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STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION OF MEDICAID SERVICES

129 PLEASANT STREET, CONCORD, NH 03301
603-271-9422 1-800-852-3345 Ext. 9422
Fax: 603-271-8431 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

Lori A. Weaver
Commissioner

Henry D. Lipman
Director

May 22, 2026

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

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division of Medicaid Services, to enter into a contract with Archways (VC#310158), Tilton, NH, in the amount of $440,667 to provide navigator services to support correctional facilities and incarcerated individuals who may be eligible to participate in the community re-entry program for youth and adult populations, with the option to renew for up to five (5) additional years, effective upon Governor and Council approval through December 31, 2027. 100% Federal Funds.

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

05-95-47-470010-7727 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT, HHS: DIV MEDICAID SERVICES, OFC OF MEDICAID SERVICES, COMMUNITY RE-ENTRY AWARD

State Fiscal Year	Class / Account	Class Title	Job Number	Total Amount
2026	074/500589	Contracts for Program Services	47000068	$120,667
2027	074/500589	Contracts for Program Services	47000068	$220,000
2028	074/500589	Contracts for Program Services	47000068	$100,000
			Total	**$440,667**

EXPLANATION

The purpose of this request is to provide navigator services within carceral settings and to support incarcerated individuals as they prepare for release and successful reintegration into the community by securing and maintaining access to health insurance coverage and other critical reentry supports. Through these services, the Contractor will assist individuals with initial Medicaid enrollment under the Section 1115 Demonstration pre-release and youth reentry

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benefits, applications for other available health insurance coverage, preparation for community reentry, and transition out of Medicaid when appropriate. For individuals who remain Medicaid-eligible following release, the Contractor will provide continued navigation support, including assistance with maintaining compliance with community engagement requirements and continuity of coverage as individuals transition to employment-based or other insurance options.

Access to health insurance and coordinated reentry services is intended to address barriers that contribute to recidivism, including unmet behavioral health, physical health, and substance use disorder treatment needs. Improved access to care is expected to reduce morbidity and mortality, decrease the risk of relapse, overdose, and re-incarceration, lower emergency department utilization, and promote long-term stability in the community. In addition to direct individual support, the Contractor will assist correctional staff in navigating eligibility requirements, provide education to incarcerated individuals regarding available coverage options prior to release, and develop and disseminate educational materials to inform both incarcerated individuals and the general public about the community reentry program.

Historically, Medicaid's inmate exclusion policy has prohibited states from using Medicaid funds to pay for services provided to incarcerated individuals under most circumstances. In July 2024, New Hampshire received CMS approval, through the 1115 demonstration authority, to use Medicaid funds for reentry services provided to incarcerated adults with behavioral health diagnoses, becoming the second state in the nation to receive CMS approval. With the passage of the Consolidated Appropriations Act (CAA) of 2024, New Hampshire was mandated to cover all eligible juveniles with a limited benefit package prior to and post-release. The Youth Reentry Program serves eligible youth under age 21, as well as individuals aged 21 through 26 who aged out of foster care at age 18. On January 1, 2025, New Hampshire launched two new initiatives: the Adult Community Reentry Program and the Youth Community Reentry Program.

Since their launch, the Adult Community Reentry Initiative has served approximately 209 inmates approaching release, and the Youth Reentry Program has served approximately 10 youth prior to release from SYSC. In the coming year, the Department intends to introduce all 10 county jails into this program, which is anticipated to cover approximately 500 individuals across the two programs annually.

The Department will monitor services by:

- Bi-weekly progress reports and operational meetings
- Reviewing monthly electronic reports detailing activities, outcomes, and challenges
- Conducting evaluation and quality improvement activities

The Department selected the Contractor through a competitive bid process using a Request for Proposals (RFP) that was posted on the Department's website from February 26, 2026 through March 26, 2026. The Department received one (1) response that was reviewed and scored by a team of qualified individuals. The Scoring Sheet is attached.

As referenced in Exhibit A of the attached agreement, the parties have the option to extend the agreement for up to five (5) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties, and Governor and Council approval.

Should the Governor and Council not authorize this request carceral settings will have few resources to assist eligible individuals. Medicaid-eligible adults and youths preparing for community reentry may not have the healthcare support necessary for successful reintegration into the community. This could result in reduced support for incarcerated youth and adults transitioning back into the community. Ultimately, the absence of treatment can lead to poor

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health outcomes, recidivism, higher health costs to the State, and fewer individuals contributing positively to society.

Area served: Statewide.

Source of Federal Funds: Assistance Listing Number 93.694, FAIN 2T2CMS332023.

Respectfully submitted,

Ann C.O. N. Landry *for:*

Lori A. Weaver
Commissioner

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

Project ID # RFP-2026-DMS-04-COMMU

Project Title Community Reentry Navigator and Communication Services

	Maximum Points Available	Archways
Technical		
Experience (Q1)	**430**	425
Ability (Q2)	**430**	425
Capacity (Q3)	**290**	275
Subtotal - Technical	**1150**	**1125**

If a Vendor fails to achieve the minimum Technical score stated within the RFP, it will receive no further consideration from the evaluation team and the Vendor's Cost Proposal will remain unopened.

Cost		
Vendor Cost	**450**	450
Subtotal - Cost	**450**	**450**
TOTAL POINTS	**1600**	**1575**

TOTAL PROPOSED VENDOR COST	$440,667

	Reviewer Name	Title
1	Kari Fontaine	Nurse Manager
2	Heather Miville	DOC Case Manager
3	David Moran	Financial Manager
4	Carolyn Richards	Federal Waiver Administrator
5	Nicole Bryant	BFA Program Planning & Review Specialist

Subject: Community Reentry Navigator and Communications Services - RFP-2026-DMS-04-COMMU-01

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

AGREEMENT

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

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name New Hampshire Department of Health and Human Services		1.2 State Agency Address 129 Pleasant Street Concord, NH 03301-3857	
1.3 Contractor Name Archways		1.4 Contractor Address 5 Prospect Street Tilton, NH 03276	
1.5 Contractor Phone Number 603-520-7870	1.6 Account Unit and Class TBD	1.7 Completion Date December 31, 2027	1.8 Price Limitation $440,667
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Dr. Mark T. Watman 211804009D1D415... Date: 5/26/2026		1.12 Name and Title of Contractor Signatory Dr. Mark T. Watman Vice President/COO	
1.13 State Agency Signature DocuSigned by: Henry D. Lipman CF5D44D4F70D4E4... Date: 5/27/2026		1.14 Name and Title of State Agency Signatory Henry D. Lipman Medicaid Director	
1.15 Approval by the N.H. Department of Administration, Division of Personnel *(if applicable)* By:		Director, On:	
1.16 Approval by the Attorney General (Form, Substance and Execution) *(if applicable)* By: DocuSigned by: Robyn Guarino 74873484494146D... On: 5/27/2026			
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

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

3. EFFECTIVE DATE/COMPLETION OF SERVICES.

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

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

3.3 Contractor must complete all Services by the Completion Date specified in block 1.7.

4. CONDITIONAL NATURE OF AGREEMENT.

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

5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.

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

5.2 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8. The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services.

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

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

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

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

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of age, sex, sexual orientation, race, color, marital status, physical or mental disability, religious creed, national origin, gender identity, or gender expression, and will take affirmative action to prevent such discrimination, unless exempt by state or federal law. The Contractor shall ensure any subcontractors comply with these nondiscrimination requirements.

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

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

7. PERSONNEL.

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

7.2 The Contracting Officer specified in block 1.9, or any successor, shall be the State's point of contact pertaining to this Agreement.

Initial
Contractor Initials DMTW
Date 5/26/2026

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8. EVENT OF DEFAULT/REMEDIES.

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

8.1.1 failure to perform the Services satisfactorily or on schedule;

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

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

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

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

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

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

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

9. TERMINATION.

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

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) calendar days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. In addition, at the State's discretion, the Contractor shall, within fifteen (15) calendar days of notice of early termination, develop and submit to the State a transition plan for Services under the Agreement.

10. PROPERTY OWNERSHIP/DISCLOSURE.

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

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

10.3 Disclosure of data, information and other records shall be governed by N.H. RSA chapter 91-A and/or other applicable law. Disclosure requires prior written approval of the State.

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

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

12.1 Contractor shall provide the State written notice at least fifteen (15) calendar days before any proposed assignment, delegation, or other transfer of any interest in this Agreement. No such assignment, delegation, or other transfer shall be effective without the written consent of the State.

12.2 For purposes of paragraph 12, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

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

12.4 The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

13. INDEMNIFICATION. The Contractor shall indemnify, defend, and hold harmless the State, its officers, and employees from and against all actions, claims, damages, demands, judgments, fines, liabilities, losses, and other expenses, including, without limitation, reasonable attorneys' fees, arising out of or relating to this Agreement directly or indirectly arising from death, personal injury, property damage, intellectual property infringement, or other claims asserted against the State, its officers, or employees caused by the acts or omissions of negligence, reckless or willful misconduct, or fraud by the Contractor, its employees, agents, or subcontractors. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the State's sovereign immunity, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

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14. INSURANCE.
14.1 The Contractor shall, at its sole expense, obtain and continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:
14.1.1 commercial general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than $1,000,000 per occurrence and $2,000,000 aggregate or excess; and
14.1.2 special cause of loss coverage form covering all Property subject to subparagraph 10.2 herein, in an amount not less than 80% of the whole replacement value of the Property.
14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.
14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or any successor, a certificate(s) of insurance for all insurance required under this Agreement. At the request of the Contracting Officer, or any successor, the Contractor shall provide certificate(s) of insurance for all renewal(s) of insurance required under this Agreement. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

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

16. WAIVER OF BREACH. A State's failure to enforce its rights with respect to any single or continuing breach of this Agreement shall not act as a waiver of the right of the State to later enforce any such rights or to enforce any other or any subsequent breach.

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

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

19. CHOICE OF LAW AND FORUM.
19.1 This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire except where the Federal supremacy clause requires otherwise. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.
19.2 Any actions arising out of this Agreement, including the breach or alleged breach thereof, may not be submitted to binding arbitration, but must, instead, be brought and maintained in the Merrimack County Superior Court of New Hampshire which shall have exclusive jurisdiction thereof.

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

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

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

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

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

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

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

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Date 5/26/2026

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Revisions to Standard Agreement Provisions

1. Revisions to Form P-37, General Provisions

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

3.1. Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, this Agreement, and all obligations of the parties hereunder, shall become effective upon G&C approval.

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to five (5) additional years from the Completion Date, contingent upon satisfactory delivery of services, available funding, agreement of the parties, and approval of the Governor and Executive Council.

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

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

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

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

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Scope of Services

1. **Statement of Work**

1.1. The Contractor must provide statewide navigator services to assist incarcerated individuals participating in the community reentry program with applying for Medicaid and other health insurance coverage as they prepare for reentry into the community.

1.2. The Contractor must deliver navigator services through the four (4) existing Family Resource and Recover Community Organizations. Service coverage must include, at a minimum:

1.2.1. Concord Region: NH State Prison for Men; NH Correctional Facility for Women; Transitional Housing Units for individuals classified as C2 (ineligible for Medicaid); Sununu Youth Services Center; Hillsborough County Department of Corrections; and Rockingham County Department of Corrections.

1.2.2. Franklin Region: Merrimack, Sullivan, and Cheshire County Departments of Corrections.

1.2.3. Tilton Region: Belknap, Strafford, and Carroll County Departments of Corrections.

1.2.4. Plymouth Region: Grafton and Coos County Departments of Corrections and the Northern NH Correctional Facility.

1.3. The Contractor must coordinate with the fifteen (15) designated state, county, and youth correctional facilities to ensure navigator services are provided across locations consistently and in accordance with program requirements.

1.4. **Eligibility Screening and Enrollment**

1.4.1. The Contractor must provide eligibility screening and enrollment services including, but not limited to:

1.4.1.1. Conducting Medicaid eligibility screenings for incarcerated individuals within 90 days prior to release.

1.4.1.2. Assisting with new applications and redeterminations for Medicaid coverage for incarcerated individuals.

1.4.1.3. Coordinating with the Department, State, County and youth correctional facilities to ensure timely processing of applications and status changes.

1.4.1.4. Providing education on alternative medical coverage options to individuals not eligible for Medicaid.

1.4.2. The Contractor must ensure that the carceral facility will provide guidance and facilitate access to documentation on using their benefits post release.

1.4.3. The Contractor must conduct comprehensive health coverage screenings for individuals up to 90 days prior to their anticipated release.

1.4.4. The Contractor must ensure individuals have active health coverage in place that becomes effective on the day of release.

1.4.5. The Contractor must assist individuals in completing and submitting Medicaid applications and other applicable health coverage forms.

1.4.6. The Contractor must follow up with individuals to confirm approval, denial, or the need for additional documentation.

1.4.7. The Contractor must provide each individual with clear written information explaining how to use their health benefits upon release.

1.4.8. The Contractor must document all navigator activities in RecoveryLink, including the following:

1.4.8.1. All client interactions;

1.4.8.2. Tracking service delivery milestones from screening to enrollment; and

1.4.8.3. Generating comprehensive data reports.

1.4.9. The Contractor must record service dates, activities performed, and key data elements necessary to support program performance measurements, including the number of screenings completed and applications submitted.

1.4.10. The Contractor must collaborate with the three Managed Care Organizations (MCOs) to resolve enrollment issues and facilitate care connections for individuals.

1.4.11. The Contractor must ensure navigator services are provided by the eight Reentry Navigators working within correctional facilities to provide screening, enrollment, and care coordination for individuals pre- and post-release.

1.4.12. The Contractor must work directly with facility case managers and staff to ensure the timely processing of all applications and related documentation.

1.4.13. The Contractor must conduct one-on-one meetings with incarcerated individuals to complete eligibility screening within 90 days of release.

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1.4.14. The Contractor must assist individuals in completing and submitting applications for Medicaid or other health coverage programs.

1.4.15. The Contactor must provide education regarding available health coverage options, including Marketplace plans for individuals not eligible for Medicaid.

1.4.16. The Contractor must coordinate with the RESET program to support individuals with complex medical and/or behavioral health needs transitioning from incarceration.

1.4.17. The Contractor must travel to each of the fifteen (15) designated carceral facilities.

1.4.18. The Contractor must work collaboratively with correctional personnel to support timely application processing and resolve any application barriers.

1.5. **On site presence**

1.5.1. The Contractor must travel statewide to each of the fifteen (15) NH carceral sites participating in the reentry program. These sites include ten (10) county jails, four (4) state correctional facilities, and one (1) youth detention center.

1.5.2. The Contractor must meet all requirements of each facility to gain access.

1.5.3. The Contractor must be available and able to complete work on-site whenever required.

1.5.4. The Contractor must comply with New Hampshire Department of Corrections (NHDOC) statutes, regulations, policies, and procedures governing New Hampshire correctional facilities.

1.5.5. The Contractor must participate in any trainings required by the Department and the fifteen (15) NH carceral sites referenced in Section 1.8.1.

1.5.6. The Contractor must ensure complete facility orientation and training to comply with all applicable correctional facility policies and procedures, as required by the Department.

1.6. **Post Release Continual Support**

1.6.1. The Contractor must provide post release continuation of care for up to six (6) months post-release, including, monthly check-ins conducted by phone or in-person meetings.

1.6.2. The Contractor must connect individuals to long-term recovery, health, and support services through the Contractor's organization or

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a local Recovery Community Organization or Family Resource Center.

1.6.3. The Contractor must provide navigator support for up to six (6) months post-release, including regular phone or in-person check-ins, with extensions permitted based on individual needs.

1.6.4. The Contractor must coordinate with facility staff to identify individuals approaching their release date and coordinate pre-release planning.

1.6.5. The Contractor must coordinate with community-based providers to prevent duplication of services and to ensure individuals transition to an appropriate network of long-term supports.

1.6.6. The Contractor must offer follow-up services for up to six (6) months post-release through telephone or in-person meetings at one of the four (4) centers or at a mutually convenient community location.

1.7. **Outreach and Education**

1.7.1. The Contractor must develop and disseminate communication materials, as approved by the Department, to inform both incarcerated individuals and the general public about the community reentry program. The Contractor must ensure that these materials are made available in English and Spanish and include, but are not limited to, flyers, pamphlets, social media posts, and other communication materials as requested by the Department.

1.7.2. The Contractor must educate incarcerated individuals about Medicaid benefits, managed care options, and covered services.

1.7.3. The Contractor must actively coordinate with Recovery Community Organizations operating within correctional facilities to ensure outreach services are provided.

1.7.4. The Contractor must collaborate with community partners to make referrals to independent insurance brokers and State Health Insurance Assistance Program (SHIP) counselors.

1.7.5. The Contractor must educate individuals about their Medicaid benefits, the distinct advantages of the three Managed Care Organizations (MCOs), and the specific services each plan covers.

1.7.6. The Contractor must use its in-house Training Center to develop and disseminate a suite of Department approved materials designed to inform incarcerated individuals and the general public about the Community Reentry program.

1.7.7. The Contractor must ensure all communications, including flyers, pamphlets, and social media posts, are professionally translated and made available in both English and Spanish.

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1.7.8. The Contractor must ensure targeted materials are created to educate incarcerated individuals about Medicaid benefits, managed care options, and covered services.

1.8. **Training and Compliance**

1.8.1. The Contractor must ensure that all Navigators complete required training and certifications annually in accordance with state and federal requirements, including the Marketplace Assister Training and Certification Program, prior to performing any navigator duties.

1.8.2. The Contractor may be required to participate in training either remote or in person on an as needed basis as requested by the Department.

1.8.3. The Contractor must submit a detailed Work Plan within 30 days of contract execution, that includes, at a minimum:

1.8.3.1. Tasks.

1.8.3.2. Milestones.

1.8.3.3. Due Dates.

1.8.3.4. Responsible party.

1.8.3.5. Status.

1.9. The Contractor must hold bi-weekly meetings with the Department, or as otherwise requested by the Department, that may include, but are not limited to:

1.9.1. Regular progress reports, highlighting key accomplishments, challenges, and recommendations.

1.9.2. Any additional requirements, as determined by the Department.

1.9.3. The Contractor must complete all mandatory trainings required by the Department and by each participating correctional facility.

1.9.4. The Contractor must maintain ongoing communication with the Department and have flexibility to complete on-site duties as requested.

1.9.5. The Contractor must complete the Certified Application Counselor (CAC) training required by the Centers for Medicare & Medicaid Services.

1.9.6. The Contractor must attend quarterly NH EASY and Bureau of Family Assistance training sessions.

1.9.7. The Contractor must provide multilingual service capacity to support individuals with limited English proficiency.

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1.9.8. The Contractor must complete the Certified Application Counselor (CAC) certification required by the Centers for Medicare and Medicaid Services.

1.9.9. The Contractor must meet all site-specific requirements for each correctional facility, including background checks, orientation protocols, and Prison Rape Elimination Act (PREA) compliant trainings.

1.10. Work Plan

1.10.1. The Contractor must adhere to the Work Plan, which is attached hereto as Exhibit B-1 and incorporated by reference herein, until such time as the Department requests the Work Plan be modified. If so requested by the Department, the Contractor must collaborate with the Department to provide an updated and/or modified Work Plan. Any new Work Plan must be approved in writing by the Department before it is implemented.

1.11. Reporting

1.11.1. The Contractor must submit bi-weekly progress reports to ensure project deliverables remain on track and are completed prior to deadlines. Progress reports must include, at a minimum:

1.11.1.1. Program volumes including participants, inquiries, and members; and

1.11.1.2. Issues and risks.

1.11.2. The Contractor must track and report the number of individuals screened, enrolled, and successfully linked to a healthcare plan.

1.11.3. The Contractor must submit monthly electronic reports detailing activities, outcomes, and challenges.

1.11.4. The Contractor must collaborate with the Department to develop a satisfaction survey that will be offered to individuals at the end of the final in person meeting.

1.11.5. The Contractor must participate in grant-related evaluation and quality improvement activities as requested by the Department.

1.11.6. The Contractor may be required to provide other key data and metrics to the Department in a format specified by the Department.

1.12. Background Checks

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

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

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

1.12.1.3. A name search of the Department's Division for Children, Youth and Families (DCYF) Central Registry pursuant to RSA 169-C:35, with results indicating no evidence of behavior that could endanger individuals served under this Agreement.

1.13. Confidential Data

1.13.1. The Contractor must meet all information security and privacy requirements as set by the Department and in accordance with the Department's Information Security Requirements Exhibit as referenced below.

1.13.2. The Contractor must ensure any individuals involved in delivering services through this Agreement contract sign an attestation agreeing to access, view, store, and discuss Confidential Data in accordance with federal and state laws and regulations and the Department's Information Security Requirements Exhibit. The Contractor must ensure said individuals have a justifiable business need to access confidential data. The Contractor must provide attestations upon Department request.

1.14. Privacy Impact Assessment

1.14.1. Upon request, the Contractor must allow and assist the Department in conducting a Privacy Impact Assessment (PIA) of its system(s)/application(s)/web portal(s)/website(s) or Department system(s)/application(s)/web portal(s)/website(s) hosted by the Contractor, if Personally Identifiable Information (PII) is collected, used, accessed, shared, or stored. To conduct the PIA the Contractor must provide the Department access to applicable systems and documentation sufficient to allow the Department to assess, at minimum, the following:

1.14.1.1. How PII is gathered and stored;

1.14.1.2. Who will have access to PII;

1.14.1.3. How PII will be used in the system;

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1.14.1.4. How individual consent will be achieved and revoked; and

1.14.1.5. Privacy practices.

1.14.2. The Department may conduct follow-up PIAs in the event there are either significant process changes or new technologies impacting the collection, processing or storage of PII.

1.15. Department Owned Devices, Systems and Network Usage

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

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

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

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

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

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

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

1.15.1.7. Agree that email and other electronic communication

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

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

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

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

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

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

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

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

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

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

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

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

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

1.15.2. Workspace Requirement

1.15.2.1. If applicable, the Department will work with Contractor to determine requirements for providing necessary workspace and State equipment for its End Users.

1.16. Contract End-of-Life Transition Services

1.16.1. General Requirements

1.16.1.1. If applicable, upon early termination or expiration of the Agreement the parties agree to cooperate in good faith to effectuate a secure transition of the services ("Transition Services") from the Contractor to the Department and, if applicable, the new Contractor ("Recipient") engaged by the Department to assume the services. Ninety (90) days prior to the end-of the contract or unless otherwise specified by the Department, the Contractor must begin working with the Department and if applicable, the Recipient to develop a Data Transition Plan (DTP). The Department shall provide the DTP template to the Contractor.

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

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Systems") of Contractor to the Internal IT Systems of the Recipient and cooperation with and assistance to any third-party consultants engaged by Recipient in connection with the Transition Services.

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

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

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

1.16.1.6. In the event the Contractor has comingled Department Data and the destruction or Transition of said data is not feasible, the Department and Contractor will jointly evaluate regulatory and professional standards for retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.

1.16.2. Completion of Transition Services

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

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

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1.16.3. Disagreement over Transition Services Results

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

1.17. Web Content and Social Media

1.17.1. The Contractor must work with the Department's Communications Bureau to ensure that any social media or web content created or managed on behalf of the Department meets all Department and NH Department of Information Technology (DoIT) website and social media requirements and policies, including accessibility requirements.

1.17.2. The Contractor agrees Protected Health Information (PHI), Personally Identifiable Information (PII), or other Confidential Information solicited either by social media or the website that is maintained, stored or captured must not be further disclosed unless expressly provided in the Contract. The solicitation or disclosure of PHI, PII, or other Confidential Information is subject to the terms of the Department's Information Security Requirements Exhibit, the Business Associate Agreement signed by the parties, and all applicable Department and federal law, rules, and agreements. Unless specifically required by the Agreement and unless clear notice is provided to users of the website or social media, the Contractor agrees that site visitation must not be tracked, disclosed or used for website or social media analytics or marketing.

1.17.3. State of New Hampshire's Website Copyright

1.17.3.1. All right, title and interest in the State WWW site, including copyright to all data and information, shall remain with the State of New Hampshire. The State of New Hampshire shall also retain all right, title and interest in any user interfaces and computer instructions embedded within the WWW pages. All WWW pages and any other data or information shall, where applicable, display the State of New Hampshire's copyright.

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2. Exhibits Incorporated

2.1. The Contractor must comply with all Exhibit D Federal Requirements, which are attached hereto and incorporated by reference herein.

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

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

3. Additional Terms

3.1. Impacts Resulting from Court Orders or Legislative Changes

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

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

3.2.1. The Contractor must submit:

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

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

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

3.3. **Credits and Copyright Ownership**

3.3.1. All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Agreement must include the following statement, "The preparation of this (report, document etc.) was financed under a Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

3.4. **Operation of Facilities: Compliance with Laws and Regulations**

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

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regulations.

3.5. **Eligibility Determinations**

3.5.1. The Contractor must ensure all applicants are permitted to fill out an application form and must notify each applicant of their right to request a fair hearing in accordance with New Hampshire RSA 126-A:5 and Department regulations.

4. **Records**

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

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

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

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

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

New Hampshire Department of Health and Human Services
Community Reentry Navigator and Communication Services

EXHIBIT B-1

Work Plan

Due Dates	Tasks	Milestones
MONTHS 1-2	**Program Mobilization & Partnership Development**	
Month 1 (within 30 days of contract effective date)	Contractor staff completes all required CAC training and is certified to begin enrollment duties within 30 days of contract effective date.	Copies of CAC certificates for all Contractor staff.
	Points of contact confirmed at all 15 carceral facilities.	Facility contact list documenting confirmed POCs and date of confirmation.
Month 1-2 (within 60 days of contract effective date)	Contractor staff complete facility-mandated onboarding requirements, including background checks, orientation, and PREA training.	Written confirmation form each facility indicating staff have been cleared for access and completed all required trainings.
	Formal partnership agreements executed with all 15 designated carceral facilities.	Signed Memoranda of Understandings (MOUs) for each facility submitted to the Department.
	Department-approved bilingual outreach materials (English and Spanish) developed and prepared for distribution to facilities and the public.	Department-approved outreach materials in English and Spanish.
MONTHS 3-12	**Service Implementation & Delivery**	
Month 3	On-site service schedules and coordination protocols finalized with each of the 15 facilities.	Documented service delivery schedules and coordination protocols for each facility.
Months 3 - 12 (Ongoing)	Health coverage screening services fully implemented across all 15 carceral facilities.	Quarterly report detailing the number of screenings conducted, facility location, and screening outcomes.
Months 3 - 12 (Ongoing)	Medicaid and other insurance application assistance fully implemented across all facilities.	Quarterly report detailing the number of applications submitted, categorized by program type and facility.
MONTHS 4-12	**Post-Release Coordination & Community Engagement**	
Months 4 - 12	Post-release follow-up services implemented, including monthly	Quarterly report detailing the number of post-release contacts (phone and in-

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(Ongoing)	check-ins for up to six months per individual.	person), status of benefits, referrals made, and unresolved service gaps.
QUARTERLY	**Reporting & Performance Monitoring**	
End of each quarter	Quarterly performance reporting submitted to the Department in accordance with Scope of Services.	Comprehensive quarterly report, including service volumes, performance metrics, enrollment outcomes, post-release follow-up data, challenges, and recommended corrective actions.

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Payment Terms

1. This Agreement is funded by:
   1.1. 100% Federal funds, awarded on August 4, 2025, by the Centers for Medicare & Medicaid Services, for the the State Planning Grant to Promote Continuity of Care for Medicaid and CHIP Beneficiaries Following Incarceration, ALN 93.694, FAIN 2T2CMS332023.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. The Agreement as NON-R&D, in accordance with 2 CFR §200.332.
   2.3. The Indirect Cost Rate for this Agreement in the attached Budget Sheet(s).
3. Payment shall be on a cost reimbursement basis for actual allowable expenditures incurred under this Agreement, and shall be in accordance with the approved line items, as specified in Exhibits C-1, Budget.
4. The Contractor shall submit an invoice to the Department no later than the fifteenth (15th) working day of the month following the month in which the services were provided. The Contractor shall ensure each invoice:
   4.1. Includes the Contractor's Vendor Number issued upon registering with New Hampshire Department of Administrative Services.
   4.2. Is submitted in a format as provided by or otherwise acceptable to the Department.
   4.3. Identifies and requests payment in accordance with Section 3 above.
   4.4. Includes supporting documentation with each invoice, including, but not limited to, proof of expenditures, receipts for purchases, time sheets, and payroll records, as applicable.
   4.5. Is completed, dated and returned to the Department to initiate payment.
   4.6. Is assigned an electronic signature and is emailed to DMSInvoices@dhhs.nh.gov or mailed to:

   Financial Manager
   Department of Health and Human Services
   129 Pleasant Street
   Concord, NH 03301
5. The Department shall make payments to the Contractor within thirty (30) calendar days of receipt of each invoice and any required supporting documentation, subsequent to approval of the submitted invoice.

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6. The final invoice and any required supporting documentation shall be due to the Department no later than forty (40) calendar days after the contract completion date specified in Form P-37, General Provisions Block 1.7 Completion Date.

7. Notwithstanding Paragraph 18 of the General Provisions Form P-37, changes limited to adjusting direct and indirect cost amounts within the price limitation and adjusting encumbrances between State Fiscal Years and budget class lines through the Budget Office may be made by written agreement of both parties, without obtaining approval of the Governor and Executive Council, if needed and justified.

8. If applicable, the Contractor must notify the Department of any revisions, updates, or extensions to the Contractor's federal negotiated indirect cost rate agreement (NICRA) by submitting a copy of the revised NICRA to the Department within five (5) business days of the Contractor's receipt of the NICRA from the cognizant federal agency.

9. Audits

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

9.1.1. Condition A - The Contractor is subject to a Single Audit pursuant to 2 CFR 200.501 Audit Requirements.

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

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

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

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

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

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

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

10. If applicable, the Contractor must request disposition instructions from the Department for any equipment, based on 2 CFR 200.313, purchased using funds provided under this Agreement.

Exhibit C-1 Budget

New Hampshire Department of Health and Human Services			
Contractor Name:	*Archways*		
Budget Request for:	*Community Reentry Navigator and Communications Services*		
Budget Period:	*Upon G&C Approval through December 31, 2027*		
Indirect Cost Rate (if applicable)	10.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 26 [Upon G&C Approval - 6/30/2026]**	**Program Cost - Funded by DHHS - SFY 27 [7/1/2026 - 6/30/2027]**	**Program Cost - Funded by DHHS - SFY 28 [7/1/2027-12/31/2027]**
1. Salary & Wages	$42,220	$152,256	$69,070
2. Fringe Benefits	$10,977	$39,587	$17,958
3. Consultants	$10,000	$0	$0
4. Equipment Indirect cost rate cannot be applied to equipment costs per 2 CFR 200.1 and Appendix IV to 2 CFR 200.	$0	$0	$0
5.(a) Supplies - Educational	$0	$0	$0
5.(b) Supplies - Lab	$0	$0	$0
5.(c) Supplies - Pharmacy	$0	$0	$0
5.(d) Supplies - Medical	$0	$0	$0
5.(e) Supplies - Office	$15,000	$0	$0
6. Travel	$1,500	$5,000	$2,500
7. Software	$10,000	$0	$0
8. (a) Other - Marketing/Communications	$20,000	$3,157	$1,381
8. (b) Other - Education and Training	$0	$0	$0
8. (c) Other - Other (specify below)	$0	$0	$0
Other (please specify)	$0	$0	$0
Other (please specify)	$0	$0	$0
Other (please specify)	$0	$0	$0
Other (please specify)	$0	$0	$0
Other (please specify)	$0	$0	$0
Other (please specify)	$0	$0	$0
Other (please specify)	$0	$0	$0
9. Subrecipient Contracts	$0	$0	$0
Total Direct Costs	$109,697	$200,000	$90,909
Total Indirect Costs	$10,970	$20,000	$9,091
Subtotals	$120,667	$220,000	$100,000
			TOTAL $440,667

Contractor Initials: DMTW (Initial)

Date: 5/26/2026

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New Hampshire Department of Health and Human Services
Exhibit D – Federal Requirements

SECTION A: CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

ALTERNATIVE I - FOR CONTRACTORS OTHER THAN INDIVIDUALS

US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS
US DEPARTMENT OF EDUCATION - CONTRACTORS
US DEPARTMENT OF AGRICULTURE - CONTRACTORS

This certification is required by the regulations implementing Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.). The January 31, 1989 regulations were amended and published as Part II of the May 25, 1990 Federal Register (pages 21681-21691), and require certification by contractors (and by inference, sub- contractors), prior to award, that they will maintain a drug-free workplace. Section 3017.630(c) of the regulation provides that a contractor (and by inference, sub-contractors) that is a State may elect to make one certification to the Department in each federal fiscal year in lieu of certificates for each Agreement during the federal fiscal year covered by the certification. The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the Agreement. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of Agreements, or government wide suspension or debarment. Contractors using this form should send it to:

Commissioner
NH Department of Health and Human Services
129 Pleasant Street
Concord, NH 03301-6505

1. The Contractor certifies that it will or will continue to provide a drug-free workplace by:
   1.1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the Contractor's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
   1.2. Establishing an ongoing drug-free awareness program to inform employees about
      1.2.1. The dangers of drug abuse in the workplace;
      1.2.2. The Contractor's policy of maintaining a drug-free workplace;
      1.2.3. Any available drug counseling, rehabilitation, and employee assistance programs; and
      1.2.4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
   1.3. Making it a requirement that each employee to be engaged in the performance of the Agreement be given a copy of the statement required by paragraph (a);
   1.4. Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the Agreement, the employee will
      1.4.1. Abide by the terms of the statement; and
      1.4.2. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

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1.5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 1.4.2 from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every contract officer on whose contract activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected Agreement;

1.6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 1.4.2, with respect to any employee who is so convicted

1.6.1. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

1.6.2. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

1.7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1.1, 1.2, 1.3, 1.4, 1.5, and 1.6.

2. The Contractor may insert in the space provided below the site(s) for the performance of work done in connection with the specific Agreement.

Place of Performance (street address, city, county, state, zip code) (list each location)

Check ☐ if there are workplaces on file that are not identified here.

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SECTION B: CERTIFICATION REGARDING LOBBYING

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Section 319 of Public Law 101-121, Government wide Guidance for New Restrictions on Lobbying, and Byrd Anti-Lobbying Amendment (31 U.S.C. 1352), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

US DEPARTMENT OF HEALTH AND HUMAN SERVICES – CONTRACTORS
US DEPARTMENT OF EDUCATION - CONTRACTORS
US DEPARTMENT OF AGRICULTURE - CONTRACTORS

Programs (indicate applicable program covered):
*Temporary Assistance to Needy Families under Title IV-A
*Child Support Enforcement Program under Title IV-D
*Social Services Block Grant Program under Title XX
*Medicaid Program under Title XIX
*Community Services Block Grant under Title VI
*Child Care Development Block Grant under Title IV

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, continuation, renewal, amendment, or modification of any Federal contract, loan, or cooperative agreement (and by specific mention sub-contractor).

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, loan, or cooperative agreement (and by specific mention sub- contractor), the undersigned shall complete and submit Standard Form LLL, (Disclosure Form to Report Lobbying, in accordance with its instructions, see https://omb.report/icr/201009-0348-022/doc/20388401

3. The undersigned shall require that the language of this certification be included in the award document for sub-awards at all tiers (including subcontracts, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

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SECTION C: CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Executive Office of the President, Executive Order 12549 and 12689 and 45 CFR Part 76 regarding Debarment, Suspension, and Other Responsibility Matters, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

INSTRUCTIONS FOR CERTIFICATION

1. By signing and submitting this Agreement, the prospective primary participant is providing the certification set out below.

2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. If necessary, the prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the NH Department of Health and Human Services' (DHHS) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.

3. The certification in this clause is a material representation of fact upon which reliance was placed when DHHS determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, DHHS may terminate this transaction for cause or default.

4. The prospective primary participant shall provide immediate written notice to the DHHS agency to whom this Agreement is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549: 45 CFR Part 76. See https://www.govinfo.gov/app/details/CFR-2004-title45-vol1/CFR-2004-title45-vol1-part76/context.

6. The prospective primary participant agrees by submitting this Agreement that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by DHHS.

7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," provided by DHHS, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or involuntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List (of excluded parties) https://www.ecfr.gov/current/title-22/chapter-V/part-513.

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9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal government, DHHS may terminate this transaction for cause or default.

PRIMARY COVERED TRANSACTIONS

11. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
    - 11.1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
    - 11.2. Have not within a three-year period preceding this proposal (Agreement) been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or a contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
    - 11.3. Are not presently indicted for otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (l)(b) of this certification; and
    - 11.4. Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

12. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal (contract).

LOWER TIER COVERED TRANSACTIONS

13. By signing and submitting this lower tier proposal (Agreement), the prospective lower tier participant, as defined in 45 CFR Part 76, certifies to the best of its knowledge and belief that it and its principals:
    - 13.1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
    - 13.2. Where the prospective lower tier participant is unable to certify to any of the above, such prospective participant shall attach an explanation to this proposal (Agreement).

14. The prospective lower tier participant further agrees by submitting this proposal (Agreement) that it will include this clause entitled “Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion - Lower Tier Covered Transactions,” without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

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SECTION D: CERTIFICATION OF COMPLIANCE WITH FEDERAL REQUIREMENTS

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

The Contractor will comply, and will require any subcontractors to comply, with any applicable federal requirements, which may include but are not limited to:

1. Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR 200).
2. The Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. Section 3789d) which prohibits recipients of federal funding under this statute from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act requires certain recipients to produce an Equal Employment Opportunity Plan;
3. The Juvenile Justice Delinquency Prevention Act of 2002 (42 U.S.C. Section 5672(b)) which adopts by reference, the civil rights obligations of the Safe Streets Act. Recipients of federal funding under this statute are prohibited from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act includes Equal Employment Opportunity Plan requirements;
4. The Civil Rights Act of 1964 (42 U.S.C. Section 2000d, which prohibits recipients of federal financial assistance from discriminating on the basis of race, color, or national origin in any program or activity);
5. The Rehabilitation Act of 1973 (29 U.S.C. Section 794), which prohibits recipients of Federal financial assistance from discriminating on the basis of disability, in regard to employment and the delivery of services or benefits, in any program or activity;
6. The Americans with Disabilities Act of 1990 (42 U.S.C. Sections 12131-34), which prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation;
7. The Education Amendments of 1972 (20 U.S.C. Sections 1681, 1683, 1685-86), which prohibits discrimination on the basis of sex in federally assisted education programs;
8. The Age Discrimination Act of 1975 (42 U.S.C. Sections 6106-07), which prohibits discrimination on the basis of age in programs or activities receiving Federal financial assistance. It does not include employment discrimination;
9. 28 C.F.R. pt. 31 (U.S. Department of Justice Regulations – OJJDP Grant Programs); 28 C.F.R. pt. 42 (U.S. Department of Justice Regulations – Nondiscrimination; Equal Employment Opportunity; Policies and Procedures); Executive Order No. 13279 (equal protection of the laws for faith-based and community organizations); Executive Order No. 13559, which provide fundamental principles and policy-making criteria for partnerships with faith-based and neighborhood organizations;
10. 28 C.F.R. pt. 38 (U.S. Department of Justice Regulations – Equal Treatment for Faith-Based Organizations); and Whistleblower protections 41 U.S.C. §4712 and The National Defense Authorization Act (NDAA) for Fiscal Year 2013 (Pub. L. 112-239, enacted January 2, 2013) the Pilot Program for Enhancement of Contract Employee Whistleblower Protections, which protects employees against reprisal for certain whistle blowing activities in connection with federal grants and contracts.
11. The Clean Air Act (42 U.S.C. 7401-7671q.) which seeks to protect human health and the environment from emissions that pollute ambient, or outdoor, air.

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12. The Clean Water Act (33 U.S.C. 1251-1387) which establishes the basic structure for regulating discharges of pollutants into the waters of the United States and regulating quality standards for surface waters.
13. Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) (41 U.S.C. 1908) which establishes administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.
14. Contract Work Hours and Safety Standards Act (40 U.S.C. 3701–3708) which establishes that all contracts awarded by the non-Federal entity in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5).
15. Rights to Inventions Made Under a Contract or Agreement 37 CFR § 401.2 (a) which establishes the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.

The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the Agreement. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of Agreements, or government wide suspension or debarment.

In the event a Federal or State court or Federal or State administrative agency makes a finding of discrimination after a due process hearing on the grounds of race, color, religion, national origin, or sex against a recipient of funds, the recipient will forward a copy of the finding to the Office for Civil Rights, to the applicable contracting agency or division within the Department of Health and Human Services, and to the Department of Health and Human Services Office of the Ombudsman.

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor’s representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this Agreement, the Contractor agrees to comply with the provisions indicated above.

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SECTION E: CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE

Public Law 103-227, Part C - Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to $1000 per day and/or the imposition of an administrative compliance order on the responsible entity.

The Contractor identified in Section 1.3 of the General Provisions agrees, by signature of the Contractor's representative as identified in Section 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this Agreement, the Contractor agrees to make reasonable efforts to comply with all applicable provisions of Public Law 103-227, Part C, known as the Pro-Children Act of 1994.

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SECTION F: CERTIFICATION REGARDING THE FEDERAL FUNDING ACCOUNTABILITY AND TRANSPARENCY ACT (FFATA) COMPLIANCE

The Federal Funding Accountability and Transparency Act (FFATA) requires prime awardees of individual Federal grants equal to or greater than $30,000 and awarded on or after October 1, 2010, to report on data related to executive compensation and associated first-tier sub-grants of $30,000 or more. If the initial award is below $30,000 but subsequent grant modifications result in a total award equal to or over $30,000, the award is subject to the FFATA reporting requirements, as of the date of the award.

In accordance with 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), the Department of Health and Human Services (DHHS) must report the following information for any sub award or contract award subject to the FFATA reporting requirements:

1. Name of entity
2. Amount of award
3. Funding agency
4. NAICS code for contracts / CFDA program number for grants
5. Program source
6. Award title descriptive of the purpose of the funding action
7. Location of the entity
8. Principle place of performance
9. Unique Entity Identifier (SAM UEI; DUNS#)
10. Total compensation and names of the top five executives if:
    - 10.1. More than 80% of annual gross revenues are from the Federal government, and those revenues are greater than $25M annually and
    - 10.2. Compensation information is not already available through reporting to the SEC. Prime grant recipients must submit FFATA required data by the end of the month, plus 30 days, in which the award or award amendment is made.

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of The Federal Funding Accountability and Transparency Act, Public Law 109-282 and Public Law 110-252, and 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

The below named Contractor agrees to provide needed information as outlined above to the NH Department of Health and Human Services and to comply with all applicable provisions of the Federal Financial Accountability and Transparency Act.

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FORM A

As the Grantee identified in Section 1.3 of the General Provisions, I certify that the responses to the below listed questions are true and accurate.

1. The UEI (SAM.gov) number for your entity is: KKXDQA99L8J3

2. In your business or organization's preceding completed fiscal year, did your business or organization receive (1) 80 percent or more of your annual gross revenue in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; and (2) $25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

   ___X___NO _____YES

   If the answer to #2 above is NO, stop here
   If the answer to #2 above is YES, please answer the following:

3. Does the public have access to information about the compensation of the executives in your business or organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C.78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

   _____NO _____YES

   If the answer to #3 above is YES, stop here
   If the answer to #3 above is NO, please answer the following:

4. The names and compensation of the five most highly compensated officers in your business or organization are as follows:

   Name: _____ Amount: _____

   Name: _____ Amount: _____

   Name: _____ Amount: _____

   Name: _____ Amount: _____

   Name: _____ Amount: _____

Contractor Name: Achways

5/26/2026
Date:

Signed by:
Dr. Mark T. Watman
211804009D1D415...
Name: Dr. Mark T. Watman
Title: Vice President/COO

New Hampshire Department of Health and Human Services

Exhibit E

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

Contractor Initials Initial DMTW

Date 5/26/2026

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

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

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

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

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

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

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

I. RESPONSIBILITIES OF DHHS AND THE CONTRACTOR

A. Business Use and Disclosure of Confidential Information.

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

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

II. METHODS OF SECURE TRANSMISSION OF DATA

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

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

III. RETENTION AND DISPOSITION OF IDENTIFIABLE RECORDS

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

A. Retention

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

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

B. Disposition

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

IV. PROCEDURES FOR SECURITY

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

1. The Contractor will maintain proper security controls to protect Department confidential information collected, processed, managed, and/or stored in the delivery of contracted services.

2. The Contractor will maintain policies and procedures to protect Department confidential information throughout the information lifecycle, where applicable, (from creation, transformation, use, storage and secure destruction) regardless of the media used to store the data (i.e., tape, disk, paper, etc.).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

16. The Contractor must ensure that all End Users:

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

    b. safeguard this information at all times.

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

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

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

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

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

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

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

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

V. LOSS REPORTING

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

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

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

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

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

VI. PERSONS TO CONTACT

A. DHHS Privacy Officer:

DHHSPrivacyOfficer@dhhs.nh.gov B.

DHHS Security Officer:

DHHSInformationSecurityOffice@dhhs.nh.gov

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BUSINESS ASSOCIATE AGREEMENT

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

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

(1) Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

III. According to the HIPAA minimum necessary standard;

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

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

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

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

(3) Obligations and Activities of Business Associate

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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accordance with 45 CFR Section 164.528.

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

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

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

(4) Obligations of Covered Entity

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

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

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

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

(5) Termination of Agreement for Cause

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

(6) Miscellaneous

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

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

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

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

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

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

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

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

Department of Health and Human Services	Achways
The State	Name of the Contractor
DocuSigned by: Henry D. Lipman CF5D44D4F70D4E4...	Signed by: Dr. Mark T. Watman 211804009D1D415...
Signature of Authorized Representative	Signature of Authorized Representative
Henry D. Lipman	Dr. Mark T. Watman
Name of Authorized Representative	Name of Authorized Representative
Medicaid Director	Vice President/COO
Title of Authorized Representative	Title of Authorized Representative
5/27/2026	5/26/2026
Date	Date

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Date

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State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that ARCHWAYS is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on October 09, 2015. 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: **733566**
Certificate Number: **0007913008**

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 April A.D. 2026.

David M. Scanlan
Secretary of State

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CERTIFICATE OF AUTHORITY

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

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

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on October 9, 2024, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Dr. Mark Watman, Vice President & Chief Operating Officer (may list more than one person)
(Name and Title of Contract Signatory)

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

of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

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

Dated: 5/26/2026

Signed by:
Brad Davis
E764F9AE72DC447...

Signature of Elected Officer
Name: Brad Davis
Title: Archways Board President

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 4/22/2026

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).

PRODUCER	CONTACT NAME:	
A W Frost Agency, Inc. 354 Central Street Franklin, NH 03235	PHONE (A/C, No, Ext): (603) 934-3319	FAX (A/C, No): (603) 934-7227
	E-MAIL ADDRESS:	

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Mount Vernon Fire Insurance	
INSURER B : United Financial Casualty Co.	11770
INSURER C : Wesco Insurance Company	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED

Archways
5 Prospect St
Tilton, NH 03276

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR			NPP2567856H	2/1/2026	2/1/2027	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 3,000,000
	X POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 3,000,000
	OTHER:							$
B	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	ANY AUTO			00943918	1/27/2026	7/27/2026	BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY X SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$
	DED RETENTION $							$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N (Mandatory in NH)	N / A		WWC3846252	4/2/2026	4/2/2027	E.L. EACH ACCIDENT	$ 100,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 100,000
							E.L. DISEASE - POLICY LIMIT	$ 500,000
A	Professional Liab			NPP2567856H	2/1/2026	2/1/2027	per occurrence	1,000,000
A	Professional Liab.			NPP2567856H	2/1/2026	2/1/2027	aggregate	3,000,000

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

CERTIFICATE HOLDER

State of New Hampshire
Department of Health & Human Services
129 Pleasant St
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

Lori A. Cooney

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NONPROFIT COVER SHEET

A. Entity Name: Archways

B. Entity's Contact Information:

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

Name / Phone / Email: Elias Ashooh / 603-520-3994 / eashooh@archwaysnh.org

Person responsible for Accuracy and Completeness of information provided:

Name: Mark Watman Title: Vice President / COO

Signature: Mark Watman

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Brad Davis (President)	Davis Hunt Law
Andrea Jergensen (Secretary)	Greater Manchester Mental Health Center
Donna Toomey	HealthApply
Stephanie Wolff	Franklin School District
Lindy Keller	Retired – NH DHHS Bureau of Drug and Alcohol Services

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

Name	Role	Annual Salary	Amount Paid From This Contract
Dr. Mark Watman	President	$92,699	$9,360
Kirk Binning	Program Manager	$63,286	$9,491
Elias Ashooh	Program Advisor	$81,411	$12,480

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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

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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

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

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2. BALANCE SHEET

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

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

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Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
5577	Antrim Historical Society	PO Box 172	Antrim	NH	03440	G	5/15/2027
16900	Antrim Police Association	PO Box 381	Antrim	NH	03440	X	5/15/2023
15685	Anywhere Gives, Inc.	175 Park Avenue	Madison	NJ	07940	G	2/14/2027
33469	AO North America Charitable Fund	435 Devon Park Drive Suite 820	Wayne	PA	19087	X	11/15/2025
11031	AONE Foundation for Nursing Leadership Research & Education	155 North Wacker Drive, Suite 400Chicago, IL 60606	Chicago	IL	60606	G	11/15/2026
17123	AOPA Foundation, Inc.	421 Aviation WayFrederick, MD 21701	Frederick	MD	21701	G	11/15/2026
19586	AORN Foundation, Inc.	2170 South Parker Road - Suite 300Denver, CO 80231	Denver	CO	80231	G	11/15/2026
10539	APFED	PO Box 3028	Vista	CA	92085	G	11/15/2026
33544	Aplastic Anemia & MDS International Foundation, Inc.	1830 Colonial Village LaneLancaster, PA 17601	Lancaster	PA	17601	G	11/15/2026
34204	Aplomb Project (The)	262 Central AveDover, NH 03820	Dover	NH	03820	G	7/15/2026
18992	Appalachia Service Project	4523 Bristol HwyJohnson City, TN 37601	Johnson City	TN	37601	G	11/15/2026
10322	Appalachian Long Distance Hikers Association, Inc.	10 Benning Street, PMB 224	West Lebanon	NH	03784	G	5/15/2027
2146	Appalachian Mountain Club	10 City Square	Charlestown	MA	02129	G	11/15/2026
19920	Appalachian State University Foundation, Inc.	ASU Box 32007	Boone	NC	28607	G	11/14/2026
4442	Appalachian Trail Conservancy	PO Box 807	Harpers Ferry	WV	25425-0807	G	11/15/2026
35614	Appalachian Voices	244 E High St	Charlottesville	VA	22902	G	11/15/2026
33511	Appellate Judges Education Institute	Judicial College Building MS 358	Reno	NV	89557	G	11/15/2026
1318	Apple Hill Center for Chamber Music, Inc.	PO Box 217	East Sullivan	NH	03445	G	11/15/2026
4950	Applewood Learning Center, Inc.	2 Hampton Drive	Londonderry	NH	03053	G	1/15/2027
13317	Appraisal Institute Education and Relief Foundation	200 West MadisonChicago, IL 60606	Chicago	IL	60606	G	5/15/2026
13316	Appraisal Institute Relief Foundation	200 West Madison, Suite 1500	Chicago	IL	60606	X	5/15/2019
30705	Apraxia Children	3675 Crestwood Pkwy, Suite 350Duluth, GA 30096	Duluth	GA	30096	G	12/15/2026
12258	Aquaculture Education and Research Center	PO Box 1271	Hampton	NH	03843-1271	X	5/15/2020
16787	Aquifer, Inc.	10 BENNING STWest Lebanon, NH 03784-3404	West Lebanon	NH	03784-3404	G	11/15/2026
19846	Arabian Rescue Mission, Inc.	221 Blowtown RdLeitchfield, KY 42754	Leitchfield	KY	42754	G	11/15/2026
33234	Aranosian Family Foundation	244 Schoodac Road	Warner	NH	03278	G	5/15/2027
12789	ARBO Ministries	14 Curtis Road	Gilford	NH	02349-7864	G	5/15/2027
2156	Arc of the United States, Inc.	2000 Pennsylvania Avenue, Suite 500Washington, DC 2	Washington	DC	20006	G	11/15/2026
35714	Archaeological Conservancy (The)	1717 Girard Blvd NE	Alburquerque	NM	87106	G	12/15/2026
31730	Archeology Southwest	281 N. Stone Ave.Tucson, AZ 85701	Tucson	AZ	85701	G	11/15/2026
30756	Archways	5 Prospect Street	Tilton	NH	03276	G	5/15/2027
33238	Arden Wood, Inc.	445 Wawona StreetSan Francisco, CA 94116	San Francisco	CA	94116	G	8/15/2026
4133	Area Agency Properties, Inc.	144 Canal Street	Nashua	NH	03064	G	11/14/2026

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Archways Community Resource Centers - Tilton, Franklin, Concord, Plymouth

MISSION: To strengthen and empower families and the Archways Community Resource Center communities by promoting health, well-being, and self-sufficiency through positive relationships, support, collaboration, and education.

VISION: To be a Community Resource Center of Quality, certified by the Council on Accreditation of Peer Recovery Support Services and the National Standards of Quality for Family Resource Centers… a place where all community members feel welcomed to ask questions and find connections to information and resources that strengthen and empower the people of our community.

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Financial Statements

ARCHWAYS

FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023
AND
INDEPENDENT AUDITORS' REPORT AND
REPORTS ON COMPLIANCE AND INTERNAL CONTROLS

Leone, McDonnell & Roberts
PROFESSIONAL ASSOCIATION

CERTIFIED PUBLIC ACCOUNTANTS

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FINANCIAL STATEMENTS

FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

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Leone, McDonnell & Roberts
Professional Association
CERTIFIED PUBLIC ACCOUNTANTS
DOVER • WOLFEBORO
NORTH CONWAY

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Archways

Opinion

We have audited the accompanying financial statements of Archways (a New Hampshire nonprofit organization), which comprise the statements of financial position as of December 31, 2024 and 2023, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Archways as of December 31, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

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

Responsibilities of Management for the Financial Statements

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

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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 Archways' ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Archways' 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 Archways' 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.

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Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 16, 2025, on our consideration of Archways' internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Archways' internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Archways' internal control over financial reporting and compliance.

Leone, McDonnell + Roberts
Professional Association

Wolfeboro, New Hampshire
December 16, 2025

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STATEMENTS OF FINANCIAL POSITION
AS OF DECEMBER 31, 2024 AND 2023

ASSETS

	2024	2023
CURRENT ASSETS		
Cash and cash equivalents	$ 488,041	$ 239,424
Grants and contracts receivable	505,806	467,666
Accounts receivable	1,737	3,558
Prepaid expenses	24,878	19,407
Total current assets	1,020,462	730,055
PROPERTY		
Land	150,700	150,700
Building and improvements	581,351	532,456
Leasehold improvements	73,209	32,586
Equipment, vehicles, and fixtures	86,127	79,692
Total property and equipment	891,387	795,434
Less accumulated depreciation	(152,287)	(99,359)
Property, net	739,100	696,075
OTHER ASSETS		
Deposits	3,800	3,800
Right-of-use asset, net	121,713	27,239
Total other assets	125,513	31,039
TOTAL ASSETS	$ 1,885,075	$ 1,457,169

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable	$ 33,439	$ 13,482
Accrued payroll and related liabilities	53,937	37,596
Current portion of notes payable	36,683	34,749
Current portion of operating lease liability	45,077	27,939
Other liabilities	3,961	13,065
Total current liabilities	173,097	126,831
OTHER LIABILITIES		
Notes payable, net of current portion shown above	453,040	489,724
Operating lease liability, net of current portion shown above	77,303	-
Total other liabilities	530,343	489,724
Total liabilities	703,440	616,555
NET ASSETS		
Without donor restrictions		
Undesignated	901,411	733,914
Board designated	10,000	10,000
Total net assets without donor restrictions	911,411	743,914
With donor restrictions		
Purpose restrictions	270,224	96,700
Total net assets	1,181,635	840,614
TOTAL LIABILITIES AND NET ASSETS	$ 1,885,075	$ 1,457,169

See Notes to Financial Statements

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STATEMENTS OF ACTIVITIES
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

	2024	2023
CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS		
REVENUE AND SUPPORT		
Contributions	$ 84,565	$ 37,748
Government grants and contracts	1,921,446	1,705,336
Recovery coaching	62,938	120,170
Rental income	42,782	54,126
Other income	15,600	2,163
Net assets released from restrictions	96,700	177,419
Total revenue and support without donor restrictions	2,224,031	2,096,962
EXPENSES		
Program services		
Peer recovery and support	1,334,699	1,006,778
Family support and parent education	352,330	482,526
Forever hope training center	132,886	94,927
Total program services	1,819,915	1,584,231
Supporting activities		
Management and general	236,619	298,119
Total expenses	2,056,534	1,882,350
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	167,497	214,612
CHANGES IN NET ASSETS WITH DONOR RESTRICTIONS		
Government grants and contracts	270,224	96,700
Net assets released from restrictions	(96,700)	(177,419)
CHANGE IN NET ASSETS WITH DONOR RESTRICTIONS	173,524	(80,719)
CHANGE IN NET ASSETS	341,021	133,893
NET ASSETS, BEGINNING OF YEAR	840,614	706,721
NET ASSETS, END OF YEAR	$ 1,181,635	$ 840,614

See Notes to Financial Statements

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STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2024

	Program Services					
	Peer Recovery Support	Family Support and Parent Education	Forever Hope Training Center	Total Program Services	Management and General	Total
Personnel	$ 826,148	$ 275,758	$ 53,460	$ 1,155,366	$ 97,458	$ 1,252,824
Contract labor	171,671	6,000	53,400	231,071	23,376	254,447
Occupancy	179,262	1,216	6,879	187,357	24,528	211,885
Program supplies	27,012	64,606	1,421	93,039	2,048	95,087
Depreciation	-	-	-	-	52,928	52,928
Office expense	35,853	971	931	37,755	10,483	48,238
Communications	42,850	400	-	43,250	5,035	48,285
Staff training	17,362	100	12,341	29,803	8,491	38,294
Travel	15,383	2,591	388	18,362	952	19,314
Insurance	12,185	611	219	13,015	5,493	18,508
Other expenses	6,973	77	3,847	10,897	5,827	16,724
Total functional expenses	$ 1,334,699	$ 352,330	$ 132,886	$ 1,819,915	$ 236,619	$ 2,056,534

See Notes to Financial Statements

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STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2023

	Program Services					
	Peer Recovery Support	Family Support and Parent Education	Forever Hope Training Center	Total Program Services	Management and General	Total
Personnel	$ 737,467	$ 303,714	$ 21,837	$ 1,063,018	$ 100,384	$ 1,163,402
Contract labor	114,166	13,135	29,390	156,691	49,182	205,873
Program supplies	21,929	152,849	11,838	186,616	9,600	196,216
Occupancy	71,297	6,728	2,942	80,967	42,429	123,396
Office expense	13,239	573	10,785	24,597	27,606	52,203
Communications	24,978	3,521	19	28,518	18,249	46,767
Depreciation	-	-	-	-	32,004	32,004
Insurance	9,706	-	-	9,706	13,876	23,582
Travel	12,328	1,941	2,192	16,461	965	17,426
Staff training	801	-	1,446	2,247	1,040	3,287
Other expenses	867	65	14,478	15,410	2,784	18,194
Total functional expenses	$ 1,006,778	$ 482,526	$ 94,927	$ 1,584,231	$ 298,119	$ 1,882,350

See Notes to Financial Statements

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STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ 341,021	$ 133,893
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	52,928	32,004
Change in carrying amount of right-of-use assets	(94,474)	46,451
Changes in operating assets and liabilities:		
Grants and contracts receivable	(38,140)	(296,185)
Accounts receivable	1,821	(3,459)
Prepaid expenses	(5,471)	(10,908)
Deposits	-	-
Accounts payable	19,957	(19,524)
Accrued payroll and related liabilities	16,341	8,934
Other liabilities	(9,104)	557
Deferred revenue	-	(20,713)
Operating lease liability	94,441	(46,951)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	379,320	(175,901)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property	(95,953)	(17,081)
NET CASH USED IN INVESTING ACTIVITIES	(95,953)	(17,081)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayments on notes payable	(34,750)	(11,257)
NET CASH USED IN FINANCING ACTIVITIES	(34,750)	(11,257)
NET INCREASE (DECREASE) IN CASH AND EQUIVALENTS	248,617	(204,239)
CASH AND EQUIVALENTS, BEGINNING OF YEAR	239,424	443,663
CASH AND EQUIVALENTS, END OF YEAR	$ 488,041	$ 239,424
NON-CASH SUPPLEMENTAL DISCLOSURES:		
Right-of-use asset obtained in exchange for operating lease liability	$ 140,250	$ -
Acquisition of property with note payable	$ -	$ 355,000
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:		
Cash paid for interest	$ 27,615	$ 11,800
Operating cash outflows from operating leases	$ 48,000	$ 47,300

See Notes to Financial Statements

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ARCHWAYS

NOTES TO FINANCIAL STATEMENTS
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

Archways (the Organization), a New Hampshire nonprofit corporation, was organized in 2015 and is dedicated to strengthening and empowering families and the community by promoting health, well-being, and self-sufficiency through positive relationships, support, collaboration and education.

The Organization operates the following programs:

Peer Recovery Support – Programs of peer recovery support are intended to help individuals and families initiate and sustain recovery from problematic alcohol and drug use. These include comprehensive coaching, telephone support, a fitness program, cafes which promote healthy social connection and positive, generative discussion of topics to support recovery, benefit navigation, healthcare navigation, and more.

Family Support and Parent Education – Family support services include comprehensive family support home visiting, a caregiver and child playgroup, kinship family support both center-based and home visiting, and parent cafes to promote healthy social connection. Family support services promote protective factors for families: Parental resilience, Healthy Social Connection, Concrete Supports in Times of Need, Knowledge of Childhood Development, and Social-Emotional Competence of Children. These are considered primary prevention techniques to reduce child abuse and neglect and promote family strengthening and self-sufficiency. Parent education includes multiple curriculum delivery to parents and kinship caregivers including: Parenting the Second Time Around, Active Parenting Birth to 5, Active Parenting of Teens, Nurturing Skills, Parenting Journey in Recovery, Positive Solutions for Families. Parent education classes are structured evidence based experiences for parents and caregivers that promote skills to enhance the protective factors for family support and strengthening.

Forever Hope Training Center – Our training program is dedicated to high quality training for the field of peer recovery support services and family support services. We offer the CEU approved trainings of the Art & Science of Peer Recovery Support, the Art & Science of Ethical Considerations for Peer Support Work, Suicide Prevention, HIV/AID/HEP Prevention, Co-Occurring Disorders for Peer Support Workers, Supporting Families Affected by Opioid Use Disorder and more.

Basis of Accounting

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with generally accepted accounting principles. Support is recorded when received or pledged. Revenue is recorded when services are rendered. Expenses are recorded when the obligation is incurred.

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Basis of Presentation

The financial statements have been prepared in accordance with the reporting pronouncements pertaining to Not-for-Profit Entities included within the FASB Accounting Standards Codification. The Organization is required to report information regarding its financial position and activities according to the following net asset classifications:

Net assets without donor restrictions – Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. These net assets may be used at the discretion of management and the Board of Directors.

Net assets with donor restrictions – Net assets subject to donor or certain grantor imposed restrictions. Some donor imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

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 certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

For the purpose of the statement of cash flows, cash and cash equivalents consists of demand deposits, cash on hand, restricted cash, and all highly liquid investments with a maturity of 90 days or less.

	2024	2023
As presented on the Statement of Financial Position:		
Cash	$ 488,041	$ 239,424

Accounts Receivable

The Organization utilizes the allowance method of accounting for bad debts. No allowance was determined to be necessary as of December 31, 2024 and 2023. The allowance is based on past historical experience and management review of specific accounts. The Organization has no policy for charging interest on overdue accounts nor are its accounts receivable pledged as collateral.

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Grant and Contracts Receivable

Grant and contracts receivables are recorded when the Organization has met all applicable eligibility requirements, and the revenue is considered realizable. Receivables are stated at the amount management expects to collect from grantors. The Organization uses the allowance method for accounting for bad debts. No allowance has been recorded as of December 31, 2024 and 2023, because management of the Organization believes that all outstanding receivables are fully collectible.

Property

Property is stated at cost. Donated property is recorded at fair value determined as of the date of the donation. The Organization's policy is to capitalize expenditures for equipment and major improvements with a cost in excess of $3,000 and to charge to operations currently for expenditures which do not extend the lives of related assets in the period incurred. Depreciation is computed using the straight-line method at rates intended to amortize the cost of related assets over their estimated useful lives as follows:

Leasehold improvements	3 years
Buildings and improvements	25 years
Equipment, vehicles, and fixtures	5 - 7 years

Depreciation expense was $52,928 and $32,004 for the years ended December 31, 2024 and 2023, respectively.

Leases

The Organization leases office space (operating lease) in Concord, New Hampshire. The determination of whether an arrangement is a lease is made at the lease’s inception. Under ASC 842, a contract is (or contains) a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is defined under the standard as having both the right to obtain substantially all of the economic benefits from use of the asset and the right to direct the use of the asset. Management only reassesses its determination if the terms and conditions of the contract are changed.

Operating leases are included in operating lease right-of-use (ROU) assets, other current liabilities, and an operating lease liability on the balance sheet. ROU assets represent the right to use an underlying asset for the lease term, and lease liabilities represent the obligation to make lease payments. Operating lease ROU assets and liabilities are recognized at the lease commencement date based on the present value of the future minimum lease payments over the lease term. If the operating leases do not provide an implicit interest rate, the Organization uses the risk-free rate at the lease commencement date in determining the present value of lease payments. Lease expense for operating lease payments is recognized on a straight-line basis over the lease term.

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The Organization has elected the short-term lease exemption under ASC 842 for leases with terms of 12 months or less. Accordingly, right-of-use assets and lease liabilities are not recognized for these leases, and related lease payments are recognized as expense on a straight-line basis over the lease term.

Compensated Absences

All employees of the Organization working 20 hours or more earn paid time off. A maximum of 25 days may be earned based on years of service. Employees may carry over up to 25 days from one calendar year to the next. Upon termination of employment up to 5 days of accrued and unused personal time off is paid to employees.

Deferred Revenue

Deferred revenue represents fees for various programs collected in advance of services to be rendered.

Revenue Recognition

In May of 2014, the FASB issued Accounting Standards Update (ASU) 2014-09, *Revenue from Contracts with Customers (Topic 606).* This ASU is a comprehensive revenue recognition model that requires an organization to recognize revenue to depict the transfer of goods or services to a customer at an amount that reflects the consideration it expects to receive in exchange for those goods or services. Contracts and transactions with customers predominantly contain a single performance obligation.

The Organization recognizes revenue from contracts with customers in the form of charges for recovery coach sessions when those services are provided to an individual. There was no beginning or ending balances of receivables, contract assets or contract liabilities for the years ended December 31, 2024 and 2023.

Recovery Coach Sessions

Charges for recovery coach sessions are invoiced monthly. Charges are based on the type of service provided, and do not incorporate variable consideration. The Organization recognizes revenue for recovery coach sessions at the point in time when services are provided. The Organization recognizes a receivable for services provided in advance of payment being received.

Contributions and Grants

Contributions received are recorded as net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/of nature of any donor-imposed restrictions. Contributions that are restricted by the donor are reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the contribution is recognized. All other donor restricted contributions are reported as an increase in net assets with donor restrictions, depending on the nature of restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without

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donor restrictions and reported in the statements of activities as net assets released from restrictions.

Contributions of donated non-cash assets are recorded at their fair values in the period received. Contributions of donated services that create or enhance non-financial assets or that require specialized skills, which are provided by the individuals possessing those skills, and would typically need to be purchased if not provided by donations, are recorded at their fair values in the period received.

The Organization also has revenue derived from cost-reimbursable federal and state contracts and grants, which are conditional upon certain performance requirements and/or incurrence of allowable qualifying expenses. Amounts received are recognized as revenue without donor restrictions when the Organization has met those performance requirements or incurred expenditures in compliance with the specific contract or grant provisions. Amounts received prior to meeting performance requirements or incurring qualifying expenditures are reported as either advances from grantors or revenue with donor restrictions, dependent upon contribution terms and conditions. Amounts not yet received, but already awarded, are recorded as grants and contracts receivable.

Functional Allocation of Expenses

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

The financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Directly identifiable expenses are charged entirely to the program or supporting service benefited. Certain indirect costs have been allocated among the programs and supporting services benefited based on estimates of time and effort.

Income Taxes

The Organization has received a determination letter from the Internal Revenue Service stating that it qualifies for tax-exempt status under Section 501(c)(3) of the Internal Revenue Code for any exempt function income. In addition, the Organization is not subject to state income taxes. Accordingly, no provision has been made for Federal or State income taxes.

FASB Accounting Standards Codification Topic 740 entitled *Accounting for Income Taxes* requires the Organization to report uncertain tax positions for financial reporting purposes. The Organization had no uncertain tax positions as of December 31, 2024 and, accordingly does not have any unrecognized tax benefits that need to be recognized or disclosed in the financial statements for the years ended December 31, 2024 and 2023.

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Fair Value of Financial Instruments

Cash and equivalents, grants and contracts receivable, accounts payable and accrued expenses are carried in the financial statements at amounts which approximate fair value due to the inherently short-term nature of the transactions. The fair values determined for financial instruments are estimates, which for certain accounts may differ significantly from the amounts that could be realized upon immediate liquidation.

Reclassification

Certain amounts and accounts from the prior year's financial statements were reclassified to enhance comparability with the current year's financial statements.

New Accounting Pronouncement

As of July 1, 2023, the Organization adopted FASB ASU 2016-13, Financial Instruments Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments, as amended, which modifies the measurement of expected credit losses on certain financial instruments. The Organization adopted this new guidance utilizing the modified retrospective transition method. The adoption of this Standard did not have a material impact on the Organization's financial statements but did change how the allowance for credit losses is determined.

2. LIQUIDITY AND AVAILABILITY

The Organization regularly monitors the availability of resources required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds.

The following table reflects the Organization's financial assets as of December 31, 2024 and 2023, reduced by amounts that are not available to meet general expenditures within one year of the statement of financial position date because of donor and other restrictions or internal board designations. In the event the need arises to utilize the board designated funds for liquidity purposes, the reserves could be drawn upon through approval by the Board of Directors.

Financial assets available for general expenditure, reduced by donor or other restrictions limiting their use and internal board designations, within one year of the statement of financial position date, comprise the following:

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	2024	2023
Cash and cash equivalents	$ 488,041	$ 239,424
Grants and contracts receivable	505,806	467,666
Accounts receivable	1,737	3,558
Total financial assets	995,584	710,648
Less amounts not available to be used within one year:		
Board designated operating reserve	(10,000)	(10,000)
Net assets with donor restrictions	(270,224)	(96,700)
Financial assets available to meet cash needs for general expenditures within twelve months	$ 715,360	$ 603,948

3. NOTES PAYABLE

The Organization's obligations under notes payable consist of the following as of December 31, 2024 and 2023:

	2024	2023
Note payable, due in monthly installments of $1,279, including interest at 4.75% through June 7, 2025. Variable interest rate thereafter, based on Federal Home Loan Bank 5 Year Classic Advance Rule plus 2.50%. Balloon payment for unpaid principal and interest due May 7, 2040. The note is collateralized by real estate.	$ 166,827	$ 173,934
Note payable, due in monthly installments of $3,853, including interest at a fixed rate of 5.5%. Any unpaid principal and interest is due November 1, 2033. The note is collateralized by real estate.	322,896	350,539
	489,723	524,473
Less current portion due within one year	(36,683)	(34,749)
Total long-term debt	$ 453,040	$ 489,724

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Future maturities of notes payable as of December 31, 2024 are as follows:

Year Ending December 31,	Amount
2025	$ 36,683
2026	38,698
2027	40,825
2028	43,049
2029	45,435
Thereafter	285,033
	$ 489,723

4. OPERATING LEASES

During August 2021, the Organization entered into a lease agreement for office space located in Concord, New Hampshire through July 2024. Payments under the terms of the agreement are $3,800 per month, increasing $100 annually. Lease options that the Organization believes are reasonably certain to exercise are included in the measurement of the lease assets and liabilities. The lease term is used for the amortization life of the lease asset. The terms of the lease are through July 2024. The Organization has measured the lease liability using the risk free rate of 0.65% as of the effective date of the lease.

During June 2024, the Organization entered into a lease agreement for office space located in Concord, New Hampshire August 2024 through July 2027. Payments under the terms of the agreement are $4,000 per month for the first year and $4,200 for the remainder of the lease. Lease options that the Organization believes are reasonably certain to exercise are included in the measurement of the lease assets and liabilities. The lease term is used for the amortization life of the lease asset. The terms of the lease are through July 2027. The Organization has measured the lease liability using the risk free rate of 3.84% as of the effective date of the lease.

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The maturities of the lease liability as of December 31, 2024 were as follows:

Year Ending December 31	Amount
2025	$ 49,000
2026	50,400
2027	29,400
Total lease payments	128,800
Less interest	(6,420)
Present value of lease liability	$ 122,380

Total operating lease expense included in program services and management and general expenses was $47,967 and $47,300 for the years ended as of December 31, 2024 and 2023, respectively.

5. RENTAL INCOME

The Organization leases and subleases office space to independent organizations from its Franklin and Concord locations. The office space leases do not transfer ownership of the leased assets and do not provide an option for the lessees to purchase the assets. The office space leases are operating lease agreements with terms 12 months or fewer. Each lease agreement contains an option to extend for an additional 12-month term, with a total of four option terms. These agreements are cancelable at any time during the term, provided there is 90-days' notice given.

Cash receipts from operating leases are classified within cash flows from operating activities. For the years ended December 31, 2024 and 2023, the Organization recognized sublease income of $40,417 and $33,397, respectively, which is included in rental income on the statement of activities.

The following is an analysis of the carrying amounts of underlying assets related to operating leases:

Buildings and improvements	$ 304,351
Less: accumulated depreciation	45,140
Total cost, net	$ 259,211

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6. CONTINGENCIES

The Organization participates in a number of federally assisted grant programs. These programs are subject to financial and compliance audits by the grantors or their representatives. The amounts, if any, of additional expenses which may be disallowed by the granting agency cannot be determined at this time, although the Organization expects such amounts, if any, to be immaterial.

7. CONCENTRATION OF CREDIT RISK

The Organization maintains bank deposits at local financial institutions located in New Hampshire. The Organization's demand deposits are insured by the Federal Deposit Insurance Corporation (FDIC) up to a total of $250,000. As of December 31, 2024 $152,746 of the Organization's cash was uninsured. As of December 31, 2023 the Organization's cash was fully insured.

8. SUBSEQUENT EVENTS

Subsequent events are events or transactions that occur after the statement of financial position date, but before financial statements are available to be issued. Recognized subsequent events are events or transactions that provide additional evidence about conditions that existed at the statement of financial position date, including the estimates inherent in the process of preparing financial statements. Non recognized subsequent events are events that provide evidence about conditions that did not exist at the statement of financial position date but arose after that date. Management has evaluated subsequent events through December 16, 2025, the date the December 31, 2024 financial statements were available for issuance.

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SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED DECEMBER 31, 2024

FEDERAL GRANTOR/PROGRAM TITLE	ASSISTANCE LISTING NUMBER	PASS-THROUGH GRANTOR	PASS THROUGH GRANTOR NUMBER	FEDERAL EXPENDITURES
U.S. DEPT. OF HEALTH AND HUMAN SERVICES				
Department of Health and Human Services, Office of Substance Abuse and Mental Health Services Administration				
Opioid STR	93.788	State of New Hampshire	TI081685	$ 111,760
	93.788	Harbor Homes, Inc.	TI083326	118,187
	93.788	Harbor Homes, Inc.	TI085759	108,555
				338,502
Block Grants for Prevention and Treatment of Substance Abuse	93.959	Harbor Homes, Inc.	TI083464	$ 90,304
	93.959	Harbor Homes, Inc.	TI084659	82,945
				173,249
Substance Abuse and Mental Health Services Projects of Regional and National Significance	93.243	N/A	N/A	$ 134,455
	93.243	N/A	N/A	124,820
				259,275
Total U.S. Department of Health and Human Services				$ 771,026
U.S. DEPT. OF TREASURY				
Coronavirus State and Local Fiscal Recovery Funds	21.019	County of Merrimack	not available	$ 42,829
Total U.S. Department of Treasury				$ 42,829
Total expenditures of federal awards				$ 813,855

See Notes to Schedule of Expenditures of Federal Awards

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ARCHWAYS

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED DECEMBER 31, 2024

NOTE 1 BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal grant activity of Archways under programs of the federal government for the year ended December 31, 2024. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of Archways, it is not intended to and does not present the financial position, changes in net assets, or cash flows of Archways.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

NOTE 3 INDIRECT COST RATE

Archways has elected to use the 10-percent de minimis indirect cost rate allowed under the Uniform Guidance.

NOTE 4 SUBRECIPIENTS

Archways had no subrecipients for the year ended December 31, 2024.

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

To the Board of Directors of
Archways

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Archways (a New Hampshire nonprofit organization), which comprise the statements of financial position as of December 31, 2024, the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements, and have issued our report thereon dated December 16, 2025.

Report on Internal Control over Financial Reporting

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

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

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

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Report on Compliance and Other Matters

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

Purpose of This Report

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

Leone, McDonnell + Roberts
Professional Association

Wolfeboro, New Hampshire
December 16, 2025

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

To the Board of Directors of
Archways

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Archways' compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of Archways' major federal programs for the year ended December 31, 2024. Archways' major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, Archways complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended December 31, 2024.

Basis for Opinion on Each Major Federal Program

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

We are required to be independent of Archways and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of Archways' compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

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

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Auditors' Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Archways' compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Archways' compliance with the requirements of each major federal program as a whole.

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

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Archways' compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.

- Obtain an understanding of Archways' internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Archways' internal control over compliance. Accordingly, no such opinion is expressed.

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

Report on Internal Control over Compliance

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

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

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

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

Leone, McDonnell & Roberts
Professional Association

Wolfeboro, New Hampshire
December 16, 2025

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SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED DECEMBER 31, 2024

A. SUMMARY OF AUDITORS' RESULTS

1. The auditors' report expresses an unmodified opinion on whether the financial statements of Archways were prepared in accordance with GAAP.

2. No significant deficiencies relating to the audit of the financial statements are reported in the *Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards.* No material weaknesses are reported.

3. No instances of noncompliance material to the financial statements of Archways, which would be required to be reported in accordance with Government Auditing Standards, were disclosed during the audit.

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

5. The auditors' report on compliance for the major federal award programs for Archways expresses an unmodified opinion on all major federal programs.

6. There were no audit findings that are required to be reported in accordance with 2 CFR 200.516(a).

7. The programs tested as major programs were U.S. Department of Health and Human Services, Office of Substance Abuse and Mental Health Services Administration, Opioid STR, ALN 93.788 and Block Grants for Prevention and Treatment of Substance Abuse, ALN 93.959.

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

9. Archways was determined not to be a low-risk auditee.

B. FINDINGS – FINANCIAL STATEMENTS AUDIT

None

C. FINDINGS AND QUESTIONED COSTS–MAJOR FEDERAL AWARD PROGRAM AUDIT

None

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Financial Statements

ARCHWAYS

FOR THE SIX MONTHS ENDED JUNE 30, 2025
AND
INDEPENDENT AUDITORS' REPORT

Leone, McDonnell & Roberts
PROFESSIONAL ASSOCIATION

CERTIFIED PUBLIC ACCOUNTANTS

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FINANCIAL STATEMENTS

FOR THE SIX MONTHS ENDED JUNE 30, 2025

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Leone, McDonnell & Roberts
Professional Association
CERTIFIED PUBLIC ACCOUNTANTS
DOVER • WOLFEBORO
NORTH CONWAY

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Archways

Opinion

We have audited the accompanying financial statements of Archways (a New Hampshire nonprofit organization), 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 six-month period then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Archways as of June 30, 2025, and the changes in its net assets and its cash flows for the six-month period then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter – Change in Fiscal Year-End

As discussed in Note 1 to the financial statements, during 2025 the Organization changed its fiscal year-end from December 31 to June 30. The financial statements for the six-month period ended June 30, 2025, are therefore not directly comparable to those for the year ended December 31, 2024. Our opinion is not modified with respect to this matter.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Archways 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.

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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 Archways' ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Archways' 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 Archways' 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.

Leone, McDonnell & Roberts
Professional Association

Wolfeboro, New Hampshire
February 2, 2026

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STATEMENT OF FINANCIAL POSITION
AS OF JUNE 30, 2025

ASSETS

CURRENT ASSETS	
Cash and cash equivalents	$ 290,152
Grants and contracts receivable	616,755
Accounts receivable	4,473
Prepaid expenses	48,935
Total current assets	960,315
PROPERTY	
Land	150,700
Building and improvements	581,351
Leasehold improvements	73,209
Equipment, vehicles, and fixtures	96,046
Construction in progress	80,214
Total property and equipment	981,520
Less accumulated depreciation	(192,915)
Property, net	788,605
OTHER ASSETS	
Long-term grants and contracts receivable, net of current	100,000
Deposits	3,800
Right-of-use asset, net	99,089
Total other assets	202,889
TOTAL ASSETS	$ 1,951,809

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES	
Accounts payable and accrued expenses	$ 176,718
Accrued payroll and related liabilities	95,860
Current portion of notes payable	42,610
Current portion of operating lease liability	47,159
Other liabilities	25,000
Total current liabilities	387,347
OTHER LIABILITIES	
Notes payable, net of current portion shown above	329,616
Operating lease liability, net of current portion shown above	53,397
Total other liabilities	383,013
Total liabilities	770,360
NET ASSETS	
Without donor restrictions	
Undesignated	962,096
Board designated	10,000
Total net assets without donor restrictions	972,096
With donor restrictions	
Purpose restrictions	209,353
Total net assets	1,181,449
TOTAL LIABILITIES AND NET ASSETS	$ 1,951,809

See Notes to Financial Statements

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STATEMENT OF ACTIVITIES
FOR THE SIX MONTHS ENDED JUNE 30, 2025

CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS	
REVENUE AND SUPPORT	
Government grants and contracts	$ 1,294,461
Contributions	7,058
Recovery coaching	23,495
Rental income	15,859
Other income	2,543
Net assets released from restrictions	138,537
Total revenue and support without donor restrictions	1,481,953
EXPENSES	
Program services	
Peer recovery and support	996,902
Family support and parent education	273,202
Forever hope training center	50,200
Total program services	1,320,304
Supporting activities	
Management and general	100,964
Total expenses	1,421,268
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	60,685
CHANGES IN NET ASSETS WITH DONOR RESTRICTIONS	
Government grants and contracts	77,666
Net assets released from restrictions	(138,537)
CHANGE IN NET ASSETS WITH DONOR RESTRICTIONS	(60,871)
CHANGE IN NET ASSETS	(186)
NET ASSETS, BEGINNING OF YEAR	1,181,635
NET ASSETS, END OF YEAR	$ 1,181,449

See Notes to Financial Statements

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STATEMENT OF FUNCTIONAL EXPENSES
FOR THE SIX MONTHS ENDED JUNE 30, 2025

	Program Services					
	Peer Recovery Support	Family Support and Parent Education	Forever Hope Training Center	Total Program Services	Management and General	Total
Personnel	$ 559,957	$ 227,721	$ -	$ 787,678	$ 76,715	$ 864,393
Contract labor	160,756	400	50,000	211,156	1,667	212,823
Occupancy	144,704	-	-	144,704	5,216	149,920
Office Supplies	57,579	1,123	-	58,702	5,542	64,244
Program supplies	21,800	30,416	200	52,416	1,322	53,738
Travel	13,980	5,489	-	19,469	724	20,193
Staff training	7,704	3,614	-	11,318	1,990	13,308
Communications	12,378	150	-	12,528	92	12,620
Insurance	4,291	1,452	-	5,743	5,668	11,411
Other expenses	13,753	2,837	-	16,590	2,028	18,618
Total functional expenses	$ 996,902	$ 273,202	$ 50,200	$ 1,320,304	$ 100,964	$ 1,421,268

See Notes to Financial Statements

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STATEMENT OF CASH FLOWS
FOR THE SIX MONTHS ENDED JUNE 30, 2025

CASH FLOWS FROM OPERATING ACTIVITIES	
Change in net assets	$ (186)
Adjustments to reconcile change in net assets to net cash provided by operating activities:	
Depreciation	40,628
Change in carrying amount of right-of-use assets	22,624
Changes in operating assets and liabilities:	
Grants and contracts receivable	(210,949)
Accounts receivable	(2,736)
Prepaid expenses	(24,057)
Accounts payable	143,279
Accrued payroll and related liabilities	41,923
Other liabilities	21,039
Operating lease liability	(21,824)
NET CASH PROVIDED BY OPERATING ACTIVITIES	9,741
CASH FLOWS FROM INVESTING ACTIVITIES	
Purchase of property	(90,133)
NET CASH USED IN INVESTING ACTIVITIES	(90,133)
CASH FLOWS FROM FINANCING ACTIVITIES	
Repayments on notes payable	(117,497)
NET CASH USED IN FINANCING ACTIVITIES	(117,497)
NET DECREASE IN CASH AND EQUIVALENTS	(197,889)
CASH AND EQUIVALENTS, BEGINNING OF YEAR	488,041
CASH AND EQUIVALENTS, END OF YEAR	$ 290,152
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:	
Cash paid for interest	$ 12,017
Operating cash outflows from operating leases	$ 24,000

See Notes to Financial Statements

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NOTES TO FINANCIAL STATEMENTS
FOR THE SIX MONTHS ENDED JUNE 30, 2025

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

Archways (the Organization), a New Hampshire nonprofit corporation, was organized in 2015 and is dedicated to strengthening and empowering families and the community by promoting health, well-being, and self-sufficiency through positive relationships, support, collaboration and education.

The Organization operates the following programs:

Peer Recovery Support – Programs of peer recovery support are intended to help individuals and families initiate and sustain recovery from problematic alcohol and drug use. These include comprehensive coaching, telephone support, a fitness program, cafes which promote healthy social connection and positive, generative discussion of topics to support recovery, benefit navigation, healthcare navigation, and more.

Family Support and Parent Education – Family support services include comprehensive family support home visiting, a caregiver and child playgroup, kinship family support both center-based and home visiting, and parent cafes to promote healthy social connection. Family support services promote protective factors for families: Parental resilience, Healthy Social Connection, Concrete Supports in Times of Need, Knowledge of Childhood Development, and Social-Emotional Competence of Children. These are considered primary prevention techniques to reduce child abuse and neglect and promote family strengthening and self-sufficiency. Parent education includes multiple curriculum delivery to parents and kinship caregivers including: Parenting the Second Time Around, Active Parenting Birth to 5, Active Parenting of Teens, Nurturing Skills, Parenting Journey in Recovery, Positive Solutions for Families. Parent education classes are structured evidence based experiences for parents and caregivers that promote skills to enhance the protective factors for family support and strengthening.

Forever Hope Training Center – Our training program is dedicated to high quality training for the field of peer recovery support services and family support services. We offer the CEU approved trainings of the Art & Science of Peer Recovery Support, the Art & Science of Ethical Considerations for Peer Support Work, Suicide Prevention, HIV/AID/HEP Prevention, Co-Occurring Disorders for Peer Support Workers, Supporting Families Affected by Opioid Use Disorder and more.

Change in Fiscal Year-End

During 2025, the Organization changed its fiscal year-end from December 31 to June 30 to better align its reporting period with the grant cycles of its major funding sources. Accordingly, these financial statements present the financial position and activities of the Organization for the six-month transition period ended June 30, 2025. The results of operations for this period are not necessarily indicative of those expected for a full fiscal year.

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NOTES TO FINANCIAL STATEMENTS
FOR THE SIX MONTHS ENDED JUNE 30, 2025

Basis of Accounting

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with generally accepted accounting principles. Support is recorded when received or pledged. Revenue is recorded when services are rendered. Expenses are recorded when the obligation is incurred.

Basis of Presentation

The financial statements have been prepared in accordance with the reporting pronouncements pertaining to Not-for-Profit Entities included within the FASB Accounting Standards Codification. The Organization is required to report information regarding its financial position and activities according to the following net asset classifications:

Net assets without donor restrictions – Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. These net assets may be used at the discretion of management and the Board of Directors.

Net assets with donor restrictions – Net assets subject to donor or certain grantor imposed restrictions. Some donor imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

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 certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

For the purpose of the statement of cash flows, cash and cash equivalents consists of demand deposits, cash on hand, restricted cash, and all highly liquid investments with a maturity of 90 days or less.

As presented on the Statement of Financial Position:

Cash	$ 290,152

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Accounts Receivable

The Organization utilizes the allowance method of accounting for bad debts. No allowance was determined to be necessary as of June 30, 2025. The allowance is based on past historical experience and management review of specific accounts. The Organization has no policy for charging interest on overdue accounts nor are its accounts receivable pledged as collateral.

Grant and Contracts Receivable

Grant and contracts receivables are recorded when the Organization has met all applicable eligibility requirements, and the revenue is considered realizable. Receivables are stated at the amount management expects to collect from grantors. The Organization uses the allowance method for accounting for bad debts. No allowance has been recorded as of June 30, 2025, because management of the Organization believes that all outstanding receivables are fully collectible.

Property

Property is stated at cost. Donated property is recorded at fair value determined as of the date of the donation. The Organization's policy is to capitalize expenditures for equipment and major improvements with a cost in excess of $3,000 and to charge to operations currently for expenditures which do not extend the lives of related assets in the period incurred. Depreciation is computed using the straight-line method at rates intended to amortize the cost of related assets over their estimated useful lives as follows:

Leasehold improvements	3 years
Buildings and improvements	25 years
Equipment, vehicles, and fixtures	5 - 7 years

Depreciation expense was $40,628 and for the six months ended June 30, 2025.

Leases

The Organization leases office space (operating lease) in Concord, New Hampshire. The determination of whether an arrangement is a lease is made at the lease's inception. Under ASC 842, a contract is (or contains) a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is defined under the standard as having both the right to obtain substantially all of the economic benefits from use of the asset and the right to direct the use of the asset. Management only reassesses its determination if the terms and conditions of the contract are changed.

Operating leases are included in operating lease right-of-use (ROU) assets, other current liabilities, and an operating lease liability on the balance sheet. ROU assets represent the right to use an underlying asset for the lease term, and lease liabilities represent the obligation to make lease payments. Operating lease ROU assets and liabilities are recognized at the lease commencement date based on the present value of the future minimum lease payments over the lease term. If the operating leases do not provide an implicit interest rate, the Organization uses the risk-free rate at the lease commencement

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date in determining the present value of lease payments. Lease expense for operating lease payments is recognized on a straight-line basis over the lease term.

The Organization has elected the short-term lease exemption under ASC 842 for leases with terms of 12 months or less. Accordingly, right-of-use assets and lease liabilities are not recognized for these leases, and related lease payments are recognized as expense on a straight-line basis over the lease term.

Compensated Absences

All employees of the Organization working 20 hours or more earn paid time off. A maximum of 25 days may be earned based on years of service. Employees may carry over up to 25 days from one calendar year to the next. Upon termination of employment up to 5 days of accrued and unused personal time off is paid to employees.

Deferred Revenue

Deferred revenue represents fees for various programs collected in advance of services to be rendered.

Revenue Recognition

In May of 2014, the FASB issued Accounting Standards Update (ASU) 2014-09, *Revenue from Contracts with Customers (Topic 606).* This ASU is a comprehensive revenue recognition model that requires an organization to recognize revenue to depict the transfer of goods or services to a customer at an amount that reflects the consideration it expects to receive in exchange for those goods or services. Contracts and transactions with customers predominantly contain a single performance obligation.

The Organization recognizes revenue from contracts with customers in the form of charges for recovery coach sessions when those services are provided to an individual. There was no beginning or ending balances of receivables, contract assets or contract liabilities for the year ended June 30, 2025.

Recovery Coach Sessions

Charges for recovery coach sessions are invoiced monthly. Charges are based on the type of service provided, and do not incorporate variable consideration. The Organization recognizes revenue for recovery coach sessions at the point in time when services are provided. The Organization recognizes a receivable for services provided in advance of payment being received.

Contributions and Grants

Contributions received are recorded as net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/of nature of any donor-imposed restrictions. Contributions that are restricted by the donor are reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the contribution is recognized. All other donor restricted contributions are reported as an increase in net assets with donor restrictions, depending on the nature of restriction. When

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a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions.

Contributions of donated non-cash assets are recorded at their fair values in the period received. Contributions of donated services that create or enhance non-financial assets or that require specialized skills, which are provided by the individuals possessing those skills, and would typically need to be purchased if not provided by donations, are recorded at their fair values in the period received.

The Organization also has revenue derived from cost-reimbursable federal and state contracts and grants, which are conditional upon certain performance requirements and/or incurrence of allowable qualifying expenses. Amounts received are recognized as revenue without donor restrictions when the Organization has met those performance requirements or incurred expenditures in compliance with the specific contract or grant provisions. Amounts received prior to meeting performance requirements or incurring qualifying expenditures are reported as either advances from grantors or revenue with donor restrictions, dependent upon contribution terms and conditions. Amounts not yet received, but already awarded, are recorded as grants and contracts receivable.

Functional Allocation of Expenses

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

The financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Directly identifiable expenses are charged entirely to the program or supporting service benefited. Certain indirect costs have been allocated among the programs and supporting services benefited based on estimates of time and effort.

Income Taxes

The Organization has received a determination letter from the Internal Revenue Service stating that it qualifies for tax-exempt status under Section 501(c)(3) of the Internal Revenue Code for any exempt function income. In addition, the Organization is not subject to state income taxes. Accordingly, no provision has been made for Federal or State income taxes.

FASB Accounting Standards Codification Topic 740 entitled *Accounting for Income Taxes* requires the Organization to report uncertain tax positions for financial reporting purposes. The Organization had no uncertain tax positions as of June 30, 2025 and, accordingly does not have any unrecognized tax benefits that need to be recognized or disclosed in the financial statements for the six months ended June 30, 2025.

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Fair Value of Financial Instruments

Cash and equivalents, grants and contracts receivable, accounts payable and accrued expenses are carried in the financial statements at amounts which approximate fair value due to the inherently short-term nature of the transactions. The fair values determined for financial instruments are estimates, which for certain accounts may differ significantly from the amounts that could be realized upon immediate liquidation.

2. LIQUIDITY AND AVAILABILITY

The Organization regularly monitors the availability of resources required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds.

The following table reflects the Organization's financial assets as of June 30, 2025, reduced by amounts that are not available to meet general expenditures within one year of the statement of financial position date because of donor and other restrictions or internal board designations. In the event the need arises to utilize the board designated funds for liquidity purposes, the reserves could be drawn upon through approval by the Board of Directors.

Financial assets available for general expenditure, reduced by donor or other restrictions limiting their use and internal board designations, within one year of the statement of financial position date, comprise the following:

Cash and cash equivalents	$ 290,152
Grants and contracts receivable	616,755
Accounts receivable	4,473
Total financial assets	911,380
Less amounts not available to be used within one year:	
Board designated operating reserve	(10,000)
Net assets with donor restrictions	(209,353)
Financial assets available to meet cash needs for general expenditures within twelve months	$ 692,027

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3. GRANTS AND CONTRACTS RECEIVABLE

Grants and contracts receivable as of June 30, 2025 consisted of the following:

NH Charitable Foundation	$ 150,000
Lakes Region ACERT	1,928
Glencliff	231
Harbor Care	384,702
Healthfirst Family Health Center	16,293
NH Children's Trust	50,900
Recovery Friendly Workplace NH	10,040
SAMHSA	39,387
NH Department of Health and Human Services	40,118
UNH Institute of Disability	23,156
Grants and contract receivable	$ 716,755

Grants and contracts receivable are due as follows:

In less than one year	$ 616,755
Over one year	100,000
Gross grants and contracts receivable	$ 716,755

These receivables are recorded at their face amounts rather than being reduced to their net present values because the amount of the discount would be immaterial to the financial statements.

4. NOTES PAYABLE

The Organization's obligations under notes payable consist of the following as of June 30, 2025:

Note payable, due in monthly installments of $1,279, including interest at 4.75% through June 7, 2025. Variable interest rate thereafter, based on Federal Home Loan Bank 5 Year Classic Advance Rule plus 2.50%. Balloon payment for unpaid principal and interest due May 7, 2040. The note is collateralized by real estate.	$ 63,730
Note payable, due in monthly installments of $3,853, including interest at a fixed rate of 5.5%. Any unpaid principal and interest is due November 1, 2033. The note is collateralized by real estate.	308,496
	372,226
Less current portion due within one year	(42,610)
Total long-term debt	$ 329,616

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Future maturities of notes payable as of June 30, 2025 are as follows:

Year Ending June 30	Amount
2026	$ 42,610
2027	44,914
2028	47,345
2029	49,906
2030	46,938
Thereafter	140,513
	$ 372,226

5. NET ASSETS

Net assets with donor restrictions were as follows for the year ended June 30, 2025:

Special Purpose Restrictions:	
Speare Memorial Hospital	$ 903
Trestle funds	26,569
Greater Lakes Children's Auction	18,000
Concord Hospital	4,996
Family Ties Inside & Out	8,885
Time Restrictions:	
NH Charitable Foundation	150,000
Total net assets with donor restrictions	$ 209,353

Net assets without donor restrictions for the years ended June 30, 2025 were as follows:

Undesignated	$ 962,096
Board designated	10,000
Total net assets without donor restrictions	$ 972,096

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Net assets released from net assets with donor restrictions are as follows:

Special Purpose Restrictions:	
Speare Memorial Hospital	$ 4,535
Trestle funds	19,630
Greater Lakes Children's Auction	2,000
Concord Hospital	2,504
Family Ties Inside & Out	2,836
Linden Family Threads	32,032
NHTAC	25,000
Time Restrictions:	
NH Charitable Foundation	50,000
Total net assets released	$ 138,537

6. OPERATING LEASES

During June 2024, the Organization entered into a lease agreement for office space located in Concord, New Hampshire August 2024 through July 2027. Payments under the terms of the agreement are $4,000 per month for the first year and $4,200 for the remainder of the lease. Lease options that the Organization believes are reasonably certain to exercise are included in the measurement of the lease assets and liabilities. The lease term is used for the amortization life of the lease asset. The terms of the lease are through July 2027. The Organization has measured the lease liability using the risk free rate of 3.84% as of the effective date of the lease.

The maturities of the lease liability as of June 30, 2025 were as follows:

Year Ending June 30	Amount
2026	$ 50,200
2027	50,400
2028	4,200
Total lease payments	104,800
Less interest	(4,244)
Present value of lease liability	$ 100,556

Total operating lease expense included in program services and management and general expenses was $24,000 for the six months ended as of June 30, 2025.

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7. RENTAL INCOME

The Organization leases and subleases office space to independent organizations from its Franklin and Concord locations. The office space leases do not transfer ownership of the leased assets and do not provide an option for the lessees to purchase the assets. The office space leases are operating lease agreements with terms 12 months or fewer. Each lease agreement contains an option to extend for an additional 12-month term, with a total of four option terms. These agreements are cancelable at any time during the term, provided there is 90-days' notice given.

Cash receipts from operating leases are classified within cash flows from operating activities. For the six months ended June 30, 2025, the Organization recognized sublease income of $15,819, which is included in rental income on the statement of activities.

The following is an analysis of the carrying amounts of underlying assets related to operating leases:

Buildings and improvements	$ 304,351
Less: accumulated depreciation	52,173
Total cost, net	$ 252,178

8. CONTINGENCIES

The Organization participates in a number of federally assisted grant programs. These programs are subject to financial and compliance audits by the grantors or their representatives. The amounts, if any, of additional expenses which may be disallowed by the granting agency cannot be determined at this time, although the Organization expects such amounts, if any, to be immaterial.

9. CONCENTRATION OF CREDIT RISK

The Organization maintains bank deposits at local financial institutions located in New Hampshire. The Organization's demand deposits are insured by the Federal Deposit Insurance Corporation (FDIC) up to a total of $250,000. As of June 30, 2025 $35,606 of the Organization's cash was uninsured.

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10. RETIREMENT PLAN

During 2025, the Organization established a defined contribution retirement plan under Section 403(b) of the Internal Revenue Code. Eligible employees may make voluntary contributions to the plan up to the limits permitted by the Internal Revenue Code. The Organization provides a 100% match up to 3% of employee compensation contributed and 50% match up to 5% of compensation contributed. The Organization's contributions are funded currently and are fully vested when made. Contributions to the plan totaled $11,950 for the year ended June 30, 2025.

11. SUBSEQUENT EVENTS

Subsequent events are events or transactions that occur after the statement of financial position date, but before financial statements are available to be issued. Recognized subsequent events are events or transactions that provide additional evidence about conditions that existed at the statement of financial position date, including the estimates inherent in the process of preparing financial statements. Non recognized subsequent events are events that provide evidence about conditions that did not exist at the statement of financial position date but arose after that date. Management has evaluated subsequent events through February 2, 2026, the date the June 30, 2025 financial statements were available for issuance.

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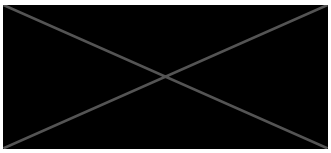
DR. MARK T. WATMAN **RESUME**



EDUCATION

New England College **Ed.D** in Education Administration

- Dissertation: New England College: A Narrative Study of Identity & Organizational Change
- Action Research Project: Auto-ethnographic Research and Writing (Writing Yourself into the Role of Organizational Change)

Bennington College **M.F.A.** in Writing and Literature, Bennington Writing Seminars

New England College **B.A.** in English, minor in Philosophy, minor in Women's Studies

ACADEMIC AND ADMINISTRATIVE POSITIONS

Vice-President, COO, Archways; 2023-Current

- Oversee all day-to-day operations of the 4 Archways Family Resource Center/Recovery Community Organizations in NH.
- Provided leadership, management supervision for all social services components related to the delivery of both Recovery and Family Support programming and initiatives including overseeing participant development, professional development, etc,
- Lead administrator in charge under the President.

Independent Consultant on Systems Compliance, Organizational Change and Sustainability
September 2017-2024

- Worked with over 20 Educational Systems (Universities, Colleges, and High schools), and 15 Non-Profit Agencies
- Assessed operational systems, culture, leadership, sustainability of existing programs and organizations and recommended changes for systems improvements, organizational change, and revenue enhancement; guided processes for implementing accepted recommended changes
- Developed Strategic Planning systems and worked with Senior Leadership to implement strategic planning processes to develop 3, and 5 year Strategic Plans
- Delivered senior leadership and middle management training based on internal assessment of leadership strengths and weaknesses; provided private coaching and mentorship

Academic Principal (Mayor), Wediko Children's Services- Summer Program; June 2017-August 2017

- Managed all essential functions of the academic component of The Wediko Summer Program which is known as Think City- a one-of-a-kind creative learning collaborative for some of the highest risk student populations ages 8-18;
- Provided direct leadership, management, and supervision of all academic components related to Think City including structuring and managing classrooms conducive to learning, creating and implementing a program wide curriculum, and overseeing all academic staff and teachers;

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Provost, CAO, New England College; 2014-May2016

- Expanded responsibilities of VPAA position including overseeing departments and areas of VPAA (see below) as well as all of Student Development, Information Technology (IT), and Athletics. Lead administrator in charge under the President.
- Led the development of the New England College 2016-2021 Strategic Plan;
- Oversaw expansion of Residential Life and Academic technology services;
- Led substantial academic program expansion and enrollment growth in both Graduate and Online Continuing Education.

Vice President for Academic Affairs, CAO, New England College; 2012- 2014

- Chief Academic Officer for New England College overseeing all undergraduate, graduate, and continuing education programs, as well as the Library, Art Gallery, Academic Support Services (Tutoring, Mentoring, Registrar's office, Disability Services, Career and Life Planning) and the areas under Student Development (Wellness Center, Campus Safety, Student Involvement and Engagement, Campus Judicial Program, and Student Clubs and Activities);
  - Led successful 2013-14 NEASC Ten-Year Comprehensive Self-Study process;
  - Led Repositioning Effort which resulted in narrowing brand-identity, streamlining curriculums, creating cost-efficiencies, and improving the catalog of academic programs offered at the College;
  - Led expansion into online continuing education programs which resulted in 800 student body increase within the first three years of this expansion.

Dean of Academic Services, New England College; 2008-2012
Associate Dean of Academic Services, New England College; 2006-2008

- This position assists the VPAA in all Academic Affairs matters not specifically covered in the division/collegium deans/chairs responsibilities including acting for the VPAA in his/her absence;
- Oversaw Tutoring Services, Disability Services, Career and Life Planning Services, Advising Services, Mentoring Services, CoNECtions Programming and ESL programming;.
- Served as a liaison between students, parents and faculty and the VPAA;
- Coordinated and directed the college's assessment of academic programs including chairing the institutional-level Assessment Steering Committee which is responsible for maintaining assessment initiatives;
- Collaborated with the VP of Enrollment and Marketing in order to coordinate academic support services with student life support services;
- Served on such campus-wide committees as the VPAA Council, the President's Strategic Planning Council, the Budget Advisory committee, the Enrollment Management Group, and the Board of Trustees Academic Affairs Committee.

Founding Director of MA in Professional Writing, New England College; 2009-2012

- Responsibilities Included: Program Review, Assessment & Evaluation; Recruitment and Mentoring of Graduate Faculty; Oversight of Program Policies and Pedagogical Standards; Review of Course Evaluations; Program Management to include Review of applicants, Development of Program Schedule of Course Offerings, Faculty Assignments; Service on Graduate Council; Marketing and Enrollment Management functions in connections with Admissions office;

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- Course Development and Teaching: Developed and taught PW 5000: Introduction to Professional Writing and Rhetoric; PW 6005-Special Topics: Creative Non-Fiction; and PW 7100: Thesis in Professional Writing Portfolios in Professional Writing, etc.;
- Thesis advisor for Professional Writing Thesis/Capstone Projects.

Professor of Higher Education, New England College; 2014-16

- Courses taught in Ed.D program included section on Higher Education Strategic Planning, Budgetary Analysis, etc

Professor of Writing, New England College; 2012-2013
Associate Professor of Writing, New England College; 2011- 2014
Assistant Professor of Writing, New England College; 2005-2011

- Courses include multiple sections of: LAS 2: Outsiders in America; LAS 1: Creativity and Being Human; ENG 3530: Poetry Workshop; EN 4520:Advanced Poetry Workshop; WR 1010: College Writing I; WR 1020: College Writing II; WR 1910: Introduction to Professional Writing; EN 3040: Modern Literature: William Carlos Williams, BU 3990: Edge Sports NH; and General Education courses.

Senior Instructor, Granite State College; 2000- 2016

- Courses include multiple sections of: ENG 603: Creative Non-Fiction: an Online Interactive Course; ENG600: Expository Writing: an Online Interactive Course; ENG500: The Writing Process (an Online Interactive Course; ENG604: Creative Writing: an Online Interactive Course; ENG645B: Advanced Fiction Writing; ENG645B: Advanced Creative Non-fiction Writing; ENG604: The Creative Word: an Online Interactive Course; HUMN607F: Poetry Writing; COMM500: The Writing Process: an Online Interactive Course; HUMN506: Major American Poets.
-

Lecturer in English and Writing, Franklin Pierce College; 2000- 2006

- Courses include multiple sections of: ENG422: Writing for Publication; ENG417: Advanced Fiction Workshop; ENG237: Poetry Workshop; ENG421: Advanced Poetry Workshop; ENG220: Advanced Composition; ENG220: Creative Writing; IC105:College Writing I; IC106: College Writing II ; Writing Skills; independent studies in those courses as well as EN450: Chapbook Editing and Publishing;
- Designed and gained approval for new Core Required English Department course: Introduction to Creative Writing. This is a course that will be required for ALL English Majors;
- Evaluated Comprehensive Exams and Oral Defense of graduating Seniors with the full-time English Department members.

Adjunct Associate Professor of English, Colby-Sawyer College; 2000- 2005

- Courses include multiple sections of: ENG263: Mythology and Folklore; WRT207: Creative Writing II; WRT105: College Writing; WRT301: Intermediate Creative Writing: Poetry; WRT395: Poetry Writing-A Postmodern Poetics Intensive; WRT395: Writing Fiction: A Character Centered Writing Intensive; ENG250: Contemporary Poetry; WRT201: Creative Writing and independent studies.

Part-time Instructor, New England College 2003, 2005

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- Courses include multiple sections of: WRT 1020: College Writing; WRT1020: College Writing II.

Adjunct in Writing, Keene State College; 2000-2001

- Courses include multiple sections of ENG101: Essay Writing.

EXAMPLES OF CAMPUS SERVICE

New England College

- Chair- Provost's Council (2014-16)
- Chair- Dean's Council (2012-16)
- Member of "Senior Team" (2012-16)
- Chair- New England College Repositioning Task Force (2013-14)
- Member of Behavioral Intervention Team (2011-2014
- Chair-12 Month Planning Committee (2012-15)
- Co-Chair of the Strategic Planning Committee on Community (2010-11)
- Member of EMG Steering Committee (2010-16)
- Chair of the Assessment Steering Committee (Presidential Appointment, 2009-12)
- Faculty Representative to the Annual Fund (2009-present) Co-Chair of the "Advising Advisory Board" (2009-11)
- Faculty Advisor to Student Senate (2009-11)
- Member of BMG (Blackboard Management Group (2009-11)
- Member of Honors Advisory Committee (2009-12)
- Member of Master Planning Selection Committee (2009-10)
- Ex-Officio Member on the Board of Trustee's Academic Affairs Committee (2008-09)
- Chair of Curriculum Committee (2008-11)
- Member of Enrollment Management Committee (EMG) (2008-11)
- Member of Graduate Council (2008-16)
- Ex-officio Member of Budget Advisory Committee (BAC) (2008-16)
- Member of Executive Committee (EXCOM) (2008-16)
- Member of President's Strategic Planning Council (2008-16)
- Member of New Programs Task Force (2008-09)
- Member of NEASC 5-Year Review Steering Committee (2008-09)
- Member of Connections Committee (2008)
- Member of Chairs/VPAA Council (2007- 2012)
- Faculty Representative to the Board of Trustee- Committee on Markets and programs: Enrollment (this committee was often referred to as the Board of Trustee's "Committee on " Mission & Markets: Enrollment: and then later the "Committee on Enrollment and Student Engagement) (2007-09)
- Member of Honors Program Committee (or "Task Force") (2007-08)
- Member of NESSE committee (2007-08)

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- Member of Middle Management Group (2007-08)
- Member of the Faculty Development Committee (2007-08)
- Member of Judicial Board (2006-08)
- Member of First Year Programming Committee (2006-08)
- Member of the General Education Committee (2006-08)
- Member of Manual Review Committee (2006-07)
- Faculty Advisor to the *Henniker Review* (2005-11)
- Faculty Representative to the Board of Trustee-Alumni Board (2005-07)
- Member of Mission Statement Task Force (2005-07)
- Member of "First Year Scenario Teams" (2005-06)

SELECTED DISTINCTIONS /AWARDS / PUBLICATIONS/PRESENTATIONS /GRANTS ETC.

External Teaching/Administrative Related

- Participant at Teagle "Data into Action Institute (2011) Connecticut College.
- Representing New England College at the Leadership Coalition Conference (a two day conference that's part of our Engelhard grant) in Washington, DC. which focused on Bringing Theory to Practice Project.
- Authoring the College's 2009 Report on Assessment Initiatives for the NEASC report. Representing New England College as one of our two delegates at Annual NEASC Meetings and Conferences in Boston.
- Participating in the D4D (Debating for Democracy) On the Road Training workshop.
- Attending and participating at the Engelhard Foundation (in partnership with AAC&U.) Conference on "Campus Change for Learning."
- Attending the NERCOMP conference on *The Liberal Arts and Technology* at UMASS Amherst. Attending a NSSE Webinar on Gaining knowledge about NESSE and Assessment practices in Student Affairs.
- Numerous Forums led on Academic Support Services and Institutional Assessment at Faculty Retreats, New England College.

Selected Writing Related Publications and Activities

- Published poems "A Subtraction of Differentials" in *Seldom Blues*, "Sitting Idle, No Noise in June," "Far Off-- The Peeled Bay," and "The Hydrogen Garden" in various editions of *Entelechy International: A Journal of Contemporary Ideas,* poems "Like the Kingdom of God" and "June: Set Piece" in *The Henniker Review,* and the poem "Twenty Incantations" in the Anthology *Tygerburning.*
- Published excerpts from collaborative poetry writing project with poet Kevin G. Durr: "Selections from Twenty-One" in the 2010 edition of *The Henniker Review.*
- Manuscript under review: book length manuscript of poems titled *The Hydrogen Garden.*
- Published my photographs "Black Water Backdrop No. 2" and "Deep Root of Bitter Tree" as the title photograph and a content photograph for Maura MacNeil's book of poetry *A History of Water* published by Finishing Line Press.

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- Editor in Chief for the winter 2008 edition of *Edge Sports NH*.
- Editor of the 2007/8 edition of *the inkslinger*, which is the New England College Writing Program's publication of the best writing from Writing 1010.
- Delivered poetry readings at numerous places including the New England College Writing Program's Public Reading Series, Bennington College Writing Seminars in Bennington Vermont, the *Dogfish Bar and Grill* in Portland Maine*,* and at the Concord New Hampshire Public Library.
- Served as a judge for the *Poetry Aloud* program at Pembroke High School run by the National Endowment for the Arts.
- Served as a poetry reader for submissions to the journal *Post Road*.
- Organizing and delivered a NEC Colloquium presentation with Don Melander on "The Poet and the Polis: A Follow up to Henry Ferrini's Documentaries on Charles Olson and Allen Ginsberg, with Reference to William Carlos Williams, Emily Dickinson and Walt Whitman.
- "Freewriting: An Act of Discovery"-Delivered to First Year Writing Students at New England College.
- "Organizational Strategies for Multi-Genre Writing- Delivered to First Year Writing Students at New England College.
- Mentor within the Pen Prison Writing Mentorship Program.
- Member of the Stone Bridge Poetry Project.
- Member of the Bennington Collective" in which I am an active participant offering constructive criticism and feedback to published poets on particular poems and manuscripts.

Awarded: Teaching Related

- NEC Community Member of the Year (2013)- awarded by the Student Body
- Faculty Member of the Year Award (2010-11)- awarded by the Student Body.
- (3) Office of Engaged Learning Development Grants (2009-2011)-awarded for development of experiential components into existing courses.
- Advisor of the year Award (2009-10) for Advising *Henniker Review*-awarded by student body.
- General Education Grant (2007-8)- awarded for development of new Liberal Arts Course in New Liberal Arts Core Curriculum.
- Calderwood Fellowship for Teaching Writing in All Disciplines: awarded June of 2005, Franklin Pierce College Host Institution.

Bennington College

- Bennington College does not award degrees with distinction.

New England College

- Robert Peter Sylvester Prize: awarded to graduating senior whose academic career has most exemplified philosophia— the love of wisdom.
- Humanities Division Senior Class Marshall: awarded to student with highest cumulative grade point average in humanities division.
- Red & Blue Honor Society: recognition for commitment to academic achievement, student leadership and service to the college.

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TECHNICAL WORK EXPERIENCE AND RELATED INSTRUCTION

Have knowledge and formal experience in both the technological and pedagogical aspects of developing, maintaining and delivering online courses through a variety of courseware software formats (WebCT, Blackboard, and Moodle):

- Consultant for Granite State College-development of an "Enhanced Learning Environments" project.
- Taught "Faculty Development Seminar on Online Teaching and Learning" for Granite State College.
- Developed Faculty Development Center for Granite State College on Blackboard for faculty development.
- Completed Certified Training for online evaluation of new written portion of SAT test; Pearson; March 2005.
- Member of WebCT Advisory Board at Franklin Pierce College-Spring 2004- 2005.
- *Instructional Designer* at Granite State College. Research, develop and implement the WebCT and Blackboard course development process (from conceptualization and design to course launch) for the college's Online Interactive Courses. Responsibilities included:
  - ~ Instructional design support to approximately 20-30 faculty members each term using WebCT and Blackboard
  - ~ Adherence to strict quality guidelines for course development and implementation while working closely with course development team.
  - ~ Design and development of teaching materials and other online resources for faculty.
  - ~ Development and facilitation of faculty training in the use of WebCT and Blackboard for online instruction.
  - ~ Development of web page content to be used in online courses
  - ~ Support for faculty in use of WebCT and Blackboard courseware and best practices
  - ~ Facilitation of OIC Technical Orientations for first-time OIC learners
  - ~ Taught Online Interactive Courses for Granite State College since spring 2001
  - ~ Completed Granite State College "Faculty Instructional Design Course" for Teaching Online Interactive Courses in winter of 2001.

MEMBERSHIPS

Member, Academy of American Poets, 1998 to present; Member, Associated Writing Programs, 1997 to present; Member, New Hampshire Federation of Teachers, 2000 to present; Member, Rindge Faculty Federation, 2000 to 2005; Member, New Hampshire Writers and Publishers Project, 1993-1997.

References

[redacted]
Vice President of Advancement and Communications
New England College
[redacted]

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[redacted]

[redacted]
Senior Professor of English
New England College
[redacted]

[redacted]
Professor of Education
New England College
[redacted]

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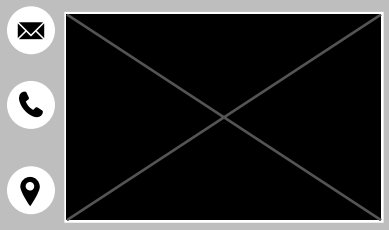
KIRK BINNING JR.



OBJECTIVE

Experienced Family Support Services Manager with a strong commitment towards collaboration, operational excellence, and data-informed decision-making. Dedicated to fostering a positive, inclusive work culture that empowers staff and strengthens family outcomes. Skilled in using data to guide program development, evaluate effectiveness, and enhance service delivery. Adept at building cross-sector partnerships and streamlining operations to ensure high-quality, efficient, and equitable support for families. Passionate about leading teams that work collectively to create sustainable impact within the community.

SKILLS

- Operations management
- Workforce planning
- Training
- Organization
- Problem Solving
- Leadership
- Time Management
- Creativity
- Teamwork
- Writing
- Collaboration
- Empathy
- Attention to Detail
- Computer Literacy
- Active Listening
- Adaptability
- Multitasking
- Work Ethic
- Self-Motivation
- Research

EDUCATION

Plymouth State University
Plymouth, NH • 05/2012

***Bachelor of Arts*: History**
- Graduated May 2012
- GPA: 3.12

WORK EXPERIENCE

Archways - Family Support Services Manager
Franklin, NH • 10/2024 - Current
Overseeing the development, coordination, and delivery of programs at multiple center locations that strengthen and support families. Supervising staff and volunteers, ensuring that services and resource referrals are effectively provided. Collaboration with community partners, schools, and social service agencies to build strong networks that meet the diverse needs of families. Responsible for maintaining compliance with funding and reporting requirements, monitoring program outcomes, and implementing strategies for continuous improvement. The Family Promote a welcoming, trauma-informed, and culturally responsive environment where families can access the tools and support they need to thrive.

MY TURN INC. - Site Manager
Manchester, NH • 12/2023 - 10/2024
Providing leadership and supervision to case management staff and support personnel to ensure the delivery of high-quality services, accurate referrals, and thorough data documentation. Overseeing timely communication and fiscal processing for clients and partner agencies to maintain program efficiency and accountability. Delivering intensive career guidance and coordinating paid work experiences, as well as administering financial assistance for training and postsecondary education to active program participants.

DCYF - Child Protective Service Worker
10/2022 - 12/2023
Provide comprehensive case management and service coordination for children and families, including referrals to community resources and ongoing support to ensure child safety and family stability. Responsibilities include maintaining children safely in their homes, strengthening families to support reunification efforts, and achieving permanency for children in care. Collaborate closely with community agencies to promote the prevention of child abuse and neglect. Conduct monthly in-person visits with children under DCYF care as required. Prepare detailed court reports and provide testimony to update the court on family progress, parental compliance with court orders, and

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- Phi Alpha Theta

case outcomes.

Community Bridges - Program Manager
05/2016 - 10/2022
Oversee day-to-day operations of client support and care, serving as a liaison between staff and Family Managers to ensure effective communication and service delivery. Supervise a team of Direct Support Professionals and provide tutoring at the collegiate level to enhance client academic success. Support clients in career development and employment readiness, including the programming and maintenance of communication devices. Administer and document medications accurately, while managing inventory, household organization, and daily activities through online tracking systems. Deliver compassionate physical and personal care, fostering a strong, trusting rapport with clients, their families, friends, and community members. Maintain and enhance systems that promote each client's independence, well-being, and overall quality of life.

Boys and Girls Club of Central New Hampshire - Junior Program Director
05/2015 - 05/2016
Plan, organize, and direct daily club operations to ensure a safe, inclusive, and engaging environment for all participants. Recruit, train, and supervise a diverse team of employees, providing ongoing coaching and professional development to enhance staff performance and program quality. Oversee program scheduling, curriculum implementation, and activity coordination to promote youth development, leadership, and positive social interaction. Maintain strong, collaborative relationships with parents, children, schools, and community partners to align services and strengthen community engagement. Ensure compliance with organizational policies, safety standards, and funding requirements while continuously assessing and improving program outcomes to meet the evolving needs of members and families.

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Elias Ashooh

[redacted]

EXPERIENCE

Director of Operations
Archways Community Resource Centers, NH | September 2023 - Present

- Manage financial and programmatic aspects of multiple grant contracts, including federal, state, county, and private foundation contracts, providing guidance on budget management and optimization across all funding sources.
- Direct administrative processes and policies for a staff of 25 people to foster a productive and efficient work environment.
- Identify new funding opportunities and lead application and budget development. Integrate new funding sources to comply with programmatic and legal standards.

Project Director
Health Market Connect, NH | August 2021- August 2023

- Designed health insurance assistance program that was awarded a federal three year, $3 million cooperative agreement award to help NH residents access health insurance.
- Crafted three year budget to align with program objectives and federal compliance.
- Recruited, hired, and managed a statewide, multilingual team of 10 Healthcare Navigators.
- Implemented and lead adoptions of workplace technology to streamline assistance and efficiency among a remote workforce.
- Built and maintained relationships with various stakeholders, including local, state, and federal government, hospitals and health centers, media outlets, and other community organizations.

Medicare Specialist
HealthApply, NH | October 2020 - August 2021

- Served as an independent, licensed health insurance broker to assist Medicare beneficiaries in better understanding their options and making an informed decision about their health coverage needs.

Development Coordinator
JDRF, Manchester NH | January 2020- August 2020

- Developed and implemented fundraising programming throughout New Hampshire and Vermont.
- Built relationships with constituents and local businesses throughout the region to further the JDRF mission.
- Identified, recruited, and developed volunteers for leadership and support roles in implementing JDRF programs.
- Managed COVID-driven transition from traditional to virtual gala, including event website logistics and auction implementation.

Counselor in Training (C.I.T.) Director
Camp Carefree, New Durham NH | Summer 2022, 2023, 2024

- Created and implemented leadership training program for 17 year old campers with the ultimate goal of becoming an effective camp counselor for children with type 1 diabetes.
- Mentor and supervise Counselors in Training through pre-camp training and throughout the camp session.

Cabin Leader
Camp Carefree, New Durham NH | Summer 2015, 2016, 2017, 2018

- Supervise and lead cabin of 15 campers with high medical needs throughout a two week overnight camp session.
- Designed and facilitated engaging camp activities for campers ages 7 - 17.
- Monitor and facilitated campers' diabetes care, educating them and serving as a role model while fostering good behavior.
- Motivate, assist, and guide cabin co-counselors while serving as a liaison between counsel staff and camp administration.

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Elias Ashooh

[redacted]

EXPERIENCE (continued)

Resident Assistant
Providence College, Providence RI | August 2016 - May 2019

- Responsible for safety and welfare of 50 first year students in a residential dorm.
- Supported and advised residents and assist with any conflicts/mediations, while serving as a resource for campus referrals.
- Provided educational opportunities conducive to the growth and development of students.

EDUCATION

Bachelor of Arts, Public and Community Service Studies - Magna Cum Laude
Providence College, Providence, Rhode Island | August 2015 - May 2019

- Highest honors in the concentration of Public and Community Service Studies.
- Political Science minor and Member of *Pi Sigma Alpha,* National Political Science Honors Society.

OTHER EXPERIENCE

State of Rhode Island - Office of House Policy | January - May 2018

- Served as an intern in the Rhode Island Statehouse, researching several different policy areas including school start times, minimum wage, and other relevant legislation.
- Attended Rhode Island House sessions with Director of House Policy, gaining practical experience in state government.

Bridges to Community, Masaya, Nicaragua | January 2014 - 2016, 2018

- Performed construction in support of school and home building projects in the community of Masaya, Nicaragua.

Providence After School Alliance, Providence RI | January 2017 - June 2018

- Organized and facilitated after school activities at an underserved middle school.
- Supervise service learners from Providence College and lead formal reflections based on experience.

College Diabetes Network, Boston MA | August 2016 - April 2017

- Assisted in the development and creation of "Off to College" program resources for high school students with type 1 diabetes.
- Planned and facilitated a Facebook Live "Off to College" panel for high school students and their parents on how to manage and thrive with type 1 diabetes in college.

RECOGNITION

2024 New Hampshire 200 - NH Business Review

- Recognized as one of New Hampshire's 200 most influential business leaders.

Professional references available upon request.