Street Unit 16A	Portsmouth	NH	03801	G	5/15/2026
5981	Greater Portsmouth Chamber of Commerce Charitable Foundation	500 Market Street Unit 16A	Portsmouth	NH	03801	G	11/15/2026
14669	Greater Raymond NH Rotary Scholarship and Charitable Foundation	PO Box 816	Raymond	NH	03077	G	11/14/2026
2232	Greater Rochester Chamber of Commerce	18 South Main Street	Rochester	NH	03867	G	5/15/2026
5531	Greater Rochester Community Health Foundation	c/o NHCFCConcord, NH 03301	Concord	NH	03301	G	5/15/2026
12353	Greater Salem Artists Association	PO Box 1804	Salem	NH	03079	G	11/15/2026
3442	Greater Salem Caregivers	PO Box 2316	Salem	NH	03079-1148	G	5/15/2026
1763	Greater Seacoast Community Health	311 Route 108	Somersworth	NH	03878	G	5/15/2026
31621	Greater Things Ministries	563 Holden Hill Road	Langdon	NH	03602	G	5/15/2026
34262	Greater Upper Valley Chapter of Trout Unlimited	130 Grout Road	Hartland	VT	05048	X	9/15/2023
14005	Greater Wakefield Resource Center, Inc.	PO Box 96, 254 Main Street	Union	NH	03887	X	5/15/2025
19505	Greater Washington Educational Telecommunications Association, Inc	3939 Campbell Avenue	Arlington	VA	22206-2269	G	11/15/2025
35770	Greater Yellowstone Coalition, Inc.	215 S Wallace Ave	Bozeman	MT	59715	G	2/15/2027
14027	Green Acres Parent Teacher Group	100 Jack Loving DriveManchester, NH 03109	Manchester	NH	03109	G	1/15/2026
33081	Green Amendments for the Generations	925 Canal Street 7th Floor Suite 3701	Bristol	PA	19007	G	11/15/2025
17000	Green America	1612 K Street NWWashington, DC 20006	Washington	DC	20006	G	2/15/2026
32293	Green Beret Foundation	15618 Summit Park Dr Ste 801Montgomery, TX 77356	Montgomery	TX	77356	G	5/15/2026
10978	Green Grove Cemetery Association	PO BOX 229ASHLAND, NH 03217	ASHLAND	NH	03217	G	5/15/2026
30253	Green Light Project, Inc.	PO Box 3980	New York	NY	10185-3980	X	11/15/2024
16311	Green Mountain Children's Center, Inc.	90 Charlestown RoadClaremont, NH 03743	Claremont	NH	03743	G	1/15/2027



Mission Statement - Our mission is to lead the greater Portsmouth business community as a convener of people, businesses, and organizations, through innovative and responsive communication, education, advocacy, and collaborative opportunities. - Adopted February 26, 2024.

# Hope Puzzo

7

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## EDUCATION

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### University of New Hampshire - Durham, NH

December 2021

*Bachelor of Science: Recreation Management Policy: Program and Event Planning*

*Minor: Business*

GPA: 3.6

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## RELATED EXPERIENCE

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### Chamber Collaborative of Greater Portsmouth

April 2024 – Present

*Tourism Manager*

- Act as staff point-of-contact for tourism-related members; build rapport with tourism members; target potential sponsors and new members in the tourism industry
- Oversee Visitor Information Center, Market Square Kiosk and Portsmouth Harbor Trail Tour Operations, and all destination marketing collateral
- Responsible for visitor center scheduling, volunteer staff training and retention, and managing vendor relationships
- Lead monthly “Let’s Talk Tourism” and “Talking Shop” at Chamber hosted events
- Assist with development of content calendar for social media and tourism website
- Develop and execute destination marketing plans; work with PR agency on year-round campaigns
- Co-manage and assist at annual and bi-annual tourism related events such as Restaurant Week and Hit the Decks
- Attend Chamber event meetings; coordinate marketing materials and manage website updates
- Submit annual NH Joint Promotional Program Grant
- Deliver thoughtful programming to support local businesses, nonprofits, and community partners

### Catapult Seacoast Board of Directors

April 2024 – Present

*Chamber Liaison*

- Act as point of contact and maintain relationships with our six Chamber partners across the Seacoast
- Assist with planning, executing, and attending monthly events as well as organizing 10 to Watch annually

### Aplomb Project

February 2025 – Present

*Board of Directors*

- Support the Aplomb Project mission by engaging with the other board members, attending events, and supporting the project as needed

### Greater Dover Chamber of Commerce

February 2022 – April 2024

*Community Events Manager*

- Plan, coordinate and successfully execute community-focused programs and events including: Cochecho Arts Festival, Apple Harvest Day, Citizens Leadership Academy, Annual Awards Dinner, Sweepstakes & Auction, Festival of Trees and the Creative Arts Showcase
- Recruit, organize, manage, schedule and select: talent groups, over 100 volunteers, over 300 vendors, public safety professionals and maintenance crews, for various community-focused events that draw over 60,000 attendees annually
- Promote the arts and community-focused events, recruit sponsorships, secure permits with local municipalities, generate interest for events on live radio, local podcasts and through PSA’s
- Establish and lead committee meetings to foster goodwill between local residents and the local business community

### Malloy Events

Summer 2021

*Intern*

- Engaged in client meetings to ensure the successful implementation of events
- Created inspiration boards based on client needs and expectations; scheduled vendors to secure all elements of a unique event production; prepared décor elements; collaborated with team members at daily meetings
- Assisted with set up, event execution and break down of event production

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## CAMPUS & COMMUNITY LEADERSHIP ACTIVITIES

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### Deans Ambassador

Fall 2019 – December 2021

*Student Representative*

- Participated in campus events showcasing UNH/CHHS to prospective students and their families
- Helped prospective students and their families understand the CHHS culture and offerings

### Student Mentor

Fall 2019 – December 2021

*Mentor to undeclared College of Health & Human Service students*

- Guided first year students through the transition from high school to college
- Provided an accessible and knowledgeable resource for students

# Benjamin VanCamp

## PROFESSIONAL SUMMARY

Strategic nonprofit and community leader with 15+ years of experience in executive management, fundraising, donor relations, and community development. Proven success in building and sustaining organizations, cultivating high-level donor and stakeholder relationships, and securing significant funding to drive mission-based initiatives. Adept at strategic planning, financial stewardship, board engagement, and leading cross-functional teams. Committed to strengthening communities through philanthropy, advocacy, and inclusive leadership.

## CORE COMPETENCIES

- Fundraising & Donor Development
- Strategic Planning & Vision
- Community & Stakeholder Engagement
- Board Development & Governance
- Financial & Operational Oversight
- Public Speaking & Storytelling
- Event Leadership & Campaign Management
- Change Management & Organizational Growth

## PROFESSIONAL EXPERIENCE

### **Chief Collaborator & President, Chamber Collaborative of Greater Portsmouth**

**Portsmouth, NH**

**2021 – Present**

- Leads an 830+ member Chamber of Commerce, overseeing strategic planning, financial health, staff management, and board engagement.
- Builds and sustains relationships with business leaders, government officials, and community stakeholders to support economic development and community vitality.
- Spearheads fundraising campaigns and sponsorship initiatives, securing resources to sustain programming and drive member value.
- Strengthens community visibility through advocacy, communications, and public engagement.
- Oversaw redesign of membership value proposition to ensure relevance and sustainability across industries, business sizes and generational shifts.

### **Vice President of What's Next, Chamber Collaborative of Greater Portsmouth**

**Portsmouth, NH**

**2016 – 2021**

- Directed membership development, recruitment, and retention initiatives, growing and diversifying the Chamber's base.
- Developed innovative educational and networking programs tailored to member needs.
- Implemented a comprehensive communications and social media strategy, boosting engagement and visibility.
- Fostered strong volunteer engagement through board and committee leadership opportunities.

## **Executive Director, Asheville-Buncombe Regional Sports Commission**

**Asheville, NC**

**2010 – 2016**

- Founded and grew a nonprofit organization to a nationally recognized leader in sports tourism, driving economic impact and quality of life improvements.
- Secured more than \$650,000 annually in government, corporate, and individual contributions.
- Directed events and large-scale community initiatives to increase visibility, engagement, and revenue.
- Partnered with public and private leaders to build sustainable funding models and programmatic success.

## **Director of Communications, Asheville Area Chamber of Commerce**

**Asheville, NC**

**2008 – 2010**

- Directed communications strategies to support economic development, membership growth, and community engagement.
- Produced marketing collateral, PR campaigns, and strategic messaging for major community initiatives.
- Strengthened partnerships between the Chamber, local government, and regional business community.

## **EDUCATION**

Springfield College | Springfield, MA | B.A. - Recreation & Tourism Management, 2001

## **COMMUNITY LEADERSHIP**

- Leadership New Hampshire, Class of 2025
- NH Association of Chamber of Commerce Executives, Vice Chair (2023 – Present)
- City of Portsmouth Economic Development Commission, Member (2021 – Present)
- Great Bay Community College, Advisory Board Vice Chair (2024 – Present)
- Leadership Seacoast, Class of 2018, Board Chair (2023 – 2024)
- Gather, Fill the Hall Committee (2023 - Present)
- Home for All, Local Advocacy Committee Co-Chair (2024 - Present)
- Eagle Scout (1998)

## **TECHNICAL SKILLS**

- Microsoft Office Suite
- Adobe Creative Suite (Photoshop, Illustrator, InDesign)
- Social Media & Digital Communications (Facebook, Instagram, Twitter, blogs, email marketing)

**GREATER PORTSMOUTH CHAMBER OF  
COMMERCE  
D/B/A  
CHAMBER COLLABORATIVE OF GREATER  
PORTSMOUTH**

**FINANCIAL STATEMENTS**

**YEAR ENDED JUNE 30, 2025**

**GREATER PORTSMOUTH CHAMBER OF COMMERCE  
D/B/A  
CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH  
  
FINANCIAL STATEMENTS  
  
YEAR ENDED JUNE 30, 2025**

	<b><u>PAGE</u></b>
<b><u>FINANCIAL STATEMENTS</u></b>	
Independent Accountants' Review Report	1
Statement of Financial Position	2 - 3
Statement of Activities and Changes in Net Assets	4
Statement of Functional Expenses	5
Statement of Cash Flows	6
Notes to Financial Statements	7 - 10

INDEPENDENT ACCOUNTANTS' REVIEW REPORT

December 3, 2025

To the Board of Directors  
Greater Portsmouth Chamber of Commerce  
d/b/a Chamber Collaborative of Greater Portsmouth  
Portsmouth, New Hampshire

We have reviewed the accompanying financial statements of Greater Portsmouth Chamber of Commerce d/b/a Chamber Collaborative of Greater Portsmouth (the "Chamber"), which comprise the statement of financial position as of June 30, 2025, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

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

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

**Accountants' Responsibility**

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

We are required to be independent of the Chamber and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

**Accountants' Conclusion**

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

**Certified Public Accountants**  
**Portsmouth, New Hampshire**



*"Trusted Advisors for  
over 60 years!"*

CERTIFIED PUBLIC ACCOUNTANTS

PO Box 328  
Kennebunk, Maine 04043-0328  
TEL 207 985-3339  
FAX 207 985-1339

One New Hampshire Ave, Ste 100  
Portsmouth, NH 03801  
TEL 603 430-6200  
FAX 603 430-6209

http://www.clmcpa.com  
e-mail: clm@clmcpa.com

Raymond L. Bald, CPA  
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Michelle Goldsmith, MST, CPA  
Melanie Bunker, CPA  
Heather A. Ashton, MBA, MST, CPA

Member:  
American Institute of CPAs

Licensed in Maine, New Hampshire  
and Massachusetts

**GREATER PORTSMOUTH CHAMBER OF COMMERCE**  
**d/b/a CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH**

**STATEMENT OF FINANCIAL POSITION**  
**(SEE ACCOUNTANTS' INDEPENDENT REVIEW REPORT)**

**JUNE 30, 2025**

**ASSETS**

**CURRENT ASSETS**

Cash	\$ 262,702
Accounts receivable, less allowance for credit losses of \$1,000	7,816
Grants receivable	67,860
Prepaid expenses	<u>19,942</u>
Total Current Assets	<u>358,320</u>

**PROPERTY AND EQUIPMENT**

Land and improvements	28,259
Building and improvements	408,567
Furniture and equipment	21,625
Equipment	<u>81,768</u>
	540,219
Less accumulated depreciation	<u>460,385</u>
Total Property and Equipment, Net	<u>79,834</u>

**OTHER ASSETS**

Deposit	<u>2,500</u>
Total Other Assets	<u>2,500</u>
Total Assets	<u><u>\$ 440,654</u></u>

*See Notes to Financial Statements*

**GREATER PORTSMOUTH CHAMBER OF COMMERCE**  
**d/b/a CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH**

**STATEMENT OF FINANCIAL POSITION**  
**(SEE ACCOUNTANTS' INDEPENDENT REVIEW REPORT)**

**JUNE 30, 2025**

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Long-term debt, current portion	\$ 20,874
Accounts payable	4,945
Deferred revenue	<u>72,959</u>
Total Current Liabilities	<u>98,778</u>

LONG-TERM LIABILITIES

Long-term debt, net of current portion	238,160
Security deposit	<u>3,650</u>
Total Long-term Liabilities	<u>241,810</u>
Total Liabilities	<u>340,588</u>

NET ASSETS

Net assets without restrictions	<u>100,066</u>
Total Net Assets	<u>100,066</u>
Total Liabilities and Net Assets	<u><u>\$ 440,654</u></u>

*See Notes to Financial Statements*

**GREATER PORTSMOUTH CHAMBER OF COMMERCE  
d/b/a CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH**

**STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS  
(SEE ACCOUNTANTS' INDEPENDENT REVIEW REPORT)**

**YEAR ENDED JUNE 30, 2025**

REVENUE AND OTHER SUPPORT

Membership dues	\$ 281,970
Special events and other activities	138,642
Sponsorships	238,340
Publication sales and advertising	103,157
Grants	96,491
Rental	50,400
Other	7,349
Net assets released from restrictions	<u>-</u>
Total Revenue and Other Support	<u><u>916,349</u></u>

EXPENSES

Program services:	
Membership services and programs	218,010
Education and civic activities	138,770
Tourism	269,107
Supporting Services:	
General and administrative	<u>296,193</u>
Total Expenses	<u><u>922,080</u></u>

CHANGE IN NET ASSETS	(5,731)
NET ASSETS, BEGINNING OF YEAR	<u>105,797</u>
NET ASSETS, END OF YEAR	<u><u>\$ 100,066</u></u>

*See Notes to Financial Statements*

**GREATER PORTSMOUTH CHAMBER OF COMMERCE**  
**d/b/a CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH**

**STATEMENT OF FUNCTIONAL EXPENSES**  
**(SEE ACCOUNTANTS' INDEPENDENT REVIEW REPORT)**

**YEAR ENDED JUNE 30, 2025**

	Membership Services and Programs	Education and Civic Activities	Tourism	Total Program Expenses	General and Administrative	Total
Production - program	\$ 22,112	\$ 136,517	\$ 23,365	\$ 181,994	\$ 4,501	\$ 186,495
Leased employees and benefits	189,905	-	133,094	322,999	137,581	460,580
Advertising	1,579	890	44,559	47,028	590	47,618
Printing	-	1,032	37,900	38,932	-	38,932
Contract services	-	-	8,124	8,124	18,310	26,434
Condo fees	-	-	-	-	22,656	22,656
Bad debt expense	-	-	-	-	18,234	18,234
Depreciation	-	-	-	-	17,925	17,925
Public relations	-	-	17,100	17,100	-	17,100
Bank services and charges	-	65	28	93	12,758	12,851
Office	4,198	-	493	4,691	7,364	12,055
Property taxes	-	-	-	-	11,737	11,737
Interest	-	-	-	-	8,944	8,944
Repairs and maintenance	-	-	-	-	7,850	7,850
Utilities	-	-	-	-	6,686	6,686
Travel and entertainment	121	251	686	1,058	5,084	6,142
Meetings and conferences	-	-	1,450	1,450	2,650	4,100
Insurance	-	-	-	-	3,823	3,823
Postage and shipping	95	-	1,879	1,974	1,766	3,740
Dues and subscriptions	-	-	298	298	2,682	2,980
Telephone	-	-	-	-	2,623	2,623
Professional fees	-	-	-	-	1,653	1,653
Credit loss expense	-	-	-	-	500	500
State taxes and licenses	-	15	131	146	276	422
<b>Total Expenses</b>	<b>\$ 218,010</b>	<b>\$ 138,770</b>	<b>\$ 269,107</b>	<b>\$ 625,887</b>	<b>\$ 296,193</b>	<b>\$ 922,080</b>

*See Notes to Financial Statements*

**GREATER PORTSMOUTH CHAMBER OF COMMERCE**  
**d/b/a CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH**

**STATEMENT OF CASH FLOWS**  
**(SEE ACCOUNTANTS' INDEPENDENT REVIEW REPORT)**

**YEAR ENDED JUNE 30, 2025**

CASH FLOWS FROM OPERATING ACTIVITIES:	
Change in net assets	\$ (5,731)
Adjustments to reconcile changes in net assets to net cash provided by (used in) operating activities:	
Depreciation expense	17,925
Credit loss expense	500
Bad debt expense	18,234
Changes in operating assets and liabilities:	
Accounts receivable	5,056
Grants receivable	(8,742)
Prepaid expenses	10,368
Deposit	(2,500)
Accounts payable	(1,331)
Deferred revenue	<u>3,770</u>
Net cash provided by (used in) operating activities	<u>37,549</u>
CASH FLOWS FROM INVESTING ACTIVITIES:	
Payments for purchase of property and equipment	<u>(1,234)</u>
Net cash provided by (used in) investing activities	<u>(1,234)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:	
Principal payments on long-term debt	<u>(19,812)</u>
Net cash provided by (used in) financing activities	<u>(19,812)</u>
NET INCREASE (DECREASE) IN CASH	16,503
CASH, BEGINNING OF YEAR	<u>246,199</u>
CASH, END OF YEAR	<u><u>\$ 262,702</u></u>

SUPPLEMENTAL CASH FLOW DISCLOSURES:

Interest expense paid	<u><u>\$ 2,980</u></u>
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There was no cash paid for income taxes during 2025.

SCHEDULE OF NONCASH INVESTING AND FINANCING ACTIVITIES:

There were no noncash investing and financing activities for the years ended June 30, 2025.

*See Notes to Financial Statements*

**GREATER PORTSMOUTH CHAMBER OF COMMERCE  
D/B/A  
CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH**

**NOTES TO FINANCIAL STATEMENTS**

**(SEE INDEPENDENT ACCOUNTANTS' REVIEW REPORT)**

**YEAR ENDED JUNE 30, 2025**

**Note 1 - Nature of the Organization**

Greater Portsmouth Chamber of Commerce d/b/a Chamber Collaborative of Greater Portsmouth (the "Chamber") is a nonprofit, 501(c)(6) member association organized in the State of New Hampshire for the purpose of advancing economic, industrial, cultural, and civic welfare of the greater Portsmouth, New Hampshire Community.

**Note 2 - Summary of Significant Accounting Policies**

Significant accounting policies of the Chamber are described below:

Basis of Presentation - The Chamber follows provisions of FASB Accounting Standards Update (ASU) No. 2016-14, *Presentation of Financial Statements for Not-for-Profit Entities*. In accordance with these provisions, the Chamber is required to report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net assets and revenues, expenses, gains and losses are classified based on the existence or absence of donor-imposed restrictions, accordingly, net assets and changes therein are classified as follows:

Net assets without donor restrictions - Net assets that are not subject to donor-imposed stipulations.

Net assets with donor restrictions - Net assets subject to donor-imposed stipulations that 1) may or will be met either by actions of the Chamber and/or the passage of time or 2) they be maintained permanently by the Chamber.

Revenue Recognition - The Chamber derives its revenue from membership dues, advertising, program sponsorship, and user fees from community events and activities. Revenue from membership dues is recognized over the fiscal year membership term. Membership dues revenue is recognized only if the collectability is likely, and the fees charged are determinable.

Revenue from advertising and program sponsorship and user fees are recognized when events are held or when services have been provided and no significant obligations remain. Revenue from grants is recognized in the period earned. Rental income is recognized ratably over the term.

The Chamber's incremental direct costs of obtaining new members, advertising, and sponsorship consist of commissions. The Chamber does not defer such incremental direct costs as the related performance obligations are satisfied within a short period of time and the Chamber elected to apply the practical expedient related to expensing contract acquisition costs with amortization periods of less than one year.

Revenue is disaggregated by timing of revenue recognition. The Chamber disaggregates revenue from contracts with customers into categories that depict how the nature, amount, timing, and uncertainty of revenue and cash flows are affected by economic factors.

Cash and Cash Equivalents - For purposes of the statement of cash flows, the Chamber considers cash equivalents to include all highly liquid debt instruments with original maturities of three months or less that are not held for investment. There were no cash equivalents at June 30, 2025.

**GREATER PORTSMOUTH CHAMBER OF COMMERCE  
D/B/A  
CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH**

**NOTES TO FINANCIAL STATEMENTS**

**(SEE INDEPENDENT ACCOUNTANTS' REVIEW REPORT)**

**YEARS ENDED JUNE 30, 2025**

**Note 2 - Summary of Significant Accounting Policies (continued)**

Accounts Receivable and Allowance for Credit Losses - The Chamber carries its accounts receivable at the amount billed to customers or members, reduced by an allowance for credit losses that reflects management's best estimate of the amounts that will not be collected. The allowance estimate is derived from a review of the Chamber's historical losses. This estimate is adjusted for management's assessment of current conditions and other forward-looking factors which may impact collectability. The Chamber believes historical loss information is a reasonable starting point from which to calculate the expected allowance for credit losses as the Chamber's member base has remained consistent. Allowance for credit losses was \$1,000 at June 30, 2025. Credit loss expense was \$500 for the year ended June 30, 2025.

Grants Receivable - Grants receivable represents amounts due under reimbursement based grants at June 30, 2025. During the year ended June 30, 2025 \$18,234 in grants were written off to bad debt expense when it was determined amounts would not be received.

Property and Equipment - The Chamber capitalizes property and equipment over \$500. Property and equipment are stated at cost. Depreciation is computed using the straight-line method over estimated useful lives. Maintenance and repairs are charged to expense as incurred, while major renewals and betterments are capitalized. Depreciation expense was \$17,925 for the ended June 30, 2025.

Advertising Expense - The Chamber expenses advertising costs as they are incurred.

Functional Allocation - The statement of functional expenses present expenses by function and natural classification. Expenses directly attributable to a specific functional area of the Chamber are reported as expenses of those functional areas. A portion of general and administrative costs that benefit multiple functional areas (indirect costs) have been allocated to programs based on an estimate of time and effort expended for each category.

Accounting Estimates and Assumptions - Management uses estimates and assumptions in preparing the financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported support, revenues and expenses. Actual results could differ from these estimates.

Income Taxes - The Chamber is exempt from federal and state income taxes under Internal Revenue Code Section 501(c)(6), except for amounts relating to unrelated business income. Unrelated business income is derived primarily from advertising.

The federal and state tax returns of the Chamber are subject to examination, generally for three years after they were filed.

**Note 3 - Line of Credit**

The Chamber has a line of credit with Partners Bank providing for borrowings up to \$50,000 for working capital purposes. Advances bear interest at the prime rate as published in the Wall Street Journal (7.50% at June 30, 2025), with interest payments due monthly. The line is secured by substantially all business assets of the Chamber and is subject to annual review. In September 2025 the line of credit's maturity date was extended through October 2027. There was no outstanding balance at June 30, 2025.

**GREATER PORTSMOUTH CHAMBER OF COMMERCE  
D/B/A  
CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH**

**NOTES TO FINANCIAL STATEMENTS**

**(SEE INDEPENDENT ACCOUNTANTS' REVIEW REPORT)**

**YEARS ENDED JUNE 30, 2025**

**Note 4 - Long-Term Debt**

Long-term debt consists of the following at December 31,:

		<u>2025</u>
Note payable Cambridge Trust, 3.75%, payable in monthly principal and interest payments of \$1,755, matures in August 2036, secured by a first mortgage and assignment of rents and leases, subject to certain financial covenants.	\$	115,627
Note payable to the U.S. Small Business Administration, with monthly payments of principal and interest totaling \$641 for thirty years. Payments start in June 2022 through May 2050. Interest is fixed at a rate of 2.75%. The loan is secured by all business assets of the Chamber.		<u>143,407</u>
Total long-term debt		259,034
Less: current portion		<u>20,874</u>
Long-term debt, net of current portion	\$	<u>238,160</u>

Long-term debt maturing within five years as follows:

2026	\$	20,874
2027		21,631
2028		22,417
2029		23,231
2030		24,075
Thereafter		<u>146,806</u>
Total	\$	<u>259,034</u>

**Note 5 - Leases**

The Chamber leases office space representing approximately 37% of their building to four unrelated parties under lease agreements with terms of twelve months or less. The agreements become month-to-month after their initial twelve-month term, with either party able to cancel with 60-days notice. Total rental income was \$50,400 for the year ended June 30, 2025.

**Note 6 - Concentration of Credit Risk**

Financial instruments that are exposed to concentrations of credit risk consist of cash, investments, and accounts receivable. The Chamber maintains cash balances in bank accounts which, at times, may exceed federally insured limits. The Chamber has not experienced any losses in such accounts and believes it is not exposed to any risk with respect to those accounts. Accounts receivable consist of amounts due from members. The Chamber requires no collateral against these receivables and has not experienced significant losses with respect to such receivables.

At June 30, 2025 83% of the Chamber's grants receivable was due from one New Hampshire State Agency.

**GREATER PORTSMOUTH CHAMBER OF COMMERCE  
D/B/A  
CHAMBER COLLABORATIVE OF GREATER PORTSMOUTH**

**NOTES TO FINANCIAL STATEMENTS**

**(SEE INDEPENDENT ACCOUNTANTS' REVIEW REPORT)**

**YEARS ENDED JUNE 30, 2025**

**Note 7 - Liquidity and Availability of Resources**

The Chamber has the following financial assets available within one year of the balance sheet date to meet cash needs for general expenditure:

Cash	\$ 262,702
Accounts receivable, net	7,816
Grants receivable	<u>67,860</u>
Total	\$ <u>338,378</u>

None of the financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the balance sheet date. As part of the Chamber's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. The Chamber may set aside cash in excess of its short-term requirements in money market or similar interest-bearing accounts.

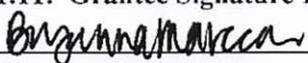
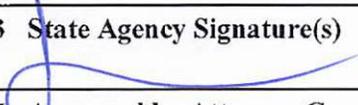
**Note 8 - Subsequent Events**

Subsequent events have been evaluated by management through December 3, 2025, which is the date the financial statements were available to be issued. The line of credit in Note 3 was extended in September 2025 as noted, other than the line of credit change there were no material subsequent events at December 3, 2025 that require disclosure in the financial statements.

GRANT AGREEMENT

The State of New Hampshire and the Grantee hereby  
Mutually agree as follows:  
GENERAL PROVISIONS

1. Identification and Definitions.

<b>1.1. State Agency Name</b> Department of Business and Economic Affairs		<b>1.2. State Agency Address</b> 100 N. Main St, Suite 100, Concord, NH 03301	
<b>1.3. Grantee Name</b> Greater Concord Chamber of Commerce		<b>1.4. Grantee Address</b> 49 South Main Street, Suite 104, Concord, NH 03301	
<b>1.5 Grantee Phone #</b> 603-224-2508	<b>1.6. Account Number</b> 20130000/500590	<b>1.7. Completion Date</b> 8/30/2026	<b>1.8. Grant Limitation</b> \$3,886
<b>1.9. Grant Officer for State Agency</b> Michelle Cruz		<b>1.10. State Agency Telephone Number</b> 603-271-2665	
If Grantee is a municipality or village district: "By signing this form we certify that we have complied with any public meeting requirement for acceptance of this grant, including if applicable RSA 31:95-b."			
<b>1.11. Grantee Signature 1</b> 		<b>1.12. Name &amp; Title of Grantee Signor 1</b> Bryanna Marceau, President & CEO	
<b>Grantee Signature 2</b> N/A		<b>Name &amp; Title of Grantee Signor 2</b> N/A	
<b>Grantee Signature 3</b> N/A		<b>Name &amp; Title of Grantee Signor 3</b> N/A	
<b>1.13 State Agency Signature(s)</b> 		<b>1.14. Name &amp; Title of State Agency Signor(s)</b> James Key-Wallace, Interim Commissioner	
<b>1.15. Approval by Attorney General (Form, Substance and Execution) (if G &amp; C approval required)</b> By: <i>Vasilios Manthos</i> Assistant Attorney General, On: 3/5/26			
<b>1.16. Approval by Governor and Council (if applicable)</b> By: _____ On: / /			

2. SCOPE OF WORK: In exchange for grant funds provided by the State of New Hampshire, acting through the Agency identified in block 1.1 (hereinafter referred to as "the State"), the Grantee identified in block 1.3 (hereinafter referred to as "the Grantee"), shall perform that work identified and more particularly described in the scope of work attached hereto as EXHIBIT B (the scope of work being hereinafter referred to as "the Project").

3. AREA COVERED. Except as otherwise specifically provided for herein, the Grantee shall perform the Project in, and with respect to, the State of New Hampshire.

4. EFFECTIVE DATE: COMPLETION OF PROJECT.

4.1. This Agreement, and all obligations of the parties hereunder, shall become effective on the date on the date of approval of this Agreement by the Governor and Council of the State of New Hampshire if required (block 1.16), or upon signature by the State Agency as shown in block 1.14 ("the Effective Date").

4.2. Except as otherwise specifically provided herein, the Project, including all reports required by this Agreement, shall be completed in ITS entirety prior to the date in block 1.7 (hereinafter referred to as "the Completion Date").

5. GRANT AMOUNT: LIMITATION ON AMOUNT: VOUCHERS: PAYMENT.

5.1. The Grant Amount is identified and more particularly described in EXHIBIT C, attached hereto.

5.2. The manner of, and schedule of payment shall be as set forth in EXHIBIT C.

5.3. In accordance with the provisions set forth in EXHIBIT C, and in consideration of the satisfactory performance of the Project, as determined by the State, and as limited by subparagraph 5.5 of these general provisions, the State shall pay the Grantee the Grant Amount. The State shall withhold from the amount otherwise payable to the Grantee under this subparagraph 5.3 those sums required, or permitted, to be withheld pursuant to N.H. RSA 80:7 through 7-c.

5.4. The payment by the State of the Grant amount shall be the only, and the complete payment to the Grantee for all expenses, of whatever nature, incurred by the Grantee in the performance hereof, and shall be the only, and the complete, compensation to the Grantee for the Project. The State shall have no liabilities to the Grantee other than the Grant Amount.

5.5. Notwithstanding anything in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made, hereunder exceed the Grant limitation set forth in block 1.8 of these general provisions.

6. COMPLIANCE BY GRANTEE WITH LAWS AND REGULATIONS. In connection with the performance of the Project, the Grantee shall comply with all statutes, laws regulations, and orders of federal, state, county, or municipal authorities which shall impose any obligations or duty upon the Grantee, including the acquisition of any and all necessary permits and RSA 31-95-b.

7. RECORDS and ACCOUNTS.

7.1. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency, the Grantee shall keep detailed accounts of all expenses incurred in connection with the Project, including, but not limited to, costs of administration, transportation, insurance, telephone calls, and clerical materials and services. Such accounts shall be supported by receipts, invoices, bills and other similar documents.

7.2. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency pursuant to subparagraph 7.1, at any time during the Grantee's normal business hours, and as often as the State shall demand, the Grantee shall make available to the State all records pertaining to matters covered by this Agreement. The Grantee shall permit the State to audit, examine, and reproduce such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, data (as that term is hereinafter defined), and other information relating to all matters covered by this Agreement. As used in this paragraph, "Grantee" includes all persons, natural or fictional, affiliated with, controlled by, or under common ownership with, the entity identified as the Grantee in block 1.3 of these provisions

8. PERSONNEL.

8.1. The Grantee shall, at its own expense, provide all personnel necessary to perform the Project. The Grantee warrants that all personnel engaged in the Project shall be qualified to perform such Project, and shall be properly licensed and authorized to perform such Project under all applicable laws.

8.2. The Grantee shall not hire, and it shall not permit any subcontractor, subgrantee, or other person, firm or corporation with whom it is engaged in a combined effort to perform the Project, to hire any person who has a contractual relationship with the State, or who is a State officer or employee, elected or appointed.

8.3. The Grant Officer shall be the representative of the State hereunder. In the event of any dispute hereunder, the interpretation of this Agreement by the Grant Officer, and his/her decision on any dispute, shall be final.

9. DATA: RETENTION OF DATA: ACCESS.

9.1. As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations,

computer programs, computer printouts, notes, letters, memoranda, paper, and documents, all whether finished or unfinished.

9.2. Between the Effective Date and the Completion Date the Grantee shall grant to the State, or any person designated by it, unrestricted access to all data for examination, duplication, publication, translation, sale, disposal, or for any other purpose whatsoever.

9.3. No data shall be subject to copyright in the United States or any other country by anyone other than the State.

9.4. On and after the Effective Date all data, and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason, whichever shall first occur.

9.5. The State, and anyone it shall designate, shall have unrestricted authority to publish, disclose, distribute and otherwise use, in whole or in part, all data.

10. CONDITIONAL NATURE OR AGREEMENT. Notwithstanding anything in this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability or continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available or appropriated funds. In the event of a reduction or termination of those funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Grantee notice of such termination.

11. EVENT OF DEFAULT: REMEDIES.

11.1. Any one or more of the following acts or omissions of the Grantee shall constitute an event of default hereunder (hereinafter referred to as "Events of Default"):

11.1.1 Failure to perform the Project satisfactorily or on schedule; or

11.1.2 Failure to submit any report required hereunder; or

11.1.3 Failure to maintain, or permit access to, the records required hereunder; or

11.1.4 Failure to perform any of the other covenants and conditions of this Agreement.

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

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

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

11.2.3 Set off against any other obligation the State may owe to the Grantee any damages the State suffers by reason of any Event of Default; and

11.2.4 Treat the agreement as breached and pursue any of its remedies at law or in equity, or both.

12. TERMINATION.

12.1. In the event of any early termination of this Agreement for any reason other than the completion of the Project, the Grantee shall deliver to the Grant Officer, not later than fifteen (15) days after the date of termination, a report (hereinafter referred to as the "Termination Report") describing in detail all Project Work performed, and the Grant Amount earned, to and including the date of termination.

12.2. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall entitle the Grantee to receive that portion of the Grant amount earned to and including the date of termination.

12.3. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall in no event relieve the Grantee from any and all liability for damages sustained or incurred by the State as a result of the Grantee's breach of its obligations hereunder.

12.4. Notwithstanding anything in this Agreement to the contrary, either the State or, except where notice default has been given to the Grantee hereunder, the Grantee, may terminate this Agreement without cause upon thirty (30) days written notice.

13. CONFLICT OF INTEREST. No officer, member of employee of the Grantee, and no representative, officer or employee of the State of New Hampshire or of the governing body of the locality or localities in which the Project is to be performed, who exercises any functions or responsibilities in the review or

- approval of the undertaking or carrying out of such Project, shall participate in any decision relating to this Agreement which affects his or her personal interest or the interest of any corporation, partnership, or association in which he or she is directly or indirectly interested, nor shall he or she have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.
14. GRANTEE'S RELATION TO THE STATE. In the performance of this Agreement the Grantee, its employees, and any subcontractor or subgrantee of the Grantee are in all respects independent contractors, and are neither agents nor employees of the State. Neither the Grantee nor any of its officers, employees, agents, members, subcontractors or subgrantees, shall have authority to bind the State nor are they entitled to any of the benefits, workmen's compensation or emoluments provided by the State to its employees.
15. ASSIGNMENT AND SUBCONTRACTS. The Grantee shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the State. None of the Project Work shall be subcontracted or subgranted by the Grantee other than as set forth in Exhibit B without the prior written consent of the State.
16. INDEMNIFICATION. The Grantee shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based on, resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Grantee or subcontractor, or subgrantee or other agent of the Grantee. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this agreement.
17. INSURANCE.
- 17.1 The Grantee shall, at its own expense, obtain and maintain in force, or shall require any subcontractor, subgrantee or assignee performing Project work to obtain and maintain in force, both for the benefit of the State, the following insurance:
- 17.1.1 Statutory workers' compensation and employees liability insurance for all employees engaged in the performance of the Project, and
- 17.1.2 General liability insurance against all claims of bodily injuries, death or property damage, in amounts not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury or death any one incident, and \$500,000 for property damage in any one incident; and
- 17.2. The policies described in subparagraph 17.1 of this paragraph shall be the standard form employed in the State of New Hampshire, issued by underwriters acceptable to the State, and authorized to do business in the State of New Hampshire. Grantee shall furnish to the State, certificates of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy.
18. WAIVER OF BREACH. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event, or any subsequent Event. No express waiver of any Event of Default shall be deemed a waiver of any provisions hereof. No such failure of waiver shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other default on the part of the Grantee.
19. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses first above given.
20. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Council of the State of New Hampshire, if required or by the signing State Agency.
21. CONSTRUCTION OF AGREEMENT AND TERMS. This Agreement shall be construed in accordance with the law of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assignees. The captions and contents of the "subject" blank are used only as a matter of convenience, and are not to be considered a part of this Agreement or to be used in determining the intent of the parties hereto.
22. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.
23. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings relating hereto.
24. SPECIAL PROVISIONS. The additional or modifying provisions set forth in Exhibit A hereto are incorporated as part of this agreement.

**Exhibit A  
Special Provisions**

Due to the nature of this contract, DTTD waives the 2,000,000 provision for bodily injury or death in Paragraph 17.1.2 (Insurance and Bond, and accepts \$1,000,000 for any one incident).

**Exhibit B  
Scope of Services**

The Division of Travel and Tourism Development (DTTD) will award Joint Promotional Grant funds to the Greater Concord Chamber of Commerce (GCCC) to be used to promote travel and tourism in New Hampshire.

Grant Deliverables:

Greater Concord Visitor Guide: GCCC shall enter into a contract with Quality Press to print 20,000 copies of a 32-page, full-color Visitor Guide. The Visitor Guide shall be distributed to Visitor Centers across New Hampshire, Manchester–Boston Regional Airport, and area businesses, and shall also be mailed to prospective visitors and new residents. In addition, the Visitor Guide shall be made available in digital format on GCCC's website. DTTD's logo shall be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

This Joint Promotional Program Grant Agreement received by the Greater Concord Chamber of Commerce of the following documents: A completed Grant Agreement form, Exhibits A, B, and C, which are all incorporated herein by reference as if fully set forth herein.

**Exhibit C  
Price and Payment Schedule**

In consideration of the satisfactory performance of the services described in Exhibit B, as determined by the Division of Travel and Tourism Development (DTTD), DTTD agrees to pay the Greater Concord Chamber of Commerce (GCCC):

Total Grant Award:      \$3,886

Reimbursement requests will be invoiced by the GCCC within 90 days after the fiscal year in which the grant was awarded. The invoices shall be paid in accordance with state procedures, 30 days after the invoice date. Expenses incurred prior to Governor and Executive Council approval and after DTTD internal approval will only be reimbursed if contract receives final approval from Governor and Executive Council.

Grantee Initials BM  
Date 1/27/2024

# 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 GREATER CONCORD CHAMBER OF COMMERCE is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 14, 1941. 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: **63296**

Certificate Number: **0007353605**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 30th day of December A.D. 2025.

A handwritten signature in black ink, appearing to read "D. Scanlan", is written over a faint circular outline.

David M. Scanlan

Secretary of State



← Back to Home

## Business Information

### Business Details

Business Name:	GREATER CONCORD CHAMBER OF COMMERCE	Business ID:	63296
Business Type:	Domestic Nonprofit Corporation	Business Status:	Good Standing
Business Creation Date:	05/14/1941	Name in State of Incorporation:	Not Available
Date of Formation in Jurisdiction:	05/14/1941	Mailing Address:	NONE
Principal Office Address:	49 South Main Street Suite 104, Concord, NH, 03301, USA	Last Nonprofit Report Year:	2025
Citizenship / State of Incorporation:	Domestic/New Hampshire	Next Report Year:	2030
Duration:	Perpetual	Phone #:	NONE
Business Email:	bmarceau@concordnhchamber.com	Fiscal Year End Date:	NONE
Notification Email:	bmarceau@concordnhchamber.com		

### Principal Purpose

S.No	NAICS Code	NAICS Subcode
No records to view.		

### Principals Information

Name/Title	Business Address
------------	------------------

**Certificate of Authority # 1**

*(Corporation, Non-Profit Corporation)*

**Corporate Resolution**

I, **Darragh Madden**, hereby certify that I am duly elected Clerk/Secretary/Officer of  
*(Name)*  
Greater Concord Chamber of Commerce. I hereby certify the following is a true copy of a vote  
*(Name of Corporation)*

taken by the Board of Directors/shareholders, duly called and collected digitally on January 23, 2026, at which a quorum of the Directors/shareholders participated in voting.

**VOTED:** That Bryanna Marceau, President & CEO (may list more than one person) is  
*(Name and Title)*

duly authorized to enter into contracts or agreements on behalf of

Greater Concord Chamber of Commerce with the State of New Hampshire and any of  
*(Name of Corporation )*

its agencies or departments and further is authorized to execute any documents

which may in his/her judgment be desirable or necessary to effect the purpose of

this vote.

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 to which this certificate is attached. This authority **remains valid for thirty (30)** days from the date of this Corporate Resolution. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

**DATED:** 01/28/2026

**ATTEST:**  , Board Chair  
*(Name & Title)*





**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>

**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: SEE ATTACHED

**1. INCOME STATEMENT**

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

## 2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash &amp; Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property &amp; Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		

## Submission Confirmation

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### Form NHCT-11: Application for Registration

Entity Name Greater Concord Chamber of Commerce Submission HQK-4WR0-TXS3B Revision 1 Form Version 2.2

 Payment Complete

#### Submission Fees

Registration Fee	\$25.00
Amount Paid Online	-
	\$25.00
<hr/>	
	Total Due <b>\$0.00</b>



## **Greater Concord Chamber of Commerce Mission Statement**

The Greater Concord Chamber of Commerce develops economic opportunities, strengthens the business climate and enhances the quality of life in the Capital Region.

[WWW.CONCORDNHCHAMBER.COM](http://WWW.CONCORDNHCHAMBER.COM)

**OFFICERS**

Chair	Darragh Madden	Irish Electric
Chair Elect	Jim Bouley	Dennehy and Bouley
Treasurer	Andrew Luce	Mason + Rich
Secretary	David Segal	Sanel Napa
President	Bryanna Marceau	Gr Concord COC

**DIRECTORS TERMS EXPIRING 2026**

* Jim Doremus	Riverbend Mental Health
Emily Ricard	Machias Bank
* Angie Lane	Red River Theaters
Chris Emond	Boys and Girls Club
Kaleigh Pinciario	Legacy Marketing
* Steve Duprey	The Duprey Companies
Josh Robinson	Checkmate Payroll Services
David McGrath	NHMS

**DIRCTORS TERMS EXPIRING 2027**

Kathy LeClair	Ledyard Bank
Joe Campbell	North Branch Construction
Matt Hicks	Shaker Road School
* Chris Brown	NH Distributors
Patrick Tompkins	NHTI
* Gary Miller	Unitil
* Tracy Noel	

**DIRECTORS TERMS EXPIRING 2028**

* Veronica Rosa	Concord Hospital
Ben Blunt	Concord Coach
* Joanne Gagnon	Bank of NH
Alex Stoye	Revelstoke
* Brad Kulacz	Merrimack County Savings Bank
* Chris Nadeau	Nobis Engineering
* Tom Furtado	CATCH

Ex Officio	
Tom Aspell	City Manager
Larry Haynes	Immediate Past Chair
Brenda Perkins	Ambassador Committee Chair
	CYPN Chair
Scott Laughinghouse	Retired Member Representative

# BRYANNA MARCEAU, IOM

---

## WORK EXPERIENCE

**Greater Concord Chamber of Commerce**  
Oct. 2025 – present

### President & CEO

- Provide strategic leadership and vision for a 850-member Chamber, championing initiatives that drive regional economic development, business growth, and community collaboration.
- Serve as the primary spokesperson and advocate for the business community, strengthening partnerships with government, civic, and industry leaders to influence policy and promote a vibrant local economy.
- Drive innovation and modernization in Chamber programming, communication, and operations, resulting in increased member satisfaction and organizational impact.
- Represent the Chamber at key regional and state-level forums, advancing the Chamber's visibility and advocacy efforts.

**Greater Concord Chamber of Commerce**  
Jun. 2021 – present

### Vice President of Operations & Programs

- Lead strategic planning and execution for key Chamber initiatives, programs, and events that support nearly 900 local business members.
- Oversee daily operations, supervise staff, and manage budgeting to ensure organizational efficiency and fiscal responsibility.
- Collaborate with the Board of Directors and community stakeholders to further develop programming that fosters economic growth and civic engagement.
- Spearheaded the modernization of internal systems and processes, increasing operational efficiency and member satisfaction.

**Greater Concord Chamber of Commerce**  
Sep. 2019 – Jun. 2021

### Director of Operations & Programs

- Directed and implemented high-impact programs, including signature events, business development initiatives, the Concord Young Professionals Network (CYPN), Capital Area Student Leadership (CASL), and Leadership Greater Concord (LGC).
- Managed internal teams, program budgets, and vendor relationships, ensuring effective and timely program delivery.
- Strengthened member engagement through targeted outreach, innovative programming, and improved communication strategies.

**Greater Concord Chamber of Commerce**  
Nov. 2016 – Sep. 2019

### Events Manager

- Coordinated all aspects of Chamber events, from small business workshops to large-scale community initiatives.
- Increased event attendance, engagement, and sponsorship revenue by developing strong community partnerships and refining promotional efforts.
- Streamlined event planning processes, resulting in improved member experience and reduced logistical costs.

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## EDUCATION & CERTIFICATIONS

Keene State College  
2001 - 2005

**Bachelor of Science (Education) & Bachelor of Arts (Social Sciences)**

U.S. Chamber of Commerce  
2019 - 2023

**Certificate in Nonprofit Organization Management (IOM)**

Leadership Greater Concord  
2018 - 2019

**Graduate, Class of 2019**

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## CURRENT VOLUNTEER ROLES

**NH Small Business Development Council (SBDC)**  
Advisory Board, Jan. 2025 to present

**U.S. Chamber of Commerce IOM**  
Board of Regents, Feb. 2024 to present

**Intown Concord**  
Board of Directors, Oct. 2019 to present

## CONTACT



 [bmarceau@concordnhchamber.com](mailto:bmarceau@concordnhchamber.com)



[www.linkedin.com/in/bryanna-marceau](http://www.linkedin.com/in/bryanna-marceau)

**GREATER CONCORD  
CHAMBER OF COMMERCE**

**FINANCIAL STATEMENTS**

**SEPTEMBER 30, 2024 AND 2023**

## INDEX TO FINANCIAL STATEMENTS

Independent Auditors' Report.....	1-3
Financial Statements:	
Statements of Financial Position.....	4-5
Statements of Activities.....	6
Statements of Functional Expenses.....	7
Statements of Cash Flows.....	8
Notes to Financial Statements.....	9-20
Supplemental Schedules:	
Supplemental Schedules of Revenue Detail.....	21



## INDEPENDENT AUDITORS' REPORT

To the Board of Directors  
Greater Concord Chamber of Commerce

### Opinion

We have audited the accompanying financial statements of Greater Concord Chamber of Commerce (a nonprofit organization), which comprise the statement of financial position as of September 30, 2024, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Greater Concord Chamber of Commerce as of September 30, 2024, and the changes in 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. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Greater Concord Chamber of Commerce 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 Greater Concord Chamber of Commerce's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

104 NORTH STATE STREET • CONCORD, NEW HAMPSHIRE, 03301  
TEL: 603.224.3950 • FAX: 603.224.9009 • WWW.CAREWELLS.COM



## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards 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, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Greater Concord Chamber of Commerce'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 Greater Concord Chamber of Commerce's ability to continue as a going concern for a reasonable period of time.

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

### **Report on Summarized Comparative Information**

We have previously audited Greater Concord Chamber of Commerce's 2023 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated January 19, 2024. In our opinion, the summarized comparative information presented herein as of and for the year ended September 30, 2023, is consistent, in all material respects, with the audited financial statements from which it has been derived.

**Emphasis of Matter**

As discussed in Note B to the financial statements, the 2023 financial statements have been restated due a correction of an error in the overstatement of the Accounts Receivable balance. Our conclusion is not modified with respect to this matter.

**Supplementary Information**

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The Supplemental Schedules of Revenue Detail is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Carew & Wells, PLLC  
Concord, New Hampshire

February 22, 2025

GREATER CONCORD CHAMBER OF COMMERCE  
**STATEMENTS OF FINANCIAL POSITION**  
AS OF SEPTEMBER 30, 2024 AND 2023

	September 30, 2024	(restated) September 30, 2023
<b>ASSETS</b>		
<i>Current assets</i>		
Cash and cash equivalents	\$ 239,031	\$ 238,971
Accounts receivable (net of \$0 and \$0) allowance for uncollectibles, respectively)	54,745	80,376
Interest receivable	200	200
Prepaid expenses	2,312	5,683
Inventory	7,878	7,563
GCCC as fiscal agent	15,635	17,335
<i>Total current assets</i>	<u>319,801</u>	<u>350,128</u>
<i>Property and equipment</i>		
Property and equipment	428,423	433,831
Less accumulated depreciation	<u>(135,151)</u>	<u>(130,672)</u>
<i>Total Property and equipment</i>	<u>293,272</u>	<u>303,159</u>
<i>Other Assets</i>		
Intangible assets, net of accumulated amortization	1,722	2,312
Operating lease right-of-use asset	24,050	16,260
Less: accumulated amortization - operating lease	<u>(5,337)</u>	<u>(8,071)</u>
<i>Total Other Assets</i>	<u>20,435</u>	<u>10,501</u>
<i>Noncurrent assets</i>		
Investments	<u>20,000</u>	<u>20,000</u>
<b>TOTAL ASSETS</b>	<u>\$ 653,508</u>	<u>\$ 683,788</u>

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

(Continued on next page)

GREATER CONCORD CHAMBER OF COMMERCE  
**STATEMENTS OF FINANCIAL POSITION**  
AS OF SEPTEMBER 30, 2024 AND 2023

	September 30, 2024	(restated) September 30, 2023
<b>LIABILITIES AND NET ASSETS</b>		
<i>Current liabilities</i>		
Accounts payable	\$ -	\$ 776
Accrued payroll and related liabilities	9,816	6,901
Accrued retirement contribution	18,869	16,939
Deferred revenue	49,695	45,670
GCCC as fiscal agent	15,635	17,335
Operating lease, current	7,194	5,608
TOTAL CURRENT LIABILITIES	101,209	93,229
<i>Noncurrent liabilities</i>		
Long-term operating lease liability	11,519	2,581
TOTAL NONCURRENT LIABILITIES	11,519	2,581
<b>TOTAL LIABILITIES</b>	112,728	95,810
<i>Net assets</i>		
Without donor restrictions	540,780	587,978
With donor restrictions	-	-
TOTAL NET ASSETS	540,780	587,978
<b>TOTAL LIABILITIES AND NET ASSETS</b>	\$ 653,508	\$ 683,788

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

GREATER CONCORD CHAMBER OF COMMERCE  
**STATEMENTS OF ACTIVITIES**  
 FOR THE FISCAL YEARS ENDED SEPTEMBER 30, 2024 AND 2023

	September 30, 2024	(restated) September 30, 2023
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>		
<i>Unrestricted revenues, gains and other support</i>		
Member dues	\$ 332,147	\$ 366,019
Parking program	38,234	39,660
Meetings and functions	228,195	204,638
Publications	101,070	69,910
In-kind donations	19,482	16,718
Interest income	4,504	303
Other	59,714	41,139
<i>Total unrestricted revenues, gains and other support</i>	783,346	738,387
<i>Net assets released from restrictions</i>	13,748	5,000
Program Services	462,734	370,298
Management and General	175,149	162,423
Fundraising	206,409	193,684
<i>Total Expenses</i>	844,292	726,405
<b>INCREASE (DECREASE) IN NET ASSETS WITHOUT DONOR RESTRICTIONS</b>	(47,198)	16,982
<b>NET ASSETS WITH DONOR RESTRICTIONS</b>		
Donations	13,748	4,000
Satisfaction of donor restrictions	(13,748)	(5,000)
<b>INCREASE (DECREASE) IN NET ASSETS WITH DONOR RESTRICTIONS</b>	-	(1,000)
<b>CHANGES IN NET ASSETS</b>	(47,198)	15,982
<i>Net assets, beginning of year</i>	587,978	571,996
<i>Net assets, end of year</i>	\$ 540,780	\$ 587,978

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

GREATER CONCORD CHAMBER OF COMMERCE  
**STATEMENTS OF FUNCTIONAL EXPENSES**  
 FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2024  
 AND SUMMARY COMPARATIVE FOR YEAR ENDED SEPTEMBER 30, 2023

EXPENSES	PROGRAM SERVICES	MANAGEMENT & GENERAL	FUND RAISING	TOTAL SEPTEMBER 30, 2024	COMPARATIVE TOTAL SEPTEMBER 30, 2023
Accounting and legal	8,032	3,322	1,621	12,975	11,553
Advertising	100	-	33	133	118
Amortization	1,043	1,043	1,043	3,129	558
Auto expenses	-	246	245	491	120
Bank service charges	21,938	-	-	21,938	14,319
Cleaning	572	572	571	1,715	1,645
Commissions	-	-	29,000	29,000	20,274
Condo fees	6,631	6,629	6,628	19,888	18,569
Depreciation	3,296	3,295	3,295	9,886	10,361
Donations	115	115	115	345	145
Dues	1,896	-	-	1,896	4,834
Group insurance	5,965	5,963	5,963	17,891	19,614
Insurance	4,845	-	-	4,845	7,004
Meetings and functions	140,502	-	-	140,502	95,519
Membership promotion	-	-	1,863	1,863	1,491
Miscellaneous	322	322	323	967	14,576
New Hampshire taxes	686	686	685	2,057	1,900
Office expenses and printing	46,879	-	3,528	50,407	32,445
Outside services	1,345	448	-	1,793	2,684
Parking program	8,360	8,357	8,358	25,075	4,075
Payroll taxes	9,705	9,702	9,703	29,110	26,596
Postage	19,085	-	-	19,085	16,754
Property taxes	5,096	5,095	5,095	15,286	14,710
Publications	22,644	-	-	22,644	19,941
Retirement	6,291	6,289	6,289	18,869	16,940
Right-of-use asset lease expense	3,297	-	248	3,545	8,533
Salaries	118,350	118,315	118,314	354,979	328,467
Task forces	14,606	-	-	14,606	12,584
Travel and continuing education	-	1,650	-	1,650	2,942
Telephone	2,326	2,326	2,326	6,978	6,409
Utilities	774	774	775	2,323	2,864
Visitor center expense	7,644	-	-	7,644	7,756
Web site expenses	389	-	388	777	105
<b>TOTAL EXPENSES</b>	<b>\$ 462,734</b>	<b>\$ 175,149</b>	<b>\$ 206,409</b>	<b>\$ 844,292</b>	<b>\$ 726,405</b>

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

GREATER CONCORD CHAMBER OF COMMERCE  
**STATEMENTS OF CASH FLOWS**  
 FOR THE FISCAL YEARS ENDED SEPTEMBER 30, 2024 AND 2023

	September 30, 2024	(restated) September 30, 2023
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Increase (decrease) in net assets	\$ (47,198)	\$ 15,982
Adjustments to reconcile changes in net assets to net cash provided by operating activities:		
Depreciation	9,886	10,361
Amortization	3,129	558
Amortization of right-of-use assets	5,337	8,071
Changes in assets and liabilities:		
(Increase) decrease in:		
Accounts receivable	25,631	(39,190)
Prepaid expenses	3,371	(4,127)
Inventory	(315)	(2,761)
Interest receivable	-	400
Increase (decrease) in:		
Accounts payable	(776)	(245)
Accrued payroll and liabilities	2,915	(441)
Accrued retirement contribution	1,930	(2,139)
Deferred revenue	4,025	3,335
Operating lease liabilities	(5,337)	(8,071)
<b><i>Net cash (used) by operating activities</i></b>	<b>2,598</b>	<b>(18,267)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Investment in fixed assets	(2,538)	(5,832)
<b><i>Net cash provided (used) by investing activities</i></b>	<b>(2,538)</b>	<b>(5,832)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b><i>Net cash provided (used) by financing activities</i></b>	<b>-</b>	<b>-</b>
<b>INCREASE (DECREASE) IN CASH</b>	60	(24,099)
<b><i>Cash, beginning of year</i></b>	<b>238,971</b>	<b>263,070</b>
<b><i>Cash, end of year</i></b>	<b>\$ 239,031</b>	<b>\$ 238,971</b>
<b>SUPPLEMENTAL DISCLOSURES</b>		
Lease liabilities arising from new ROU assets	17,832	16,260
Cash was expended for the following items:		
State enterprise tax	\$ 2,057	\$ 1,900

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

GREATER CONCORD CHAMBER OF COMMERCE  
NOTES TO FINANCIAL STATEMENTS

A | SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

***Nature of Activities***

Greater Concord Chamber of Commerce (the Chamber) is a non-profit membership organization that merges the special talents, skills and resources of the greater Concord business community for the purpose of developing economic opportunities, a strong business climate and enhanced quality of life for its membership. The Chamber provides services to individuals and businesses in the central New Hampshire region as defined by all communities within and around Merrimack County. Any individual or organization having an interest in the purpose or mission of the Chamber is eligible to apply for membership. Currently, the Chamber has 834 members. Membership dues comprised 42% and 50% of the Chamber's support for the years ended September 30, 2024 and 2023, respectively.

***Basis of Accounting***

The financial statements of the Chamber have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities. Dues revenue is recognized as income when received as it is considered a voluntary payment.

***Basis of Presentation***

The Chamber is required to report information regarding its financial position and activities according to two classes of net assets that are based upon the existence or absence of donor-imposed restrictions:

*Net assets without donor restrictions* are those currently available at the discretion of the board for use in the Chamber's operations.

*Net Assets with donor restrictions* are those subject to stipulations imposed by donors. Restrictions may be temporary in nature; those restrictions would be met by actions of the Chamber or by the passage of time. Other donor restrictions may be perpetual in nature, whereby the donor may stipulate the funds be maintained in perpetuity.

All contributions are considered available for use unless specifically restricted by the donor or subject to other legal restrictions.

***Use of Estimates***

Management uses estimates and assumptions in preparing financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could differ from those estimates.

***Comparative Financial Information***

The financial statements include certain prior year summarized comparative information in total. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Chamber's financial statements for the year ended September 30, 2023, from which summarized information was derived.

GREATER CONCORD CHAMBER OF COMMERCE  
**NOTES TO FINANCIAL STATEMENTS**

***Cash and Cash Equivalents***

For purposes of the Statements of Cash Flows, the Chamber considers all highly liquid investments with an initial maturity of twelve months or less to be cash equivalents.

***Accounts Receivable***

Accounts receivable are stated at the amount management expects to collect from outstanding balances not including dues receivable. Management provides for probable uncollectible amounts through a provision for bad debt expense and an adjustment to a valuation allowance based on its assessment of the current status of individual accounts. Balances that are still outstanding after management has used reasonable collection efforts are written off through a charge to the valuation allowance and a credit to accounts receivable. Changes in the valuation allowance have not been material to the financial statements.

***Property and Equipment***

Property and equipment are stated at cost or fair value at date of donation. Depreciation is provided using the straight-line method over the estimated useful lives of the assets as follows:

	<b>Years</b>
Equipment, furniture and fixtures	5-7
Condominium and improvements	10-39
Software and intangibles	3-7

Additions and betterments of \$1,500 or more are capitalized, while maintenance and repairs that do not improve or extend the useful lives of the respective assets are expensed currently.

Depreciation expense for the years ending September 30, 2024 and 2023 was \$9,886 and \$10,361, respectively.

Amortization expense for the years ending September 30, 2024 and 2023 was \$3,129 and \$558, respectively.

***Inventory***

Inventory, which consists of books, clothing and other items purchased for resale, is stated at the lower of cost or market value. Cost is determined using the first-in, first-out method.

***Deferred Revenue***

Income from revenues other than dues is deferred and recognized over the periods to which the revenues relate.

***Compensated Absences***

Vacation time is used by calendar year end and is not carried forward to the following year. Amounts accrued and unused at September 30, 2024 and 2023 are not material and not included in these financial statements.

*(Continued on next page)*

GREATER CONCORD CHAMBER OF COMMERCE  
NOTES TO FINANCIAL STATEMENTS

***Restricted and Unrestricted Revenue***

Contributions that are restricted by the donor are reported as increases in net assets without donor restrictions when the restrictions expire (that is, when a stipulated time restriction ends or purpose restriction is accomplished) in the same reporting period. All other donor-restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the Statement of Activities as net assets released from restriction

***Donated Property and Equipment***

Donations of property and equipment are recorded as contributions at fair value at the date of donation. Such donations are reported as increases in net assets without donor restrictions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as donor restricted contributions. Absent donor stipulations regarding how long those donated asset must be maintained, the Chamber reports expirations of donor restriction when the donated or acquired assets are placed in service as instructed by the donor. The Chamber reclassifies net assets with donor restrictions to net assets without donor restrictions at that time.

***Donated Services***

Donated services are recognized as contributions if the services (a) create or enhance nonfinancial assets or (b) require specialized skills, are performed by people with those skills, and would otherwise be purchased by the Chamber. Volunteers also provide services throughout the year that are not recognized as contributions in the financial statements since the recognition criteria were not met.

***Revenue Recognition***

The Chamber's revenue is derived primarily from membership dues and activities. The Chamber recognizes yearly dues under the cash basis. All cash received is recognized as dues income when received. The Chamber recognizes all other revenue other than dues when it has satisfied its performance obligations.

***Statements of Functional Expenses***

Directly identifiable expenses are charged to programs, supporting services, and fundraising. Expenses related to more than one function are charged to programs, supporting services and fundraising based on periodic time and expense studies. Management and general expenses include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of the Chamber. Employee costs are allocated based on the percentage of time spent between program, management & general, and fundraising expense.

***Income Tax Status***

No provision for federal income taxes has been made in these financial statements because the Chamber has been determined to be exempt from taxes under Internal Revenue Code Section 501 (C)(6). However, income from certain activities not directly related to the Chamber's tax-exempt purpose would be subject to taxation as unrelated business income. For the years ended September 30, 2024 and 2023, the Chamber did not have any taxable unrelated business income.

NH Business Enterprise Tax in the amounts of \$2,057 and \$1,900 is recorded in these financial statements for the years ended September 30, 2024 and 2023 respectively.

*(Continued on next page)*

GREATER CONCORD CHAMBER OF COMMERCE  
NOTES TO FINANCIAL STATEMENTS

***Advertising***

The Chamber uses advertising to promote its programs among the audiences it serves. The production costs of advertising are expensed the first time the advertising takes place. For the years ended September 30, 2024 and 2023 advertising expenses were \$133 and \$118, respectively.

***Leases - Lessee***

The Chamber recognizes and measures its leases in accordance with FASB ASC 842, Leases. In accordance with ASC 842, the Chamber determines if an arrangement is a lease, or contains a lease, at inception of a contract and when the terms of the existing contract are modified. The leases are then classified as operating or finance leases based on various criteria. Under ASC 842, the Chamber recognizes a right-of-use (ROU) asset and lease liability (operating and/or finance) at the commencement date of the lease based on the estimated present value of fixed lease payments over the lease terms. ROU assets represent the Chamber's right to use an underlying asset for the lease term and lease liabilities represent the Chamber's obligation to make lease payments arising from the lease.

Under ASC 842, operating lease liabilities are amortized to operating expenses on a straight-line basis over the respective lease terms; related lease liabilities and ROU assets are reduced over the respective lease terms using the effective interest method. Finance lease liabilities are amortized using the effective interest method, with related interest reported as interest expense. ROU finance assets are amortized to operating expenses on a straight-line basis over the lesser of the lease term or the useful life of the asset. The Chamber does not have finance leases that require recognition of ROU assets and liabilities at September 30, 2024.

The Chamber has elected the following practical expedients under ASC 842: (i) the Chamber elects to apply the risk-free discount rate for leases in which there is no implicit discount rate; (ii) the Chamber has elected not to recognize ROU assets and lease liabilities that arise from leases with initial terms of 12 months or less where there are no options to purchase the underlying asset that is reasonably certain to be exercised, under this expedient, leases are recognized on a straight-line basis over the lease term as Short-Term Lease expense on the statement of income; and (iii) the Chamber elects, by asset class, to combine lease and associated non lease components as a single lease component and to account for it as a lease, under this expedient, the Chamber does not allocate contract consideration to the lease and non lease components.

***Prior Year Accounting Pronouncements***

In February 2016, the FASB issued ASU 2016-02, Leases (Topic 842), which provided new guidance for lease accounting and replaces most existing lease guidance under ASC 840. The new standard provides enhanced transparency and comparability by requiring lessees to record right-of-use (ROU) assets and corresponding lease liabilities on the balance sheet. ROU assets represent the Chamber's right to use an underlying asset for the lease term and lease liabilities represent the Chamber's obligation to make lease payments arising from the lease. The new guidance requires the Chamber to classify leases using a two-model approach as a finance lease or an operating lease. The ASC also requires new and expanded disclosures related to the nature, amount, time, and uncertainty of cash flows arising from lease arrangements. The Chamber adopted the new standard effective October 1, 2022, using the alternative modified retrospective transition method under ASU 2018-11.

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GREATER CONCORD CHAMBER OF COMMERCE  
**NOTES TO FINANCIAL STATEMENTS**

In July 2018, the FASB issued ASU 2018-11, which provides entities with an additional transition method. Under this transition method, the Chamber initially applies ASC 842 at the adoption date and recognizes a cumulative-effect adjustment to the opening balance of retained earnings in the period of adoption. Comparative prior period information is presented and disclosed under the previous guidance in ASC 840. As part of the adoption of ASC 842, the Chamber has elected the following transition practical expedients: (i) to opt out of reassessing lease classification of existing or expired leases, or initial direct costs for any leases that occurred prior to the date of initial application and to maintain its original classification; and (ii) to use the hindsight practical expedient which allows the Chamber to make assumptions regarding lease terms and value of ROU as sets based on current information.

Management has assessed the impact of ASC 842 and has determined that ASC 842 would have no material impact on beginning of year retained earnings as a result of implementing this new guidance. As a result, there are no material effects on the Chamber's financial statements for the year ended September 30, 2024.

**B | PRIOR PERIOD RESTATEMENT**

During the current period it was noted that the prior year balance of accounts receivable had \$21,800 in dues receivable included in the balance. The Chamber recognizes dues receivable on the cash basis as explained in Note A. The following changes were made to the prior year financial statements to correct this error.

On the Statements of Financial Position the accounts receivable balance was restated to \$80,376 from \$102,176 and correspondingly net assets without donor restrictions was reduced from \$609,778 to \$587,978. Both total assets and total liabilities and net assets balances were reduced from \$705,588 to \$683,788.

On the Statements of Activities member dues was decreased from \$387,819 to \$366,019 and the total changes in net assets was decreased from \$37,782 to \$15,982.

On the Statements of Cash Flows the increase in net assets was reduced from \$37,782 to \$15,982 and the decrease in accounts receivable went from \$(60,990) to \$(39,190).

On the Supplemental Schedules of Revenue Detail the dues income was reduced from \$387,819 to \$366,019.

**C | CONCENTRATIONS OF CREDIT RISK ARISING FROM CASH DEPOSITS IN EXCESS OF INSURED LIMITS**

The Chamber maintains its cash balances in multiple financial institutions located in New Hampshire. Accounts at these institutions are insured by the Federal Deposit Insurance Corporation up to \$250,000. At September 30, 2024 and 2023, the Chamber had \$0 and \$0 uninsured cash balances, respectfully.

GREATER CONCORD CHAMBER OF COMMERCE  
**NOTES TO FINANCIAL STATEMENTS**

**D | CURRENT RESOURCES**

***Financial Assets Available to Meet Cash Needs for General Expenditures within One year***

The below reflects the Chamber’s financial assets as September 30, 2024, reduced by amounts that are not available for general use due to contractual or donor-imposed restrictions within one year of the statement of financial position date.

Current assets, at year-end	\$	341,601
Less those unavailable for general expenditure within one year due to:		
Operating expenses		(2,312)
Inventory		(7,878)
Funds held as fiscal agent		<u>(15,635)</u>
Total financial assets available to meet cash needs for general expenditures within one year	\$	<u>315,776</u>

None of these financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the balance sheet date unless used for the intended purpose. Accounts receivable (net of allowances) are all expected to be collected within one year.

***Liquidity Management***

The Chamber is supported primarily from membership dues and program services. The Chamber has a line of credit up to \$150,000 that can be used if it needs extra funds to cover current liabilities. As part of the Chamber’s liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due.

**E | CERTIFICATES OF DEPOSIT**

Certificates of deposit totaling \$39,019 and \$18,254 for the years ending September 30, 2024 and 2023, respectively, are included in cash in the accompanying financial statements. There are two certificates, the first bears interest at a rate of 3%, is due within 7 months and has penalties for early withdrawal. For the years ended September 30, 2024 and 2023 interest income was \$466 and \$2, respectively. The second certificate, bears interest at a rate of 4.41%, is due within a year and has penalties for early withdrawal. For the years ended September 30, 2024 and 2023 interest income was \$299 and \$0, respectively. Any penalties for early withdrawal would not have a material effect on the financial statements.

**F | ACCOUNTS RECEIVABLE**

Accounts receivable consists of the following current balances at September 30, 2024 and 2023:

<u><i>For the year ended September 30,</i></u>	<u><i>2024</i></u>	<u><i>2023</i></u>
Advertising, meetings and functions	\$ <u>76,545</u>	\$ <u>80,376</u>
	76,545	80,376
Allowance for doubtful accounts	<u>-</u>	<u>-</u>
Total	\$ <u><u>76,545</u></u>	\$ <u><u>80,376</u></u>

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GREATER CONCORD CHAMBER OF COMMERCE  
NOTES TO FINANCIAL STATEMENTS

**G | PROPERTY, EQUIPMENT AND RIGHT OF USE ASSETS**

Property and equipment as of September 30, 2024 and 2023 consisted of the following:

<i>For the year ended September 30,</i>	<i>2024</i>	<i>2023</i>
Office equipment	\$ 73,423	\$ 78,831
Condominium	<u>355,000</u>	<u>355,000</u>
Total	428,423	433,831
Less: accumulated depreciation	<u>(135,151)</u>	<u>(130,672)</u>
Property and equipment, net	<u>\$ 293,272</u>	<u>\$ 303,159</u>

***Right-of-Use Assets – Operating Leases***

The Company is the lessee of equipment under various operating leases with unrelated parties. The asset and liability under these operating leases are recorded at the present value of the minimum lease payment and is being amortized over the remaining lease terms. At September 30, ROU assets for operating leases consists of the following:

<i>For the year ended September 30,</i>	<i>2024</i>	<i>2023</i>
Equipment	\$ 24,050	\$ 16,260
Less: accumulated amortization	<u>(5,337)</u>	<u>(8,071)</u>
Total Right-of-Use Assets – Operating Leases, Net	<u>18,713</u>	<u>8,189</u>

Amortization of the right-of-use assets for operating leases was \$3,545 and \$8,189 for the years ended September 30, 2024 and 2023, respectively.

**H | INTANGIBLE ASSETS**

Intangible assets as of September 30, 2024 and 2023 consisted of the following:

<i>For the year ended September 30,</i>	<i>2024</i>	<i>2023</i>
Software	\$ 7,914	\$ 5,375
Website development	<u>4,370</u>	<u>4,370</u>
Total	12,284	9,745
Less: accumulated amortization	<u>(10,562)</u>	<u>(7,433)</u>
Intangible assets, net	<u>\$ 1,722</u>	<u>\$ 2,312</u>

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GREATER CONCORD CHAMBER OF COMMERCE  
NOTES TO FINANCIAL STATEMENTS

**I | INVESTMENTS**

***Composition of Investments***

The Chamber invested in a debt instrument during the year ending September 30, 2018. This investment is recorded as of October 18, 2017 at a fair value of \$20,000 as determined by reference to the stated value of the instrument. Interest income is 3% of the stated value of the instrument paid every year on October 31 until October 31, 2022. On November 1, 2022 the investment was renewed for one year. Interest income was changed to 1% of the stated value of the investment. On November 1, 2023 the investment was renewed for one year. Interest income remained 1% of the stated value of the investment. The loan is scheduled to be repaid on October 31, 2024.

Interest income accrued on total investments was \$200 and \$200 for the years ending September 30, 2024 and 2023.

***Fair Value Measurements***

Accounting principles generally accepted in the United States of America establish a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest priority to unobservable inputs (level 3 measurements). The three levels of the fair value hierarchy are described below:

Level 1—Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Chamber has the ability to access.

Level 2—Inputs to the valuation methodology include: quoted prices for similar assets or liabilities in active markets; quoted prices for identical or similar assets or liabilities in inactive markets; inputs other than quoted prices that are observable for the asset or liability; inputs that are derived principally from or corroborated by observable market data by correlation or by other means.

Level 3—Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

The Chamber's investments are reported at fair value using a Level 1 measure on a recurring basis.

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GREATER CONCORD CHAMBER OF COMMERCE  
**NOTES TO FINANCIAL STATEMENTS**

**J | DEFERRED REVENUE**

The change in the Chamber’s deferred revenue account for the years ended September 30, 2024 and 2023 is comprised of the following:

<u><i>For the year ended September 30,</i></u>	<u><i>2024</i></u>	<u><i>2023</i></u>
Balance at beginning of year	\$ 45,670	\$ 42,335
Additions:		
Payments received	49,695	45,670
Reductions:		
Revenues earned	<u>(45,670)</u>	<u>(42,335)</u>
Balance at end of year	<u>\$ 49,695</u>	<u>\$ 45,670</u>

**K | DEBT**

***Line of Credit***

At September 30, 2024, the Chamber had a \$150,000 line of credit with a 7.5% interest rate, secured by real and personal property of the entity. As of September 30, 2024 and 2023, the balance due on the line of credit was \$0.

**L | NET ASSETS RELEASED FROM RESTRICTIONS**

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purposes as described below:

<u><i>For the year ended September 30,</i></u>	<u><i>2024</i></u>	<u><i>2023</i></u>
Currie Small business COVID-19 recovery	\$ -	\$ 1,000
City of Concord sculpture	3,500	4,000
JPP Grant (Northeast Coffee Festival)	<u>10,248</u>	<u>-</u>
Total	<u>\$ 13,748</u>	<u>\$ 5,000</u>

The Chamber’s net assets with donor restrictions as of September 30, 2024 and 2023 are \$0 and \$0.

**M | LEASE COMMITMENTS**

***Operating Leases***

The Chamber leases equipment through unrelated parties. For the year ended September 30, 2024, the Chamber had an operating lease that expired in April of 2024 for office equipment. The monthly obligation was \$545 with an additional charge for excess copies.

For the year ended September 30, 2024, the Chamber had a lease for the use of a mail machine in effect. Under the terms of the 60 month lease expiring in January of 2026, the monthly lease obligation is \$166.

The following summarizes the line items in the statements of financial position that include amounts for operating leases:

*(Continued on next page)*

GREATER CONCORD CHAMBER OF COMMERCE  
NOTES TO FINANCIAL STATEMENTS

**M | LEASE COMMITMENTS (CONTINUED)**

<i>For the year ended September 30,</i>	<b>2024</b>	<b>2023</b>
Copier lease due to an unrelated party, payable in monthly installments of \$545, at an interest rate of 4.12%. Final payment made April 2024.	\$ -	\$ 3,763
Copier lease due to an unrelated party, payable in monthly installments of \$469, at an interest rate of 4.96%. Final payment made April 2024.	16,132	-
Mail Machine lease due to an unrelated party, payable in monthly installments of \$166, at an interest rate of 4.12%. Final payment made January 2026.	2,581	4,426
Total Operating Lease Liabilities	18,713	8,189
Current Portion of Operating Lease Liabilities	(7,194)	(5,608)
Long-Term Portion of Operating Lease Liabilities	\$ 11,519	\$ 2,581

The following is a schedule of future minimum rental payments required under the above operating leases:

<i>For the year ending September 30,</i>	<b>Amount</b>
2025	\$ 7,945
2026	6,616
2027	5,455
Total Future Minimum Lease Payments	20,016
Amount Representing Interest	(1,304)
Present Value of Net Minimum Lease Payments	18,713
Current Portion of the Present Value of Net Minimum Lease Payments	(7,194)
Long-Term Operating Lease Liabilities, Net of Current Portion	\$ 11,519

Accumulated amortization on operating lease assets was \$3,545 and \$8,071 for the years ended September 30, 2024 and 2023, respectively. Operating lease expense was \$7,792 and \$8,533 for the years ended September 30, 2024 and 2023, respectively.

The following summarizes the weighted average of remaining lease terms and discount rates as of

<i>For the year ended September 30,</i>	<b>2024</b>	<b>2023</b>
<b>Weighted Average Remaining Lease Term</b>		
Operating Leases	2.5 years	1.5 years
<b>Weighted Average Discount Rate</b>		
Operating Leases	4.85%	4.12%
September 30:		

*(Continued on next page)*

GREATER CONCORD CHAMBER OF COMMERCE  
**NOTES TO FINANCIAL STATEMENTS**

**N | DONATED MATERIALS AND SERVICES**

As of September 30, 2024 and 2023, donated services and materials have been recognized as contributions with a corresponding expense in the financial statements as follows:

<i><b>For the year ended September 30,</b></i>	<i><b>2024</b></i>	<i><b>2023</b></i>
Donated services for Chamber events	\$ <u>19,482</u>	\$ <u>16,718</u>
	\$ <u>19,482</u>	\$ <u>16,718</u>

In addition, many individuals volunteer their time and perform a variety of tasks that assist the Chamber in various capacities, but their services do not meet the requirements for recognition.

**O | RETIREMENT PLAN**

The Chamber sponsors a simplified employee pension plan that covers all employees after completion of one calendar year of earning requirement eligibility currently at \$750 and \$750 per year. Respectively this eligibility can change every year.

Contributions to the plan are equal to a percentage determined by the Chamber board up to 25% of qualifying employees' earnings and are fully vested when contributed. Contributions to the plan for the years ended September 30, 2024 and 2023 were \$18,869 and \$16,940, respectively.

**P | INCOME TAXES**

The accounting standard for accounting for uncertainty in income taxes addresses the determination of whether tax benefits claimed or expected to be claimed on a tax return should be recorded in the financial statements. Under that guidance, the Chamber 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 taxing authorities based on the technical merits of the position. Examples of tax positions include the tax-exempt status of the Chamber and various positions related to the potential sources of unrelated business taxable income (UBIT). The tax benefits recognized in the financial statements from such a position are measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement. There were no unrecognized tax benefits identified or recorded as liabilities for the fiscal years ended September 30, 2024 and 2023.

The Chamber files its forms 990 in the U.S. federal jurisdiction and the Department of Revenue for the State of New Hampshire. The Chamber is generally no longer subject to examination by the Internal Revenue Service for years before 2021.

**Q | RELATED PARTY TRANSACTIONS**

The owner of a company that the Chamber paid for condo management fees is a member of the board of directors. Payments related to condo management fees payments for fiscal year ended September 30, 2024 and 2023, totaled \$19,888 and \$18,569 respectively.

*(Continued on next page)*

GREATER CONCORD CHAMBER OF COMMERCE  
**NOTES TO FINANCIAL STATEMENTS**

**Q | RELATED PARTY TRANSACTIONS (CONTINUED)**

A non-profit organization, in which the President of the Chamber is the Ex-Officio Administrator of, paid the Chamber \$250 and \$6,000 for management services for the years ended September 30, 2024 and 2023, respectively.

The Chamber paid a local consulting firm \$0 and \$195 for the fiscal year ended September 30, 2024 and 2023, respectively for their services. A member of the board of directors is a partner in the consulting firm. Another partner in the consulting firm is the wife of a member of the board of directors.

Various board members are owners or employees of businesses that the Chamber uses for services related to its normal business activities. Payments for the fiscal years ended September 30, 2024 and 2023 totaled \$4,655 and \$2,868, respectively.

Various board members pay membership dues, provide sponsorship support and pay program fees on the same terms as are offered to all members of the Chamber.

**R | SUBSEQUENT EVENTS**

In preparing these financial statements, subsequent events were evaluated for potential recognition of disclosure through February 22, 2025 which is the date the financial statements were available to be issued.

There have been no other subsequent events that provide evidence that did not exist at the date of the balance sheet but arose subsequently to that date which would materially affect the financial position of the Chamber or cause these financial statements to be misleading to the reader.

GREATER CONCORD CHAMBER OF COMMERCE  
**SUPPLEMENTAL SCHEDULES OF REVENUE DETAIL**  
 FOR THE FISCAL YEARS ENDED SEPTEMBER 30, 2024 AND 2023

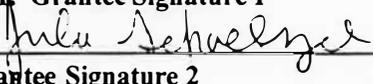
	September 30, 2024	(restated) September 30, 2023
<b>REVENUES</b>		
<i>Meetings and functions</i>		
Meetings, seminars and workshops	175,435	155,093
Golf classic	52,760	49,545
<i>Total meetings and functions</i>	228,195	204,638
 <i>Publications</i>		
Membership directory	13,690	18,680
Newsletters, maps and other	87,380	51,230
<i>Total publications</i>	101,070	69,910
 <i>Other revenue</i>		
Leadership administration fee	9,000	9,000
Online enhancements	24,250	12,262
Email advertising	1,403	620
Visitor center income	10,030	9,478
Member services	3,415	470
Miscellaneous	11,616	9,309
<i>Total other revenue</i>	59,714	41,139
 Dues	332,147	366,019
 Parking	38,234	39,660
 Donations	13,748	4,000
 In-kind donations	19,482	16,718
 Interest	4,504	303
 <i>TOTAL REVENUES</i>	\$ 797,094	\$ 742,387

*See independent auditors' report on supplementary information.*

GRANT AGREEMENT

The State of New Hampshire and the Grantee hereby  
Mutually agree as follows:  
GENERAL PROVISIONS

1. Identification and Definitions.

<b>1.1. State Agency Name</b> Department of Business and Economic Affairs		<b>1.2. State Agency Address</b> 100 N. Main St, Suite 100, Concord, NH 03301	
<b>1.3. Grantee Name</b> Greater Monadnock Collaborative		<b>1.4. Grantee Address</b> 48 Central Square, Keene, NH 03431	
<b>1.5. Grantee Phone #</b> 603-352-4714	<b>1.6. Account Number</b> 20130000/500590	<b>1.7. Completion Date</b> 6/25/2026	<b>1.8. Grant Limitation</b> \$6,120.50
<b>1.9. Grant Officer for State Agency</b> Michelle Cruz		<b>1.10. State Agency Telephone Number</b> 603-271-2665	
If Grantee is a municipality or village district: "By signing this form we certify that we have complied with any public meeting requirement for acceptance of this grant, including if applicable RSA 31:95-b."			
<b>1.11. Grantee Signature 1</b> 		<b>1.12. Name &amp; Title of Grantee Signor 1</b> Julie Schaezel, President + CEO	
<b>Grantee Signature 2</b> N/A		<b>Name &amp; Title of Grantee Signor 2</b> N/A	
<b>Grantee Signature 3</b> N/A		<b>Name &amp; Title of Grantee Signor 3</b> N/A	
<b>1.13. State Agency Signature(s)</b> 		<b>1.14. Name &amp; Title of State Agency Signor(s)</b> James Key-Wallace, Commissioner	
<b>1.15. Approval by Attorney General (Form, Substance and Execution) (if G &amp; C approval required)</b>			
By: <i>Vasilios Manthos</i>		Attorney,	On: 3/5/26 / /
<b>1.16. Approval by Governor and Council (if applicable)</b>			
By:		On: / /	

2. SCOPE OF WORK: In exchange for grant funds provided by the State of New Hampshire, acting through the Agency identified in block 1.1 (hereinafter referred to as "the State"), the Grantee identified in block 1.3 (hereinafter referred to as "the Grantee"), shall perform that work identified and more particularly described in the scope of work attached hereto as EXHIBIT B (the scope of work being hereinafter referred to as "the Project").

3 AREA COVERED. Except as otherwise specifically provided for herein, the  
Grantee shall perform the Project in, and with respect to, the State of New  
Hampshire

4 EFFECTIVE DATE COMPLETION OF PROJECT  
4.1 This Agreement and all obligations of the parties hereunder shall become  
effective on the date on the date of approval of this Agreement by the Governor  
and Council of the State of New Hampshire if required (block 1.16), or upon  
signature by the State Agency as shown in block 1.14 ("The Effective Date")

4.2 Except as otherwise specifically provided herein, the Project, including all reports  
required by this Agreement, shall be completed in ITS entirety prior to the date in  
block 1.7 (hereinafter referred to as "the Completion Date")

5 GRANT AMOUNT LIMITATION ON AMOUNT VOUCHERS PAYMENT  
5.1 The Grant Amount is identified and more particularly described in EXHIBIT C,  
attached hereto

5.2 The manner of, and schedule of payment shall be as set forth in EXHIBIT C  
5.3 In accordance with the provisions set forth in EXHIBIT C, and in consideration  
of the satisfactory performance of the Project, as determined by the State, and as  
limited by subparagraph 5.5 of these general provisions, the State shall pay the  
Grantee the Grant Amount. The State shall withhold from the amount otherwise  
payable to the Grantee under this subparagraph 5.3 those sums required, or  
permitted, to be withheld pursuant to N.H. RSA 80:7 through 7-c

5.4 The payment by the State of the Grant amount shall be the only, and the complete  
payment to the Grantee for all expenses, of whatever nature, incurred by the  
Grantee in the performance hereof, and shall be the only, and the complete,  
compensation to the Grantee for the Project. The State shall have no liabilities to  
the Grantee other than the Grant Amount

5.5 Notwithstanding anything in this Agreement to the contrary, and notwithstanding  
unexpected circumstances, in no event shall the total of all payments authorized,  
or actually made, hereunder exceed the Grant limitation set forth in block 1.8 of  
these general provisions

6 COMPLIANCE BY GRANTEE WITH LAWS AND REGULATIONS. In  
connection with the performance of the Project, the Grantee shall comply with all  
statutes, laws, regulations, and orders of federal, state, county, or municipal  
authorities which shall impose any obligations or duty upon the Grantee, including  
the acquisition of any and all necessary permits and RSA 31-95-b

7 RECORDS and ACCOUNTS  
7.1 Between the Effective Date and the date seven (7) years after the Completion  
Date, unless otherwise required by the grant terms or the Agency, the Grantee  
shall keep detailed accounts of all expenses incurred in connection with the  
Project, including but not limited to, costs of administration, transportation,  
insurance, telephone calls, and clerical materials and services. Such accounts  
shall be supported by receipts, invoices, bills and other similar documents.

7.2 Between the Effective Date and the date seven (7) years after the Completion  
Date, unless otherwise required by the grant terms or the Agency pursuant to  
subparagraph 7.1, at any time during the Grantee's normal business hours, and as  
often as the State shall demand, the Grantee shall make available to the State all  
records pertaining to matters covered by this Agreement. The Grantee shall  
permit the State to audit, examine, and reproduce such records, and to make audits  
of all contracts, invoices, materials, payrolls, records of personnel, data (as that  
term is hereinafter defined) and other information relating to all matters covered  
by this Agreement. As used in this paragraph, "Grantee" includes all persons,  
natural or fictional, affiliated with, controlled by, or under common ownership  
with, the entity identified as the Grantee in block 1.3 of these provisions

8 PERSONNEL  
8.1 The Grantee shall, at its own expense, provide all personnel necessary to perform  
the Project. The Grantee warrants that all personnel engaged in the Project shall  
be qualified to perform such Project, and shall be properly licensed and authorized  
to perform such Project under all applicable laws

8.2 The Grantee shall not hire, and it shall not permit any subcontractor, subgrantee,  
or other person, firm or corporation with whom it is engaged in a combined effort  
to perform the Project, to hire any person who has a contractual relationship with  
the State or who is a State officer or employee, elected or appointed

8.3 The Grant Officer shall be the representative of the State hereunder. In the event  
of any dispute hereunder, the interpretation of this Agreement by the Grant  
Officer, and his/her decision on any dispute, shall be final

9 DATA RETENTION OF DATA ACCESS  
9.1 As used in this Agreement the word "data" shall mean all information and things  
developed or obtained during the performance of or acquired or developed by  
reason of this Agreement, including, but not limited to, all studies, reports, files,  
formulas, surveys, maps, charts, sound recordings, video recordings, pictorial  
reproductions, drawings, analyses, graphic representations,

computer programs, computer printouts, notes, letters, memoranda, paper, and  
documents, all whether finished or unfinished

9.2 Between the Effective Date and the Completion Date the Grantee shall grant to  
the State, or any person designated by it, unrestricted access to all data for  
examination, duplication, publication, translation, sale, disposal, or for any other  
purpose whatsoever

9.3 No data shall be subject to copyright in the United States or any other country by  
anyone other than the State

9.4 On and after the Effective Date all data, and any property which has been received  
from the State or purchased with funds provided for that purpose under this  
Agreement, shall be the property of the State, and shall be returned to the State  
upon demand or upon termination of this Agreement for any reason, whichever  
shall first occur

9.5 The State, and anyone it shall designate, shall have unrestricted authority to  
publish, disclose, distribute and otherwise use, in whole or in part, all data

10 CONDITIONAL NATURE OR AGREEMENT. Notwithstanding anything in  
this Agreement to the contrary, all obligations of the State hereunder, including,  
without limitation, the continuance of payments hereunder, are contingent upon  
the availability or continued appropriation of funds, and in no event shall the State  
be liable for any payments hereunder in excess of such available or appropriated  
funds. In the event of a reduction or termination of those funds, the State shall  
have the right to withhold payment until such funds become available, if ever, and  
shall have the right to terminate this Agreement immediately upon giving the  
Grantee notice of such termination.

11 EVENT OF DEFAULT REMEDIES

11.1 Any one or more of the following acts or omissions of the Grantee shall constitute  
an event of default hereunder (hereinafter referred to as "Events of Default"):

- 11.1.1 Failure to perform the Project satisfactorily or on schedule; or
  - 11.1.2 Failure to submit any report required hereunder; or
  - 11.1.3 Failure to maintain, or permit access to, the records required hereunder; or
  - 11.1.4 Failure to perform any of the other covenants and conditions of this Agreement
- 11.2 Upon the occurrence of any Event of Default, the State may take any one, or more,  
or all, of the following actions:

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

11.2.2 Give the Grantee a written notice specifying the Event of Default and suspending  
all payments to be made under this Agreement and ordering that the portion of the  
Grant Amount which would otherwise accrue to the Grantee during the period  
from the date of such notice until such time as the State determines that the  
Grantee has cured the Event of Default shall never be paid to the Grantee, and

11.2.3 Set off against any other obligation the State may owe to the Grantee any damages  
the State suffers by reason of any Event of Default, and

11.2.4 Treat the agreement as breached and pursue any of its remedies at law or in equity,  
or both.

12 TERMINATION

12.1 In the event of any early termination of this Agreement for any reason other than  
the completion of the Project, the Grantee shall deliver to the Grant Officer, not  
later than fifteen (15) days after the date of termination, a report (hereinafter  
referred to as the "Termination Report") describing in detail all Project Work  
performed, and the Grant Amount earned, to and including the date of termination.  
In the event of Termination under paragraphs 10 or 12.4 of these general  
provisions, the approval of such a Termination Report by the State shall entitle  
the Grantee to receive that portion of the Grant amount earned to and including  
the date of termination

12.2 In the event of Termination under paragraphs 10 or 12.4 of these general  
provisions, the approval of such a Termination Report by the State shall in no  
event relieve the Grantee from any and all liability for damages sustained or  
incurred by the State as a result of the Grantee's breach of its obligations  
hereunder

12.3 Notwithstanding anything in this Agreement to the contrary, unless the State or,  
except where notice default has been given to the Grantee previously, the Grantee,  
may terminate this Agreement without cause upon thirty (30) days written notice

12.4 CONFLICT OF INTEREST. No officer, member or employee of the Grantee,  
and no representative, officer or employee of the State of New Hampshire or of  
the governing body of the locality or localities in which the Project is to be  
performed, who exercises any functions or responsibilities in the review or

Initials   
Date 1/28/20

approval of the undertaking or carrying out of such Project, shall participate in any decision relating to this Agreement which affects his or her personal interest or the interest of any corporation, partnership, or association in which he or she is directly or indirectly interested, nor shall he or she have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.

14 GRANTEE'S RELATION TO THE STATE. In the performance of this Agreement the Grantee, its employees, and any subcontractor or subgrantee of the Grantee are in all respects independent contractors, and are neither agents nor employees of the State. Neither the Grantee nor any of its officers, employees, agents, members, subcontractors or subgrantees, shall have authority to bind the State nor are they entitled to any of the benefits, workmen's compensation or emoluments provided by the State to its employees.

15 ASSIGNMENT AND SUBCONTRACTS. The Grantee shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the State. None of the Project Work shall be subcontracted or subcontracted by the Grantee other than as set forth in Exhibit B without the prior written consent of the State.

16 INDEMNIFICATION. The Grantee shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based on, resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Grantee or subcontractor, or subgrantee or other agent of the Grantee. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this agreement.

17 INSURANCE

17.1 The Grantee shall, at its own expense, obtain and maintain in force, or shall require any subcontractor, subgrantee or assignee performing Project work to obtain and maintain in force, both for the benefit of the State, the following insurance:

17.1.1 Statutory workers' compensation and employees liability insurance for all employees engaged in the performance of the Project, and

17.1.2 General liability insurance against all claims of bodily injuries, death or property damage, in amounts not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury or death any one incident, and \$500,000 for property damage in any one incident; and

17.2 The policies described in subparagraph 17.1 of this paragraph shall be the standard form employed in the State of New Hampshire, issued by underwriters acceptable to the State, and authorized to do business in the State of New Hampshire. Grantee shall furnish to the State, certificates of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy.

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

19 NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses first above given.

20 AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Council of the State of New Hampshire, if required or by the signing State Agency.

21 CONSTRUCTION OF AGREEMENT AND TERMS. This Agreement shall be construed in accordance with the law of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assignees. The captions and contents of the "subject" blank are used only as a matter of convenience, and are not to be considered a part of this Agreement or to be used in determining the intent of the parties hereto.

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

23 ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings relating hereto.

24 SPECIAL PROVISIONS. The additional or modifying provisions set forth in Exhibit A hereto are incorporated as part of this agreement.

## Exhibit A Special Provisions

Due to the nature of this contract, Division of Travel and Tourism Development (DTTD) waives the 2,000,000 provisions for bodily injury or death in Paragraph 17.1.2 (Insurance and Bond, and accepts \$1,000,000 for any one incident.

## Exhibit B Scope of Services

DTTD will award Joint Promotional Grant funds to the Greater Monadnock Collaborative (GMC) to be used to promote travel and tourism in New Hampshire.

Grant Deliverables:

Thrive Guide Printing: GMC will contract with Cummings Printing to print 10,000 copies of the 64+ page 2026 edition of GMC's *Thrive Guide*. The guide will be used as a marketing piece to convert readers into visitors, new residents, and prospective college students in the Monadnock Region. DTTD's logo will be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

This Joint Promotional Program Grant Agreement received by the GMC consists of the following documents: A completed Grant Agreement form, Exhibits A, B, and C, which are all incorporated herein by reference as if fully set forth herein.

## Exhibit C Price and Payment Schedule

In consideration of the satisfactory performance of the services described in Exhibit B, as determined by the Division of Travel and Tourism Development, DTTD agrees to pay the GMC:

Total Grant Award:      \$6,120.50

Reimbursement requests will be invoiced by the GMC within 90 days after the end of the current fiscal year. The invoices shall be paid in accordance with state procedures, 30 days after the invoice date. Expenses incurred prior to Governor and Executive Council approval and after DTTD internal approval will only be reimbursed if contract receives final approval from Governor and Executive Council.

Grantee Initials  
Date

  
1/28/26

# 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 GREATER MONADNOCK COLLABORATIVE is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on March 23, 1987. 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: **108985**

Certificate Number: **0007815004**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 3rd day of March A.D. 2026.

A handwritten signature in black ink, appearing to read "D. Scanlan", written over a faint circular outline.

David M. Scanlan  
Secretary of State

**Certificate of Authority # 1**

*(Corporation, Non-Profit Corporation)*

**Corporate Resolution**

**I, Chris Coates, hereby certify** that I am duly elected Clerk/Secretary/Officer of

The Greater Monadnock Collaborative. I hereby certify the following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on June 26, 2025, at which a quorum of the Directors/shareholders were present and voting.

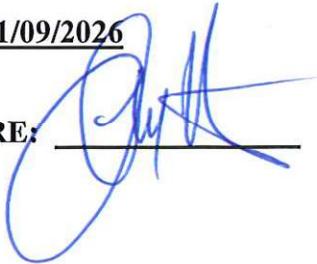
**VOTED:** That Julie Schoelzel, The Greater Monadnock Collaborative President and CEO is duly authorized to enter into contracts or agreements on behalf of The Greater Monadnock Collaborative with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any documents which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

**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 to which this certificate is attached. This authority **remains valid for thirty (30)** days from the date of this Corporate Resolution. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

**DATED:** 1/09/2026

**ATTEST:** \_\_\_\_\_ (Name & Title)

**SIGNATURE:** \_\_\_\_\_







# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

01/12/2026

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

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

<b>PRODUCER</b> King Risk Partners, LLC 91 Court Street  Keene NH 03431		<b>CONTACT NAME:</b> Sherry Scarpelli <b>PHONE (A/C, No, Ext):</b> (603) 352-1810 <b>E-MAIL ADDRESS:</b> sherry.scarpelli@king-insurance.com <b>FAX (A/C, No):</b>	
		<b>INSURER(S) AFFORDING COVERAGE</b>	
		<b>INSURER A:</b> The Ohio Casualty Insurance Company	<b>NAIC #</b> 24074
		<b>INSURER B:</b>	
		<b>INSURER C:</b>	
		<b>INSURER D:</b>	
		<b>INSURER E:</b>	
		<b>INSURER F:</b>	
<b>INSURED</b> Greater Monadnock Collaborative and Its Board Of it's Board of Directors & Responsible Committees 48 Central Sq Keene NH 03431			

**COVERAGES**

CERTIFICATE NUMBER: 25/26 Master

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input type="checkbox"/>	N / A	XWO58145570	11/01/2025	11/01/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000

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

**CERTIFICATE HOLDER****CANCELLATION**

NH BEA - DTTD 100 North Main St, Suite 100  Concord NH 03301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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# NONPROFIT COVER SHEET

**A. Entity Name: Greater Monadnock Collaborative**

**B. Entity's Contact Information for Records Requests (e.g., resumes of key personnel; audited financial statements):**

Julie Schoelzel, [julie@greatermonadnock.com](mailto:julie@greatermonadnock.com); Michelle DelleVita,  
[michelle@greatermonadnock.com](mailto:michelle@greatermonadnock.com), General Email: [info@keenechamber.com](mailto:info@keenechamber.com)

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**C. List Board of Directors and Affiliations**

<u>Name (Identify any additional role(s) in Parentheses)</u> E.g., John Doc (President)	<u>Affiliations</u>
<b>Chris Coates (Board Chair)</b>	Cheshire County
<b>Andrew Richardson (Incoming Chair)</b>	Savings Bank of Walpole
<b>Jeff Whitcomb (Governance Chair)</b>	Communicators Group
<b>Andrew Bohannon (Events Committee Chair)</b>	City of Keene
<b>Rich Scheinblum (Finance Chair)</b>	Monadnock Community Hospital
<b>Ed Coppola (Membership Committee Chair)</b>	The Richards Group
<b>Sarah Brothers (Secretary)</b>	C&S Wholesale Grocers
<b>James Hansel (Director)</b>	Filtrine
<b>Alan Stroshine (Director)</b>	Edward Jones
<b>Chris McIntosh (Director)</b>	The Hilb Group of New England
<b>Denise Thomas (Director)</b>	Masiello Real Estate
<b>Sam Fuller (Director)</b>	Orr & Reno
<b>Sean Burke (Director)</b>	The Keene Sentinel
<b>Jay Haston (Director)</b>	Cedarcrest Center
<b>Joanna Zambella (Director)</b>	Consult JZ
<b>Scott Brown (Director)</b>	Mascoma Bank
<b>Trisha Cheever (Director)</b>	Town of Peterborough
<b>Dan Petrone (Director)</b>	EXP Realty
<b>Justin Somma (Director)</b>	Hannah Grimes Marketplace
<b>Jennifer Ferrell (Director)</b>	Keene State College
<b>Jeff Smith (Director)</b>	Timken
<b>Jennifer Carroll</b>	Historical Society for Cheshire County

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

<u>Name</u>	<u>Role</u>	<u>Annual Salary</u>	<u>Amount Paid From This Contract</u>
<b>Julie Schoelzel</b>	CEO & President	\$90,000	\$0

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

E. Check one of the following:

- The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**
- The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).
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**CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION**

F. Check one of the following:

- is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (\*\* see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**
- is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**
- is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

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

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

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## 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

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

## 2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash &amp; Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property &amp; Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		

Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
6109	Greater Laconia Transit Agency	719 North Main Street PO Box 509	Laconia	NH	03247	G	5/15/2026
30164	Greater Lakes Region Charitable Fund for Children, Inc.	383 South Main Street	Laconia	NH	03246	G	11/15/2026
2402	Greater Manchester Black Scholarship Foundation	PO Box 534	Manchester	NH	03105	G	5/15/2027
5188	Greater Manchester Colt League, Inc.	PO Box 6042	Manchester	NH	03108	X	5/15/2025
2844	Greater Manchester Hellenic Scholarship Fund	245 Hooksett Road	Manchester	NH	03104	G	5/15/2026
3549	Greater Manchester Nashua Board of Realtors	176 South River Road	Bedford	NH	03110	X	11/15/2023
13760	Greater Manchester Wrestling Association, Inc.	c/o 57 Raymond Road	Deerfield	NH	03037	X	5/15/2017
6761	Greater Meredith Program, Inc.	PO Box 1417, 3 Walker St.	Meredith	NH	03253-1417	X	5/15/2025
6956	Greater Merrimack Special Needs Youth Group	PO Box 72	Merrimack	NH	03054	G	1/15/2026
6313	Greater Monadnock Collaborative Foundation	48 Central Square	Keene	NH	03431	G	8/15/2026
50609	Greater Nashua Bar Association	20 Trafalgar Square, Suite 505	Nashua	NH	03063-1981	G	5/15/2026
1647	Greater Nashua Chamber of Commerce	60 Main Street, Suite 200	Nashua	NH	03060	X	11/15/2023
3407	Greater Nashua Council on Alcoholism, Inc.	77 Northeastern Boulevard	Nashua	NH	03062	G	5/15/2026
10777	Greater Nashua Dental Connection, Inc	31 Cross Street	Nashua	NH	03064	G	5/15/2026
5636	Greater Nashua Habitat for Humanity	PO Box 697	Hollis	NH	03049	G	11/14/2026
17548	Greater Nashua Medical Reserve Corps	402 Amherst St Ste 203M	Nashua	NH	03063	S	5/15/2026
16444	Greater New Orleans Foundation	919 Saint Charles Avenue	New Orleans	LA	70130	X	5/15/2023
31441	Greater Pittsburgh Community Food Bank	1 North Linden Street	Duquesne	PA	15110	G	5/15/2026
1435	Greater Portsmouth Chamber of Commerce	500 Market Street Unit 16A	Portsmouth	NH	03801	G	5/15/2026
5981	Greater Portsmouth Chamber of Commerce Charitable Foundation	500 Market Street Unit 16A	Portsmouth	NH	03801	G	11/15/2026
14669	Greater Raymond NH Rotary Scholarship and Charitable Foundation	PO Box 816	Raymond	NH	03077	G	11/14/2026
2232	Greater Rochester Chamber of Commerce	18 South Main Street	Rochester	NH	03867	G	5/15/2026
5531	Greater Rochester Community Health Foundation	c/o NHCFCConcord, NH 03301	Concord	NH	03301	G	5/15/2026
12353	Greater Salem Artists Association	PO Box 1804	Salem	NH	03079	G	11/15/2026
3442	Greater Salem Caregivers	PO Box 2316	Salem	NH	03079-1148	G	5/15/2026
1763	Greater Seacoast Community Health	311 Route 108	Somersworth	NH	03878	G	5/15/2026
31621	Greater Things Ministries	703 Unity Stage RoadCharlestown, NH 03603	Charlestown	NH	03603	G	5/15/2027
34262	Greater Upper Valley Chapter of Trout Unlimited	130 Grout Road	Hartland	VT	05048	X	9/15/2023
14005	Greater Wakefield Resource Center, Inc.	PO Box 96, 254 Main Street	Union	NH	03887	X	5/15/2025
19505	Greater Washington Educational Telecommunications Association, Inc	3939 Campbell Avenue	Arlington	VA	22206-2269	G	11/15/2025
35770	Greater Yellowstone Coalition, Inc.	215 S Wallace Ave	Bozeman	MT	59715	G	2/15/2027
14027	Green Acres Parent Teacher Group	100 Jack Lovering DriveManchester, NH 03109	Manchester	NH	03109	G	1/15/2027



**Mission Statement:** The Greater Monadnock Collaborative – Regional Chamber of Commerce is organized to advance the commercial, industrial, educational, cultural, recreational, and general welfare of New Hampshire’s Monadnock Region.

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# JULIE SCHOELZEL

## PRESIDENT & CEO

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### PROFESSIONAL SUMMARY

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President & CEO with 15+ years of executive leadership experience spanning regional economic development, marketing strategy, workforce initiatives, and organizational growth. Proven track record of leading small, high-impact teams; building cross-sector partnerships; securing and managing grant and sponsorship funding; and advancing initiatives that strengthen regional competitiveness, tourism, and talent attraction. Known for collaborative leadership, data-driven decision-making, and translating vision into measurable outcomes.

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### SKILLS

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Business planning

Public speaking

Strategic visioning

Leadership team building

Process improvement

Staff management

Revenue growth

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### PROFESSIONAL EXPERIENCE

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**PRESIDENT & CEO, 04/2025 - Current**

**Greater Monadnock Collaborative – Keene, NH**

- Provide executive leadership for a regional chamber and economic development organization serving businesses, nonprofits, municipalities, and partners across the Monadnock Region.
- Set organizational vision and strategic priorities across membership, programming, workforce development, tourism, and regional marketing initiatives.
- Oversee planning and execution of 40+ events annually, including signature events, leadership programs, networking events, and educational programming.
- Lead and support a high-performing team, overseeing operations, budgeting, governance coordination, and external relations.
- Partner closely with Board Chair, Treasurer, and Board of Directors on strategy, financial planning, and long-term sustainability.
- Serve as primary spokesperson and relationship lead with state agencies, funders, employers, and community partners.
- Oversee flagship initiatives including Magnify Monadnock and Leadership Monadnock.

## **DIRECTOR OF REGIONAL MARKETING, 09/2021 - Current**

### **Greater Monadnock Collaborative – Keene, NH**

- Lead comprehensive regional marketing initiatives to position the Monadnock Region as a destination for young professionals, visitors, and businesses.
- Manage marketing budgets and vendor relationships to ensure cost-effective, high-impact campaigns.
- Develop & maintain MonadnockNH.com and produce the annual Thrive Guide.
- Serve as liaison to the NH Division of Travel & Tourism Development.
- Lead grant acquisition initiatives and donor relationships.

### **Tablet Hotels 2003 - 2017– New York, NY**

#### **EXECUTIVE 2011 - Jul 2017**

##### **Tablet Hotels New York, NY**

- Work with an effort to streamline efforts and develop strategies to increase growth.
- Attend and participate in weekly executive team meetings.
- Using data analysis, identify and problem-solve budget concerns and growth obstacles.
- Work closely with Co-Founders to identify and maintain necessary tools to ensure growth is scalable while maintaining low employee turnover.
- Assist CEO with structuring various departments to meet business needs and optimize employee and department strengths.
- Assist CEO in the hiring of all high level employees.
- Manage multiple teams, often simultaneously (4 - 20 employees per team)

#### **DIR. OF PAID MEMBERSHIP Mar 2011 - Jul 2017**

- Oversee Tablet Plus membership program, including marketing, personalization, product development, customer service, customer acquisition, and membership retention.
- Increased new members by 80% using a combination of product enhancements, price restructuring, and marketing initiatives including email campaigns, social media campaigns, and strategic partnerships.
- Increased member bookings by 20% using personalization, improved communications, and improved customer service and membership benefits.
- Successfully reversed 30% loss in membership revenue to 10% growth within 12 months

#### **HEAD OF CUSTOMER SERVICE Dec 2012 - Jul 2017**

- Oversee Customer Service department of 20 employees who assist with sales, support, product feedback, product enhancement suggestions, hiring, team structure, scheduling, and education.
- Decreased personnel budget for Customer Service by 40% (no layoffs –through schedule and process adjustments).

- Work with technology and design teams on product enhancements to increase customer acquisition and conversion. Create documentation for projects (small and large scale), create Jira tickets, handle QA and arrange and conduct user testing.
- Identified need for and developed with engineers a CRM to better serve customers as well as expedite the customer service representative experience while recording representative performance data.
- First line of defense with technical issues. Train representatives to adequately identify, reproduce, file, and help resolve bugs and technical obstacles.

#### **HEAD OF MARKETING Jan 2007 - Feb 2011**

- Oversaw marketing department, including customer acquisition, increasing sales with existing customers, and product development.
- Increased newsletter subscribers by 300% YOY.
- Secured Press pieces for Tablet Hotels in Time Magazine, NY Times, Wall Street Journal, Washington Post, Domino Magazine, NY Post, Modern Bride Magazine, Cookie Magazine, Conde Nast Traveler, Real Simple, among others.
- Developed long-term partnerships with meaningful brands to create marketing campaigns/sweepstakes such as J.Crew, Kate Spade, Jack Spade, Virgin Airlines, Vogue, among others.
- Created and project managed the development of Tablet's Global Nomad Challenge Facebook application - within 5 days of launch the application was the second most popular travel application.
- Developed with engineers a management tool to provide suppliers with more readily accessible and understandable sales statistics. This information doubled the number of suppliers working directly and increased revenue by 5% per supplier.
- Developed Private Sale product and marketing campaign enabling hotels to break rate parity and offer exclusive, highly discounted rates to our customers.

#### **HEAD OF HOTEL RELATIONS Feb 2004 - Jan 2007**

- Oversaw all initiatives related to our hotel partners, including new partner acquisition, enhanced relationships (less expensive reservations for them, higher commissions for Tablet), led the development of our own CRS (Central Reservations System).
- Successfully increased direct partnerships by 200%.
- Act as liaison between partners and internal content and technology teams.
- Managed relationships and kept detailed communication records with world's largest hospitality software supplier who provided Tablet with white label inventory management system.
- Worked with CEO to discontinue contract with software supplier and successfully recoup lost revenue in arbitration hearings.
- Developed and project managed the design, development, and implementation of our own custom B2B software. Bookings increased 40% the first day the new system was launched and sustained an increase of 30% growth YoY.

**CUSTOMER SERVICE MANAGER** Feb 2003 - Jan 2007

- Handled customer inquiries, hired new team members, handled administrative duties.

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EDUCATION

**BA: Communications & Art History**

**Marymount College - Tarrytown, NY**

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VOLUNTEER WORK

Stay, Work, Play Board of Directors

Keene Downtown Housing Corporation Board of Directors

Monadnock Housing Advisory Council

GREATER MONADNOCK COLLABORATIVE

FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
AND  
INDEPENDENT ACCOUNTANTS'  
REVIEW REPORT



265 Washington Street, Keene, NH 03431

Phone: 603.352.4500

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## INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To the Board of Directors of  
Greater Monadnock Collaborative:

We have reviewed the accompanying statements of financial position of the Greater Monadnock Collaborative, (a New Hampshire not-for-profit organization) as of September 30, 2024 and 2023 and the related statements of activities, functional expenses and cash flows for the years then ended. A review includes primarily applying analytical procedures to management's financial data and making inquiries of the organization's management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

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

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

### **Accountants' Responsibility**

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

We are required to be independent of the Greater Monadnock Collaborative and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our reviews.

### **Report on Supplementary Information**

The accompanying schedules of special events revenues and expenses are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management. We have not audited or reviewed such information and we do not express an opinion, a conclusion, nor provide any assurance on it.

## **Known Departure from Accounting Principles Generally Accepted in the United States of America**

As more fully disclosed in Note 11 to the financial statements, the accompanying financial statements do not include the accounts of the Greater Keene Chamber of Commerce Foundation. Management has determined that the Greater Monadnock Collaborative has a controlling financial interest in the Foundation and therefore should consolidate the accounts of the Foundation in order to conform with accounting principles generally accepted in the United States of America. Management has not determined the effect of the departure from accounting principles generally accepted in the United States of America on the accompanying financial statements.

### **Accountants' Conclusion**

Based on our reviews, except for the issue noted in the Known Departure from Accounting Principles Generally Accepted in the United States of America paragraph, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with accounting principles generally accepted in the United States of America.

*Oster & Wheeler, P.C.*

Keene, New Hampshire  
August 7, 2025

GREATER MONADNOCK COLLABORATIVE  
STATEMENTS OF FINANCIAL POSITION  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

	<u>2024</u>	<u>2023</u>
<u>ASSETS</u>		
CURRENT ASSETS:		
Cash	\$ 148,591	\$ 237,484
Trade accounts receivable, net	32,705	23,549
Prepaid expenses	<u>6,944</u>	<u>4,935</u>
Total current assets	<u>188,240</u>	<u>265,968</u>
PROPERTY AND EQUIPMENT, at cost:		
Less: accumulated depreciation	<u>127,537</u>	<u>122,360</u>
Net property and equipment	<u>88,013</u>	<u>93,190</u>
OTHER ASSETS:		
Operating lease right of use assets, net	2,606	4,114
Security deposit	<u>600</u>	<u>600</u>
Total other assets	<u>3,206</u>	<u>4,714</u>
Total assets	\$ <u>279,459</u>	\$ <u>363,872</u>
<u>LIABILITIES AND NET ASSETS</u>		
CURRENT LIABILITIES:		
Accounts payable	\$ 39,146	\$ 1,270
Accrued payroll	-	2,207
Deferred revenue	13,932	13,932
Current portion of operating lease liability	1,613	1,508
Current portion of note payable	3,953	4,476
Other current liabilities	<u>1,650</u>	<u>-</u>
Total current liabilities	<u>60,294</u>	<u>23,393</u>
LONG-TERM LIABILITIES:		
Operating lease liability, net of current portion	993	2,606
Note payable, net of current portion	<u>133,826</u>	<u>137,779</u>
Total long-term liabilities	<u>134,819</u>	<u>140,385</u>
Total liabilities	<u>195,113</u>	<u>163,778</u>
NET ASSETS:		
Without donor restriction	<u>84,346</u>	<u>200,094</u>
Total net assets	<u>84,346</u>	<u>200,094</u>
Total liabilities and net assets	\$ <u>279,459</u>	\$ <u>363,872</u>

The accompanying notes to financial statements are an integral part of these statements

GREATER MONADNOCK COLLABORATIVE  
STATEMENTS OF ACTIVITIES  
FOR THE YEARS ENDED SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

	<u>2024</u>	<u>2023</u>
SUPPORT AND REVENUE:		
Membership dues	\$ 245,658	\$ 235,550
Special events	169,378	155,840
In-kind contributions	-	1,800
Grants	84,401	82,573
Profiles, maps and other publications	82,616	58,650
Interest income	281	322
Meetings, seminars and workshops	47,585	30,008
Rental income	7,200	2,400
Miscellaneous	<u>-</u>	<u>1,474</u>
Total support and revenue	<u>637,119</u>	<u>568,617</u>
EXPENSES:		
Program services	585,996	612,252
Management and general	<u>166,871</u>	<u>216,914</u>
Total expenses	<u>752,867</u>	<u>829,166</u>
CHANGE IN NET ASSETS		
WITHOUT DONOR RESTRICTION	(115,748)	(260,549)
NET ASSETS, beginning of year	<u>200,094</u>	<u>460,643</u>
NET ASSETS, end of year	\$ <u>84,346</u>	\$ <u>200,094</u>

The accompanying notes to financial statements are an integral part of these statements

GREATER MONADNOCK COLLABORATIVE  
STATEMENTS OF FUNCTIONAL EXPENSES  
FOR THE YEARS ENDED SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

	2024			2023		
	Program Services	Management and General	Total	Program Services	Management and General	Total
EXPENSES:						
Salaries and wages	\$ 189,124	\$ 91,059	\$ 280,183	\$ 191,356	\$ 92,134	\$ 283,490
Employee benefits	7,888	3,798	11,686	3,399	1,637	5,036
Payroll taxes	14,945	7,196	22,141	14,731	7,092	21,823
Profiles, maps, and other publications	142,011	-	142,011	52,955	-	52,955
Special events	88,370	-	88,370	99,119	-	99,119
Professional fees	33,334	16,049	49,383	14,706	7,081	21,787
Occupancy	18,968	9,132	28,100	20,393	9,819	30,212
Grant expenditures	16,481	7,935	24,416	160,227	77,147	237,374
Office expenses	12,513	6,025	18,538	4,217	2,031	6,248
Bad debt	12,140	5,845	17,985	2,633	1,267	3,900
Telephone and internet	9,474	4,561	14,035	7,852	3,781	11,633
Meetings, seminars and workshops	9,030	-	9,030	7,866	-	7,866
Advertising	5,706	2,747	8,453	7,994	3,849	11,843
Insurance	5,559	2,676	8,235	6,336	3,050	9,386
Travel and meals	5,114	2,463	7,577	2,001	963	2,964
Miscellaneous	4,086	1,967	6,053	4,893	2,356	7,249
Depreciation	3,494	1,683	5,177	3,494	1,683	5,177
Dues and subscriptions	2,915	1,403	4,318	2,814	1,355	4,169
Board expenses and community relations	2,673	1,287	3,960	227	109	336
Interest	2,171	1,045	3,216	2,453	1,181	3,634
In-kind expenses	-	-	-	1,800	-	1,800
Equipment rental	-	-	-	786	379	1,165
Total expenses	\$ <u>585,996</u>	\$ <u>166,871</u>	\$ <u>752,867</u>	\$ <u>612,252</u>	\$ <u>216,914</u>	\$ <u>829,166</u>

The accompanying notes to financial statements are an integral part of these statements

GREATER MONADNOCK COLLABORATIVE  
STATEMENTS OF CASH FLOWS  
FOR THE YEARS ENDED SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

	<u>2024</u>	<u>2023</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Change in net assets	\$ <u>(115,748)</u>	\$ <u>(260,549)</u>
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	5,177	5,177
(Increase) decrease in the following assets:		
Trade accounts receivable	(9,156)	(9,504)
Prepaid expenses	(2,009)	-
Increase (decrease) in the following liabilities:		
Accounts payable	37,876	(4,258)
Accrued payroll	(2,207)	1,668
Other current liabilities	<u>1,650</u>	<u>-</u>
Total adjustments	<u>31,331</u>	<u>(6,917)</u>
Net cash flows from operating activities	<u>(84,417)</u>	<u>(267,466)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Principal payments on note payable	<u>(4,476)</u>	<u>(3,417)</u>
Net cash flows from financing activities	<u>(4,476)</u>	<u>(3,417)</u>
<b>NET CHANGE IN CASH</b>	<b>(88,893)</b>	<b>(270,883)</b>
CASH, beginning of year	<u>237,484</u>	<u>508,367</u>
CASH, end of year	\$ <u><u>148,591</u></u>	\$ <u><u>237,484</u></u>
<b>Supplemental data:</b>		
Cash paid during the year for interest	\$ <u><u>3,216</u></u>	\$ <u><u>3,634</u></u>
Noncash contributions received for special events	\$ <u><u>-</u></u>	\$ <u><u>1,800</u></u>

GREATER MONADNOCK COLLABORATIVE  
NOTES TO THE FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

1. Purpose and summary of significant accounting policies:

Purpose – The Greater Monadnock Collaborative (the Chamber) is a New Hampshire nonprofit organization. The Chamber was incorporated to advance the commercial, industrial, educational, cultural, recreational, and general welfare of the Monadnock Region of Southwest New Hampshire. The Chamber accomplishes this by providing information about, and stimulating activity in, the region.

Basis of presentation – The accompanying financial statements have been prepared on the accrual basis of accounting. All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Non-cash contributions are recorded at fair market value on the date of donation. Income earned on net assets, including net realized appreciation on investments, is reflected as a change in net assets without donor restrictions or net assets with donor restrictions in accordance with donor stipulations.

Amounts related to the Chamber's financial position and activities are reported in two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net assets without donor restrictions are available for use in general operations and not subject to donor or certain grantor restrictions.

Net assets with donor restrictions consist of assets whose use is limited by donor-imposed time or purpose restrictions. Donor-imposed restrictions are released when a restriction expires, that is, when a stipulated time restriction ends, or purpose restriction is accomplished. When a donor restriction expires the net assets are reclassified as net assets without donor restrictions and reported in the Statement of Activities as net assets released from restrictions. Some net assets with donor restrictions include a stipulation that assets provided be maintained permanently (perpetual in nature) while permitting the Chamber to expend the income generated by the assets in accordance with the provisions of additional donor-imposed stipulations or a board-approved spending policy. Restricted contributions that are received and utilized in accordance with donor stipulations in the same year are reported as contributions without donor restrictions. The Chamber follows a similar policy for investment return on these funds.

Use of estimates – The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and cash equivalents – The majority of the Chamber's cash is held in regional commercial banks and consists of checking and savings accounts. Cash in these banks at times has exceeded coverage provided by the Federal Deposit Insurance Corporation. For purposes of the Statement of Cash Flows, the Chamber considers all liquid investments with a maturity of three months or less to be cash equivalents.

GREATER MONADNOCK COLLABORATIVE  
NOTES TO THE FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

Trade accounts receivable – The Chamber provides for losses on accounts receivable using the allowance method. The allowance is based on experience and other circumstances, which may affect the ability of organizations to meet their obligations. It is the Chamber's policy to charge off uncollectible accounts receivable when management determines the receivable will not be collected. Management determined that no allowance for doubtful accounts was necessary as of September 30, 2024 and 2023.

Property and equipment – All acquisitions of property and equipment with estimated useful lives in excess of one year are capitalized. Property and equipment are carried at cost or, if donated, at the approximate fair value at the date of donation. The Chamber charges to expenses annual amounts of depreciation which allocate the cost of operating property and equipment over their estimated useful lives. For depreciable assets, the Chamber uses the straight-line method to compute depreciation. The ranges of estimated useful lives are as follows:

	<u>Years</u>
Building and improvements	10-39
Furnishings and equipment	3-7

Repairs and maintenance are expensed when incurred and betterments are capitalized. Assets sold or otherwise disposed of are removed from the accounts, along with the related depreciation allowances, and any gain or loss is recognized.

Depreciation expense was \$5,177 for the years ended September 30, 2024 and 2023.

Agency funds – Agency funds are administered by the Chamber in a fiduciary capacity for downtown property owners, merchants, business consortiums, or other associations.

Contributions and grant revenues – Contributions, including promises to give, are considered conditional or unconditional, depending on the nature and existence of any donor or grantor conditions. A contribution or promise to give contains a donor or grantor condition when both of the following are present: (1) An explicit identification of a barrier, that is more than trivial, that must be overcome before the revenue can be earned and recognized (2) An implicit right of return of assets transferred or a right of release of a donor or grantor's obligation to transfer assets promised, if the condition is not met. Conditional contributions are recognized when the barrier(s) to entitlement are overcome. Unconditional contributions are recognized as revenue when received.

Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are recorded as increases in net assets with temporary or permanent donor restriction depending on the nature of the restrictions. When a restriction expires, net assets with temporary donor restrictions are reclassified to net assets without donor restriction.

GREATER MONADNOCK COLLABORATIVE  
NOTES TO THE FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

Grants are either recorded as contributions or exchange transactions based on criteria contained in the grant award. Grant awards that are contributions are evaluated for conditions and recognized as revenue when conditions in the award are satisfied. Unconditional awards are recognized as revenue when the award is received. Amounts received in which conditions have not been met are reported as a refundable advance liability. Grant awards that are exchange transactions are those in which the resource provider or grantor receives a commensurate value in exchange for goods or services transferred. There were no grants or awards that were considered exchange transactions during the years ended September 30, 2024 and 2023.

Revenues and revenue recognition – Revenues from program fees are recognized in the period in which the fees are earned. Performance obligations are satisfied at the end of the period through which annual dues are paid for memberships, or the period when an event takes place. Rental income is recognized when the performance obligation of providing the rental space is satisfied. Deferred revenue results from fees received in advance of the period in which they were earned.

Income taxes – The Chamber is a not-for-profit corporation as described in Section 501(c)(6) of the Internal Revenue Code and is exempt from federal income taxes. In addition, The Chamber has been classified as an organization that is not a private foundation under Section 509(a)(2). The Chamber has evaluated its significant tax positions, including their tax-exempt status, and determined that they do not need to recognize a liability for any uncertain tax positions for interest, penalties or potential taxes. Accordingly, no provision for income taxes is required. The Chamber's annual return filing (Forms 990) remains subject to examination by major tax jurisdictions for the standard three-year statute of limitations.

In-kind donations – Contributions of nonfinancial assets and materials are recorded as contributions at their estimated fair values at the date of donation. Contributions of services are recognized when they are received if the services (a) create or enhance nonfinancial assets or (b) required specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not donated. The Chamber pays for most services requiring specific expertise. However, many individuals volunteer their time and perform a variety of tasks that assist the Chamber with specific programs and various committee assignments.

Advertising – The Chamber expenses the cost of advertising as incurred. Advertising expense amounted to \$8,453 and \$11,843 for the years ended September 30, 2024 and 2023, respectively.

GREATER MONADNOCK COLLABORATIVE  
NOTES TO THE FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

Functional allocation of expense – The costs of providing the various program and supporting services have been summarized on a functional basis in the Statements of Activities. The Statements of Functional Expenses present the natural classification detail of expenses by function. Expenses are charged to programs and supporting services on the basis of periodic expense reviews and management estimates. Expenses directly attributable to a specific functional area of the Chamber are reported as expenses of those functional areas. Management and general expenses include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of the Chamber.

Accounting pronouncements adopted – In June 2016, the FASB issued ASU No. 2016-13, *Measurement of Credit Losses on Financial Instruments (Topic 326)*. ASU 2016-13 requires a financial asset measured at amortized cost basis to be presented at the net amount expected to be collected. Thus, the income statement will reflect the measurement of credit losses for newly recognized financial assets as well as the expected increases or decreases of expected credit losses that have taken place during the period. ASU 2016-13 is effective for the Chamber's year ending September 30, 2024. The Chamber has determined that this will not have any effects on its financial position, results or operations, cash flows, or disclosures.

2. Liquidity:

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the Statement of Financial Position date, comprise the following:

	<u>2024</u>	<u>2023</u>
Financial Assets:		
Cash	\$ 148,591	\$ 237,484
Trade accounts receivable	<u>32,705</u>	<u>23,549</u>
Total financial assets available within one year	\$ <u>181,296</u>	\$ <u>261,033</u>

The Chamber maintains a policy of structuring its financial assets to be available as its general expenditures, liabilities and other obligations come due.

GREATER MONADNOCK COLLABORATIVE  
NOTES TO THE FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

3. Property and equipment:

Property consisted of the following as of September 30:

	<u>2024</u>	<u>2023</u>
Land	\$ 17,180	\$ 17,180
Buildings and improvements	175,578	175,578
Furniture and equipment	<u>22,792</u>	<u>22,792</u>
	215,550	215,550
Less: accumulated depreciation	<u>127,537</u>	<u>122,360</u>
 Total	 <u>\$ 88,013</u>	 <u>\$ 93,190</u>

4. Net assets with donor restrictions:

At September 30, 2024 and 2023, the Chamber had no net assets with donor restrictions.

5. Long-term debt:

The following are the details of long-term debt as of September 30:

	<u>2024</u>	<u>2023</u>
Note payable to the Small Business Administration, secured by all business assets, with interest only accruing through June 2021 at 2.75%. The note is then payable in monthly installments of \$641, including interest at 2.75%, through June 2050.	\$ 137,779	\$ 142,255
Less: current portion	<u>3,953</u>	<u>4,476</u>
	<u>\$ 133,826</u>	<u>\$ 137,779</u>

GREATER MONADNOCK COLLABORATIVE  
NOTES TO THE FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

Maturities of long-term debt in years subsequent to September 30, 2024 are as follows:

2025 (current portion)	\$	3,953
2026		4,063
2027		4,176
2028		4,292
2029		4,412
2030 and thereafter		<u>116,883</u>
	\$	<u><u>137,779</u></u>

6. Related party transactions:

There were no services provided by Board members for the years ended September 30, 2024 and 2023.

7. Gifts in-kind:

For the years ended September 30, 2024 and 2023, contributed nonfinancial assets recognized within the Statements of Activities consisted of the following:

	<u>2024</u>	<u>2023</u>
Event sponsorship	\$ <u>    -</u>	\$ <u>1,800</u>
	\$ <u><u>    -</u></u>	\$ <u><u>1,800</u></u>

The Chamber recognizes contributed nonfinancial assets within revenue, including event sponsorship. Unless otherwise noted, contributed nonfinancial assets did not have donor-imposed restrictions.

Contributed event sponsorship was donated towards putting on one of the Chamber's large fundraising events, which was the golf classic. In valuing the event sponsorship, the Chamber estimated the fair market value on the basis of estimates of wholesale values that would be received for selling similar products in the United States.

GREATER MONADNOCK COLLABORATIVE  
NOTES TO THE FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

8. Leased facilities:

An operating lease agreement is in place from the leasing of a portion of the Chamber's office space to a local business. The initial lease term is three years, commencing July 2023, with renewal options available. Base rent paid is \$600 per month. Net rental income for the fiscal years ended September 30, 2024 and 2023 was \$7,200 and \$2,400, respectively.

Depreciation expense for assets subject to the operating lease is calculated on the straight-line method over the asset's estimated useful life (Note 1). Depreciation expense relating to these assets held was \$1,818 for the fiscal years ended September 30, 2024 and 2023.

Total cost and accumulated depreciation for the facilities being leased at September 30:

	<u>2024</u>	<u>2023</u>
Building	\$ 70,921	\$ 70,921
Less: accumulated depreciation	<u>55,146</u>	<u>53,327</u>
Net book value of facilities	<u>\$ 15,775</u>	<u>\$ 17,594</u>

The following is a summary of minimum future lease payments to be received:

2025	\$	7,200
2026		<u>5,400</u>
	\$	<u>12,600</u>

GREATER MONADNOCK COLLABORATIVE  
NOTES TO THE FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

9. Right of use asset:

The following is a summary of changes in the right-of-use assets on the Statement of Financial Position as of September 30, 2024:

	<u>Balance</u> <u>9/30/2023</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance</u> <u>9/30/2024</u>
Right-of-use assets:				
Toshiba copier - operating lease	\$ <u>5,525</u>	\$ <u>-</u>	\$ <u>-</u>	\$ <u>5,525</u>
Total operating lease right-of-use assets	5,525	-	-	5,525
Less: accumulated amortization for:				
Operating lease right-of-use assets	<u>1,411</u>	<u>1,508</u>	<u>-</u>	<u>2,919</u>
Total right-of-use assets, net	\$ <u>4,114</u>	\$ <u>(1,508)</u>	\$ <u>-</u>	\$ <u>2,606</u>

The following is a summary of changes in the right-of-use assets on the Statement of Financial Position as of September 30, 2023:

	<u>Balance</u> <u>9/30/2022</u>	<u>Adoption</u> <u>10/1/2022</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance</u> <u>9/30/2023</u>
Right-of-use assets:					
Office space - operating lease	\$ -	\$ 7,550	\$ -	\$ (7,550)	\$ -
Toshiba copier - operating lease	<u>-</u>	<u>5,525</u>	<u>-</u>	<u>-</u>	<u>5,525</u>
Total operating lease right-of-use assets	-	13,075	-	(7,550)	5,525
Less: accumulated amortization for:					
Operating lease right-of-use assets	<u>-</u>	<u>-</u>	<u>8,961</u>	<u>(7,550)</u>	<u>1,411</u>
Total right-of-use assets, net	\$ <u>-</u>	\$ <u>13,075</u>	\$ <u>(8,961)</u>	\$ <u>-</u>	\$ <u>4,114</u>

Refer to Note 10 for the related lease information.

10. Commitments:

The Chamber leases a copier under a 5-year operating lease, with payments of \$145 per month. This lease ends in April 2026.

GREATER MONADNOCK COLLABORATIVE  
NOTES TO THE FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

On October 1, 2021, the Chamber entered into a lease agreement for their Peterborough, NH location. This was a two-year lease that ended September 30, 2023 and had a base payment of \$600 per month. The rent shall increase annually by the percentage increase that reflects the increase in the U.S. Bureau of Statistics, Consumer Price Index. This lease was not renewed.

Because the Chamber is reasonably certain to exercise the renewal options of the relevant lease for the foreseeable future, which extends past one year, and the lease does not transfer ownership, ASU 2016-02 requires the lessee to recognize a lease liability and an intangible right of use asset. These amounts are reported on the Statement of Net Position at September 30, 2024 and 2023 (refer to Note 9 for details). In order to convey the commitment due to the full lease with the expectation of utilizing the renewal terms of the lease, the calculations per ASU 2016-02 were calculated to include the renewal periods in the present value calculation. The implicit interest rate used for this calculation was the federal prime rate at the implementation date of the right-of-use asset, plus 0.5%.

With an implicit interest rate of 6.75%, the present value of the lease liability as of September 30, 2024 was \$2,606. Total lease payments during the year ended September 30, 2024 were as follows:

	<u>Interest</u>	<u>Principal</u>	<u>Total</u>
2024	\$ <u>567</u>	\$ <u>8,961</u>	\$ <u>9,528</u>

The future minimum lease commitments are as follows:

	<u>Interest</u>	<u>Principal</u>	<u>Total</u>
2025 (current portion)	\$ 127	\$ 1,613	\$ 1,740
2026	<u>22</u>	<u>993</u>	<u>1,015</u>
	\$ <u>149</u>	\$ <u>2,606</u>	\$ <u>2,755</u>

11. Related foundation - known departure from generally accepted accounting principles:

On June 20, 1996, the Chamber incorporated the Greater Monadnock Collaborative Foundation (the Foundation). The Foundation has obtained exemption from federal income tax as a charitable organization under Internal Revenue Code section 501(c)(3).

GREATER MONADNOCK COLLABORATIVE  
NOTES TO THE FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

The Foundation was created to provide a means to support and carry out charitable and educational activities within the Greater Keene Area. A summary of the Foundation's transactions for the years ended September 30, 2024 and 2023 on the cash basis of accounting are as follows:

	<u>2024</u>	<u>2023</u>
Receipts:		
Contributions and grants	\$ 117,350	\$ 13,934
Other program and miscellaneous	<u>1,700</u>	<u>-</u>
	<u>119,050</u>	<u>13,934</u>
Disbursements:		
Other program and miscellaneous	<u>(7,155)</u>	<u>(9,855)</u>
	<u>(7,155)</u>	<u>(9,855)</u>
Excess receipts (disbursements)	111,895	4,079
Cash balance, beginning of year	<u>13,372</u>	<u>9,293</u>
Cash balance, end of year	\$ <u><u>125,267</u></u>	\$ <u><u>13,372</u></u>

Management has determined that the Greater Monadnock Collaborative has a controlling financial interest in the Foundation. A controlling financial interest is defined as a direct or indirect ownership of a majority voting interest in another not-for-profit entity. In this case several directors of the Chamber also hold executive positions on the board of directors of the Foundation. In accordance with accounting principles generally accepted in the United States consolidation is required based on the existence of a controlling financial interest.

Management has chosen not to consolidate this entity as of September 30, 2024 and 2023. The effect of not consolidating this entity has not been determined.

12. Subsequent events:

In preparing these financial statements, the Chamber has evaluated events and transactions for potential recognition or disclosure through August 7, 2025, the date the financial statements were available to be issued. No material events have occurred since September 30, 2024, that require recognition or disclosure in the financial statements.

GREATER MONADNOCK COLLABORATIVE  
NOTES TO THE FINANCIAL STATEMENTS  
SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

13. Reclassifications:

Certain items have been reclassified in the prior year financial statements to conform with the current year presentation. These reclassifications had no effect on net assets or changes in net assets as previously reported.

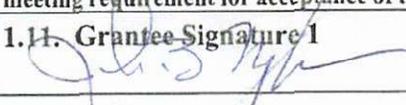
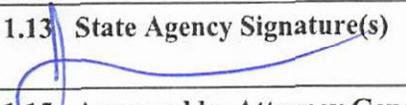
GREATER MONADNOCK COLLABORATIVE  
SCHEDULES OF SPECIAL EVENTS REVENUES AND EXPENSES  
FOR THE YEARS ENDED SEPTEMBER 30, 2024 AND 2023  
(See Independent Accountants' Review Report)

	<u>2024</u>			<u>2023</u>		
	<u>Revenues</u>	<u>Expenses</u>	<u>Net</u>	<u>Revenues</u>	<u>Expenses</u>	<u>Net</u>
SPECIAL EVENTS:						
Annual Gala	\$ 65,135	\$ 37,279	\$ 27,856	\$ 80,200	\$ 42,403	\$ 37,797
Golf Classic	39,460	10,882	28,578	49,375	25,420	23,955
September Sweeps	6,405	2,771	3,634	9,795	2,913	6,882
Glow Ball Golf	7,785	3,840	3,945	6,750	5,786	964
Peak into Peterborough	32,638	17,480	15,158	-	-	-
Business to Business events	10,675	7,501	3,174	10,710	7,122	3,588
Other special events	<u>7,280</u>	<u>8,617</u>	<u>(1,337)</u>	<u>810</u>	<u>17,275</u>	<u>(16,465)</u>
	<u>\$ 169,378</u>	<u>\$ 88,370</u>	<u>\$ 81,008</u>	<u>\$ 157,640</u>	<u>\$ 100,919</u>	<u>\$ 56,721</u>

GRANT AGREEMENT

The State of New Hampshire and the Grantee hereby  
Mutually agree as follows:  
GENERAL PROVISIONS

1. Identification and Definitions.

<b>1.1. State Agency Name</b> Department of Business and Economic Affairs		<b>1.2. State Agency Address</b> 100 N. Main St, Suite 100, Concord, NH 03301	
<b>1.3. Grantee Name</b> Hampton Area Chamber of Commerce		<b>1.4. Grantee Address</b> 47 Winnacunnet Road, Hampton, NH 03842	
<b>1.5. Grantee Phone #</b> 603-926-8718	<b>1.6. Account Number</b> 20130000/500590	<b>1.7. Completion Date</b> 9/30/2026	<b>1.8. Grant Limitation</b> \$40,858.89
<b>1.9. Grant Officer for State Agency</b> Michelle Cruz		<b>1.10. State Agency Telephone Number</b> 603-271-2665	
If Grantee is a municipality or village district: "By signing this form we certify that we have complied with any public meeting requirement for acceptance of this grant, including if applicable RSA 31:95-b."			
<b>1.11. Grantee Signature 1</b> 		<b>1.12. Name &amp; Title of Grantee Signor 1</b> John D. Nyhan, President	
<b>Grantee Signature 2</b> N/A		<b>Name &amp; Title of Grantee Signor 2</b> N/A	
<b>Grantee Signature 3</b> N/A		<b>Name &amp; Title of Grantee Signor 3</b> N/A	
<b>1.13. State Agency Signature(s)</b> 		<b>1.14. Name &amp; Title of State Agency Signor(s)</b> James Key-Wallace, Interim Commissioner	
<b>1.15. Approval by Attorney General (Form, Substance and Execution) (if G &amp; C approval required)</b>			
By: <i>Vasilios Manthos</i> Assistant Attorney General, On: 3/5/26			
<b>1.16. Approval by Governor and Council (if applicable)</b>			
By: _____ On: 1 1			

2. **SCOPE OF WORK:** In exchange for grant funds provided by the State of New Hampshire, acting through the Agency identified in block 1.1 (hereinafter referred to as "the State"), the Grantee identified in block 1.3 (hereinafter referred to as "the Grantee"), shall perform that work identified and more particularly described in the scope of work attached hereto as EXHIBIT B (the scope of work being hereinafter referred to as "the Project").

Initials *DBK*  
Date *1/22/26*

3. AREA COVERED. Except as otherwise specifically provided for herein, the Grantee shall perform the Project in, and with respect to, the State of New Hampshire.
4. EFFECTIVE DATE: COMPLETION OF PROJECT.
- 4.1. This Agreement, and all obligations of the parties hereunder, shall become effective on the date of approval of this Agreement by the Governor and Council of the State of New Hampshire if required (block 1.16), or upon signature by the State Agency as shown in block 1.14 ("the Effective Date").
- 4.2. Except as otherwise specifically provided herein, the Project, including all reports required by this Agreement, shall be completed in ITS entirety prior to the date in block 1.7 (hereinafter referred to as "the Completion Date").
5. GRANT AMOUNT: LIMITATION ON AMOUNT: VOUCHERS: PAYMENT.
- 5.1. The Grant Amount is identified and more particularly described in EXHIBIT C, attached hereto.
- 5.2. The manner of, and schedule of payment shall be as set forth in EXHIBIT C.
- 5.3. In accordance with the provisions set forth in EXHIBIT C, and in consideration of the satisfactory performance of the Project, as determined by the State, and as limited by subparagraph 5.5 of these general provisions, the State shall pay the Grantee the Grant Amount. The State shall withhold from the amount otherwise payable to the Grantee under this subparagraph 5.3 those sums required, or permitted, to be withheld pursuant to N.H. RSA 80:7 through 7-c.
- 5.4. The payment by the State of the Grant amount shall be the only, and the complete payment to the Grantee for all expenses, of whatever nature, incurred by the Grantee in the performance hereof, and shall be the only, and the complete, compensation to the Grantee for the Project. The State shall have no liabilities to the Grantee other than the Grant Amount.
- 5.5. Notwithstanding anything in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made, hereunder exceed the Grant limitation set forth in block 1.8 of these general provisions.
6. COMPLIANCE BY GRANTEE WITH LAWS AND REGULATIONS. In connection with the performance of the Project, the Grantee shall comply with all statutes, laws regulations, and orders of federal, state, county, or municipal authorities which shall impose any obligations or duty upon the Grantee, including the acquisition of any and all necessary permits and RSA 31-95-b.
7. RECORDS and ACCOUNTS.
- 7.1. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency, the Grantee shall keep detailed accounts of all expenses incurred in connection with the Project, including, but not limited to, costs of administration, transportation, insurance, telephone calls, and clerical materials and services. Such accounts shall be supported by receipts, invoices, bills and other similar documents.
- 7.2. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency pursuant to subparagraph 7.1, at any time during the Grantee's normal business hours, and as often as the State shall demand, the Grantee shall make available to the State all records pertaining to matters covered by this Agreement. The Grantee shall permit the State to audit, examine, and reproduce such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, data (as that term is hereinafter defined), and other information relating to all matters covered by this Agreement. As used in this paragraph, "Grantee" includes all persons, natural or fictional, affiliated with, controlled by, or under common ownership with, the entity identified as the Grantee in block 1.3 of these provisions
8. PERSONNEL.
- 8.1. The Grantee shall, at its own expense, provide all personnel necessary to perform the Project. The Grantee warrants that all personnel engaged in the Project shall be qualified to perform such Project, and shall be properly licensed and authorized to perform such Project under all applicable laws.
- 8.2. The Grantee shall not hire, and it shall not permit any subcontractor, subgrantee, or other person, firm or corporation with whom it is engaged in a combined effort to perform the Project, to hire any person who has a contractual relationship with the State, or who is a State officer or employee, elected or appointed.
- 8.3. The Grant Officer shall be the representative of the State hereunder. In the event of any dispute hereunder, the interpretation of this Agreement by the Grant Officer, and his/her decision on any dispute, shall be final.
9. DATA; RETENTION OF DATA; ACCESS.
- 9.1. As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations,
- computer programs, computer printouts, notes, letters, memoranda, paper, and documents, all whether finished or unfinished.
- 9.2. Between the Effective Date and the Completion Date the Grantee shall grant to the State, or any person designated by it, unrestricted access to all data for examination, duplication, publication, translation, sale, disposal, or for any other purpose whatsoever.
- 9.3. No data shall be subject to copyright in the United States or any other country by anyone other than the State.
- 9.4. On and after the Effective Date all data, and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason, whichever shall first occur.
- 9.5. The State, and anyone it shall designate, shall have unrestricted authority to publish, disclose, distribute and otherwise use, in whole or in part, all data.
10. CONDITIONAL NATURE OR AGREEMENT. Notwithstanding anything in this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability or continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available or appropriated funds. In the event of a reduction or termination of those funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Grantee notice of such termination.
11. EVENT OF DEFAULT. REMEDIES.
- 11.1. Any one or more of the following acts or omissions of the Grantee shall constitute an event of default hereunder (hereinafter referred to as "Events of Default"):
- 11.1.1 Failure to perform the Project satisfactorily or on schedule; or
- 11.1.2 Failure to submit any report required hereunder; or
- 11.1.3 Failure to maintain, or permit access to, the records required hereunder; or
- 11.1.4 Failure to perform any of the other covenants and conditions of this Agreement.
- 11.2. Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:
- 11.2.1 Give the Grantee a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Grantee notice of termination; and
- 11.2.2 Give the Grantee a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the Grant Amount which would otherwise accrue to the Grantee during the period from the date of such notice until such time as the State determines that the Grantee has cured the Event of Default shall never be paid to the Grantee; and
- 11.2.3 Set off against any other obligation the State may owe to the Grantee any damages the State suffers by reason of any Event of Default; and
- 11.2.4 Treat the agreement as breached and pursue any of its remedies at law or in equity, or both.
12. TERMINATION.
- 12.1. In the event of any early termination of this Agreement for any reason other than the completion of the Project, the Grantee shall deliver to the Grant Officer, not later than fifteen (15) days after the date of termination, a report (hereinafter referred to as the "Termination Report") describing in detail all Project Work performed, and the Grant Amount earned, to and including the date of termination. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall entitle the Grantee to receive that portion of the Grant amount earned to and including the date of termination.
- 12.2. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall in no event relieve the Grantee from any and all liability for damages sustained or incurred by the State as a result of the Grantee's breach of its obligations hereunder.
- 12.3. Notwithstanding anything in this Agreement to the contrary, either the State or, except where notice default has been given to the Grantee hereunder, the Grantee, may terminate this Agreement without cause upon thirty (30) days written notice.
- 12.4. CONFLICT OF INTEREST. No officer, member of employee of the Grantee, and no representative, officer or employee of the State of New Hampshire or of the governing body of the locality or localities in which the Project is to be performed, who exercises any functions or responsibilities in the review or

- approval of the undertaking or carrying out of such Project, shall participate in any decision relating to this Agreement which affects his or her personal interest or the interest of any corporation, partnership, or association in which he or she is directly or indirectly interested, nor shall he or she have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.
14. GRANTEE'S RELATION TO THE STATE. In the performance of this Agreement the Grantee, its employees, and any subcontractor or subgrantee of the Grantee are in all respects independent contractors, and are neither agents nor employees of the State. Neither the Grantee nor any of its officers, employees, agents, members, subcontractors or subgrantees, shall have authority to bind the State nor are they entitled to any of the benefits, workmen's compensation or emoluments provided by the State to its employees.
15. ASSIGNMENT AND SUBCONTRACTS. The Grantee shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the State. None of the Project Work shall be subcontracted or subgranted by the Grantee other than as set forth in Exhibit B without the prior written consent of the State.
16. INDEMNIFICATION. The Grantee shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based on, resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Grantee or subcontractor, or subgrantee or other agent of the Grantee. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this agreement.
17. INSURANCE.
- 17.1 The Grantee shall, at its own expense, obtain and maintain in force, or shall require any subcontractor, subgrantee or assignee performing Project work to obtain and maintain in force, both for the benefit of the State, the following insurance:
- 17.1.1 Statutory workers' compensation and employees liability insurance for all employees engaged in the performance of the Project, and
- 17.1.2 General liability insurance against all claims of bodily injuries, death or property damage, in amounts not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury or death any one incident, and \$500,000 for property damage in any one incident; and
- 17.2. The policies described in subparagraph 17.1 of this paragraph shall be the standard form employed in the State of New Hampshire, issued by underwriters acceptable to the State, and authorized to do business in the State of New Hampshire. Grantee shall furnish to the State, certificates of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy.
18. WAIVER OF BREACH. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event, or any subsequent Event. No express waiver of any Event of Default shall be deemed a waiver of any provisions hereof. No such failure of waiver shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other default on the part of the Grantee.
19. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses first above given.
20. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Council of the State of New Hampshire, if required or by the signing State Agency.
21. CONSTRUCTION OF AGREEMENT AND TERMS. This Agreement shall be construed in accordance with the law of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assignees. The captions and contents of the "subject" blank are used only as a matter of convenience, and are not to be considered a part of this Agreement or to be used in determining the intent of the parties hereto.
22. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.
23. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings relating hereto.
24. SPECIAL PROVISIONS. The additional or modifying provisions set forth in Exhibit A hereto are incorporated as part of this agreement.

## Exhibit A Special Provisions

There are no special provisions to this contract.

## Exhibit B Scope of Services

The Division of Travel and Tourism Development (DTTD) will award Joint Promotional Grant funds to the Hampton Area Chamber of Commerce (HACC) to be used to promote travel and tourism in New Hampshire.

Grant Deliverables:

Hampton Beach Print and Digital Marketing Campaign: HACC will contract with Joyce Design Solutions to provide design, layout, and production services for brochures, posters, rack cards, digital advertisements, and billboards. HACC will work with RC Brayshaw, Allegra, RAM Printing, and Minuteman Press to print travel brochures, posters, banners, and rack cards. These materials will be available at the HACC Beach Office and distributed throughout the region, as well as within New York and Canadian markets. In addition, HACC will utilize multiple outlets to place print advertisements targeting potential visitors from New England, New York, the Mid-Atlantic states, and Canada. DTTD's logo will be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

2026 Seacoast Visitor Guide: HACC will contract with Joyce Design Solutions to provide marketing coordination and design services for the 2026 Seacoast Visitor Guide. HACC will also contract with Cummings Printing to print 12,000 copies of the visitor guide, which will be available at the HACC Beach Office and mailed to prospective visitors. DTTD's logo will be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

Montreal Outdoor Adventure Travel Show: HACC, along with five other New Hampshire Chambers of Commerce, will each rent exhibit space at the Montreal Outdoor Adventure Travel Show, taking place March 28–29, 2026. HACC will join DTTD and the participating New Hampshire Chambers to promote outdoor recreation events and activities throughout the state. DTTD's logo will be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

2026 Seafood Festival Brochures: HACC will contract with Joyce Design Solutions to provide design and production services and with Penmor, Allegra Printing, and Minuteman Press to print program books, rack cards, and posters. These materials will be distributed throughout the state to promote the 2026 Hampton Beach Seafood Festival. DTTD's logo will be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

This Joint Promotional Program Grant Agreement received by the Hampton Area Chamber of Commerce consists of the following documents: A completed Grant Agreement form, Exhibits A, B, and C, which are all incorporated herein by reference as if fully set forth herein.

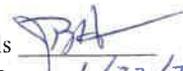
## Exhibit C Price and Payment Schedule

In consideration of the satisfactory performance of the services described in Exhibit B, as determined by the Division of Travel and Tourism Development (DTTD), DTTD agrees to pay the Hampton Area Chamber of Commerce (HACC):

Total Grant Award:        \$40,858.89

Grantee Initials

Date

  
1/22/26

Reimbursement requests will be invoiced by the HACC within 90 days after the fiscal year in which the grant was awarded. The invoices shall be paid in accordance with state procedures, 30 days after the invoice date. Expenses incurred prior to Governor and Executive Council approval and after DTTD internal approval will only be reimbursed if contract receives final approval from Governor and Executive Council.

Grantee Initials                       
Date 1/22/26

# 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 HAMPTON AREA CHAMBER OF COMMERCE is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on September 21, 1940. 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: 62299

Certificate Number: 0007775250



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 4th day of February A.D. 2026.

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

David M. Scanlan  
Secretary of State

**Corporate Resolution**

I, Danielle Nonamaker, **hereby certify** that I am duly elected Chairperson of Hampton Area Chamber of Commerce. I hereby certify the following is a true copy of a vote taken at a virtual meeting of the Board of Directors/shareholders, duly called and held on December 15, 2025, at which a quorum of the Directors/shareholders were present and voted.

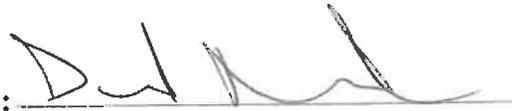
**VOTED:** That John Nyhan, President, is duly authorized to enter into contracts or agreements on behalf of the Hampton Area Chamber of Commerce with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any documents which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

**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 to which this certificate is attached. This authority **remains valid for thirty (30)** days from the date of this Corporate Resolution. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

**DATED:** January 22, 2026

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**ATTEST:**



Danielle Nonamaker, Chairperson of the Board



# NONPROFIT COVER SHEET

**A. Entity Name: Hampton Area Chamber of Commerce**

**B. Entity's Contact Information for Records Requests (e.g., resumes of key personnel; audited financial statements):**

John B. Nyhan, President – [john@hamptonchamber.com](mailto:john@hamptonchamber.com) – 603-926-8718 X 106

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**C. List Board of Directors and Affiliations**

<u>Name (Identify any additional role(s) in Parentheses)</u> E.g., John Doe (President)	<u>Affiliations</u>
<b>Danielle Nonamaker (Chairperson)</b>	Edward Jones Financial Advisors
<b>Tracey Dewhurst (Treasurer)</b>	Victoria's Kitchen
<b>Ralph A. Barbagallo, Jr.</b>	Law Offices of Attorney Ralph A. Barbagallo
<b>Kim Heintzelman</b>	M&T Bank
<b>Paul Lepere</b>	The Hamptons Real Estate
<b>Suzanne Roy</b>	Atlantic Motel
<b>Lisa Stonesifer</b>	Newburyport Bank
<b>Duane "Skip" Windemiller</b>	Oceanside Real Estate
<b>Penny Jett</b>	Unitil Corporation
<b>William "Bill" McGowan</b>	Winnacunnet High School
<b>Dean Merrill</b>	Tobey & Merrill Insurance
<b>Lindsay Rose Robertson</b>	NextEra Energy
<b>Mike Trainor</b>	Boardwalk Inn & Pub
<b>Debra Vasapolli</b>	Exeter Hospital
<b>Mike Wilson</b>	Seacoast Mental Health Center

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

<u>Name</u>	<u>Role</u>	<u>Annual Salary</u>	<u>Amount Paid From This Contract</u>
<b>John B. Nyhan</b>	President	\$98,000	0

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

**E. Check one of the following:**

- The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**
- The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).
- 
- 
- 

**CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION**

**F. Check one of the following:**

- is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (\*\* see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**
- is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**
- is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

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

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

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**FINANCIAL DISCLOSURES**

**G. Check one the following:**

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

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

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

**1. INCOME STATEMENT**

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

## 2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash &amp; Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property &amp; Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		

ATTORNEY GENERAL  
DEPARTMENT OF JUSTICE

ONE GRANITE PLACE SOUTH  
CONCORD, NEW HAMPSHIRE 03301



JOHN M. FORMELLA  
ATTORNEY GENERAL

JAMES T. BOFFETTI  
DEPUTY ATTORNEY GENERAL

February 9, 2026

John Nyhan  
Hampton Area Chamber of Commerce  
Sent via email: [John@hamptonchamber.com](mailto:John@hamptonchamber.com)

Re: Hampton Area Chamber of Commerce – NHCT-10 Submission and  
Registration Withdrawal

Dear John:

Thank you for the call today where we discussed Hampton Area Chamber of Commerce's status within the Charitable Trusts Unit (CTU). Although the Hampton Area Chamber of Commerce voluntarily registered with CTU several years ago, upon receipt of the NHCT-10 form you submitted today, CTU has determined the organization is not required to be registered. This is because organizations that have *not* been determined by the Internal Revenue Service to be 501(c)(3) organizations and whose primary purpose is *not* charitable in nature are not required to register with CTU pursuant to RSA 7:19, *et seq.*, unless they hold trust funds of a charitable nature, or they conduct fundraising from the general public for a charitable purpose.

Considering CTU's determination, you requested that the Hampton Area Chamber of Commerce be allowed to withdraw its voluntary registration status with CTU. This letter confirms that request is granted and Hampton Area Chamber of Commerce will be removed from CTU's list of registered charities.

Finally, it is my understanding that the Hampton Area Chamber of Commerce may receive future state funding that will require Governor & Council approval. As part of that process, there is a non-profit cover sheet that non-profits must complete which includes a section related to Charitable Trusts Unit Compliance Certification. Your organization would submit that it "is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under RSA 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire[.]"

Please feel free to contact me directly if you have any further questions.

Sincerely,

*Mary Ann Dempsey*

Mary Ann Dempsey  
Director of Charitable Trusts



AS OF JANUARY 1, 2026

**Chamber's Mission/Purpose Statement: To promote and carry out the services needed to the membership and for the economic growth, development and general viability of our five communities. Serving and supporting its membership and people residing in our service area by means of a) publicity and promotions designed to bring vacation business and other business to our communities, b) to develop the civic and physical assets of the townships by the close cooperation with all government agencies and c) to promote the commercial, industrial, agricultural and other development of our communities in every possible manner.**

## JOHN B. NYHAN

A creative **Management Executive** with strong expertise in **Human Resources, Operations Management and Talent Management/Acquisition**. Recognized specifically for delivering innovative recruitment programs resulting in quality hires. Expertise in human resource planning and development, assessment and selection of human resource related software packages, strategic staff planning, program and staff management, large volume /national and international recruiting, human resource and employment auditing, training and development/implementation of college recruiting programs. Possess strong international experience including global mobility responsibilities. Acquired a broad range of industry experience from high tech & utilities to financial services to manufacturing/distribution and retail.

### EXPERIENCE

#### **Hampton Area Chamber of Commerce, Hampton, NH**

*The purpose of this organization is to perform & promote the needed services to the membership and to the economic growth and general viability of Hampton, Hampton Falls, North Hampton, Rye and Seabrook areas. The Chamber will serve and support its membership and the people residing in its service area.*

#### **President**

January 2, 2018 – Present

Oversee management team focused on providing member services, events, public relations for over 400 business organizations along the NH seacoast area including Hampton, Hampton Falls, Seabrook, North Hampton and Rye.

#### **BTHR Solutions, Inc. Needham, Ma.**

*BTHR Solutions, Inc., a BENETEMPS company, is dedicated to recruiting and placing Human Resource professionals in permanent positions. While many recruiting companies include Human Resources among their list of specialties, BTHR Solutions is one of the few companies whose only specialty is working with HR and Employee Benefits professionals.*

#### **Senior Staffing Consultant**

2006 to 2018

Specializing in the recruiting and placing of all levels of Human Resource professionals with fortune 500 companies throughout the United States. Worked on both permanent and contract opportunities along with providing HR consulting services to clients.

#### **Hampton Area Chamber of Commerce, Hampton, NH (Contract) February – November 2017**

#### **2107 Hampton Beach Seafood Festival Chairperson**

Overall management (including staff and fiscal management - \$500K+ expense budget) for the Festival functional areas of operations, publicity, sponsorships, food vendors, operational vendor management, and State and Town coordination.

**Human Resource/Staffing Consulting, Hampton, NH.**

**Independent Consultant**

2002 – 2006

Major responsibilities included Human Resource & Recruitment Program assessment and development, all levels of recruitment and conducting senior management skill assessments.

**CGI Group, Inc. (formerly IMRglobal), Clearwater, FL**  
United States Operations

1996 - 2002

*CGI Group, Inc. is an independent Canadian information technology (IT) services company. The company's mix of services is comprised of strategic IT and management consulting, systems development and integration and management of IT and business functions.*

**Vice President - Resource Management Group**

(1998 – 2002)

Overall management (including staff management - 50+ employees and fiscal management - \$5+million annual budget) for the US functional areas of Human Resources, Benefits & Compensation, Training, Recruitment, Consultant Management & Placement and Corporate Facility Administration and Operations.

- Built a Resource Management Program and database that centralized all resource activities of US consultants.
- HR Sr. Representative for CGI Group, Inc. on all US outsourcing contracts and M&A activities.
- Project Manager for a company wide HR/Payroll software package assessment and implementation initiative.

**Vice President - Domestic & International Talent Acquisition**

(1996 – 1998)

Overall management of all recruitment programs, budgets and staff (25) in North America, UK, Europe, India and Japan. Also, direct involvement in the recruitment of candidates in other parts of the world including South America, Eastern Europe and the Middle East.

- Built a domestic recruiting strategy resulting in over 1500 hires over a period of five years.
- Personally, recruited and hired Sales and Senior Management in all our domestic and international offices.
- Established international recruiting strategies in five countries (India, UK, Ireland, Canada and Brazil), which resulted in complimenting the hiring goals in the US during 1996 to 1999.
- Reorganized, trained and managed international recruiting teams in 2000 and 2001 resulting in over 450 hires and well below their previous cost per hire budgets.

**Computer Sciences Corporation, Waltham, MA**

1988 - 1995

**National Director of Recruiting**

(1992 - 1995)

Directed the development of annual and project staffing plans, performed prominent level/specialized recruiting, and provided training and recruitment source identification for field offices across the United States. Direct supervision of three staffing professionals; managed vendor negotiations and relationships; oversaw national college recruiting/relations program and indirectly supervised fifteen field recruiting professionals.

## **EDUCATION**

Ball State University, Muncie, IN  
Bachelor of Science Degree

## **Community Involvement**

United Way Loan Executive - 1987  
Hampton Rotary Club – 2003 to present (2013 - President)  
Hampton Beach Area Commission (State Commission) – Chairman (2007 to 2018)  
Experience Hampton, Inc – President (2011 to 2018)

Form **990**

# Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

## 2024

### Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Do not enter social security numbers on this form as it may be made public.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

#### A For the 2024 calendar year, or tax year beginning and ending

- B** Check if applicable:
- Address change
  - Name change
  - Initial return
  - Final return/terminated
  - Amended return
  - Application pending

**C** Name of organization  
**HAMPTON AREA CHAMBER OF COMMERCE**

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite  
**47 Winnacunnet Road**

City or town, state or province, country, and ZIP or foreign postal code  
**Hampton NH 03842**

**D** Employer identification number  
**02-0144343**

**E** Telephone number  
**603-926-8718**

**G** Gross receipts\$ **1,251,400**

**F** Name and address of principal officer:  
**JOHN NYHAN**

**H(a)** Is this a group return for subordinates?  Yes  No

**H(b)** Are all subordinates included?  Yes  No

If "No," attach a list. See instructions

**I** Tax-exempt status:  501(c)(3)  501(c) ( **6** ) (insert no.)  4947(a)(1) or  527

**J** Website: **HAMPTONBEACH.COM**

**H(c)** Group exemption number

**K** Form of organization:  Corporation  Trust  Association  Other

**L** Year of formation: **1940** **M** State of legal domicile: **NH**

### Part I Summary

<b>Activities &amp; Governance</b>	1 Briefly describe the organization's mission or most significant activities: <b>TO PROMOTE LOCAL BUSINESSES</b>			
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.			
	3	Number of voting members of the governing body (Part VI, line 1a)	<b>21</b>	
	4	Number of independent voting members of the governing body (Part VI, line 1b)	<b>10</b>	
	5	Total number of individuals employed in calendar year 2024 (Part V, line 2a)	<b>48</b>	
	6	Total number of volunteers (estimate if necessary)	<b>0</b>	
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	<b>0</b>	
7b	Net unrelated business taxable income from Form 990-T, Part I, line 11	<b>0</b>		
<b>Revenue</b>			Prior Year	Current Year
	8	Contributions and grants (Part VIII, line 1h)	716,883	801,039
	9	Program service revenue (Part VIII, line 2g)	376,664	440,738
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	999	2,802
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	87,558	6,821
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,182,104	1,251,400
<b>Expenses</b>	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)		0
	14	Benefits paid to or for members (Part IX, column (A), line 4)		0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	307,980	313,045
	16a	Professional fundraising fees (Part IX, column (A), line 11e)		0
	b	Total fundraising expenses (Part IX, column (D), line 25)	596,643	
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	862,780	964,954
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	1,170,760	1,277,999	
19	Revenue less expenses. Subtract line 18 from line 12	11,344	-26,599	
<b>Net Assets or Fund Balances</b>			Beginning of Current Year	End of Year
	20	Total assets (Part X, line 16)	638,240	641,660
	21	Total liabilities (Part X, line 26)	386,691	416,710
22	Net assets or fund balances. Subtract line 21 from line 20	251,549	224,950	

### Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer <b>JOHN NYHAN</b>		Date	
	Type or print name and title <b>PRESIDENT</b>			
<b>Paid Preparer Use Only</b>	Preparer's name <b>Sarah Y. Smith, CPA</b>	Preparer's signature <b>Sarah Y. Smith, CPA</b>	Date <b>05/07/25</b>	Check <input type="checkbox"/> if self-employed PTIN <b>P00296597</b>
	Firm's name <b>Youngclaus &amp; Company PLLC</b>	Firm's EIN <b>02-0493931</b>		
	Firm's address <b>65 Lafayette Rd Ste 102 North Hampton, NH 03862</b>	Phone no. <b>603-964-2772</b>		

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

For Paperwork Reduction Act Notice, see the separate instructions.

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III

**1** Briefly describe the organization's mission:

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No

If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No

If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

**TO PROMOTE LOCAL BUSINESSES**

**4b** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

**N/A**

**4c** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

**N/A**

**4d** Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses

**Part IV Checklist of Required Schedules**

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A		X
2	Is the organization required to complete Schedule B, Schedule of Contributors? See instructions		X
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I		X
4	<b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II		
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III		X
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III		X
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV		X
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? If "Yes," complete Schedule D, Part V		X
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	X	
b	Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII		X
c	Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII		X
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX		X
e	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	X	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X		X
12a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII		X
b	Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E		X
14a	Did the organization maintain an office, employees, or agents outside of the United States?		X
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV		X
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV		X
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV		X
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions		X
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	X	
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III		X
20a	Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H		X
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II		X

**Part IV Checklist of Required Schedules (continued)**

	Yes	No
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		<b>X</b>
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>		<b>X</b>
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		<b>X</b>
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		
<b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		
<b>26</b> Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		<b>X</b>
<b>27</b> Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		<b>X</b>
<b>28</b> Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions)		
<b>a</b> A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		<b>X</b>
<b>b</b> A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		<b>X</b>
<b>c</b> A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>		<b>X</b>
<b>29</b> Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i>		<b>X</b>
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		<b>X</b>
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		<b>X</b>
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		<b>X</b>
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		<b>X</b>
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		<b>X</b>
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?		<b>X</b>
<b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		<b>X</b>
<b>38</b> Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? <b>Note:</b> All Form 990 filers are required to complete Schedule O.		<b>X</b>

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V

	Yes	No
<b>1a</b> Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable		
<b>b</b> Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		

<b>1a</b>	<b>34</b>
<b>1b</b>	<b>0</b>

**Part V Statements Regarding Other IRS Filings and Tax Compliance** (continued)

		Yes	No
<b>2a</b>	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	<b>2a</b>	<b>48</b>
<b>b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	<b>2b</b>	<b>X</b>
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year?	<b>3a</b>	<b>X</b>
<b>b</b>	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	<b>3b</b>	
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	<b>4a</b>	<b>X</b>
<b>b</b>	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	<b>5a</b>	<b>X</b>
<b>b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>	<b>X</b>
<b>c</b>	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	<b>5c</b>	
<b>6a</b>	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	<b>6a</b>	<b>X</b>
<b>b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	<b>6b</b>	
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
<b>a</b>	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	<b>7a</b>	
<b>b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided?	<b>7b</b>	
<b>c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	<b>7c</b>	
<b>d</b>	If "Yes," indicate the number of Forms 8282 filed during the year	<b>7d</b>	
<b>e</b>	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<b>7e</b>	
<b>f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<b>7f</b>	
<b>g</b>	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	<b>7g</b>	
<b>h</b>	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	<b>7h</b>	
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	<b>8</b>	
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>		
<b>a</b>	Did the sponsoring organization make any taxable distributions under section 4966?	<b>9a</b>	
<b>b</b>	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	<b>9b</b>	
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter:		
<b>a</b>	Initiation fees and capital contributions included on Part VIII, line 12	<b>10a</b>	
<b>b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	<b>10b</b>	
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter:		
<b>a</b>	Gross income from members or shareholders	<b>11a</b>	
<b>b</b>	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	<b>11b</b>	
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>	
<b>b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>	
<b>13</b>	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>a</b>	Is the organization licensed to issue qualified health plans in more than one state? <b>Note:</b> See the instructions for additional information the organization must report on Schedule O.	<b>13a</b>	
<b>b</b>	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	<b>13b</b>	
<b>c</b>	Enter the amount of reserves on hand	<b>13c</b>	
<b>14a</b>	Did the organization receive any payments for indoor tanning services during the tax year?	<b>14a</b>	<b>X</b>
<b>b</b>	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	<b>14b</b>	
<b>15</b>	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.	<b>15</b>	<b>X</b>
<b>16</b>	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	<b>16</b>	<b>X</b>
<b>17</b>	<b>Section 501(c)(21) organizations.</b> Did the trust, any disqualified or other person, engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	<b>17</b>	

**Part VI Governance, Management, and Disclosure.** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI

**Section A. Governing Body and Management**

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	21	
b	Enter the number of voting members included on line 1a, above, who are independent	10	
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?		X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		X
6	Did the organization have members or stockholders?		X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	X	
b	Each committee with authority to act on behalf of the governing body?	X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O		X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?		X
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?		X
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		X
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	X	
13	Did the organization have a written whistleblower policy?		X
14	Did the organization have a written document retention and destruction policy?		X
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official		X
b	Other officers or key employees of the organization		X
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

**Section C. Disclosure**

- 17 List the states with which a copy of this Form 990 is required to be filed **None**
- 18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website  Another's website  Upon request  Other (explain on Schedule O)
- 19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20 State the name, address, and telephone number of the person who possesses the organization's books and records.  
**HAMPTON AREA CHAMBER OF COMMERCE 47 WINNACUNNET ROAD  
 HAMPTON NH 03842 603-926-8718**

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
  - List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
  - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
  - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
  - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) TRACEY DEWHURST	0.00									
TREASURER/SECRETARY	0.00	X		X			0	0	0	
(2) KIMBERLY HEINTZELMAN	0.00									
DIRECTOR	0.00	X					0	0	0	
(3) PENNY JETT	0.00									
DIRECTOR	0.00	X					0	0	0	
(4) RALPH BARBAGALLO JR	0.00									
DIRECTOR	0.00	X					0	0	0	
(5) PAUL LEPERE	0.00									
DIRECTOR	0.00	X					0	0	0	
(6) BILL MCGOWAN	0.00									
DIRECTOR	0.00	X					0	0	0	
(7) DEAN MERRILL	0.00									
DIRECTOR	0.00	X					0	0	0	
(8) DANIELLE NONAMAKER	0.00									
DIRECTOR	0.00	X					0	0	0	
(9) CHUCK RAGE	0.00									
DIRECTOR	0.00	X					0	0	0	
(10) SUZANNE ROY	0.00									
DIRECTOR	0.00	X					0	0	0	
(11) LISA STONESIFER	0.00									
CHAIRMAN	0.00	X		X			0	0	0	

**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(12) DEBRA VASAPOLLI										
(12) DIRECTOR	0.00	X					0	0	0	
(13) SCOTT WIELER										
(13) DIRECTOR	0.00	X					0	0	0	
(14) MIKE WILSON										
(14) DIRECTOR	0.00	X					0	0	0	
(15) DUANE SKIP WINDEMILLER										
(15) DIRECTOR	0.00	X					0	0	0	
(16) JOHN NYHAN										
(16) PRESIDENT	0.00			X			0	0	0	
(17)										
(18)										
(19)										
<b>1b Subtotal</b>										
<b>c Total from continuation sheets to Part VII, Section A</b>										
<b>d Total (add lines 1b and 1c)</b>										

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **0**

	Yes	No
<b>3</b> Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual		X
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual		X
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **0**

**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
<b>Contributions, Gifts, Grants, and Other Similar Amounts</b>	<b>1a</b> Federated campaigns	<b>1a</b>					
	<b>b</b> Membership dues	<b>1b</b>					
	<b>c</b> Fundraising events	<b>1c</b>	790,989				
	<b>d</b> Related organizations	<b>1d</b>					
	<b>e</b> Government grants (contributions)	<b>1e</b>					
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b>	10,050				
	<b>g</b> Noncash contributions included in lines 1a-1f	<b>1g</b> \$					
	<b>h Total.</b> Add lines 1a-1f		801,039				
	<b>Program Service Revenue</b>	<b>2a</b> CAREER PATHWAY PROGRAM	Business Code	162,021	162,021		
<b>b</b> MEMBERSHIP DUES			152,257	152,257			
<b>c</b> ADVERTISING REVENUE			83,077	83,077			
<b>d</b> BEACH FOOTBALL LEAGUE			10,457	10,457			
<b>e</b> HER WOMENS CONFERENCE			9,140	9,140			
<b>f</b> All other program service revenue			23,786	20,486		3,300	
<b>g Total.</b> Add lines 2a-2f			440,738				
<b>Other Revenue</b>		<b>3</b> Investment income (including dividends, interest, and other similar amounts)		2,802			2,802
	<b>4</b> Income from investment of tax-exempt bond proceeds						
	<b>5</b> Royalties						
	<b>6a</b> Gross rents	<b>6a</b>	(i) Real				
			(ii) Personal				
	<b>b</b> Less: rental expenses	<b>6b</b>					
	<b>c</b> Rental inc. or (loss)	<b>6c</b>					
	<b>d</b> Net rental income or (loss)						
	<b>7a</b> Gross amount from sales of assets other than inventory	<b>7a</b>	(i) Securities				
			(ii) Other				
	<b>b</b> Less: cost or other basis and sales exps.	<b>7b</b>					
	<b>c</b> Gain or (loss)	<b>7c</b>					
	<b>d</b> Net gain or (loss)						
<b>Miscellaneous Revenue</b>	<b>8a</b> Gross income from fundraising events (not including \$ 790,989 of contributions reported on line 1c). See Part IV, line 18	<b>8a</b>					
		<b>b</b> Less: direct expenses	<b>8b</b>				
	<b>c</b> Net income or (loss) from fundraising events						
	<b>9a</b> Gross income from gaming activities. See Part IV, line 19	<b>9a</b>					
		<b>b</b> Less: direct expenses	<b>9b</b>				
	<b>c</b> Net income or (loss) from gaming activities						
	<b>10a</b> Gross sales of inventory, less returns and allowances	<b>10a</b>					
			<b>b</b> Less: cost of goods sold	<b>10b</b>			
			<b>c</b> Net income or (loss) from sales of inventory				
	<b>Miscellaneous Revenue</b>	<b>11a</b> NET LOTTERY INCOME	Business Code	6,821			6,821
<b>b</b>							
<b>c</b>							
<b>d</b> All other revenue							
<b>e Total.</b> Add lines 11a-11d			6,821				
<b>12 Total revenue.</b> See instructions		1,251,400	437,438	0	12,923		

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22				
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
<b>4</b> Benefits paid to or for members				
<b>5</b> Compensation of current officers, directors, trustees, and key employees				
<b>6</b> Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
<b>7</b> Other salaries and wages	273,866	136,933	136,933	
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
<b>9</b> Other employee benefits	8,708	4,354	4,354	
<b>10</b> Payroll taxes	30,471	15,234	15,237	
<b>11</b> Fees for services (nonemployees):				
<b>a</b> Management				
<b>b</b> Legal				
<b>c</b> Accounting	2,450		2,450	
<b>d</b> Lobbying				
<b>e</b> Professional fundraising services. See Part IV, line 17				
<b>f</b> Investment management fees				
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	12,979		12,979	
<b>12</b> Advertising and promotion	33,414	16,706	16,708	
<b>13</b> Office expenses	28,973		28,973	
<b>14</b> Information technology	23,145	3,635	19,510	
<b>15</b> Royalties				
<b>16</b> Occupancy	29,889		29,889	
<b>17</b> Travel	19,199		19,199	
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials				
<b>19</b> Conferences, conventions, and meetings	24,882		24,882	
<b>20</b> Interest				
<b>21</b> Payments to affiliates				
<b>22</b> Depreciation, depletion, and amortization	11,564		11,564	
<b>23</b> Insurance	4,393		4,393	
<b>24</b> Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
<b>a</b> COGS	596,643			596,643
<b>b</b> CAREER PATHWAY	108,776		108,776	
<b>c</b> REPAIRS AND MX	18,070		18,070	
<b>d</b> BEACH FOOTBALL LEAGUE	11,344		11,344	
<b>e</b> All other expenses	39,233		39,233	
<b>25</b> Total functional expenses. Add lines 1 through 24e	1,277,999	176,862	504,494	596,643
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	60,136	1	21,074
	2 Savings and temporary cash investments	110,975	2	161,471
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net		4	
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net	144	7	294
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges		9	3,400
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 661,185		
	b Less: accumulated depreciation	10b 205,764		
		466,985	10c	455,421
	11 Investments—publicly traded securities		11	
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
15 Other assets. See Part IV, line 11		15		
16 <b>Total assets.</b> Add lines 1 through 15 (must equal line 33)	638,240	16	641,660	
Liabilities	17 Accounts payable and accrued expenses	50,001	17	80,770
	18 Grants payable		18	
	19 Deferred revenue	60,707	19	70,704
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	275,983	25	265,236
	26 <b>Total liabilities.</b> Add lines 17 through 25	386,691	26	416,710
Net Assets or Fund Balances	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>			
	27 Net assets without donor restrictions	251,549	27	224,950
	28 Net assets with donor restrictions		28	
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 <b>Total net assets or fund balances</b>	251,549	32	224,950
33 <b>Total liabilities and net assets/fund balances</b>	638,240	33	641,660	

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

Total revenue (must equal Part VIII, column (A), line 12)	1	1,251,400
Total expenses (must equal Part IX, column (A), line 25)	2	1,277,999
Revenue less expenses. Subtract line 2 from line 1	3	-26,599
Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	251,549
Net unrealized gains (losses) on investments	5	
Donated services and use of facilities	6	
Investment expenses	7	
Prior period adjustments	8	
Other changes in net assets or fund balances (explain on Schedule O)	9	
Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	224,950

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

	Yes	No
Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other		
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
Were the organization's financial statements compiled or reviewed by an independent accountant?		
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both. <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2a	X
Were the organization's financial statements audited by an independent accountant?		
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both. <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2b	X
If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?		
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	2c	
As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?		
If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3a	
	3b	

SCHEDULE D (Form 990) (Rev. December 2024) Department of the Treasury Internal Revenue Service

Supplemental Financial Statements Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990. Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization

Employer identification number

HAMPTON AREA CHAMBER OF COMMERCE

02-0144343

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 1 Total number at end of year, 2 Aggregate value of contributions to (during year), 3 Aggregate value of grants from (during year), 4 Aggregate value at end of year, 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?, 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

Part II Conservation Easements Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Table with 2 columns: Description, Held at the End of the Tax Year. Rows include: 1 Purpose(s) of conservation easements held by the organization (check all that apply), 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year (sub-rows 2a-2d), 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year, 4 Number of states where property subject to conservation easement is located, 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?, 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B) (i) and section 170(h)(4)(B)(ii)?, 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 2 columns: Description, Amount. Rows include: 1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items. b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items. (i) Revenue included on Form 990, Part VIII, line 1 (ii) Assets included in Form 990, Part X 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items. a Revenue included on Form 990, Part VIII, line 1 b Assets included in Form 990, Part X

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

- a  Public exhibition
- b  Scholarly research
- c  Preservation for future generations
- d  Loan or exchange program
- e  Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements**

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No

b If "Yes," explain the arrangement in Part XIII and complete the following table.  Yes  No

- c Beginning balance
- d Additions during the year
- e Distributions during the year
- f Ending balance

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII  Yes  No

**Part V Endowment Funds**

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment %
- b Permanent endowment %
- c Term endowment %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) Unrelated organizations?
- (ii) Related organizations?

	Yes	No
3a(i)		
3a(ii)		
3b		

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings		181,331		181,331
c Leasehold improvements		266,800	40,197	226,603
d Equipment		81,173	80,174	999
e Other		131,881		
1a. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))		455,421	85,393	46,488
				455,421



**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

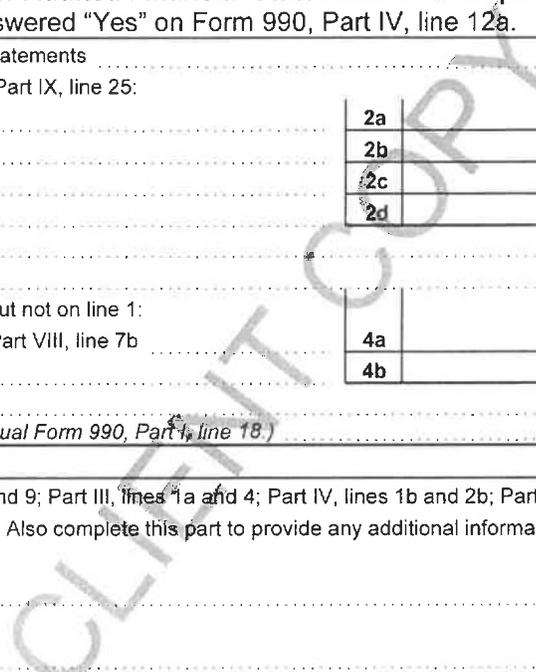
<b>1</b>	Total revenue, gains, and other support per audited financial statements		<b>1</b>	
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
<b>a</b>	Net unrealized gains (losses) on investments	<b>2a</b>		
<b>b</b>	Donated services and use of facilities	<b>2b</b>		
<b>c</b>	Recoveries of prior year grants	<b>2c</b>		
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>		
<b>e</b>	Add lines 2a through 2d		<b>2e</b>	
<b>3</b>	Subtract line 2e from line 1		<b>3</b>	
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>		
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>		
<b>c</b>	Add lines 4a and 4b		<b>4c</b>	
<b>5</b>	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)		<b>5</b>	

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

<b>1</b>	Total expenses and losses per audited financial statements		<b>1</b>	
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
<b>a</b>	Donated services and use of facilities	<b>2a</b>		
<b>b</b>	Prior year adjustments	<b>2b</b>		
<b>c</b>	Other losses	<b>2c</b>		
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>		
<b>e</b>	Add lines 2a through 2d		<b>2e</b>	
<b>3</b>	Subtract line 2e from line 1		<b>3</b>	
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>		
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>		
<b>c</b>	Add lines 4a and 4b		<b>4c</b>	
<b>5</b>	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)		<b>5</b>	

**Part XIII Supplemental Information**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.



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**SCHEDULE G  
(Form 990)**

(Rev. December 2024)  
Department of the Treasury  
Internal Revenue Service

**Supplemental Information Regarding Fundraising or Gaming Activities**

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19; or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

Attach to Form 990 or Form 990-EZ.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

Open to Public  
Inspection

Name of the organization

**HAMPTON AREA CHAMBER OF COMMERCE**

Employer identification number

**02-0144343**

**Part I Fundraising Activities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.

- a  Mail solicitations
- b  Internet and email solicitations
- c  Phone solicitations
- d  In-person solicitations
- e  Solicitation of nongovernment grants
- f  Solicitation of government grants
- g  Special fundraising events

2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?  Yes  No

b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

	(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
			Yes	No			
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
<b>Total</b>							

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

**Part II Fundraising Events.** Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events
		<b>SEAFOOD FESTIVA</b> (event type)	<b>GOLF TOURNAMENT</b> (event type)	<b>2</b> (total number)	(add col. (a) through col. (c))
Revenue	1 Gross receipts	732,292	26,772	31,925	790,989
	2 Less: Contributions	732,292	26,772	31,925	790,989
	3 Gross income (line 1 minus line 2)				
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses				
	10 Direct expense summary. Add lines 4 through 9 in column (d)				
11 Net income summary. Subtract line 10 from line 3, column (d)					

**Part III Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
		1 Gross revenue			
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
6 Volunteer labor	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No		
7 Direct expense summary. Add lines 2 through 5 in column (d)					
8 Net gaming income summary. Subtract line 7 from line 1, column (d)					

9 Enter the state(s) in which the organization conducts gaming activities: \_\_\_\_\_

a Is the organization licensed to conduct gaming activities in each of these states?  Yes  No

b If "No," explain: \_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year?  Yes  No

b If "Yes," explain: \_\_\_\_\_



**SCHEDULE O  
(Form 990)**

(Rev. December 2024)

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**Open to Public  
Inspection**

Name of the organization

HAMPTON AREA CHAMBER OF COMMERCE

Employer identification number

02-0144343

Form 990, Part VI, Line 11b - Organization's Process to Review Form 990  
No review was or will be conducted.

Form 990, Part VI, Line 12c - Enforcement of Conflicts Policy  
THE BOARD IS MADE AWARE OF CONFLICT OF INTEREST ISSUES AND RESOLVES THEM  
IMMEDIATELY. AS OF THIS YEAR THERE HAVE BEEN NONE TO REPORT.

Form 990, Part VI, Line 18 - No Public Disclosure Explanation  
DOCUMENTS ARE NOT AVAILABLE TO THE PUBLIC

Form 990, Part VI, Line 19 - Governing Documents Disclosure Explanation  
DOCUMENTS ARE NOT AVAILABLE TO THE PUBLIC

CLIENT COPY



**Youngclaus & Company PLLC**  
**65 Lafayette Rd Ste 102**  
**North Hampton, NH 03862**  
**603-964-2772**

May 7, 2025

**CONFIDENTIAL**

HAMPTON AREA CHAMBER OF COMMERCE  
47 Winnacunnet Road  
Hampton, NH 03842

Dear :

This letter is to confirm and specify the terms of our engagement with you and to clarify the nature and extent of the services we will provide. In order to ensure an understanding of our mutual responsibilities, we ask all clients for whom returns are prepared to confirm the following arrangements.

We will prepare your federal and state exempt organization returns from information which you will furnish to us. We will not audit or otherwise verify the data you submit, although it may be necessary to ask you for clarification of some of the information.

It is your responsibility to provide all the information required for the preparation of complete and accurate returns. You should retain all the documents, cancelled checks and other data that form the basis of these returns. These may be necessary to prove the accuracy and completeness of the returns to a taxing authority. You have the final responsibility for the tax returns and, therefore, you should review them carefully before you sign them.

You should also know that the IRS audit procedures will almost always include questions on bartering transactions and on deductions that require strict documentation such as travel and meals, business usage of automobiles, and charitable donations. In preparing your returns, we rely on your representations that we have been informed of all bartering transactions and that you understand and have complied with the documentation requirements for your expenses and deductions. If you have any questions about these issues, please contact us.

Our work in connection with the preparation of your tax returns does not include any procedures designed to discover defalcations and/or other irregularities, should any exist. We will render such accounting and bookkeeping assistance as determined to be necessary for preparation of the tax returns.

The Internal Revenue Code and regulations impose preparation and disclosure standards with noncompliance penalties on both the preparer of a tax return and on the taxpayer. To avoid exposure to these penalties, it may be necessary in some cases to make certain disclosures to you and/or in the tax return concerning positions taken on the returns that do not meet these standards. Accordingly, we will discuss tax positions that may increase the risk of exposure to penalties and any recommended disclosures with you before completing the preparation of the return.

The IRS permits you to authorize us to discuss, on a limited basis, aspects of your return for one year after the return's due date. Your consent to such a discussion is evidenced by checking a

box on the return. Unless you tell us otherwise, we will check that box authorizing the IRS to discuss your return with us.

Your returns may be selected for review by the taxing authorities. Any proposed adjustments by the examining agent are subject to certain rights of appeal. In the event of such government tax examination, we will be available upon request to represent you and will render additional invoices for the time and expenses incurred.

Our fees are based upon the time and complexity of the engagement. All invoices are due and payable upon presentation. Finance charges are added to unpaid balances at the rate of 1.5% per month (18% per year) after 30 days.

As your service provider, we are committed to the safekeeping of your confidential information and we maintain physical and electronic safeguard to protect your information. For further information on our privacy policy please contact us.

If the foregoing fairly sets forth your understanding, please sign the enclosed copy of this letter in the space indicated and return it to our office. However, if there are other tax returns you expect us to prepare, please inform us by noting so at the end of the return copy of this letter.

We want to express our appreciation for this opportunity to work with you.

Very truly yours,

Youngclaus & Company PLLC

Accepted By: \_\_\_\_\_

HAMPTON AREA CHAMBER OF COMMERCE

Date: \_\_\_\_\_

## Forms 990 / 990-EZ Return Summary

For calendar year 2024, or tax year beginning \_\_\_\_\_, and ending \_\_\_\_\_

**HAMPTON AREA CHAMBER OF COMMERCE**

02-0144343

<b>Net Asset / Fund Balance at Beginning of Year</b>		<u>251,549</u>
<b>Revenue</b>		
Contributions	<u>801,039</u>	
Program service revenue	<u>440,738</u>	
Investment income	<u>2,802</u>	
Capital gain / loss		
Fundraising / Gaming:		
Gross revenue		
Direct expenses		
Net income		
Other income	<u>6,821</u>	
<b>Total revenue</b>		<u>1,251,400</u>
<b>Expenses</b>		
Program services	<u>176,862</u>	
Management and general	<u>504,494</u>	
Fundraising	<u>596,643</u>	
<b>Total expenses</b>		<u>1,277,999</u>
<b>Excess / (deficit)</b>		<u>-26,599</u>
Changes		
<b>Net Asset / Fund Balance at End of Year</b>		<u>224,950</u>

**Reconciliation of Revenue**

Total revenue per financial statements	<u>1,251,400</u>
Less:	
Unrealized gains	
Donated services	
Recoveries	
Other	
Plus:	
Investment expenses	
Other	
<b>Total revenue per return</b>	<u>1,251,400</u>

**Reconciliation of Expenses**

Total expenses per financial statements	<u>1,277,999</u>
Less:	
Donated services	
Prior year adjustments	
Losses	
Other	
Plus:	
Investment expenses	
Other	
<b>Total expenses per return</b>	<u>1,277,999</u>

	Beginning	Ending	Differences
Assets	<u>638,240</u>	<u>641,660</u>	
Liabilities	<u>386,691</u>	<u>416,710</u>	
Net assets	<u>251,549</u>	<u>224,950</u>	<u>-26,599</u>

**Miscellaneous Information**

Amended return \_\_\_\_\_

Return / extended due date 05/15/25

Failure to file penalty \_\_\_\_\_

**Youngclaus & Company PLLC  
65 Lafayette Rd Ste 102  
North Hampton, NH 03862  
603-964-2772**

May 7, 2025

**CONFIDENTIAL**

HAMPTON AREA CHAMBER OF COMMERCE  
47 Winnacunnet Road  
Hampton, NH 03842

Dear :

We have prepared the following returns from information provided by you without verification or audit.

Return of Organization Exempt From Income Tax (Form 990)

We suggest that you examine these returns carefully to fully acquaint yourself with all items contained therein to ensure that there are no omissions or misstatements.

**Federal Filing Instructions**

Your Form 990 for the year ended 12/31/24 shows no balance due.

Your return is being filed electronically with the IRS and is not required to be mailed. If you mail a paper copy of your return to the IRS it will delay the processing of your return. Your electronically filed return is not complete without your signature. You are using a Personal Identification Number (PIN) for signing your return electronically. Form 8879-TE, IRS *e-file* Signature Authorization for an Exempt Organization should be signed and dated by an authorized officer of the organization and returned as soon as possible to:

Youngclaus & Company PLLC  
65 Lafayette Rd Ste 102  
North Hampton, NH 03862

***Important:* Your return will not be filed with the IRS until the signed Form 8879-TE has been received by this office.**

Also enclosed is any material you furnished for use in preparing the returns. If the returns are examined, requests may be made for supporting documentation. Therefore, we recommend that you retain all pertinent records for at least seven years.

In order that we may properly advise you of tax considerations, please keep us informed of any significant changes in your financial affairs or of any correspondence received from taxing authorities.

If you have any questions, or if we can be of assistance in any way, please call.

Sincerely,

Youngclaus & Company PLLC

Form **8879-TE**

### IRS E-file Signature Authorization for a Tax Exempt Entity

OMB No. 1545-0047

For calendar year 2024, or fiscal year beginning ..... 2024, and ending ..... 20 .....

# 2024

Department of the Treasury  
Internal Revenue Service  
Name of filer

**Do not send to the IRS. Keep for your records.**  
Go to [www.irs.gov/Form8879TE](http://www.irs.gov/Form8879TE) for the latest information.

EIN or SSN  
**02-0144343**

Name and title of officer or person subject to tax  
**HAMPTON AREA CHAMBER OF COMMERCE**  
**JOHN NYHAN**  
**PRESIDENT**

#### Part I Type of Return and Return Information

Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only. If you check the box on line 1a, 2a, 3a, 4a, 5a, 6a, 7a, 8a, 9a, or 10a below, and the amount on that line for the return being filed with this form was blank, then leave line 1b, 2b, 3b, 4b, 5b, 6b, 7b, 8b, 9b, or 10b, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. Do not complete more than one line in Part I.

<input checked="" type="checkbox"/> 1a Form 990 check here	<input type="checkbox"/> b Total revenue, if any (Form 990, Part VIII, column (A), line 12)	1b	<u>1,251,400</u>
<input type="checkbox"/> 2a Form 990-EZ check here	<input type="checkbox"/> b Total revenue, if any (Form 990-EZ, line 9)	2b	
<input type="checkbox"/> 3a Form 1120-POL check here	<input type="checkbox"/> b Total tax (Form 1120-POL, line 22)	3b	
<input type="checkbox"/> 4a Form 990-PF check here	<input type="checkbox"/> b Tax based on investment income (Form 990-PF, Part V, line 5)	4b	
<input type="checkbox"/> 5a Form 8868 check here	<input type="checkbox"/> b Balance due (Form 8868, line 3c)	5b	
<input type="checkbox"/> 6a Form 990-T check here	<input type="checkbox"/> b Total tax (Form 990-T, Part III, line 4)	6b	
<input type="checkbox"/> 7a Form 4720 check here	<input type="checkbox"/> b Total tax (Form 4720, Part III, line 1)	7b	
<input type="checkbox"/> 8a Form 5227 check here	<input type="checkbox"/> b FMV of assets at end of tax year (Form 5227, Item D)	8b	
<input type="checkbox"/> 9a Form 5330 check here	<input type="checkbox"/> b Tax due (Form 5330, Part II, line 19)	9b	
<input type="checkbox"/> 10a Form 8038-CP check here	<input type="checkbox"/> b Amount of credit payment requested (Form 8038-CP, Part III, line 22)	10b	

#### Part II Declaration and Signature Authorization of Officer or Person Subject to Tax

Under penalties of perjury, I declare that  I am an officer of the above entity or  I am a person subject to tax with respect to (name of entity) \_\_\_\_\_, (EIN) \_\_\_\_\_ and that I have examined a copy of the 2024 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the electronic return and, if applicable, the consent to electronic funds withdrawal.

**PIN: check one box only**

I authorize Youngclaus & Company PLLC to enter my PIN 43430 as my signature  
ERO firm name Enter five numbers, but do not enter all zeros

on the tax year 2024 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2024 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Signature of officer or person subject to tax \_\_\_\_\_ Date 05/02/25

#### Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

**02207326840**

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2024 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature Sarah Y. Smith, CPA Date 05/02/25

**ERO Must Retain This Form — See Instructions**  
**Do Not Submit This Form to the IRS Unless Requested To Do So**

**Youngclaus & Company PLLC  
65 Lafayette Rd Ste 102  
North Hampton, NH 03862  
603-964-2772**

May 7, 2025

**CONFIDENTIAL**

HAMPTON AREA CHAMBER OF COMMERCE  
47 Winnacunnet Road  
Hampton, NH 03842

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We have prepared the following returns from information provided by you without verification or audit.

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Youngclaus & Company PLLC  
65 Lafayette Rd Ste 102  
North Hampton, NH 03862

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In order that we may properly advise you of tax considerations, please keep us informed of any significant changes in your financial affairs or of any correspondence received from taxing authorities.

If you have any questions, or if we can be of assistance in any way, please call.

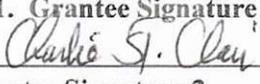
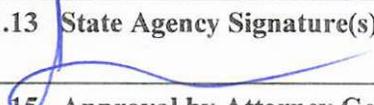
Sincerely,

Youngclaus & Company PLLC

GRANT AGREEMENT

The State of New Hampshire and the Grantee hereby  
Mutually agree as follows:  
GENERAL PROVISIONS

1. Identification and Definitions.

<b>1.1. State Agency Name</b> Department of Business and Economic Affairs		<b>1.2. State Agency Address</b> 100 N. Main St, Suite 100, Concord, NH 03301	
<b>1.3. Grantee Name</b> Laconia Motorcycle Week Association, Inc.		<b>1.4. Grantee Address</b> P.O. Box 5399, Laconia, NH 03247	
<b>1.5. Grantee Phone #</b> 603-387-6628	<b>1.6. Account Number</b> 20130000/500590	<b>1.7. Completion Date</b> 09/30/2026	<b>1.8. Grant Limitation</b> \$7,793
<b>991.9. Grant Officer for State Agency</b> Michelle Cruz		<b>1.10. State Agency Telephone Number</b> 603-271-2665	
If Grantee is a municipality or village district: "By signing this form we certify that we have complied with any public meeting requirement for acceptance of this grant, including if applicable RSA 31:95-b."			
<b>1.11. Grantee Signature 1</b> 		<b>1.12. Name &amp; Title of Grantee Signor 1</b> Charlie St. Clair Executive Director	
<b>Grantee Signature 2</b> N/A		<b>Name &amp; Title of Grantee Signor 2</b> N/A	
<b>Grantee Signature 3</b> N/A		<b>Name &amp; Title of Grantee Signor 3</b> N/A	
<b>1.13. State Agency Signature(s)</b> 		<b>1.14. Name &amp; Title of State Agency Signor(s)</b> James Key-Wallace, Interim Commissioner	
<b>1.15. Approval by Attorney General (Form, Substance and Execution) (if G &amp; C approval required)</b> By: <i>Vasilios Manthos</i> Assistant Attorney General, On: 3/5/26			
<b>1.16. Approval by Governor and Council (if applicable)</b> By: On: / /			

2. **SCOPE OF WORK:** In exchange for grant funds provided by the State of New Hampshire, acting through the Agency identified in block 1.1 (hereinafter referred to as "the State"), the Grantee identified in block 1.3 (hereinafter referred to as "the Grantee"), shall perform that work identified and more particularly described in the scope of work attached hereto as EXHIBIT B (the scope of work being hereinafter referred to as "the Project").

  
Initials  
Date 1/28/26

3. AREA COVERED. Except as otherwise specifically provided for herein, the Grantee shall perform the Project in, and with respect to, the State of New Hampshire.
4. EFFECTIVE DATE: COMPLETION OF PROJECT.
- 4.1. This Agreement, and all obligations of the parties hereunder, shall become effective on the date of approval of this Agreement by the Governor and Council of the State of New Hampshire if required (block 1.16), or upon signature by the State Agency as shown in block 1.14 ("the Effective Date").
- 4.2. Except as otherwise specifically provided herein, the Project, including all reports required by this Agreement, shall be completed in ITS entirety prior to the date in block 1.7 (hereinafter referred to as "the Completion Date").
5. GRANT AMOUNT: LIMITATION ON AMOUNT: VOUCHERS: PAYMENT.
- 5.1. The Grant Amount is identified and more particularly described in EXHIBIT C, attached hereto.
- 5.2. The manner of, and schedule of payment shall be as set forth in EXHIBIT C.
- 5.3. In accordance with the provisions set forth in EXHIBIT C, and in consideration of the satisfactory performance of the Project, as determined by the State, and as limited by subparagraph 5.5 of these general provisions, the State shall pay the Grantee the Grant Amount. The State shall withhold from the amount otherwise payable to the Grantee under this subparagraph 5.3 those sums required, or permitted, to be withheld pursuant to N.H. RSA 80:7 through 7-c.
- 5.4. The payment by the State of the Grant amount shall be the only, and the complete payment to the Grantee for all expenses, of whatever nature, incurred by the Grantee in the performance hereof, and shall be the only, and the complete, compensation to the Grantee for the Project. The State shall have no liabilities to the Grantee other than the Grant Amount.
- 5.5. Notwithstanding anything in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made, hereunder exceed the Grant limitation set forth in block 1.8 of these general provisions.
6. COMPLIANCE BY GRANTEE WITH LAWS AND REGULATIONS. In connection with the performance of the Project, the Grantee shall comply with all statutes, laws regulations, and orders of federal, state, county, or municipal authorities which shall impose any obligations or duty upon the Grantee, including the acquisition of any and all necessary permits and RSA 31-95-b.
7. RECORDS and ACCOUNTS.
- 7.1. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency, the Grantee shall keep detailed accounts of all expenses incurred in connection with the Project, including, but not limited to, costs of administration, transportation, insurance, telephone calls, and clerical materials and services. Such accounts shall be supported by receipts, invoices, bills and other similar documents.
- 7.2. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency pursuant to subparagraph 7.1, at any time during the Grantee's normal business hours, and as often as the State shall demand, the Grantee shall make available to the State all records pertaining to matters covered by this Agreement. The Grantee shall permit the State to audit, examine, and reproduce such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, data (as that term is hereinafter defined), and other information relating to all matters covered by this Agreement. As used in this paragraph, "Grantee" includes all persons, natural or fictional, affiliated with, controlled by, or under common ownership with, the entity identified as the Grantee in block 1.3 of these provisions
8. PERSONNEL.
- 8.1. The Grantee shall, at its own expense, provide all personnel necessary to perform the Project. The Grantee warrants that all personnel engaged in the Project shall be qualified to perform such Project, and shall be properly licensed and authorized to perform such Project under all applicable laws.
- 8.2. The Grantee shall not hire, and it shall not permit any subcontractor, subgrantee, or other person, firm or corporation with whom it is engaged in a combined effort to perform the Project, to hire any person who has a contractual relationship with the State, or who is a State officer or employee, elected or appointed.
- 8.3. The Grant Officer shall be the representative of the State hereunder. In the event of any dispute hereunder, the interpretation of this Agreement by the Grant Officer, and his/her decision on any dispute, shall be final.
9. DATA: RETENTION OF DATA: ACCESS.
- 9.1. As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, paper, and documents, all whether finished or unfinished.
- 9.2. Between the Effective Date and the Completion Date the Grantee shall grant to the State, or any person designated by it, unrestricted access to all data for examination, duplication, publication, translation, sale, disposal, or for any other purpose whatsoever.
- 9.3. No data shall be subject to copyright in the United States or any other country by anyone other than the State.
- 9.4. On and after the Effective Date all data, and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason, whichever shall first occur.
- 9.5. The State, and anyone it shall designate, shall have unrestricted authority to publish, disclose, distribute and otherwise use, in whole or in part, all data.
10. CONDITIONAL NATURE OR AGREEMENT. Notwithstanding anything in this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability or continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available or appropriated funds. In the event of a reduction or termination of those funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Grantee notice of such termination.
11. EVENT OF DEFAULT: REMEDIES.
- 11.1. Any one or more of the following acts or omissions of the Grantee shall constitute an event of default hereunder (hereinafter referred to as "Events of Default"):
- 11.1.1 Failure to perform the Project satisfactorily or on schedule; or
- 11.1.2 Failure to submit any report required hereunder; or
- 11.1.3 Failure to maintain, or permit access to, the records required hereunder; or
- 11.1.4 Failure to perform any of the other covenants and conditions of this Agreement.
- 11.2. Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:
- 11.2.1 Give the Grantee a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Grantee notice of termination; and
- 11.2.2 Give the Grantee a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the Grant Amount which would otherwise accrue to the Grantee during the period from the date of such notice until such time as the State determines that the Grantee has cured the Event of Default shall never be paid to the Grantee; and
- 11.2.3 Set off against any other obligation the State may owe to the Grantee any damages the State suffers by reason of any Event of Default; and
- 11.2.4 Treat the agreement as breached and pursue any of its remedies at law or in equity, or both.
12. TERMINATION.
- 12.1. In the event of any early termination of this Agreement for any reason other than the completion of the Project, the Grantee shall deliver to the Grant Officer, not later than fifteen (15) days after the date of termination, a report (hereinafter referred to as the "Termination Report") describing in detail all Project Work performed, and the Grant Amount earned, to and including the date of termination. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall entitle the Grantee to receive that portion of the Grant amount earned to and including the date of termination.
- 12.2. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall in no event relieve the Grantee from any and all liability for damages sustained or incurred by the State as a result of the Grantee's breach of its obligations hereunder.
- 12.4. Notwithstanding anything in this Agreement to the contrary, either the State or, except where notice default has been given to the Grantee hereunder, the Grantee, may terminate this Agreement without cause upon thirty (30) days written notice.
13. CONFLICT OF INTEREST. No officer, member of employee of the Grantee, and no representative, officer or employee of the State of New Hampshire or of the governing body of the locality or localities in which the Project is to be performed, who exercises any functions or responsibilities in the review or

- approval of the undertaking or carrying out of such Project, shall participate in any decision relating to this Agreement which affects his or her personal interest or the interest of any corporation, partnership, or association in which he or she is directly or indirectly interested, nor shall he or she have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.
14. GRANTEE'S RELATION TO THE STATE. In the performance of this Agreement the Grantee, its employees, and any subcontractor or subgrantee of the Grantee are in all respects independent contractors, and are neither agents nor employees of the State. Neither the Grantee nor any of its officers, employees, agents, members, subcontractors or subgrantees, shall have authority to bind the State nor are they entitled to any of the benefits, workmen's compensation or emoluments provided by the State to its employees.
15. ASSIGNMENT AND SUBCONTRACTS. The Grantee shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the State. None of the Project Work shall be subcontracted or subgranted by the Grantee other than as set forth in Exhibit B without the prior written consent of the State.
16. INDEMNIFICATION. The Grantee shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based on, resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Grantee or subcontractor, or subgrantee or other agent of the Grantee. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this agreement.
17. INSURANCE.
- 17.1 The Grantee shall, at its own expense, obtain and maintain in force, or shall require any subcontractor, subgrantee or assignee performing Project work to obtain and maintain in force, both for the benefit of the State, the following insurance:
- 17.1.1 Statutory workers' compensation and employees liability insurance for all employees engaged in the performance of the Project, and
- 17.1.2 General liability insurance against all claims of bodily injuries, death or property damage, in amounts not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury or death any one incident, and \$500,000 for property damage in any one incident, and
- 17.2. The policies described in subparagraph 17.1 of this paragraph shall be the standard form employed in the State of New Hampshire, issued by underwriters acceptable to the State, and authorized to do business in the State of New Hampshire. Grantee shall furnish to the State, certificates of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy.
18. WAIVER OF BREACH. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event, or any subsequent Event. No express waiver of any Event of Default shall be deemed a waiver of any provisions hereof. No such failure of waiver shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other default on the part of the Grantee.
19. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses first above given.
20. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Council of the State of New Hampshire, if required or by the signing State Agency.
21. CONSTRUCTION OF AGREEMENT AND TERMS. This Agreement shall be construed in accordance with the law of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assignees. The captions and contents of the "subject" blank are used only as a matter of convenience, and are not to be considered a part of this Agreement or to be used in determining the intend of the parties hereto.
22. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.
23. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings relating hereto.
24. SPECIAL PROVISIONS. The additional or modifying provisions set forth in Exhibit A hereto are incorporated as part of this agreement.

## Exhibit A Special Provisions

Due to the nature of this contract, DTTD waives the \$2,000,000 provision for bodily injury or death in Paragraph 17.1.2 (Insurance and Bond) and accepts \$1,000,000 for any one incident.

## Exhibit B Scope of Services

The Division of Travel and Tourism (DTTD) will award Joint Promotional Grant funds to the Laconia Motorcycle Week Association, Inc. (LMWA) to be used to promote travel and tourism in New Hampshire.

Grant Deliverables:

Rally News Distribution: LMWA shall enter into a contract with Cummings for the distribution of the 2026 Rally News Magazine. The publication shall be distributed to all LMWA's subscriber list. DTTD's logo shall be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

Billboard Advertising: LMWA shall enter into a contract with Pinion Designs for the design of a billboard to be placed in Sturgis, South Dakota. LMWA shall also enter into a contract with Lamar for the production and placement of two billboards in strategic, high-traffic locations within Sturgis. DTTD's logo shall be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

Digital Advertising: LMWA shall enter into a contract with Pinion Designs for the design of the Adventure Awaits e-newsletter and with Brand Acceleration for its distribution. The e-newsletter shall direct readers to LMWA's website to encourage potential visitors to book lodging for the 2026 Laconia Motorcycle Week. DTTD's logo shall be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

The Joint Promotional Program Grant Agreement received by the Laconia Motorcycle Week Association consists of the following documents: A completed Grant Agreement form, and Exhibits A, B, and C, which are all incorporated herein by reference as if fully set forth herein.

## Exhibit C Schedule and Payments

In consideration of the satisfactory performance of the services described in Exhibit B, as determined by the Division of Travel and Tourism Development (DTTD), DTTD agrees to pay the Laconia Motorcycle Week Association (LMWA):

Total Grant Award:        \$7,793

Reimbursement requests will be invoiced by the LMWA within 90 days after the fiscal year in which the grant was awarded. The invoices shall be paid in accordance with state procedures, 30 days after the invoice date. Expenses incurred prior to Governor and Executive Council approval and after DTTD internal approval will only be reimbursed if contract receives final approval from Governor and Executive Council.

Grantee Initials

Date 11/28/26

# 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 LACONIA MOTORCYCLE WEEK ASSOCIATION, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 21, 1993. 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: **189756**

Certificate Number: **0007447987**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 6th day of January A.D. 2026.

A handwritten signature in black ink, appearing to read "D. Scanlan", written over a faint circular outline.

David M. Scanlan  
Secretary of State

# Corporate Resolution (Corporation | Non-Profit Corporation)

I, Phil Warren (Name), hereby certify that I am duly elected Clerk/Secretary/Officer of  
The Laconia Motorcycle Week Association (Name of Corporation). I hereby certify the  
following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly  
called and held on December 10<sup>th</sup>, 2025 (Date), at which a quorum of the Directors/shareholders  
were present and voting.

**VOTED:** That Charlie St. Clair (Executive Director) and/or Jennifer Anderson (Deputy  
Director) (Name and Title) (may list more than one person) is duly authorized to enter into  
contracts or agreements on behalf of Laconia Motorcycle Week Association (Name of  
Corporation) with the State of New Hampshire and any of its agencies or departments and  
further is authorized to execute any documents which may in his/her judgment be desirable or  
necessary to effect the purpose of this vote.

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 to which this certificate is attached. This authority remains  
valid for thirty (30) days from the date of this Corporate Resolution. I further certify that it is  
understood that the State of New Hampshire will rely on this certificate as evidence that the  
person(s) listed above currently occupy the position(s) indicated and that they have full authority  
to bind the corporation. To the extent that there are any limits on the authority of any listed  
individual to bind the corporation in contracts with the State of New Hampshire, all such  
limitations are expressly stated herein.

**DATED:** 1-6-26

**ATTEST:** Phil Warren, Treasurer

**Signature:** \_\_\_\_\_

(Name & Title elected Officer of Corporation)

**ATTEST:** \_\_\_\_\_

(Name of Notary Public/Justice of the Peace)

**My Commission Expires:** \_\_\_\_\_





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/01/25

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

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

<b>PRODUCER</b>  Holbrook Insurance Center, Inc. 40 South Franklin Street Holbrook, MA 02343	<b>CONTACT NAME:</b> Sarah Jenna <b>PHONE (A/C, No, Ext):</b> 603-524-6404 <b>E-MAIL ADDRESS:</b> sarah@holbrookinsurance.com	<b>FAX (A/C, No):</b> 603-524-8483
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b>  Laconia Motorcycle Week Association PO BOX 5399 Laconia, NH 03247	<b>INSURER A:</b> Scottsdale Insurance	
	<b>INSURER B:</b> NCCI	
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			CPS8221883	06/13/25	06/23/26	EACH OCCURRENCE \$ <b>1,000,000</b> DAMAGE TO RENTED PREMISES (Ea occurrence) \$ <b>50,000</b> MED EXP (Any one person) \$ <b>5,000</b> PERSONAL & ADV INJURY \$ <b>1,000,000</b> GENERAL AGGREGATE \$ <b>2,000,000</b> PRODUCTS - COMP/OP AGG \$ <b>2,000,000</b>
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> <b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	51123024	10/14/25	10/14/26	PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ <b>100,000</b> E.L. DISEASE - EA EMPLOYEE \$ <b>100,000</b> E.L. DISEASE - POLICY LIMIT \$ <b>500,000</b>
<b>DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)</b> info@laconiamcweek.com							

**CERTIFICATE HOLDER****CANCELLATION**

NH BEA- DTTD 100 North Main Street, Suite 100 Concord, NH 03301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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# NONPROFIT COVER SHEET

**A. Entity Name: Laconia Motorcycle Week Association \_\_\_\_\_**

**B. Entity's Contact Information for Records Requests (e.g., resumes of key personnel; audited financial statements):**

Jennifer Anderson 603-387-6628 | [info@laconiamcweek.com](mailto:info@laconiamcweek.com) | Board Secretary

Charlie St. Clair 603-387-5944 | [bogart8321@icloud.com](mailto:bogart8321@icloud.com)

**C. List Board of Directors and Affiliations**

<u>Name (Identify any additional role(s) in Parentheses)</u> E.g., John Doe (President)	<u>Affiliations</u>
<b>Cynthia Makris (President)</b>	Naswa Resort
<b>Phil Warren (Treasurer) (Vice President)</b>	Individual
<b>Robert Ames</b>	Half Moon Enterprises
<b>David McGrath</b>	NH Motor Speedway
<b>Jon Hildreth</b>	City of Laconia (Councilor for Ward 1)
<b>Ryan Cardella</b>	Weirs Action Committee
<b>Nick Tamposi</b>	Individual
<b>Judie Milner</b>	Town of Meredith
<b>Jack Handley</b>	Individual

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

<u>Name</u>	<u>Role</u>	<u>Annual Salary</u>	<u>Amount Paid From This Contract</u>
<b>Charlie St. Clair</b>	Executive Director	\$50,444	
<b>Jennifer Anderson</b>	Deputy Director	\$50,444	

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

**E. Check one of the following:**

- ] The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**
- ] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).
- 
- 
- 

**CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION**

**F. Check one of the following:**

- ] is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (\*\* see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**
- ] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**
- ] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

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

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

**FINANCIAL DISCLOSURES**

**G. Check one the following:**

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

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

## 2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash &amp; Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property &amp; Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		

**Laconia Motorcycle Week Association  
JPP Required Documentation**

**Mission Statement:** The Laconia Motorcycle Week Association is a State of NH non-profit organization with a mission to increase overnight stays in the State of NH, to organize Laconia Motorcycle Week, and to promote the Rally, the Lakes Region and the State of New Hampshire as a motorcycle-friendly destination year-round.

**LMWA Board Member Contact List | FY 2026**

NAME	REPRESENTING	BUSINESS PHONE	MOBILE	EMAIL	MAILING ADDRESS	OFFICER
Cynthia Makris	Naswa Resort	603-366-4341	603-387-7006	cmakris@naswa.com	1086 Weirs Blvd. Weirs Beach 03246	President
Jennifer Anderson	LMWA - Deputy Director & BOD Secretary	603-366-2000	603-387-6628	info@laconiamcweek.com	PO Box 5399 Laconia 03247	Secretary
Phil Warren	Individual	603-677-4205	603-707-1203	pwarren@meredithnh.org	41 Main Street Meredith, NH 03253	Treasurer
Robert Ames	Half Moon Enterprises		603-630- 9498	webmaster@weirsbeach.com	PO Box 5183 Laconia 03247	
Charlie St. Clair	LMWA - Executive Director	603-366-2000	603-387-5944	info@laconiamcweek.com	PO Box 5399 Laconia 03247	Vice President
David McGrath	NH Motor Speedway	O: 603-783-4744		<a href="mailto:dmcgrath@nhms.com">dmcgrath@nhms.com</a>	PO Box 7888 Loudon, NH 03307- 7888	
Jon Hildreth	City of Laconia (Councilor for Ward 1)		603-387-9900	<a href="mailto:jah@breezeline.net">jah@breezeline.net</a>	45 Beacon Street East Laconia, NH 03246	
Ryan Cardella	Weirs Action Committee		978-815-0061	<a href="mailto:eastcoastflightcraft@hotmail.com">eastcoastflightcraft@hotmail.com</a>		
Nick Tamposi	Individual					
Judic Milner	Town of Meredith	603-279-4538		<a href="mailto:townmanager@meredithnh.gov">townmanager@meredithnh.gov</a>	41 Main Street Meredith, NH 03253	
Jack Handley	Individual			<a href="mailto:chelmsfordgift@verizon.net">chelmsfordgift@verizon.net</a>		

**Key Personnel Information**

Employee	Full-Time Yearly Salary	Contract Share
Charlie St. Clair	\$ 50,444.00	0%
Jennifer Anderson	\$ 50,444.00	0%

# Dr. Jennifer Anderson

## ***Professional Profile***

Engaged community leader eager to continue facilitating life-long learning that may extend from the academic arena to the greater community. With a unique blend of educational experience and extensive community leadership, I embrace opportunities to collaborate on objectives that encompass all aspects of learning, service, and inspiring community engagement.

## ***Education***

- 2014 **Ed.D-** Learning, Leadership, & Community. **Plymouth State University**
- 2010 **CAGS** – Educational Leadership. **Plymouth State University**
- 2004 **MSW** – Social Work. **University of New Hampshire**
- 2001 **BA-** Psychology. **University of New Hampshire at Manchester**

## ***University/College Teaching Experience***

### **Plymouth State University, Plymouth, NH**

**2022 – Present**, Department of Psychology | Assistant Professor of Practice

**2011 - 2022**, Department of Psychology | Teaching Lecturer

**2010 – 2019**, Department of English | Teaching Lecturer

Teaching fall and spring semesters for the following courses: *Introduction to General Psychology, Research Methods & Statistics, Social Psychology, Adulthood & Aging, Lifespan Development, Personality* and from 2010 to 2019, *Cluster Composition*. In 2025, I developed a two-credit course, *Emerging Adulthood*, to be taught in the fall of 2025. Courses are taught in traditional, hybrid/blended format, and 100% online. Courses utilize Canvas as the learning management system.

### **Lakes Region Community College, Laconia, NH**

**2004- Present**, Department of Social Work & Liberal Arts

Instructing courses for the fall, winter, spring, and summer semesters within both departments for students working towards an Associate Degree. Courses are taught in the traditional, hybrid/blended format, and 100% online. Fluent in Canvas as the learning management systems. Courses include: *Introduction to Psychology, Chemical Dependency, Children, Youth, & Families, Learning & Behavior, Supportive Communication Skills, Educational Psychology, Human, Growth, & Development, Crisis Psychology, and College Essentials*.

## ***Research Experience***

### **2014 – Doctoral Thesis, Online Adult Learner Views of Andragogy**

Conducted hermeneutic, phenomenological research to determine the elements of an ideal course for adult learners enrolled in asynchronous online degree programs as expressed by those currently enrolled in such programs. Published dissertation, August 2014: *An Investigation of the Perceptions of Adult Learners in an Asynchronous Online Degree Program Related to the Presence or Absence of the Principles of Andragogy*.

### **2013-2014, Research Externship, Granite State College**

Utilized qualitative research methods to investigate faculty perceptions, instruction, and course design related to andragogy in online learning environments.

### **2010-2015 – Program Evaluator, SAHE/RSEEC**

Served as co-Program Evaluator for the State Agency for Higher Education (SAHE) Rural School Educator Effectiveness Collaborative. This grant led by primary investigator, Dr. Cheryl Baker,

# Dr. Jennifer Anderson

was focused on methods related to increasing teacher effectiveness in NH rural schools. Responsible for collecting, interpreting and analyzing data throughout the course of the grant to evaluate effectiveness relating to the program goals by employing the Utilization-Focused Evaluation method. Responsibilities include presenting evaluations to the NH Department of Education.

## **2009-2015 – Primary Investigator, Writing at PSU**

Principle investigator for Dr. Elliott Gruner, of the English Department at Plymouth State University. This research was a longitudinal study focused on *how, when, and from whom* PSU students learn to write. Responsible for conducting quarterly interviews and surveys, collecting writing samples, and collaborating on data analysis for each of the six years of the study.

## **2008 – Co-Author, Images of America: “Laconia Motorcycle Week”**

Researched the history of the oldest national motorcycle rally in the United States, Laconia Motorcycle Week. Subsequently published Images of America: “Laconia Motorcycle Week” through Arcadia Publishing. The book outlined the history of the 86-year event with over 200 photos and captions.

## ***Professional Experience***

**2017-2020 – Dissertation Committee Member.** McClellan, Katherine (2020). A Qualitative Study on How Licensed-Tracked Females Graduates from a Maritime Academy have Advanced Professionally.

**2017-2018 - Dissertation Committee Member.** Bagley, Charles (2018). An Evaluation of the 70:20:10 Framework for Evidence of Research Based Learning Theories and Practices.

## **2016-2018 – Acting/Interim Executive Director, Belknap Mill Society**

Served as the management leader of the Belknap Mill Society responsible for the overall strategic and operational growth of the organization to ensure the historic preservation of the Belknap Mill and its commitment to cultural heritage in the arts, education and civic engagement.

## **1998-Present – Deputy Director, Laconia Motorcycle Week Association**

Collaborate with local and state officials, elected leaders, and public safety to implement programs related to tourism in the State of NH and organize the nation’s oldest motorcycle rally through a non-profit association.

## **2007-2008 - Academic Counselor, Lakes Region Community College**

Served as the interim academic counselor. Duties included meeting with current and potential students to help them navigate class schedules and registration. Particularly responsible for general studies and pre-nursing students. Also organized nursing informational sessions at the college.

## **2003-2004 – Social Worker, New Hampshire Hospital**

Advanced MSW internship in the neuropsychiatry unit working with people with developmental disabilities and psychiatric illnesses. Skills included advocating for patients’ rights, working in a fast-paced and team-oriented environment, and facilitating treatment and discharge.

# Dr. Jennifer Anderson

## **2002-2003 – Social Worker, Child and Family Services**

MSW Internship in a collaboration with Child and Family Services, Casey Family Services, and an out-of-school youth program. This effort involved working with after-school programs, student enrichment activities, and student tutoring programs. Created and implemented new youth committees.

## **2001-2002 - AmeriCorp\*VISTA Member**

Dedicated service to the domestic Peace Corp program, AmeriCorp\*VISTA in order to enhance diversity and education within the University System of NH, specifically throughout the greater Manchester area. Worked as a liaison between faculty, students, and community organizations to enhance service-learning programming to incorporate all department disciplines at UNHM.

## ***Presentations & Professional Development***

**2023 – Participant, “Cultivating Undergraduate Student Motivation”.** This course focused on using practical strategies to foster a positive and engaging learning environment based on the fundamental elements of Self-Determination Theory, including autonomy, competence and relatedness.

## **2020 – Participant, “HELM: Humanities Education Learning Modules”**

Online educational training offered through the University of New Hampshire for USNH & CCSNH faculty focused on creating robust digital humanities work. Focused on foundational thinking, curriculum design and copyright/fair-use guidance.

## **2020 – Participant, “FUSION Course”**

Presented by Maine Campus Compact, the Fusion Course utilizes the community-based learning pedagogy as a way to foster student engagement and tie this learning to civic importance in remote classroom settings. Fusion provides critical online instruction for faculty eager to give students hands-on, real-world experience to strengthen learning, create connections to the larger community, and improve student retention rates.

## **2020 – Participant, “ACE Framework Workshop”**

The workshop was offered by the Open Learning & Teaching Collaborative through Plymouth State University orients faculty to a course design process squarely centered on pedagogy and students, rather than on technology tools, modalities, or one-size-fits-all solutions. Training focuses on adaptability, connection and equity.

## **2018 – Presenter, “Leadership Lakes Region”**

Invited to speak to local leaders regarding the economic impact of tourism on the state’s economy.

## **2018 – Presenter, “Change Behavior & Wellness”**

Participated in a wellness workshop for Laconia School District teachers and staff on the principles of behavior change on stress and health.

## **2015 - Poster Presentation, “Graduate Reception & Research Symposium”**

Participated in a poster session at PSU showcasing the results of dissertation research, *An Investigation of the Perceptions of Adult Learners in an Asynchronous Online Degree Program Related to the Presence or Absence of the Principles of Andragogy.*

# Dr. Jennifer Anderson

## **2014 – Presenter, “Spotlight on Faculty”**

Invited to present at PSU’s Spotlight on Faculty related to learning technologies and online education.

## **2013 – Co-Presenter, “Chemical Dependency Community Forum”**

Collaborated with a fellow faculty member from LRCC to investigate chemical dependency issues in the Lakes Region to educate and support community business leaders and family members through a community forum.

## **2012 – Co-Presenter, “Online Research Seminar”**

Assisted Dr. Elliott Gruner in a presentation related to online learning and teaching for PSU’s Center for Excellence in Teaching & Learning.

## **2011 – Co-Presenter, “Writing & Learning”**

Presented a seminar on the impact of writing and learning for college students as part of PSU’s Faculty Week Research Presentations with Dr. Elliott Gruner.

## **2010 – Co-Presenter, “Writing at PSU”**

Invited to present preliminary results of a longitudinal research study for Principle Investigator, Dr. Elliott Gruner for the Council of Chairs at PSU.

## **2010- Poster Presentation, “Graduate Reception & Research Symposium”**

Participated in a poster session at PSU related to program evaluation for the Rural School Educator Effectiveness Collaboration.

## **2009 – Co-Presenter, “Teaching Composition”.**

Shared in a group focus session related to teaching composition for the Center for Excellence in Teaching & Learning focused on college students at PSU.

### ***Distinctions***

**2025 – Awarded the Presidents’ Good Steward Award** from the Education Alliance for New Hampshire for servant leadership and community impact.

**2022 – PSU Certificate of Recognition** for “going above and beyond in the Fall 2022 semester”

**2014 – Recognition of appreciation from Senator Jeanne Shaheen**

Recognized for “efforts in community leadership in NH.”

**2012 – Citation of Recognition from Governor John Lynch**

Recognized for “extraordinary contribution to NH Tourism.”

**2006 – Award from A-B Recycling**

Recognized for “environmental stewardship and exemplary recycling efforts.”

### ***Memberships & Activities***

**2024-Present**, Co-Chair of Psi Chi | PSU Chapter

**2023-Present**, Member of the PSU Promotion, Tenure, and Evaluation Advisory Group

**2023-Present**, Co-Chair of the PSU Psychology Club.

**2022-Present**, Vice-Chair of the Laconia School Board.

**2020-Present**, Member of the Board of Directors for the Belknap Economic Development Council.

**2018-Present**, Immediate Past President of the Board of Directors for Rotary Club of Laconia.

## **Dr. Jennifer Anderson**

**2018-2024**, Founding Member and Secretary of the Board of Directors for Lakes Region Cancer Support.

**2015-2024**, Co-Chair of the Board of Directors for the Belknap Mill Society.

**2002- Present**, Co-Host, Lakes Region Public Access show, "Today in Focus".

**2017-2021**, Steering Committee Member for the "Industrial Evolution" Capital Campaign for the Belknap Mill.

**2006- 2019**, Member of the LRCC Human Services Advisory Committee.

**2004- Present**, Member of the Christopher Arre Scholarship Committee, UNH.

**2017-2019**, Member of the LRCC Distance Learning Committee.

**2014-2015**, Proposal reviewer for presentations at the Doctoral Conference in Leadership and Learning at Rivier University, Nashua, NH.

# Charlie St. Clair

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## Professional Summary

Experienced executive, public servant, and community leader with more than three decades of leadership in nonprofit management, economic development, media, and state government. Widely recognized for contributions to tourism promotion, historic preservation, and public service, with a strong background in legislative leadership, community planning, and public engagement.

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## Professional Experience

**Executive Director | Laconia Motorcycle Week Association (LMWA) | Laconia, NH**  
*1991 – Present*

- Provides executive leadership for one of the oldest and most internationally recognized motorcycle rallies in the United States.
- Oversees strategic planning, marketing, sponsorship development, community relations, and public safety coordination.
- Serves as a key liaison between municipal leaders, state agencies, law enforcement, tourism partners, and private sponsors.
- Plays a central role in promoting regional economic development and tourism in the Lakes Region of New Hampshire.

**Owner | Laconia Antique Center | Laconia, NH**  
*2010 - Present*

- Owns and operates a downtown antique business focused on preservation, curation, and resale of historic artifacts.
- Supports local economic vitality and heritage tourism through small business leadership.

**Talk Show Co-Host | Today in Focus | Lakes Region Public Access Television**  
*1999 - Present*

- Co-hosts a weekly, hour-long public affairs program with Jennifer Anderson.
  - Covers local and national issues, community events, and political discourse, including election coverage.
  - Engages community members, policymakers, and subject-matter experts in thoughtful dialogue.
-

## Public Service & Leadership

### Mayor

#### City of Laconia, NH

September 2025 – January 2026

- Served as chief elected official, providing leadership during municipal decision-making and community initiatives.

### New Hampshire State Representative

#### District 5

2017 – 2020; 2022 - Present

- Represents constituents of District 5 in the New Hampshire State House.
- Serves on the **Transportation Committee**, contributing to statewide policy development related to infrastructure and mobility.
- Serves on the **Belknap County Delegation**.

### Chair

#### Laconia Planning Board

2016 - Present

- Leads planning and development initiatives focused on sustainable growth, land use, and community development.

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## Publications

- **Co-Author**, *Images of America: Laconia Motorcycle Week* (2008), with Jennifer Anderson
  - A historical account documenting the cultural and economic impact of Laconia Motorcycle Week.

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## Honors & Awards

- **Citizen of the Year** – City of Laconia, (2025)
- **Promoter of the Year**, Lakes Region Tourism Association (2018)
- **Silver Spoke Award for Government**, National Coalition of Motorcyclists (2018)
- **Promoter of the Year**, American Motorcyclist Association (2017)
- **Inductee**, Sturgis Motorcycle Museum Hall of Fame (2008)

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## Education

### Bachelor of Arts in History

University of Colorado | Boulder (1973)

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Form **8879-CORP**

**E-file Authorization for Corporations**

(December 2022)

For calendar year \_\_\_\_\_, or tax year beginning 08/01/23, ending 07/31/24

OMB No. 1545-0123

Department of the Treasury  
Internal Revenue Service

Use for *efile* authorizations for Form 1120, 1120-F or 1120S.  
Do not send to the IRS. Keep for your records.  
Go to [www.irs.gov/Form8879CORP](http://www.irs.gov/Form8879CORP) for the latest information.

Name of corporation

Employer identification number

LACONIA MOTORCYCLE WEEK ASSOCIATION

02-0459527

**Part I Information** (Whole dollars only)

1 Total income (Form 1120, line 11)	1	389,523
2 Total income (Form 1120-F, Section II, line 11)	2	
3 Total income (loss) (Form 1120-S, line 6)	3	

**Part II Declaration and Signature Authorization of Officer. Be sure to get a copy of the corporation's return.**

Under penalties of perjury, I declare that I am an officer of the above corporation and that I have examined a copy of the corporation's electronic income tax return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amounts in Part I above are the amounts shown on the copy of the corporation's electronic income tax return. I consent to allow my electronic return originator (ERO), transmitter, or intermediate service provider to send the corporation's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the corporation's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at **1-888-353-4537** no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the corporation's electronic income tax return and, if applicable, the corporation's consent to electronic funds withdrawal.

**Officer's PIN: check one box only**

I authorize MALONE, DIRUBBO & COMPANY, P.C. to enter my PIN 07015 as my signature  
ERO firm name do not enter all zeros  
on the corporation's electronically filed income tax return.

As an officer of the corporation, I will enter my PIN as my signature on the corporation's electronically filed income tax return.

Officer's signature

JENNIFER ANDERSON

**CLIENT'S COPY**

Title

SECRETARY

**Part III Certification and Authentication**

ERO's EFIN/PIN. Enter your six-digit EFIN followed by your five-digit self-selected PIN.

02056087396

do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the electronically filed income tax return for the corporation indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 3112**, IRS *e-file* Application and Participation, and **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS *e-file* Providers for Business Returns.

ERO's signature

RONDA J KILANOWSKI, CPA

Date

05/27/25

**ERO Must Retain This Form — See Instructions  
Do Not Submit This Form to the IRS Unless Requested To Do So**

For Paperwork Reduction Act Notice, see instructions.

Form **8879-CORP** (12-2022)

1120

U.S. Corporation Income Tax Return

OMB No. 1545-0123

For calendar year 2023 or tax year beginning

08/01/23, ending

07/31/24

2023

Go to www.irs.gov/Form1120 for instructions and the latest information.

Department of the Treasury Internal Revenue Service

- A Check if: 1a Consolidated return (attach Form 851) 1b Life/nonlife consolidated return 2 Personal holding co. (attach Sch. PH) 3 Personal service corp. (see instructions) 4 Schedule M-3 attached

Name: LACONIA MOTORCYCLE WEEK ASSOCIATION
Number, street, and room or suite no. if a P.O. box, see instructions: PO BOX 5399
City or town, state or province, country, and ZIP or foreign postal code: LACONIA NH 03247

B Employer identification number: 02-0459527
C Date incorporated: 05/21/1993
D Total assets (see instructions): \$ 16,551

E Check if: (1) Initial return (2) Final return (3) Name change (4) Address change

Table with 11 columns: Line number, Description, Sub-column (1a, 1b, 29a, 29b, 29c), and Amount. Rows include Gross receipts or sales, Deductions, and Taxable income.

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

Signature of officer: JENNIFER ANDERSON, Title: SECRETARY

Paid Preparer Use Only section including fields for Preparer's name, Date, Firm's name, Firm's address, and Firm's EIN.

Schedule C Dividends, Inclusions, and Special Deductions (see instructions)		(a) Dividends and inclusions	(b) %	(c) Special deductions (a) x (b)
1	Dividends from less-than-20%-owned domestic corporations (other than debt-financed stock)		50	
2	Dividends from 20%-or-more-owned domestic corporations (other than debt-financed stock)		65	
3	Dividends on certain debt-financed stock of domestic and foreign corporations		See instructions	
4	Dividends on certain preferred stock of less-than-20%-owned public utilities		23.3	
5	Dividends on certain preferred stock of 20%-or-more-owned public utilities		26.7	
6	Dividends from less-than-20%-owned foreign corporations and certain FSCs		50	
7	Dividends from 20%-or-more-owned foreign corporations and certain FSCs		65	
8	Dividends from wholly owned foreign subsidiaries		100	
9	<b>Subtotal.</b> Add lines 1 through 8. See instructions for limitations		See instructions	
10	Dividends from domestic corporations received by a small business investment company operating under the Small Business Investment Act of 1958		100	
11	Dividends from affiliated group members		100	
12	Dividends from certain FSCs		100	
13	Foreign-source portion of dividends received from a specified 10%-owned foreign corporation (excluding hybrid dividends) (see instructions)		100	
14	Dividends from foreign corporations not included on line 3, 6, 7, 8, 11, 12, or 13 (including any hybrid dividends)			
15	Reserved for future use			
16a	Subpart F inclusions derived from the sale by a controlled foreign corporation (CFC) of the stock of a lower-tier foreign corporation treated as a dividend (attach Form(s) 5471) (see instructions)		100	
b	Subpart F inclusions derived from hybrid dividends of tiered corporations (attach Form(s) 5471) (see instructions)			
c	Other inclusions from CFCs under subpart F not included on line 16a, 16b, or 17 (attach Form(s) 5471) (see instructions)			
17	Global Intangible Low-Taxed Income (GILTI) (attach Form(s) 5471 and Form 8992)			
18	Gross-up for foreign taxes deemed paid			
19	IC-DISC and former DISC dividends not included on line 1, 2, or 3			
20	Other dividends			
21	Deduction for dividends paid on certain preferred stock of public utilities			
22	Section 250 deduction (attach Form 8993)			
23	<b>Total dividends and inclusions.</b> Add column (a), lines 9 through 20. Enter here and on page 1, line 4			
24	<b>Total special deductions.</b> Add column (c), lines 9 through 22. Enter here and on page 1, line 29b			

**Schedule J Tax Computation and Payment** (see instructions)

**Part I—Tax Computation**

1	Income tax. See instructions	1	0
2	Base erosion minimum tax amount (attach Form 8991)	2	
3	Corporate alternative minimum tax from Form 4626, Part II, line 13 (attach Form 4626)	3	
4	Add lines 1, 2, and 3	4	0
5a	Foreign tax credit (attach Form 1118)	5a	
5b	Credit from Form 8834 (see instructions)	5b	
5c	General business credit (see instructions—attach Form 3800)	5c	
5d	Credit for prior year minimum tax (attach Form 8827)	5d	
5e	Bond credits from Form 8912	5e	
6	<b>Total credits.</b> Add lines 5a through 5e	6	
7	Subtract line 6 from line 4	7	
8	Personal holding company tax (attach Schedule PH (Form 1120))	8	
9a	Recapture of investment credit (attach Form 4255)	9a	
9b	Recapture of low-income housing credit (attach Form 8611)	9b	
9c	Interest due under the look-back method—completed long-term contracts (attach Form 8697)	9c	
9d	Interest due under the look-back method—income forecast method (attach Form 8866)	9d	
9e	Alternative tax on qualifying shipping activities (attach Form 8902)	9e	
9f	Interest/tax due under section 453A(c)	9f	
9g	Interest/tax due under section 453(l)	9g	
9z	Other (see instructions—attach statement)	9z	
10	<b>Total.</b> Add lines 9a through 9z	10	
11	<b>Total tax.</b> Add lines 7, 8, and 10. Enter here and on page 1, line 31	11	0

**Part II—Payments and Refundable Credits**

12	Reserved for future use	12	
13	Preceding year's overpayment credited to the current year	13	
14	Current year's estimated tax payments	14	
15	Current year's refund applied for on Form 4466	15	( )
16	Combine lines 13, 14, and 15	16	
17	Tax deposited with Form 7004	17	
18	Withholding (see instructions)	18	
19	<b>Total payments.</b> Add lines 16, 17, and 18	19	
20	Refundable credits from:		
20a	Form 2439	20a	
20b	Form 4136	20b	
20c	Reserved for future use	20c	
20z	Other (attach statement—see instructions)	20z	
21	<b>Total credits.</b> Add lines 20a through 20z	21	
22	Elective payment election amount from Form 3800	22	
23	<b>Total payments and credits.</b> Add lines 19, 21, and 22. Enter here and on page 1, line 33	23	

**Schedule K Other Information** (see instructions)

1	Check accounting method: a <input checked="" type="checkbox"/> Cash b <input type="checkbox"/> Accrual c <input type="checkbox"/> Other (specify) .....	Yes	No
2	See the instructions and enter the:		
a	Business activity code no. 711300 .....		
b	Business activity CIVIC ACTIVITY .....		
c	Product or service PROMOTION .....		
3	Is the corporation a subsidiary in an affiliated group or a parent-subsidiary controlled group? .....		X
	If "Yes," enter name and EIN of the parent corporation .....		
4	At the end of the tax year:		
a	Did any foreign or domestic corporation, partnership (including any entity treated as a partnership), trust, or tax-exempt organization own directly 20% or more, or own, directly or indirectly, 50% or more of the total voting power of all classes of the corporation's stock entitled to vote? If "Yes," complete Part I of Schedule G (Form 1120) (attach Schedule G) .....		X
b	Did any individual or estate own directly 20% or more, or own, directly or indirectly, 50% or more of the total voting power of all classes of the corporation's stock entitled to vote? If "Yes," complete Part II of Schedule G (Form 1120) (attach Schedule G) .....		X
5	At the end of the tax year, did the corporation:		
a	Own directly 20% or more, or own, directly or indirectly, 50% or more of the total voting power of all classes of stock entitled to vote of any foreign or domestic corporation not included on Form 851, Affiliations Schedule? For rules of constructive ownership, see instructions. If "Yes," complete (i) through (iv) below.		X

(i) Name of Corporation	(ii) Employer Identification Number (if any)	(iii) Country of Incorporation	(iv) Percentage Owned in Voting Stock

b	Own directly an interest of 20% or more, or own, directly or indirectly, an interest of 50% or more in any foreign or domestic partnership (including an entity treated as a partnership) or in the beneficial interest of a trust? For rules of constructive ownership, see instructions. If "Yes," complete (i) through (iv) below.		X
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(i) Name of Entity	(ii) Employer Identification Number (if any)	(iii) Country of Organization	(iv) Maximum Percentage Owned in Profit, Loss, or Capital

6	During this tax year, did the corporation pay dividends (other than stock dividends and distributions in exchange for stock) in excess of the corporation's current and accumulated earnings and profits? See sections 301 and 316 .....	X
	If "Yes," file Form 5452, Corporate Report of Nondividend Distributions. See the instructions for Form 5452. If this is a consolidated return, answer here for the parent corporation and on Form 851 for each subsidiary.	
7	At any time during this tax year, did one foreign person own, directly or indirectly, at least 25% of the total voting power of all classes of the corporation's stock entitled to vote or at least 25% of the total value of all classes of the corporation's stock? For rules of attribution, see section 318. If "Yes," enter:	X
	(a) Percentage owned ..... and (b) Owner's country .....	
	(c) The corporation may have to file Form 5472, Information Return of a 25% Foreign-Owned U.S. Corporation or a Foreign Corporation Engaged in a U.S. Trade or Business. Enter the number of Forms 5472 attached .....	
8	Check this box if the corporation issued publicly offered debt instruments with original issue discount .....	<input type="checkbox"/>
	If checked, the corporation may have to file Form 8281, Information Return for Publicly Offered Original Issue Discount Instruments.	
9	Enter the amount of tax-exempt interest received or accrued during this tax year\$ .....	0
10	Enter the number of shareholders at the end of the tax year (if 100 or fewer) .....	
11	If the corporation has an NOL for the tax year and is electing to forego the carryback period, check here (see instructions) .....	<input checked="" type="checkbox"/>
	If the corporation is filing a consolidated return, the statement required by Regulations section 1.1502-21(b)(3) must be attached or the election will not be valid.	
12	Enter the available NOL carryover from prior tax years (do not reduce it by any deduction reported on page 1, line 29a) .....	\$ 339,131

**Schedule K Other Information** (continued from page 4)

	Yes	No
<b>13</b> Are the corporation's total receipts (page 1, line 1a, plus lines 4 through 10) for the tax year and its total assets at the end of the tax year less than \$250,000? If "Yes," the corporation is not required to complete Schedules L, M-1, and M-2. Instead, enter the total amount of cash distributions and the book value of property distributions (other than cash) made during this tax year \$		X
<b>14</b> Is the corporation required to file Schedule UTP (Form 1120), Uncertain Tax Position Statement? See instructions If "Yes," complete and attach Schedule UTP.		X
<b>15a</b> Did the corporation make any payments that would require it to file Form(s) 1099?		X
<b>b</b> If "Yes," did or will the corporation file required Form(s) 1099?		
<b>16</b> During this tax year, did the corporation have an 80%-or-more change in ownership, including a change due to redemption of its own stock?		X
<b>17</b> During or subsequent to this tax year, but before the filing of this return, did the corporation dispose of more than 65% (by value) of its assets in a taxable, non-taxable, or tax deferred transaction?		X
<b>18</b> Did this corporation receive assets in a section 351 transfer in which any of the transferred assets had a fair market basis or fair market value of more than \$1 million?		X
<b>19</b> During this corporation's tax year, did the corporation make any payments that would require it to file Forms 1042 and 1042-S under chapter 3 (sections 1441 through 1464) or chapter 4 (sections 1471 through 1474) of the Code?		X
<b>20</b> Is the corporation operating on a cooperative basis?		X
<b>21</b> During this tax year, did the corporation pay or accrue any interest or royalty for which the deduction is not allowed under section 267A? See instructions If "Yes," enter the total amount of the disallowed deductions \$		X
<b>22</b> Does this corporation have gross receipts of at least \$500 million in any of the 3 preceding tax years? (See sections 59A(e)(2) and (3).) If "Yes," complete and attach Form 8991.		X
<b>23</b> Did the corporation have an election under section 163(j) for any real property trade or business or any farming business in effect during this tax year? See instructions	X	
<b>24</b> Does the corporation satisfy one or more of the following? If "Yes," complete and attach Form 8990. See instructions <b>a</b> The corporation owns a pass-through entity with current, or prior year carryover, excess business interest expense. <b>b</b> The corporation's aggregate average annual gross receipts (determined under section 448(c)) for the 3 tax years preceding the current tax year are more than \$29 million and the corporation has business interest expense. <b>c</b> The corporation is a tax shelter and the corporation has business interest expense.		X
<b>25</b> Is the corporation attaching Form 8996 to certify as a Qualified Opportunity Fund? If "Yes," enter amount from Form 8996, line 15 \$		X
<b>26</b> Since December 22, 2017, did a foreign corporation directly or indirectly acquire substantially all of the properties held directly or indirectly by the corporation, and was the ownership percentage (by vote or value) for purposes of section 7874 greater than 50% (for example, the shareholders held more than 50% of the stock of the foreign corporation)? If "Yes," list the ownership percentage by vote and by value. See instructions Percentage: By Vote By Value		X
<b>27</b> At any time during this tax year, did the corporation (a) receive a digital asset (as a reward, award, or payment for property or services); or (b) sell, exchange, or otherwise dispose of a digital asset (or a financial interest in a digital asset)? See instructions		X
<b>28</b> Is the corporation a member of a controlled group? If "Yes," attach Schedule O (Form 1120). See instructions.		X
<b>29</b> Corporate Alternative Minimum Tax: <b>a</b> Was the corporation an applicable corporation under section 59(k)(1) in any prior tax year? If "Yes," go to question 29b. If "No," skip to question 29c. <b>b</b> Is the corporation an applicable corporation under section 59(k)(1) in the current tax year because the corporation was an applicable corporation in the prior tax year? If "Yes," complete and attach Form 4626. If "No," continue to question 29c. <b>c</b> Does the corporation meet the requirements of the safe harbor method as provided under section 59(k)(3)(A), for the current tax year? See instructions If "No," complete and attach Form 4626. If "Yes," the corporation is not required to file Form 4626.		X
<b>30</b> Is the corporation required to file Form 7208 relating to the excise tax on repurchase of corporate stock (see instructions): <b>a</b> Under the rules for stock repurchased by a covered corporation (or stock acquired by its specified affiliate)? <b>b</b> Under the applicable foreign corporation rules? <b>c</b> Under the covered surrogate foreign corporation rules? If "Yes" to either (a), (b), or (c), complete Form 7208, Excise Tax on Repurchase of Corporate Stock. See the Instructions for Form 7208.		X
<b>31</b> Is this a consolidated return with gross receipts or sales of \$1 billion or more and a subchapter K basis adjustment, as described in the instructions, of \$10 million or more? If "Yes," attach a statement. See instructions.		X

Schedule L	Balance Sheets per Books	Beginning of tax year		End of tax year	
		(a)	(b)	(c)	(d)
<b>Assets</b>					
1	Cash		11,221		1,251
2a	Trade notes and accounts receivable				
b	Less allowance for bad debts				
3	Inventories		3,525		15,300
4	U.S. government obligations				
5	Tax-exempt securities (see instructions)				
6	Other current assets (att. stmt.)				
7	Loans to shareholders				
8	Mortgage and real estate loans				
9	Other investments (attach stmt.)				
10a	Buildings and other depreciable assets				
b	Less accumulated depreciation				
11a	Depletable assets				
b	Less accumulated depletion				
12	Land (net of any amortization)				
13a	Intangible assets (amortizable only)	25,800		25,800	
b	Less accumulated amortization	25,800	0	25,800	0
14	Other assets (attach stmt.)				
15	<b>Total assets</b>		14,746		16,551
<b>Liabilities and Shareholders' Equity</b>					
16	Accounts payable				
17	Mortgages, notes, bonds payable in less than 1 year				
18	Other current liabilities (att. stmt.) STMT 3		251,406		256,923
19	Loans from shareholders				
20	Mortgages, notes, bonds payable in 1 year or more		150,000		150,000
21	Other liabilities (attach statement)				
22	Capital stock: a Preferred stock				
	b Common stock				
23	Additional paid-in capital				
24	Retained earnings—Appropriated (att. stmt.)				
25	Retained earnings—Unappropriated		-386,660		-390,372
26	Adjustments to SH equity (att. stmt.)				
27	Less cost of treasury stock				
28	<b>Total liabilities and shareholders' equity</b>		14,746		16,551

**Schedule M-1 Reconciliation of Income (Loss) per Books With Income per Return**

Note: The corporation may be required to file Schedule M-3. See instructions.

1	Net income (loss) per books	-3,712	7	Income recorded on books this year not included on this return (itemize):	
2	Federal income tax per books			Tax-exempt interest \$	
3	Excess of capital losses over capital gains				
4	Income subject to tax not recorded on books this year (itemize):				
5	Expenses recorded on books this year not deducted on this return (itemize):		8	Deductions on this return not charged against book income this year (itemize):	
a	Depreciation \$		a	Depreciation \$	
b	Charitable contributions \$		b	Charitable contributions \$	
c	Travel and entertainment \$ 404				
	STMT 4 269	673	9	Add lines 7 and 8	
6	Add lines 1 through 5	-3,039	10	Income (page 1, line 28)—line 6 less line 9	-3,039

**Schedule M-2 Analysis of Unappropriated Retained Earnings per Books (Schedule L, Line 25)**

1	Balance at beginning of year	-386,660	5	Distributions: a Cash	
2	Net income (loss) per books	-3,712		b Stock	
3	Other increases (itemize):			c Property	
			6	Other decreases (itemize):	
			7	Add lines 5 and 6	
4	Add lines 1, 2, and 3	-390,372	8	Balance at end of year (line 4 less line 7)	-390,372



## Charitable Contribution Carryover Worksheet

Form **1120**

**2023**

For calendar year 2023 or tax year beginning 08/01/23 , ending 07/31/24

Name

Employer Identification Number

LACONIA MOTORCYCLE WEEK ASSOCIATION

02-0459527

Contributions		Prior Year		Current Year		Next Year
Preceding Tax Year	Excess Contributions	Utilized Or Reclassed to NOL	Carryover	Reclassified to NOL <small>(Reg. Sec. 1.170A-11(c)(2))</small>	Carryovers Utilized	Carryover
5th 07/31/19						
4th 07/31/20	393		393			393
3rd 07/31/21	100		100			100
2nd 07/31/22	997		997			997
1st 07/31/23	215		215			215
Charitable Contribution Carryover To Current Year			1,705			
Current Year		0				0
Charitable Contribution Carryover Available To Next Year						1,705

## Net Operating Loss Carryover Worksheet

Form **1120**

**2023**

For calendar year 2023 or tax year beginning 08/01/23, ending 07/31/24

Name

Employer Identification Number

LACONIA MOTORCYCLE WEEK ASSOCIATION

02-0459527

Preceding Taxable Year	Adj. To NOL Inc/(Loss) After Adj.	Prior Year		Current Year	Next Year
		NOL Utilized (Income Offset)	Carryovers	Income Offset By NOL Carryback/Carryover NOL Utilized	Carryover
20th 07/31/04	-4,877	5,948			
19th 07/31/05	-5,948	5,948			
18th 07/31/06	-549	549			
17th 07/31/07	-1,130 -31,086	31,086			
16th 07/31/08	23,381	-23,381			
15th 07/31/09	-51,337	51,337			
14th 07/31/10	-199 -22,315	22,315			
13th 07/31/11	33,282	-33,282			
12th 07/31/12	-27,944	19,209	8,735		8,735
11th 07/31/13	-38,210		38,210		38,210
10th 07/31/14	-1,502 -127,901		127,901		127,901
9th 07/31/15	33,365	-33,365			
8th 07/31/16	36,252	-36,252			
7th 07/31/17	-375 -17,693		17,693		17,693
6th 07/31/18	25,818	-25,818			
5th 07/31/19	-7,734		7,734		7,734
4th 07/31/20	-11,322		11,322		11,322
3rd 07/31/21	-33,470		33,470		33,470
2nd 07/31/22	-48,141		48,141		48,141
1st 07/31/23	-45,925		45,925		45,925
NOL Carryover Available To Current Year			339,131		
Current Year	0 -3,039				3,039
NOL Carryover Available To Next Year					342,170

Current year net operating losses available to be utilized:

Aggregate amount of NOL arising in taxable years beginning before 1/1/18 (Pre TCJA NOL)	192,539
Aggregate amount of NOL arising in taxable years beginning after 12/31/17 (Post TCJA NOL)	146,592

**Federal Statements**

YE: 7/31/2024

**Statement 1 - Form 1120, Page 1, Line 19 - Charitable Contributions**

Description	Amount
CARRYOVER FROM PRIOR YEARS	\$ 1,705
TOTAL CONTRIBUTIONS AVAILABLE	1,705
LESS CONTRIBUTIONS DISALLOWED	1,705
LESS QCC DISALLOWED	0
TOTAL DEDUCTION ALLOWED	\$ 0

**Statement 2 - Form 1120, Page 1, Line 26 - Other Deductions**

Description	Amount
BANK SERVICE CHARGE	\$ 1,594
BILLBOARDS/BANNERS	3,847
DESIGN EXPENSE	24,072
DUES AND SUBSCRIPTIONS	540
INSURANCE	3,209
LEGAL & ACCOUNTING FEES	1,607
MISCELLANEOUS	87
MOTORCYCLE WEEK EXPENSE	65,120
OFFICE EXPENSE	3,105
POSTAGE & SHIPPING	11,465
PR SERVICE FEE	1,365
PR/SOCIAL MEDIA	11,121
TRAVEL EXPENSE	19,448
UTILITIES	5,285
VEHICLE EXPENSE	15,114
WEBSITE	11,481
50% OF MEALS	404
TOTAL	\$ 178,864

**Statement 3 - Form 1120, Page 6, Schedule L, Line 18 - Other Current Liabilities**

Description	Beginning of Year	End of Year
CASH OVERDRAFT	\$	\$ 29,517
LOAN-CHARLIE STCLAIR	221,406	221,406
BANK OF NH LOAN	30,000	
LOAN-STEPHANIE TAMPOSI		6,000
TOTAL	\$ 251,406	\$ 256,923

**Statement 4 - Form 1120, Page 6, Schedule M-1, Line 5 - Expenses on Books Not on Return**

Description	Amount
FINES AND PENALTIES	\$ 269
TOTAL	\$ 269

Year Ending: July 31, 2024

02-0459527

Laconia Motorcycle Week Association  
PO Box 5399  
Laconia, NH 03247

### **NOL Carryback Election**

Under IRC Section 172(b)(3), the taxpayer elects to relinquish the entire carryback period with respect to any net operating loss incurred during the current tax year.

Name

Employer Identification Number

LACONIA MOTORCYCLE WEEK ASSOCIATION

02-0459527

	2022	2023	Differences	
<b>Income</b>	Gross profit percentage	100.0000	100.0000	0.0000
	Net receipts	498,323	389,523	-108,800
	Cost of goods sold			
	Gross profit	498,323	389,523	-108,800
	Dividends			
	Interest	772		-772
	Gross rents			
	Gross royalties			
	Capital gain net income from Schedule D			
	Net gain or (loss) from Form 4797			
Other income				
<b>Total income</b>	<b>499,095</b>	<b>389,523</b>	<b>-109,572</b>	
<b>Deductions</b>	Compensation of officers	100,887	100,888	1
	Salaries and wages less employment credits			
	Repairs and maintenance			
	Bad debts			
	Rents	40,383	49,164	8,781
	Taxes and licenses	7,830	8,959	1,129
	Interest	3,655	11,390	7,735
	Charitable contributions			
	Depreciation			
	Depletion			
	Advertising	33,172	30,870	-2,302
	Pension, profit-sharing, etc., plans			
	Employee benefit programs	13,409	12,427	-982
	Energy efficient commercial building deduction			
	Other deductions	345,684	178,864	-166,820
<b>Total deductions</b>	<b>545,020</b>	<b>392,562</b>	<b>-152,458</b>	
<b>Taxable income before NOL &amp; special deductions</b>	<b>-45,925</b>	<b>-3,039</b>	<b>42,886</b>	
Net operating loss				
Special deductions				
<b>Tax and Credits</b>	<b>Taxable income</b>	<b>-45,925</b>	<b>-3,039</b>	<b>42,886</b>
	Income tax	0	0	0
	Base erosion minimum tax			
	Corporate alternative minimum tax			
	Foreign tax credit			
	Form 8834 credit			
	General business credit			
	Credit for prior year minimum tax			
	Bond credits			
	Personal holding company tax			
Other taxes				
<b>Total tax (Including additional taxes)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Name

LACONIA MOTORCYCLE WEEK ASSOCIATION

Employer Identification Number

02-0459527

		2022	2023	Differences
<b>Payments and Refundable Credits</b>	Prior year overpayment credited to current year .....			
	Current year estimated tax payments .....			
	Refund applied for on Form 4466 .....	( )	( )	
	Tax deposited with Form 7004 .....			
	Withholding .....			
	Form 2439 credit .....			
	Form 4136 credit .....			
	Other refundable credits .....			
	Elective payment election amount from Form 3800 .....			
	<b>Total payments and credits</b> .....			
<b>Tax Due or Refund</b>	<b>Tax due (overpayment)</b> .....			
	Estimated tax penalty from Form 2220 .....			
	Penalties and interest .....			
	<b>Net tax due (overpayment)</b> .....			
	<b>Amount of overpayment credited to next year's tax</b> .....			
<b>Amount of overpayment refunded</b> .....				
<b>Sch L</b>	Beginning assets .....	33,367	14,746	-18,621
	Beginning liabilities and equity .....	33,367	14,746	-18,621
	Ending assets .....	14,746	16,551	1,805
	Ending liabilities and equity .....	14,746	16,551	1,805
<b>Sch M-1</b>	Net income (loss) per books .....	-46,152	-3,712	42,440
	Federal income tax per books .....			
	Excess of capital losses over capital gains .....			
	Taxable income not on books .....			
	Book expenses not deducted .....	227	673	446
	Income on books not on return .....			
<b>Sch M-2</b>	Return deductions not on books .....			
	Income per return .....	-45,925	-3,039	42,886
	Beginning of year balance .....	-340,508	-386,660	-46,152
	Net income (loss) per books .....	-46,152	-3,712	42,440
	Other increases .....			
	Cash distributions .....			
	Stock distributions .....			
	Property distributions .....			
<b>Sch M-3</b>	Other decreases .....			
	Balance at end of year .....	-386,660	-390,372	-3,712
	<b>Total income (loss) items:</b>			
	Income (loss) per income statement .....			
	Temporary difference .....			
	Permanent difference .....			
	Income (loss) per tax return .....			
	<b>Total expense/deduction items:</b>			
	Expense per income statement .....			
	Temporary difference .....			
	Permanent difference .....			
	Deduction per tax return .....			
	<b>Other items with no differences:</b>			
	Income (loss) per income statement .....			
	Income (loss) per tax return .....			
	<b>Reconciliation totals:</b>			
	Income (loss) per income statement .....			
	Temporary difference .....			
	Permanent difference .....			
Income (loss) per tax return .....				

GRANT AGREEMENT

The State of New Hampshire and the Grantee hereby  
Mutually agree as follows:  
GENERAL PROVISIONS

1. Identification and Definitions.

<b>1.1. State Agency Name</b> Department of Business and Economic Affairs		<b>1.2. State Agency Address</b> 100 N. Main St, Suite 100, Concord, NH 03301	
<b>1.3. Grantee Name</b> League of New Hampshire Craftsmen		<b>1.4. Grantee Address</b> 49 South Main Street, Suite 100, Concord, NH 03301	
<b>1.5 Grantee Phone #</b> 603-224-3375	<b>1.6. Account Number</b> 20130000/500590	<b>1.7. Completion Date</b> 11/1/2026	<b>1.8. Grant Limitation</b> \$24,739.42
<b>1.9. Grant Officer for State Agency</b> Michelle Cruz		<b>1.10. State Agency Telephone Number</b> 603-271-2665	
If Grantee is a municipality or village district: "By signing this form we certify that we have complied with any public meeting requirement for acceptance of this grant, including if applicable RSA 31:95-b."			
<b>1.11. Grantee Signature 1</b> 		<b>1.12. Name &amp; Title of Grantee Signor 1</b> <i>Katherine Saunders Executive Director</i>	
<b>Grantee Signature 2</b> N/A		<b>Name &amp; Title of Grantee Signor 2</b> N/A	
<b>Grantee Signature 3</b> N/A		<b>Name &amp; Title of Grantee Signor 3</b> N/A	
<b>1.13 State Agency Signature(s)</b> 		<b>1.14. Name &amp; Title of State Agency Signor(s)</b> James Key-Wallace, Interim Commissioner	
<b>1.15. Approval by Attorney General (Form, Substance and Execution) (if G &amp; C approval required)</b>			
By: <i>Vasilios Manthos</i> Attorney,		On: 3/5/26 / /	
<b>1.16. Approval by Governor and Council (if applicable)</b>			
By:		On: / /	

2. SCOPE OF WORK: In exchange for grant funds provided by the State of New Hampshire, acting through the Agency identified in block 1.1 (hereinafter referred to as "the State"), the Grantee identified in block 1.3 (hereinafter referred to as "the Grantee"), shall perform that work identified and more particularly described in the scope of work attached hereto as EXHIBIT B (the scope of work being hereinafter referred to as "the Project").

Initials   
Date 1/28/26

3. AREA COVERED. Except as otherwise specifically provided for herein, the Grantee shall perform the Project in, and with respect to, the State of New Hampshire.
4. EFFECTIVE DATE: COMPLETION OF PROJECT.
- 4.1. This Agreement, and all obligations of the parties hereunder, shall become effective on the date on the date of approval of this Agreement by the Governor and Council of the State of New Hampshire if required (block 1.16), or upon signature by the State Agency as shown in block 1.14 ("the Effective Date").
- 4.2. Except as otherwise specifically provided herein, the Project, including all reports required by this Agreement, shall be completed in ITS entirety prior to the date in block 1.7 (hereinafter referred to as "the Completion Date").
5. GRANT AMOUNT: LIMITATION ON AMOUNT: VOUCHERS: PAYMENT.
- 5.1. The Grant Amount is identified and more particularly described in EXHIBIT C, attached hereto.
- 5.2. The manner of, and schedule of payment shall be as set forth in EXHIBIT C.
- 5.3. In accordance with the provisions set forth in EXHIBIT C, and in consideration of the satisfactory performance of the Project, as determined by the State, and as limited by subparagraph 5.5 of these general provisions, the State shall pay the Grantee the Grant Amount. The State shall withhold from the amount otherwise payable to the Grantee under this subparagraph 5.3 those sums required, or permitted, to be withheld pursuant to N.H. RSA 80:7 through 7-c.
- 5.4. The payment by the State of the Grant amount shall be the only, and the complete payment to the Grantee for all expenses, of whatever nature, incurred by the Grantee in the performance hereof, and shall be the only, and the complete, compensation to the Grantee for the Project. The State shall have no liabilities to the Grantee other than the Grant Amount.
- 5.5. Notwithstanding anything in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made, hereunder exceed the Grant limitation set forth in block 1.8 of these general provisions.
6. COMPLIANCE BY GRANTEE WITH LAWS AND REGULATIONS. In connection with the performance of the Project, the Grantee shall comply with all statutes, laws regulations, and orders of federal, state, county, or municipal authorities which shall impose any obligations or duty upon the Grantee, including the acquisition of any and all necessary permits and RSA 31-95-b.
7. RECORDS and ACCOUNTS.
- 7.1. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency, the Grantee shall keep detailed accounts of all expenses incurred in connection with the Project, including, but not limited to, costs of administration, transportation, insurance, telephone calls, and clerical materials and services. Such accounts shall be supported by receipts, invoices, bills and other similar documents.
- 7.2. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency pursuant to subparagraph 7.1, at any time during the Grantee's normal business hours, and as often as the State shall demand, the Grantee shall make available to the State all records pertaining to matters covered by this Agreement. The Grantee shall permit the State to audit, examine, and reproduce such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, data (as that term is hereinafter defined), and other information relating to all matters covered by this Agreement. As used in this paragraph, "Grantee" includes all persons, natural or fictional, affiliated with, controlled by, or under common ownership with, the entity identified as the Grantee in block 1.3 of these provisions
8. PERSONNEL.
- 8.1. The Grantee shall, at its own expense, provide all personnel necessary to perform the Project. The Grantee warrants that all personnel engaged in the Project shall be qualified to perform such Project, and shall be properly licensed and authorized to perform such Project under all applicable laws.
- 8.2. The Grantee shall not hire, and it shall not permit any subcontractor, subgrantee, or other person, firm or corporation with whom it is engaged in a combined effort to perform the Project, to hire any person who has a contractual relationship with the State, or who is a State officer or employee, elected or appointed.
- 8.3. The Grant Officer shall be the representative of the State hereunder. In the event of any dispute hereunder, the interpretation of this Agreement by the Grant Officer, and his/her decision on any dispute, shall be final.
9. DATA: RETENTION OF DATA: ACCESS.
- 9.1. As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations,
- 9.2. computer programs, computer printouts, notes, letters, memoranda, paper, and documents, all whether finished or unfinished.
- 9.2. Between the Effective Date and the Completion Date the Grantee shall grant to the State, or any person designated by it, unrestricted access to all data for examination, duplication, publication, translation, sale, disposal, or for any other purpose whatsoever.
- 9.3. No data shall be subject to copyright in the United States or any other country by anyone other than the State.
- 9.4. On and after the Effective Date all data, and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason, whichever shall first occur.
- 9.5. The State, and anyone it shall designate, shall have unrestricted authority to publish, disclose, distribute and otherwise use, in whole or in part, all data.
10. CONDITIONAL NATURE OR AGREEMENT. Notwithstanding anything in this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability or continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available or appropriated funds. In the event of a reduction or termination of those funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Grantee notice of such termination.
11. EVENT OF DEFAULT: REMEDIES.
- 11.1. Any one or more of the following acts or omissions of the Grantee shall constitute an event of default hereunder (hereinafter referred to as "Events of Default"):
  - 11.1.1 Failure to perform the Project satisfactorily or on schedule; or
  - 11.1.2 Failure to submit any report required hereunder; or
  - 11.1.3 Failure to maintain, or permit access to, the records required hereunder; or
  - 11.1.4 Failure to perform any of the other covenants and conditions of this Agreement.
- 11.2. Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:
  - 11.2.1 Give the Grantee a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Grantee notice of termination; and
  - 11.2.2 Give the Grantee a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the Grant Amount which would otherwise accrue to the Grantee during the period from the date of such notice until such time as the State determines that the Grantee has cured the Event of Default shall never be paid to the Grantee; and
  - 11.2.3 Set off against any other obligation the State may owe to the Grantee any damages the State suffers by reason of any Event of Default; and
  - 11.2.4 Treat the agreement as breached and pursue any of its remedies at law or in equity, or both.
12. TERMINATION.
- 12.1. In the event of any early termination of this Agreement for any reason other than the completion of the Project, the Grantee shall deliver to the Grant Officer, not later than fifteen (15) days after the date of termination, a report (hereinafter referred to as the "Termination Report") describing in detail all Project Work performed, and the Grant Amount earned, to and including the date of termination.
- 12.2. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall entitle the Grantee to receive that portion of the Grant amount earned to and including the date of termination.
- 12.3. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall in no event relieve the Grantee from any and all liability for damages sustained or incurred by the State as a result of the Grantee's breach of its obligations hereunder.
- 12.4. Notwithstanding anything in this Agreement to the contrary, either the State or, except where notice default has been given to the Grantee hereunder, the Grantee, may terminate this Agreement without cause upon thirty (30) days written notice.
13. CONFLICT OF INTEREST. No officer, member of employee of the Grantee, and no representative, officer or employee of the State of New Hampshire or of the governing body of the locality or localities in which the Project is to be performed, who exercises any functions or responsibilities in the review or

Initials *RES*  
Date *1/27/26*

- approval of the undertaking or carrying out of such Project, shall participate in any decision relating to this Agreement which affects his or her personal interest or the interest of any corporation, partnership, or association in which he or she is directly or indirectly interested, nor shall he or she have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.
14. GRANTEE'S RELATION TO THE STATE. In the performance of this Agreement the Grantee, its employees, and any subcontractor or subgrantee of the Grantee are in all respects independent contractors, and are neither agents nor employees of the State. Neither the Grantee nor any of its officers, employees, agents, members, subcontractors or subgrantees, shall have authority to bind the State nor are they entitled to any of the benefits, workmen's compensation or emoluments provided by the State to its employees.
  15. ASSIGNMENT AND SUBCONTRACTS. The Grantee shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the State. None of the Project Work shall be subcontracted or subgranted by the Grantee other than as set forth in Exhibit B without the prior written consent of the State.
  16. INDEMNIFICATION. The Grantee shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based on, resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Grantee or subcontractor, or subgrantee or other agent of the Grantee. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this agreement.
  17. INSURANCE.
  - 17.1 The Grantee shall, at its own expense, obtain and maintain in force, or shall require any subcontractor, subgrantee or assignee performing Project work to obtain and maintain in force, both for the benefit of the State, the following insurance:
    - 17.1.1 Statutory workers' compensation and employees liability insurance for all employees engaged in the performance of the Project, and
    - 17.1.2 General liability insurance against all claims of bodily injuries, death or property damage, in amounts not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury or death any one incident, and \$500,000 for property damage in any one incident; and
  - 17.2. The policies described in subparagraph 17.1 of this paragraph shall be the standard form employed in the State of New Hampshire, issued by underwriters acceptable to the State, and authorized to do business in the State of New Hampshire. Grantee shall furnish to the State, certificates of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy.
  18. WAIVER OF BREACH. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event, or any subsequent Event. No express waiver of any Event of Default shall be deemed a waiver of any provisions hereof. No such failure of waiver shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other default on the part of the Grantee.
  19. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses first above given.
  20. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Council of the State of New Hampshire, if required or by the signing State Agency.
  21. CONSTRUCTION OF AGREEMENT AND TERMS. This Agreement shall be construed in accordance with the law of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assignees. The captions and contents of the "subject" blank are used only as a matter of convenience, and are not to be considered a part of this Agreement or to be used in determining the intent of the parties hereto.
  22. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.
  23. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings relating hereto.
  24. SPECIAL PROVISIONS. The additional or modifying provisions set forth in Exhibit A hereto are incorporated as part of this agreement.

## Exhibit A Special Provisions

Due to the nature of this contract, the Division of Travel and Tourism Development (DTTD) waives the \$2,000,000 provision for bodily injury or death in Paragraph 17.1.2 (Insurance and Bond) and accepts \$1,000,000 for any one incident.

## Exhibit B Scope of Services

The Division of Travel and Tourism Development (DTTD) will award Joint Promotional Grant funds to the League of New Hampshire Craftsmen (LNHC) to be used to promote travel and tourism in New Hampshire.

Grant Deliverables:

Print Advertising with Digital Components: LNHC will place advertisements in Artscope, Connecticut Magazine, The Hippo, NH Magazine, New England Home Magazine, Portland Magazine, Yankee Magazine, and The Boston Globe to promote LNHC's 2026 Annual Craftsmen's Fair. DTTD's logo will be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

Digital and Social Media Advertising: LNHC will contract with Paragon Digital Marketing to coordinate a comprehensive paid digital marketing campaign, including search and social media advertising, targeting New England and beyond. This campaign will complement LNHC's unpaid social media efforts, LNHC generated marketing emails, and LNHC's website. DTTD's logo will be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

Printed Collateral: LNHC will contract with Quality Press to print 20,000 4" x 9" rack cards, Evans Printing to print 26,000 4.25" x 6" postcards, and Echo Publishing to print 76,000 8" x 10" NH Craftsmen's Fair Preview Guides. Rack cards will be placed in all state rest areas and distributed throughout targeted areas in New Hampshire. Postcards will be mailed to LNHC's mailing list and made available at the League's galleries statewide. The NH Craftsmen's Fair Preview Guides will be distributed by the *Union Leader* and the ELF. DTTD's logo will be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

Digital Marketing Management: LNHC will contract with Paragon Digital Marketing to assist with the planning and implementation of all digital and social media marketing efforts for the Annual Craftsmen's Fair. DTTD's logo will be used to co-brand materials, as appropriate and in accordance with DTTD branding guidelines.

The Joint Promotional Program Grant Agreement received by the League of New Hampshire Craftsmen consists of the following documents: A completed Grant Agreement form, Exhibits A, B, and C, which are all incorporated herein by reference as if fully set forth herein.

## Exhibit C Price and Payment Schedule

In consideration of the satisfactory performance of the services described in Exhibit B, as determined by the Division of Travel and Tourism Development, DTTD agrees to pay the League of New Hampshire Craftsmen (LNHC):

Total Grant Award:        \$24,739.42

Grantee Initials CS  
Date 1/28/26

Reimbursement requests will be invoiced by the LNHC within 90 days after the end of the current fiscal year. The invoices shall be paid in accordance with state procedures, 30 days after the invoice date. Expenses incurred prior to Governor and Executive Council approval and after DTTD internal approval will only be reimbursed if contract receives final approval from Governor and Executive Council.

Grantee Initials *lcs*  
Date 1/28/26

# 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 THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 27, 1932. 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: **64181**

Certificate Number: **0007775194**



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 4th day of February A.D. 2026.

A handwritten signature in black ink, appearing to read "D. Scanlan", is written over a faint circular outline.

David M. Scanlan

Secretary of State



Certificate of Authority

I, Zachary Jonas, Chair of the Board of Directors of the League on NH Craftsmen, certify that Kate Saunders, Executive Director of the LEague, is authorized to sign contracts on behalf of the organization. In addition, I certify that the Board of Directors fully supports the organization's application for a grant through the Joint Promotional Program. If received , funds from the program will enhance but not decrease the marketing budget and promotions of the League of NH craftsmen for events that will draw tourists to New Hampshire.

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 to which the certificate is attached.

Signed by:  
  
1061707409d44c1...

Signature of the Chair

Zack Jonas

Printed name of the Chair

11/11/2025

Date





**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>

**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 attached**
- [ ] 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**

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

## 2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash &amp; Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property &amp; Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		

G = Good Standing; X = Not in Good Standing; S = Suspended

Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
18042	LDI, Inc.	1635 Highway 34 East, Suite B	Newnan	GA	30265-2173	X	5/15/2021
19216	Lead the Way Equestrian Center for Girls	28A Laurier Street	Manchester	NH	03102	X	5/15/2017
6504	Leader Dogs for the Blind	1039 South Rochester Road	Rochester Hills	MI	48307	G	5/15/2026
32028	Leader Transition Institute, Inc.	1714 Fleetwood Dr	Bel Air	MD	21015	G	5/15/2026
32623	Leadership Center for Attorney General Studies	1350 I Street NW, Suite 300	Washington	DC	20005	G	5/15/2026
17192	Leadership Conference Education Fund, Inc.	1620 L Street, NW, Suite 1100	Washington	DC	20036	G	5/15/2026
17191	Leadership Conference on Civil & Human Rights, Inc.	1620 L Street, NW, Suite 1100	Washington	DC	20036	G	5/15/2026
14236	Leadership Institute	4850 Wright Road, Suite 168	Stafford	TX	77477	G	5/15/2026
6505	Leadership Lakes Region	PO Box 7289	Gilford	NH	03247-7289	G	11/15/2026
4566	Leadership NH	PO Box 3446	Concord	NH	03302-3446	G	5/14/2026
30762	Leadership Roundtable, Inc.	1775 I Street NW, Suite 1150	Washington	DC	20006	G	5/15/2026
4427	Leadership Seacoast	PO Box 131	Portsmouth	NH	03802-0131	G	1/15/2027
14850	Leadership Teacher	308 Stoddard Road	Hancock	NH	03449	X	11/15/2021
31648	LeadingAge, Inc.	2519 Connecticut Avenue NW	Washington	DC	20008	G	2/15/2026
12576	League of Conservation Voters Education Fund	740 15th Street, NW, Suite 700	Washington	DC	20005	G	5/15/2026
12573	League of Conservation Voters, Inc	740 15th Street, NW, Suite 700	Washington	DC	20005	G	5/15/2026
1193	League of NH Craftsmen, Inc.	49 South Main Street, Suite 100	Concord	NH	03301	G	7/15/2026
5322	League of Women Voters Education Fund	3675 Crestwood Pkwy, Suite 350	Duluth	GA	30096	G	5/15/2026
31539	League of Women Voters of NH Education Fund	4 Park Street, Suite 200	Concord	NH	03301	G	8/15/2026
33586	League of Women Voters of the City of New York, Inc.	4 West 43rd Street #613	New York	NY	10036	G	5/15/2026
5323	League of Women Voters of the United States	3675 CRESTWOOD PARKWAY, SUITE 350	DULUTH	GA	30096	G	5/15/2026
13771	League to Save Lake Tahoe	2877 Lake Tahoe Boulevard	South Lake Tahoe	CA	96150	G	5/15/2026
19898	Leandro P. Rizzuto Foundation	23 Barry Place	Stamford	CT	06902	X	5/15/2019
32497	Leapfrog Group	1775 K Street, NW, Suite 400	Washington	DC	20006	G	11/15/2025
11623	Learn to Read	405 Pine Street	Manchester	NH	03104	X	11/15/2022
35400	Learner-Centered Collaborative	1611 South Melrose Drive, Suite A #334	Vista	CA	92081	G	11/15/2026
5861	Learning Ally	20 Roszel Road	Princeton	NJ	08540	G	5/15/2026
18757	Learning Assistance Association of New England	88 Commercial Street, 4th Floor	Manchester	NH	03101	X	7/15/2025
32160	Learning Courage	698 State Street	Portsmouth	NH	03801	X	5/15/2023
33213	Learning Disabilities Association of America	461 Cochran Road Suite 245	Pittsburgh	PA	15228	X	11/15/2023
10796	Learning for Life	1325 West Walnut Hill Lane, S406 TAX DEPT	Irving	TX	75038-3008	G	5/15/2026
13329	Learning for Life Foundation	1325 West Walnut Hill Lane, S406 tax dept	Irving	TX	75038-3008	G	5/15/2026
10918	Learning Networks Foundation	56 White House Road	Loudon	NH	03307	G	11/14/2026



## Mission

The mission of the League of NH Craftsmen is to advance, cultivate and champion excellence in fine craft. We pursue the mission through educational programming, leadership initiatives, marketplace strategies and support services.



### List of the 2026-7 Board of Directors

Zachary Jonas, Chair  
Bev Wolf, Vice Chair and Education Chair  
Hethre Larivee, Treasurer , Finance Chair  
Andy Hampton, Events Chair  
Chris Archer, Standards Chair  
Sabrina Beavens, Member at Large  
Grayson Mead Shephard, Member at Large

### Contact Information

Zachary Jonas, Chair  
Bev Wolf, Vice Chair and Education Chair  
Hethre Larivee, Treasurer  
Andy Hampton, Events Chair  
Chris Archer, Standards Chair  
Sabrina Beavens, Member at Large  
Grayson Mead Shephard, Member at Large

Email: zack@jonasblade.com  
Email: bev@hodan.com  
Email: larivee.heather@gmail.com  
Email: hamptonpottery@gmail.com  
Email: chrisarcherartist@gmail.com  
Email: Sabrina.Beavens@mclane.com  
Email: gms@rathlaw.com

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Andy Hampton, Events Chair  
Chris Archer, Standards Chair  
Sabrina Beavens, Member at Large  
Grayson Mead Shephard, Member at Large

Jonas Blade and Metalworks  
Retired  
Takeda Pharmaceuticals  
Hampton Pottery  
New England College  
McLean Middleton Law Firm  
Rath, Young Pingatelli Law Firm

# Katherine Saunders

## *Summary of Professional Profile and Style:*

- *A results-driven professional with over 25 years of experience in educational leadership, marketing, communications and project management*
- *An energetic and proactive leader who loves to build teams and culture as the pathway to develop trust to foster strong relationships while accomplishing aggressive goals while defining a record of creative and quality work*
- *A strong communicator dedicated to developing effective systems and data-driven strategies that produce results to help organizations thrive*

## **Professional Experience:**

### **Executive Director, League of NH Craftsmen, Concord , NH**

*Responsibilities Include:* The Executive Director serves as the strategic leader (CEO) of the organization, providing guidance and leadership in all areas related to running the organization including but not limited to program development, financial management , retail gallery and event management, advancement, human resources and day to day operations.

### **League of NH Craftsmen, Concord NH**

#### **Exhibition Coordinator/Manager 2024 Annual Craftsmen's Fair (part-time event contract)**

*Responsibilities Include:* Facilitate the design and installation of the 2024 Art, Craft & Design Exhibition and Fair Sculpture Garden, and to manage these exhibition areas for the event. Art, Craft & Design is a showcase of high-caliber craftsman pieces, displayed in a gallery setting within a large tent prominently located on the Fairgrounds. The Sculpture Garden features fine craft in a beautifully landscaped setting on a hillside within the Fairgrounds. The Exhibition Coordinator/Manager is responsible for designing the Exhibition and Sculpture Garden layouts, and will also manage administrative oversight of the craftsmen submissions as well as sales and inventory in the exhibition spaces during the event.

#### **Education and Outreach for Craft Stories Volunteer Supplemental Role:**

A special initiative engaging art educators with the stories of NH Craftsmen to inspire and create opportunities for youth to learn more about the field of design, art and craft. Website: <https://nhcrafts.org/craft-stories/> In this role I meet with educators to support their program and create opportunities for engaging with the the video series via Craft Stories and partnerships to foster opportunity for mentorships, artist in residence programs and other avenues supporting both youth and education in the arts.

**Tilton School, Tilton NH June 2021-February 2024**

**(Total years of service at Tilton 16)**

#### **Head of School**

*Responsibilities Include:* The Head of School serves as the strategic leader (CEO) of the school, providing guidance and leadership in all areas related to an independent residential boarding school including but not limited to program development, financial management (15M annual budget), enrollment management, advancement, human resources and day to day operations.

**Important Milestones:** In the first two years of leadership raised over 22M to support the people, program and physical plant of Tilton. Designed and implemented new scholarship programs to support female enrollment and leadership skill development which lead to the school opening in the highest number of new students in five years. In collaboration with the Communications team led a new rebranding project to create a new logo, website and promotional materials. Created a special faculty/staff fund to enhance benefits, professional development and care for the employees. Initiated and completed over 15M of capital projects on campus starting in September of 2021 through May 2024. Designed and implemented featured program opportunities for students and faculty including entrepreneurship programming and strategic partnerships to support a new model for community engagement and unique learning opportunities for young people.

#### **Assistant Head of School for Enrollment (2019-2021)**

**Responsibilities Include:** Leading the enrollment management systems/strategies for new and returning students. Oversee the master communications plan for admissions. Collaborate with the Board of Trustees for enrollment goals and initiatives. Partner with the Business Office, Head of School and Leadership team to ensure program offerings and strategic decisions are mission appropriate. Manage the staff, budget and process for admissions. Serve as a primary communicator for the Board, the faculty/staff for enrollment management issues. Travel and represent the Tilton program in the marketplace. Supervise and manage the College Counseling program and staff.

**Important Milestones:** Designed and implemented a rolling admissions program. Transitioned the paper-based systems to fully online and paperless. Led a partnership with KiQ partners to assess program initiatives and parent satisfaction to better develop strategic goals for Tilton. Created a new net revenue model to right size the school due to the impact of COVID -19 and the loss of the international market.

#### **Assistant Head of School (2016-2019)**

**Responsibilities Include:** Serving as the operational leader (COO) of the school, acting with the full authority of the Head of School in their absence. The Assistant Head is responsible for managing the daily life of the School and overseeing all aspects of academic, co-curricular, and residential life programming on the campus. Served as Chair of the Internal Management Team – work with key administrators to provide leadership and strategic planning for growth and enhancement of school programming. Served as the primary contact for all academic oriented hiring. Work with the Head of School, Academic Dean, Athletic Director and Dean of Student Life in the retention, hiring, support, and evaluation of all professional teaching faculty members.

**Important Milestones:** Designing and implementing a new hiring process, onboarding support plan and professional development program for new faculty. Creating all new position descriptions and clarity of policy, procedures and practices campus-wide to help develop more efficient systems to support operations.

#### **Director of Admissions (2012-2016)**

**Responsibilities Include:** Lead the admission process for new and returning students. Oversee the master communications plan for admissions in collaboration with the Director of Communications. Collaborate with the Board of Trustees for enrollment goals and initiatives. Manage the staff, budget and process for admissions. Serve as a primary communicator for the Board, the faculty/ staff for enrollment management issues. Travel and represent the Tilton program in the marketplace.

**Important Milestones:** Increasing the enrollment growth of mission appropriate students and the net tuition revenue by nearly 1 million dollars in net tuition revenue (opening 2014-2015). Redesigning the tuition model to meet budget needs and create market opportunity. New program development/partnerships to help international students with second language services now implemented in the Center for Academic Achievement. In collaboration with the Director of Communications, partnered to complete a re-design and

messaging campaign for Tilton.

### **Additional Strategic Leadership Role, Special Project Responsibility (June 2015- June 2017)**

#### **Tilton Experience Project Manager**

##### ***Responsibilities Include:***

Serve as the project manager for a special year-long partnership with Grant Litchman, author and educational innovator, to re-imagining the future of Tilton School. Serve as the lead liaison with the Head of School, Board of Trustees and the faculty. Lead and manage the Design Thinking process of nine design teams including over 60+ faculty/staff and 20+ students.

### **Director of Admissions, Virginia Episcopal School, Lynchburg, VA, July 2008-2012**

#### **Director of Admissions**

***Responsibilities Included:*** Managing the master communication and recruitment plan in order to maximize enrollment and redefine the market position of the school. Manage staff that implements a territory management strategy to maximize the results out of specific regions of US and international markets. Complete the evaluation and selection of all new and returning students as well as manage the orientation process for new families to the school. Organize and promote regional events as well as monthly on campus events such as Open Houses and scholarship competitions.

**Marketing and Communications:** Create and manage the master communication and marketing plan for Admissions including electronic communication, direct mail, tele-counseling and social networking initiatives. Structure and integrate new brand messaging after the completion of a major market research project in collaboration with Mark Edwards Inc. Redefine the school's image and bring consistency and value to admission and school wide marketing plan.

***Important Milestones Include:*** The project management of researching and defining the school's brand; development of new marketing materials including new view book, supporting materials, new web site and, the development of effective strategies to effectively engage target audiences. Serve an active team leader in finalizing a strategic plan to increase enrollment over the next four years. Results include enrollment growth and applications resulting in a 6-year record high.

### **Director of Admissions Tilton School, Tilton, NH, July 2004-2008**

***Responsibilities include:*** Achieving the enrollment goals of the school including enrollment management, revenue goals in excess of \$7million, managing the distribution of financial aid, creating and implementing communications planning, and the supervision of all admissions systems and personnel.

***Important Milestones Include:*** Within four years the total enrollment increased from 195 students to 243 students, which is a near 20- year record. Inquiries increased by 54% and the applications by 35%.

***Marketing and Communications:*** Responsible for being the leader of defining the face and voice of the institution including the coordination of the design and messaging of all admissions materials including view book, postcards, HTML messaging and brochures that promote the programming for the institution. Also, responsible for developing and implementing a communications plan that informs and motivates the prospective student audience to apply and enroll.

*Chair of the Admissions and Financial Aid Committee:* Responsible for the distribution of more than \$1.7 million of merit and need-based financial aid while managing the net tuition revenue goals. The new financial model has achieved record-breaking results for the total population and now funds more than 80% of the operational budget.

*Important Milestones Include:* The project management of researching and defining the school's brand; development of new marketing materials including the Web site and, the development of effective strategies to effectively engage target audiences. All key systems have been audited and redefined to increase efficiency and productivity. The key strategies were supported by plans for action and implementation, which has resulted in record-breaking success.

## **Summary of Leadership Positions at Lynchburg College, Lynchburg , VA from 1998 - 2004**

### **Associate Director of Admissions (2001 - 2004)**

#### ***Coordinator of On-campus Recruitment Programs***

*Responsibilities included:* Creating and organizing recruitment events from original concept to final details. In addition, responsible for the coordination of invitation design, marketing initiatives, faculty/staff/student presenters, media and food services for all programs within a strict budget and time-frame. Programs include six large-scale events (approx. 400-500 participants) per year and seven smaller-scale programs (approx. 50-125 participants). Each program is designed to meet the specific needs of each participant. Additional programs include events designed for educational consultants and high school guidance counselors that are from all across the nation.

#### ***Transfer and Adult Student Coordinator / Counselor***

*Responsibilities included:* Developing and implementing marketing strategies (telephone, electronic and direct mail communication), advising prospective students, collaborating with community colleges, hosting recruitment information sessions and serving as a representative of the college for the State Council of Higher Education in Virginia transfer meetings.

#### ***Tele-counseling Program Supervisor***

*Responsibilities included:* Hiring, supervising and training three professional tele-counselors, twenty student tele-counselors and three data entry specialists. The coordination of the master calling plan and organizing the targeted messages for the completion of calls that builds a relationship with the target audience throughout the admission cycle. The program surpassed goals and completed over 25,000 phone contacts to prospective students and families each year.

#### ***Supervisor of the Enrollment Student Association (ESA)***

*Responsibilities included:* Hiring, supervising and training twenty college students and one graduate assistant. Developing creating incentive plans with a limited budget and aggressive goals for student employees. The ESA representatives complete in-depth training on marketing messages and complete campus tours, tele- counseling contacts and personal outreach to key markets and campus visitors.

#### ***Member of the Communication Flow Committee***

*Responsibilities included:* Participation in the development and implementation of the strategy, timing, content and presentation of marketing messages. The committee collaborated with the Office of Public Relations and professional marketing companies to create a streamlined intergraded communication plan. Direct mail contacts included invitations, letters, postcards and a variety of brochures highlighting key messages for the institution.

## Senior Enrollment Associate (2000 - 2001)

### *Transfer and Adult Student Coordinator / Counselor*

*Responsibilities included:* See summary under Associate Director of Admissions.

Central Virginia Territory Manager

*Responsibilities included:* Developing relationships with the key high schools in the primary recruiting area, travel (6-8 weeks per year), prospect management, interviewing tele-counseling and conducting presentation to market Lynchburg College.

### *Student Tele-Counseling Program Supervisor*

*Responsibilities included:* Hiring, supervising and training twenty college students and three data entry specialists to execute the annual tele-counseling plan. Develop the call script and system for quality control and data management that results in an effective program to support application generation and increasing the number of visitors to campus.

### *Campus Tour Program Coordinator*

*Responsibilities included:* See description under Associate Director of Admissions (ESA). Enrollment Associate

## Enrollment Associate (1998 - 1999)

### *Territory Manager*

*Responsibilities Included:* Managing the key markets of Northern Virginia, Shenandoah Valley and Southwest Virginia by completing the travel, prospect management, interviewing tele-counseling and all other initiatives related to recruiting prospective students to enroll. Fostering quality relationships within the operation and with the target audiences is vital to ensuring success, through collaboration, creativity, and clear communication.

## National and Regional Leadership Positions, Conferences and Organizations

Board Member, Concord Hospital System, Concord NH, 2023- present

Award Winner, Tilton School Mansion Project for Stewardship, May 2024

Member, The Association of Boarding Schools (TABS), Annual Conference Advisory Committee, 2021

Faculty Leader & Curriculum Developer, TABS Summer Session Admissions Academy, July 2013- 2021

Faculty, TABS Summer Session, Boot Camp for New Boarding School, July 2011-14

Executive Board Member , Independent Schools of Northern New England (ISANNE), Spring 2014-2017

Admissions Representative, ISANNE Annual Admissions Conference Planning, Spring 2013-2017

Presenter, Secondary School Admission Testing (SSAT) Annual Conference

*Topic: Squirrel! How to capture attention in a market driven to distraction!, September 2016*

Member, TABS Committee for Conference Planning Committee, Fall/Winter 2011

Faculty Award Recipient, Virginia Episcopal School, Smith Family Award

*Given to the faculty member who demonstrates a significant investment of time in young peoples' personal development as well as creating meaningful connections with students. Recipient: 2011*

Co-Chair Liaison, Virginia Association of Independent Schools (VAIS), 2010/2011

Leadership Lynchburg Program Graduate, City Leadership Lynchburg - Chamber of Commerce, Lynchburg, VA (*nine month professional leadership program*), May 2010

Presenter, The Association of Boarding Schools Conference (TABS)

*Topic: Applying College Admission Strategies to Boarding School Admissions, December 2009*

Presenter, The Association of Boarding Schools Conference (TABS)

*Topic: Marketing and Branding, co-presenter with Mark Edwards of Mark Edwards Inc., December 2008*

Presenter, Small Boarding Schools Association

*Topic: 9th Grade Program Initiatives, March 2007*

Presenter, Independent Schools of Northern New England, Annual Conference

*Topic: Cost-Effective Marketing Strategies, Contract Law and Conference Planning Leader, April 2007*

Presenter, Independent Educational Consultant Association (IECA)

*Topic: Data-Driven Admission Funnel, May 2007*

#### **Education:**

**1994-1998 BA, Lynchburg College\* Lynchburg, VA**

**1990-1994 High School Diploma, Tabor Academy Marion, MA**

*\*Double Major, French & Theatre Design Technology, recipient the senior academic awards for both degrees*

#### **References:**

Peter Saliba

Former Head of School, Tilton

Email: Petercsaliba@gmail.com

Jim Clements

Former Head of School, Tilton

Email: jrclements3@gmail.com

Dave McElhinny

Former Chair, Board of Trustees, Tilton School

Email: dmcelhinny53@gmail.com

Glen Waring

Director of Finance and Operations, Tilton

gwaring@tiltonschool.org

Rick Johnson

Head of School

Email: rjohnson@thebeechhillschool.org

## SARAH NYHAN

**Associate Executive Director for Operations**  
**League of NH Craftsmen**

Concord, NH  
snyhan@nhcrafts.org |

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### **Professional Summary**

Senior nonprofit and arts administrator with extensive experience leading tourism-focused marketing, communications, and promotional initiatives that attract in-state and out-of-state visitors to New Hampshire. Oversees integrated marketing campaigns and large-scale public events that support cultural tourism, visitor engagement, and sustained economic activity statewide.

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### **Professional Experience**

#### **League of NH Craftsmen**

##### **Associate Executive Director for Operations | April 2025 – Present**

- Provide senior operational leadership for communications, marketing, membership administration, and standards programs supporting statewide public-facing initiatives.
- Lead development and execution of integrated marketing and promotional strategies designed to attract visitors to New Hampshire, with primary responsibility for the **Annual Craftsmen's Fair**, a nine-day signature cultural tourism event entering its **93rd year in 2026**.
- Oversee recruitment and hiring of seasonal and support staff for the Annual Craftsmen's Fair, supporting professional delivery of a high-volume public event.
- Manage forward-facing communications to visitors and the public, including promotional messaging, event information, and tourism-focused outreach.
- Serve as primary point person for the assembly, review, and editing of the Annual Craftsmen's Fair program and website updates related to events and new programs.
- Create and implement web-based forms supporting event participation, calls for art, and visitor engagement.
- Serve as primary liaison to the company supporting the League's website and webstore, coordinating visitor-facing updates and promotional content.
- Collaborate closely with the Executive Director and headquarters staff to ensure consistent, high-quality delivery of services to members, artists, and visitors.

##### **Communications and Administrative Director | March 2018 – April 2025**

- Directed organization-wide communications strategy supporting programs, exhibitions, and major public events.
- Managed internal and external messaging across print, digital, and event-based platforms.
- Supported volunteer coordination and execution of signature events and public-facing initiatives.

##### **Communications and Volunteer Coordinator | September 2015 – March 2018**

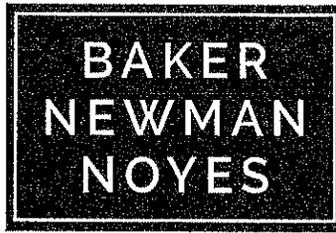
- Coordinated volunteer recruitment and scheduling in support of League programs and events.
  - Assisted with promotional communications, member outreach, and event logistics.
- 

### **Education & Professional Background**

#### **Bachelor of Arts in History**, Minor in Education

*Mount Holyoke College*

- Extensive experience designing and delivering educational and community programs serving all ages in nonprofit and cultural settings.
- Served as **Minister for Children, Youth, and Families**, St. Paul's Episcopal Church, Concord, NH (2007–2016), leading youth, family, and intergenerational education programs.



**The League of  
New Hampshire Craftsmen, Inc.**

**Financial Statements**

*For the Years Ended March 31, 2025 and 2024  
With Independent Auditors' Report*

Baker Newman & Noyes LLC  
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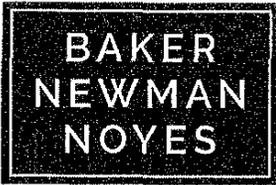
**THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.**

**FINANCIAL STATEMENTS**

For the Years Ended March 31, 2025 and 2024

TABLE OF CONTENTS

	<u>Pages</u>
Independent Auditors' Report	1
Financial Statements:	
Statements of Financial Position	3
Statements of Activities and Changes in Net Assets	4
Statements of Cash Flows	6
Notes to Financial Statements	7



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## INDEPENDENT AUDITORS' REPORT

Board of Trustees  
The League of New Hampshire Craftsmen, Inc.

### *Opinion*

We have audited the financial statements of The League of New Hampshire Craftsmen, Inc. (the League), which comprise the statements of financial position as of March 31, 2025 and 2024, the related statements of activities and changes in net assets and cash flows for the years then ended and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the League as of March 31, 2025 and 2024, and the results of its activities and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

### *Basis for Opinion*

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the League and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Responsibilities of Management for the Financial Statements*

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

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

**THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.**

STATEMENTS OF FINANCIAL POSITION

March 31, 2025 and 2024

	<u>2025</u>	<u>2024</u>
<u>ASSETS</u>		
Current assets:		
Cash and cash equivalents	\$ 505,587	\$ 585,566
Accounts receivable	74,762	92,945
Prepaid expenses	19,102	26,994
Inventory	<u>11,489</u>	<u>12,734</u>
Total current assets	610,940	718,239
Property and equipment:		
Furniture and equipment	276,181	263,613
Building and improvements	<u>1,583,566</u>	<u>1,533,267</u>
	1,859,747	1,796,880
Less accumulated depreciation	<u>(552,280)</u>	<u>(501,844)</u>
Total property and equipment	1,307,467	1,295,036
Other assets:		
Investments	1,309,018	1,295,645
Goodwill, net of accumulated amortization	<u>21,625</u>	<u>—</u>
Total other assets	<u>1,330,643</u>	<u>1,295,645</u>
Total assets	<u>\$3,249,050</u>	<u>\$3,308,920</u>
<u>LIABILITIES AND NET ASSETS</u>		
Current liabilities:		
Accounts payable	\$ 36,700	\$ 26,635
Outstanding gift certificates	30,759	16,278
Accrued expenses	45,363	59,182
Deferred revenue	<u>360,043</u>	<u>345,753</u>
Total current liabilities	472,865	447,848
Net assets:		
Without donor restrictions	2,484,036	2,557,237
With donor restrictions	<u>292,149</u>	<u>303,835</u>
Total net assets	<u>2,776,185</u>	<u>2,861,072</u>
Total liabilities and net assets	<u>\$3,249,050</u>	<u>\$3,308,920</u>

See accompanying notes.

**THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.**

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

Year Ended March 31, 2025

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
Revenue, gains and other support:			
Contributions and grants:			
Donations	\$ 71,097	\$ —	\$ 71,097
Annual appeal	44,471	—	44,471
Other grants and awards	<u>67,901</u>	<u>6,400</u>	<u>74,301</u>
	183,469	6,400	189,869
Membership dues	105,055	—	105,055
Royalty fees	43,056	—	43,056
Investment return, net	64,756	8,440	73,196
Program service revenue:			
Special events	12,821	—	12,821
Concord exhibition gallery	6,576	—	6,576
Fair	1,031,812	—	1,031,812
Standards and education	2,184	—	2,184
Retail galleries, net of discounts	474	—	474
Hooksett retail gallery	198,215	—	198,215
Concord retail gallery	163,797	—	163,797
Net assets released from restrictions	<u>26,526</u>	<u>(26,526)</u>	<u>—</u>
Total revenue, gains and other support	1,838,741	(11,686)	1,827,055
Expenses:			
Program services:			
Special events	17,712	—	17,712
Concord exhibition gallery	2,164	—	2,164
Fair	814,059	—	814,059
Standards and education	22,169	—	22,169
Retail galleries	103,299	—	103,299
Hooksett retail gallery	191,515	—	191,515
Concord retail gallery	197,523	—	197,523
Supporting services:			
General and administrative	<u>563,501</u>	<u>—</u>	<u>563,501</u>
Total expenses	<u>1,911,942</u>	<u>—</u>	<u>1,911,942</u>
Deficiency of revenue, gains, and other support over expenses	<u>(73,201)</u>	<u>(11,686)</u>	<u>(84,887)</u>
Change in net assets	(73,201)	(11,686)	(84,887)
Net assets – beginning of year	<u>2,557,237</u>	<u>303,835</u>	<u>2,861,072</u>
Net assets – end of year	<u>\$2,484,036</u>	<u>\$292,149</u>	<u>\$2,776,185</u>

See accompanying notes.

**THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.**  
**STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS**

Year Ended March 31, 2024

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
Revenue, gains and other support:			
Contributions and grants:			
Donations	\$ 62,156	\$ —	\$ 62,156
Annual appeal	36,129	—	36,129
Other grants and awards	<u>81,940</u>	<u>2,405</u>	<u>84,345</u>
	180,225	2,405	182,630
Membership dues	105,090	—	105,090
Royalty fees	43,924	—	43,924
Investment return, net	114,951	21,426	136,377
Program service revenue:			
Special events	19,411	—	19,411
Concord exhibition gallery	11,310	—	11,310
Fair	940,372	—	940,372
Retail galleries, net of discounts	(305)	—	(305)
Hooksett retail gallery	174,269	—	174,269
Net assets released from restrictions	<u>26,508</u>	<u>(26,508)</u>	<u>—</u>
Total revenue, gains and other support	1,615,755	(2,677)	1,613,078
Expenses:			
Program services:			
Special events	17,214	—	17,214
Concord exhibition gallery	3,011	—	3,011
Fair	717,032	—	717,032
Standards and education	33,059	—	33,059
Retail galleries	94,467	—	94,467
Hooksett retail gallery	154,486	—	154,486
Supporting services:			
General and administrative	<u>491,365</u>	<u>—</u>	<u>491,365</u>
Total expenses	<u>1,510,634</u>	<u>—</u>	<u>1,510,634</u>
Excess (deficiency) of revenue, gains, and other support over expenses	<u>105,121</u>	<u>(2,677)</u>	<u>102,444</u>
Change in net assets	105,121	(2,677)	102,444
Net assets – beginning of year	<u>2,452,116</u>	<u>306,512</u>	<u>2,758,628</u>
Net assets – end of year	<u>\$2,557,237</u>	<u>\$303,835</u>	<u>\$2,861,072</u>

See accompanying notes.

**THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.**

STATEMENTS OF CASH FLOWS

Years Ended March 31, 2025 and 2024

	<u>2025</u>	<u>2024</u>
Cash flows from operating activities:		
Change in net assets	\$ (84,887)	\$ 102,444
Adjustments to reconcile change in net assets to net cash (used) provided by operating activities:		
Depreciation and amortization	51,981	49,351
Net realized and unrealized gains on investments	(33,444)	(105,201)
Loss on disposal of property and equipment	-	3,487
Changes in operating assets and liabilities:		
Accounts receivable	18,183	9,863
Prepaid expenses	7,892	(5,838)
Inventory	4,023	1,815
Accounts payable	10,065	(5,455)
Outstanding gift certificates	3,433	1,742
Accrued expenses	(13,819)	8,099
Deferred revenue	<u>14,290</u>	<u>78,890</u>
Net cash (used) provided by operating activities	(22,283)	139,197
Cash flows from investing activities:		
Purchases of property and equipment	(62,867)	(35,265)
Net sales (purchases) of investments	20,071	(409,114)
Cash consideration paid for acquisition of Concord retail gallery	<u>(14,900)</u>	<u>-</u>
Net cash used by investing activities	<u>(57,696)</u>	<u>(444,379)</u>
Net decrease in cash and cash equivalents	(79,979)	(305,182)
Cash and cash equivalents – beginning of year	<u>585,566</u>	<u>890,748</u>
Cash and cash equivalents – end of year	<u>\$ 505,587</u>	<u>\$ 585,566</u>

See accompanying notes.

# THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.

## NOTES TO FINANCIAL STATEMENTS

March 31, 2025 and 2024

### 1. Nature of Operations

#### Organization and Purpose

The League of New Hampshire Craftsmen, Inc. (the League) is a voluntary, not-for-profit corporation, incorporated under the laws of the State of New Hampshire and organized exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code. The purpose of the League is to educate the public on New Hampshire's crafts and its artists.

#### Program Services

The League was formed to encourage, nurture, and promote the creation, use, and preservation of fine contemporary and traditional craft through the inspiration and education of artists and the broader community. A description of the League's major classes of programs is as follows:

*Concord Exhibition Gallery* -- Dedicated to the exhibition of work by its juried members and invited or affiliated craftsmen and artists featuring three to four exhibitions yearly attracting over 2,000 visitors annually.

*Fair* – Began in 1933 and runs for nine days featuring the juried work of approximately 350 members with sales booths, educational workshops, demonstrations, and exhibitions attracting over approximately 25,000 visitors annually.

*Special Events* – Includes the annual sale of ornaments.

*Standards & Education* – A jury program that nurtures the development of NH fine craftsmen together with education programs and grants for non-member craftsmen, lifelong learners, and the public.

*Hooksett Retail Gallery* – The Hooksett fine craft gallery opened in February 2015 in the Hooksett Welcome Center off of I-93 North. The gallery space is leased and operated by The League of New Hampshire Craftsmen, Inc.

*Concord Retail Gallery* – On August 16, 2024, the League entered into an agreement to assume ownership of the Concord fine craft retail gallery for total cash consideration totaling \$14,900. As part of the agreement, the League also assumed certain outstanding gift certificate liabilities totaling \$11,048 and inventories totaling \$2,778. The purchase price was allocated to assets acquired and liabilities assumed based on their estimated fair values at the transaction date. The League recognized goodwill totaling \$23,170 as a result of the transaction. The Concord retail gallery's operations from the acquisition date through March 31, 2025 are included in the 2025 statement of activities and changes in net assets.

*Retail Galleries* – There are four additional League of New Hampshire Craftsmen, Inc. fine craft galleries located throughout the state (Center Sandwich, Littleton, Meredith and North Conway). These affiliated retail galleries are independently owned and operated, and pay royalties to the League. The Nashua fine craft gallery that was previously in existence closed in January 2025.

All of the retail galleries can only sell the work of juried members of The League of New Hampshire Craftsmen, Inc.

THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.

NOTES TO FINANCIAL STATEMENTS

March 31, 2025 and 2024

1. **Nature of Operations (Continued)**

*Use of Estimates*

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts in the financial statements and accompanying notes. Actual results could differ from those estimates.

2. **Summary of Significant Accounting Policies**

*Basis of Accounting*

The accompanying financial statements have been prepared on the accrual basis in conformity with accounting principles generally accepted in the United States of America.

*Revenue, Other Support and Accounts Receivable*

Grants and other contributions of cash and other assets are reported as donor restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions. Donations received with restrictions that are met in the same reporting period are reported as unrestricted support and increase net assets without donor restrictions in accordance with Accounting Standards Update (ASU) 2018-08.

Contributions of donated noncash assets (other than permanent collection contributions) are recorded at their fair values in the period received. Contributions of donated services that create or enhance nonfinancial assets, or that require specialized skills, are provided by individuals possessing those skills and would typically need to be purchased, if not provided by donation, are recorded at their fair values in the period received.

Revenues from the fair, retail sales, royalties, and other program services are recognized when performance obligations are satisfied. Revenues from membership dues are recognized over the term of the related membership. Accounts receivable are stated at the amount management expects to collect from outstanding balances.

*Net Assets*

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

Without Donor Restrictions: Net assets that are not subject to donor-imposed stipulations. Board-designated net assets are considered net assets without donor restrictions. When donor restrictions are met in the same period the resources are received, the receipts are classified as net assets without donor restrictions.

THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.

NOTES TO FINANCIAL STATEMENTS

March 31, 2025 and 2024

2. Summary of Significant Accounting Policies (Continued)

With Donor Restrictions: Net assets subject to donor-imposed stipulations include contributions and investment earnings subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature and will be met by actions of the League and/or the passage of time. Other donor-imposed restrictions are perpetual in nature. Generally, the donors of the assets permit the recipient organization to use all or part of the income earned on related investments for general or specific purposes. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Cash and Cash Equivalents

The League considers cash in all banks and all highly liquid investments with an original maturity of three months or less to be cash equivalents for the purposes of the statement of cash flows.

Cash is maintained at financial institutions that insure the League's accounts with the Federal Deposit Insurance Corporation (FDIC). At any time, there could be amounts over the insurable limits. The League has not experienced any losses on such accounts.

Inventory

Inventory, which consists of items for sale through the League's retail store, is stated at the lower of cost or net realizable value determined by the first-in, first-out method.

Property and Equipment

Property and equipment are recorded at cost less accumulated depreciation, or fair value at the date received if donated. The League capitalizes expenditures that materially increase asset lives and charges ordinary repairs and maintenance to operations as incurred. When items of property and equipment are sold or retired, the related cost and accumulated depreciation are removed from the accounts, and any gain or loss is included in income. Assets which have been purchased but not yet placed in service are included in construction in progress and no depreciation expense is recorded. Depreciation is calculated using the straight-line method over the following estimated useful lives:

	<u>Years</u>
Building and improvements	10 – 40
Furniture and equipment	5 – 7

Depreciation expense for the years ended March 31, 2025 and 2024 was \$50,436 and \$49,351, respectively.

# THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.

## NOTES TO FINANCIAL STATEMENTS

March 31, 2025 and 2024

### 2. Summary of Significant Accounting Policies (Continued)

#### Goodwill

Goodwill relates to the assumption of the Concord retail gallery as described in note 1 and represents the excess cash consideration over the fair value of assets acquired and liabilities assumed. The League has adopted the accounting approach for goodwill available to private companies and began amortizing the newly-acquired goodwill on a straight-line basis over a period of ten years. Amortization expense for the year ended March 31, 2025 totaled \$1,545. Also pursuant to this standard, the League will test its goodwill for impairment only upon the occurrence of an event or circumstance that may indicate impairment. During the year ended March 31, 2025 there were no events or circumstances identified by the League which could be indicative of potential goodwill impairment. Amortization expense is expected to approximate \$2,300 per year through the year ended March 31, 2034 and \$772 during the year ended March 31, 2035.

#### Permanent Collection

The League maintains a permanent collection of crafts. This collection, which was acquired through purchases and contributions since the organization's inception, is not recognized as an asset on the statement of financial position. Purchases of collection items are recorded as decreases in net assets without donor restrictions in the year in which the items are acquired, or as a decrease in net assets with donor restrictions if the assets used to purchase the items are restricted by donors. Contributed collection items are not reflected on the financial statements. Proceeds from deaccessions or insurance recoveries are reflected as increases in the appropriate net asset classes.

#### Deferred Revenue and Prepaid Expenses

The League receives funds (such as deposits for booths at the fair) and pays certain costs in advance of special events and services performed. Revenues and expenditures from such services are recognized in the reporting period to which they relate.

#### Income Taxes

The League is exempt from both federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code. Tax-exempt organizations could be required to record an obligation for income taxes as the result of a tax position historically taken on various tax exposure items, including unrelated business income or tax status. In accordance with accounting principles generally accepted in the United States of America, assets and liabilities are established for uncertain tax positions taken or positions expected to be taken in income tax returns when such positions are judged to not meet the "more-likely-than-not" threshold, based upon the technical merits of the position. Management has evaluated the League's tax positions taken on its filed tax returns and concluded that the League has maintained its tax-exempt status, does not have any significant unrelated business income and has taken no uncertain tax positions that require adjustment to the financial statements.

# THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.

## NOTES TO FINANCIAL STATEMENTS

March 31, 2025 and 2024

### 2. Summary of Significant Accounting Policies (Continued)

#### Donated Services

Numerous volunteers have donated significant amounts of time to the League's program services and fundraising efforts. The fair value of these services has not been recognized as revenue in the financial statements.

#### Advertising Expense

Advertising costs are expensed as incurred and total \$136,164 and \$143,855 for the years ended March 31, 2025 and 2024, respectively.

#### Reclassifications

Certain 2024 amounts have been reclassified to permit comparison with the 2025 financial statements presentation format.

#### Subsequent Events

Events occurring after the statement of financial position date are evaluated by management to determine whether such events should be recognized or disclosed in the financial statements. Management has evaluated subsequent events through July 17, 2025, which is the date the financial statements were available to be issued.

### 3. Investments and Fair Value Measurements

Investments are reported in the accompanying statement of financial position at fair value and consist of the following at March 31:

	<u>2025</u>	<u>2024</u>
Investments:		
U.S. Treasury securities	\$ 392,606	\$ 395,756
Marketable equity securities	515,081	492,929
Fixed income securities and other	<u>401,331</u>	<u>406,960</u>
	<u>\$1,309,018</u>	<u>\$1,295,645</u>

The League holds certain shares in U.S. Treasury securities and the Vanguard 500 Index Fund which represent 45% of the total investment balance as of March 31, 2025. The League held certain shares in U.S. Treasury securities which represented 30% of the total investment balance as of March 31, 2024.

THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.

NOTES TO FINANCIAL STATEMENTS

March 31, 2025 and 2024

3. Investments and Fair Value Measurements (Continued)

Fair Value Measurements

FASB Accounting Standards Codification (ASC) 820, *Fair Value Measurements and Disclosures*, provides a framework for measuring fair value under generally accepted accounting principles. FASB ASC 820 defines fair value, establishes a framework for measuring fair value under generally accepted accounting principles and enhances disclosures about fair value measurements.

As defined in FASB ASC 820, fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. In determining fair value, the League uses various methods, including market, income and cost approaches. Based on these approaches, the League often utilizes certain assumptions that market participants would use in pricing the asset or liability, including assumptions about risk and the risks inherent in the inputs to the valuation technique. These inputs can be readily observable, market corroborated, or generally unobservable inputs. The League utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs. Based on the observability of the inputs used in the valuation techniques, the League is required to provide the following information according to the fair value hierarchy. The fair value hierarchy ranks the quality and reliability of the information used to determine fair values. Financial assets and liabilities carried at fair value will be classified and disclosed in one of the following three categories:

Level 1 – Valuations for assets and liabilities traded in active exchange markets, such as the New York Stock Exchange. Level 1 also includes U.S. Treasury and federal agency securities and federal agency mortgage-backed securities, which are traded by dealers or brokers in active markets. Valuations are obtained from readily available pricing sources for market transactions involving identical assets or liabilities.

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

Level 3 – Valuations for assets and liabilities that are derived from other valuation methodologies, including option pricing models, discounted cash flow models and similar techniques, and not based on market exchange, dealer or broker-traded transactions. Level 3 valuations incorporate certain assumptions and projections in determining the fair value assigned to such assets or liabilities.

In determining the appropriate levels, the League performs a detailed analysis of the assets and liabilities that are subject to FASB ASC 820. At each reporting period, all assets and liabilities for which the fair value measurement is based on significant unobservable inputs are classified as Level 3.

**THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.**

NOTES TO FINANCIAL STATEMENTS

March 31, 2025 and 2024

**3. Investments and Fair Value Measurements (Continued)**

The fair value measurements and levels within the fair value hierarchy of those measurements for the assets and liabilities reported at fair value on a recurring basis are as follows:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
<u>2025</u>				
Corporate bonds	\$ —	\$ 72,723	\$ —	\$ 72,723
Municipal bonds	24,220	—	—	24,220
Fixed income securities	188,431	—	—	188,431
Government agency obligations	49,515	—	—	49,515
U.S. Treasury securities	392,606	—	—	392,606
Other exchange traded funds	66,442	—	—	66,442
Marketable equity securities:				
Large cap	84,526	—	—	84,526
Mid cap	53,348	—	—	53,348
Equity mutual funds	353,108	—	—	353,108
International	<u>24,099</u>	<u>—</u>	<u>—</u>	<u>24,099</u>
Total assets	<u>\$1,236,295</u>	<u>\$ 72,723</u>	<u>\$ —</u>	<u>\$1,309,018</u>
<u>2024</u>				
Corporate bonds	\$ —	\$114,700	\$ —	\$ 114,700
Municipal bonds	23,662	—	—	23,662
Fixed income securities	147,030	—	—	147,030
Government agency obligations	73,041	—	—	73,041
U.S. Treasury securities	395,756	—	—	395,756
Other exchange traded funds	48,527	—	—	48,527
Marketable equity securities:				
Large cap	153,187	—	—	153,187
Mid cap	55,640	—	—	55,640
Equity mutual funds	260,529	—	—	260,529
International	<u>23,573</u>	<u>—</u>	<u>—</u>	<u>23,573</u>
Total assets	<u>\$1,180,945</u>	<u>\$114,700</u>	<u>\$ —</u>	<u>\$1,295,645</u>

The following schedule summarizes interest income and investment return in the statement of activities for the years ended March 31:

	<u>2025</u>	<u>2024</u>
Interest and dividends	\$ 39,752	\$ 31,176
Realized and unrealized gains, net	<u>33,444</u>	<u>105,201</u>
	<u>\$ 73,196</u>	<u>\$136,377</u>

**THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.**

NOTES TO FINANCIAL STATEMENTS

March 31, 2025 and 2024

**4. Net Assets With Donor Restrictions**

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

	<u>2025</u>	<u>2024</u>
Purpose restriction:		
Education and scholarships	\$116,510	\$118,343
Equipment and capital improvements	23,263	21,708
Emerging artists support	2,835	2,725
Designated for certain communities	12,724	12,724
Fair awards	<u>39,556</u>	<u>31,876</u>
	194,888	187,376
 Restricted to the passage of time	 <u>—</u>	 <u>20,000</u>
	194,888	207,376
Perpetual in nature:		
Investments, gains and income from which is donor restricted	<u>97,261</u>	<u>96,459</u>
	<u>97,261</u>	<u>96,459</u>
 Total net assets with donor restrictions	 <u>\$292,149</u>	 <u>\$303,835</u>

*Investment Return Objectives, Risk Parameters, and Strategies:* The League has adopted investment and spending policies for invested assets that attempt to provide a predictable stream of funding to programs supported by its funds while also maintaining the purchasing power of those assets over the long-term. Accordingly, the investment process seeks to achieve an after-cost total real rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution with acceptable levels of risk.

Assets are invested in a conservative asset mix that includes fixed income securities, which is intended to result in a consistent inflation-protected rate of return that has sufficient liquidity to make an annual distribution of 5%, while growing the funds if possible. Therefore, the League expects its invested assets, over time, to produce an average rate of return in excess of 5%. Actual returns in any given year may vary from this amount. Investment risk is measured in terms of total investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk.

*Spending Policy:* The League has a policy of appropriating for distribution each year an amount not to exceed 5% of the principal amount of the funds. In establishing this policy, the League considered the long-term expected return on its investment assets, the nature and duration of the individual funds, many of which must be maintained in perpetuity based on donor restrictions, and the possible effects of inflation. The League expects the current spending policy to allow its funds to grow at a nominal average rate, which is consistent with the League's objective to maintain the purchasing power of the assets as well as to provide additional real growth through investment return. From time to time, certain net assets with donor restrictions may have fair values less than the amount required to be maintained by donors or by law (underwater donor restricted net assets). The League has interpreted UPMIFA to permit spending from underwater donor restricted net assets in accordance with prudent measures required under the law. At March 31, 2025 and 2024, there were no underwater donor restricted net assets.

**THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.**

**NOTES TO FINANCIAL STATEMENTS**

March 31, 2025 and 2024

**5. Permanent Collection (Unaudited)**

In conformity with industry practice, certain crafts purchased and donated are not recorded in the accompanying statements of financial position. The League's permanent art collection is cataloged, preserved, and cared for continuously. The value of the objects acquired, for which the League can make a reasonable estimate, totaled approximately \$342,000 at March 31, 2025 and 2024.

**6. Compensated Absences**

Employees at the League are entitled to paid vacation, depending on job classification, length of service and other factors. The statements of financial position reflect accrued vacation earned, but unpaid, at March 31, 2025 and 2024 in the amount of \$1,287 and \$3,851, respectively.

**7. Line of Credit**

On July 28, 2020, the League established a line of credit with a bank totaling \$500,000. The line bears interest at the Wall Street Journal Prime Rate (7.50% at March 31, 2025) and is due on demand. The line is secured by assignment of certain rents and real estate. There were no outstanding borrowings on the line of credit at March 31, 2025 and 2024.

**8. Royalty Fee Income**

The League receives royalties from affiliated retail galleries under the terms of written agreements requiring payments currently amounting to 2.4% of gross sales. Royalty fee income amounted to \$43,056 and \$43,924 for the years ended March 31, 2025 and 2024, respectively.

**9. Operating Leases**

The League leases various office equipment under noncancelable operating leases which expire through May 2027.

The League leases retail gallery space in a building located in Hooksett, New Hampshire. The lease contains a 3-year term ending in October 2026. Rent is variable and paid at 10% of gross sales. The League also leases retail gallery space in a building located in Concord, New Hampshire. The lease contains a 12-month term ending in December 2025. Rent is fixed at \$2,500 per month. Total lease expense under all operating leases for the years ended March 31, 2025 and 2024 was \$43,223 and \$24,977, respectively.

**THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.**

NOTES TO FINANCIAL STATEMENTS

March 31, 2025 and 2024

**9. Operating Leases (Continued)**

Future minimum lease payments, other than variable amounts due under the Hooksett lease, required under operating leases as of March 31 are as follows:

2026	\$28,873
2027	3,981
2028	<u>464</u>
	<u>\$33,318</u>

**10. Retirement Plan**

Effective June 1992, the League adopted a defined contribution retirement plan covering all employees who meet the eligibility requirements of the plan. There were no employer contributions for the year ended March 31, 2025. Employer contributions totaled \$9,186 for the year ended March 31, 2024.

**11. Functional Allocation of Expenses**

Expenses by functional classification at March 31 are as follows:

	<u>Program Services</u>	<u>Supporting Services</u>	<u>Total</u>
<u>2025</u>			
Salaries and employee benefits	\$ 356,258	\$197,505	\$ 553,763
Catering	2,787	4,063	6,850
Cost of sales	454,152	293	454,445
Repairs and maintenance	6,834	2,313	9,147
Advertising	132,768	3,396	136,164
Postage, printing and shipping	12,360	9,336	21,696
Depreciation and amortization	8,286	43,695	51,981
Contract services	30,970	167,536	198,506
Bank and credit card fees	33,741	9,251	42,992
Utilities	6,264	11,779	18,043
Travel	5,665	3,355	9,020
Equipment rental	199,271	10,411	209,682
Occupancy	35,464	53,660	89,124
Supplies	30,132	5,036	35,168
Dues and subscriptions	788	16,325	17,113
Education	14,555	20,628	35,183
Other expenses	<u>18,146</u>	<u>4,919</u>	<u>23,065</u>
<b>Total</b>	<u>\$1,348,441</u>	<u>\$563,501</u>	<u>\$1,911,942</u>

**THE LEAGUE OF NEW HAMPSHIRE CRAFTSMEN, INC.**

NOTES TO FINANCIAL STATEMENTS

March 31, 2025 and 2024

**11. Functional Allocation of Expenses (Continued)**

	<u>Program Services</u>	<u>Supporting Services</u>	<u>Total</u>
<u>2024</u>			
Salaries and employee benefits	\$ 251,881	\$210,286	\$ 462,167
Catering	1,033	2,881	3,914
Cost of sales	276,250	119	276,369
Repairs and maintenance	-	1,268	1,268
Advertising	139,273	4,582	143,855
Postage, printing and shipping	10,218	9,850	20,068
Depreciation	8,483	40,868	49,351
Contract services	24,785	119,927	144,712
Bank and credit card fees	27,672	8,549	36,221
Utilities	1,914	12,629	14,543
Travel	4,885	6,620	11,505
Equipment rental	198,041	3,674	201,715
Occupancy	17,715	47,573	65,288
Supplies	16,831	2,168	18,999
Dues and subscriptions	494	14,826	15,320
Education	20,911	836	21,747
Other expenses	<u>18,883</u>	<u>4,709</u>	<u>23,592</u>
 Total	 <u>\$1,019,269</u>	 <u>\$491,365</u>	 <u>\$1,510,634</u>

Specifically identifiable costs are assigned to the function to which they are identified.

**12. Financial Assets and Liquidity Resources**

As of March 31, 2025 financial assets and liquidity resources available within one year for general expenditure, such as operating expenses, consist of the following:

Cash and cash equivalents	\$505,587
Accounts receivable	<u>74,762</u>
	<u>\$580,349</u>

To manage liquidity, the League maintains sufficient cash and cash equivalent balances to support daily operations throughout the year. Cash and cash equivalents include bank deposits, money market funds, and other similar vehicles that generate a return on cash and provide daily liquidity to the League. In addition, the League has investments without donor restrictions that can be utilized at the discretion of management to help fund both operational needs and/or capital projects. As of March 31, 2025, the balance in these investments was \$1,016,869. The League also has a line of credit with available borrowings up to \$500,000 (note 7).



**Topic:  
Salaries for Key Personal  
Contract Share**

To Whom It May Concern,

This letter serves to clarify that at the League of New Hampshire Craftsmen, Inc., there is no contractual obligation or arrangement that allocates any portion of funds received through the JPP program to individual employees.

The salaries for key personnel are Executive Director Kate Saunders - \$125,000 and Sarah Nyham Associate Executive Director - \$80,000.

Please feel free to contact us if additional clarification is needed.

Sincerely,



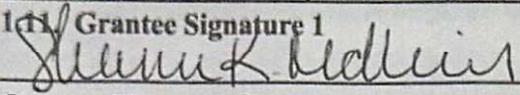
Katherine Saunders  
Executive Director

League of New Hampshire Craftsmen  
49S Main Street, Concord, NH 03301

GRANT AGREEMENT

The State of New Hampshire and the Grantee hereby  
Mutually agree as follows:  
GENERAL PROVISIONS

I. Identification and Definitions.

<b>1.1. State Agency Name</b> Department of Business and Economic Affairs		<b>1.2. State Agency Address</b> 100 N. Main St, Suite 100, Concord, NH 03301	
<b>1.3. Grantee Name</b> Newport Chamber of Commerce		<b>1.4. Grantee Address</b> 19 Depot Street, Newport, NH 03773	
<b>1.5. Grantee Phone #</b> 603-863-1510	<b>1.6. Account Number</b> 20130000/500590	<b>1.7. Completion Date</b> 12/31/2026	<b>1.8. Grant Limitation</b> \$38,997.50
<b>1.9. Grant Officer for State Agency</b> Michelle Cruz		<b>1.10. State Agency Telephone Number</b> 603-271-2665	
If Grantee is a municipality or village district: "By signing this form we certify that we have complied with any public meeting requirement for acceptance of this grant, including if applicable RSA 31:95-b."			
<b>1.11. Grantee Signature 1</b> 		<b>1.12. Name &amp; Title of Grantee Signor 1</b> Shannon K. MacMichael, <sup>Executive</sup> Director	
<b>Grantee Signature 2</b> N/A		<b>Name &amp; Title of Grantee Signor 2</b> N/A	
<b>Grantee Signature 3</b> N/A		<b>Name &amp; Title of Grantee Signor 3</b> N/A	
<b>1.13. State Agency Signature(s)</b> 		<b>1.14. Name &amp; Title of State Agency Signor(s)</b> James Key-Wallace, Interim Commissioner	
<b>1.15. Approval by Attorney General (Form, Substance and Execution) (if G &amp; C approval required)</b> By: <i>Vasilios Manthos</i> Attorney, On: 3/5/26 / /			
<b>1.16. Approval by Governor and Council (if applicable)</b> By: On: / /			

2. **SCOPE OF WORK:** In exchange for grant funds provided by the State of New Hampshire, acting through the Agency identified in block 1.1 (hereinafter referred to as "the State"), the Grantee identified in block 1.3 (hereinafter referred to as "the Grantee"), shall perform that work identified and more particularly described in the scope of work attached hereto as EXHIBIT B (the scope of work being hereinafter referred to as "the Project").

Initials   
Date *3/5/26*

3. AREA COVERED. Except as otherwise specifically provided for herein, the Grantee shall perform the Project in, and with respect to, the State of New Hampshire.
4. EFFECTIVE DATE: COMPLETION OF PROJECT.
- 4.1. This Agreement, and all obligations of the parties hereunder, shall become effective on the date on the date of approval of this Agreement by the Governor and Council of the State of New Hampshire if required (block 1.16), or upon signature by the State Agency as shown in block 1.14 ("the Effective Date").
- 4.2. Except as otherwise specifically provided herein, the Project, including all reports required by this Agreement, shall be completed in ITS entirety prior to the date in block 1.7 (hereinafter referred to as "the Completion Date").
5. GRANT AMOUNT; LIMITATION ON AMOUNT; VOUCHERS; PAYMENT.
- 5.1. The Grant Amount is identified and more particularly described in EXHIBIT C, attached hereto.
- 5.2. The manner of, and schedule of payment shall be as set forth in EXHIBIT C.
- 5.3. In accordance with the provisions set forth in EXHIBIT C, and in consideration of the satisfactory performance of the Project, as determined by the State, and as limited by subparagraph 5.5 of these general provisions, the State shall pay the Grantee the Grant Amount. The State shall withhold from the amount otherwise payable to the Grantee under this subparagraph 5.3 those sums required, or permitted, to be withheld pursuant to N.H. RSA 80:7 through 7-c.
- 5.4. The payment by the State of the Grant amount shall be the only, and the complete payment to the Grantee for all expenses, of whatever nature, incurred by the Grantee in the performance hereof, and shall be the only, and the complete, compensation to the Grantee for the Project. The State shall have no liabilities to the Grantee other than the Grant Amount.
- 5.5. Notwithstanding anything in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made, hereunder exceed the Grant limitation set forth in block 1.8 of these general provisions.
6. COMPLIANCE BY GRANTEE WITH LAWS AND REGULATIONS. In connection with the performance of the Project, the Grantee shall comply with all statutes, laws regulations, and orders of federal, state, county, or municipal authorities which shall impose any obligations or duty upon the Grantee, including the acquisition of any and all necessary permits and RSA 31-95-b.
7. RECORDS and ACCOUNTS.
- 7.1. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency, the Grantee shall keep detailed accounts of all expenses incurred in connection with the Project, including, but not limited to, costs of administration, transportation, insurance, telephone calls, and clerical materials and services. Such accounts shall be supported by receipts, invoices, bills and other similar documents.
- 7.2. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency pursuant to subparagraph 7.1, at any time during the Grantee's normal business hours, and as often as the State shall demand, the Grantee shall make available to the State all records pertaining to matters covered by this Agreement. The Grantee shall permit the State to audit, examine, and reproduce such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, data (as that term is hereinafter defined), and other information relating to all matters covered by this Agreement. As used in this paragraph, "Grantee" includes all persons, natural or fictional, affiliated with, controlled by, or under common ownership with, the entity identified as the Grantee in block 1.3 of these provisions
8. PERSONNEL.
- 8.1. The Grantee shall, at its own expense, provide all personnel necessary to perform the Project. The Grantee warrants that all personnel engaged in the Project shall be qualified to perform such Project, and shall be properly licensed and authorized to perform such Project under all applicable laws.
- 8.2. The Grantee shall not hire, and it shall not permit any subcontractor, subgrantee, or other person, firm or corporation with whom it is engaged in a combined effort to perform the Project, to hire any person who has a contractual relationship with the State, or who is a State officer or employee, elected or appointed.
- 8.3. The Grant Officer shall be the representative of the State hereunder. In the event of any dispute hereunder, the interpretation of this Agreement by the Grant Officer, and his/her decision on any dispute, shall be final.
9. DATA: RETENTION OF DATA: ACCESS.
- 9.1. As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations,

- 9.2. computer programs, computer printouts, notes, letters, memoranda, paper, and documents, all whether finished or unfinished.
- 9.2. Between the Effective Date and the Completion Date the Grantee shall grant to the State, or any person designated by it, unrestricted access to all data for examination, duplication, publication, translation, sale, disposal, or for any other purpose whatsoever.
- 9.3. No data shall be subject to copyright in the United States or any other country by anyone other than the State.
- 9.4. On and after the Effective Date all data, and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason, whichever shall first occur.
- 9.5. The State, and anyone it shall designate, shall have unrestricted authority to publish, disclose, distribute and otherwise use, in whole or in part, all data.
10. CONDITIONAL NATURE OR AGREEMENT. Notwithstanding anything in this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability or continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available or appropriated funds. In the event of a reduction or termination of those funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Grantee notice of such termination.
11. EVENT OF DEFAULT: REMEDIES.
- 11.1. Any one or more of the following acts or omissions of the Grantee shall constitute an event of default hereunder (hereinafter referred to as "Events of Default"):
  - 11.1.1 Failure to perform the Project satisfactorily or on schedule; or
  - 11.1.2 Failure to submit any report required hereunder; or
  - 11.1.3 Failure to maintain, or permit access to, the records required hereunder; or
  - 11.1.4 Failure to perform any of the other covenants and conditions of this Agreement.
- 11.2. Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:
  - 11.2.1 Give the Grantee a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Grantee notice of termination; and
  - 11.2.2 Give the Grantee a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the Grant Amount which would otherwise accrue to the Grantee during the period from the date of such notice until such time as the State determines that the Grantee has cured the Event of Default shall never be paid to the Grantee; and
  - 11.2.3 Set off against any other obligation the State may owe to the Grantee any damages the State suffers by reason of any Event of Default; and
  - 11.2.4 Treat the agreement as breached and pursue any of its remedies at law or in equity, or both.
12. TERMINATION.
- 12.1. In the event of any early termination of this Agreement for any reason other than the completion of the Project, the Grantee shall deliver to the Grant Officer, not later than fifteen (15) days after the date of termination, a report (hereinafter referred to as the "Termination Report") describing in detail all Project Work performed, and the Grant Amount earned, to and including the date of termination.
- 12.2. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall entitle the Grantee to receive that portion of the Grant amount earned to and including the date of termination.
- 12.3. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall in no event relieve the Grantee from any and all liability for damages sustained or incurred by the State as a result of the Grantee's breach of its obligations hereunder.
- 12.4. Notwithstanding anything in this Agreement to the contrary, either the State or, except where notice default has been given to the Grantee hereunder, the Grantee, may terminate this Agreement without cause upon thirty (30) days written notice.
13. CONFLICT OF INTEREST. No officer, member of employee of the Grantee, and no representative, officer or employee of the State of New Hampshire or of the governing body of the locality or localities in which the Project is to be performed, who exercises any functions or responsibilities in the review or

*[Handwritten Signature]*  
12/8/06

- approval of the undertaking or carrying out of such Project, shall participate in any decision relating to this Agreement which affects his or her personal interest or the interest of any corporation, partnership, or association in which he or she is directly or indirectly interested, nor shall he or she have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.
14. GRANTEE'S RELATION TO THE STATE. In the performance of this Agreement the Grantee, its employees, and any subcontractor or subgrantee of the Grantee are in all respects independent contractors, and are neither agents nor employees of the State. Neither the Grantee nor any of its officers, employees, agents, members, subcontractors or subgrantees, shall have authority to bind the State nor are they entitled to any of the benefits, workmen's compensation or emoluments provided by the State to its employees.
  15. ASSIGNMENT AND SUBCONTRACTS. The Grantee shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the State. None of the Project Work shall be subcontracted or subgranted by the Grantee other than as set forth in Exhibit B without the prior written consent of the State.
  16. INDEMNIFICATION. The Grantee shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based on, resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Grantee or subcontractor, or subgrantee or other agent of the Grantee. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this agreement.
  17. INSURANCE.
    - 17.1 The Grantee shall, at its own expense, obtain and maintain in force, or shall require any subcontractor, subgrantee or assignee performing Project work to obtain and maintain in force, both for the benefit of the State, the following insurance:
      - 17.1.1 Statutory workers' compensation and employees liability insurance for all employees engaged in the performance of the Project, and
      - 17.1.2 General liability insurance against all claims of bodily injuries, death or property damage, in amounts not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury or death any one incident, and \$500,000 for property damage in any one incident; and
    - 17.2 The policies described in subparagraph 17.1 of this paragraph shall be the standard form employed in the State of New Hampshire, issued by underwriters acceptable to the State, and authorized to do business in the State of New Hampshire. Grantee shall furnish to the State, certificates of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy.
  18. WAIVER OF BREACH. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event, or any subsequent Event. No express waiver of any Event of Default shall be deemed a waiver of any provisions hereof. No such failure of waiver shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other default on the part of the Grantee.
  19. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses first above given.
  20. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Council of the State of New Hampshire, if required or by the signing State Agency.
  21. CONSTRUCTION OF AGREEMENT AND TERMS. This Agreement shall be construed in accordance with the law of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assignees. The captions and contents of the "subject" blank are used only as a matter of convenience, and are not to be considered a part of this Agreement or to be used in determining the intent of the parties hereto.
  22. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.
  23. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings relating hereto.
  24. SPECIAL PROVISIONS. The additional or modifying provisions set forth in Exhibit A hereto are incorporated as part of this agreement.

**Exhibit A  
Special Provisions**

Due to the nature of this contract, DTTD waives the \$2,000,000 provision for bodily injury or death in Paragraph 17.1.2 (Insurance and Bond, and accepts \$1,000,000 for any one incident.

**Exhibit B  
Scope of Services**

The Division of Travel and Tourism (DTTD) will award Joint Promotional Grant funds to the Newport Chamber of Commerce (NACC) to be used to promote travel and tourism in New Hampshire.

Grant Deliverables:

Sugar River Region's Destination Guide: NACC will contract with Yankee Magazine Custom Publishing and Cummings to print, produce, and distribute 35,000 copies of the Sugar River Region's Destination Guide. This custom 60-page, full-color, glossy publication will showcase the Sugar River Region's attractions, activities, and local businesses, and promote the region as an emerging visitor destination by introducing its new brand to key markets.

The publication will be distributed to New Hampshire and Vermont visitor centers, Manchester-Boston Regional Airport, visitor-facing businesses and attractions, lodging properties, short-term rentals, and at trade shows and regional events. The guide will also be polybagged with *New Hampshire Magazine* to extend its reach statewide and to out-of-state subscribers. A digital version will be available for download on the Discover Sugar River Region website. DTTD's logo will be used to co-brand materials, as appropriate.

The Joint Promotional Program Grant Agreement received by the Newport Chamber of Commerce consists of the following documents: A completed Grant Agreement form, and Exhibits A, B, and C, which are all incorporated herein by reference as if fully set forth herein.

**Exhibit C  
Schedule and Payments**

In consideration of the satisfactory performance of the services described in Exhibit B, as determined by the Division of Travel and Tourism Development (DTTD), DTTD agrees to pay the Newport Chamber of Commerce (NACC).

Total Grant Award:      \$38,997.50

Reimbursement requests will be invoiced by the NACC within 90 days after the current fiscal year. The invoices shall be paid in accordance with state procedures, 30 days after the invoice date. Expenses incurred prior to Governor and Executive Council approval and after DTTD internal approval will only be reimbursed if contract receives final approval from Governor and Executive Council.

Grantee Initials  
Date

SKM  
1/28/26

# State of New Hampshire

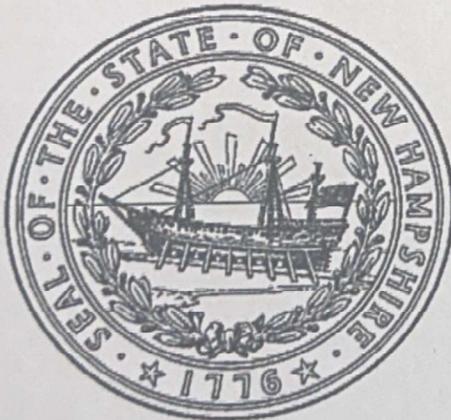
## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that NEWPORT CHAMBER OF COMMERCE is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 21, 1964. 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: 66390

Certificate Number: 0007663156



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 12th day of January A.D. 2026.

A handwritten signature in black ink, appearing to read "D. Scanlan", is written over a faint circular outline.

David M. Scanlan  
Secretary of State

## Corporate Resolution

I, Paul J Brown, President of the Newport Chamber of Commerce, an authorized entity licensed to conduct business in the State of New Hampshire, do hereby certify that the following is a true and correct copy of a resolution duly adopted by the Board of Directors of this corporation on January 5, 2026 and that such resolution has not been modified, rescinded or revoked and is at present in full force and effect:

RESOLVED, to confirm the Chamber's support of the JPP application, and to authorize Shannon MacMichael, Executive Director to sign any and all documents related to said application.

In Witness whereof, the undersigned has affixed his signature, this the 10<sup>th</sup> day of January, 2026.



---

**Paul J Brown, President  
Newport Chamber of Commerce**





**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:**

- [ ] 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**
- [x] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**
- [ ] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

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

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

**FINANCIAL DISCLOSURES**

**G. Check one the following:**

- The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached) **OR**
- The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**
- If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization’s most recently completed fiscal year: SEE ATTACHED

**1. INCOME STATEMENT**

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

## 2. BALANCE SHEET

<u>Assets</u>		<u>Liabilities</u>	
<i>Cash &amp; Equivalents</i>	\$	<i>Accounts Payable</i>	\$
<i>Investments</i>	\$	<i>Loans Payable</i>	\$
<i>Real Estate (less any depreciation)</i>	\$	<i>All other liabilities</i>	\$
<i>Other Property &amp; Equipment (less any depreciation)</i>	\$	<u>Total Liabilities</u>	\$
<i>Pledges, grants, accounts receivable</i>	\$		
<i>All other assets</i>	\$		
<u>Total Assets</u>	\$		



To promote the growth and prosperity of the area served by Newport, New Hampshire, to promote its general welfare, and to foster its commerce and trade; to do all acts incidental, necessary, or desirable to further such purposes; and, to exercise all general powers conferred by law on voluntary corporations.

Updated: 11.4.2025						
Position	Name (First & Last)	Board Term	Preferred Primary Phone Number	Preferred Primary Email Address	Employer Name	Job Title
Executive Director	Obey, Shannon	n/a		<a href="mailto:shannon.obey@comcast.net">shannon.obey@comcast.net</a>		
Board of Directors						
	Avery, Shannon	2027		savery0721@gmail.com	Individual member	
	Bevilacqua, Brianne	2026		briannebevilacqua@gmail.com	Eastern Propane & Oil	
President	Brown, Paul	2028	603-504-2534	pjbcpa2049@gmail.com	Paul J Brown CPA, PLLC	Principal
	Chubb, Stefan	2026	512-665-3290	stefanchubb@outlook.com	Whelen/GreenSource	Human Resources
	Cohen, Lisa	2028		lisa.cohen@newlondonhospital.org	New London Hospital	CFO
2nd VP	Dewey, Ann	2026	603-477-8958	adewey@claremontsavings.bank	Claremont Savings Bank	Retail Innovation Officer
	Dole, Bryant	2027		bdole@claremontsavings.bank	Claremont Savings Bank	
Treasurer	Grant, Dawn	2027	603-398-3644	dgrantncc@gmail.com	NLCS Inc./DM6P	Owner
	Harris, Kyle	n/a	908-692-7208	kharris@newportnh.gov	Town of Newport	Town Manager
	Lantz, David	2026	603-504-4306	dlantz@mjharrington.com	MR Harrington Jewlers	President
	Lovley, PJ	2027	603-477-9332	PJlovely@newportnh.gov	Newport Rec Dept.	
	Mavor, Megan	2027	214-336-2461	thenewportballroom@gmail.com	The Newport Ballroom	Director
	McCullagh, Myrtle	2027	207-290-0206	mnmccullagh@gmail.com	Universal PT	Co-Owner
	McMahon, Janice	2028	603 863 2165	wearcmahon@comcast.net	Individual member	Comptroller
	Olivencia, Jose	2028	860-280-6866	aaaolivencia9@gmail.com	1010 Tree Service	Owner
	Rastallis, Jane	2028	508-612-8822	jrastallis@aol.com	The Old Courthouse	Owner
VP	Smith, Steve	2027	603-454-6606	steven.smith66@gmail.com	Main Street Radio, LLC	Owner / General Manager
Secretary	Spanos, Terri	2028	603-690-5319	Tspanos@sugarriverbank.com	Sugar River Bank	
	Waterman, Brandy	2026	603-477-0938	brandyz21@hotmail.com	O'Halloran Group	
VACANT		2026				

## PAUL J. BROWN, CPA

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### EDUCATION

BENTLEY COLLEGE  
Bachelor of Science Degree in Accountancy, May 1986

STATE OF NEW HAMPSHIRE  
Certified Public Manager Program, November 2005

### PROFESSIONAL CERTIFICATION

New Hampshire State Board of Accountancy, Certificate #2049

### PROFESSIONAL EXPERIENCE

08/24 to present

**Paul J Brown, CPA PLLC**  
- Provide financial consulting services to New Hampshire municipalities

**Town of Newport, New Hampshire**

11/11 to 7/15

**TOWN MANAGER**  
**INTERIM (4/11 to 11/11, 9/16 to 10/16, 7/23 to 2/24)**  
- Responsible for the day-to-day operations of the Town as provided for under NH State Law (NH RSA 37), consisting of 8 departments, with 60 FT and 40 PT/Call employees.

8/92 to 8/24

**FINANCE DIRECTOR**  
**ASSISTANT TOWN MANAGER 2010 to 2024**  
- Responsible for the following aspects of town business, including:

Accounting.	Cash management.	Insurance
Short & long-term borrowing.	Employee benefits.	Welfare
Internal & external reporting.	Billing & collections.	Assessing
Budget development.	Computer hardware & software.	
Rate studies	Audit preparation and management	

- Serve as a member of the union negotiating team.

12/96 to 2/97

**SAU #43; Newport, Sunapee, Goshen/Lempster, Croydon**  
**ACTING BUSINESS MANAGER**  
- Assumed responsibilities of the business manager on an as-needed basis, focusing on:  
Budget development for four school districts.  
Review of operating systems, making recommendations for improvements.  
Monitoring of current operations.

6/86 to 7/89

**Vachon, Clukay & Co., PC**

**STAFF ACCOUNTANT**

7/89 to 8/92

**SENIOR ACCOUNTANT**

- In-charge responsibility for audits of municipal, educational, not-for-profit, and commercial clients, requiring:

- Review of internal control structure, assessment of reliance thereon, and recommendation for improvements.
- Training, supervision, and review of junior staff.
- Knowledge of Generally Accepted Accounting Principles, Generally Accepted Auditing Standards, and Governmental Auditing Standards

- Performed other projects as determined by client needs or desired results, including:

- Served as computer consultant for hardware and software.
- Creation and installation of accounting systems.
- Preparation of operating budgets, financial forecasts, and projections.

# SHANNON MACMICHAEL

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## EXPERIENCE

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- 2005-Present      **ROCKINGHAM FIREWORKS MFG. & DISPLAY CO., INC.**  
President  
Provide overall strategic leadership and vision, oversee business operations, manage licensing and permits, marketing & promotion, budgeting and coordinate importing logistics.
- 2017-Present      **FEELIN' PHAT FITNESS LLC**  
Owner/Operator  
Own and operate a boutique fitness studio, oversee business operations, manage budget, design and lead group fitness classes, handle marketing and manage client relationships.
- 2022-Present      **NEWPORT AREA CHAMBER OF COMMERCE**  
Executive Director  
Serve as the Director and public representative of the Chamber, oversee business operations, maintain strong relationships with member businesses, local officials and community partners, drive membership recruitment, manage marketing, plan & coordinate community events, collaborate with the Board of Directors on strategy and advocate for local businesses.

## EDUCATION

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- 2002-2006      **CHAMPLAIN COLLEGE**  
Bachelor's Degree, Paralegal Studies

## BOARD SERVICE

- 2018-Present President, KRES  
Bradford PTO
- 2022-Present, Board of Directors,  
Discover Sugar River Region
- 2025-Present, Board of Trustees, New  
London Hospital

## SKILLS

- Community engagement & relationship building
- Marketing and social media
- Communication and public speaking
- Leadership and team collaboration
- Budgeting and fundraising support

## HOBBIES

- Skiing
- Hiking
- Traveling
- Dance & Group Fitness
- Volunteering

# Profit and Loss

## Newport Chamber of Commerce

January 1-December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
<b>Income</b>	
45000 Interest Income	167.75
46400 Misc. Income	72,452.87
47200 Membership Dues	\$2,300.00
47210 Membership Dues	19,695.00
<b>Total for 47200 Membership Dues</b>	<b>\$21,995.00</b>
49000 Special Events Income	
49002 Dancing With the Newport Stars	\$9,110.63
49102 DWMS Poster Income	700.00
49103 DWNS Ticket Sales	1,901.00
49104 DWNS Corporate Sponsors	10,200.00
49105 DWNS Posters	300.00
<b>Total for 49002 Dancing With the Newport Stars</b>	<b>\$22,211.63</b>
49003 Concerts On The Common	5,479.00
49004 Twas Just Before Christmas	2,200.00
49006 Annual Meeting	4,460.00
49007 Winter Carnival	2,173.00
49009 Other Projects	31,092.00
49014 Brewfest	12,275.57
49017 Fall Breakfast	1,455.00
49019 Christmas Cash Raffle	1,985.00
49020 Car Show	19,079.61
49022 Block Party	2,808.00
49026 Ella Casey Memorial Golf Tournament	9,590.00
49027 Run for the Fallen	3,456.81
<b>Total for 49000 Special Events Income</b>	<b>\$118,265.62</b>
Uncategorized Income	750.00
<b>Total for Income</b>	<b>\$213,631.24</b>
<b>Gross Profit</b>	
<b>\$213,631.24</b>	
<b>Expenses</b>	
60900 Business Expenses	327.94
62100 Website services	254.08
62110 Accounting Fees	500.00
62800 Facilities and Equipment	
62820 Property Taxes	5,363.00
62830 Office Equipment Expense	33.98
62890 Rent, Parking, Utilities	702.29
<b>Total for 62800 Facilities and Equipment</b>	<b>\$6,099.27</b>

# Profit and Loss

## Newport Chamber of Commerce

January 1-December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
65000 Operations	
65010 Books, Subscriptions, Reference	1,383.50
65020 Postage, Mailing Service	129.00
65030 Printing and Copying	332.00
65040 Supplies	158.11
65050 Telephone, Telecommunications	730.10
<b>Total for 65000 Operations</b>	<b>\$2,732.71</b>
65100 Other Types of Expenses	
65111 Bank Fees	29.99
65120 Insurance - Liability, D and O	\$2,016.20
65121 D & O Insurance	1,741.00
65122 Workman's Comp	674.00
65123 Property & Liability Insurance	3,951.20
<b>Total for 65120 Insurance - Liability, D and O</b>	<b>\$8,382.40</b>
65150 Memberships and Dues	662.00
65160 Event Expenses	
65163 Twas Just Before Christmas	2,846.97
65165 Annual Dinner	6,227.71
65167 Concerts on the Common	6,916.76
65168 Winter Carnival	2,038.13
65169 Dancing With the Newport Stars	8,557.04
65170 Business After Hours Expense	896.91
65171 Brewfest	8,752.20
65174 Holiday Shop Local	446.24
65176 Christmas Cash Raffle	1,100.00
65177 Ella Casey Golf Tournament	4,363.37
6517 Fall Breakfast	1,066.49
65187 Block Party	3,079.42
67176 Car Show	16,804.39
67177 Run for the Fallen	5,034.19
<b>Total for 65160 Event Expenses</b>	<b>\$68,129.82</b>
65180 Other Expenses	\$103,360.00
65183 Christmas Lights	47.74
65185 65185 - Misc. Expenses	139.96
65186 Welcome Bags	500.00
<b>Total for 65180 Other Expenses</b>	<b>\$104,047.70</b>
65190 Executive Director	1,500.00
<b>Total for 65100 Other Types of Expenses</b>	<b>\$182,751.91</b>

# Profit and Loss

## Newport Chamber of Commerce

January 1-December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
66000 Payroll Expenses	
Taxes	1,309.07
Wages	16,380.00
<b>Total for 66000 Payroll Expenses</b>	<b>\$17,689.07</b>
<b>Total for Expenses</b>	<b>\$210,354.98</b>
<b>Net Operating Income</b>	<b>\$3,276.26</b>
Other Income	
70700 In-Kind Donation, Net Zero	
70710 In-Kind Donation Value	818.00
<b>Total for 70700 In-Kind Donation, Net Zero</b>	<b>\$818.00</b>
<b>Total for Other Income</b>	<b>\$818.00</b>
Other Expenses	
Reconciliation Discrepancies-1	1.45
<b>Total for Other Expenses</b>	<b>\$1.45</b>
<b>Net Other Income</b>	<b>\$816.55</b>
<b>Net Income</b>	<b>\$4,092.81</b>

# Balance Sheet

## Newport Chamber of Commerce

As of December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
<b>Assets</b>	
Current Assets	
Bank Accounts	
10000 Cash and Cash Items	
10010 Newport Chamber of Commerce	42,574.07
10011 Newport Chamber of Commerce -C3	3,217.81
10012 High Yield Account	8,367.75
10020 NACC LSB Savings	0.00
10030 NACC - SRB Savings	0.00
10040 NACC - Winter Carnival	0.00
<b>Total for 10000 Cash and Cash Items</b>	<b>\$54,159.63</b>
13200 Petty Cash	59.23
7979 Fireworks Account- SRB	0.00
<b>Total for Bank Accounts</b>	<b>\$54,218.86</b>
Other Current Assets	
12000 Undeposited Funds	0.00
13100 CPA Adjustment	0.00
<b>Total for Other Current Assets</b>	<b>\$0.00</b>
<b>Total for Current Assets</b>	<b>\$54,218.86</b>
Fixed Assets	
14000 Office Computer	770.00
14100 Building	115,719.00
14200 Land Improvements	4,700.00
15000 Accumulated Depreciation	-7,768.00
18100 Land	52,317.00
<b>Total for Fixed Assets</b>	<b>\$165,738.00</b>
Other Assets	
18600 Other Assets	0.00
<b>Total for Other Assets</b>	<b>\$0.00</b>
<b>Total for Assets</b>	<b>\$219,956.86</b>

# Balance Sheet

## Newport Chamber of Commerce

As of December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Liabilities and Equity	
Liabilities	
Current Liabilities	
Other Current Liabilities	
24000 Payroll Liabilities	\$0.00
Federal Taxes (941/943/944)	12.88
Federal Unemployment (940)	34.80
NH Unemployment Tax	0.83
<b>Total for 24000 Payroll Liabilities</b>	<b>\$48.51</b>
24001 PR Liabilities Offset	0.00
24200 Accrued Expenses	
24201 Meals and Rental Tax	-44.46
<b>Total for 24200 Accrued Expenses</b>	<b>-\$44.46</b>
25100 Reserve- Chamber Grant Funds	8,962.83
25110 Grant Funds Offset	-8,962.83
29000 Suspense	0.00
<b>Total for Other Current Liabilities</b>	<b>\$4.05</b>
<b>Total for Current Liabilities</b>	<b>\$4.05</b>
<b>Total for Liabilities</b>	<b>\$4.05</b>
Equity	
30000 Opening Balance Equity	217,193.71
32000 Retained Earnings	-1,333.71
Net Income	4,092.81
<b>Total for Equity</b>	<b>\$219,952.81</b>
<b>Total for Liabilities and Equity</b>	<b>\$219,956.86</b>