195 - 6/17/26

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION OF PUBLIC HEALTH

Lori A. Weaver
Commissioner

Iain N. Watt
Director

29 HAZEN DRIVE, CONCORD, NH 03301
603-271-4501 1-800-852-3345 Ext. 4501
Fax: 603-271-4827 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

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 Public Health, to enter into contracts with the Contractors listed below in an amount not to exceed $7,275,000 to provide Family Resource Center and Kinship Navigation Program services for eligible New Hampshire families, with the option to renew for up to four (4) additional years, effective July 1, 2026, upon Governor and Council approval through June 30, 2029. 100% General Funds.

Contractor Name	Vendor Code	Area Served	Contract Amount
Archways Tilton, NH	310158-B001	Laconia Catchment Area	$240,000
Children Unlimited, Inc. Conway, NH	156114-B001	Conway Catchment Area	$498,000
Community Action Partnership of Strafford County Dover, NH	177200-B004	Rochester Catchment Area	$435,000
Granite United Way Manchester, NH	160015-B001	Laconia Catchment Area	$231,000
Greater Seacoast Community Health Portsmouth, NH	154703-B001	Seacoast Catchment Area	$498,000
VNA at HCS, Inc. Keene, NH	177274-B001	Keene Catchment Area	$564,000
Lakes Region Community Services Council Laconia, NH	177251-B001	Laconia Catchment Area	$603,000

Salem Family Resources/Success By 6 Salem, NH	319366-B001	Southern Catchment Area	$210,000
The Family Resource Center at Gorham Berlin, NH	162412-B001	Berlin Catchment Area Littleton Catchment Area	$783,000
The Grapevine Family & Community Resource Center Antrim, NH	158417-B001	Keene Catchment Area	$255,000
The River Center: Family and Community Resource Center Peterborough, NH	166731-B001	Keene Catchment Area	$255,000
The Upper Room, A Family Resource Center Derry, NH	174210-B001	Southern Catchment Area	$240,000
TLC Family Resource Center Claremont, NH	170625-B001	Claremont Catchment Area	$531,000
Waypoint Manchester, NH	177166-B002	Concord, Manchester, Southern, and Claremont Catchment Areas	$1,932,000
		Total:	**$7,275,000**

Funds are available in the following accounts for State Fiscal Year 2027, and are anticipated to be available in State Fiscal Years 2028 and 2029, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

See attached fiscal details.

EXPLANATION

The purpose of this request is for the Contractors to provide comprehensive statewide Family Resource Center and Kinship Navigation Program services for pregnant and postpartum women, parents, and kinship caregivers who have children under the age of 21 in their care. The Contractors will support a statewide network and serve as community-based centers that provide multi-generational, free or low cost supports that build peer connections for families. Family Resource Centers of Quality have completed the state's formal quality designation process, demonstrated alignment with the National Standards of Quality, and have staff trained in all standards.

The Family Resource Centers provide a range of services that include parent education, connections to health and childcare, mental health services, food and employment supports, community events, and information on relevant State programs. These services offer children and families essential resources to improve maternal and child health outcomes, promote school readiness, and prevent child maltreatment.

The Kinship Navigation Program serves children needing placement through the Division for Children, Youth and Families (DCYF) and those already living with relatives or fictive kin through informal arrangements. The program strengthens kinship placements by connecting caregivers with state benefits, community and peer resources, and social service referrals.

Services will be offered through 18 Family Resource Centers statewide, supported by 14 vendors, across 11 district office catchment areas to ensure families statewide can participate. Two contractors will operate multiple FRC sites.

Family Resource Centers and Kinship Navigation programs help children stay in stable, nurturing homes while supporting their emotional and behavioral health. These programs also connect families to community resources, strengthen parenting skills, improve financial stability, and support the overall well-being of parents and caregivers.

Approximately 7,000 families will be served annually through Family Resource Center services. Additionally, an estimated 500 families will receive support annually through the Kinship Navigation Program.

The Department will monitor services by:

- Reviewing quarterly reports highlighting program activities
- Reviewing annual reports that include accomplishments, recommendations, identifying systematic barriers, and family satisfaction survey results
- Reviewing data monthly that is collected using the Family and Community Health Data System for quality improvement

The Department selected the Contractors through a competitive bid process using a Request for Applications (RFA) that was posted on the Department's website from February 20, 2026 through March 20, 2026. The Department received 18 responses that were reviewed and scored by a team of qualified individuals. The Scoring Sheet is attached.

The funding for each FRC Contractor is based upon a funding formula that factors in the anticipated number of participants served and FRCs that have a quality designation. The funding for Kinship is a fixed dollar amount based on the number of Kinship participants served in each catchment area.

As referenced in Exhibit A of the attached agreements, the parties have the option to extend the agreements for up to four (4) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties, and Governor and Council approval.

Should the Governor and Council not authorize this request, the Department will not be able to provide Family Resource Centers services and Kinship Navigation Program supports likely resulting in increased familial engagement with the child welfare system and demand on other social services.

Respectfully submitted,



for:

Lori A. Weaver
Commissioner

FISCAL DETAILS

Family Resource Center Services and Kinship Navigation Program Services

05-95-090-902010-70470000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: PUBLIC HEALTH DIV, BUREAU OF FAMILY HEALTH & NUTRITION, COMMUNITY COLLABORATION

100% General Funds — **Component A**

ARCHWAYS VENDOR# 310158-b001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$80,000
2028	102-500731	Contracts for Program Serv	90070474	$80,000
2029	102-500731	Contracts for Program Serv	90070474	$80,000
			Subtotal:	**$240,000**

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY (ROCHESTER DISTRICT OFFICE SERVICE AREA) VENDOR # 177200-B004

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$85,000
2028	102-500731	Contracts for Program Serv	90070474	$85,000
2029	102-500731	Contracts for Program Serv	90070474	$85,000
			Subtotal:	**$255,000**

CHILDREN UNLIMITED (CONWAY DISTRICT OFFICE SERVICE AREA) VENDOR # 156114-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$66,000
2028	102-500731	Contracts for Program Serv	90070474	$66,000
2029	102-500731	Contracts for Program Serv	90070474	$66,000
			Subtotal:	**$198,000**

THE FAMILY RESOURCE CENTER AT GORHAM VENDOR # 162412-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$116,000
2028	102-500731	Contracts for Program Serv	90070474	$116,000
2029	102-500731	Contracts for Program Serv	90070474	$116,000
			Subtotal:	**$348,000**

GRANITE UNITED WAY VENDOR# 160015-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$77,000
2028	102-500731	Contracts for Program Serv	90070474	$77,000
2029	102-500731	Contracts for Program Serv	90070474	$77,000
			Subtotal:	**$231,000**

THE GRAPEVINE VENDOR# 158417-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$85,000
2028	102-500731	Contracts for Program Serv	90070474	$85,000
2029	102-500731	Contracts for Program Serv	90070474	$85,000
			Subtotal:	**$255,000**

GREATER SEACOAST COMMUNITY HEALTH VENDOR# 154703-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$96,000
2028	102-500731	Contracts for Program Serv	90070474	$96,000
2029	102-500731	Contracts for Program Serv	90070474	$96,000
			Subtotal:	**$288,000**

VNA at HCS, Inc (KEENE DISTRICT OFFICE SERVICE AREA) VENDOR # 177274-B002

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$73,000
2028	102-500731	Contracts for Program Serv	90070474	$73,000
2029	102-500731	Contracts for Program Serv	90070474	$73,000
			Subtotal:	**$219,000**

LAKES REGION COMMUNITY SERVICES COUNCIL (LACONIA DISTRICT OFFICE SERVICE AREA) VENDOR # 177251- B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$86,000
2028	102-500731	Contracts for Program Serv	90070474	$86,000
2029	102-500731	Contracts for Program Serv	90070474	$86,000
			Subtotal:	**$258,000**

FISCAL DETAILS

Family Resource Center Services and Kinship Navigation Program Services

SALEM FAMILY RESOURCES VENDOR # 319366-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$70,000
2028	102-500731	Contracts for Program Serv	90070474	$70,000
2029	102-500731	Contracts for Program Serv	90070474	$70,000
			Subtotal:	**$210,000**

THE RIVER CENTER: FAMILY AND COMMUNITY RESOURCE CENTER VENDOR #166731-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$85,000
2028	102-500731	Contracts for Program Serv	90070474	$85,000
2029	102-500731	Contracts for Program Serv	90070474	$85,000
			Subtotal:	**$255,000**

THE UPPER ROOM VENDOR #174210-R001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$80,000
2028	102-500731	Contracts for Program Serv	90070474	$80,000
2029	102-500731	Contracts for Program Serv	90070474	$80,000
			Subtotal:	**$240,000**

TLC FAMILY RESOURCE CENTER(Claremont) VENDOR# 170625-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$87,000
2028	102-500731	Contracts for Program Serv	90070474	$87,000
2029	102-500731	Contracts for Program Serv	90070474	$87,000
			Subtotal:	**$261,000**

WAYPOINT VENDOR# 177166-B002

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070474	$339,000
2028	102-500731	Contracts for Program Serv	90070474	$339,000
2029	102-500731	Contracts for Program Serv	90070474	$339,000
			Subtotal:	**$1,017,000**
			TOTAL:	**$4,275,000**

05-95-090-902010-70470000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: PUBLIC HEALTH DIV, BUREAU OF FAMILY HEALTH & NUTRITION, COMMUNITY COLLABORATION

100% General Funds | **Component B**

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY (ROCHESTER DISTRICT OFFICE SERVICE AREA) VENDOR # 177200-B004

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070476	$60,000
2028	102-500731	Contracts for Program Serv	90070476	$60,000
2029	102-500731	Contracts for Program Serv	90070476	$60,000
			Subtotal:	**$180,000**

CHILDREN UNLIMITED (CONWAY DISTRICT OFFICE SERVICE AREA) VENDOR # 156114-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070476	$100,000
2028	102-500731	Contracts for Program Serv	90070476	$100,000
2029	102-500731	Contracts for Program Serv	90070476	$100,000
			Subtotal:	**$300,000**

THE FAMILY RESOURCE CENTER AT GORHAM VENDOR # 162412-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070476	$145,000
2028	102-500731	Contracts for Program Serv	90070476	$145,000
2029	102-500731	Contracts for Program Serv	90070476	$145,000
			Subtotal:	**$435,000**

FISCAL DETAILS

Family Resource Center Services and Kinship Navigation Program Services

GREATER SEACOAST COMMUNITY HEALTH (F/K/A Families First) (SEACOAST DISTRICT OFFICE SERVICE AREA) VENDOR# 154703-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070476	$70,000
2028	102-500731	Contracts for Program Serv	90070476	$70,000
2029	102-500731	Contracts for Program Serv	90070476	$70,000
			Subtotal:	**$210,000**

VNA at HCS, Inc. (KEENE DISTRICT OFFICE SERVICE AREA) VENDOR # 177274-B002

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070476	$115,000
2028	102-500731	Contracts for Program Serv	90070476	$115,000
2029	102-500731	Contracts for Program Serv	90070476	$115,000
			Subtotal:	**$345,000**

LAKES REGION COMMUNITY SERVICES COUNCIL (LACONIA DISTRICT OFFICE SERVICE AREA) VENDOR # 177251- B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070476	$115,000
2028	102-500731	Contracts for Program Serv	90070476	$115,000
2029	102-500731	Contracts for Program Serv	90070476	$115,000
			Subtotal:	**$345,000**

TLC FAMILY RESOURCE CENTER(Claremont) VENDOR# 170625-B001

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070476	$90,000
2028	102-500731	Contracts for Program Serv	90070476	$90,000
2029	102-500731	Contracts for Program Serv	90070476	$90,000
			Subtotal:	**$270,000**

WAYPOINT (CONCORD DISTRICT OFFICE SERVICE AREA) VENDOR# 177166-B002

FISCAL YEAR	CLASS	TITLE	JOB NUMBER	Total
2027	102-500731	Contracts for Program Serv	90070476	$305,000
2028	102-500731	Contracts for Program Serv	90070476	$305,000
2029	102-500731	Contracts for Program Serv	90070476	$305,000
			Subtotal:	**$915,000**

	TOTAL:	**$3,000,000**
	CONTRACT TOTAL:	**$7,275,000**

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

Project ID # RFA-2027-DPH-04-FRCSK

Project Title Family Resource Center Services and Kinship Navigation Program Services

COMPONENT A	Maximum Points Available	Community Action Partnership of Strafford County	Children Unlimited, Inc.	Lakes Region Community Services Council	Greater Seacoast Community Health	VNA at HCS, Inc.	Salem Family Resources	The Family Resource Center at Gorham - Berlin	The Family Resource Center at Gorham - Littleton	The Grapevine Family & Community Resource Center	The River Center: Family and Community Resource Center	The Upper Room - A Family Resource Center	TLC Family Resource Center	Waypoint - Concord	Waypoint - Manchester	Waypoint - Nashua	Waypoint - UV	Granite United Way - Whole Village FRC	Archways
Technical																			
Q1 - Experience and Knowledge	**350**	345	350	335	350	250	325	350	350	350	315	325	350	340	340	340	340	345	350
Q2 - Ability	**350**	340	340	340	350	225	340	350	350	330	300	115	350	330	330	330	330	340	340
Q3 - Capacity/Staffing Plan	**300**	290	280	300	300	150	250	290	290	280	250	275	250	300	300	300	300	295	290
TOTAL POINTS	**1000**	**975**	**970**	**975**	**1000**	**625**	**915**	**990**	**990**	**960**	**865**	**715**	**950**	**970**	**970**	**970**	**970**	**980**	**980**
TOTAL PROPOSED VENDOR COST	*Not Applicable - No Cost Proposal for RFA*																		

	Reviewer Name	Title
1	Lauren Dash	Pediatric Mental Health Program Manager
2	Virginia Jones	Primary Prevention Administrator
3	Lisa Lampron	Administrator II - Finance
4	Emily Maughan	Kinship Navigation Program Manager

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

Project ID # RFA-2027-DPH-04-FRCSK

Project Title Family Resource Center Services and Kinship Navigation Program Services

COMPONENT B	Maximum Points Available	Community Action Partnership of Strafford County	Children Unlimited, Inc.	Lakes Region Community Services Council	Greater Seacoast Community Health	VNA at HCS, Inc.	The Family Resource Center at Gorham - Berlin	The Family Resource Center at Gorham - Littleton	TLC Family Resource Center	Waypoint - Concord	Waypoint - Manchester	Waypoint - Nashua
Technical												
Q1 - Experience and Knowledge	**350**	350	350	350	350	325	350	350	345	350	350	350
Q2 - Ability	**350**	345	350	345	345	300	350	350	350	350	350	350
Q3 - Capacity/Staffing Plan	**300**	300	295	250	300	225	300	290	290	295	300	300
TOTAL POINTS	**1000**	**995**	**995**	**945**	**995**	**850**	**1000**	**990**	**985**	**995**	**1000**	**1000**
TOTAL PROPOSED VENDOR COST		*Not Applicable - No Cost Proposal for RFA*										

	Reviewer Name	Title
1	Lauren Dash	Pediatric Mental Health Program Manager
2	Virginia Jones	Primary Prevention Administrator
3	Lisa Lampron	Administrator II - Finance
4	Emily Maughan	Kinship Navigation Program Manager

Subject: Family Resource Center Services and Kinship Navigation Program Services RFA-2027-DPH-04-FRCSK-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 603-286-4255	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $240,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Dr. Mark T. Watman 211804809D1D415... Date: 5/13/2026		1.12 Name and Title of Contractor Signatory Dr. Mark T. Watman Vice President/COO	
1.13 State Agency Signature DocuSigned by: Iain Watt B778BB63F8704C7... Date: 5/19/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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 74873484449414A8... On: 5/21/2026			
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials Initial DMTW

Date 5/13/2026

Docusign Envelope ID: D598532A-A5C8-80FD-8052-9B1C4EBF886F

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.

Contractor Initials Initial DMTW

Date 5/13/2026

Docusign Envelope ID: D598532A-A5C8-80FD-8052-9B1C4EBF886F

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.

Contractor Initials Initial DMTW

Date 5/13/2026

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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.

Contractor Initials Initial DMTW
Date 5/13/2026

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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 on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure services are provided in the following DHHS District Office Catchment Area: Laconia District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must maintain certification as a Family Resource Center of Quality (FRC-Q) throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

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1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Additional Terms**

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

1.6.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.6.2.1. Review of participant files.

1.6.2.2. Review of training records and professional development plans to ensure staffing requirements are met.

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1.6.2.3. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.6.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.6.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.6.4.1. Acknowledgement of data collection within the FCH-DS.

1.6.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.6.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.7. Reporting

1.7.1. The Contractor must submit quarterly reports highlighting program activities to the Department no later than the 15th day of the month following the end of each reporting period. The first report is due by October 15, 2026, and must include:

1.7.1.1. Progress toward achieving stated outcomes;

1.7.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.7.1.3. Data as requested by the Department.

1.7.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.7.2.1. Program accomplishments and activities.

1.7.2.2. Recommendations for service development and outcome improvements.

1.7.2.3. Identification of systemic barriers.

1.7.2.4. Family satisfaction survey results.

1.7.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.7.3.1. Full Name.

1.7.3.2. Date of birth.

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1.7.3.3. Race and ethnicity.

1.7.3.4. Primary language.

1.7.3.5. Household income.

1.7.3.6. Household size.

1.7.3.7. Housing status.

1.7.3.8. Marital status.

1.7.3.9. Town of residence.

1.7.3.10. County of residence.

1.7.3.11. Source of referral.

1.7.3.12. Presence of an incarcerated parent.

1.7.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.7.3.14. Receipt of public benefits, including but not limited to:

1.7.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.7.3.14.2. New Hampshire Child Care Scholarship.

1.7.3.14.3. Medicaid.

1.7.3.14.4. Social Security Disability Insurance (SSDI).

1.7.3.14.5. Supplemental Security Income (SSI).

1.7.3.14.6. Temporary Assistance for Needy Families (TANF).

1.7.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.7.3.15. Participant encounter and service data, including:

1.7.3.15.1. Date of service.

1.7.3.15.2. Participants present during service delivery.

1.7.3.15.3. Service type and topics reviewed.

1.7.3.15.4. Parent education classes or groups attended.

1.7.3.15.5. Support groups attended.

1.7.3.16. Family Resource Center Goal and outcome domains, including:

1.7.3.16.1. Community linkages and referrals.

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1.7.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.7.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

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

1.8. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.9. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.9.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.10. Background Checks

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

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

1.10.1.2. 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

1.10.1.3. 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.

1.11. Confidential Data

1.11.1. 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.

1.11.2. 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.

1.12. Privacy Impact Assessment

1.12.1. 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:

1.12.1.1. How PII is gathered and stored;

1.12.1.2. Who will have access to PII;

1.12.1.3. How PII will be used in the system;

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

1.12.1.5. Privacy practices.

1.12.2. 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.

1.13. Department Owned Devices, Systems and Network Usage

1.13.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.13.1.1. 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;

1.13.1.2. 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;

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

1.13.1.4. 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;

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

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

1.13.1.6.1. Complete the Department's Annual Information Security & Compliance

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Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.13.1.6.2. 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.

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

1.13.1.7. 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.

1.13.1.8. 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.

1.13.2. Workspace Requirement

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

1.14. Contract End-of-Life Transition Services

1.14.1. General Requirements

1.14.1.1. 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

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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.

1.14.1.2. 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 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.

1.14.1.3. 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.

1.14.1.4. 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.

1.14.1.5. 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.

1.14.1.6. 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.

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1.14.2. Completion of Transition Services

1.14.2.1. 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.

1.14.2.2. 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.

1.14.3. Disagreement over Transition Services Results

1.14.3.1. 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.

1.15. Website and Social Media

1.15.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.15.2. 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.

1.15.3. State of New Hampshire's Website Copyright

1.15.3.1. All right, title and interest in the State WWW site, including

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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.

2. Exhibits Incorporated

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

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

3.2.1.2. A written attestation, within 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

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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

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

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which must impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit must be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and

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conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Agreement the facilities must comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and must be in conformance with local building and zoning codes, by-laws and regulations.

4. Records

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

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

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

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 DHHS.DPHS.Contract@dhhs.nh.govor mailed to:

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

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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.

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.

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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:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	15.00%		

Line Item	Program Cost - Funded by DHHS - SFY 27	Program Cost - Funded by DHHS - SFY 28	Program Cost - Funded by DHHS - SFY 29
1. Salary & Wages	$55,384	$55,384	$55,384
2. Fringe Benefits	$14,181	$14,181	$14,181
3. Consultants	$0	$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	$0	$0	$0
6. Travel	$0	$0	$0
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$0	$0	$0
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	$69,565	$69,565	$69,565
Total Indirect Costs	$10,435	$10,435	$10,435
Subtotals	$80,000	$80,000	$80,000
			TOTAL $240,000

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New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

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

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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: Iain Watt D778BB63F9704C7...	Signed by: Dr. Mark T. Watman 211804009D1D415...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Dr. Mark T. Watman
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	Vice President/COO
Title of Authorized Representative	Title of Authorized Representative
5/19/2026	5/13/2026
Date	Date

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Contractor Initials

Date 5/13/2026

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State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that 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: 4/22/2026

Signed by:
Brad Davis
E764F9AE72DC447...

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

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GREATIL-01 LCOONEY

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						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY X SCHEDULED AUTOS			00943918	1/27/2026	7/27/2026	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						PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N 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 /

Person responsible for Accuracy and Completeness of information provided:
Name: Dr. Mark Watman Title: Vice President / COO
Signature: _____

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)	
Donna Toomey	
Stephanie Wolff	
Lindy Keller	

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
Kirk Binning	Program Manager	$63,286.08	$6,327
Dr. Mark Watman	Vice President	$92,700.00	$0.00

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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

	Revenu		Expenses
Grants	$	*Compensation of officers, directors, and key personnel*	$
Donations	$	*Other salaries & wages*	$
Program Services Revenue	$	*Payroll taxes & employee benefits*	$
Interest & Dividends	$	*Occupancy, rent, utilities, and insurance*	$
All other Revenue	$	*Printing, publications, postage, office supplies, and IT*	$
Total Revenue	$	*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
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	5/15/2026
10539	APFED	PO Box 3028	Vista	CA	92085	G	5/15/2026
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	5/15/2026
10322	Appalachian Long Distance Hikers Association, Inc.	10 Benning Street, PMB 224	West Lebanon	NH	03784	G	5/15/2026
2146	Appalachian Mountain Club	10 City Square	Charlestown	MA	02129	G	5/15/2026
19920	Appalachian State University Foundation, Inc.	ASU Box 32007	Boone	NC	28607	G	5/15/2026
4442	Appalachian Trail Conservancy	PO Box 807	Harpers Ferry	WV	25425-0807	G	5/15/2026
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	5/15/2026
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	5/15/2026
33234	Aranosian Family Foundation	244 Schoodac Road	Warner	NH	03278	X	5/15/2023
12789	ARBO Ministries	14 Curtis Road	Gilford	NH	02349-7864	G	11/15/2025
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	5/15/2026
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	5/15/2026
1911	Area Homecare Family Services, Inc	1320 WOODBURY AVEPORTSMOUTH, NH 03801	PORTSMOUTH	NH	03801	X	5/15/2025
13641	Aria Covey Foundation, Inc.	5 Cricket Ridge Drive	Windham	NH	03087	G	5/15/2026
18268	Ariel's Legacy	219 East 69th Street, #11E	New York	NY	10021-5457	X	5/15/2022
19635	Arizona State University Foundation for a New American University	300 East University, 6th FloorTempe, AZ 85281	Tempe	AZ	85281	G	5/15/2027
30753	Arkansas Children's Hospital Auxiliary	1 Children’s Way, Slot 661Little Rock, AR 72202	Little Rock	AR	72202	G	11/15/2025

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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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ARCHWAYS

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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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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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

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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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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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ARCHWAYS

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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ARCHWAYS

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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KIRK BINNING JR.

[redacted]
[redacted]
[redacted]

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

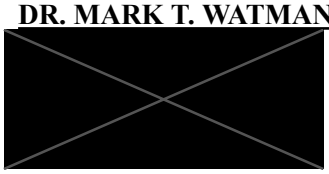
case outcomes.

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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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

Morgan Smith
Vice President of Advancement and Communications
New England College
Msmith@nec.edu

FORM NUMBER P-37 (version 2/23/2023)

Subject: Family Resource Center Services and Kinship Navigation Program Services - RFA-2027-DPH-04-FRCSK-02

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 Children Unlimited, Inc.		1.4 Contractor Address 182 West Main Street Conway, NH 03818	
1.5 Contractor Phone Number 603-447-6356	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $498,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature DocuSigned by: Ardis Yahna FDE76134D89E4AC... Date: 5/13/2026		1.12 Name and Title of Contractor Signatory Ardis Yahna Executive Director	
1.13 State Agency Signature DocuSigned by: Iain Watt D778BB63E9704C7... Date: 5/21/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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 748734844941460...		On: 5/22/2026	
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials DS
Date 5/13/2026

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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.

Contractor Initials DS

Date 5/13/2026

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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.

Contractor Initials AY

Date 5/13/2026

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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.

Contractor Initials DS
Date 5/13/2026

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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 on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, and kinship caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure all services are provided in the following DHHS District Office Catchment Area: Conway District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must maintain certification as a Family Resource Center of Quality (FRC-Q) throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

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1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.3.3.3. Kinship Navigation Program.

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Component B: Kinship Navigation Program**

1.6.1. The Contractor must provide Kinship Navigation Program services and ensure a minimum of one (1) Kinship Navigation position is in place within its designated catchment area, coordinated with the Comprehensive Family Support (CFS) program to ensure:

1.6.1.1. That the program is responsive to the needs of families impacted by kinship caregiving arrangements, including but not limited to the following:

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1.6.1.1.1. Services are provided to kinship caregivers who are caring for children through formal or informal placements;

1.6.1.1.2. Kinship families requiring a higher tier of case management services and eligible for Preventative Child Care assistance are dually enrolled or transitioned into the CFS program; and

1.6.1.1.3. Navigators connect with kinship caregivers in person or via virtual platforms (e.g., video or live chat) for purposes including, but not limited to:

1.6.1.1.3.1. Assessing kinship caregiver needs.

1.6.1.1.3.2. Providing outreach, engagement, community support services, and referrals.

1.6.1.1.3.3. Utilizing or creating peer support groups for kinship caregivers.

1.6.1.2. The Contractor must work with the Department's Kinship Navigation Program Manager to implement the evidence-based Kinship Navigation Program on the Title IV-E clearinghouse, called the Washington Case Management Model (CMM). This includes, but is not limited to:

1.6.1.2.1. Completion of the Department-identified Kinship Caregiver Needs and Health Assessment at intake or initial enrollment.

1.6.1.2.2. Collaborative goal setting with the kinship family.

1.6.1.2.3. Completion of the Department-identified child needs and strengths questionnaire and referral to community-based services for areas of concern.

1.6.1.2.4. Completion of a follow-up needs assessment at three (3) months.

1.6.1.2.5. Completion of a full needs assessment at six (6) months.

1.6.1.2.6. Completion of a satisfaction survey at six (6) months, or at discharge, whichever occurs first.

1.6.1.2.7. Entry of encounter data into the Department's Family and Community Health Data System (FCH-DS) to document all services, assessments, caregiver education, peer support, and concrete

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needs provided to the kinship family which must include:

1.6.1.2.7.1. The Contractor must provide the Department with a list of staff (End Users, as defined in Exhibit D) who will be responsible for entering encounter data into the FCH-DS.

1.6.1.2.7.2. The Contractor must notify the Department immediately, and no more than 24 hours of staff changes, to ensure access to the FCH-DS is removed in a timely manner.

1.6.1.2.8. Completion of a Department identified fidelity tool to ensure consistent statewide delivery of the program across all service locations; and

1.6.1.2.9. Completion of all Kinship Navigation Core Training, as determined by the Department, within the first six (6) months of the effective date of the contract, including, but not limited to:

1.6.1.2.9.1. Kinship Navigation Program onboarding;

1.6.1.2.9.2. Family Health and Needs Assessment;

1.6.1.2.9.3. Trauma and resiliency.

1.6.1.2.9.4. Motivational Interviewing; and

1.6.1.2.9.5. Everyday Parenting.

1.6.1.2.9.6. Certification in Grandfamilies Leadership.

1.6.1.3. The Contractor must ensure that all Kinship Navigators meet the established training standards. The Contractor is responsible for allocating sufficient resources and securing Grandfamilies Leadership certification for any Kinship Navigators who do not currently hold this credential to ensure alignment with national best practices and to uphold program fidelity.

1.6.1.4. The Contractor must coordinate referrals and resources with kinship positions within its designated catchment area, as assigned by the Department. The Contractor must ensure:

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1.6.1.4.1. Any additional kinship positions assigned as subcontracts must be located in FRC-Qs and FRCs actively working toward FRC-Q designation.

1.6.1.5. Upon request by the Department, the Contractor must work with the Department to create/promote social media for the Department to post.

1.6.1.6. The Contractor must utilize strategies to increase the presence of the Kinship Navigation Program in the community, including but not limited to:

1.6.1.6.1. Distributing the Department's Kinship Navigation Program branded flyers and brochures. Kinship Navigation Program flyers and marketing will be approved by the Department.

1.6.1.6.2. Representing the Kinship Navigation Program at community events.

1.6.1.7. The Contractor must ensure that Kinship Navigators collaborate with the Department on program implementation, data collection, fidelity monitoring, documentation, and quality improvement activities. This includes, but is not limited to:

1.6.1.7.1. Participation in a Kinship Navigation Program Community of Practice.

1.6.1.7.2. Data collection and program evaluation activities.

1.6.1.7.3. Coordination with the State of Washington to implement the case management model.

1.6.1.8. The Contractor must maintain onboarding and training processes as requested by the Department and must continue to develop the Kinship Navigation position based on the following factors:

1.6.1.8.1. Findings from the Department's evaluation of the program.

1.6.1.8.2. Staff performance evaluations;

1.6.1.8.3. Identified staff training needs; and

1.6.1.8.4. Updates to the Kinship Navigation Program Manual.

1.6.1.9. The Contractor must track and evaluate the following Kinship Navigation Program outcomes within the Department's FCH-DS:

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1.6.1.9.1. Child permanency, including placement stability.

1.6.1.9.2. Child well-being, including behavioral and emotional functioning.

1.6.1.9.3. Adult well-being, including parent/caregiver mental or emotional health.

1.6.1.9.4. Adult well-being, including overall family functioning.

1.7. **Provisions Applicable to Component A and Component B**

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

1.7.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.7.2.1. Review of participant files.

1.7.2.2. Review of fidelity tools for implementation of the Washington Case Management Model.

1.7.2.3. Review of training records and professional development plans to ensure staffing requirements are met.

1.7.2.4. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.7.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.7.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC and Kinship Navigation Program participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.7.4.1. Acknowledgement of data collection within the FCH-DS.

1.7.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.7.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.8. Reporting

1.8.1. The Contractor must submit quarterly reports highlighting program activities no later than the 15th day of the month following the end of each

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reporting period. The first report is due by October 15, 2026, and must include:

1.8.1.1. Progress toward achieving stated outcomes;

1.8.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.8.1.3. Data as requested by the Department.

1.8.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.8.2.1. Program accomplishments and activities.

1.8.2.2. Recommendations for service development and outcome improvements.

1.8.2.3. Identification of systemic barriers.

1.8.2.4. Family satisfaction survey results.

1.8.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.8.3.1. Full Name.

1.8.3.2. Date of birth.

1.8.3.3. Race and ethnicity.

1.8.3.4. Primary language.

1.8.3.5. Household income.

1.8.3.6. Household size.

1.8.3.7. Housing status.

1.8.3.8. Marital status.

1.8.3.9. Town of residence.

1.8.3.10. County of residence.

1.8.3.11. Source of referral.

1.8.3.12. Presence of an incarcerated parent.

1.8.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.8.3.14. Receipt of public benefits, including but not limited to:

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1.8.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.8.3.14.2. New Hampshire Child Care Scholarship.

1.8.3.14.3. Medicaid.

1.8.3.14.4. Social Security Disability Insurance (SSDI).

1.8.3.14.5. Supplemental Security Income (SSI).

1.8.3.14.6. Temporary Assistance for Needy Families (TANF).

1.8.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.8.3.15. Participant encounter and service data, including:

1.8.3.15.1. Date of service.

1.8.3.15.2. Participants present during service delivery.

1.8.3.15.3. Service type and topics reviewed.

1.8.3.15.4. Parent education classes or groups attended.

1.8.3.15.5. Support groups attended.

1.8.3.16. Family Resource Center Goal and outcome domains, including:

1.8.3.16.1. Community linkages and referrals.

1.8.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.8.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

1.8.4. The Contractor must collect and update a Family Service Record for all Kinship Navigation program participants using the FCH-DS, which must include:

1.8.4.1. Full name.

1.8.4.2. Date of birth.

1.8.4.3. Race and ethnicity.

1.8.4.4. Primary language.

1.8.4.5. Household income.

1.8.4.6. Household size.

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1.8.4.7. Housing status.

1.8.4.8. Marital status.

1.8.4.9. Town of residence.

1.8.4.10. County of residence.

1.8.4.11. Source of referral.

1.8.4.12. Reason for kinship arrangement.

1.8.4.13. Kinship arrangement at time of discharge.

1.8.4.14. Presence of an incarcerated parent.

1.8.4.15. Screenings completed (e.g., needs assessments, participant feedback surveys, child development screenings)

1.8.4.16. Kinship Caregiver Needs and Health Assessment.

1.8.4.17. Receipt of public benefits, including but not limited to:

1.8.4.17.1. SNAP.

1.8.4.17.2. New Hampshire Child Care Scholarship.

1.8.4.17.3. Medicaid.

1.8.4.17.4. SSDI.

1.8.4.17.5. SSI.

1.8.4.17.6. TANF.

1.8.4.17.7. WIC.

1.8.4.18. Participant service data, including:

1.8.4.18.1. Date of service.

1.8.4.18.2. Participants present during service delivery.

1.8.4.18.3. Service type and topics reviewed.

1.8.4.18.4. Support groups attended.

1.8.4.19. Kinship Navigation Program goals and program outcome domains, defined as key areas used to measure the impact of services on child permanency, child well-being, and adult caregiver and family functioning, including:

1.8.4.19.1. Child permanency, including placement stability.

1.8.4.19.2. Child well-being, including behavioral and emotional functioning.

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1.8.4.19.3. Adult well-being, including parent/caregiver mental or emotional health.

1.8.4.19.4. Adult well-being including family functioning.

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

1.9. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.10. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.10.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.11. Background Checks

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

1.11.1.1. 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

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Agreement;

1.11.1.2. 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

1.11.1.3. 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.

1.12. Confidential Data

1.12.1. 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.

1.12.2. 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.

1.13. Privacy Impact Assessment

1.13.1. 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:

1.13.1.1. How PII is gathered and stored;

1.13.1.2. Who will have access to PII;

1.13.1.3. How PII will be used in the system;

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

1.13.1.5. Privacy practices.

1.13.2. The Department may conduct follow-up PIAs in the event there are either significant process changes or new technologies impacting the

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collection, processing or storage of PII.

1.14. Department Owned Devices, Systems and Network Usage

1.14.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.14.1.1. 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;

1.14.1.2. 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;

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

1.14.1.4. 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;

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

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

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

1.14.1.6.2. Sign the Department's Business Use and Confidentiality Agreement and Asset Use Agreement, and the NH DoIT Department wide

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Computer Use Agreement upon execution of the Agreement and annually thereafter.

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

1.14.1.7. 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.

1.14.1.8. 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.

1.14.2. Workspace Requirement

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

1.15. Contract End-of-Life Transition Services

1.15.1. General Requirements

1.15.1.1. 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.

1.15.1.2. 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

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historical data (electronic and hard copy), the transition of any such Service from the hardware, software, network and telecommunications equipment and internet-related information technology infrastructure ("Internal IT Systems") of Contractor to the Internal IT Systems of the Recipient and cooperation with and assistance to any third-party consultants engaged by Recipient in connection with the Transition Services.

1.15.1.3. 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.

1.15.1.4. 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.

1.15.1.5. 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.

1.15.1.6. 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.

1.15.2. Completion of Transition Services

1.15.2.1. 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.

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1.15.2.2. 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.

1.15.3. Disagreement over Transition Services Results

1.15.3.1. 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.

1.16. Website and Social Media

1.16.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.16.2. 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.

1.16.3. State of New Hampshire's Website Copyright

1.16.3.1. 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.

2. Exhibits Incorporated

2.1. The Contractor must manage all confidential data related to this Agreement in

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accordance with the terms of Exhibit D, DHHS Information Security Requirements.

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

3.2.1.2. A written attestation, within 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

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

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Department's website (https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors).

3.3. **Credits and Copyright Ownership**

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

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

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

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

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

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

4. Records

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

4.1.1. Books, records, documents and other electronic or physical data

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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.

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 through Exhibit C-2, 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 DHHS.DPHS.Contract@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.
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

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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.

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

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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:	*Children Unlimited, Inc.*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	10.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$40,654	$43,664	$46,178
2. Fringe Benefits	$10,141	$10,916	$10,159
3. Consultants	$0	$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	$500	$500	$500
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	$500	$500	$500
6. Travel	$2,105	$920	$563
7. Software	$1,000	$1,000	$500
8. (a) Other - Marketing/Communications	$2,500	$1,500	$500
8. (b) Other - Education and Training	$1,000	$500	$500
8. (c) Other - Other (specify below)	$0	$0	$0
meeting, activity expense	$1,600	$500	$600
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	$60,000	$60,000	$60,000
Total Indirect Costs	$6,000	$6,000	$6,000
Subtotals	$66,000	$66,000	$66,000
		TOTAL	**$198,000**

Contractor Initials: DS

Date: 5/13/2026

Exhibit C-2 Budget

New Hampshire Department of Health and Human Services			
Contractor Name:	*Children Unlimited, Inc.*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component B - KNP)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	7.53%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$70,200	$69,680	$69,472
2. Fringe Benefits	$17,550	$17,420	$17,368
3. Consultants	$0	$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
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	$0	$0	$0
6. Travel		$0	$0
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$0	$0	$0
8. (b) Other - Education and Training	$0	$0	$0
8. (c) Other - Other (specify below)	$0	$0	$0
Kinship Concrete Supports	$5,000	$5,000	$5,000
Meeting/activity expenses	$250	$900	$1,160
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	$93,000	$93,000	$93,000
Total Indirect Costs	$7,000	$7,000	$7,000
Subtotals	$100,000	$100,000	$100,000
		TOTAL	**$300,000**

Contractor Initials: AU

Date: 5/13/2026

New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

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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

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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

Contractor Initials AU

Date 5/13/2026

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

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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Date 5/13/2026

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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	Children Unlimited, Inc.
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	DocuSigned by: Ardis Yahna FDE76134D89E4AC...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Ardis Yahna
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	Executive Director
Title of Authorized Representative	Title of Authorized Representative
5/21/2026	5/13/2026
Date	Date

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Date 5/13/2026

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State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that CHILDREN UNLIMITED, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 02, 1986. 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: **87329**
Certificate Number: **0007904645**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 10th day of April A.D. 2026.

David M. Scanlan
Secretary of State

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CERTIFICATE OF AUTHORITY

I, Barbara W Campbell, 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 Children Unlimited Inc..
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on March 19, 20 26, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Ardis Yahna, Executive Director (may list more than one person)
(Name and Title of Contract Signatory)

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

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

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority 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: April 27, 2026

Barbara W Campbell
Signature of Elected Officer
Name: Barbara W Campbell
Title: President, Board of Directors

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 04/10/2026

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 Chalmers Insurance Group - North Conway PO Box 2480 North Conway NH 03860	**CONTACT NAME:** Samantha Khiel **PHONE (A/C, No, Ext):** (603) 356-6926 **FAX (A/C, No):** (603) 356-6934 **E-MAIL ADDRESS:** skhiel@chalmersinsurancegroup.com
INSURED Children Unlimited, Inc. PO Box 986 Conway NH 03818-0986	**INSURER(S) AFFORDING COVERAGE** / **NAIC #** **INSURER A :** Philadelphia Indemnity Insurance Co 18058 **INSURER B :** Wesco Insurance Company 25011 **INSURER C :** **INSURER D :** **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** 25-26 Master **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC OTHER:			PHPK2571806	07/01/2025	07/01/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 3,000,000 $ 3,000,000
	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY / SCHEDULED AUTOS HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ $ $ $
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED [X] RETENTION $ 10,000			PHUB870470	07/01/2025	07/01/2026	EACH OCCURRENCE AGGREGATE	$ 1,000,000 $ 1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: Y If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WWC3791350	07/01/2025	07/01/2026	[X] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000

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

Early intervention of children.

Barbara Campbell, Nadine Armstrong and Sarah Parsons are excluded from workers compensation coverage.

CERTIFICATE HOLDER

State of New Hampshire Department of Health & Human Services
129 Pleasant Street
Concord NH 03301-3857

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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NONPROFIT COVER SHEET

A. Entity Name: CHILDREN UNLIMITED, INC.

B. Entity's Contact Information:

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

Name / Phone / Email: Ardis Yahna, 603-901-3045, ayahna@childrenunlimitedinc.org

Person responsible for Accuracy and Completeness of information provided:
Name: Ardis Yahna Title: Executive Director
Signature:

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Barbara Campbell (President)	
Abbey Moore (Vice-President)	
Ralph Lutjen (Treasurer)	
Gail Yalenezian (Secretary)	
Ivette Emery	
Victoria Laracy	Employer – Office of Congressman Chris Pappas, Policy and Outreach
Laura Lemieux	
Natasha Gonzalez	
Elizabeth Scruton	Employer – Granite United Way
Michelle Cruz	Employer – Division of Travel and Tourism Development; Department of Business and Economic Affairs; State of NH

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

Name	Role	Annual Salary	Amount Paid From This Contract
Ardis Yahna	Executive Director	$95,493	$9,549
Holly Murphy	Bookkeeper	$52.998	$0
Cathy Livingston	Director, FCRC	$73,720	$18,430
Samantha Jones	Kinship Coordinator/Navigator	$60,320	$0
New Hire	Kinship Navigator/Family Support Provider (FSP)	$49,920	$0
Ariel Callanan	Newborn Navigator/FSP	$56,160	$0
Ellery Hunt	FSP, CHW, FCU	$52,000	$0

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Kara Couture	Community Engagement	$79,268	$7,927

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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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NONPROFIT COVER SHEET

A. Entity Name: CHILDREN UNLIMITED, INC.

B. Entity's Contact Information:

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

Name / Phone / Email: Ardis Yahna, 603-901-3045, ayahna@childrenunlimitedinc.org

Person responsible for Accuracy and Completeness of information provided:
Name: Ardis Yahna Title: Executive Director
Signature:

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Barbara Campbell (President)	
Abbey Moore (Vice-President)	
Ralph Lutjen (Treasurer)	
Gail Yalenezian (Secretary)	
Ivette Emery	
Victoria Laracy	Employer – Office of Congressman Chris Pappas, Policy and Outreach
Laura Lemieux	
Natasha Gonzalez	
Elizabeth Scruton	Employer – Granite United Way
Michelle Cruz	Employer – Division of Travel and Tourism Development; Department of Business and Economic Affairs; State of NH

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

Name	Role	Annual Salary	Amount Paid From This Contract
Ardis Yahna	Executive Director	$95,493	$0
Holly Murphy	Bookkeeper	$52.998	$0
Cathy Livingston	Director, FCRC	$69,888	$0
Samantha Jones	Kinship Coordinator/Navigator	$60,320	$45,240
New Hire	Kinship Navigator/Family Support Provider	$49,920	$24,960
Kara Couture	Community Engagement	$79,268	$0

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

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[ ] 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

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[ ] 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:

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

Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
35132	Child Welfare Innovation, Inc.	1452 Dorchester Ave Ste 4Boston, MA 02122	Boston	MA	02122	G	5/15/2026
3870	Child Welfare League of America	727 15th Street, NW, Suite 1200	Washington	DC	20005	X	2/15/2025
6407	Childcare Worldwide	3675 Crestwood Parkway, Suite 350	Duluth	GA	30096	G	5/15/2026
4479	ChildFund International, USA	2821 Emerywood Parkway	Richmond	VA	23294-3726	G	5/15/2026
3282	Childhelp, Inc.	6730 North Scottsdale Road, Suite 150	Scottsdale	AZ	85253	G	5/15/2026
5796	Childhood Cancer Lifeline	PO Box 395	Hillsboro	NH	03244-0395	G	5/15/2026
30311	Childhood Education International	1100 15th Street, NW, 4th FloorWashington, DC 20005	Washington	DC	20005	G	11/14/2025
33015	Children & the Arts	PO Box 771	Peterborough	NH	03458	G	11/15/2025
4572	Children Awaiting Parents, Inc	176 Anderson Avenue, Suite F202	Rochester	NY	14607	X	8/15/2022
4874	Children International	2000 East Red Bridge Road	Kansas City	MO	64131	G	5/15/2026
11487	Children of Fallen Patriots Foundation	1818 Library Street,Reston, VA 20190	Reston	VA	20190	G	5/15/2026
34210	Children of Heroes of Ukraine Foundation	514 North Washington Street	Denver	CO	80203	G	5/15/2026
4855	Children of Hope Foundation	3 Cottage Street	Groveton	NH	03582	X	11/15/2023
6020	Children of Hudson Interacting with Police Services	1 Constitution Drive	Hudson	NH	03051	G	5/15/2026
30057	Children of Restaurant Employees, Ltd.	1196 Buckhead Crossing, Suite C	Woodstock	GA	30189	X	11/15/2024
34186	Children of the Night	3450 Cahuenga Blvd W Unit 602Los Angeles, CA 90068	Los Angeles	CA	90068	G	5/15/2026
3023	Children Unlimited, Inc.	PO Box 986	Conway	NH	03818	G	11/14/2026
3423	Children, Inc.	11513 Allecingie Parkway	North Chesterfield	VA	23235	X	11/15/2024
541	Children's Health Ministries Incorporated	16156 Logarto LaneLakeville, MN 55044	Lakeville	MN	55044	G	5/15/2026
454	Children's Cancer Association	1395 Piccard Drive Suite 180	Rockville	MD	20850	G	9/14/2026
549	Children's Cancer Cause, Inc.	1325 G Street NW, Suite 540	Washington	DC	20005	G	5/15/2026
271	Children's Cancer Research Fund	1650 W 82nd Street Ste 400	Minneapolis	MN	55431	G	11/15/2026
474	Children's Cancer Therapy Development Institute	9025 NE Von Neumann Dr.Hillsboro, OR 97006	Hillsboro	OR	97006	G	5/15/2026
783	Children's Cardiomyopathy Foundation	24 West Railroad Avenue Suite 408	Tenafly	NJ	07670	G	5/15/2026
45	Children's Center of the Upper Valley, Inc.	178 Mechanic Street	Lebanon	NH	03766	G	11/15/2026
359	Children's Confidence Center, Inc.	77 Derry Road	Hudson	NH	03051	X	6/15/2021
482	Children's Craniofacial Association	15851 Dallas PkwyAddison, TX 75001	Addison	TX	75001	U	5/15/2026
99	Children's Defense Fund	840 First Street NE Suite 300	Washington	DC	20002	G	5/15/2026
921	Children's Dyslexia Centers, Inc.	33 Marrett Road	Lexington	MA	02421	G	1/15/2026
405	Children's Flight of Hope, Inc.	751 Corporate Center Dr Ste 130	Raleigh	NC	27607	G	5/15/2026
607	Children's Health Defense	852 Franklin Ave, Suite 511Franklin Lakes, NJ 07417	Franklin Lakes	NJ	07417	G	5/15/2026
672	Children's Health Fund	475 Riverside Drive, Suite 630New York, NY 10115	New York	NY	10115	G	5/15/2026

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CHILDREN Unlimited INC.
NURTURING HEARTS AND MINDS ONE AT A TIME.

Children Unlimited, Inc. Mission Statement:
To foster and strengthen meaningful relationships that will provide a foundation for each child and each family to be happy, healthy and engaged members of their community.

Family Connections Resource Center at Children Unlimited, Mission Statement:
To promote family wellness and decrease family stressors in order to prevent child abuse and neglect.

182 West Main Street • PO Box 986 • Conway, NH 03818
children@childrenunlimitedinc.org • www.childrenunlimitedinc.org
Tax ID: 02-0399161

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CHILDREN UNLIMITED, INC.

Financial Statements

June 30, 2025 and 2024

and

Independent Auditor's Report

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CHILDREN UNLIMITED, INC.
FINANCIAL STATEMENTS
June 30, 2025 and 2024

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VACHON CLUKAY & COMPANY PC

CERTIFIED PUBLIC ACCOUNTANTS
608 Chestnut Street • Manchester, New Hampshire 03104
(603) 622-7070 • Fax: (603) 622-1452 • www.vachonclukay.com

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Children Unlimited, Inc.

Opinion

We have audited the accompanying financial statements of Children Unlimited, Inc. (a nonprofit organization), which comprise the statements of financial position as of June 30, 2025 and 2024, 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 referred to above present fairly, in all material respects, the financial position of Children Unlimited, Inc., as of June 30, 2025 and 2024, 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. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Children Unlimited, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Children Unlimited, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards 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

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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 Children Unlimited, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgement, there are conditions or events, considered in the aggregate, that raise substantial doubt about Children Unlimited, Inc.'s ability to continue as a going concern for a reasonable period of time.

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

Vachon Clukay & Company PC

Manchester, New Hampshire
December 9, 2025

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CHILDREN UNLIMITED, INC.
Statements of Financial Position
June 30, 2025 and 2024

	2025	2024
ASSETS		
CURRENT ASSETS:		
Cash	$ 309,429	$ 543,979
Investments	356,259	-
Accounts receivable, net	302,939	228,279
TOTAL CURRENT ASSETS	968,627	772,258
PROPERTY AND EQUIPMENT:		
Construction in process	13,300	-
Land	103,956	103,956
Playground	35,831	35,831
Buildings and improvements	1,500,844	1,464,417
Furniture and fixtures	30,481	30,481
Equipment	71,900	39,012
	1,756,312	1,673,697
Less accumulated depreciation	(663,398)	(609,476)
PROPERTY AND EQUIPMENT, NET	1,092,914	1,064,221
TOTAL ASSETS	$ 2,061,541	$ 1,836,479
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts payable	$ 25,442	$ 1,582
Accrued expenses	105,976	75,466
TOTAL CURRENT LIABILITIES	131,418	77,048
TOTAL LIABILITIES	131,418	77,048
NET ASSETS:		
Without donor restrictions:		
Undesignated	1,858,682	1,619,106
Board designated funds for building purposes	25,000	29,070
With donor restrictions:		
Purpose restrictions	46,441	111,255
TOTAL NET ASSETS	1,930,123	1,759,431
TOTAL LIABILITIES AND NET ASSETS	$ 2,061,541	$ 1,836,479

See notes to financial statements

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CHILDREN UNLIMITED, INC.
Statements of Activities
For the Years Ended June 30, 2025 and 2024

	2025	2024
CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS:		
SUPPORT AND REVENUE:		
Grant income	$ 808,350	$ 508,076
Contributions of cash and other financial assets	192,946	126,380
Tuition income	642,108	586,640
Therapy income	515,453	411,693
Town support	42,902	43,152
Interest	11,818	3,779
Fundraising events	4,441	11,409
Contributions of nonfinancial assets	10,364	-
Other revenue	5,087	60,255
Net assets released from donor restrictions	65,476	10,333
TOTAL SUPPORT AND REVENUE WITHOUT DONOR RESTRICTIONS	2,298,945	1,761,717
EXPENSES:		
Program services:		
Day Care	707,409	772,815
Children's clinic	370,554	192,403
Family resource center	384,125	336,168
Region 7	205,322	49,104
Total program services	1,667,410	1,350,490
Supporting services:		
General administration	395,123	326,428
Fundraising	906	104
Total supporting services	396,029	326,532
TOTAL EXPENSES	2,063,439	1,677,022
TOTAL INCREASE (DECREASE) IN NET ASSETS WITHOUT DONOR RESTRICTIONS	235,506	84,695
CHANGES IN NET ASSETS WITH DONOR RESTRICTIONS:		
Grant income	-	41,501
Contributions of cash and other financial assets	662	18,730
Net assets released from donor restrictions	(65,476)	(10,333)
TOTAL INCREASE (DECREASE) IN NET ASSETS WITH DONOR RESTRICTIONS	(64,814)	49,898
CHANGE IN NET ASSETS	170,692	134,593
NET ASSETS - JULY 1	1,759,431	1,624,838
NET ASSETS - JUNE 30	$ 1,930,123	$ 1,759,431

See notes to financial statements

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CHILDREN UNLIMITED, INC.
Statement of Functional Expenses
For the Year Ended June 30, 2025

	Program Services					Supporting Services		
	Day Care Services	Children's Clinic Services	Family Resource Center	Region 7 Program	Total Program Services	General Administration	Fundraising	Total Supporting Services
SALARIES AND RELATED EXPENSES:								
Salaries	$ 595,130	$ 304,193	$ 252,422	$ 51,599	$ 1,203,344	$ 135,389	$ -	$ 135,389
Payroll taxes	44,475	21,982	18,152	3,827	88,436	8,701	-	8,701
Employee benefits	29,567	786	500	-	30,853	44,008	-	44,008
	669,172	326,961	271,074	55,426	1,322,633	188,098	-	188,098
OTHER EXPENSES:								
Staff training	365	968	7,813	-	9,146	-	-	-
Consulting	300	23,323	-	51,735	75,358	-	-	-
Dues and subscriptions	1,300	8,615	1,147	1,000	12,062	1,609	-	1,609
Fundraising costs	-	-	-	-	-	-	906	906
Conferences	-	-	-	5,518	5,518	-	-	-
Advertising	-	-	626	-	626	549	-	549
Food	38	149	49	1,500	1,736	213	-	213
Supplies	3,008	-	-	-	3,008	2,103	-	2,103
Insurance	-	-	-	-	-	23,993	-	23,993
Maintenance	20,017	6,835	12,042	99	38,993	46,465	-	46,465
Postage	14	5	22	-	41	926	-	926
Telephone	600	-	2,800	-	3,400	13,290	-	13,290
Travel	-	1,941	18,688	365	20,994	135	-	135
Utilities	-	-	-	-	-	17,679	-	17,679
Depreciation	-	-	-	-	-	58,620	-	58,620
Bookkeeping	-	-	-	-	-	8,336	-	8,336
Legal and accounting	-	-	-	-	-	25,208	-	25,208
Office supplies	595	1,004	13	-	1,612	3,380	-	3,380
Miscellaneous	357	753	55	-	1,165	2,170	-	2,170
Scholarships awarded	11,588	-	-	-	11,588	-	-	-
Kinship navigator	-	-	5,480	-	5,480	-	-	-
Contracted services	-	-	720	-	720	-	-	-
Region 7	55	-	50	89,679	89,784	-	-	-
Trestle funds	-	-	60,189	-	60,189	-	-	-
Raising the Valley Coalition	-	-	3,357	-	3,357	-	-	-
Other	-	-	-	-	-	2,349	-	2,349
Total	$ 707,409	$ 370,554	$ 384,125	$ 205,322	$ 1,667,410	$ 395,123	$ 906	$ 396,029

See notes to financial statements

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CHILDREN UNLIMITED, INC.
Statement of Functional Expenses
For the Year Ended June 30, 2024

	Program Services					Supporting Services		
	Day Care Services	Children's Clinic Services	Family Resource Center	Region 7 Program	Total Program Services	General Administration	Fundraising	Total Supporting Services
SALARIES AND RELATED EXPENSES:								
Salaries	$ 642,969	$ 163,678	$ 239,090	$ 8,836	$ 1,054,573	$ 119,484	$ -	$ 119,484
Payroll taxes	50,393	12,334	17,919	685	81,331	9,529	-	9,529
Employee benefits	43,116	629	500	-	44,245	28,691	-	28,691
	736,478	176,641	257,509	9,521	1,180,149	157,704	-	157,704
OTHER EXPENSES:								
Staff training	-	-	1,900	5,400	7,300	-	-	-
Consulting	525	2,562	-	-	3,087	150	-	150
Dues and subscriptions	1,309	-	-	-	1,309	1,218	-	1,218
Fundraising costs	-	-	-	-	-	-	104	104
Advertising	-	-	126	-	126	150	-	150
Food	161	-	-	-	161	-	-	-
Supplies	2,340	-	-	-	2,340	2,351	-	2,351
Insurance	-	-	-	-	-	27,619	-	27,619
Maintenance	7,803	544	2,728	-	11,075	23,147	-	23,147
Postage	6	-	-	-	6	589	-	589
Program education	-	16	332	-	348	18	-	18
Telephone	600	-	3,900	-	4,500	11,076	-	11,076
Travel	951	1,406	8,980	338	11,675	73	-	73
Utilities	-	-	-	-	-	16,954	-	16,954
Depreciation	-	-	-	-	-	55,921	-	55,921
Bookkeeping	-	-	-	-	-	8,143	-	8,143
Legal and accounting	-	-	-	-	-	11,511	-	11,511
Office supplies	799	746	41	-	1,586	4,142	-	4,142
Miscellaneous	534	-	785	-	1,319	132	-	132
Credit loss expense	842	10,390	270	-	11,502	-	-	-
Scholarships awarded	19,105	-	-	-	19,105	-	-	-
Interest expense	1,362	98	-	-	1,460	83	-	83
Kinship navigator	-	-	5,670	-	5,670	-	-	-
Region 7	-	-	-	33,845	33,845	-	-	-
Trestle funds	-	-	51,181	-	51,181	-	-	-
Raising the Valley Coalition	-	-	2,746	-	2,746	-	-	-
Other	-	-	-	-	-	5,447	-	5,447
Total	$ 772,815	$ 192,403	$ 336,168	$ 49,104	$ 1,350,490	$ 326,428	$ 104	$ 326,532

See notes to financial statements

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CHILDREN UNLIMITED, INC.
Statements of Cash Flows
For the Years Ended June 30, 2025 and 2024

	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES:		
Cash received from grants, contributions and support	$ 1,060,588	$ 664,705
Cash received from tuition and therapy services	1,071,614	1,043,883
Interest income received	11,818	3,779
Other income received	5,087	60,255
Cash paid to salaries, related benefits and payroll taxes	(1,441,570)	(1,321,785)
Cash paid to vendors and others	(496,166)	(311,303)
Interest paid	-	(1,543)
Net cash provided by operating activities	211,371	137,991
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of property and equipment	(89,662)	(30,675)
Purchase of investments	(356,259)	-
Proceeds from sale of property and equipment	-	300
Net cash used for investing activities	(445,921)	(30,375)
Net increase (decrease) in cash and cash equivalents	(234,550)	107,616
CASH AND EQUIVALENTS - July 1	543,979	436,363
CASH AND EQUIVALENTS - June 30	$ 309,429	$ 543,979

SUPPLEMENTAL DATA:

Interest paid	$ -	$ 1,543
Net book value of disposed property and equipment	$ 2,349	$ 5,747

See notes to financial statements

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CHILDREN UNLIMITED, INC.
NOTES TO FINANCIAL STATEMENTS
For the Years Ended June 30, 2025 and 2024

NOTE 1—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

Children Unlimited, Inc. (the Organization) was organized as a nonprofit entity under Section 501(c)(3) of the Internal Revenue Code on November 24, 1986. The Organization was established for the purpose of providing developmental, educational, and therapeutic services to serve the needs of children from birth through five years of age and their families.

Day Care

We offer a childcare program for infants, toddlers, and preschoolers from ages 6 weeks to 6 years old with special emphasis on nurturing secure relationships and developing early friendships. We have an Infant Room, a Little Tots Room, a Toddler Room, and two Preschool-age rooms. We are designated in New Hampshire as a Granite Steps for Quality System - Step 2 childcare facility which is a quality rating system that recognizes New Hampshire childcare programs for efforts to improve the quality of care for young children and rewards programs that strive to improve their practices and staff qualifications. Our program includes daily activities that focus on all aspects of child development while providing an inclusive environment with professional support that allows children with typical development and children with special needs to play and learn together. Our goal is to offer children a "home away from home." The child-care staff benefits from consultations with the educational and therapeutic teams who are familiar with the children and their families.

Children's Clinic

Our professional staff has extensive pediatric training and experience in Early Childhood and Special Education, Speech/Language Pathology, Occupational and Physical Therapy, and Mental Health. We provide a variety of therapeutic services in-home or in our clinic which includes Speech/Physical/Occupational Therapy, Child-Directed, and Parent-Child Relationship Therapy. Play therapy services are provided by a licensed mental health counselor to children between ages 3 and 18. The children use toys for words, and their play is their language. For children who struggle in a school setting, a consultation can be provided to classroom staff or other service providers for a better continuum of care.

Family Resource Center

The Family Resource Center's mission is to promote family wellness and decrease family stressors to prevent child abuse and neglect. We are certified in New Hampshire as a resource center of quality. Services can be accessed by self-referral or through a referral from health care providers, local schools, or other community agencies. Our staff offers services to all families with children prenatal to 18 years of age who live in Carroll County. We meet in their home or in the community to assess their needs, identify their strengths, and assist them in accessing local and state resources. The services we provide include home visits, parent education, family counseling, life skills training, resource navigation, and crisis intervention.

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Accounting Policies

The accounting policies of Children Unlimited, Inc. conform to accounting principles generally accepted in the United States of America as applicable to nonprofit organizations except as indicated hereafter. The following is a summary of significant accounting policies.

Basis of Accounting

The financial statements have been prepared on the accrual basis of accounting.

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 available for use in general operations and not subject to donor or certain grantor restrictions. The governing board has designated, from net assets without donor restrictions, net assets for building purposes.

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.

Cash

Cash consists of demand deposits, cash on hand and all highly liquid investments with a maturity of ninety days or less.

Investments

Investments, which consist of short-term certificates of deposit, are reported at their fair values in the statement of financial position. Net investment return/(loss) is reported in the statement of activities and consists of interest income less interest expenses.

Accounts Receivable

Accounts receivable consists primarily of noninterest-bearing amounts due for tuition and therapy services. The allowance for credit losses is based on historical experience, and assessment of economic conditions, and a review of subsequent collections. Accounts receivable are written off when deemed uncollectable. Management has determined, at June 30, 2025 and 2024, an allowance for credit losses of $4,330 and $7,000, respectively.

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Grants Receivable

Grants receivable, that is, those with a measurable performance or other barrier, and a right of return, are not recognized until the conditions on which they depend have been substantially met. Amounts recorded as grants receivable represent cost-reimbursable contracts and grants, which the incurrence of allowable qualifying expenses and/or the performance of certain requirements have been met or performed. Management has determined that no allowance is necessary.

Contributions and Town Support Receivable

Unconditional contributions that are expected to be collected within one year are recorded at net realizable value. Unconditional contributions that are expected to be collected in future years are initially recorded at fair value using present value techniques incorporating risk adjusted discount rates designed to reflect the assumptions market participants would use in pricing the asset. In subsequent years, amortization of the discount is included in contribution revenue in the statement of activities. Contributions are written off when deemed uncollectable. Management has determined that no allowance is necessary.

Property and Equipment

Property and equipment are recorded at cost for purchased items and at fair value for donated items at the date of donation. The Organization's policy is to capitalize expenditures for major improvements and to charge to operations expenditures which do not extend the lives of related assets in the period incurred. Depreciation is computed using the straight-line method over the following estimated useful lives:

	Years
Playground	5-20
Buildings and improvements	5-39
Furniture and fixtures	5-10
Equipment	5-15

Depreciation expense for the years ending June 30, 2025 and 2024 was $58,620 and $55,921, respectively.

Accrued Earned Time

Full-time and part-time employees are eligible to accrue earned time as they provide services. Eligible employees must be scheduled for a minimum of 20 hours per week. Earned time is accrued as the following: employees with length of service between 60 days and 4 years can accrue earned time at a rate of .0577/hour, employees with length of service between 5 and 9 years can accrue earned time at a rate of .0654/hour, and employees with 10 or more years of service can accrue earned time at a rate of .0769/hour. The Executive Director is eligible to accrue earned time at a rate of .0962/hour. Earned time may be accrued to a maximum of 240 hours. Upon termination of employment, any accrued/unused earned time will be paid at current rates of pay, except for employees who have been employed for less than 60 days.

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Recognition of Contributed Nonfinancial Assets

The Organization receives donated services from a variety of unpaid volunteers for administrative, fundraising and program services. The value of these volunteer efforts, while critical to the success of the mission, are not reflected in the financial statements because the accounting criteria for recognition of such volunteer efforts have not been satisfied.

Donated professional services are recorded at fair value at the date of donation and as expenses when placed in service or distributed. The Organization received contributed nonfinancial assets in the amount of $10,364 and $0 for the years ended June 30, 2025 and 2024, respectively. These contributed nonfinancial assets in fiscal year 2025 related to the donation of professional services. The Organization valued the nonfinancial assets at the estimated fair market value of professional services received at the time of contribution, as indicated by the professional service provider.

Recognition of Contributions and Donor Restrictions

Contributions are recognized when the donor makes a promise to give to the Organization that is, in substance, unconditional. The Organization reports contributions restricted by donors as increases in net assets without donor restrictions if the restrictions expire (that is, when a stipulated time restriction ends or purpose restriction is accomplished) in the reporting period in which the revenue is recognized. All other donor restricted contributions are reported as increases in net assets with donor restrictions, depending on the nature of the restrictions. When a restriction expires, 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.

Revenue and Revenue Recognition

The Organization recognizes contributions, donations and miscellaneous income when cash is received. Conditional promises to give, that is, those with a measurable performance or other barrier and a right of return, are not recognized until the conditions on which they depend have been met.

The Organization 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 incurred expenditures or completed performance requirements in compliance with the specific contract or grant provisions. Amounts received prior to incurring qualifying expenditures or completing performance requirements are reported as revenue with donor restrictions and amounts not yet received but already awarded are recorded as grants and contributions receivables. For grants and contributions with a right of return, amounts received prior to incurring qualifying expenditures are reported as advances from grantors in the statements of financial position.

The Organization recognizes revenue from contracts with customers in the form of tuition and therapy as the services are provided. Tuition revenue is recognized based on weekly invoices provided for childcare services (at the point in time when customers are billed). Payment is due upon presentation of invoice regardless of when the services are provided. Any payments collected in advance of services provided are reported as deferred revenue. Therapy services which were previously billed monthly in arrears (through November 2024) are billed on a weekly basis based on services provided in 15-minute increments at negotiated rates which vary by insurance carrier. Revenues for therapy services are recognized when the service is provided.

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Credit Loss Expense

The Organization uses the reserve method for accounting for credit losses. It is the Organization's policy to charge off uncollectible receivables when management determines the receivable will not be collected. For the years ending June 30, 2025 and 2024, credit loss expense was immaterial to the financial statements.

Advertising Costs

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

Functional Allocation of Expenses

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

The financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Accordingly, certain administrative costs have been allocated among the programs and supporting services benefited, based primarily on percentage allocations calculated based on a flat percentage rate. The expenses that are allocated include salaries, payroll taxes, and employee benefits.

Income Taxes

The Organization is exempt from Federal income taxes under Section 501(c)(3) of the Internal Revenue Code and is also exempt from State of New Hampshire income taxes and, therefore, has made no provision for Federal or State income taxes. In addition, the Organization has been determined by the Internal Revenue Service not to be a "Private Foundation" within the meaning of Section 509(a) of the Code. The Organization is annually required to file a Return of Organization Exempt from Income Tax (Form 990) with the IRS. In addition, the Organization is subject to income tax on net income that is derived from business activities that are unrelated to its exempt purpose.

FASB Accounting Standards Codification Topic 740 entitled *Accounting for Income Taxes* requires the Organization to report uncertain tax positions for financial reporting purposes. The Entity 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.

Fair Value of Financial Instruments

Cash, accounts receivables, 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 amount which could be realized upon immediate liquidation.

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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.

Reclassifications

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

NOTE 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. Sources of liquidity include cash, investments and accounts receivable.

The following table reflects the Organization's financial assets as of June 30, 2025 and 2024, reduced by amounts that are not available to meet general expenditures within one year of the statement of financial position date because of donor restrictions or internal board designations. In the event the need arises to utilize the board designated reserve funds for liquidity purposes, the reserve could be drawn upon through board resolution.

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

	2025	2024
Cash	$ 309,429	$ 543,979
Investments	356,259	-
Accounts receivable, net	302,939	228,279
Total Financial Assets	968,627	772,258
Less:		
Net assets with donor restrictions	(46,441)	(111,255)
Board designated reserve	(25,000)	(29,070)
Financial Assets Available to Meet Cash Needs for General Expenditures Within One Year	$ 897,186	$ 631,933

NOTE 3—CONCENTRATION OF CREDIT RISK

The Organization maintains its cash balances in two financial institutions. The balances are insured by the Federal Deposit Insurance Corporation up to a combined total of $250,000 per financial institution as of June 30, 2025 and 2024. The bank balances may, at times, materially exceed federally insured limits. The Organization has not experienced any losses on such accounts. As of June 30, 2025 and 2024, all of the Organization's bank deposits were fully insured.

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NOTE 4—INVESTMENTS

Fair Value Measurements

The Organization reports under the Fair Value Measurements pronouncements of the FASB Accounting Standards Codification (FASB ASC 820-10), which establishes a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs of valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurement) and the lowest priority to unobservable inputs (level 3 measurements). The three levels of the fair value hierarchy are described below.

Level 1 – Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Organization has the ability to access at the measurement date.

Level 2 – Inputs to the valuation include:

- Quoted prices for similar assets or liabilities in active markets;
- Quoted prices for identical or similar assets or liabilities in markets that are not active;
- Inputs other than quoted prices that are observable for the asset or liability;
- Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

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

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

Certificates of Deposit: Valued at acquisition cost plus accrued interest which approximates fair value.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Organization believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

The Organization's assets are measured at fair value on a recurring basis as of June 30, 2025 and 2024. Investments at June 30, 2025 consist solely of certificates of deposits in the amount of $356,259 are within Level 2 of the fair value hierarchy.

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NOTE 5—ACCOUNTS RECEIVABLE

Accounts receivable consist of the following at June 30, 2025 and 2024:

	2025	2024
Grants	$ 100,832	$ 40,029
Contributions	-	50,000
Town support	24,580	21,100
Contracts with customers	181,857	124,150
Allowance for credit losses	(4,330)	(7,000)
	$ 302,939	$ 228,279

NOTE 6—NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions consist of the following purpose restricted funding at June 30, 2025 and 2024:

	2025	2024
Silver anniversary fund	$ 7,466	$ 8,016
Scholarship funds	3,107	2,445
Youthwell	-	10,000
Farmer's Market	6,610	14,725
Behavioral Health	7,138	10,000
Mentor Program	-	13,100
Ham Foundation	13,340	27,000
Trestle funds	8,780	25,969
	$ 46,441	$ 111,255

NOTE 7—BOARD DESIGNATED NET ASSETS

Net assets without donor restrictions include Board-designated net assets which may be accessed only with prior approval from the Board. Board-designated net assets are designated for future building purposes. Board designated net assets for building purposes at June 30, 2025 and 2024 were $25,000 and $29,070, respectively.

NOTE 8—REVENUE FROM CONTRACTS WITH CUSTOMERS

The following table provides information about balances of receivables, contract assets, and contract liabilities associated with contracts with customers for the years ended June 30, 2025, 2024 and 2023:

	Receivables	Contract Assets	Contract Liabilities
June 30, 2025	$ 181,857	$ -	$ -
June 30, 2024	$ 124,150	$ -	$ -
June 30, 2023	$ 156,447	$ -	$ -

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NOTE 9—RETIREMENT PLAN

The Organization offers a tax deferred annuity plan under Section 403(b) of the Internal Revenue Code for all employees. All new employees are automatically enrolled at a rate of 3% of gross pay. Employees may manage their enrollment or opt out of the plan. Contributions to the plan are 100% employee funded, and accordingly, no contributions were made by the Organization for the years ended June 30, 2025 and 2024.

NOTE 10—ECONOMIC DEPENDENCE

The Organization's primary source of revenues is fees and grants received from the State of New Hampshire and the New Hampshire Children's Trust. During the years ended June 30, 2025 and 2024, the Organization received $808,350 (36.18%) and $549,577 (30.34%), respectively, of its revenues in the form of grants and contributions.

Revenue is recognized as earned under the terms of the grant contracts and is received on a cost reimbursement basis and/or satisfaction of certain performance requirements. Other support originates from other program services, contributions, Town support, and other income.

NOTE 11—CONTINGENCIES

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

NOTE 12—SUBSEQUENT EVENTS

Subsequent events have been evaluated through December 9, 2025, which is the date the financial statements were available to be issued.

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Ardis Yahna

Experience

Occupational Therapist Registered/Licensed in NH

Children Unlimited, Conway, NH

9/1997 – Present

Executive Director at Children Unlimited (7/1/2018-Present) **Child Care Center Director**, manage department heads for Family Resource Center and Outpatient Children's Clinic, and oversee all operations and financial management of the center.

Assistant Director at Children Unlimited (7/1/2017-6/30/2018) Supported the Executive Director with daily operations. Coordinated trainings for child care staff as worked toward Licensing Plus 2.0.

Family Centered Early Supports and Services (FCESS) Program Director (7/1/2016-6/30/2017) Coordinated services for 70+ families ensuring timely services, appropriate therapies, and documentation. Kept NH Leads database for CU ESS Program current and in compliance with Part C rules and regulations.

Served on two initiatives through NH Part C

- SEE Change (Sustainable Early Engagement for Change):
  received training in the SEE Change model (with a focus on implementing, sustaining and scaling up evidence-based practices to improve child outcomes) and currently serve on the leadership team with Northern Human Services
- COS (Child Outcomes Summary):
  received intensive training on the COS process (a system for states to summarize data on children at entry and exit from ESS for federal reporting purposes) with a plan to become a team of trainers who will roll-out updated training to all FCESS programs in NH to begin 3/2017

Provide occupational therapy services to children in both FCESS program and preschool special education, including evaluation and therapy.

Collaboratively develop and implement IFSP's and IEP's with CU team of therapists, educators, and support staff, as well as families and local school districts.

Served as Program Coordinator for Pediatric Evaluation Clinic at CU (PECCU) from 1/2010-12/2013. The clinic evaluated, diagnosed and provided recommendations for children suspected of being on the Autism spectrum.

Supervised Fieldwork level I and II students from University of New Hampshire.

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Education	**Professional development and training** Ongoing **Master of Occupational Therapy**, University of Puget Sound, Tacoma, WA 12/93 **Bachelor of Science**, James Madison University, Harrisonburg, VA 8/88
Leadership	Regional Lead for the Region 7 (Northern Lakes and Mountains) Early Childhood Partnership Advisory Committee, NH TEACH/ECAP Advisory Committee, WMCC Early Childhood Programs Advisory Council, Carroll County Coalition for Public Health Member, Statewide Child Care Director Network Co-facilitator, Raising the Valley Early Childhood Coalition Co-facilitator, Mount Washington Valley Child Care Director Network

Ardis Yahna
310 Kearsarge Rd., North Conway, NH 03860 – 603-986-8885 –
ayahna@childrenunlimitedinc.org

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HOLLY MURPHY

PROFESSIONAL SUMMARY

Experienced Bookkeeper and Payroll Professional with a strong background in healthcare and nonprofit financial operations. Skilled in bi-weekly payroll processing, bookkeeping, billing, collections, grant support, and confidential financial record management. Known for accuracy, discretion, and the ability to work independently in remote environments. Adept at supporting leadership, maintaining compliance, and managing multiple systems with minimal oversight.

CORE COMPETENCIES

- Bookkeeping & General Ledger Support
- Bi-Weekly Payroll Processing (34 Employees)
- QuickBooks Online & Paylocity
- Accounts Payable & Accounts Receivable
- Clinical Billing & Collections
- Grant Processing & Financial Support
- Financial Reconciliations & Reporting
- Confidential & HIPAA-Compliant Records
- Process Improvement & Documentation
- Microsoft Excel (Advanced), Word, PowerPoint

PROFESSIONAL EXPERIENCE

Children Unlimited

Bookkeeper & Payroll Specialist | August 18, 2025 – Present

- Manage full-cycle bookkeeping operations using **QuickBooks Online**, including daily bank and credit card monitoring, deposits, reconciliations, and journal entries

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- Process **bi-weekly payroll for 34 employees** through **Paylocity**, including reimbursements, deductions, and payroll posting to QuickBooks
- Administer employee benefits reporting, including **403(b) contributions (Vanguard)**, payroll deductions, and annual compliance filings
- Maintain accounts payable and accounts receivable, enter vendor payables, issue checks, and manage ACH payments
- Oversee **clinical billing and collections** using **MedUSA** and **AdvanceMD**, including reconciliation of ACH deposits and EOB documentation
- Bill state and federal programs (NH & ME), including childcare assistance, Medicaid, grants, and contracted services, ensuring accuracy and compliance
- Support **grant billing and financial tracking**, ensuring expenses are properly recorded prior to reimbursement
- Prepare **monthly financial statements** and written summaries for the Executive Director and Board of Directors
- Complete **monthly bank reconciliations** for leadership review and approval
- Assist with **annual budgeting**, audit preparation, tax documentation, and regulatory filings (1099-NEC, W-2 benefit reporting, 5500 filing)
- Maintain employee onboarding and personnel records, ensuring compliance with payroll, tax, and benefit requirements
- Coordinate with leadership, department heads, insurers, and external partners to resolve financial, billing, and compliance issues

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Genesis HealthCare – Mineral Springs

Business Office Manager | July 2020 – July 2025

- Directed business office operations including payroll preparation, bookkeeping, AP/AR, and cash management
- Managed resident trust funds and maintained confidential financial files
- Oversaw cash deposits, billing adjustments, refunds, and third-party payments
- Supervised, trained, and mentored administrative staff

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- Supported audits and ensured compliance with internal and external regulations
- Improved efficiency of financial workflows and reporting processes

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Memorial Hospital – MaineHealth

Patient Financial Advocate | 2015 – 2020

- Assisted patients with Medicaid resources and hospital financial assistance programs
- Counseled patients on payment plans and monitored account compliance
- Maintained accurate financial documentation while handling sensitive data

Registration / Medical Records Technician (Detail)

- Verified insurance eligibility and entered patient data across multiple systems
- Managed medical record documentation, scanning, and release-of-information protocols
- Responded to record requests from patients, legal entities, and government agencies

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Internal Revenue Service – Taxpayer Advocate Service

Administrative Assistant (GS-05) | 2008 – 2014

- Provided administrative and technical support to senior advisors
- Processed priority and Congressional taxpayer cases
- Trained new employees on internal automated systems
- Maintained strict confidentiality and accuracy in financial documentation

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EDUCATION

Bridgewater State University – Bridgewater, MA
Completed Prerequisites for Master's Program (Communication Disorders) | GPA 4.0

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Pine Manor College – Chestnut Hill, MA
Bachelor of Arts, Double Major: Psychology & English | GPA 3.8
Honors: Summa Cum Laude, Dean's List, Alpha Chi National Honor Society

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Cathleen A. Livingston

Education: B.A. in Psychology Ithaca College Ithaca, NY 1988
Minors: Exercise Science and Sport Studies

Professional Experience:

2021-present: Family Connections Resource Center, Children Unlimited Center **Director of Resource Center**

Provide supervision of family support providers and kinship navigators, home visiting, parent education and support, including parenting classes, case management, resource and referral, collaboration and networking with community and state agencies.

2011-2021: Family Connections Resource Center, Children Unlimited **Family Support Provider**

Provide parent education, home visiting, support and education with community resources. Identify family strengths, assess needs, develop and implement an action plan to achieve success at home and in the community. Child Health Support Provider: in-home support for children and families in conjunction with Division of Children, Youth and Families, family counseling from a strength-based, solution focused model, behavioral health management, referrals, supervised visitation and crisis intervention.

2002-2011: Starting Point **Direct Service Administrator/ Shelter Manager**

Oversee daily functioning of emergency shelter. Provide case management services to shelter clients, provide court, hospital and support line advocacy. Co-facilitate trauma support group. Manage, recruit and train all volunteers and maintain current files.

1997-2002: Northern Human Services **Children's Case Manager**

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Responsible for a caseload of over 20 families, wrote and implemented treatment plans, provided outreach services to children and families, member of the treatment team, acted as liaison and advocate in schools for identified children. Maintained files in accordance with state regulations.

1993-1996: Bartlett Community Preschool **Teacher's Assistant**

Responsible for assisting head teacher/director in leading educational activities for children aged 3-6 years. Planned field trips and managed the lunch program. Provided after school care for children aged 3- 12 years.

1990-1991: Pine Tree Elementary School **Special Education Aide**

Aide for a kindergarten child with autism. Provided support in all classroom activities. Attended all IEP meetings.

1989-1990: Conway Elementary School **Special Education Aide**

Provided individual and small group instruction for three students in the second grade in reading and math. Assisted classroom teacher with daily activities.

Associations:

Member of the White Mountain Milers
Sigma XI Honor Society

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Samantha L Jones

Work Experience

Family Support Provider/Kinship Coordinator/Community Health Worker
Children Unlimited-Conway, NH
September 2020-Present

Trauma-informed, strength based family engagement
Relationship-building with diverse families and caregivers
Service referral and coordination
Advocacy for family needs across agencies
Resource navigation and community partnership development
Clear, compassionate communication
Accurate documentation and compliance with state guidelines
Strong organization and time-manangement skills
Cultural humility and respect for family dynamics

Night audit/Front Desk Agent
The Grand Summit at Attitash-Bartlett, NH
June 2024-Present

Guest service and hospitality professionalism
Reservation management and RDP proficiency
Cash handling and financial accuracy
Night audit and daily revenue balancing
Conflict resolution and guest recovery
Multitasking in high-traffic environment
Clear, friendly communication
Problem-solving and independent decision-making
Strong organization and administrative skills

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Store Manager
Olympia Sports-North Conway, NH
August 2018-September 2020

Leadership and staff development
Customer service excellence
Inventory and loss prevention
Sales forecasting and KPI analysis
Visual merchandising
Conflict resolution and problem-solving
Cash handling and financial accuracy
Scheduling and labor management
Strong communication and ability to multitask
Operation and administrative efficiency

Assistant Store Manager
Olympia Sports-North Conway, NH
February 2017-August 2018

Strong ability to motivate and support team members
Skilled in training, coaching and onboarding new staff
Maintaining a positive, productive store culture
Reliable second-in-command to store manager
Friendly, solution-focused customer service
Experience with ordering, receiving shipment and vendor coordination

In-Home Personal Care Attendant
Northern Human Services-Conway, NH
February 2014-April 2017

Compassionate, youth-centered caregiving
Behavioral support and de-escalation
Assistance with daily living and mobility
Skilled at adapting communication techniques
Experience with community outings, sensory activities, and therapeutic play
Clear communication with parents, guardians and care team

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Rehabilitation Specialist/Special Education Assistant
Lakeview NeuroRehabilitation-Freedom, NH
March 2013-November 2015

Client-centered support and therapeutic assistance
Academic and behavioral support for youth
Clear communication with multidisciplinary teams
Documentation, behavioral and progress tracking
Positive reinforcement and de-escalation strategies
Patience,empathy and professionalism

Education

Psychology (Bachelor's Degree)
Minor in Human Services
Granite State College-Conway, NH
September 2015N

Behavioral Science (Associate's Degree)
Granite State College-Conway, NH
December 2013

High School Diploma
Kingswood Regional High School-Wolfeboro, NH
May 2011

Licensed Community Health Worker
May 2025

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Ariel Callanan

WORK EXPERIENCE

Family Support Provider/Newborn Navigator May 2022- present

Children Unlimited

Responsible for following and creating treatment plans for families being served through the family resource center

Responsible for running playgroups and parenting classes

Server August 2021- May 2024

May Kelly's Irish Cottage

Server at restaurant, responsible for dealings with customers

Server/ Bartender July 2019- August 2021

Red fox Bar and Grille

Server at restaurant, responsible for dealings with customers

Assistant Teacher February 2020- July 2020

Josiah Bartlett Elementary School

Assistant teacher in a kindergarten classroom. Responsible for assisting the classroom teacher with many tasks.

Substitute Teacher

Jackson Grammar School September 2019- February 2020

Filled in for teachers on an as needed basis.

Preschool Lead Teacher August 2018- June 2019

Lilliputian Montessori School

Lead teacher in a Montessori preschool classroom. Responsible for curriculum planning and parent communication.

Preschool Teacher

Bartlett Community Preschool October 2017- June 2018

Working 1:1 with a preschool student to assist them through their school day

LNA

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Timberland Homecare August 2017- Dec 2017

Overnight staff for an elderly woman who needed 24/7 care

HHA

Connected Homecare April 2017- July 2017

In-home elder care, assisted elderly with activities of daily living to maintain independence

Patient Care Technician

Emerson Hospital February 2015- April 2017
Experience working in the Emergency department and MEd/surg. Responsible for assisting the nursing staff with many different care needs. Including but not limited to, toileting, changing incontinent patients, cleaning patients, transporting patients to different departments, wound care, splinting, and vitals.

Northern Human Services November 2008 to May 2011

Supervise Direct Care staff in residential homes for adults with developmental disabilities

Responsible for overseeing and developing goals for ISP's

- Responsible for overseeing staff in assisting individuals with ADL's and medical care, med administration according to MAP
- Oversaw 26 staff
- Payroll, staff supervision, scheduling, and running trainings

EDUCATION

Master's of Elementary Education January 2019

Minor in Early Childhood Education

Concordia University

Bachelors of Social Work

Regis College May 2001

Associates of Science

Middlesex Community College December 1999

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Ellery Hunt

Education

University of New Hampshire— Master of Social Work | August 2024- December 2025

Plymouth State University— Bachelor of Science in Social Work, GPA 3.92 | August 2020 - May 2023

Professional Experience

Family Support Provider/Kinship Navigator/Community Health Worker — Family Connections Resource Center at Children Unlimited, Conway, NH | June 2023 - Present

- Assessed and supported caregivers from diverse backgrounds by providing resource navigation, parenting support, and referrals to local and state services.
- Maintained accurate and timely documentation in the agency's database.
- Facilitated community outreach through organizing and leading playgroups, parenting classes, and support groups.
- Collaborated with other agencies to address needs in the community. Including food insecurity, diaper insecurity, youth mental health, and the housing crisis.
- Maintained caseload and conducted home visits with families.

MSW Intern — Maplestone School, Acton, ME | January 2025 - December 2025

- Supported adolescent students in a children's day treatment setting through individual and group counseling.
- Provided one-on-one counseling to middle and high school students with emotional, behavioral, social, and learning challenges.
- Co-facilitated group counseling sessions incorporating adventure-based therapy.
- Utilize evidence-based interventions, including CBT, DBT, and solution-focused techniques.
- Attended and contributed to IEP meetings as part of the interdisciplinary team.
- Maintained accurate and timely documentation.

Social Work Intern — Whole Village Family Resource Center, Plymouth, NH | January 2023 - May 2023

- Connected individuals and families with appropriate community resources to meet their needs.
- Assisted in facilitating playgroups and supported parent education sessions.
- Conducted research to identify new and existing resources, providing valuable information to staff.

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- Collected and entered accurate data into the organization's database to support case management and reporting.
- Observed family case management processes and gained experience with nonprofit grant procedures.

NASW JEDI Conference — National Association of Social Work, Concord, NH | December 2022

- Presented a research poster on housing inequities in Central Carroll County, New Hampshire.
- Proposed the implementation of home sharing as a strategic approach to address the housing crisis within the state.

Direct Support Professional — Next Steps Community Services, Conway, NH | May 2022 - August 2022

- Supported individuals with intellectual and developmental disabilities in meeting their daily needs.
- Provided emotional support and utilized de-escalation techniques to manage challenging situations.
- Administered medications following proper protocols.
- Maintained accurate documentation of care and incidents.
- Trained in Management of Aggressive Behaviors (MOAB) and applied techniques as needed.

Associate — Walmart, Plymouth, NH & Oxford, ME | September 2021- June 2023

- Provided customer service.
- Maintained inventory of items.
- Collaborated with other departments and management.

Skills

-Organized	-Problem-solving	- Collaboration
- Dependable	- Time Management	- Critical Thinking
- Active listening	- Adaptability	- Google and Microsoft

Certifications

- Licensed NH Community Health Worker
- Foundational Motivational Interviewing
- Growing Great Kids Next Generation Preschool
- Grandfamilies Leadership

Docusign Envelope ID: 7AA82DF4-EBEE-8C9D-80EF-F242EBB1A7AC

KARA COUTURE

PROFESSIONAL SUMMARY

Dedicated Occupational Therapist and Community Engagement professional with over 20 years of experience in program development, pediatric services, and community outreach. Proven ability to support young children with developmental needs while building strong community partnerships through strategic engagement, fundraising, and events. Collaborative, adaptable, and highly organized leader committed to improving outcomes for children and families.

CORE COMPETENCIES

Pediatric Occupational Therapy (IEPs) / Community Engagement & Outreach / Program Development & Implementation / Fundraising & Event Coordination / Team Leadership & Staff Training / Cross-functional Collaboration / Social Media & Public Relations

PROFESSIONAL EXPERIENCE

Children Unlimited, Inc. - Conway, NH
June 2022 - Present

Occupational Therapist

- Deliver school-based occupational therapy services to preschool-aged children with IEPs
- Support development of fine motor, sensory processing, and self-regulation skills
- Collaborate with educators, families, and interdisciplinary teams to achieve student goals
- Modify classroom environments and tasks to increase independence and participation

Community Engagement Coordinator *(June 2023 - Present)*

- Lead social media strategy to enhance visibility and community engagement
- Plan and execute fundraising initiatives and community-based events
- Build and maintain partnerships with local organizations and stakeholders
- Develop marketing and outreach materials to promote programs and services

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Carroll County YMCA / Camp Huckins - Freedom, NH
February 2004 - Present

Director of Community Outreach / Leadership Division Leader

- Develop and implement youth and family programs serving the Carroll County community
- Co-manage a residential summer camp serving 1,400+ campers and staff annually
- Recruit and coordinate participation in the NH YMCA Youth & Government Program
- Support fundraising campaigns, alumni relations, and volunteer engagement efforts
- Design and facilitate training programs for 100+ seasonal staff
- Supervise, mentor, and evaluate staff performance

EDUCATION

University of New Hampshire - Durham, NH
Bachelor of Science, Occupational Therapy
GPA: 3.67

CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

- YMCA Team Leader Certification, 2019
- ACA Standards Visitor, 2019
- Wilderness First Aid & CPR Certified, 2004-Present
- Leadership MWV, 2015-2016

VOLUNTEER EXPERIENCE

- Kennett High School Project Graduation, Committee Member (2025-2026)
- Pequawket Foundation, Board Member (2024- Present)
- Eastern Slope Ski Club, Board Member (202–Present)
- MWV Children's Museum – Board of Directors (2013-2022), Co-President (2016)
- Pine Tree Elementary School PTA (2013-2024)

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Ardis Yahna

Experience

Occupational Therapist Registered/Licensed in NH

Children Unlimited, Conway, NH

9/1997 – Present

Executive Director at Children Unlimited (7/1/2018-Present) **Child Care Center Director**, manage department heads for Family Resource Center and Outpatient Children's Clinic, and oversee all operations and financial management of the center.

Assistant Director at Children Unlimited (7/1/2017-6/30/2018) Supported the Executive Director with daily operations. Coordinated trainings for child care staff as worked toward Licensing Plus 2.0.

Family Centered Early Supports and Services (FCESS) Program Director (7/1/2016-6/30/2017) Coordinated services for 70+ families ensuring timely services, appropriate therapies, and documentation. Kept NH Leads database for CU ESS Program current and in compliance with Part C rules and regulations.

Served on two initiatives through NH Part C

- SEE Change (Sustainable Early Engagement for Change):
  received training in the SEE Change model (with a focus on implementing, sustaining and scaling up evidence-based practices to improve child outcomes) and currently serve on the leadership team with Northern Human Services
- COS (Child Outcomes Summary):
  received intensive training on the COS process (a system for states to summarize data on children at entry and exit from ESS for federal reporting purposes) with a plan to become a team of trainers who will roll-out updated training to all FCESS programs in NH to begin 3/2017

Provide occupational therapy services to children in both FCESS program and preschool special education, including evaluation and therapy.

Collaboratively develop and implement IFSP's and IEP's with CU team of therapists, educators, and support staff, as well as families and local school districts.

Served as Program Coordinator for Pediatric Evaluation Clinic at CU (PECCU) from 1/2010-12/2013. The clinic evaluated, diagnosed and provided recommendations for children suspected of being on the Autism spectrum.

Supervised Fieldwork level I and II students from University of New Hampshire.

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Education	**Professional development and training** Ongoing **Master of Occupational Therapy**, University of Puget Sound, Tacoma, WA 12/93 **Bachelor of Science**, James Madison University, Harrisonburg, VA 8/88
Leadership	Regional Lead for the Region 7 (Northern Lakes and Mountains) Early Childhood Partnership Advisory Committee, NH TEACH/ECAP Advisory Committee, WMCC Early Childhood Programs Advisory Council, Carroll County Coalition for Public Health Member, Statewide Child Care Director Network Co-facilitator, Raising the Valley Early Childhood Coalition Co-facilitator, Mount Washington Valley Child Care Director Network

Ardis Yahna
[redacted]
ayahna@childrenunlimitedinc.org

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HOLLY MURPHY

PROFESSIONAL SUMMARY

Experienced Bookkeeper and Payroll Professional with a strong background in healthcare and nonprofit financial operations. Skilled in bi-weekly payroll processing, bookkeeping, billing, collections, grant support, and confidential financial record management. Known for accuracy, discretion, and the ability to work independently in remote environments. Adept at supporting leadership, maintaining compliance, and managing multiple systems with minimal oversight.

CORE COMPETENCIES

- Bookkeeping & General Ledger Support
- Bi-Weekly Payroll Processing (34 Employees)
- QuickBooks Online & Paylocity
- Accounts Payable & Accounts Receivable
- Clinical Billing & Collections
- Grant Processing & Financial Support
- Financial Reconciliations & Reporting
- Confidential & HIPAA-Compliant Records
- Process Improvement & Documentation
- Microsoft Excel (Advanced), Word, PowerPoint

PROFESSIONAL EXPERIENCE

Children Unlimited

Bookkeeper & Payroll Specialist | August 18, 2025 – Present

- Manage full-cycle bookkeeping operations using **QuickBooks Online**, including daily bank and credit card monitoring, deposits, reconciliations, and journal entries

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- Process **bi-weekly payroll for 34 employees** through **Paylocity**, including reimbursements, deductions, and payroll posting to QuickBooks
- Administer employee benefits reporting, including **403(b) contributions (Vanguard)**, payroll deductions, and annual compliance filings
- Maintain accounts payable and accounts receivable, enter vendor payables, issue checks, and manage ACH payments
- Oversee **clinical billing and collections** using **MedUSA** and **AdvanceMD**, including reconciliation of ACH deposits and EOB documentation
- Bill state and federal programs (NH & ME), including childcare assistance, Medicaid, grants, and contracted services, ensuring accuracy and compliance
- Support **grant billing and financial tracking**, ensuring expenses are properly recorded prior to reimbursement
- Prepare **monthly financial statements** and written summaries for the Executive Director and Board of Directors
- Complete **monthly bank reconciliations** for leadership review and approval
- Assist with **annual budgeting**, audit preparation, tax documentation, and regulatory filings (1099-NEC, W-2 benefit reporting, 5500 filing)
- Maintain employee onboarding and personnel records, ensuring compliance with payroll, tax, and benefit requirements
- Coordinate with leadership, department heads, insurers, and external partners to resolve financial, billing, and compliance issues

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Genesis HealthCare – Mineral Springs

Business Office Manager | July 2020 – July 2025

- Directed business office operations including payroll preparation, bookkeeping, AP/AR, and cash management
- Managed resident trust funds and maintained confidential financial files
- Oversaw cash deposits, billing adjustments, refunds, and third-party payments
- Supervised, trained, and mentored administrative staff

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- Supported audits and ensured compliance with internal and external regulations
- Improved efficiency of financial workflows and reporting processes

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Memorial Hospital – MaineHealth

Patient Financial Advocate | 2015 – 2020

- Assisted patients with Medicaid resources and hospital financial assistance programs
- Counseled patients on payment plans and monitored account compliance
- Maintained accurate financial documentation while handling sensitive data

Registration / Medical Records Technician (Detail)

- Verified insurance eligibility and entered patient data across multiple systems
- Managed medical record documentation, scanning, and release-of-information protocols
- Responded to record requests from patients, legal entities, and government agencies

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Internal Revenue Service – Taxpayer Advocate Service

Administrative Assistant (GS-05) | 2008 – 2014

- Provided administrative and technical support to senior advisors
- Processed priority and Congressional taxpayer cases
- Trained new employees on internal automated systems
- Maintained strict confidentiality and accuracy in financial documentation

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EDUCATION

Bridgewater State University – Bridgewater, MA
Completed Prerequisites for Master's Program (Communication Disorders) | GPA 4.0

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Pine Manor College – Chestnut Hill, MA
Bachelor of Arts, Double Major: Psychology & English | GPA 3.8
Honors: Summa Cum Laude, Dean's List, Alpha Chi National Honor Society

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Cathleen A. Livingston

Education: B.A. in Psychology Ithaca College Ithaca, NY 1988
Minors: Exercise Science and Sport Studies

Professional Experience:

2021-present: Family Connections Resource Center, Children Unlimited Center **Director of Resource Center**

Provide supervision of family support providers and kinship navigators, home visiting, parent education and support, including parenting classes, case management, resource and referral, collaboration and networking with community and state agencies.

2011-2021: Family Connections Resource Center, Children Unlimited **Family Support Provider**

Provide parent education, home visiting, support and education with community resources. Identify family strengths, assess needs, develop and implement an action plan to achieve success at home and in the community. Child Health Support Provider: in-home support for children and families in conjunction with Division of Children, Youth and Families, family counseling from a strength-based, solution focused model, behavioral health management, referrals, supervised visitation and crisis intervention.

2002-2011: Starting Point **Direct Service Administrator/ Shelter Manager**

Oversee daily functioning of emergency shelter. Provide case management services to shelter clients, provide court, hospital and support line advocacy. Co-facilitate trauma support group. Manage, recruit and train all volunteers and maintain current files.

1997-2002: Northern Human Services **Children's Case Manager**

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Responsible for a caseload of over 20 families, wrote and implemented treatment plans, provided outreach services to children and families, member of the treatment team, acted as liaison and advocate in schools for identified children. Maintained files in accordance with state regulations.

1993-1996: Bartlett Community Preschool **Teacher's Assistant**

Responsible for assisting head teacher/director in leading educational activities for children aged 3-6 years. Planned field trips and managed the lunch program. Provided after school care for children aged 3- 12 years.

1990-1991: Pine Tree Elementary School **Special Education Aide**

Aide for a kindergarten child with autism. Provided support in all classroom activities. Attended all IEP meetings.

1989-1990: Conway Elementary School **Special Education Aide**

Provided individual and small group instruction for three students in the second grade in reading and math. Assisted classroom teacher with daily activities.

Associations:

Member of the White Mountain Milers
Sigma XI Honor Society

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Samantha L Jones

Work Experience

Family Support Provider/Kinship Coordinator/Community Health Worker
Children Unlimited-Conway, NH
September 2020-Present

Trauma-informed, strength based family engagement
Relationship-building with diverse families and caregivers
Service referral and coordination
Advocacy for family needs across agencies
Resource navigation and community partnership development
Clear, compassionate communication
Accurate documentation and compliance with state guidelines
Strong organization and time-manangement skills
Cultural humility and respect for family dynamics

Night audit/Front Desk Agent
The Grand Summit at Attitash-Bartlett, NH
June 2024-Present

Guest service and hospitality professionalism
Reservation management and RDP proficiency
Cash handling and financial accuracy
Night audit and daily revenue balancing
Conflict resolution and guest recovery
Multitasking in high-traffic environment
Clear, friendly communication
Problem-solving and independent decision-making
Strong organization and administrative skills

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Store Manager
Olympia Sports-North Conway, NH
August 2018-September 2020

Leadership and staff development
Customer service excellence
Inventory and loss prevention
Sales forecasting and KPI analysis
Visual merchandising
Conflict resolution and problem-solving
Cash handling and financial accuracy
Scheduling and labor management
Strong communication and ability to multitask
Operation and administrative efficiency

Assistant Store Manager
Olympia Sports-North Conway, NH
February 2017-August 2018

Strong ability to motivate and support team members
Skilled in training, coaching and onboarding new staff
Maintaining a positive, productive store culture
Reliable second-in-command to store manager
Friendly, solution-focused customer service
Experience with ordering, receiving shipment and vendor coordination

In-Home Personal Care Attendant
Northern Human Services-Conway, NH
February 2014-April 2017

Compassionate, youth-centered caregiving
Behavioral support and de-escalation
Assistance with daily living and mobility
Skilled at adapting communication techniques
Experience with community outings, sensory activities, and therapeutic play
Clear communication with parents, guardians and care team

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Rehabilitation Specialist/Special Education Assistant
Lakeview NeuroRehabilitation-Freedom, NH
March 2013-November 2015

Client-centered support and therapeutic assistance
Academic and behavioral support for youth
Clear communication with multidisciplinary teams
Documentation, behavioral and progress tracking
Positive reinforcement and de-escalation strategies
Patience,empathy and professionalism

Education

Psychology (Bachelor's Degree)
Minor in Human Services
Granite State College-Conway, NH
September 2015N

Behavioral Science (Associate's Degree)
Granite State College-Conway, NH
December 2013

High School Diploma
Kingswood Regional High School-Wolfeboro, NH
May 2011

Licensed Community Health Worker
May 2025

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Ariel Callanan

WORK EXPERIENCE

Family Support Provider/Newborn Navigator May 2022- present

Children Unlimited

Responsible for following and creating treatment plans for families being served through the family resource center

Responsible for running playgroups and parenting classes

Server August 2021- May 2024

May Kelly's Irish Cottage

Server at restaurant, responsible for dealings with customers

Server/ Bartender July 2019- August 2021

Red fox Bar and Grille

Server at restaurant, responsible for dealings with customers

Assistant Teacher February 2020- July 2020

Josiah Bartlett Elementary School

Assistant teacher in a kindergarten classroom. Responsible for assisting the classroom teacher with many tasks.

Substitute Teacher

Jackson Grammar School September 2019- February 2020

Filled in for teachers on an as needed basis.

Preschool Lead Teacher August 2018- June 2019

Lilliputian Montessori School

Lead teacher in a Montessori preschool classroom. Responsible for curriculum planning and parent communication.

Preschool Teacher

Bartlett Community Preschool October 2017- June 2018

Working 1:1 with a preschool student to assist them through their school day

LNA

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Timberland Homecare August 2017- Dec 2017

Overnight staff for an elderly woman who needed 24/7 care

HHA

Connected Homecare April 2017- July 2017

In-home elder care, assisted elderly with activities of daily living to maintain independence

Patient Care Technician

Emerson Hospital February 2015- April 2017
Experience working in the Emergency department and MEd/surg. Responsible for assisting the nursing staff with many different care needs. Including but not limited to, toileting, changing incontinent patients, cleaning patients, transporting patients to different departments, wound care, splinting, and vitals.

Northern Human Services November 2008 to May 2011

Supervise Direct Care staff in residential homes for adults with developmental disabilities

Responsible for overseeing and developing goals for ISP's

- Responsible for overseeing staff in assisting individuals with ADL's and medical care, med administration according to MAP
- Oversaw 26 staff
- Payroll, staff supervision, scheduling, and running trainings

EDUCATION

Master's of Elementary Education January 2019

Minor in Early Childhood Education

Concordia University

Bachelors of Social Work

Regis College May 2001

Associates of Science

Middlesex Community College December 1999

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Ellery Hunt

Education

University of New Hampshire— Master of Social Work | August 2024- December 2025

Plymouth State University— Bachelor of Science in Social Work, GPA 3.92 | August 2020 - May 2023

Professional Experience

Family Support Provider/Kinship Navigator/Community Health Worker — Family Connections Resource Center at Children Unlimited, Conway, NH | June 2023 - Present

- Assessed and supported caregivers from diverse backgrounds by providing resource navigation, parenting support, and referrals to local and state services.
- Maintained accurate and timely documentation in the agency's database.
- Facilitated community outreach through organizing and leading playgroups, parenting classes, and support groups.
- Collaborated with other agencies to address needs in the community. Including food insecurity, diaper insecurity, youth mental health, and the housing crisis.
- Maintained caseload and conducted home visits with families.

MSW Intern — Maplestone School, Acton, ME | January 2025 - December 2025

- Supported adolescent students in a children's day treatment setting through individual and group counseling.
- Provided one-on-one counseling to middle and high school students with emotional, behavioral, social, and learning challenges.
- Co-facilitated group counseling sessions incorporating adventure-based therapy.
- Utilize evidence-based interventions, including CBT, DBT, and solution-focused techniques.
- Attended and contributed to IEP meetings as part of the interdisciplinary team.
- Maintained accurate and timely documentation.

Social Work Intern — Whole Village Family Resource Center, Plymouth, NH | January 2023 - May 2023

- Connected individuals and families with appropriate community resources to meet their needs.
- Assisted in facilitating playgroups and supported parent education sessions.
- Conducted research to identify new and existing resources, providing valuable information to staff.

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- Collected and entered accurate data into the organization's database to support case management and reporting.
- Observed family case management processes and gained experience with nonprofit grant procedures.

NASW JEDI Conference — National Association of Social Work, Concord, NH | December 2022

- Presented a research poster on housing inequities in Central Carroll County, New Hampshire.
- Proposed the implementation of home sharing as a strategic approach to address the housing crisis within the state.

Direct Support Professional — Next Steps Community Services, Conway, NH | May 2022 - August 2022

- Supported individuals with intellectual and developmental disabilities in meeting their daily needs.
- Provided emotional support and utilized de-escalation techniques to manage challenging situations.
- Administered medications following proper protocols.
- Maintained accurate documentation of care and incidents.
- Trained in Management of Aggressive Behaviors (MOAB) and applied techniques as needed.

Associate — Walmart, Plymouth, NH & Oxford, ME | September 2021- June 2023

- Provided customer service.
- Maintained inventory of items.
- Collaborated with other departments and management.

Skills

-Organized	-Problem-solving	- Collaboration
- Dependable	- Time Management	- Critical Thinking
- Active listening	- Adaptability	- Google and Microsoft

Certifications

- Licensed NH Community Health Worker
- Foundational Motivational Interviewing
- Growing Great Kids Next Generation Preschool
- Grandfamilies Leadership

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KARA COUTURE

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CORE COMPETENCIES

Pediatric Occupational Therapy (IEPs) / Community Engagement & Outreach / Program Development & Implementation / Fundraising & Event Coordination / Team Leadership & Staff Training / Cross-functional Collaboration / Social Media & Public Relations

PROFESSIONAL EXPERIENCE

Children Unlimited, Inc. - Conway, NH
June 2022 - Present

Occupational Therapist

- Deliver school-based occupational therapy services to preschool-aged children with IEPs
- Support development of fine motor, sensory processing, and self-regulation skills
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- Modify classroom environments and tasks to increase independence and participation

Community Engagement Coordinator *(June 2023 - Present)*

- Lead social media strategy to enhance visibility and community engagement
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- Develop marketing and outreach materials to promote programs and services

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Carroll County YMCA / Camp Huckins - Freedom, NH
February 2004 - Present

Director of Community Outreach / Leadership Division Leader

- Develop and implement youth and family programs serving the Carroll County community
- Co-manage a residential summer camp serving 1,400+ campers and staff annually
- Recruit and coordinate participation in the NH YMCA Youth & Government Program
- Support fundraising campaigns, alumni relations, and volunteer engagement efforts
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EDUCATION

University of New Hampshire - Durham, NH
Bachelor of Science, Occupational Therapy
GPA: 3.67

CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

- YMCA Team Leader Certification, 2019
- ACA Standards Visitor, 2019
- Wilderness First Aid & CPR Certified, 2004-Present
- Leadership MWV, 2015-2016

VOLUNTEER EXPERIENCE

- Kennett High School Project Graduation, Committee Member (2025-2026)
- Pequawket Foundation, Board Member (2024- Present)
- Eastern Slope Ski Club, Board Member (202–Present)
- MWV Children's Museum – Board of Directors (2013-2022), Co-President (2016)
- Pine Tree Elementary School PTA (2013-2024)

FORM NUMBER P-37 (version 2/23/2023)

Subject: Family Resource Center Services and Kinship Navigation Program Services - RFA-2027-DPH-04-FRCSK-03

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 Community Action Partnership of Strafford County		1.4 Contractor Address 577 Central Ave. Suite 10 Dover, NH 03820	
1.5 Contractor Phone Number 603-435-2500	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $435,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature DocuSigned by: Betsey Andrews Parker 85195ADGGD0646E... Date:5/19/2026		1.12 Name and Title of Contractor Signatory Betsey Andrews Parker CEO	
1.13 State Agency Signature DocuSigned by: Iain Watt D778BB63F0704G7... Date: 5/19/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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 748734844941460... On: 5/21/2026			
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials DS BAP
Date 5/19/2026

Docusign Envelope ID: 014DFD4D-EF3E-85DA-822C-6DA2DF32F81F

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.

Contractor Initials BAP

Date 5/19/2026

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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 5/19/2026

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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 on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, and kinship caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure all services are provided in the following DHHS District Office Catchment Area: Rochester District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must maintain certification as a Family Resource Center of Quality (FRC-Q) throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

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1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.3.3.3. Kinship Navigation Program.

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Component B: Kinship Navigation Program**

1.6.1. The Contractor must provide Kinship Navigation Program services and ensure a minimum of one (1) Kinship Navigation position is in place within its designated catchment area, coordinated with the Comprehensive Family Support (CFS) program to ensure:

1.6.1.1. That the program is responsive to the needs of families impacted by kinship caregiving arrangements, including but not limited to the following:

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1.6.1.1.1. Services are provided to kinship caregivers who are caring for children through formal or informal placements;

1.6.1.1.2. Kinship families requiring a higher tier of case management services and eligible for Preventative Child Care assistance are dually enrolled or transitioned into the CFS program; and

1.6.1.1.3. Navigators connect with kinship caregivers in person or via virtual platforms (e.g., video or live chat) for purposes including, but not limited to:

1.6.1.1.3.1. Assessing kinship caregiver needs.

1.6.1.1.3.2. Providing outreach, engagement, community support services, and referrals.

1.6.1.1.3.3. Utilizing or creating peer support groups for kinship caregivers.

1.6.1.2. The Contractor must work with the Department's Kinship Navigation Program Manager to implement the evidence-based Kinship Navigation Program on the Title IV-E clearinghouse, called the Washington Case Management Model (CMM). This includes, but is not limited to:

1.6.1.2.1. Completion of the Department-identified Kinship Caregiver Needs and Health Assessment at intake or initial enrollment.

1.6.1.2.2. Collaborative goal setting with the kinship family.

1.6.1.2.3. Completion of the Department-identified child needs and strengths questionnaire and referral to community-based services for areas of concern.

1.6.1.2.4. Completion of a follow-up needs assessment at three (3) months.

1.6.1.2.5. Completion of a full needs assessment at six (6) months.

1.6.1.2.6. Completion of a satisfaction survey at six (6) months, or at discharge, whichever occurs first.

1.6.1.2.7. Entry of encounter data into the Department's Family and Community Health Data System (FCH-DS) to document all services, assessments, caregiver education, peer support, and concrete

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needs provided to the kinship family which must include:

1.6.1.2.7.1. The Contractor must provide the Department with a list of staff (End Users, as defined in Exhibit D) who will be responsible for entering encounter data into the FCH-DS.

1.6.1.2.7.2. The Contractor must notify the Department immediately, and no more than 24 hours of staff changes, to ensure access to the FCH-DS is removed in a timely manner.

1.6.1.2.8. Completion of a Department identified fidelity tool to ensure consistent statewide delivery of the program across all service locations; and

1.6.1.2.9. Completion of all Kinship Navigation Core Training, as determined by the Department, within the first six (6) months of the effective date of the contract, including, but not limited to:

1.6.1.2.9.1. Kinship Navigation Program onboarding;

1.6.1.2.9.2. Family Health and Needs Assessment;

1.6.1.2.9.3. Trauma and resiliency.

1.6.1.2.9.4. Motivational Interviewing; and

1.6.1.2.9.5. Everyday Parenting.

1.6.1.2.9.6. Certification in Grandfamilies Leadership.

1.6.1.3. The Contractor must ensure that all Kinship Navigators meet the established training standards. The Contractor is responsible for allocating sufficient resources and securing Grandfamilies Leadership certification for any Kinship Navigators who do not currently hold this credential to ensure alignment with national best practices and to uphold program fidelity.

1.6.1.4. The Contractor must coordinate referrals and resources with kinship positions within its designated catchment area, as assigned by the Department. The Contractor must ensure:

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1.6.1.4.1. Any additional kinship positions assigned as subcontracts must be located in FRC-Qs and FRCs actively working toward FRC-Q designation.

1.6.1.5. Upon request by the Department, the Contractor must work with the Department to create/promote social media for the Department to post.

1.6.1.6. The Contractor must utilize strategies to increase the presence of the Kinship Navigation Program in the community, including but not limited to:

1.6.1.6.1. Distributing the Department's Kinship Navigation Program branded flyers and brochures. Kinship Navigation Program flyers and marketing will be approved by the Department.

1.6.1.6.2. Representing the Kinship Navigation Program at community events.

1.6.1.7. The Contractor must ensure that Kinship Navigators collaborate with the Department on program implementation, data collection, fidelity monitoring, documentation, and quality improvement activities. This includes, but is not limited to:

1.6.1.7.1. Participation in a Kinship Navigation Program Community of Practice.

1.6.1.7.2. Data collection and program evaluation activities.

1.6.1.7.3. Coordination with the State of Washington to implement the case management model.

1.6.1.8. The Contractor must maintain onboarding and training processes as requested by the Department and must continue to develop the Kinship Navigation position based on the following factors:

1.6.1.8.1. Findings from the Department's evaluation of the program.

1.6.1.8.2. Staff performance evaluations;

1.6.1.8.3. Identified staff training needs; and

1.6.1.8.4. Updates to the Kinship Navigation Program Manual.

1.6.1.9. The Contractor must track and evaluate the following Kinship Navigation Program outcomes within the Department's FCH-DS:

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1.6.1.9.1. Child permanency, including placement stability.

1.6.1.9.2. Child well-being, including behavioral and emotional functioning.

1.6.1.9.3. Adult well-being, including parent/caregiver mental or emotional health.

1.6.1.9.4. Adult well-being, including overall family functioning.

1.7. **Provisions Applicable to Component A and Component B**

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

1.7.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.7.2.1. Review of participant files.

1.7.2.2. Review of fidelity tools for implementation of the Washington Case Management Model.

1.7.2.3. Review of training records and professional development plans to ensure staffing requirements are met.

1.7.2.4. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.7.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.7.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC and Kinship Navigation Program participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.7.4.1. Acknowledgement of data collection within the FCH-DS.

1.7.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.7.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.8. Reporting

1.8.1. The Contractor must submit quarterly reports highlighting program activities no later than the 15th day of the month following the end of each

reporting period. The first report is due by October 15, 2026, and must include:

1.8.1.1. Progress toward achieving stated outcomes;

1.8.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.8.1.3. Data as requested by the Department.

1.8.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.8.2.1. Program accomplishments and activities.

1.8.2.2. Recommendations for service development and outcome improvements.

1.8.2.3. Identification of systemic barriers.

1.8.2.4. Family satisfaction survey results.

1.8.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.8.3.1. Full Name.

1.8.3.2. Date of birth.

1.8.3.3. Race and ethnicity.

1.8.3.4. Primary language.

1.8.3.5. Household income.

1.8.3.6. Household size.

1.8.3.7. Housing status.

1.8.3.8. Marital status.

1.8.3.9. Town of residence.

1.8.3.10. County of residence.

1.8.3.11. Source of referral.

1.8.3.12. Presence of an incarcerated parent.

1.8.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.8.3.14. Receipt of public benefits, including but not limited to:

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1.8.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.8.3.14.2. New Hampshire Child Care Scholarship.

1.8.3.14.3. Medicaid.

1.8.3.14.4. Social Security Disability Insurance (SSDI).

1.8.3.14.5. Supplemental Security Income (SSI).

1.8.3.14.6. Temporary Assistance for Needy Families (TANF).

1.8.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.8.3.15. Participant encounter and service data, including:

1.8.3.15.1. Date of service.

1.8.3.15.2. Participants present during service delivery.

1.8.3.15.3. Service type and topics reviewed.

1.8.3.15.4. Parent education classes or groups attended.

1.8.3.15.5. Support groups attended.

1.8.3.16. Family Resource Center Goal and outcome domains, including:

1.8.3.16.1. Community linkages and referrals.

1.8.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.8.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

1.8.4. The Contractor must collect and update a Family Service Record for all Kinship Navigation program participants using the FCH-DS, which must include:

1.8.4.1. Full name.

1.8.4.2. Date of birth.

1.8.4.3. Race and ethnicity.

1.8.4.4. Primary language.

1.8.4.5. Household income.

1.8.4.6. Household size.

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1.8.4.7. Housing status.

1.8.4.8. Marital status.

1.8.4.9. Town of residence.

1.8.4.10. County of residence.

1.8.4.11. Source of referral.

1.8.4.12. Reason for kinship arrangement.

1.8.4.13. Kinship arrangement at time of discharge.

1.8.4.14. Presence of an incarcerated parent.

1.8.4.15. Screenings completed (e.g., needs assessments, participant feedback surveys, child development screenings)

1.8.4.16. Kinship Caregiver Needs and Health Assessment.

1.8.4.17. Receipt of public benefits, including but not limited to:

1.8.4.17.1. SNAP.

1.8.4.17.2. New Hampshire Child Care Scholarship.

1.8.4.17.3. Medicaid.

1.8.4.17.4. SSDI.

1.8.4.17.5. SSI.

1.8.4.17.6. TANF.

1.8.4.17.7. WIC.

1.8.4.18. Participant service data, including:

1.8.4.18.1. Date of service.

1.8.4.18.2. Participants present during service delivery.

1.8.4.18.3. Service type and topics reviewed.

1.8.4.18.4. Support groups attended.

1.8.4.19. Kinship Navigation Program goals and program outcome domains, defined as key areas used to measure the impact of services on child permanency, child well-being, and adult caregiver and family functioning, including:

1.8.4.19.1. Child permanency, including placement stability.

1.8.4.19.2. Child well-being, including behavioral and emotional functioning.

1.8.4.19.3. Adult well-being, including parent/caregiver mental or emotional health.

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1.8.4.19.4. Adult well-being including family functioning.

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

1.9. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.10. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.10.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.11. Background Checks

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

1.11.1.1. 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;

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1.11.1.2. 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

1.11.1.3. 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.

1.12. Confidential Data

1.12.1. 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.

1.12.2. 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.

1.13. Privacy Impact Assessment

1.13.1. 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:

1.13.1.1. How PII is gathered and stored;

1.13.1.2. Who will have access to PII;

1.13.1.3. How PII will be used in the system;

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

1.13.1.5. Privacy practices.

1.13.2. The Department may conduct follow-up PIAs in the event there are

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either significant process changes or new technologies impacting the collection, processing or storage of PII.

1.14. Department Owned Devices, Systems and Network Usage

1.14.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.14.1.1. 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;

1.14.1.2. 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;

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

1.14.1.4. 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;

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

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

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

1.14.1.6.2. Sign the Department's Business Use and Confidentiality Agreement and Asset Use

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Agreement, and the NH DoIT Department wide Computer Use Agreement upon execution of the Agreement and annually thereafter.

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

1.14.1.7. 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.

1.14.1.8. 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.

1.14.2. Workspace Requirement

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

1.15. Contract End-of-Life Transition Services

1.15.1. General Requirements

1.15.1.1. 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.

1.15.1.2. 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

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transfer of records (electronic and hard copy),transition of historical data (electronic and hard copy), the transition of any such Service from the hardware, software, network and telecommunications equipment and internet-related information technology infrastructure ("Internal IT Systems") of Contractor to the Internal IT Systems of the Recipient and cooperation with and assistance to any third-party consultants engaged by Recipient in connection with the Transition Services.

1.15.1.3. 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.

1.15.1.4. 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.

1.15.1.5. 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.

1.15.1.6. 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.

1.15.2. Completion of Transition Services

1.15.2.1. 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

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additional time to complete said product.

1.15.2.2. 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.

1.15.3. Disagreement over Transition Services Results

1.15.3.1. 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.

1.16. Website and Social Media

1.16.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.16.2. 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.

1.16.3. State of New Hampshire's Website Copyright

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

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

3.2.1.2. A written attestation, within 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

3.2.1.3. The Department's Federal Civil Rights Compliance

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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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

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

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

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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.

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 through Exhibit C-2, 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 DHHS.DPHS.Contract@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.
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

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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.

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

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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:	*Community Action Partnership of Strafford County*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	15.90%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$58,436	$58,436	$58,436
2. Fringe Benefits	$13,187	$13,187	$13,187
3. Consultants	$0	$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	$66	$66	$66
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	$200	$200	$200
6. Travel	$200	$200	$200
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$0	$0	$0
8. (b) Other - Education and Training	$250	$250	$250
8. (c) Other - Other (specify below)	$0	$0	$0
Other (please specify) Occupancy	$300	$300	$300
Other (please specify) Telephone/IT	$200	$200	$200
Other (please specify) Insurance	$200	$200	$200
Other (please specify) Meetings	$300	$300	$300
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	$73,339	$73,339	$73,339
Total Indirect Costs	$11,661	$11,661	$11,661
Subtotals	$85,000	$85,000	$85,000
			TOTAL $255,000

Contractor Initials: BAP (DS)

Date: 5/19/2026

Exhibit C-2 Budget

New Hampshire Department of Health and Human Services			
Contractor Name:	*Community Action Partnership of Strafford County*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component B - KNP)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	15.90%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$29,995	$29,995	$29,995
2. Fringe Benefits	$7,616	$7,616	$7,616
3. Consultants	$3,600	$3,600	$3,600
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	$700	$700	$700
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	$600	$600	$600
6. Travel	$363	$363	$363
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$495	$495	$495
8. (b) Other - Education and Training	$2,000	$2,000	$2,000
8. (c) Other - Other (specify below)	$0	$0	$0
Other - Concrete Supports	$1,375	$1,375	$1,375
Other - Meeting Expenses	$900	$900	$900
Other - Occupancy	$2,750	$2,750	$2,750
Other - Telephone/Internet	$850	$850	$850
Other - Insurance	$525	$525	$525
Other (please specify)	$0	$0	$0
Other (please specify)	$0	$0	$0
9. Subrecipient Contracts	$0	$0	$0
Total Direct Costs	$51,769	$51,769	$51,769
Total Indirect Costs	$8,231	$8,231	$8,231
Subtotals	$60,000	$60,000	$60,000
			TOTAL $180,000

Contractor Initials: BAP (DS)

Date: 5/19/2026

New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

Contractor Initials DS BAP

Date 5/19/2026

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.

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

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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.

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

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	Community Action Partnership of Strafford County
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	DocuSigned by: Betsey Andrews Parker 85195ADCCB0646E...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Betsey Andrews Parker
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	CEO
Title of Authorized Representative	Title of Authorized Representative
5/19/2026	5/19/2026
Date	Date

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Date 5/19/2026

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State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 25, 1965. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **65583**
Certificate Number: **0007900344**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 6th day of April A.D. 2026.

David M. Scanlan
Secretary of State

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CERTIFICATE OF AUTHORITY

Sarah Kuhl - Secretary

I, _____, 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 Community Action Partnership of Strafford County__.
(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 ___November 19, 2025, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Betsy Andrews Parker, Chief Executive Officer, Jamie Swan, Chief Program Officer and Leslie Craigen, Chief Finance Officer is duly authorized on behalf of Community Action Partnership of Strafford County to enter into contracts or agreements with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to 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: 5/19/2026 | 1:21 PM EDT

Signed by:
Sarah Kuhl
8069E4B4694B4E2...

_____
Signature of Elected Officer
Name: Sarah Kuhl
Title: Secretary

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 04/06/2026

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: Teri Davis	
CGI Insurance, Inc. 5 Dartmouth Drive Auburn NH 03032	PHONE (A/C, No, Ext): (877) 562-8954	FAX (A/C, No): (866) 574-2443
	E-MAIL ADDRESS: TDavis@CGIBusinessInsurance.com	

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
Community Action Partnership of Strafford County 577 Central St, Ste 10 Dover 03820	INSURER A : Hanover Insurance Company	22292
	INSURER B : Eastern Alliance	10724
	INSURER C : Philadelphia Indemnity	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** 25-26 Master **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR [X] Abuse Liability: $1M GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:			ZHVA192135 12	07/01/2025	07/01/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG Professional Liability	$ 1,000,000 $ 100,000 $ 10,000 $ 1,000,000 $ 3,000,000 $ Included $ 1,000,000
A	AUTOMOBILE LIABILITY [X] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			AWVA156930	07/01/2025	07/01/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) Medical Payments	$ 1,000,000 $ $ $ $ 5,000
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [X] RETENTION $ NIL			UHVA192136	07/01/2025	07/01/2026	EACH OCCURRENCE AGGREGATE	$ 4,000,000 $ 4,000,000 $
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		01000011379-2025	07/01/2025	07/01/2026	[X] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
C	Management Liability with Crime			PHSD1807749	07/01/2025	07/01/2026	Aggregate Per Claim Crime Aggregate	$8,000,000 $3,000,000 $1,000,000

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

Workers Comp 3A State: NH

CERTIFICATE HOLDER

State of New Hampshire, Dept of Health and 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

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NONPROFIT COVER SHEET

A. Entity Name: Community Action Partnership of Strafford County

B. Entity's Contact Information:

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

Name / Phone / Email: Betsey Andrews Parker, 603-435-2500, bandrewsparker@StraffordCAP.org

Person responsible for Accuracy and Completeness of information provided:

Name: Betsey Andrews Parker Title: CEO

Signature: Betsey Andrews Parker

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Terry Jarvis	Town Of New Durham, Elected Official
Katrin Kasper	Town Of Lee, Elected Official
Sarah Kuhl	Banking Representative
Steve Trozinski	Community Member Dover, NH
Nate Bernitz	UNH Cooperative Extension
Heather Blumenfeld	Triangle Club
Bekki Carlson	Childcare
Anthony Carr	Legal Representative
Leah Chrouser	NHPD
Robert Harrington	MGB/WDH
Jessica Lamontagne	Elected State Representative
Brandi McKay Berry	Town of Barrington, Elected official
Ian Oneail	Banking Representative
Roxanne Osgood	Rochester Housing Authority
Rich Plourde	Revo Casino
James Rathbun	Community Member Farmington, NH
Tom Southworth	Elected State Representative
Mark Toussaint	City of Rochester, Elected Official
Christi-Anne Walter	Community Member
Jeff Warach	City of Dover, Elected Official
Robert Warach	City of Dover, Elected Official

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

Name	Role	Annual Salary	Amount Paid From This Contract

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Renee Couture	Family Services Director	$87,174	$28,768
Dina Gagnon	Family Resource Center	$60,694	$54,625
Danielle Bah	Home Visiting Manager	$61,915	$4,953

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

2857	Community Action Partnership of Strafford County	PO Box 160	Dover	NH	03821-0160	G	5/15/2026

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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	
GRANTS	$14,421,951
DONATIONS	$268,446
PROGRAM SERVICES REVENUE	$1,251,930
INTEREST & DIVIDENDS	$2,364
ALL OTHER REVENUE	$2,452,412
TOTAL REVENUE	$18,397,103

EXPENSES	
COMPENSATION OF OFFICERS, DIRECTORS, AND KEY PERSONNEL	$391,320
OTHER SALARIES & WAGES	$6,015,394
PAYROLL TAXES & EMPLOYEE BENEFITS	$1,032,816
OCCUPANCY, RENT, UTILITIES, AND INSURANCE	$400,394
PRINTING, PUBLICATIONS, POSTAGE, OFFICE SUPPLIES, AND IT	$274,866
ALL OTHER EXPENSES	$9,195,957
TOTAL EXPENSES	$17,310,747

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2. BALANCE SHEET

Assets	
Cash & Equivalents	$1,458,112
Investments	$26,798
Real Estate (less any depreciation)	$7,993,215
Other Property & Equipment (less any depreciation)	$
Pledges, grants, accounts receivable	$387,795
All other assets	$2,276,456
Total Assets	$12,142,376

Liabilities	
Accounts Payable	$219,706
Loans Payable	$2,711,019
All other liabilities	$9,211,651
Total Liabilities	$12,142,376

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community Action PARTNERSHIP of Strafford County

Administrative Office:
577 Central Avenue, Suite 10
Dover, NH 03820
603-435-2500

Early Childhood Education Centers:
577 Central Avenue, Suite 50
Dover, NH 03820
603-285-9460

120 Main Street
Farmington, NH 03835
603-755-2883

150 Wakefield Street, Suite 117
Rochester, NH 03867
603-285-9461

46 Stackpole Road
Somersworth, NH 03878
603-817-5458

Family Resource Centers:
577 Central Ave, Suite 50
Dover, NH 03820
603-435-2500

10 Cold Spring Manor
Rochester, NH 03867
603-435-2500

Outreach Office:
577 Central Avenue, Suite 20
Dover, NH 03820
603-435-2500

10 Cold Spring Manor
Rochester, NH 03867
603-435-2500

Food Pantries:
577 Central Avenue, Suite 10
Dover, NH 03820
603-435-2500

10 Cold Spring Manor
Rochester, NH 03867
603-435-2500

MISSION VISION &VALUES

Our Mission: To educate, advocate and assist people in Strafford County to help meet their basic needs and promote self-sufficiency.

Our Vision: To eliminate poverty in Strafford County.

Our Values: Compassion, Education, Sufficiency, Transparency, Accountability, Teamwork, Client Focus and Professionalism

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Financial Statements

COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2024 AND 2023
AND
INDEPENDENT AUDITORS' REPORTS AND REPORTS ON COMPLIANCE AND INTERNAL CONTROL

Leone, McDonnell & Roberts
PROFESSIONAL ASSOCIATION

CERTIFIED PUBLIC ACCOUNTANTS

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

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

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

INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Community Action Partnership of Strafford County and Affiliate

Report on the Audit of the Financial Statements

Opinion

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

In our opinion, based on our audits and the report of the other auditors, the consolidated financial statements present fairly, in all material respects, the financial position of Community Action Partnership of Strafford County and Affiliate as of December 31, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

We did not audit the financial statements of Academy Street Family Housing, LLC a wholly owned subsidiary, for the year ended December 31, 2024, which statements reflect total assets constituting 7.87 percent of consolidated total assets at December 31, 2024, and total revenues constituting 0.36 percent of consolidated total revenues for the year then ended. Those statements were audited by other auditors, whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for Academy Street Family Housing, LLC, is based solely on the report of the other auditors.

Basis for Opinion

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

Responsibilities of Management for the Financial Statements

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

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In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Community Action Partnership of Strafford County and Affiliate's ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Community Action Partnership of Strafford County and Affiliate's internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Community Action Partnership of Strafford County and Affiliate's ability to continue as a going concern for a reasonable period of time.

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

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Supplementary Information

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

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated July 23, 2025, on our consideration of Community Action Partnership of Strafford County's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Community Action Partnership of Strafford County's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Community Action Partnership of Strafford County's internal control over financial reporting and compliance.

Leone, McDonnell & Roberts
Professional Association

Dover, New Hampshire
July 23, 2025

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2024 AND 2023

ASSETS

	2024	2023
CURRENT ASSETS		
Cash and cash equivalents	$ 1,484,910	$ 1,806,373
Accounts receivable	1,767,593	1,875,336
Contributions receivable	20,100	20,000
Due from Gafney Home, L.P.	387,795	519,890
Inventory	275,443	413,604
Prepaid expenses	10,074	11,972
Total current assets	3,945,915	4,647,175
NONCURRENT ASSETS		
Restricted cash	31,335	36,215
Security deposits	8,312	8,375
Property, net of accumulated depreciation	7,993,215	6,374,340
Other noncurrent assets	26,798	25,503
Right of use asset	136,801	81,312
Total noncurrent assets	8,196,461	6,525,745
TOTAL ASSETS	$ 12,142,376	$ 11,172,920

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Current portion of long term debt	$ 110,327	$ 99,121
Accounts payable	219,706	1,295,505
Accrued payroll and related taxes	198,594	128,546
Accrued compensated absences	183,856	193,093
Refundable advances	112,535	849,145
Other current liabilities	14,533	36,309
Current portion of right of use liability	65,895	36,264
Total current liabilities	905,446	2,637,983
NONCURRENT LIABILITIES		
Long term debt, less current portion shown above	3,221,454	3,057,976
Security deposits	2,855	2,853
Right of use liability, less current portion shown above	70,906	45,048
Total noncurrent liabilities	3,295,215	3,105,877
Total liabilities	4,200,661	5,743,860
NET ASSETS		
Without donor restrictions	7,716,482	5,253,075
With donor restrictions	225,233	175,985
Total net assets	7,941,715	5,429,060
TOTAL LIABILITIES AND NET ASSETS	$ 12,142,376	$ 11,172,920

See Notes to Financial Statements

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2024

	Without Donor Restrictions	With Donor Restrictions	Total
CHANGE IN NET ASSETS			
REVENUES AND OTHER SUPPORT			
Grant revenue	$ 14,421,951	$ -	$ 14,421,951
Fees for service	1,251,930	-	1,251,930
Rent revenue	78,293	-	78,293
Public support	1,013,958	173,699	1,187,657
In-kind donations	1,256,707	-	1,256,707
Interest	2,364	-	2,364
Fundraising	268,446	-	268,446
Other revenue	103,454	-	103,454
Total revenues and other support	18,397,103	173,699	18,570,802
NET ASSETS RELEASED FROM RESTRICTIONS	124,451	(124,451)	-
Total revenues, other support, and net assets released from restrictions	18,521,554	49,248	18,570,802
EXPENSES			
Program services			
Child services	6,253,985	-	6,253,985
Community services	2,332,090	-	2,332,090
Energy assistance	4,433,054	-	4,433,054
Housing	1,378,466	-	1,378,466
Weatherization	1,277,962	-	1,277,962
Total program services	15,675,557	-	15,675,557
Supporting activities			
Management and general	1,365,044	-	1,365,044
Fundraising	270,146	-	270,146
Total expenses	17,310,747	-	17,310,747
CHANGE IN NET ASSETS BEFORE ACQUISITION OF PROPERTY AND LAND	1,210,807	49,248	1,260,055
ACQUISITION OF PROPERTY AND LAND	1,252,600	-	1,252,600
CHANGE IN NET ASSETS	2,463,407	49,248	2,512,655
NET ASSETS, BEGINNING OF YEAR	5,253,075	175,985	5,429,060
NET ASSETS, END OF YEAR	$ 7,716,482	$ 225,233	$ 7,941,715

See Notes to Financial Statements

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATED STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2023

	Without Donor Restrictions	With Donor Restrictions	Total
CHANGE IN NET ASSETS			
REVENUES AND OTHER SUPPORT			
Grant revenue	$ 16,787,565	$ -	$ 16,787,565
Fees for service	3,030,181	-	3,030,181
Rent revenue	65,397	-	65,397
Public support	329,618	31,514	361,132
In-kind donations	767,224	-	767,224
Interest	1,089	-	1,089
Fundraising	227,539	-	227,539
Other revenue	31,951	-	31,951
Gain on disposal of property	(79,338)	-	(79,338)
Total revenues and other support	21,161,226	31,514	21,192,740
NET ASSETS RELEASED FROM RESTRICTIONS	161,314	(161,314)	-
Total revenues, other support, and net assets released from restrictions	21,322,540	(129,800)	21,192,740
EXPENSES			
Program services			
Child services	5,618,514	-	5,618,514
Community services	1,213,031	-	1,213,031
Energy assistance	4,088,771	-	4,088,771
Housing	5,475,141	-	5,475,141
Weatherization	3,309,103	-	3,309,103
Total program services	19,704,560	-	19,704,560
Supporting activities			
Management and general	1,522,812	-	1,522,812
Fundraising	197,469	-	197,469
Total expenses	21,424,841	-	21,424,841
CHANGE IN NET ASSETS BEFORE ACQUISITION OF PROPERTY AND LAND	(102,301)	(129,800)	(232,101)
ACQUISITION OF PROPERTY AND LAND	720,514	-	720,514
CHANGE IN NET ASSETS	618,213	(129,800)	488,413
NET ASSETS, BEGINNING OF YEAR	4,634,862	305,785	4,940,647
NET ASSETS, END OF YEAR	$ 5,253,075	$ 175,985	$ 5,429,060

See Notes to Financial Statements

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

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

	Child Services	Community Services	Energy Assistance	Housing	Weatherization	Total Program Services	Intermediate (Allocation) Pools	Management and General	Fundraising	Total
Payroll	$ 3,697,447	$ 684,319	$ 447,485	$ 390,071	$ 267,529	$ 5,486,851	$ 11,228	$ 806,083	$ 102,552	$ 6,406,714
Payroll taxes	293,717	54,558	34,778	30,969	20,477	434,499	996	75,100	8,357	518,952
Fringe benefits	272,943	33,249	46,289	27,168	29,217	408,866	128	60,106	4,711	473,811
Retirement	18,436	4,849	3,003	3,682	4,387	34,357	39	5,165	492	40,053
Weatherization material, fuel and client assistance	67,912	19,631	3,811,179	631,357	860,732	5,390,811	-	-	-	5,390,811
In-kind expenses	303,168	896,130	-	43,936	500	1,243,734	-	-	13,025	1,256,759
Consultants and contract labor	129,787	29,247	74	51,460	415	210,983	94,370	116,453	48,186	469,992
Consumable supplies	258,331	326,625	5,761	4,983	3,682	599,382	72,200	4,091	5,251	680,924
Occupancy	693,212	82,940	45,712	73,430	29,409	924,703	(510,137)	84,414	13,027	512,007
Repairs and maintenance	164,400	25,798	13,112	32,721	829	236,860	340,203	2,814	6,830	586,707
Insurance	24,124	33,089	999	10,889	554	69,655	15,169	55,005	372	140,201
Training and conferences	111,386	22,054	21	407	27,964	161,832	2,198	2,482	53,215	219,727
Depreciation	95,247	62,829	391	47,033	721	206,221	-	87,398	-	293,619
Travel and transportation	30,651	19,745	212	22,722	8,096	81,426	(23,707)	11,578	1,216	70,513
Printing and postage	357	571	9,679	180	183	10,970	-	4,068	8,014	23,052
Equipment and computer	38,925	939	40	80	13,660	53,644	14,443	-	665	68,752
Interest expense	13,146	10,766	8,134	6,205	4,161	42,412	3,177	50,287	2,844	98,720
Other program support	40,796	24,751	6,185	1,173	5,446	78,351	(20,307)	-	1,389	59,433
Total expenses	$ 6,253,985	$ 2,332,090	$ 4,433,054	$ 1,378,466	$ 1,277,962	$ 15,675,557	$ -	$ 1,365,044	$ 270,146	$ 17,310,747

See Notes to Financial Statements

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

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

	Child Services	Community Services	Energy Assistance	Housing	Weatherization	Total Program Services	Intermediate (Allocation) Pools	Management and General	Fundraising	Total
Payroll	$ 3,562,846	$ 276,618	$ 503,425	$ 628,100	$ 220,327	$ 5,191,316	$ 24,927	$ 854,406	$ 79,711	$ 6,150,360
Payroll taxes	293,123	23,014	41,585	51,302	17,595	426,619	2,305	40,988	6,452	476,364
Fringe benefits	233,618	18,544	42,466	49,182	23,018	366,828	-	63,255	5,369	435,452
Retirement	16,331	1,769	2,362	5,463	1,837	27,762	274	4,914	291	33,241
Weatherization material, fuel and client assistance	29,635	32,082	3,413,724	4,394,593	2,977,588	10,847,622	-	-	-	10,847,622
In-kind expenses	167,453	565,933	-	19,827	500	753,713	-	-	13,511	767,224
Consultants and contract labor	58,298	6,383	151	41,791	336	106,959	77,946	167,622	19,414	371,941
Consumable supplies	223,160	154,240	5,563	39,621	4,738	427,322	51,654	18,436	4,875	502,287
Occupancy	700,964	46,498	55,377	130,160	21,160	954,159	(621,635)	84,260	11,291	428,075
Repairs and maintenance	52,295	9,782	5,971	17,494	1,133	86,675	400,030	5,810	1,675	494,190
Insurance	33,359	3,256	1,325	8,559	955	47,454	15,170	56,416	185	119,225
Training and conferences	86,945	12,467	5,012	21,405	19,194	145,023	62	66,709	41,212	253,006
Depreciation	76,962	42,021	391	37,528	4,328	161,230	-	87,399	-	248,629
Travel and transportation	44,974	4,203	224	16,382	6,491	72,274	(12,307)	6,983	894	67,844
Printing and postage	1,074	3,098	2,051	60	19	6,302	-	6,091	10,295	22,688
Equipment and computer	6,952	728	-	2,525	6,628	16,833	16,357	3,458	60	36,708
Interest expense	17,629	6,819	9,144	11,149	3,256	47,997	2,834	42,163	1,280	94,274
Other program support	12,896	5,576	-	-	-	18,472	42,383	13,902	954	75,711
Total expenses	$ 5,618,514	$ 1,213,031	$ 4,088,771	$ 5,475,141	$ 3,309,103	$ 19,704,560	$ -	$ 1,522,812	$ 197,469	$ 21,424,841

See Notes to Financial Statements

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

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

	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ 2,512,655	$ 488,413
Adjustment to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	293,619	248,629
Amortization of debt issuance costs	3,376	3,376
Acquisition of property and land	(1,502,600)	(945,514)
Acquisition of long term debt	250,000	225,000
Transfer of property to Gafney Home, L.P.	288	129,397
Loss (gain) on disposal of property	-	79,338
Decrease (increase) in assets:		
Accounts receivable	107,743	681,516
Contributions receivable	(100)	30,000
Due from Gafney Home, L.P.	132,095	(519,890)
Inventory	138,161	88,148
Prepaid expenses	1,898	40,074
Other noncurrent assets	(1,295)	-
Security deposits	63	52
Increase (decrease) in liabilities:		
Accounts payable	(1,075,799)	849,547
Accrued payroll and related taxes	70,048	(472)
Accrued compensated absences	(9,237)	(12,435)
Refundable advances	(736,610)	(732,629)
Other current liabilities	(21,776)	(37,153)
Security deposits	2	(348)
NET CASH PROVIDED BY OPERATING ACTIVITIES	162,531	615,049
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property	(410,182)	(100,594)
Proceeds on sale of property	-	19,023
NET CASH USED IN INVESTING ACTIVITIES	(410,182)	(81,571)
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments made on long term debt	(78,692)	(75,453)
NET CASH USED IN FINANCING ACTIVITIES	(78,692)	(75,453)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(326,343)	458,025
CASH AND RESTRICTED CASH, BEGINNING OF YEAR	1,842,588	1,384,563
CASH AND RESTRICTED CASH, END OF YEAR	$ 1,516,245	$ 1,842,588
CASH AND RESTRICTED CASH		
Cash	$ 1,484,910	$ 1,806,373
Restricted cash:		
Insurance escrow	5,907	13,477
Tax escrow	5,972	5,931
Replacement reserves	8,928	6,580
Operating reserve	10,528	10,227
Total cash and restricted cash	$ 1,516,245	$ 1,842,588
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Cash paid during the year for interest	$ 98,720	$ 94,274
SUPPLEMENTAL DISCLOSURE OF NONCASH INVESTING AND AND FINANCING ACTIVITIES		
Acquired property and land	$ 1,502,600	$ 945,514
Acquired long term debt	$ 250,000	$ 225,000

See Notes to Financial Statements

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

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

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Organization and Principles of Consolidation

Community Action Partnership of Strafford County (the Agency) is a 501(c)(3) private New Hampshire non-profit organization established under the provisions of the Equal Opportunity Act of 1964. Without services provided by the Agency, many local residents would be without a means to provide for their basic needs, including food, education, child care, utilities assistance, transportation, housing, emergency shelter and access to other services. The mission of the Agency is to reduce barriers to help clients improve their economic stability and well-being through education, advocacy, and partnerships. The vision of the Agency is to eliminate poverty in Strafford County through compassion, education, self-sufficiency, transparency, accountability, team work, client focus and professionalism.

Academy Street Family Housing, LLC (Academy Street) is a limited liability company which is consolidated with the Agency, as the Agency is the is the sole member of Academy Street. All significant intercompany items and transactions have been eliminated from the consolidated financial statements.

In addition to the Agency's administrative office located in Dover, the Agency maintains its outreach capacity by operating program offices in Farmington, Milton, Rochester, Dover and Somersworth. The Agency is funded by Federal, state, county and local funds, as well as United Way, public utilities, foundation and charitable grant funds, fees for service, private business donations, and donations from individuals. The Agency is governed by a tripartite board of directors made up of elected officials, community leaders from for-profit and non-profit organizations and residents who are low income. The board is responsible for assuring that the Agency continues to assess and respond to the causes and conditions of poverty in its community, achieve anticipated family and community outcomes, and remain administratively and fiscally sound. The Agency administers a wide range of coordinated programs to more than 15,000 people annually, and the programs are designed to have a measurable impact on poverty and health status among the most vulnerable residents: those under the age of 6, the elderly and those living in poverty. This coordinated approach is accomplished by providing a broad array of services that are locally defined, planned and managed with community agencies.

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Basis of Accounting

The consolidated financial statements have been prepared using the accrual basis of accounting in accordance with Generally Accepted Accounting Principles (GAAP) of the United States.

Financial Statement Presentation

The consolidated financial statements have been prepared in accordance with U.S. generally accepted accounting principles (US GAAP), which require the Agency to report information regarding its financial position and activities according to the following net asset classifications:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Agency. These net assets may be used at the discretion of the Agency's management and board of directors.

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Agency or by passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Donor restricted contributions are reported as increases in net assets with donor restrictions. When restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statement of activities.

At December 31, 2024 and 2023, the Agency had net assets without donor and with donor restrictions.

Refundable Advances

Grants received in advance are recorded as refundable advances and recognized as revenue in the period in which the related services are performed or expenditures are incurred.

Contributions

All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received that are restricted by the donor for future periods or for specific purposes are reported as net assets with donor restrictions. However, if a restriction is fulfilled in the same period in which the contribution is received, the Agency reports the support as unrestricted.

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Contributed Services

Donated services are recognized as contributions in accordance with FASB ASC No. 958, *Accounting for Contributions Received and Contributions Made,* if the services (a) create or enhance non-financial assets or (b) require specialized skills and would otherwise be purchased by the Agency.

Volunteers provided various services throughout the year that are not recognized as contributions in the financial statements since the recognition criteria under FASB ASC No. 958 were not met.

Fair Value of Financial Instruments

Unless otherwise indicated, fair values of all reported assets and liabilities that are financial instruments approximate the carrying values of such amounts.

Inventory

Inventory materials are fixtures for installation and recorded at cost or net realizable value or if donated, at approximate fair value at date of donation, using the first-in, first-out method.

Property and Depreciation

Property and equipment, which have a cost greater than $5,000, are capitalized at cost or, if donated, at the approximate fair value at the date of donation. Specific grants and awards may have a threshold lower than this amount and that program will abide by those guidelines. Assets are depreciated over their estimated useful lives using the straight-line method as follows:

Buildings and improvements	15 - 40 years
Furniture, equipment and machinery	3 - 10 years
Vehicles	5 - 7 years

Depreciation expense aggregated $293,619 and $248,629 for the years ended December 31, 2024 and 2023, respectively.

Accrued Earned Time

The Agency has accrued a liability of $183,856 and $193,093 at December 31, 2024 and 2023, respectively, for future compensated leave time that its employees have earned and which is vested with the employee.

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Income Taxes

The Agency is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. The Internal Revenue Service has determined the Agency to be other than a private foundation. The Agency is also exempt from the New Hampshire Business Enterprise Tax.

Accounting Standard Codification No. 740, "Accounting for Income Taxes", establishes the minimum threshold for recognizing, and a system for measuring, the benefits of tax return positions in financial statements. Management has analyzed the Agency's tax position taken on its information returns for the previous three tax years and has concluded that no additional provision for income taxes is necessary in the Agency's financial statements.

Cash and Cash Equivalents

The Agency considers all highly liquid financial instruments with original maturities of three months or less to be cash equivalents. For the years ended December 31, 2024 and 2023 cash and cash equivalents totaled $1,484,910 and $1,806,373, respectively.

Revenue Recognition Policy

The Agency derives revenue from grants, fees for services, donations, public support, and fundraising. Revenues are recognized when control of these services are transferred to customers, in an amount that reflects the consideration the Agency expects to be entitled to in exchange for those services. Cost incurred to obtain a contract will be expensed as incurred when the amortization period is less than a year.

Academy Street derives revenue from the rental of apartment units. Revenues are recognized as income, monthly, when rents become due and control of the apartment units is transferred to the lessees. Control of the leased units is transferred to the lessee in an exchange for the leased units. The cost incurred to obtain a lease will be expensed as incurred.

Use of Estimates

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

Advertising Expenses

The Agency expenses advertising costs as they are incurred. Total advertising costs for the years ended December 31, 2024 and 2023 amounted to $15,342 and $10,426, respectively.

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Debt Issuance Costs

As required under FASB Accounting Standards Update No. 2015-03, amortization expense for the years ended December 31, 2024 and 2023 amounted to $3,376 and has been included with interest expense in the consolidated statement of activities for each year. The unamortized deferred financing costs have been included as a reduction of the long term debt (see Note 10).

In-kind Donations

The Agency pays below-market rent for the use of certain facilities. In accordance with generally accepted accounting principles, the difference between amounts paid for the use of the facilities and the fair value of the rental space has been recorded as an in-kind donation and as an in-kind expense in the accompanying consolidated financial statements. The estimated fair value of the donation was determined to be $170,732 and $103,356 for the years ended December 31, 2024 and 2023, respectively.

The Agency also receives contributed food commodities and other goods that are required to be recorded in accordance with FASB ASC No. 958. The estimated fair value of these food commodities and goods was determined to be $552,346 and $412,602, respectively, for the year ended December 31, 2024. For the year ended December 31, 2023, the estimated fair value of these food commodities and goods was determined to be $457,049 and $116,368, respectively.

The Agency also receives contributed professional services and volunteer time that are required to be recorded in accordance with FASB ASC No. 958. The estimated fair value of these services was determined to be $121,027 for the year ended December 31, 2024. The estimated fair value of these services was determined to be $90,451 for the year ended December 31, 2023.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis. Accordingly, costs have been allocated among the program services and supporting activities benefited. Occupancy costs have been grouped and allocated to the programs as a line item. Such allocations have been determined by management on an equitable basis.

The expenses that are allocated include the following:

Expense	Method of allocation
Salaries and benefits	Time and effort
Occupancy	Square footage/revenues
Depreciation	Square footage
All other expenses	Approved indirect rate

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NOTE 2. PROPERTY

As of December 31, 2024 and 2023, property consisted of the following:

	2024	2023
Land, buildings and improvements	$ 8,641,414	$ 6,900,857
Furniture, equipment and machinery	590,886	418,949
Vehicles	315,682	315,682
Total	9,547,982	7,635,488
Less accumulated depreciation	1,554,767	1,261,148
Net property	$ 7,993,215	$ 6,374,340

NOTE 3. RESTRICTED CASH BALANCES

Certain cash accounts have been established and are being funded in accordance with a regulatory agreement entered into between Academy Street and New Hampshire Housing as discussed below. All reserves are required to be held in qualified New Hampshire financial institutions that are insured by the FDIC.

Operating Reserve

Under the regulatory agreement, Academy Street is required to establish an operating reserve. The operating reserve was funded properly during the years ended December 31, 2024 and 2023.

Replacement Reserve

Under the regulatory agreement, Academy Street is required to set aside amounts for the replacement of property and other expenditures approved by New Hampshire Housing. Additionally, Academy Street is required to make monthly payments to the reserve. The reserve was properly funded during 2024 and 2023.

Insurance and Real Estate Tax Escrows

Academy Street is required to establish a reserve to fund tax and insurance payments for the project. Amounts are to be deposited on a monthly basis to accrue a sufficient balance to pay future tax and insurance bills for the project. As of December 31, 2024 and 2023, the balance in the reserves for tax and insurance escrows was properly funded.

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NOTE 4. LIQUIDITY AND AVAILABILITY

The following represents the Agency's financial assets as of December 31:

	2024	2023
Financial assets at year end:		
Cash and cash equivalents	$ 1,484,910	$ 1,806,373
Accounts receivable	1,767,593	1,875,336
Contributions receivable	20,100	20,000
Due from Gafney Home, L.P.	387,795	519,890
Restricted cash	31,335	36,215
Total financial assets	3,691,733	4,257,814
Less amounts not available to be used within one year:		
Restricted cash	31,335	36,215
Financial assets available to meet general expenditures over the next twelve months	$ 3,660,398	$ 4,221,599

The Agency's goal is generally to maintain financial assets to meet 30 days of operating expenses. As part of its liquidity plan, excess cash is invested in short-term investments, including money market accounts.

NOTE 5. ACCOUNTS RECEIVABLE

All accounts receivable are stated at the amount management expects to collect from balances outstanding at year-end. The Organization uses historical loss information based on the aging of receivables as the basis to determine expected credit losses from receivables and believes that the composition of receivables at year-end is consistent with historical conditions as credit terms and practices and the client base has not changed significantly.

The allowance for uncollectible accounts was estimated to be zero at December 31, 2024 and 2023. The Agency has no policy for charging interest on overdue accounts.

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NOTE 6. CONTRIBUTIONS RECEIVABLE

Contributions receivable represent promises to give, which have been made by donors but have not yet been received by the Agency. The Agency considers contributions receivable to be fully collectible; accordingly, no allowance for contributions receivable has been recorded.

Total unconditional promises to give were as follows at December 31:

	2024	2023
Within one year	$ 20,100	$ 20,000

NOTE 7. DUE FROM GAFNEY HOME, L.P.

Gafney Home, L.P. (Gafney) is a low-income housing tax credit property. The general partner (0.01%) of Gafney is 100% owned by the Agency. The amount included in due from Gafney Home, L.P. on the consolidated statement of financial position represents amounts that the Agency has paid on behalf of Gafney for the construction that is underway. For the years ended December 31, 2024 and 2023 the amount totaled $387,795 and $519,890, respectively.

NOTE 8. PLEDGED ASSETS

As described in **Note 9**, all assets of the Agency are pledged as collateral under the Agency's demand note payable agreement. As described in **Note 10**, the building of the Agency is pledged as collateral under the Agency's mortgage note payable agreement.

NOTE 9. DEMAND NOTE PAYABLE

The Agency has available a revolving line of credit with a bank in the amount of $750,000. The note is payable upon demand. Interest is stated at the prime rate plus 1% which resulted in an interest rate of 8.50% at December 31, 2024 and 9.50% at December 31, 2023. The note is collateralized by all the assets of the Agency. There was no outstanding balance on the demand note payable as of December 31, 2024 and 2023.

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NOTE 10. LONG TERM DEBT

The long term debt at December 31, 2024 and 2023 consisted of the following:

	2024	2023
Mortgage payable to Kennebunk Savings Bank which had interest only payments for 36 months followed by principal and interest payments for 264 months. During the year ended December 31, 2022 the note was refinanced to a fixed interest rate of 4.25% for the first ten years resulting in monthly principal and interest payments of $11,170. On April 26, 2032, and on that date every year thereafter, principal and interest payments will adjust to 1.50% above the highest U.S Prime Rate as published in the Wall Street Journal on the applicable change date, with a floor rate of 4%. The note matures in 2043. The mortgage payable is secured by real estate.	$ 1,731,559	$ 1,790,164
5.00% note payable to the New Hampshire Community Loan Fund with monthly principal and interest payments of $3,251, maturing October 2037. The notes are secured by real estate.	367,658	387,745
Note payable to New Hampshire Housing Finance Authority. The note is not subject to interest or principal amortization and will be forgiven in 2028 provided that the property is used for transitional housing. The note is secured by real estate.	225,000	225,000
Note payable to the City of Dover. The note is not subject to interest or principal amortization and will be forgiven in 2029 provided that the property is used for transitional housing. The note is secured by real estate.	250,000	-
Non-interest bearing note payable to New Hampshire Housing deferred until April 21, 2060 or until the project is sold, refinanced or surplus cash is available. The note is secured by real estate.	785,889	785,889

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	2024	2023
Non-interest bearing note payable to New Hampshire Housing deferred until July 1, 2051 or until the project is sold, refinanced or surplus cash is available. The note is secured by real estate.	25,755	25,756
Total long term debt before current portion of long term debt and unamortized debt issuance costs	3,385,861	3,214,554
Current portion of long term debt	(110,327)	(99,121)
Unamortized debt issuance costs	(54,080)	(57,457)
Total long term debt	$ 3,221,454	$ 3,057,976

The schedule of maturities of long term debt at December 31, 2024 is as follows:

Year Ended December 31	Amount
2025	$ 110,327
2026	86,563
2027	90,488
2028	94,592
2029	573,883
Thereafter	2,430,008
Total	$ 3,385,861

NOTE 11. NET ASSETS

At December 31, 2024 and 2023, net assets with donor restrictions consisted of the following:

	2024	2023
Whole family	$ 38,194	$ 39,286
Delta dental	5,000	-
CCFG & ARPA quality incentive	54,623	-
Maternal health grant	19,430	-
Fuel assistance	107,986	136,699
Total	$ 225,233	$ 175,985

During the years ended December 31, 2024 and 2023 $124,451 and $161,314 were released from net assets with donor restrictions, respectively.

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NOTE 12. OPERATING LEASES

Facilities occupied by the Agency for its community service programs are rented under the terms of various leases with expiration dates through 2032. For the years ended December 31, 2024 and 2023, the annual lease/rent expense for the leased facilities was $69,901.

The Agency accounts for its operating leases under ASU 2016-02, *Leases (Topic 842)*. As such, the right of use (ROU) assets represent the Agency's right to use underlying assets for the lease term, and the lease liabilities represent the Agency's obligation to make lease payments arising from these leases. The ROU assets and lease liabilities, all of which arise from operating leases, were calculated based on the present value of future lease payments over the lease terms. The discount rate related to the Agency's lease liability as of December 31, 2024 was 3.75%, which is based upon the risk-free borrowing rates commensurate with the lease terms. At December 31, 2024, the ROU asset and lease liability is $136,801. At December 31, 2023, the ROU asset and lease liability is $81,312.

The weighted average lease term at December 31, 2024 is 3.47 years. The weighted average discount rate at December 31, 2024 is 3.75%.

Common expenses, classified as occupancy costs in the accompanying consolidated financial statements, are considered a non-lease component under FASB ASC 842 and are recognized as costs as incurred.

Academy Street leases property from the Agency under a lease agreement for an annual rent amount of $1. The lease expires during April 2045. Unless either party serves the other with a 180 day written notice prior to the expiration of the initial term, at the end of the initial term, the lease shall be automatically extended for an additional 25 year term.

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Lease liability maturities as of December 31, 2024 is as follows:

Year Ending December 31	Amount
2025	$ 69,901
2026	38,401
2027	6,901
2028	6,901
2029	6,901
Thereafter	17,244
Total undiscounted lease liability	146,249
Less imputed interest	(9,448)
Total lease liability	$ 136,801

NOTE 13. RETIREMENT PLAN

The Agency maintains a 403(b) Plan and Trust (the Plan) covering substantially all employees. Employee contributions to the Plan are made at predetermined rates elected by employees. Additionally, for the year ended December 31, 2024 the Agency provides a matching contribution equal to 100% of the employee's contribution up to 2% of the employee's compensation. For the year ended December 31, 2023 the Agency provides a matching contribution equal to 25% of the employee's contribution up to 5% of the employee's compensation. Effective April 1, 2016, the Agency instituted an auto enrollment feature mandating a minimum 1% employee contribution; however, employees reserve the right to decline the auto enrollment. Employer matching contributions for the years ended December 31, 2024 and 2023 totaled $40,053 and $33,241, respectively.

NOTE 14. CONCENTRATION OF RISK

The Agency receives a majority of its support from federal and state governments. For the years ended December 31, 2024 and 2023, approximately 79% and 89%, respectively, of the Agency's total revenue was received from federal and state governments. If a significant reduction in the level of support were to occur, it would have a significant effect on the Agency's programs and activities.

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NOTE 15. CONCENTRATION OF CREDIT RISK

The Agency maintains its cash balances at several financial institutions in New Hampshire. The balances are insured by the Federal Deposit Insurance Corporation up to $250,000. The Agency maintains an agreement with its primary financial institution to collateralize the balances in excess of $250,000.

NOTE 16. CONTINGENCIES

The Agency receives grant funding from various sources. Under the terms of these agreements, the Agency is required to use the funds within a certain period and for purposes specified by the governing laws and regulations. If expenditures were found not to have been made in compliance with the laws and regulations, the Agency might be required to repay the funds. No provisions have been made for this contingency because specific amounts, if any, have not been determined or assessed as of December 31, 2024 and 2023.

NOTE 17. RENTAL INCOME RECEIVABLE

During the year ended December 31, 2024, and subsequent to year end, Academy Street entered into four separate rental agreements for use of their four apartments. The rental agreements have differing expirations ranging from April 2024 through July 2025. Monthly payments for the agreements ranged from $1,168 to $1,394 and are due the first day of each month. At December 31, 2024 and 2023, $3,447 and $2,587, respectively, is outstanding from tenants for rent and is included in accounts receivable in the accompanying consolidated statements of financial position.

The approximate future rental payments owed on the above leases are as follows:

Year Ended December 31	Amount
2025	$ 25,526

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NOTE 18. ACQUISITION OF PROPERTY AND LAND

During the year ended December 31, 2024, the Agency acquired property and land relating to the Home for Now Homeless Shelter from another nonprofit organization. The value of the building and land received in the acquisition totaled $386,507 and $1,116,093, respectively. During the year ended December 31, 2023, the Agency acquired property and land relating to a transitional housing program from another nonprofit organization. The value of the building and land received in the acquisition totaled $675,570 and $269,944, respectively.

As part of the acquisition of the property and land during the year ended December 31, 2024, the Agency also acquired the related note payable of $250,000, payable to the City of Dover (see **Note 10**). The Agency has been running the operations of the Home for Now program since the acquisition.

As part of the acquisition of the property and land during the year ended December 31, 2023, the Agency also acquired the related note payable of $225,000, payable to New Hampshire Housing Finance Authority (see **Note 10**). The Agency has been running the operations of the transitional housing program since the acquisition.

NOTE 19. SUBSEQUENT EVENTS

Subsequent events are events or transactions that occur after the statement of financial position date, but before financial statements are available to be issued. Recognized subsequent events are events or transactions that provide additional evidence about conditions that existed at the statement of financial position date, including the estimates inherent in the process of preparing financial statements. Nonrecognized subsequent events are events that provide evidence about conditions that did not exist at the statement of financial position date but arose after that date. Management has evaluated subsequent events through July 23, 2025, the date the consolidated financial statements were available for issuance.

Subsequent to year end, the Agency became entitled to $1,000,000 from HUD. This amount is related to the support needed to complete the project at the Bradley Commons Innovative Center. This support will assist in paying down the mortgage, create 42 workforce housing units, provide capacity to serve nearly 5,000 additional community members in need, and consolidate the offices occupied by the Agency.

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATING STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2024

	Community Action Partnership of Strafford County	Academy Street Family Housing, LLC	Total	Consolidating Adjustments	Consolidated
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	$ 1,382,497	$ 102,413	$ 1,484,910	$ -	$ 1,484,910
Accounts receivable	1,764,146	3,447	1,767,593	-	1,767,593
Contributions receivable	20,100	-	20,100	-	20,100
Due from affiliate	9,249	-	9,249	(9,249)	-
Due from Gafney Home, L.P.	387,795	-	387,795	-	387,795
Inventory	275,443	-	275,443	-	275,443
Prepaid expenses	10,074	-	10,074	-	10,074
Total current assets	3,849,304	105,860	3,955,164	(9,249)	3,945,915
NONCURRENT ASSETS					
Restricted cash	-	31,335	31,335	-	31,335
Security deposits	5,107	3,205	8,312	-	8,312
Property, net of accumulated depreciation	7,178,184	815,031	7,993,215	-	7,993,215
Other noncurrent assets	26,798	-	26,798	-	26,798
Right of use asset	136,801	-	136,801	-	136,801
Total noncurrent assets	7,346,890	849,571	8,196,461	-	8,196,461
TOTAL ASSETS	$ 11,196,194	$ 955,431	$ 12,151,625	$ (9,249)	$ 12,142,376
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Current portion of long term debt	$ 82,809	$ 27,518	$ 110,327	$ -	$ 110,327
Accounts payable	214,239	5,467	219,706	-	219,706
Accrued payroll and related taxes	198,594	-	198,594	-	198,594
Accrued compensated absences	183,856	-	183,856	-	183,856
Due to affiliate	-	9,249	9,249	(9,249)	-
Refundable advances	112,535	-	112,535	-	112,535
Other current liabilities	9,974	4,559	14,533	-	14,533
Current portion of right of use liability	65,895	-	65,895	-	65,895
Total current liabilities	867,902	46,793	914,695	(9,249)	905,446
NONCURRENT LIABILITIES					
Long term debt, less current portion shown above	2,451,161	770,293	3,221,454	-	3,221,454
Security deposits	-	2,855	2,855	-	2,855
Right of use liability, less current portion shown above	70,906	-	70,906	-	70,906
Total noncurrent liabilities	2,522,067	773,148	3,295,215	-	3,295,215
Total liabilities	3,389,969	819,941	4,209,910	(9,249)	4,200,661
NET ASSETS					
Without donor restrictions	7,580,992	135,490	7,716,482	-	7,716,482
With donor restrictions	225,233	-	225,233	-	225,233
Total net assets	7,806,225	135,490	7,941,715	-	7,941,715
TOTAL LIABILITIES AND NET ASSETS	$ 11,196,194	$ 955,431	$ 12,151,625	$ (9,249)	$ 12,142,376

See Independent Auditors' Report

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY AND AFFILIATE

CONSOLIDATING STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2024

	Community Action Partnership of Strafford County	Academy Street Family Housing, LLC	Consolidated
CHANGE IN NET ASSETS			
REVENUES AND OTHER SUPPORT			
Grant revenue	$ 14,421,951	$ -	$ 14,421,951
Fees for service	1,251,930	-	1,251,930
Rent revenue	12,523	65,770	78,293
Public support	1,187,657	-	1,187,657
In-kind donations	1,256,707	-	1,256,707
Interest	1,540	824	2,364
Fundraising	268,446	-	268,446
Other revenue	103,454	-	103,454
Total revenues and other support	18,504,208	66,594	18,570,802
EXPENSES			
Program services			
Child services	6,253,985	-	6,253,985
Community services	2,332,090	-	2,332,090
Energy assistance	4,433,054	-	4,433,054
Housing	1,312,979	65,487	1,378,466
Weatherization	1,277,962	-	1,277,962
Total program services	15,610,070	65,487	15,675,557
Supporting activities			
Management and general	1,365,044	-	1,365,044
Fundraising	270,146	-	270,146
Total expenses	17,245,260	65,487	17,310,747
CHANGE IN NET ASSETS BEFORE ACQUISITION OF PROPERTY AND LAND	1,258,948	1,107	1,260,055
ACQUISITION OF PROPERTY AND LAND	1,252,600	-	1,252,600
CHANGE IN NET ASSETS	2,511,548	1,107	2,512,655
NET ASSETS, BEGINNING OF YEAR	5,294,677	134,383	5,429,060
NET ASSETS, END OF YEAR	$ 7,806,225	$ 135,490	$ 7,941,715

See Independent Auditors' Report

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

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

FEDERAL GRANTOR/ PASS-THROUGH GRANTOR/PROGRAM TITLE	ASSISTANCE LISTING NUMBER	PASS-THROUGH GRANTOR'S NAME	GRANTOR'S NUMBER	FEDERAL EXPENDITURES	
U.S. Department of Agriculture					
Child and Adult Care Food Program	10.558	State of New Hampshire Department of Education	4300-ZZZ		$ 166,261
Child Nutrition Cluster					
Summer Food Service Program for Children	10.559	State of New Hampshire Department of Education	4300-ZZZ	$ 93,713	
National School Lunch Program	10.555	State of New Hampshire Department of Education	At-Risk After School Care Centers	16,974	110,687
Food Distribution Cluster					
Emergency Food Assistance Program	10.569	Belknap-Merrimack Community Action Partnership	None	4,146	
Emergency Food Assistance Program (Food Commodities)	10.569	Belknap-Merrimack Community Action Partnership	None	550,771	554,917
Total U.S. Department of Agriculture					$ 831,865
U.S. Department of Housing and Urban Development					
Supportive Housing for the Elderly	14.157	Dover Housing Authority	Dover Housing Authority		$ 33,004
CDBG Entitlement Grants Cluster					
Community Development Block Grants / Entitlement Grants	14.218	City of Dover, New Hampshire	City of Dover	$ 29,849	
Community Development Block Grants / Entitlement Grants	14.218	City of Rochester, New Hampshire	City of Rochester	87,497	117,346
Emergency Solutions Grant Program	14.231	State of New Hampshire Department of Health and Human Services	05-95-42-423010-7927		88,400
Economic Development Initiative, Community Project Funding & Misc Grants	14.251		B-23-CP-NH-0959		328,196
Continuum of Care	14.267	State of New Hampshire Department of Health and Human Services	SS-2020-BHS-04PERNA-11	29,286	
Continuum of Care	14.267	State of New Hampshire Department of Health and Human Services	COC DV	210,676	
Continuum of Care	14.267	State of New Hampshire Department of Health and Human Services	COC RRH	177,595	417,557
Supportive Housing Program	14.235	State of New Hampshire Department of Health and Human Services	010-092-7176-102-0415		39,178
Total U.S. Department of Housing and Urban Development					$ 1,023,681
U.S Department of Homeland Security			593800-035		$ 5,779
Emergency Food and Shelter National Program	97.024	United Way			
Total U.S. Department of Homeland Security					$ 5,779
U.S. Department of Energy					
BIL - Weatherization Assistance for Low-Income Persons	81.042	State of New Hampshire Governor's Office of Energy & Community Services	02-52-52-520010-XXXX0000-074-50	$ 253,296	
Weatherization Assistance for Low-Income Persons	81.042	State of New Hampshire Governor's Office of Energy & Community Services	01-02-02-024010-7706-074-500587	140,992	$ 394,288
Total U.S. Department of Energy					$ 394,288

See Notes to Schedule of Expenditures of Federal Awards

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

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

FEDERAL GRANTOR/ PASS-THROUGH GRANTOR/PROGRAM TITLE	ASSISTANCE LISTING NUMBER	PASS-THROUGH GRANTOR'S NAME	GRANTOR'S NUMBER	FEDERAL EXPENDITURES	
U.S. Department of Health & Human Services					
Aging Cluster					
Special Programs for the Aging - Title III, Part B	93.044	State of New Hampshire Department of Health and Human Services, NTS	05-95-48-48010-78720000-512-500352	$ 35,955	
Special Programs for the Aging - Title III, Part B	93.044	State of New Hampshire Division of Elderly and Adult Services	010-048-7872-512-0352	5,948	$ 41,903
Maternal, Infant, Early Childhood Homevisiting Program	93.870	State of New Hampshire Department of Health and Human Services, DPH, BPHCS, Maternal & Health Section	05-95-90-902010-5896		161,940
Foster Care - Title IV - E	93.658	State of New Hampshire Department of Health and Human Services, DPH, BPHCS, Maternal & Health Section	05-95-90-902010-5897		124,607
Promoting Safe and Stable Families	93.556	State of New Hampshire, DHHS, Division for Children, Youth and Families	05-095-042-421010-29730000-102-500734-42107306		3,052
Temporary Assistance for Needy Families	93.558	State of New Hampshire, DHHS, Division for Children, Youth and Families	05-095-045-450010-61460000-502-500891-42106603		205,904
Low-Income Home Energy Assistance	93.568	State of New Hampshire Governor's Office of Energy & Planning	01-02-02-024010-77050000-074-500587	$ 4,061,976	
Low-Income Home Energy Assistance	93.568	State of New Hampshire Governor's Office of Energy & Planning	01-02-02-024010-77050000-074-500587	345,658	4,407,634
Low-Income Water Assistance Program	93.499	State of New Hampshire Governor's Office of Energy & Planning	02-52-52-52010-19880000-500587		103,374
Community Services Block Grant	93.569	State of New Hampshire, DHHS, DFA	010-045-7148-093-0415	501,467	
Community Services Block Grant	93.569	Southern NH Services	RPIC	10,000	511,467
CCDF Cluster					
ARPA - Child Care and Development Block Grant	93.575	State of New Hampshire, DHHS	177200 & H79TI084759		329,909
Head Start Cluster					
Head Start	93.600	Direct Funding	01CH01149602 & 603		4,496,495
Substance Abuse and Mental Health Services Administration	93.243	Hope on Haven Hill	H79TI084759		35,825
Community-Based Child Abuse Prevention Grants	93.590	NH Childrens Trust	Trestle Impletementation & Concrete Supports		6,523
Activities to Support STLT Health Dept Response to Public Health or Healthcare Crises	93.391	NH Childrens Trust			24,399
Social Services Research and Demonstration	93.647		90EDA0017		329,758
Maternal and Child Health Services Block Grant to States	93.994	State of New Hampshire, DHHS, Division for Children, Youth and Families	05-095-090-51900000-102-500731-90004009		7,306
Stephanie Tubbs Jones Child Welfare Program	93.645	State of New Hampshire, DHHS, Division for Children, Youth and Families	05-095-042-421010-29680000-102-500734-42106802		1,287
Social Services Block Grant	93.667	State of New Hampshire, DHHS, Division for Children, Youth and Families	05-095-042-421010-29660000-102-500734-42106603		60,209
Total U.S. Department of Health & Human Services					$ 10,851,592
TOTAL					**$ 13,107,205**
NON-FEDERAL AWARDS					
Electrical Assistance Program		NH Public Utilities Company			$ 242,065

See Notes to Schedule of Expenditures of Federal Awards

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

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

NOTE 1. BASIS OF PRESENTATION

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

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

NOTE 3. INDIRECT COST RATE

Community Action Partnership of Strafford County has elected not to use the ten percent de minimis indirect cost rate allowed under the Uniform Guidance.

NOTE 4. FOOD DONATION

Nonmonetary assistance is reported in the Schedule at the fair value of the commodities received and disbursed.

NOTE 5. SUBRECIPIENTS

Community Action Partnership of Strafford County had no subrecipients for the year ended December 31, 2024.

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

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

To the Board of Directors of
Community Action Partnership of Strafford County

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the consolidated financial statements of Community Action Partnership of Strafford County (a New Hampshire nonprofit organization) and Affiliate, which comprise the consolidated statements of financial position as of December 31, 2024 and 2023, and the related consolidated statements of activities, functional expenses, and cash flows, and the related notes to the consolidated financial statements, and have issued our report thereon dated July 23, 2025.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the consolidated financial statements, we considered Community Action Partnership of Strafford County's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of Community Action Partnership of Strafford County's internal control. Accordingly, we do not express an opinion on the effectiveness of Community Action Partnership of Strafford County's internal control.

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

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

Report on Compliance and Other Matters

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

Purpose of this Report

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

Leone, McDonnell & Roberts
Professional Association

Dover, New Hampshire
July 23, 2025

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Leone, McDonnell & Roberts
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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

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

To the Board of Directors of
Community Action Partnership of Strafford County

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

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

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

Basis for Opinion on Each Major Federal Program

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

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

Responsibilities of Management for Compliance

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

Auditors' Responsibilities for the Audit of Compliance

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

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

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Community Action Partnership of Strafford County's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Community Action Partnership of Strafford County's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Community Action Partnership of Strafford County's internal control over compliance. Accordingly, no such opinion is expressed.

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

Report on Internal Control over Compliance

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

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

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

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

Leone, McDonnell & Roberts
Professional Association

Dover, New Hampshire
July 23, 2025

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COMMUNITY ACTION PARTNERSHIP OF STRAFFORD COUNTY

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

A. SUMMARY OF AUDITORS' RESULTS

1. The auditors' report expresses an unmodified opinion on whether the consolidated financial statements of Community Action Partnership of Strafford County and Affiliate were prepared in accordance with GAAP.

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

3. No instances of noncompliance material to the financial statements of Community Action Partnership of Strafford County, which would be required to be reported in accordance with *Government Auditing Standards*, were disclosed during the audit.

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

5. The auditors' report on compliance for the major federal award programs for Community Action Partnership of Strafford County expresses an unmodified opinion on all major federal programs.

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

7. The programs tested as major were: U.S. Department of Health and Human Services, Head Start, ALN 93.600 and Social Services Research and Demonstration, ALN 93.647, NON-FEDERAL, NH Public Utilities Corporation, Electrical Assistance Program.

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

9. Community Action Partnership of Strafford County was determined to be a low-risk auditee.

B. FINDINGS – FINANCIAL STATEMENTS AUDIT

None

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

None

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Renee Couture, MSW, Director of Family Services
Community Action Partnership of Strafford County
Email: rcouture@straffordcap.org Phone: 603.404.5065

Work Experience

Director of Family Services, Community Action Partnership of Strafford County, Dover, NH, July 2025 - present

- Leadership and management of CAPSC family support programs, including CFSS and HFA home visiting, Kinship and Newborn Navigation services, Family Resource Centers, and the statewide Diaper Distribution Pilot Program.
- Ensuring full compliance with all State and Federal regulations, while developing and maintaining systems and procedures that adhere to mandated standards.
- Grants oversight and management, ensuring contractual obligations—such as finance, service provision, and deliverables—are met.
- Responding to RFPs within the Family Services program portfolio, preparing grant applications and related material.
- Upholding high-quality programmatic standards and overseeing continuous improvement initiatives.

Executive Director, Krempels Brain Injury Center, Portsmouth, NH, 2009-2024

- Ensured effective and efficient management of business operations and personnel, overseeing continuous improvement and growth of programs, services, and financial sustainability.
- Directed the development, execution, and evaluation of multiple strategic plans, in collaboration with the board of directors and key personnel.
- Stewarded long-standing partnership with University of New Hampshire, leveraging relationships for program evaluation and research, board membership, and access to current research and best practices.
- Directed the evolution of finance, human resources, and telecommunications systems and processes to ensure smooth, cost-effective operations and regulatory compliance.
- Evolved founder/organizing board of 11 to a governing board of 15 strategically recruited professionals from diverse and relevant backgrounds and industries.
- Matured fitness and focus of board by establishing infrastructure and processes to support effective recruitment, purposeful and productive engagement, and leadership succession.
- Partnered with local entrepreneur and with an idea for a mission-based, peer-to-peer fundraiser, establishing and growing the King Challenge cycling event, raising $1.25 million over 13 years.
- Ensured financial soundness and sustainability by improving cash and cash reserves by 200%, exceeding minimum best practice for reserve funds while simultaneously investing in organization's growth per strategic initiatives.

Education

Master of Social Work, University of New England, Biddeford, ME, 2000

Bachelor of Science, Social Work and Outdoor Education, University of New Hampshire, Durham, 1994

Community Organizations

Member, Board of Directors, Family Resource Center Network of NH, February 2026 - present

Member, Board of Directors, Chamber Collaborative of Greater Portsmouth, May 2021 – February 2025

community Action PARTNERSHIP of Strafford County

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Dina Gagnon, Family Resource Center Manager
Community Action Partnership of Strafford County
Email: dgagnon@straffordcap.org Phone: 603-534-0728

Work Experience

Community Action Partnership of Strafford County, Rochester, NH

Family Resource Center Manager, June 2025 – Present time

- Overseeing the implementation of high-quality programs and services within the Family Resource Centers (FRC) and in the community.
- Supporting families contacting or referred to the Center, providing concrete support, information, and community referrals.
- Planning seasonal group-based program offerings, including play groups, social and support groups, educational/information sessions, and family night events, in alignment with FRC Standards of Quality and Protective Factors.
- Conducting community outreach, attending key networking meetings and tabling events, to promote programs and cultivate new connections.
- Maintaining program data and ensuring policies, procedures, and program standards are followed and delivered effectively.
- Co-facilitating Community Advisory Committee meetings, seeking input and feedback from committee members for Continuous Quality Improvement and maintenance of FRC-Q.
- Participating in trainings and meetings that support Family Resource Center programs, staff development, and family services.

Family Resource Center Coordinator, October 2024 – June 2025

- Worked with staff and families to coordinate resources and supportive programming through the Family Resource Center.
- Provided direct support to families and assisted with meeting the needs of children and caregivers.
- Planned and facilitated playgroups, support groups, and family events.
- Represented CAPSC at community events and collaborated with local organizations and programs.
- Maintained the diaper closet, clothing closet, and managed donated items and supplies.

Healthy Families of America Home Visitor, 2023 – 2024

- Worked with pregnant mothers and families with children from birth to age three to support healthy child development and family stability.
- Assisted families with goal setting and assessed the needs of both the child and family.
- Conducted home visits to provide parenting support, developmental activities, and connection to community resources.
- Co-facilitated playgroups, support groups, and family events.

Rapid Rehousing Case Manager, 2022 –2023

- Assisted individuals and families experiencing homelessness in securing housing through the Rapid Rehousing program.
- Supported families in transitioning to independent living by providing case management, goal planning, and ongoing support.
- Met regularly with families to help them maintain housing stability and access needed services.
- Assisted clients with obtaining important documents such as identification cards, Social Security cards, and application paperwork.

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Warming Center Staff, 2021 – 2022

- Provided assistance to homeless community members seeking warmth and safety during wintertime.
- Checked in guests and maintained shower and laundry schedules.
- Served meals and maintained guests' storage areas.

Organizations

- Regional Board Member – The Granite YMCA of Somersworth November 2025 - current
- Member – Somersworth Area Women's Club (GFWC) - May 2024 - current
- Leadership Team Member – Seacoast Learning Center February 2022 - current
- Member – Somersworth Festival Association January 2005 - current
- Volunteer – Local schools and community organizations September 2005 - 2023
- Member – Tri-City Homeless Taskforce (Fidelity Group) April 2018 - 2021

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Danielle E. Bah, Home Visiting Manager
Community Action Partnership of Strafford County
Email: dbah@straffordcap.org Phone: (603) 534-6200

Work Experience

Community Action Partnership of Strafford County, Dover NH

Home Visiting Manager, April 2025 – Present

- Provide strategic and operational oversight for the Healthy Families, Kinship, and Comprehensive Family Supports (CFSS) programs, managing all aspects of case management, service delivery, and program implementation.
- Deliver ongoing reflective supervision to home visiting staff and supervisors in early childhood development, prenatal services, parenting education, nutrition, and family support; ensure accountability, fidelity to model standards, and achievement of program objectives.
- Oversee referral review and enrollment decisions, prioritizing families with the highest needs and coordinating applications to external programs including Early Head Start.
- Monitor caseload distribution and directly observe home visitor practice to ensure quality, consistency, and compliance with program standards.
- Ensure adherence to all relevant home visiting model and contractual requirements; recommend policy updates, revise procedures, and maintain accurate supervisory documentation within the data management system.
- Conduct quarterly participant file audits to ensure completeness, accuracy, and regulatory compliance.
- Lead staff meetings and provide team direction to maintain program alignment, performance focus, and continuous quality improvement.
- Develop and monitor work plans to achieve targeted performance measures; contribute to grant proposals and support contract compliance.
- Manage aspects of program invoicing and fiscal procedures; provide input to the Family Services Director on annual budgets and monthly expense review.
- Maintain collaborative partnerships with referral sources and community agencies (e.g., Head Start/Early Head Start, social service agencies, schools, and state partners) to ensure coordinated, non-duplicative services and full enrollment.
- Co-maintain the Community Advisory Committee in compliance with model requirements.
- Facilitate mandated reporting to DCYF and provide direct family support or crisis intervention as needed.
- Attend and represent the program at HFA, HVNH, MCH, CFSS, FSNH, and assigned community, state, regional, and national meetings and trainings.
- Collaborate with the Family Resource Center to support parent education initiatives and playgroups that promote socialization, child development, and family engagement.

FRC Manager, June 2024 – April 2025

- Managed overall resource navigation and service coordination components of the Family Resource Center, ensuring responsive, family-centered support.
- Provided ongoing reflective supervision and leadership to Family Services staff in early childhood development, prenatal services, parenting education, nutrition, and family support; ensured role clarity, accountability, and achievement of program objectives.
- Maintained up-to-date knowledge of program policies and procedures; ensured staff adherence and implemented updates as needed to maintain compliance.
- Oversaw written and electronic documentation, maintaining accurate records and supervisory notes within the data management system.

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Danielle E. Bah, Home Visiting Manager
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- Reviewed referrals, determined appropriate service pathways, and ensured completion of external referrals and required feedback surveys.
- Developed and monitored work plans aligned with contractual performance measures and funding requirements.
- Established and maintained the FRC Community Advisory Council in compliance with FRC Designation Status, convening quarterly meetings to strengthen community voice and engagement.
- Built and sustained collaborative partnerships with referral sources and community agencies, including Head Start/Early Head Start, local social service agencies, schools, and state partners to ensure coordinated, non-duplicative services and full enrollment.
- Ensured timely and appropriate reporting of suspected child abuse and neglect to DCYF in accordance with mandated reporting requirements.
- Contributed to grant proposal development and funding applications related to home visiting and family support services.
- Led regular staff meetings and provided team direction to maintain program focus and alignment.
- Supported parent education initiatives and playgroups promoting socialization, child development, and community engagement.
- Provided direct services to families as needed, including crisis intervention and resource linkage.
- Attended required state, regional, and national meetings, trainings, and conferences.

Healthy Families America Supervisor, December 2022 – June 2024

- Supervised Healthy Families America home visiting staff, providing weekly reflective supervision in early childhood development, prenatal services, parenting education, family support, and nutrition in alignment with HFA model requirements.
- Met weekly with the HFA Program Manager for reflective supervision when carrying a caseload and monthly when not carrying a caseload.
- Collaborated with the Program Manager and Outreach & Enrollment Coordinator to maintain full enrollment and prioritize services for families with the highest needs.
- Reviewed HFA screenings and Parent Surveys to determine eligibility and enrollment decisions.
- Observed and documented home visitor practice; monitored caseloads and ensured fidelity to HFA standards and policies.
- Ensured adherence to all HFA Home Visiting program requirements, recommending procedural updates and revising forms as needed.
- Maintained oversight of written and electronic records; conducted semi-annual file audits to ensure compliance, accuracy, and completeness.
- Facilitated timely and appropriate reports of suspected child abuse and neglect to DCYF in accordance with mandated reporting requirements.
- Assisted in developing and monitoring work plans tied to targeted performance measures and continuous quality improvement goals.
- Maintained a limited caseload, providing direct home visiting services, resources, referrals, and family support.
- Facilitated ongoing parent groups in collaboration with the Family Resource Center to promote protective factors, socialization, and child development.
- Completed required administrative tasks, supervision documentation, reporting, and Medicaid billing (CFSS) in a timely and accurate manner.
- Attended HFA/CFSS state meetings, trainings, and assigned community, regional, state, and national conferences.

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Danielle E. Bah, Home Visiting Manager
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- Supported onboarding and professional development of new home visiting staff.
- Performed additional duties as assigned to support program operations and organizational goals.

Healthy Families of America Home Visitor, Oct 2021 – December 2022

- Assessed family needs using a variety of reflective strategies such as: relationship building, motivational interviewing, problem talk, explore and wonder, and accentuate the positive.
- Educated parents in child development, child and maternal health, safety and parenting skills based on individual needs prenatally up to age 3.
- Developed client led family goals and service plans collaboratively with parents/caregivers
- Supported the development of nurturing relationships and parental self-efficacy through reinforcing and modeling positive, nurturing, and responsive parent-child interactions, skills, and relationships.
- Facilitated resource & referral based on community supports and expressed family needs
- Establishes and facilitates strength-based, trusting relationships with families through home-based services
- Supported families in developing and capitalizing on necessary parenting skills needed to support the physical, emotional, social, and overall developmental needs of their children.
- Translated and utilized specific curriculum and techniques to teach, model and grow parents' confidence in their abilities to positively parent their child/ren and encourage development while maintaining a safe, healthy environment
- Maintained a caseload of 8-15 families based on frequency of visits determined by family needs
- Conducted initial meetings with families to determine eligibility for program
- Advocated for clients by coordinating care with and providing outreach to community partners on behalf of families
- Documented individual and family demographic information using ETO
- Facilitated various routine screenings such as: (ASQ) developmental screening, (EPDS) depression screening, and (RAT) relationship assessment tool.

Education/Certifications

Bachelor of Science, Public Health, Coastal Carolina University, Conway, SC, 2015

Trust-Based Relational Intervention Caregiver Training, Salem Family Resource Center, 2025

Certified Lactation Counselor, ALPP, 2023

Logic Model Certification, Coastal Carolina University, 2013

FORM NUMBER P-37 (version 2/23/2023)

Subject: Family Resource Center Services and Kinship Navigation Program Services - RFA-2027-DPH-04-FRCSK-04

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

AGREEMENT

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

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name New Hampshire Department of Health and Human Services		1.2 State Agency Address 129 Pleasant Street Concord, NH 03301-3857	
1.3 Contractor Name Granite United Way		1.4 Contractor Address 22 Concord Street Floor 4 Manchester, NH 03101	
1.5 Contractor Phone Number 603-625-6939	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $231,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Nichole Martin Reimer 07859DF8A88D464... Date: 5/14/2026		1.12 Name and Title of Contractor Signatory Nichole Martin Reimer CEO	
1.13 State Agency Signature DocuSigned by: Iain Watt D778BB63E9704C7... Date: 5/22/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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 74873484494446B... On: 5/22/2026			
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

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Date 5/14/2026

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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.

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Date 5/14/2026

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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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Date 5/14/2026

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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 5/14/2026

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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 on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure services are provided in the following DHHS Office Catchment Area: Laconia District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must actively work with the Department and the Facilitation Organization in New Hampshire to obtain certification as a Family Resource Center of Quality (FRC-Q). Once certification is obtained, the Contractor must maintain certification throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

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1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Additional Terms**

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

1.6.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.6.2.1. Review of participant files.

1.6.2.2. Review of training records and professional development plans to ensure staffing requirements are met.

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1.6.2.3. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.6.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.6.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.6.4.1. Acknowledgement of data collection within the FCH-DS.

1.6.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.6.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.7. Reporting

1.7.1. The Contractor must submit quarterly reports highlighting program activities to the Department no later than the 15th day of the month following the end of each reporting period. The first report is due by October 15, 2026, and must include:

1.7.1.1. Progress toward achieving stated outcomes;

1.7.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.7.1.3. Data as requested by the Department.

1.7.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.7.2.1. Program accomplishments and activities.

1.7.2.2. Recommendations for service development and outcome improvements.

1.7.2.3. Identification of systemic barriers.

1.7.2.4. Family satisfaction survey results.

1.7.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.7.3.1. Full Name.

1.7.3.2. Date of birth.

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1.7.3.3. Race and ethnicity.

1.7.3.4. Primary language.

1.7.3.5. Household income.

1.7.3.6. Household size.

1.7.3.7. Housing status.

1.7.3.8. Marital status.

1.7.3.9. Town of residence.

1.7.3.10. County of residence.

1.7.3.11. Source of referral.

1.7.3.12. Presence of an incarcerated parent.

1.7.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.7.3.14. Receipt of public benefits, including but not limited to:

1.7.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.7.3.14.2. New Hampshire Child Care Scholarship.

1.7.3.14.3. Medicaid.

1.7.3.14.4. Social Security Disability Insurance (SSDI).

1.7.3.14.5. Supplemental Security Income (SSI).

1.7.3.14.6. Temporary Assistance for Needy Families (TANF).

1.7.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.7.3.15. Participant encounter and service data, including:

1.7.3.15.1. Date of service.

1.7.3.15.2. Participants present during service delivery.

1.7.3.15.3. Service type and topics reviewed.

1.7.3.15.4. Parent education classes or groups attended.

1.7.3.15.5. Support groups attended.

1.7.3.16. Family Resource Center Goal and outcome domains, including:

1.7.3.16.1. Community linkages and referrals.

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1.7.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.7.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

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

1.8. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.9. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution

1.9.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.10. Background Checks

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

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

1.10.1.2. 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

1.10.1.3. 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.

1.11. Confidential Data

1.11.1. 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.

1.11.2. 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.

1.12. Privacy Impact Assessment

1.12.1. 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:

1.12.1.1. How PII is gathered and stored;

1.12.1.2. Who will have access to PII;

1.12.1.3. How PII will be used in the system;

1.12.1.4. How individual consent will be achieved and revoked;

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and

1.12.1.5. Privacy practices.

1.12.2. 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.

1.13. Department Owned Devices, Systems and Network Usage

1.13.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.13.1.1. 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;

1.13.1.2. 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;

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

1.13.1.4. 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;

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

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

1.13.1.6.1. Complete the Department's Annual

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Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.13.1.6.2. 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.

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

1.13.1.7. 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.

1.13.1.8. 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.

1.13.2. Workspace Requirement

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

1.14. Contract End-of-Life Transition Services

1.14.1. General Requirements

1.14.1.1. 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

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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.

1.14.1.2. 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 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.

1.14.1.3. 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.

1.14.1.4. 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.

1.14.1.5. 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.

1.14.1.6. 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

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retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.

1.14.2. Completion of Transition Services

1.14.2.1. 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.

1.14.2.2. 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.

1.14.3. Disagreement over Transition Services Results

1.14.3.1. 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.

1.15. Website and Social Media

1.15.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.15.2. 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

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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.

1.15.3. State of New Hampshire's Website Copyright

1.15.3.1. 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.

2. Exhibits Incorporated

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

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

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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

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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

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

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public

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

4. Records

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

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

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

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 DHHS.DPHS.Contract@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.
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.

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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.

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.

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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:	*Granite United Way*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	13.64%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$65,260	$65,260	$65,260
2. Fringe Benefits	$0	$0	$0
3. Consultants	$0	$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	$0	$0	$0
6. Travel	$2,500	$2,500	$2,500
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$0	$0	$0
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	$67,760	$67,760	$67,760
Total Indirect Costs	$9,240	$9,240	$9,240
Subtotals	$77,000	$77,000	$77,000
			TOTAL $231,000

Contractor Initials: MLR (Initial)

Date: 5/14/2026

New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

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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

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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,

Initial MMR

Contractor Initials _____

Date 5/14/2026

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.I., and the defense and indemnification provisions of the General Provisions (P-37) of the Agreement, shall survive the termination of the BAA.

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

Department of Health and Human Services	Granite United Way
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	Signed by: Nichole Martin Reimer 07050DE8A002464...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Nichole Martin Reimer
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	CEO
Title of Authorized Representative	Title of Authorized Representative
5/22/2026	5/14/2026
Date	Date

Initial NMR

Contractor Initials _____

Date 5/14/2026

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State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that GRANITE UNITED WAY is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on March 30, 1927. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **65650**

Certificate Number: **0007782564**



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 9th day of February A.D. 2026.

David M. Scanlan
Secretary of State

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CERTIFICATE OF AUTHORITY

I, Betsey Rhynhart, hereby certify that:

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

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

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

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

Dated: 4/20/2026

Signed by:
Betsey Rhynhart
1A4F14605493...

Signature of Elected Officer
Name: Betsey Rhynhart
Title: Board Vice Chair

Docusign Envelope ID: 89849204-4C8F-846E-83DB-2EA0F8A4A7EE

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 1/6/2026

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
Arthur J. Gallagher Risk Management Services, LLC
45 Constitution Avenue
P.O. Box 511
Concord NH 03302-0511

CONTACT NAME: Darlene Moriarty
PHONE (A/C, No, Ext): 800-238-3840 **FAX (A/C, No):** 603-224-8012
E-MAIL ADDRESS: darlene_moriarty@ajg.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Hanover Insurance Companies	22292
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED GRANUNI-02
Granite United Way
22 Concord Street
Floor 4
Manchester NH 03101

COVERAGES **CERTIFICATE NUMBER:** 1791529436 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY [ ] PRO-JECT [ ] LOC OTHER:			ZHV 900337108 14	1/1/2026	1/1/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG $	$ 1,000,000 $ 100,000 $ 10,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
A	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY [ ] SCHEDULED AUTOS X HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			ZHV 900337108 14	1/1/2026	1/1/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) $	$ 1,000,000 $ $ $ $
A	X UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED X RETENTION $ 0			UHV 9003210 14	1/1/2026	1/1/2027	EACH OCCURRENCE AGGREGATE $	$ 1,000,000 $ 1,000,000 $
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N [N] (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		WHV 8996602 15	1/1/2026	1/1/2027	X PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 500,000 $ 500,000 $ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
WC 3A States: NH, VT
Covering operations of the named insured during the policy period.

CERTIFICATE HOLDER

State of NH Department of Health and Human Services
129 Pleasant Street
Concord NH 033013857
USA

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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NONPROFIT COVER SHEET

A. Entity Name: Granite United Way

B. Entity's Contact Information:

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

Name / Phone / Email: Shannon Swett, 603.313.5675, shannon.swett@graniteuw.org

Person responsible for Accuracy and Completeness of information provided:

Name: Shannon Swett Title: Chief Impact Officer

Signature:

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Josephine Moran (Chair)	Ledyard Financial Group, Inc., President and CEO
Kathy Bizarro-Thunberg (Co-Vice Chair)	New Hampshire Hospital Association, Executive Vice President
Betsey Rhynhart (Co-Vice Chair / MC CIC Chair)	Concord Hospital, Vice President of Population Health
Joseph Bator (Immediate Past Chair / Audit Chair)	Northfield Savings Bank, President & CEO
Doug DeLara (Treasurer)	Mowery & Schoenfeld, LLC, Senior Audit Manager
William Keena (Secretary)	AmeriHealth Caritas New Hampshire, Market President NH (Retired)
Kyle Barry	NextEra Energy Seabrook Station, Director of Organizational Effectiveness
Stephen Brooks	Littleton Coin Company, Chief Operating Officer
Robert Coates	Eversource, President - Eversource New Hampshire Electric Operations
Paul DeBassio	United Way Network (Retired)
Chris Emond	Boys & Girls Club of Central NH, CEO
Colby Gamester (GSR CIC Chair)	Gamester Law Office, Owner & Attorney
James Harris	Sheehan Phinney, Litigation Department Chair
Dr. Pamela Hofley	Dartmouth Hitchcock, Medical Director
John Hughes	McLane Middleton, Director, Trusts & Estates Department
Diana Johnson	Merrimack County Savings Bank, Vice President Marketing Officer
Christina Lachance	NH Children's Trust, Executive Director

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Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Dr. Chuck Lloyd	Community College System of NH, Vice Chancellor
Stacia Maloney	Pike Industries, Human Resources Director
Herschel Nachlis	Dartmouth College, Associate Director and Senior Policy Fellow
Maura Palmer (Governance Chair)	Salem School District, Superintendent
Randy Perkins	Eversource, Senior Account Executive (Retired)
Dr. Daisy Pierce	Navigating Recovery of the Lakes Region, Executive Director
Kelli Riggs (Marketing Chair)	Comcast, VP Marketing Planning and Execution
Sarmad Saman (NNH CIC Chair)	White Mountains Community College, President
Justin Slattery (CR CIC Chair)	Belknap Economic Development Council, Executive Director
Tim Soucy (SR CIC Chair)	Catholic Medical Center (Retired)
Rusty Talbot (NC CIC Chair)	North Country Climbing Center, CEO
Nick Toumpas (Impact/Equity Chair)	Department of Health & Human Services, Commissioner (Retired)

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

Name	Role	Annual Salary	Amount Paid From This Contract
Shannon Swett	Chief Impact Officer	$140,094.15	$0
Marla May Zarzour	Contracts Specialist	$65,000	$0
Joelyn Drennan	AVP Impact	$92,700	$0
Erin Uhlman	Family Support Specialist	$ 56,667	$56,667
Megan Woods	Family Support Specialist	$ 56,667	$20,333
Jennifer Hunter	Director, Whole Village FRC	$85,000	$0

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

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17442	Granite Thunder Field Artillery Association	1059 Canal Street	Manchester	NH	03101	G	2/15/2027

Updated: April 16, 2026

New Hampshire Department of Justice

Registered Charities List
G = Good Standing; X = Not in Good Standing; S = Suspended

Charitable Trusts Unit

Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
31384	Granite Town Festivities Committee, Inc.	PO Box 847	Milford	NH	03055	G	5/15/2026
2024	Granite United Way	22 Concord Street Floor 4Manchester, NH 03101	Manchester	NH	03101	G	11/15/2026
35225	Granite Valley Preparatory Chartered Public School, Inc	311 Main StreetKeene, NH 03431	Keene	NH	03431	G	5/15/2026
1927	Granite VNA, Inc.	30 Pillsbury Street	Concord	NH	03301-3502	G	2/14/2027
2977	Granite YMCA	670 North Commercial Street, Suite 103	Manchester	NH	03101	G	10/15/2026
19838	Grant Foundation	310 Hoodridge DrivePittsburgh, PA 15234	Pittsburgh	PA	15234	X	5/15/2025
34024	Grant Kordic Foundation	116 Nashua Road	Bedford	NH	03110	X	12/15/2023
5914	Grantham Community Crisis Fund	PO Box 1192	Grantham	NH	03753-0733	G	11/15/2026
19912	Grantham Garden Club	PO Box 1232	Grantham	NH	03753	G	5/15/2027
5126	Grantham Historical Society, Inc.	PO Box 540	Grantham	NH	03753-0540	G	5/15/2027
13734	Grantham Parent Teacher Group	75 Learning Drive	Grantham	NH	03753	G	11/15/2026
2396	Grantham Volunteer Firemen's Association	PO Box 80	Grantham	NH	03753	G	5/15/2027
11604	Grapevine - Family and Community Resource Center	PO Box 637	Antrim	NH	03440	G	5/15/2026
35648	Grapevine Giving Foundation	64 Bleecker Street	New York	NY	10012	G	5/15/2026
17396	Grassroot Soccer, Inc.	PO Box 632Hanover, NH 03755	Hanover	NH	03755	G	5/15/2026
17390	Grassroots International, Inc.	867 Boylston St,Boston, MA 02116	Boston	MA	02116	G	9/15/2026
31215	Grateful Cafe Sober Club	270 Main Street	Tilton	NH	03276	X	5/15/2020
34386	Grateful Giving Foundation	PO Box 224	Dallas Center	IA	50063	G	5/15/2026
32557	Graylag Nature Preserve, Inc.	320 Clough Road	Pittsfield	NH	03263	G	5/15/2026
31312	GRD Memorial Foundation, Inc.	PO Box 81 169 Dale Road	Center Sandwich	NH	03227	G	5/15/2026
3464	Great American Downtown, Inc.	6 Main Street, Suite #1	Nashua	NH	03064	G	5/15/2026
11177	Great Bay eLearning Charter School	30 Linden Street	Exeter	NH	03833	G	5/15/2026
2696	Great Bay Kids' Company	81 NH Avenue	Portsmouth	NH	03801-2864	G	5/15/2026
17038	Great Bay Masters Swimming, Inc.	PO Box 1723	Dover	NH	03821-1723	G	5/15/2027
2399	Great Bay Radio Association	78 Littleworth Road	Dover	NH	03820	G	5/15/2026
12733	Great Bay Rowing	PO Box 846	Durham	NH	03824	G	5/15/2026
32065	Great Bay Rugby	9 Monroe Street	Dover	NH	03820	G	11/15/2026

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Granite United Way

LIVE UNITED

MISSION STATEMENT

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

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GRANITE UNITED WAY

FINANCIAL REPORT

JUNE 30, 2025

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

INDEPENDENT AUDITOR'S REPORT

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

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Granite United Way, which comprise the statement of financial position as of June 30, 2025 and the related statements of activities and changes in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

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

Basis for Opinion

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

Responsibilities of Management for the Financial Statements

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

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

59 Emerald Street
Keene, NH 03431
v: 603-357-7665
f: 603-224-3792

44 School Street
Lebanon, NH 03766
v: 603-448-2650
f: 603-448-2476

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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 Granite United Way's ability to continue as a going concern for one year after the date that the financial statements are issued.

Auditor's Responsibilities for the Audit of the Financial Statements

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

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Granite United Way's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Granite United Way's ability to continue as a going concern for a reasonable period of time.

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

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards,* we have also issued our report dated November 13, 2025, on our considerations of Granite United Way's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the 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 Granite United Way's internal control over financial reports and compliance.

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Report on Summarized Comparative Information

We have previously audited Granite United Way's June 30, 2024 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated March 13, 2025. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2024 is consistent, in all material respects, with the audited financial statements from which it has been derived.

Other Supplementary Information

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

Nathan Wechsler & Company

Concord, New Hampshire
November 13, 2025

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STATEMENT OF FINANCIAL POSITION
June 30, 2025 with comparative totals as of June 30, 2024

	2025			2024
	Without Donor/ Time Restrictions	With Donor/ Time Restrictions	Total	Total
ASSETS				
CURRENT ASSETS				
Cash	$ 236,587	$ 125,234	$ 361,821	$ 142,539
Prepaid and reimbursable expenses	48,979	-	48,979	36,638
Investments	-	578,126	578,126	619,036
Accounts and rent receivable	4,028	-	4,028	5,597
Contributions and grants receivable, net of allowance for uncollectible contributions 2025 $359,707; 2024 $356,521	-	2,552,184	2,552,184	3,646,179
Total current assets	289,594	3,255,544	3,545,138	4,449,989
OTHER ASSETS				
Property and equipment, net	1,287,042	-	1,287,042	1,340,937
Operating lease, right-of-use assets	279,109	-	279,109	451,376
Investments - endowment	14,734	275,877	290,611	268,186
Beneficial interest in assets held by others	-	3,045,064	3,045,064	2,845,719
Total other assets	1,580,885	3,320,941	4,901,826	4,906,218
Total assets	**$ 1,870,479**	**$ 6,576,485**	**$ 8,446,964**	**$ 9,356,207**
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Line of credit	$ -	$ -	$ -	$ 225,000
Current maturities of long-term debt	9,530	-	9,530	21,827
Allocations payable to partner agencies	-	-	-	100,707
Donor-designations payable	428,704	383,374	812,078	878,608
Accounts payable	524,284	-	524,284	918,533
Accrued expenses	183,420	-	183,420	242,855
Current portion operating lease liabilities	171,660	-	171,660	171,766
Funds held for others	5,608	-	5,608	16,569
Total current liabilities	1,323,206	383,374	1,706,580	2,575,865
LONG-TERM LIABILITIES				
Operating lease liabilities, less current portion	113,338	-	113,338	284,998
Note payable, less current portion	547,431	-	547,431	293,500
Total long-term liabilities	660,769	-	660,769	578,498
Total liabilities	1,983,975	383,374	2,367,349	3,154,363
COMMITMENTS *(See Notes)*				
NET ASSETS:				
Without donor/ time restrictions	(113,496)	-	(113,496)	(683,921)
With donor/ time restrictions (Note 9)	-	6,193,111	6,193,111	6,885,765
Total net assets	(113,496)	6,193,111	6,079,615	6,201,844
Total liabilities and net assets	**$ 1,870,479**	**$ 6,576,485**	**$ 8,446,964**	**$ 9,356,207**

See Notes to Financial Statements.

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GRANITE UNITED WAY

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
Year ended June 30, 2025 with comparative totals for the year ended June 30, 2024

	2025			2024
	Without Donor/ Time Restrictions	With Donor/ Time Restrictions	Total	Total
Support and revenues:				
Campaign revenue:				
Total contributions pledged	$ -	$ 5,270,632	$ 5,270,632	$ 5,403,794
Restricted contributions pledged	-	2,582,726	2,582,726	1,885,100
Less donor designations	-	(1,542,268)	(1,542,268)	(1,253,631)
Less provision for uncollectible pledges	-	(217,751)	(217,751)	(217,951)
Add prior years' excess provision for uncollectible pledges taken into income in current year	108,560	-	108,560	142,414
Net campaign revenue	108,560	6,093,339	6,201,899	5,959,726
Support:				
Grant revenue	-	4,972,053	4,972,053	4,899,868
Sponsors and program revenue	-	145,600	145,600	84,697
Contributed non-financial assets	62,734	-	62,734	59,040
Total support	171,294	11,210,992	11,382,286	11,003,331
Other revenue:				
Rental income	88,861	-	88,861	84,305
Administrative fees	61,510	-	61,510	101,431
Miscellaneous income	8,866	-	8,866	-
Total support and revenues	330,531	11,210,992	11,541,523	11,189,067
Net assets released from restrictions:				
For satisfaction of time restrictions	4,348,192	(4,348,192)	-	-
For satisfaction of program restrictions	7,776,099	(7,776,099)	-	-
	12,454,822	(913,299)	11,541,523	11,189,067
Expenses:				
Program services	11,010,636	-	11,010,636	11,843,337
Support services:				
Management and general	658,336	-	658,336	601,073
Fundraising	391,712	-	391,712	650,427
Total expenses	12,060,684	-	12,060,684	13,094,837
Increase (decrease) in net assets before non-operating activities	394,138	(913,299)	(519,161)	(1,905,770)
Non-operating activities:				
Change in value of beneficial interest in trusts, net of fees 2025 $18,004; 2024 $17,272	-	199,345	199,345	156,289
Realized and unrealized gains on investments	13,305	11,990	25,295	2,826
Investment income, net	162,982	9,310	172,292	179,128
Total non-operating activities	176,287	220,645	396,932	338,243
Net increase (decrease) in net assets	570,425	(692,654)	(122,229)	(1,567,527)
Net assets, beginning of year	(683,921)	6,885,765	6,201,844	7,769,371
Net assets, end of year	**$ (113,496)**	**$ 6,193,111**	**$ 6,079,615**	**$ 6,201,844**

See Notes to Financial Statements.

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GRANITE UNITED WAY

STATEMENT OF FUNCTIONAL EXPENSES
Year ended June 30, 2025 with comparative totals for the year ended June 30, 2024

	2025											2024
	Grants and awards	Salaries, employee benefits and taxes	Occupancy	Technology and telephone expenses	United Way Worldwide dues and other dues and subscriptions	Campaign, communications and printing	Professional services and subcontractors	Conferences, travel and staff development	Supplies, office expenses, insurance, and other	Depreciation and amortization	Total	Total
Program services												
Community impact grants	$ 623,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 623,000	$ 1,622,523
Targeted Grants	225,000	-	-	-	-	-	-	-	-	-	225,000	50,000
Recovery Friendly Workplace	496,918	644,307	-	2,407	-	59,214	-	26,312	170,128	-	1,399,286	506,160
211 New Hampshire	-	671,589	-	106,150	-	7,586	-	6,822	574,903	-	1,367,050	1,096,109
Public Health Network	32,315	826,064	15,994	1,102	-	4,037	259,308	23,134	165,363	-	1,327,317	1,366,073
Mary Gale Trust Management	631,000	-	-	-	-	-	-	-	-	-	631,000	740,287
Whole Village Family Resource Center	4,974	218,102	79,521	6,420	-	-	22,813	2,411	100,165	47,261	481,667	438,797
Housing Initiatives	37,097	114,928	-	30,819	-	230	253,461	6,941	25,365	-	468,841	817,099
Early Childhood	-	177,138	-	18,249	-	7,351	219,749	15,551	16,672	-	454,710	953,696
Volunteer Income Tax Assistance	-	131,688	-	-	-	-	38,040	-	35,600	-	205,328	193,521
New Hampshire Care Connections	-	166,518	-	-	-	160	-	6,377	758	-	173,813	-
Preschool Development	-	-	-	-	-	-	-	-	-	-	-	255,965
Work United Program	-	-	-	-	-	-	-	-	-	-	-	65,931
Other program services	293,943	2,122,324	156,773	125,936	102,932	22,876	459,020	41,395	286,668	41,757	3,653,624	3,737,176
Total program services	2,344,247	5,072,658	252,288	291,083	102,932	101,454	1,252,391	128,943	1,375,622	89,018	11,010,636	11,843,337
Supporting Services												
Management and general	-	479,888	36,045	28,955	23,666	-	39,304	9,515	31,362	9,601	658,336	601,073
Fundraising	-	279,223	20,973	16,848	13,770	34,314	3,086	5,537	12,375	5,586	391,712	650,427
Total support services	-	759,111	57,018	45,803	37,436	34,314	42,390	15,052	43,737	15,187	1,050,048	1,251,500
Total functional expenses	**$ 2,344,247**	**$ 5,831,769**	**$ 309,306**	**$ 336,886**	**$ 140,368**	**$ 135,768**	**$ 1,294,781**	**$ 143,995**	**$ 1,419,359**	**$ 104,205**	**$ 12,060,684**	**$ 13,094,837**

See Notes to Financial Statements.

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GRANITE UNITED WAY

STATEMENTS OF CASH FLOWS
Years Ended June 30, 2025 and 2024

	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash received from donors	$ 8,719,935	$ 7,112,366
Cash received from grantors	5,220,663	4,835,764
Administrative fees	61,510	101,431
Other cash received	99,296	166,267
Cash received from trusts	134,702	127,370
Designations paid	(1,608,798)	(1,025,930)
Cash (paid) received for funds held for others	(10,961)	7,232
Cash paid to agencies	(833,490)	(1,536,348)
Cash paid to partners and vendors	(11,609,841)	(10,864,844)
Net cash provided by (used in) operating activities	**173,016**	**(1,076,692)**
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	(50,309)	(328,543)
Purchases of investments	-	(57,054)
Proceeds from sale of investments	79,941	372,928
Net cash provided by (used in) investing activities	**29,632**	**(12,669)**
CASH FLOWS FROM FINANCING ACTIVITIES		
Net borrowings (repayments) on line of credit	(225,000)	225,000
Borrowings on long-term debt	257,140	175,695
Repayments of long-term debt	(15,506)	(17,382)
Net cash provided by financing activities	**16,634**	**383,313**
Net increase (decrease) in cash	**219,282**	**(706,048)**
Cash, beginning of year	142,539	848,587
Cash, end of year	**$ 361,821**	**$ 142,539**
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION		
Cash payments for:		
Interest expense	$ 34,132	$ 22,814
Refinance of long-term debt:		
Proceeds received from refinance	$ 302,860	$ -
Debt paid as a result of refinance	302,860	-
Net cash paid in refinance	$ -	$ -

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Note 1. Nature of Activities

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

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

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

June 30,		**2025**		**2024**
Community Impact Awards to partner agencies	$	623,000	$	1,622,523
Donor designated gifts to Health and Human Service agencies		1,542,268		1,253,631
Granite United Way Program services		10,387,636		10,220,814
Total	$	12,552,904	$	13,096,968

Note 2. Summary of Significant Accounting Policies

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

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

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Cash and cash equivalents: For the purposes of reporting cash flows, the United Way considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents. The United Way had no cash equivalents at June 30, 2025 and 2024.

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

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

The United Way has board designated net assets of $14,734 and $13,609 for endowment at June 30, 2025 and 2024, respectively.

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

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

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

Contributions receivable: Campaign pledge contributions are generally paid within one year. The United Way provides an allowance for uncollectible pledges at the time campaign results are recorded. Provisions for uncollectible pledges have been recorded in the amount of $217,751 and $217,951 for the campaign periods ended June 30, 2025 and 2024, respectively. The provision for uncollectible pledges was calculated at 4.5% of the total pledges for both of the years ended June 30, 2025 and 2024.

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

Revenue recognition - contributions: The United Way recognizes contributions received and made, including unconditional promises to give, as revenue in the period received or made. Contributions received are reported as either revenues without donor restrictions or revenues with donor restrictions.

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Contributions with donor restrictions that are used for the purposes specified by the donor in the same year as the contribution is received are recognized as revenues with donor restrictions and are reclassified as net assets released from restrictions in the same year. Promises to contribute that stipulate conditions to be met before the contribution is made are not recorded until the conditions are met. There were no conditional promises to give as of June 30, 2025.

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

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

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

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

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

Concentrations of credit risk: Financial instruments which potentially subject the United Way to concentrations of credit risk, consist primarily of contributions receivable, substantially all of which are from individuals, businesses, or not-for-profit organizations. Concentrations of credit risk are limited due to the large number of donors comprising the United Way's donor base. As a result, at June 30, 2025, the United Way does not consider itself to have any significant concentrations of credit risk with respect to contributions receivable.

In addition, the United Way maintains cash accounts with several financial institutions insured by the Federal Deposit Insurance Corporation up to $250,000. At June 30, 2025, there was $75,000 in excess of federally insured limits.

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

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

With few exceptions, the United Way is no longer subject to income tax examinations by the U.S. Federal or State tax authorities for tax years before 2022.

Leases: The United Way recognizes right-of-use (ROU) assets and lease liabilities on the statements of financial positions for all material operating and financing leases greater than one year. Factors contributing to the amount of asset and liability recorded are the determination of the lease term, discount rate used and the inclusion or exclusion of certain lease and non-lease components.

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

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

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

Note 3. Fair Value Measurements

The Fair Value Measurements Topic of the FASB Accounting Standards Codification (FASB ASC 820-10) establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value.

The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to measurements involving significant unobservable inputs (Level 3 measurements).

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

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

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

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

Financial assets carried at fair value on a recurring basis consist of the following at June 30, 2025:

	Level 1	Level 2	Level 3
Money market funds	$ 32,393	$ 29,318	$ -
Mutual funds:			
Domestic equity	99,482	-	-
Fixed income	89,543	-	-
Other	19,188	-	-
Fixed income funds	437,882	-	-
Corporate bonds	-	160,931	-
Beneficial interest in assets held by others	-	-	3,045,064
Total	$ 678,488	$ 190,249	$ 3,045,064

Financial assets carried at fair value on a recurring basis consist of the following at June 30, 2024:

	Level 1	Level 2	Level 3
Money market funds	$ 28,439	$ 22,954	$ -
Mutual funds:			
Domestic equity	98,645	-	-
Fixed income	85,838	-	-
Other	11,726	-	-
Fixed income funds	488,737	-	-
Corporate bonds	-	150,883	-
Beneficial interest in assets held by others	-	-	2,845,719
Total	$ 713,385	$ 173,837	$ 2,845,719

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

The beneficial interest in assets held by others is valued using the income approach. The value is determined by calculating the present value of future distributions expected to be received, which approximates the value of the trust's assets at June 30, 2025 and 2024.

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

Note 4. Property and Equipment

Property and equipment, at cost, at June 30,		**2025**		**2024**
Land, buildings and building improvements	$	1,797,233	$	1,783,733
Leasehold improvements		5,061		5,061
Furniture and equipment		355,309		318,500
Total property and equipment		2,157,603		2,107,294
Less accumulated depreciation		(870,561)		(766,357)
Total property and equipment, net	**$**	**1,287,042**	**$**	**1,340,937**

Note 5. Endowment Funds Held by Others

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

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

The estimated value of the future distributions from the funds is included in these financial statements as required by FASB ASC 958-605, however, all property in the fund was contributed to The New Hampshire Charitable Foundation to be held and administered for the benefit of the United Way. The United Way received $99,311 and $97,837 from the agency endowed funds during the years ended June 30, 2025 and 2024, respectively.

Designated funds: The United Way is also a beneficiary of eight designated funds at The New Hampshire Charitable Foundation. Pursuant to the terms of the resolution establishing these funds, property contributed to The New Hampshire Charitable Foundation is held as a separate fund designated for the benefit of the United Way.

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

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

The United Way received $29,765 and $29,533 from the designated funds during the years ended June 30, 2025 and 2024, respectively. The market value of these funds' assets amounted to approximately $910,000 and $852,000 at June 30, 2025 and 2024, respectively.

Note 6. Long-term Debt and Line of Credit

Long-term debt at June 30,	2025	2024
Mortgage financed with a local bank. Interest rate adjusted every 5-years at the 5-year Federal Home Loan Classic Advance Rate plus 2.5% (6.5% at June 30, 2025). Payable in monthly installments of principal and interest of $1,908. Collateralized by the United Way's building located in Plymouth, NH	$ -	$ 142,486
Mortgage financed with a local bank. Interest rate 6.00% for the first five years of the loan, at which point the interest rate changes to the 5-year Federal Home Loan Classic Advance Rate plus 2.50%. Payable in monthly installments of principal and interest of $1,293.	-	172,841
Mortgage refinanced with a local bank. Interest rate 6.75% for the first five years of the loan, at which point the interest rate changes to the 5-year Federal Home Loan Classic Advance Rate plus 2.50%. Payable in monthly installments of principal and interest of $3,903 through February, 2050. Collateralized by the United Way's building located in Plymouth, NH.	$ 556,961	$ -
Total	556,961	315,327
Less portion payable within one year	**9,530**	**21,827**
Total long-term debt	**$ 547,431**	**$ 293,500**

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The scheduled maturities of long-term debt at June 30, 2025 were as follows:

Year Ending June 30,	
2026	$ 9,530
2027	10,193
2028	10,903
2029	11,662
2030	12,474
Thereafter	502,199
Total	$ 556,961

The United Way had a revolving line-of-credit with Citizen's Bank with a maximum borrowing limit of $250,000 that was closed during the current year. A new line was opened in the current year with Franklin Savings Bank with a maximum borrowing limit of $500,000. The line of credit is a 12 month revolving commercial line and has a fixed rate of 7.25%. The line is secured by the United Way building located in Plymouth, NH. At June 30, 2025 and 2024, there was $- and $225,000 outstanding, respectively, on the line-of-credit agreements.

Note 7. Funds Held for Others

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

June 30,	**2025**	**2024**
Work United Loan Default Program	$ 1,756	$ 2,663
Concord Multicultural Festival	1,867	11,921
Get Moving Manchester	1,740	1,740
Better Together Lakes Region	245	245
Total	**$ 5,608**	**$ 16,569**

Note 8. Endowment Funds

The United Way's endowment consists of nine individual funds established for youth programs, Whole Village Resource Center, and general operating support. Its endowment includes both donor-restricted endowment funds and funds designated by the Board of Directors to function as endowments.

As required by GAAP, net assets associated with endowment funds, including funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

Interpretation of Relevant Law: The United Way is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act (UPMIFA) and, thus, classifies amounts in its donor-restricted endowment funds as net assets with donor restrictions because those net assets are time restricted until the Board of Directors appropriates such amounts for expenditures.

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Most of those net assets are also subject to purpose restrictions that must be met before reclassifying those net assets to net assets without donor restrictions. The Board of Directors of the United Way has interpreted UPMIFA as not requiring the maintenance of purchasing power of the original gift amount contributed to an endowment fund unless a donor stipulates the contrary.

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

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

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

Underwater Endowment Funds: From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the United Way to retain as a fund of perpetual duration. The United Way did not have any funds with deficiencies of this nature as of June 30, 2025 and 2024.

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

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

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Endowment net asset composition by type of fund as of June 30, 2025 is as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Board-designated endowment	$ 14,734	$ -	$ 14,734
Donor-restricted endowment funds:			
Original donor-restricted gift amount and amounts required to be maintained in perpetuity by donor	-	142,652	142,652
Accumulated investment gains	-	133,225	133,225
Total funds	$ 14,734	$ 275,877	$ 290,611

Changes in the endowment net assets as of June 30, 2025 are as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net assets, June 30, 2024	$ 13,609	$ 254,577	$ 268,186
Investment return, net	1,125	21,300	22,425
Endowment net assets, June 30, 2025	$ 14,734	$ 275,877	$ 290,611

Endowment net asset composition by type of fund as of June 30, 2024 is as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Board-designated endowment	$ 13,609	$ -	$ 13,609
Donor-restricted endowment funds:			
Original donor-restricted gift amount and amounts required to be maintained in perpetuity by donor	-	142,652	142,652
Accumulated investment gains	-	111,925	111,925
	$ 13,609	$ 254,577	$ 268,186

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Changes in the endowment net assets as of June 30, 2024 are as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net assets, June 30, 2023	$ 12,495	$ 233,821	$ 246,316
Investment return, net	1,114	20,756	21,870
Endowment net assets, June 30, 2024	$ 13,609	$ 254,577	$ 268,186

Note 9. Net Assets with Donor Restrictions

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

June 30,	2025	2024
Subject to expenditure for specified time period:		
Contributions receivable related to campaigns	$ 2,380,289	$ 3,247,791
Designations payable to other agencies and United Ways	(383,374)	(413,296)
	1,996,915	2,834,495
Subject to expenditure for specified purpose:		
Manchester Proud	398,271	442,151
Public Health Network services	233,868	398,388
Homelessness initiatives	102,737	-
Leader in Me	45,670	80,072
Grants	30,000	-
Other programs	64,709	30,363
	875,255	950,974
Endowments subject to the United Way's spending policy and appropriation:		
Investments in perpetuity (original gift values of $142,652), which once appropriated, is expendable to support:		
General Operations	109,007	100,590
Youth Programs	33,246	30,680
Whole Village Resource Center	133,624	123,307
	275,877	254,577
Beneficial interest in assets held by others:		
Agency endowed funds at the New Hampshire Charitable Foundation	3,045,064	2,845,719
Total net assets with donor restrictions	**$ 6,193,111**	**$ 6,885,765**

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Note 10. Liquidity and Availability of Resources

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

June 30,	2025	2024
Cash	$ 361,821	$ 142,539
Investments	868,737	887,222
Contributions receivable, net	2,552,184	3,646,179
Beneficial interest in trust	3,045,064	2,845,719
Accounts and rent receivable	4,028	5,597
Total financial assets	6,831,834	7,527,256
Less amounts unavailable for general expenditures within one year, due to:		
Restricted by donors with time or purpose restrictions	(199,136)	(221,076)
Subject to appropriation and satisfaction or donor restrictions	(275,877)	(254,577)
Agency endowed funds at the NH Charitable Foundation	(3,045,064)	(2,845,719)
Total amounts unavailable for general expenditure within one year	(3,520,077)	(3,321,372)
Amounts unavailable to management without Board's approval:		
Board designated endowment	(14,734)	(13,609)
Total financial assets available to management for general expenditure within one year	$ 3,297,023	$ 4,192,275

Liquidity Management

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

Note 11. Pension Fund

The United Way sponsors a tax-deferred annuity plan qualified under Section 403(b) of the Internal Revenue Code, whereby electing employees contribute a portion of their salaries to the plan. For the years ended June 30, 2025 and 2024, the United Way contributed $144,942 and $141,985, respectively to employees participating in the plan.

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Note 12. Leases

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

During a prior year, the United Way entered into an operating lease agreement for a five-year term commencing July 1, 2021 through June 30, 2026 for office space in Manchester, New Hampshire. The lease required monthly payments of $3,300 through June 30, 2023, increasing 2% in each year thereafter.

During a prior year, the United Way entered into an operating lease agreement for a five-year term commencing on September 1, 2018 through August 31, 2023 for office space in Lebanon, New Hampshire. The lease requires payments for common costs. These costs are included in the variable costs and are expensed when incurred. There is an option to extend the lease for 5 years at the end of the lease term, which was exercised through August 31, 2026. The lease extension requires monthly payments of $658 through the lease term.

During a prior year, the United Way entered into an operating lease agreement for a five-year term commencing on April 1, 2022 through March 31, 2027 for office space in Portsmouth, New Hampshire. The lease requires monthly payments of $4,400 through March 31, 2023, and increases $73 in each year thereafter.

During a prior year, the United Way entered into an operating lease agreement for a four-year term commencing September 1, 2017 through August 31, 2021 for office space in Concord, New Hampshire. The lease contained an option to extend the lease for 2 years through August 31, 2023 which was exercised. A second option to extend was exercised through August 31, 2027. The lease extension requires monthly payments of $4,354 through the lease term.

In Plymouth New Hampshire, the United Way rents space in a building, which they own and occupy to ten non-affiliated, non-profit organizations. Termination of the lease is generally prohibited unless there is a violation under the lease agreement. There are no options to extend. The monthly lease payments range from $75 to $1,995 per month. For the years ended June 30, 2025 and 2024, the rental income amounted to $88,861 and $82,476, respectively.

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

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June 30,		**2025**
Lease expense		
Operating lease expense	$	187,199
Short-term lease expense		2,244
Variable lease expense		7,202
Total	$	196,645
Other Information		
Cash paid for amounts included in the measurement of lease liabilities		
Operating cash flows from operating leases	$	186,698
Weighted-average remaining lease term in years for operating leases		1.76
Weighted-average discount rate for operating leases		4.11%
Rental income from operating lease payments	$	88,861

At June 30, 2025, the future minimum lease payments under non-cancellable leases are as follows:

2026	$	179,440
2027		104,553
2028		10,958
Total undiscounted cash flows		294,951
Less: present value discount		(9,953)
Total lease liabilities	$	284,998

Note 13. Contributed Nonfinancial Assets

For the years ended June 30, 2025 and 2024, contributed nonfinancial assets recognized within the statement of activities and changes in net assets included:

June 30,		**2025**		**2024**
Services	$	9,000	$	9,185
Office Space		48,000		48,000
Supplies		5,734		1,855
Total	**$**	**62,734**	**$**	**59,040**

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

Contributed services are recognized when the services received would typically need to be purchased if they had not been provided by donation or require specialized skills and are provided by individuals possessing those skills.

A substantial number of volunteers have donated significant amounts of their time in United Way's program services; however, the value of this contributed time is not reflected in the accompanying financial statements since the volunteers' time does not meet the criteria for recognition.

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

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

Note 14. Payment to Affiliated Organizations and Related Party

The United Way pays dues to United Way Worldwide. The United Way's dues paid to this affiliated organization aggregated $133,691 and $104,311 for the years ended June 30, 2025 and 2024, respectively.

Note 15. Self-Insured Health Plan

The United Way has a self-insured health plan for all its employees. The United Way has purchased stop-loss insurance in order to limit its exposure, which will reimburse the Organization for individual claims in excess of $40,000 annually or aggregate claims exceeding $1,000,000 annually. Self-insurance losses are accrued based on the Organization's estimates of the aggregate liability for uninsured claims incurred using certain actuarial assumptions followed in the insurance industry.

Note 16. Subsequent Events

The United Way has evaluated subsequent events through November 13, 2025, the date which the financial statements were available to be issued and have not evaluated subsequent events after that date. Subsequent to year end, a grant agreement was entered into between Granite United Way and the state of New Hampshire Department of Health and Human Services in the amount of $10,000,000 to develop, implement, publicize and promote, and administer a statewide Opioid Abatement Community Grants Program. This grant begins in the year ended June 30, 2026 and runs through June 30, 2027. There were no other subsequent events that would require disclosure in the financial statements for the year ended June 30, 2025.

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GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES
MERRIMACK COUNTY REGION
Year Ended June 30, 2025

	Community Impact Awards
Family Promise of Greater Concord	$ 16,500
Concord Coalition to End Homelessness	15,000
The Friendly Kitchen	15,000
Project S.T.O.R.Y	14,000
Second Start	9,500
Thrive Survivor Support Center	9,000
Pittsfield Youth Workshop	9,000
The Friends Program, Inc.	9,000
Tiny Twisters Child Care Center	8,000
CASA of NH	8,000
American Foundation for Suicide Prevention	6,000
Capital Region Habitat for Humanity	5,000
	$ 124,000

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GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES
NORTH COUNTRY REGION
Year Ended June 30, 2025

	Community Impact Awards
Grafton County Senior Citizens Council	$ 9,000
Littleton Winter Shelter	9,000
The Bridge Project	8,250
Copper Cannon Camp	7,500
Boys & Girls Club of the North Country	2,750
White Horse Recovery	2,500
The Loading Dock	2,500
Jobs for America's Graduates	2,500
	$ 44,000

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GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES
UPPER VALLEY REGION
Year Ended June 30, 2025

	Community Impact Awards
Maynard House	$ 12,500
Springfield Turning Point	11,000
Upper Valley Haven	10,800
Friends of Veterans	10,000
LISTEN Lebanon in Service to Each Neighbor	8,750
Special Needs Support Center	8,000
Valley Court Diversion	7,400
COVER Home Repair	7,100
Connecticut Valley Addiction Recovery, Inc.	6,000
Willing Hands Enterprises	5,300
Windsor County Mentors	5,200
TLC Family Resource Center	5,000
Southeastern Vermont Community	5,000
Good Neighbor Health Clinic	5,000
Dismas of Vermont	5,000
Vermont Adult Learning, Inc.	3,650
Ledyard Charter School	3,000

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GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES
UPPER VALLEY REGION (CONTINUED)
Year Ended June 30, 2025

	Community Impact Awards (Continued)
Tri-Valley Transit	$ 3,000
The Family Place, Inc.	3,000
Hartford Community Restorative	2,900
Zack's Place Enrichment Center	2,400
	$ 130,000

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GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES
SOUTHERN REGION
Year Ended June 30, 2025

	Community Impact Awards
1269 Café	$ 10,000
Community Caregivers of Greater Derry	10,000
Isaiah 58 New Hampshire	9,200
REACH NH Crisis Services	8,500
St. Joseph Community Services, Inc.	8,250
Building Community in New Hampshire	7,550
Families in Transition	7,550
Operation Delta Dog, Inc.	7,550
CASA of NH	7,500
Girls Inc. of New Hampshire	7,500
Harbor Homes, Inc.	7,500
HOPE for NH Recovery	7,500
International Institute of New England	7,500
New Hampshire Legal Assistance	7,500
Waypoint NH	7,500
Webster House	7,500
Helping Hands Outreach Ministries, Inc.	6,400
Friends of Aine	5,000
Girls at Work, Inc	5,000
Granite State Children's Alliance	5,000

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GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES
SOUTHERN REGION
Year Ended June 30, 2025

	Community Impact Awards (Continued)
New Neighbor Connections	$ 5,000
Queerlective	5,000
	$ 160,000

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GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES
NORTHERN REGION
Year Ended June 30, 2025

	Community Impact Awards
Harvest Christian Fellowship	$ 5,000
Way Station	4,500
A Place for Us	4,500
Spartan Learning Commons	3,000
Kismet Rock Foundation	2,500
Family Resource Center at North	1,500
	$ 21,000

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GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES
CENTRAL REGION
Year Ended June 30, 2025

	Community Impact Awards
Pemi Youth Center	$ 11,030
Lakes Region Mental Health Center, Inc	7,550
Tapply-Thompson Community Center	7,200
Grafton County Senior Citizens Council	6,500
Lakes Region Community Developers	5,000
Back in the Saddle Equine Therapy Center	5,000
Kingswood Youth Center	4,750
The Bearcamp Center for Sustainable Community	4,400
Circle Program	2,500
Sandwich Children's Center	1,070
	$ 55,000

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GRANITE UNITED WAY

SUPPLEMENTARY SCHEDULE OF COMMUNITY IMPACT AWARDS TO QUALIFIED PARTNER AGENCIES
GREATER SEACOAST REGION
Year Ended June 30, 2025

	Community Impact Awards (Continued)
Fair Tide	$ 10,630
Hope on Haven Hill, Inc.	9,480
Black Lives Matter Seacoast	6,555
Austin17House	6,555
Lantern Light Camps	6,555
Strafford Nutrition & Meals on Wheels	6,555
Dover Adult Learning Center	6,075
Kingston Children's Center	6,075
Little Blessings Child Care	6,075
The KEY Collective	5,555
HAVEN Violence Prevention and Support	4,925
Seacoast Community School	4,925
Rockingham Nutrition & Meals on Wheels	3,925
Victoria's Victory Foundation	2,560
Annie's Angels Memorial Fund	2,555
	$ 89,000

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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
Granite United Way
Manchester, New Hampshire 03101

We have audited, 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, the financial statements of Granite United Way, which comprise of the statements of financial position as of June 30, 2025, and the related statements of activities and changes in net assets and cash flows the year then ended, and the related notes to the financial statements and have issued our report thereon dated November 13, 2025.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Granite United Way's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Granite United Way's internal control. Accordingly, we do not express an opinion on the effectiveness of Granite United Way's internal control.

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

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

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

59 Emerald Street
Keene, NH 03431
v: 603-357-7665
f: 603-224-3792

44 School Street
Lebanon, NH 03766
v: 603-448-2650
f: 603-448-2476

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Compliance and Other Matters

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

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity'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 entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Nathan Wechsler & Company

Concord, New Hampshire
November 13, 2025

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GRANITE UNITED WAY

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
AND
INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED
JUNE 30, 2025

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

INDEPENDENT AUDITOR'S REPORT ON SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

Independent Auditor's Report

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

Report on Schedule of Expenditures of Federal Awards

Opinion

We have audited the accompanying schedule of expenditures of federal awards of Granite United Way for the year ended June 30, 2025 and the related notes (the financial statement).

In our opinion, the accompanying schedule of expenditures of federal awards presents fairly, in all material respects, the expenditures of federal awards of Granite United Way for the year ended June 30, 2025, in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

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

We are required to be independent of Granite United Way and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Schedule

Management is responsible for the preparation and fair presentation of the schedule 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 the schedule that is free from material misstatement, whether due to fraud or error.

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v: 603-224-5357
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Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance 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 schedule.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the schedule, 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 schedule.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the United Way's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the schedule.

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.

Nathan Wechsler & Company

Concord, New Hampshire
November 13, 2025

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GRANITE UNITED WAY

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
Year Ended June 30, 2025

Federal Grantor Pass-through Grantor Program Title	Assistance Listing Number	Pass-through Identifying Number	Federal Expenditures	Expenditures to Subrecipients
U.S. Department of Health and Human Services				
Passed through State of N.H. Department of Health and Human Services				
Block Grants for Prevention and Treatment of Substance Abuse	93.959	05-95-92-920510-3380	$ 490,024	$ 15,000
Public Health Emergency Preparedness	93.069	05-95-90-903510-1114	261,405	81,886
National Bioterrorism Hospital Preparedness Program	93.889	05-95-90-903510-1113	3,163	-
Preventive Health and Health Services Block Grant	93.991	05-95-90-901010-8011	43,388	15,000
Immunization Cooperative Agreements	93.268	05-95-90-902510-5178	43,550	2,817
Medical Reserve Corps Small Grant Program	93.008	05-95-90-903510-4302	30,294	-
Activities to Support State, Tribal, Local and Territorial Health Department Response to Public Health or Healthcare Crises	93.391	05-95-90-901010-5771	153,153	74,366
Opioid STR	93.788	H79TI085759, H79TI087843	785,138	-
Child Care Development Block Grant	93.575	2101NHCDC6	256,439	-
Passed through Mary Hitchcock Hospital, for itself and on behalf of Dartmouth-Hitchcock Clinic				
Rural Health Care Services Outreach, Rural Health Network Development and Small Health Care Provider Quality Improvement	93.912	GC10659-03	100,473	-
Total U.S. Department of Health and Human Services			2,167,027	189,069
U.S. Department of the Treasury				
Direct Program				
Volunteer Income Tax Assistance (VITA) Matching Grant Program	21.009	N/A	194,473	18,328
U.S. Department of Justice				
Passed Through the State of New Hampshire Department of Justice				
Crime Victim Assistance	16.575	2025VOC66	87,422	67,543
Total Expenditures of Federal Awards			$ 2,448,922	$ 274,940

The accompanying notes are an integral part of this schedule.

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Note 1. Basis of Presentation

The Schedule of Expenditures of Federal Awards ("the Schedule") includes the federal grant activity of Granite United Way ("the United Way"), under programs of the federal government for the year ended June 30, 2025. The information in this schedule is presented in accordance with the requirements of the Office of Management and Budget (OMB) *Uniform Guidance*. Because the schedule presents only a selected portion of the operations of the United Way, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the United Way.

Note 2. Basis of Accounting

This schedule is prepared on the same basis of accounting as the United Way's financial statements. The United Way uses the accrual basis of accounting. Expenditures represent only the federally funded portions of the program. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the basic financial statements.

Note 3. Program Costs

The amounts shown as current year expenditures represent only the federal grant portion of the program costs. Entire program costs could be more than shown. Such expenditures are recognized following, as applicable, either the cost principles in the OMB Circular A-122, Cost Principles for Non-Profit Organizations, or the cost principles contained in Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

Note 4. Major Programs

In accordance with OMB Uniform Guidance, major programs are determined using a risk-based approach. Programs in the accompanying Schedule are determined by the independent auditor to be major programs.

Note 5. Indirect Cost Rate

Indirect costs are calculated based on the specific indirect cost rate agreements established for each grant. Granite United Way applies varying indirect costs rates as stipulated in individual grant agreements with federal and non-federal awarding agencies. These rates, which may include negotiated rate or the de minimis rate of 10% of Modified Total Direct Costs (MTDC) are applied to the applicable direct cost base in accordance with each grant's terms.

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REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM AND REPORT ON INTERNAL CONTROL OVER COMPLIANCE IN ACCORDANCE WITH THE UNIFORM GUIDANCE

INDEPENDENT AUDITOR'S REPORT

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

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Granite United Way's compliance with the types of compliance requirements identified in the *OMB Compliance Supplement* that could have a direct and material effect on each of Granite United Way's major federal programs for year ended June 30, 2025. Granite United Way's major federal programs are identified in the summary of auditor's results section of the accompanying Schedule of Findings and Questioned Costs.

In our opinion, Granite United Way complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on its major federal program for the year ended June 30, 2025.

Basis for Opinion on Each Major Federal Program

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

We are required to be independent of Granite United Way 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 Granite United Way's compliance with the compliance requirements referred to above.

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

59 Emerald Street
Keene, NH 03431
v: 603-357-7665
f: 603-224-3792

44 School Street
Lebanon, NH 03766
v: 603-448-2650
f: 603-448-2476

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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 Granite United Way's federal programs.

Auditor's Responsibilities for the Audit of Compliance

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

In performing an audit in accordance with GAAS, *Government Auditing Standards,* and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud, or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Granite United Way's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Granite United Way's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the United Way's internal control over compliance. Accordingly, no such opinion is expressed.

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

Report on Internal Control over Compliance

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

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less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

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

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

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

Nathan Wechsler & Company

Concord, New Hampshire
November 13, 2025

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GRANITE UNITED WAY

SCHEDULE OF FINDINGS AND QUESTIONED COSTS

YEAR ENDED JUNE 30, 2025

Section I: Summary of Auditor's Results

Financial Statements

Type of auditor's report issued: *unmodified*

Internal control over financial reporting:

Are any material weaknesses identified?	_____ Yes	__X__ No
Are any significant deficiencies identified?	_____ Yes	__X__ None Reported
Is any noncompliance material to financial statement noted?	_____ Yes	__X__ No

Federal Awards

Internal control over major federal programs:

Are any material weaknesses identified?	_____ Yes	__X__ No
Are any significant deficiencies identified?	_____ Yes	__X__ None Reported
Type of auditor's report issued on compliance for major federal programs:	*unmodified*	
Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?	_____ Yes	__X__ No

Identification of major federal programs:

Assistance Listing Numbers	Name of federal program or cluster
93.575	Child Care Development Block Grant
93.788	Opioid STR

Dollar threshold used to distinguish between type A and type B programs:	$750,000	
Auditee qualified as a low-risk auditee?	_____ Yes	__X__ No

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GRANITE UNITED WAY

SCHEDULE OF FINDINGS AND QUESTIONED COSTS

YEAR ENDED JUNE 30, 2025

Section II – Financial Statement Findings

No financial statement findings identified for the year ended June 30, 2025.

Section III – Federal Awards Findings

No federal award findings identified for the year ended June 30, 2025.

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October 17, 2025

Granite United Way
Summary Schedule of Prior Audit Findings

Granite United Way
Manchester, New Hampshire

AUDIT FINDING for Fiscal Year Ended June 30, 2024

Finding Reference Number: 2024-001

Description of Finding: Funds were expended in the fiscal year on transactions with future obligation dates that fell outside of the award's designated timeframe.

Finding Status:

Granite United Way established additional policies and procedures regarding the review of obligation dates to ensure that they are within the permitted timeframes of contracts. The Chief Impact Officer and Chief Financial Officer reviewed any vendor expenses submitted by program staff for implementation dates and would have gotten written approval from the grantor in advance of payment if the dates were outside of the contract end date, which there were none in the 2025 fiscal year.

Granite United Way does not anticipate this scenario to present itself again as this finding was related to a pilot program developed in partnership with the New Hampshire Department of Health and Human Services (NH DHHS), with funding from the Child Care Development Block Grant (ARPA Child Care Supplemental Discretionary Funds). The transaction in question was erroneously approved in advance by NH DHHS, reimbursed to GUW following NH DHHS review of all relevant backup documentation, and then rescinded. The transaction provided for a pool of funds set up in advance with an approved vendor and made available to employees of the participating pilot program businesses to draw on for applicable childcare expenses.

Name of Contact Person: Cindy Read, Chief Financial Officer, cindy.read@graniteuw.org, 603-625-6939

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[redacted]

SHANNON M. SWETT, MSW

EDUCATION

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

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

EXPERIENCE

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

Accomplishments:

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

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

Accomplishments:

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

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

Accomplishments:

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

PROFESSIONAL ASSOCIATIONS

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

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Marla May Zarzour

[redacted]

Professional Experience

Granite United Way | Concord, NH

Contracts Specialist **July 2024-Current**

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

Program Coordinator **November 2016-July 2024**

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

Administrative Assistant **June 2016 – November 2016**

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

JP China | Alton, NH

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

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

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Caring Hands Animal Hospital | Manchester, NH

Receptionist **May *2010 – 2016***

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

Z1 Express | Chichester, NH

Manager ***2007 - 2010***

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

Education

Prospect Mountain High School | Alton, NH
Graduated 2007

Skills

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

References

Available on request.

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JOELYN A. DRENNAN

[redacted]

CAREER PROFILE

Strategic nonprofit leader and public–philanthropic systems leader with 12+ years of experience designing and administering large scale statewide initiatives at the intersection of public health, family support, and government funding. Proven expertise stewarding complex funding portfolios exceeding $15M, building grantmaking and compliance infrastructure, and aligning public mandates with community centered implementation.

Expert in translating policy, statutory frameworks, and funding mandates into operational systems that are clear, accountable, and built for measurable impact. Designs and administers programs, grantmaking infrastructure, and financing models that advance prevention, treatment, recovery, and family stability outcomes. Brings strong capability in government contract oversight, public–philanthropic partnership development, donor advising, and cross-sector coalition leadership. Navigates complex political and organizational environments with strategic judgment, fiscal discipline, transparency, and a commitment to equitable and evidence-informed implementation. U.S. Navy Veteran.

CAREER HIGHLIGHTS

Opioid Abatement Community Grants Program (OACGP) – $10M Statewide Portfolio

- Designed and currently administers a $10M opioid settlement-funded grant program
- Built full grantmaking infrastructure including RFP development, scoring matrices, program guidance and compliance protocols.
- Oversee investments across prevention, treatment, harm reduction, recovery, and community capacity in all NH counties.
- Facilitate Community Advisory Team and ensure alignment with RSA 126-A settlement parameters and evidence-informed practice.
- Provide technical assistance to applicants and enforce rigorous stewardship of public funds.

Trestle Fund: Concrete Supports for NH Families – $1.5M Public–Philanthropic Initiative

- Co-created and operationalized a rapid-response financial assistance fund during COVID-19.
- Scaled investment from $625K to $1.5M within six months; expanded donor base from 1 to 10 foundations.
- Recognized by U.S. Administration for Children and Families (ACF) as a national model for flexible family support.

Family Support Data System (FSDS) – Statewide Data Infrastructure

- Spearheaded design and launched New Hampshire's first unified data platform for Family Resource Centers.
- Advanced cross-system reporting and data bridge with NH DHHS to move toward statewide interoperability.
- Established shared performance metrics and CQI infrastructure across a decentralized service network.

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PROFESSIONAL EXPERIENCE

GRANITE UNITED WAY – CONCORD, NH

Assistant Vice President of Impact | 2023–Present
Provide leadership for statewide impact strategy, overseeing grantmaking, public funding portfolios, donor advising, and cross-sector initiatives.

- Lead administration of $10M+ opioid abatement contract with NH DHHS.
- Oversee grantmaking systems, fiscal compliance, reporting, and continuous quality improvement processes.
- Supervise Early Childhood Initiatives team and Director of Strategic Impact.
- Align Impact, Development, and Communications strategy to elevate visibility and funding outcomes.
- Advise major donors and philanthropic partners on strategic investments.

Senior Director, Early Childhood Initiatives | 2023
- Developed and executed strategic plan for early childhood impact initiatives.
- Secured $1.5M+ in resources to expand family support and prevention programs statewide.

NEW HAMPSHIRE CHILDREN'S TRUST – CONCORD, NH

Senior Director, Programs | 2019–2023

Directed statewide early childhood and family support systems initiatives and managed $6.5M in public and private funding.

- Oversaw multiple state and federal contracts supporting 16 independent nonprofit organizations.
- Led merger of Family Support NH into the Trust, aligning governance, operations, and funding streams.
- Served as statewide and national representative on prevention and family support policy initiatives.
- Provided technical assistance to agency executives on fiscal management, program design, and performance measurement.
- Advised public and private funders on strategic investment decisions.

WAYPOINT – MANCHESTER, NH

Senior Intensive Case Manager, Human Trafficking Response | 2018–2019
- Provided therapeutic and case management services to trafficking survivors statewide.
- Collaborated with federal and local law enforcement on investigations and victim support.
- Chaired Victim Services Committee of NH Human Trafficking Task Force.
- Supervised staff and graduate interns; delivered statewide training initiatives.

Case Manager, Therapeutic Day Treatment Program | 2017–2018
- Provided intensive case management to justice-involved youth.
- Supervised staff and interns; coordinated legal and educational planning.

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EDUCATION & CREDENTIALS

MFA, Creative Writing – Southern New Hampshire University

BA, Social Science – Southern New Hampshire University

MBA Certificate, Essentials of Management – Bentley University

Certified Facilitator, Dare to Lead

Alliance Certified Trainer, Strengthening Families Protective Factors

Certified Practitioner, Moral Reconation Therapy

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ERIN UHLMAN

[redacted]

Driven and compassionate with the goal of helping improve the well-being and functionality of families, children and individuals within their community. I am passionate with well-rounded knowledge about the cognitive, social, and emotional process of people; to enhance family stability by providing comprehensive support and resources to the individuals needs.

EXPERIENCE

FEBRUARY 2021 – PRESENT

FAMILY SUPPORT SPECIALIST, LAKES REGION COMMUNITY SERVICES

Supporting families and connecting them to resources and services that they need to become independent and successful.

NOVEMBER 2005 – JANUARY 2021

DIRECTOR/PRESCHOOL TEACHER, HEATHER'S LITTLE ANGELS

Nurtured and cared for children ages birth through 6 years old. Prepared and delivered developmentally appropriate curriculum and activities that were emergent, and nature based.

EDUCATION

MAY 2013

ASSOCIATE EARLY CHILDHOOD EDUCATION, LAKES REGION COMMUNITY COLLEGE

National Honor Society recipient gained knowledge and made connections through my coursework and practicum at Lakes Region Child Care Services.

SEPTEMBER 2016

BACHELORS PSYCHOLOGY, SOUTHERN NEW HAMPSHIRE UNIVERSITY

Concentration on children and adolescence through my online studies. Integrated this knowledge with my position as a preschool teacher, grasping a better understanding of behavior, trauma, and family composition.

SKILLS

- Driven to move forward and solve problems in unique ways.
- Time management
- Organization
- Motivated
- Compassionate

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Megan Harrington Woods

[redacted]

Professional Summary

Dedicated Family Support Specialist, Kinship Navigator, Community Health Worker, and Parent Educator with over 20 years of experience supporting families impacted by trauma and adversity through a holistic, strength-based approach. Experienced in trauma-informed care, facilitating evidence-based parenting programs, and connecting families with community resources to promote stability and resilience. Proven leadership background in early childhood education and family support services.

Education

Associate Degree in Early Childhood Education — NHTI, Concord's Community College (2001)

Grandfamilies Leadership Course — University of Maine

Certifications & Professional Training

- Trust-Based Relational Intervention (TBRI) — Karyn Purvis Institute of Child Development
- Diversity, Equity, and Inclusion Training — North Country Health Consortium
- Child-Parent Psychotherapy (CPP) — Center for Trauma Responsive Practice
- Standards of Quality for Family Strengthening & Support — National Family Support Network
- Mental Health First Aid — National Council for Mental Wellbeing
- Community Health Worker Certification — Southern NH Area Health Education Center
- First Aid / CPR / AED Certified
- Parent Café Facilitator — Be Strong Families

Professional Experience

Family Support Specialist / CHW / Parent Educator / Kinship Navigator

Whole Village / Granite United Way — Plymouth, NH | Sep 2022 – Present

- Provide trauma-informed support and advocacy for kinship and foster families
- Connect families with community resources to promote stability and well-being
- Facilitate family engagement and parenting education programs
- Collaborate with multidisciplinary teams to coordinate care

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- Delivered evidence-based parenting programs and facilitated Parent Cafés
- Advocated for families navigating social services and education systems
- Promoted health equity and access to community resources
- Supported families through home visits, case management, and parent education

Lead Teacher — Lincoln-Woodstock Community Preschool | 2011 – 2021

- Provided early childhood education aligned with NH Early Learning Standards
- Developed curriculum and assessments
- Supported families through Early Intervention and IEP processes

Center Director / Pre-K Teacher — Heather's Little Angels | 2003 – 2011

- Ensured compliance with state licensing and safety regulations
- Supervised and trained staff
- Developed preschool curriculum and policies

Community Involvement

- Mentor — Virago Girls Mentor Program (2019 – Present)
- Volunteer — TAPS Veteran's Detail (1997 – Present)
- Youth Sports Coach — Lincoln Woodstock Recreation (2015 – 2020)
- Member — Woodstock Fire Department Auxiliary (2012 – Present)
- Events Committee Member — Town of Woodstock, NH (2023 – Present)

Core Skills

- Trauma-Informed Care
- Family Engagement
- Child Development
- Motivational Interviewing
- Community Outreach
- Protective Factors Framework
- Crisis Management
- Program Leadership
- Cultural Competency
- Event Coordination

References available upon request

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Jennifer F. Hunter

[redacted]

Qualifications

- ✓ Director of Engagement for Central Region, Whole Village, and VITA oversee engagement and direct programs at Whole Village Family Resource Center (FRC), which has an oversight of four staff members. Writing and managing federal and private grants and managing financial aspects of the center. Creation of policy, procedure, programming, early childhood, public health, veteran, and community work across Granite United Way. Facilitation of Agency Council, Central Region Veteran Coalition, and New parent coalition work in the 19 towns in Lower Grafton County. Manages the IRS federal grant for the Volunteer Income Tax Assistance Program statewide (15 sites).
- ✓ Administrator Office of Social and Emotional Wellness overseeing 8 staff, federal and state grants, and budgets, legislative work, creation of policy and procedures, responding to stakeholders and the general public regarding student wellness
- ✓ Monitoring and training of special education programs statewide, program coordinator for the educational surrogate program
- ✓ Systems specialist accountable for designing, analyzing data, implementing, promoting, and reporting Developmental Screening and MCH Title V Federal Block Grant Measures
- ✓ Certified in Trauma Informed Early Childhood Care Instructor, through Dartmouth Hitchcock, Life Course ambassador, Routine Based Intervention through the Siskin Institute, Early Start Denver Model Advanced trainer, courses in Board Certified Behavior Analyst Degree program at UMass Lowell
- ✓ NH's Learn the Signs. Act Early Ambassador to the Center for Disease Control
- ✓ Winner of top 40 professionals under the age of 40 in New Hampshire
- ✓ Early Childhood Manager, Educator of the Early Intervention program. Overseeing 10 staff members and 100+ families managing an annual budget which included fundraising and grant writing
- ✓ Autism Training Center designed, implemented, and fundraised to coach parents in how to assist their children with an ASD diagnosis
- ✓ Collaborating with professionals across systems to ensure quality and integrated programming
- ✓ Facilitator of Act Early Team focused on Developmental Screening
- ✓ Watch Me Grow steering committee and management team member informing policy and programming
- ✓ Informs Medicaid policy regarding ABA services
- ✓ Professor at Plymouth State University and University of New Hampshire as requested
- ✓ Significant work experience in public education including providing enrichment and support opportunities in a variety of areas, working closely with childcare providers statewide
- ✓ Computer skills utilizing Windows XP and a variety of software programs, creating web pages, designing brochures, newsletters, and press releases, and assisting in disseminating information for Facebook and website and other public relations work

Work History

2023- current ***Director of Engagement in Central Region, Whole Village and Volunteer Income Tax Assistance Program***

Oversite of Whole Village Family Resource Center to include supervision of staff, facilities, and financial oversight, supervision of 4 employees, management and creation of programs, facilitating New Parent and Veteran coalitions, community engagement and networking, community surveys, grant writing, marketing, recruitment and supervision of volunteers. Participation in mentoring at Granite United Way. Management of IRS federal grant for the Volunteer Income Tax Assistance program, staff and oversight of 15 different statewide sites.

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2021- 2023 ***Administrator of the Office of Social-Emotional Wellness***

Administer the Department's objectives by planning short- and long-term policies, procedures, and organizational goals as it related to student wellness. Delivers information through marketing, communication, and outreach campaigns to educate New Hampshire communities about behavioral and mental health issues, and risks for behavioral health problems, including substance abuse under the Bureau of Student Wellness. Evaluates performance of grant and program activities, and provides supervision, leadership, and support to staff supported by grants, including assessing training needs for staff development. Identify program needs, prepare, research, review, and develop grant applications, contract program information, resources, and best practices with other agencies. Evaluates the development of a strategic plan to include the dissemination of information and technical assistance statewide and to Local Educational agencies and project partners as it relates to communications efforts aligned with the Bureau of Student Wellness. Evaluates program policies, procedures, and guidelines within the Bureau of Student Wellness to coordinate the flow of information and communication, such as press releases, media relation content, white papers, social media content, brochures, and other mediums of information dissemination. Coordinates and facilitates a review of program recommendations for public and private entities to develop project plans with key deliverables and target dates. Prepares and presents public defense and technical assistance to school districts and other providers regarding the implementation of the Multi-Tiered System of Support for Behavioral Health & Wellness (MTSS-B) framework as it relates to the work of the Bureau of Student Wellness. Develops and monitors of the Office of Social and Emotional Wellness budget and prepares statistical and narrative reports on programs.

2020-2021 ***Educational Consultant for the Department of Education***
To plan, coordinate, and monitor the effective operation of educational programs serving the needs of students with disabilities aged 3-21 within the Bureau of Student Support, Division of Learner Support for compliance with federal and state regulations by providing technical assistance and consulting services to approved private education programs and local education agencies.

2016- 2020 ***Special Medical Services State of NH Family Support Program System Specialist,***
Plans, develops, promotes, directs, and evaluates Title V Children With Special Health Care Needs Program initiatives, systems, policies, and procedures to improve statewide access to quality health care for children and youth with special health care needs (CYSHCN). Creates policy and procedure to meet state and federal law, recommends effective changes, conducts and analyzes needs assessments, and meets with state and local groups to ensure coordination of efforts in program implementation, ongoing technical assistance, and training to professionals and families of CYSHCN. Liaison to state departments working with CYSHCN collects and analyzes data and writes proposals and grants to maximize the effectiveness of infrastructure development and service delivery. Produces and disseminates printed materials to all stakeholders including advising Medicaid on ABA services. Facilitates, organizes, and implements Developmental screening initiatives across the State.

2006 – 2016 ***Early Intervention Program, Lakes Region Community Services Program***
Early Childhood Manager, Educator
Administrator of Family Centered Early Supports and Services program supervised ten staff members and over 120 families per month, to ensure best practices. Designed,

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fundraised, obtained grants, and facilitated an innovative autism program for families of children under the age of 5 using the Early Start Denver Model. Provided in-home, community, and on-site education, coaching, and training to families. Enhanced public relations and awareness in the local and State, around early childhood initiatives. Collaboration across community organizations and programs, organization, innovative practices, and team building are strengths. Increased the use of person-centered planning, designed and implemented responsive supports, and established relationships with families, community, and school leaders. Utilized best practice approaches such as ESDM, PECS, and SCERTS to provide evidence based informed interventions to families. Service coordinator/ case manager for families. Assisted families in creating and meeting their goals for their children as well as assisting them with basic family needs and building the families' capacity for success. Participated in a variety of statewide committees, Watch Me Grow, Technical Assistance, president of the Early Intervention and Education Network, and participate in several statewide workgroups to work on system development, strategic planning, and implementation.

2003-2006 ***Classroom Teacher, Elm Street School***

Instruct second and third-grade students in Lesley College Literacy Collaborative, Everyday Mathematics, Foss Science, and Social studies. Collaborate with teams of teachers and special education staff. Coordinate educational programs and implement curricula at grade level. Participate in primary and intermediate Literacy Collaborative training. Member of the technology, I love to read and write, fire prevention, harvest, and social committees. Design web pages and newsletters for a classroom. Integrate curriculum in content areas, arrange guest speakers, and utilize community members in the classroom.

2002-2003 ***Classroom Reduction Teacher, Winnisquam School District***

Instructed third and fifth-grade students in reading and mathematics. Reduced classroom size to provide additional support to the students. Collaborated with three different teams of teachers in two different schools within the district. Coordinated educational programs and implement curricula at grade level. Participate in RIF and reading committees to assist in any curriculum design and change.

2001-2002 ***Third Grade Enrichment Teacher, Gilford Elementary School***

Instructed all third-grade enrichment reading and mathematics students. Participated, planned, and implemented educational programming for all third-grade students, and assisted teachers in preparation and classroom instructions. Presented special units, programs, and classes throughout the grade level. Provided supervisory duties to classrooms and grade levels.

1998-2001 ***Outreach Director, New Hampshire Humane Society***

Developed animal-related integrated curriculum for all grade levels. Provided presentation to students, educators, business leaders, and civic groups in 23 communities. Redesigned and updated the NHHS web page weekly. Positively promoted and enhanced NHHS's image, services, and programs. Developed various educational programs for the animal-loving public. Designed and wrote all publications. Networked with various newspapers, magazines, radio stations, and other members of the business community. Participated, planned, and promoted all fundraising activities

Education

Springfield College, Manchester NH

Bachelor's degree in Human Service with a concentration in Criminal Justice

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Plymouth State University
Master's degree in Education specializing in elementary education K-8

NH State Certification in Elementary Education

Highly Qualified Teacher Requirement Met

Committee's
Early Start Denver Model Advanced Training
TA committee looking at Professional Development in the Early Childhood Field
Strategic Planning Committee for Early Supports and Services
Learn The Signs. Act Early Ambassador to the Center for Disease Control for the State of NH
Routine Based Interview Trainer Siskin Institute Tennessee
Early Intervention and Education Network President
State of NH Screening and Development Committee
Graduate of the NH Leadership in Autism Spectrum Disorder program from the University of New Hampshire
Inclusion Group leader and participant in Better Together with the United Way
Regional Act Early Committee and Facilitator
Watch Me Grow Steering and Management Committee
Facilitated Northeast Regional United States conference for Act Early
Lifespan Respite Coalition
Autism Council
Children and Families Collaboration Committee
Spark NH Policy Committee
Life Course ambassador
Certified Public Manager Course
Early Childhood Integration Team Department of Education
System of care advisory group
Suicide prevention
Governor Council on Drugs and Alcohol
Multi Tiered System of Support for Behavior Community of Practice, advisory group

FORM NUMBER P-37 (version 2/23/2023)

Subject: Family Resource Center Services and Kinship Navigation Program Services - RFA-2027-DPH-04-FRCSK-05

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 Greater Seacoast Community Health		1.4 Contractor Address 8 Greenleaf Woods Drive Portsmouth, NH 03801	
1.5 Contractor Phone Number 603-422-8208	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $498,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Justin Saint-Jacques Date: 5/13/2026		1.12 Name and Title of Contractor Signatory Justin Saint-Jacques COO	
1.13 State Agency Signature DocuSigned by: Iain Watt Date: 5/19/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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		On: 5/21/2026	
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials JS
Date 5/13/2026

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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.

Contractor Initials Initial JS

Date 5/13/2026

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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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Date 5/13/2026

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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.

Contractor Initials Initial JS
Date 5/13/2026

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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 on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, and kinship caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure all services are provided in the following DHHS District Office Catchment Area: Seacoast District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must maintain certification as a Family Resource Center of Quality (FRC-Q) throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

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1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.3.3.3. Kinship Navigation Program.

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Component B: Kinship Navigation Program**

1.6.1. The Contractor must provide Kinship Navigation Program services and ensure a minimum of one (1) Kinship Navigation position is in place within its designated catchment area, coordinated with the Comprehensive Family Support (CFS) program to ensure:

1.6.1.1. That the program is responsive to the needs of families impacted by kinship caregiving arrangements, including but not limited to the following:

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1.6.1.1.1. Services are provided to kinship caregivers who are caring for children through formal or informal placements;

1.6.1.1.2. Kinship families requiring a higher tier of case management services and eligible for Preventative Child Care assistance are dually enrolled or transitioned into the CFS program; and

1.6.1.1.3. Navigators connect with kinship caregivers in person or via virtual platforms (e.g., video or live chat) for purposes including, but not limited to:

1.6.1.1.3.1. Assessing kinship caregiver needs.

1.6.1.1.3.2. Providing outreach, engagement, community support services, and referrals.

1.6.1.1.3.3. Utilizing or creating peer support groups for kinship caregivers.

1.6.1.2. The Contractor must work with the Department's Kinship Navigation Program Manager to implement the evidence-based Kinship Navigation Program on the Title IV-E clearinghouse, called the Washington Case Management Model (CMM). This includes, but is not limited to:

1.6.1.2.1. Completion of the Department-identified Kinship Caregiver Needs and Health Assessment at intake or initial enrollment.

1.6.1.2.2. Collaborative goal setting with the kinship family.

1.6.1.2.3. Completion of the Department-identified child needs and strengths questionnaire and referral to community-based services for areas of concern.

1.6.1.2.4. Completion of a follow-up needs assessment at three (3) months.

1.6.1.2.5. Completion of a full needs assessment at six (6) months.

1.6.1.2.6. Completion of a satisfaction survey at six (6) months, or at discharge, whichever occurs first.

1.6.1.2.7. Entry of encounter data into the Department's Family and Community Health Data System (FCH-DS) to document all services, assessments, caregiver education, peer support, and concrete

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needs provided to the kinship family which must include:

1.6.1.2.7.1. The Contractor must provide the Department with a list of staff (End Users, as defined in Exhibit D) who will be responsible for entering encounter data into the FCH-DS.

1.6.1.2.7.2. The Contractor must notify the Department immediately, and no more than 24 hours of staff changes, to ensure access to the FCH-DS is removed in a timely manner.

1.6.1.2.8. Completion of a Department identified fidelity tool to ensure consistent statewide delivery of the program across all service locations; and

1.6.1.2.9. Completion of all Kinship Navigation Core Training, as determined by the Department, within the first six (6) months of the effective date of the contract, including, but not limited to:

1.6.1.2.9.1. Kinship Navigation Program onboarding;

1.6.1.2.9.2. Family Health and Needs Assessment;

1.6.1.2.9.3. Trauma and resiliency.

1.6.1.2.9.4. Motivational Interviewing; and

1.6.1.2.9.5. Everyday Parenting.

1.6.1.2.9.6. Certification in Grandfamilies Leadership.

1.6.1.3. The Contractor must ensure that all Kinship Navigators meet the established training standards. The Contractor is responsible for allocating sufficient resources and securing Grandfamilies Leadership certification for any Kinship Navigators who do not currently hold this credential to ensure alignment with national best practices and to uphold program fidelity.

1.6.1.4. The Contractor must coordinate referrals and resources with kinship positions within its designated catchment area, as assigned by the Department. The Contractor must ensure:

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1.6.1.4.1. Any additional kinship positions assigned as subcontracts must be located in FRC-Qs and FRCs actively working toward FRC-Q designation.

1.6.1.5. Upon request by the Department, the Contractor must work with the Department to create/promote social media for the Department to post.

1.6.1.6. The Contractor must utilize strategies to increase the presence of the Kinship Navigation Program in the community, including but not limited to:

1.6.1.6.1. Distributing the Department's Kinship Navigation Program branded flyers and brochures. Kinship Navigation Program flyers and marketing will be approved by the Department.

1.6.1.6.2. Representing the Kinship Navigation Program at community events.

1.6.1.7. The Contractor must ensure that Kinship Navigators collaborate with the Department on program implementation, data collection, fidelity monitoring, documentation, and quality improvement activities. This includes, but is not limited to:

1.6.1.7.1. Participation in a Kinship Navigation Program Community of Practice.

1.6.1.7.2. Data collection and program evaluation activities.

1.6.1.7.3. Coordination with the State of Washington to implement the case management model.

1.6.1.8. The Contractor must maintain onboarding and training processes as requested by the Department and must continue to develop the Kinship Navigation position based on the following factors:

1.6.1.8.1. Findings from the Department's evaluation of the program.

1.6.1.8.2. Staff performance evaluations;

1.6.1.8.3. Identified staff training needs; and

1.6.1.8.4. Updates to the Kinship Navigation Program Manual.

1.6.1.9. The Contractor must track and evaluate the following Kinship Navigation Program outcomes within the Department's FCH-DS:

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1.6.1.9.1. Child permanency, including placement stability.

1.6.1.9.2. Child well-being, including behavioral and emotional functioning.

1.6.1.9.3. Adult well-being, including parent/caregiver mental or emotional health.

1.6.1.9.4. Adult well-being, including overall family functioning.

1.7. **Provisions Applicable to Component A and Component B**

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

1.7.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.7.2.1. Review of participant files.

1.7.2.2. Review of fidelity tools for implementation of the Washington Case Management Model.

1.7.2.3. Review of training records and professional development plans to ensure staffing requirements are met.

1.7.2.4. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.7.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.7.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC and Kinship Navigation Program participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.7.4.1. Acknowledgement of data collection within the FCH-DS.

1.7.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.7.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.8. Reporting

1.8.1. The Contractor must submit quarterly reports to the Department highlighting program activities no later than the 15th day of the month

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following the end of each reporting period. The first report is due by October 15, 2026, and must include:

1.8.1.1. Progress toward achieving stated outcomes;

1.8.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.8.1.3. Data as requested by the Department.

1.8.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.8.2.1. Program accomplishments and activities.

1.8.2.2. Recommendations for service development and outcome improvements.

1.8.2.3. Identification of systemic barriers.

1.8.2.4. Family satisfaction survey results.

1.8.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.8.3.1. Full Name.

1.8.3.2. Date of birth.

1.8.3.3. Race and ethnicity.

1.8.3.4. Primary language.

1.8.3.5. Household income.

1.8.3.6. Household size.

1.8.3.7. Housing status.

1.8.3.8. Marital status.

1.8.3.9. Town of residence.

1.8.3.10. County of residence.

1.8.3.11. Source of referral.

1.8.3.12. Presence of an incarcerated parent.

1.8.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.8.3.14. Receipt of public benefits, including but not limited to:

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1.8.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.8.3.14.2. New Hampshire Child Care Scholarship.

1.8.3.14.3. Medicaid.

1.8.3.14.4. Social Security Disability Insurance (SSDI).

1.8.3.14.5. Supplemental Security Income (SSI).

1.8.3.14.6. Temporary Assistance for Needy Families (TANF).

1.8.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.8.3.15. Participant encounter and service data, including:

1.8.3.15.1. Date of service.

1.8.3.15.2. Participants present during service delivery.

1.8.3.15.3. Service type and topics reviewed.

1.8.3.15.4. Parent education classes or groups attended.

1.8.3.15.5. Support groups attended.

1.8.3.16. Family Resource Center Goal and outcome domains, including:

1.8.3.16.1. Community linkages and referrals.

1.8.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.8.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

1.8.4. The Contractor must collect and update a Family Service Record for all Kinship Navigation program participants using the FCH-DS, which must include:

1.8.4.1. Full name.

1.8.4.2. Date of birth.

1.8.4.3. Race and ethnicity.

1.8.4.4. Primary language.

1.8.4.5. Household income.

1.8.4.6. Household size.

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1.8.4.7. Housing status.

1.8.4.8. Marital status.

1.8.4.9. Town of residence.

1.8.4.10. County of residence.

1.8.4.11. Source of referral.

1.8.4.12. Reason for kinship arrangement.

1.8.4.13. Kinship arrangement at time of discharge.

1.8.4.14. Presence of an incarcerated parent.

1.8.4.15. Screenings completed (e.g., needs assessments, participant feedback surveys, child development screenings)

1.8.4.16. Kinship Caregiver Needs and Health Assessment.

1.8.4.17. Receipt of public benefits, including but not limited to:

1.8.4.17.1. SNAP.

1.8.4.17.2. New Hampshire Child Care Scholarship.

1.8.4.17.3. Medicaid.

1.8.4.17.4. SSDI.

1.8.4.17.5. SSI.

1.8.4.17.6. TANF.

1.8.4.17.7. WIC.

1.8.4.18. Participant service data, including:

1.8.4.18.1. Date of service.

1.8.4.18.2. Participants present during service delivery.

1.8.4.18.3. Service type and topics reviewed.

1.8.4.18.4. Support groups attended.

1.8.4.19. Kinship Navigation Program goals and program outcome domains, defined as key areas used to measure the impact of services on child permanency, child well-being, and adult caregiver and family functioning, including:

1.8.4.19.1. Child permanency, including placement stability.

1.8.4.19.2. Child well-being, including behavioral and emotional functioning.

1.8.4.19.3. Adult well-being, including parent/caregiver mental or emotional health.

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1.8.4.19.4. Adult well-being including family functioning.

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

1.9. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.10. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.10.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.11. Background Checks

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

1.11.1.1. 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;

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1.11.1.2. 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

1.11.1.3. 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.

1.12. Confidential Data

1.12.1. 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.

1.12.2. 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.

1.13. Privacy Impact Assessment

1.13.1. 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:

1.13.1.1. How PII is gathered and stored;

1.13.1.2. Who will have access to PII;

1.13.1.3. How PII will be used in the system;

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

1.13.1.5. Privacy practices.

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1.13.2. 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.

1.14. Department Owned Devices, Systems and Network Usage

1.14.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.14.1.1. 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;

1.14.1.2. 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;

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

1.14.1.4. 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;

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

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

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

transmitting Department Data or Confidential Data.

1.14.1.6.2. 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.

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

1.14.1.7. 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.

1.14.1.8. 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.

1.14.2. Workspace Requirement

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

1.15. Contract End-of-Life Transition Services

1.15.1. General Requirements

1.15.1.1. 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

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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.

1.15.1.2. 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 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.

1.15.1.3. 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.

1.15.1.4. 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.

1.15.1.5. 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.

1.15.1.6. 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.

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1.15.2. Completion of Transition Services

1.15.2.1. 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.

1.15.2.2. 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.

1.15.3. Disagreement over Transition Services Results

1.15.3.1. 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.

1.16. Website and Social Media

1.16.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.16.2. 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.

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1.16.3. State of New Hampshire's Website Copyright

1.16.3.1. 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.

2. Exhibits Incorporated

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

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

3.2.1.2. A written attestation, within forty-five (45) days of the Effective Date of the Agreement and annually

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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

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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

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

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which must impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental

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license or permit must be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Agreement the facilities must comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and must be in conformance with local building and zoning codes, by-laws and regulations.

4. Records

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

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

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

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 through Exhibit C-2, 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 DHHS.DPHS.Contract@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.
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

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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.

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

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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:	*Greater Seacoast Community Health*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	15.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$11,837	$14,074	$16,429
2. Fringe Benefits	$2,722	$3,236	$3,778
3. Consultants	$0	$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	$1,000	$1,500	$1,500
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	$3,000	$2,290	$0
6. Travel	$10,241	$3,000	$4,000
7. Software	$390	$100	$1,693
8. (a) Other - Marketing/Communications	$4,500	$4,500	$4,500
8. (b) Other - Education and Training	$2,000	$3,000	$2,700
8. (c) Other - Other (specify below)	$0	$0	$0
Telephones	$3,700	$1,100	$2,578
Program Supplies	$17,500	$25,500	$27,000
Language Services/ ASL (propio)	$1,500	$2,790	$3,000
Membership Fees and Dues	$1,288	$1,500	$2,000
Agency Name Change -Update Materials	$3,000	$100	$0
Vehicle for mobile FRC (pending purchase)	$10,000	$10,000	$10,000
Program Site - Expansion and Remodeling for FRC Programming	$10,700	$10,600	$100
9. Contracted Services	$100	$188	$4,200
Total Direct Costs	$83,478	$83,478	$83,478
Total Indirect Costs	$12,522	$12,522	$12,522
Subtotals	$96,000	$96,000	$96,000
		TOTAL	**$288,000**

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Exhibit C-2 Budget

New Hampshire Department of Health and Human Services			
Contractor Name:	*Greater Seacoast Community Health*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component B - KNP)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	0.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$51,939	$51,612	$51,226
2. Fringe Benefits	$11,945	$11,870	$11,781
3. Consultants	$0	$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	$100	$100	$200
6. Travel	$200	$600	$600
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$159	$293	$400
8. (b) Other - Education and Training	$0	$0	$0
8. (c) Other - Other (specify below)	$0	$0	$0
Program Supplies	$400	$1,525	$2,000
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
Concrete Supports for Families	$5,257	$4,000	$3,793
9. Subrecipient Contracts	$0	$0	$0
Total Direct Costs	$70,000	$70,000	$70,000
Total Indirect Costs	$0	$0	$0
Subtotals	$70,000	$70,000	$70,000
		TOTAL	**$210,000**

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New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

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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

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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

Contractor Initials JS

Date 5/13/2026

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

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,

Initial JS

Contractor Initials _____

Date 5/13/2026

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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	Justin Saint-Jacques
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	Signed by: Justin Saint-Jacques 5579C270F0E1450...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Justin Saint-Jacques
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	COO
Title of Authorized Representative	Title of Authorized Representative
5/19/2026	5/13/2026
Date	Date

Initial JS
Contractor Initials

Date 5/13/2026

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State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that GREATER SEACOAST COMMUNITY HEALTH is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on August 18, 1971. 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: **65587**

Certificate Number: **0007896739**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 2nd day of April A.D. 2026.

David M. Scanlan
Secretary of State

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CERTIFICATE OF AUTHORITY

I, Jennifer Glidden, Chair, of Greater Seacoast Community Health hereby certify that:

1. I am a duly elected Clerk/Secretary/Officer of Greater Seacoast Community Health.

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 April 20, 2026 at which a quorum of the Directors/shareholders were present and voting.

   VOTED: that Justin Saint-Jacques and Dean Correnti

   Are duly authorized on behalf of Greater Seacoast Community Health to enter into contracts or agreements with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and amendments, revisions, or modifications thereto, which may in his/her judgement be desirable or necessary to effect the purpose of this vote. This authorization is on a temporary basis to cover the extended absence of the CEO, Jocelyn Caple, and covers the time period of April 20, 2026 through May 30, 2026.

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

Dated: 4/27/2026

DocuSigned by:

C358C10198084CE...

Jennifer Glidden
Chair

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GOODCOM-04 BMAHONEY

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 3/27/2026

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
Marsh & McLennan Agency, LLC
1 Sundial Ave
Suite 302N
Manchester, NH 03103-7204

CONTACT NAME:
PHONE (A/C, No, Ext):
FAX (A/C, No):
E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : TRI-STATE INSURANCE COMPANY OF MINNESOTA	31003
INSURER B : A.I.M. Mutual Insurance Companies	
INSURER C : AIX Specialty Insurance Company	12833
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
Greater Seacoast Community Health
ATTN: Accounts Payable
311 Route 108
Somersworth, NH 03878

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			ADV5564228-12	10/10/2025	10/10/2026	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 300,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	X POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	X ANY AUTO			ADV5564228-12	10/10/2025	10/10/2026	BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	UMBRELLA LIAB OCCUR						EACH OCCURRENCE	$ 5,000,000
	EXCESS LIAB CLAIMS-MADE			ADV5564228-12	10/10/2025	10/10/2026	AGGREGATE	$
	DED RETENTION $							$ 5,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	N / A		WMZ-800-8008412-2026A	1/1/2026	1/1/2027	E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
C	Professional Liabili			L3VA671986	1/1/2026	1/1/2027	Each Incident	1,000,000
C	Professional Liabili			L3VA671986	1/1/2026	1/1/2027	Aggregate	3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Professional Liability excludes coverage for claims that are covered under the FTCA

CERTIFICATE HOLDER

State of NH
Department of Health and Human Services
129 Pleasant Street
Concord, NH 03301-3857

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
Margin Ruth

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NONPROFIT COVER SHEET

A. Entity Name: Greater Seacoast Community Health

B. Entity's Contact Information: Justin Saint-Jacques, jsaintjacques@goodwinch.org, 603-749-2346 X 2550

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

Name / Phone / Email: Helen Long, 603-422-8208, hlong@goodwinch.org

Person responsible for Accuracy and Completeness of information provided:
Name: Helen Long Title: Grant Writer

Signature: Helen Long

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Jennifer Glidden (Chair)	Program Specialist, USDA
Jody Hoffer Gittell (Vice Chair)	Professor, Brandeis University
Jim Sepanski (Treasurer)	Retired Financial Executive
Christine Perkins (Secretary)	Certified Public Accountant, Wipfli
Laura Belsky	Retired Nurse
Andrea Borowiecki	VP of Charitable Giving and Community Engagement, Rockland Trust
Salih Ileri	Retired Production Manager
Tim McNamara	Retired Healthcare Executive
Allison Mulligan	Self Employed
Michael Ponchak	Portfolio Manager, Rockland Trust
Kathy Scheu	Retired Medical Product Sales Manager
Marrielle Van Rossum	Attorney
Ramona Yuva	ESOL Teach, Dover School District

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
Jess Garlough	Family Service Director	$108,160	$0
JoAnn Clement	Family Center Manager	$72,940	$18,241 (10 hrs/wk)
Beth Searle-Spratt	Home Visitor	$46,410	$0

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Heidi Crowell	Home Visitor	$55,118	$0
Jillian Peacock	Home Visitor/ Newborn Navigator	$54,080	$0
Ellen Michniewicz	Home Visitor/Kinship Navigator	$55,800	$44,628 (32 hrs/wk)
Carson Bear	Program Coordinator	$50,440	$0
Patricia Keck	Program Facilitator	$17,004	$0
Tiffany Jones	Program Facilitator	$14,575	$0

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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	$

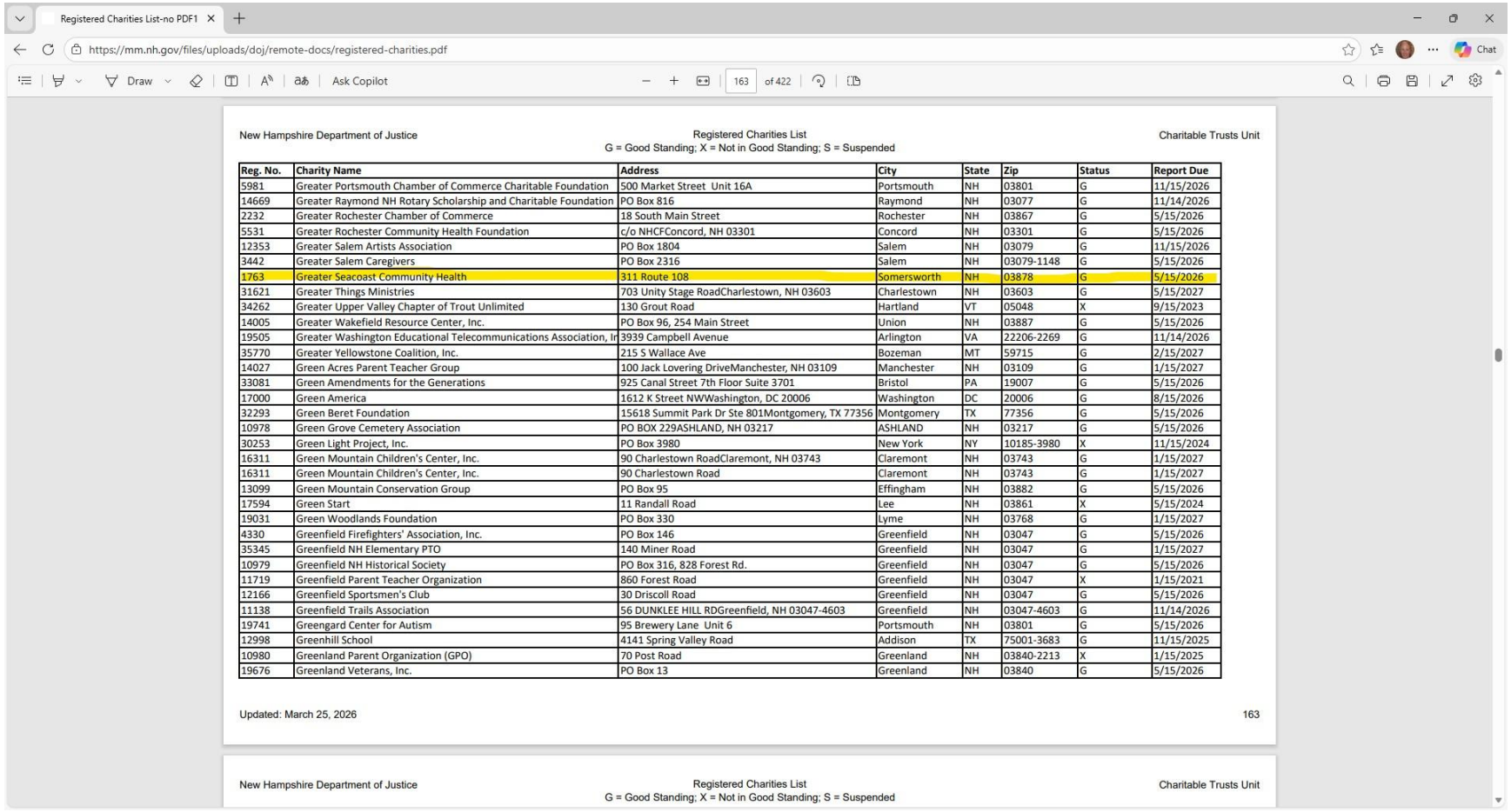
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2. BALANCE SHEET

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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New Hampshire Department of Justice

Registered Charities List
G = Good Standing; X = Not in Good Standing; S = Suspended

Charitable Trusts Unit

Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
5981	Greater Portsmouth Chamber of Commerce Charitable Foundation	500 Market Street Unit 16A	Portsmouth	NH	03801	G	11/15/2026
14669	Greater Raymond NH Rotary Scholarship and Charitable Foundation	PO Box 816	Raymond	NH	03077	G	11/14/2026
2232	Greater Rochester Chamber of Commerce	18 South Main Street	Rochester	NH	03867	G	5/15/2026
5531	Greater Rochester Community Health Foundation	c/o NHCFConcord, NH 03301	Concord	NH	03301	G	5/15/2026
12353	Greater Salem Artists Association	PO Box 1804	Salem	NH	03079	G	11/15/2026
3442	Greater Salem Caregivers	PO Box 2316	Salem	NH	03079-1148	G	5/15/2026
1763	Greater Seacoast Community Health	311 Route 108	Somersworth	NH	03878	G	5/15/2026
31621	Greater Things Ministries	703 Unity Stage RoadCharlestown, NH 03603	Charlestown	NH	03603	G	5/15/2027
34262	Greater Upper Valley Chapter of Trout Unlimited	130 Grout Road	Hartland	VT	05048	X	9/15/2023
14005	Greater Wakefield Resource Center, Inc.	PO Box 96, 254 Main Street	Union	NH	03887	G	5/15/2026
19505	Greater Washington Educational Telecommunications Association, Ir	3939 Campbell Avenue	Arlington	VA	22206-2269	G	11/14/2026
35770	Greater Yellowstone Coalition, Inc.	215 S Wallace Ave	Bozeman	MT	59715	G	2/15/2027
14027	Green Acres Parent Teacher Group	100 Jack Lovering DriveManchester, NH 03109	Manchester	NH	03109	G	1/15/2027
33081	Green Amendments for the Generations	925 Canal Street 7th Floor Suite 3701	Bristol	PA	19007	G	5/15/2026
17000	Green America	1612 K Street NWWashington, DC 20006	Washington	DC	20006	G	8/15/2026
32293	Green Beret Foundation	15618 Summit Park Dr Ste 801Montgomery, TX 77356	Montgomery	TX	77356	G	5/15/2026
10978	Green Grove Cemetery Association	PO BOX 229ASHLAND, NH 03217	ASHLAND	NH	03217	G	5/15/2026
30253	Green Light Project, Inc.	PO Box 3980	New York	NY	10185-3980	X	11/15/2024
16311	Green Mountain Children's Center, Inc.	90 Charlestown RoadClaremont, NH 03743	Claremont	NH	03743	G	1/15/2027
16311	Green Mountain Children's Center, Inc.	90 Charlestown Road	Claremont	NH	03743	G	1/15/2027
13099	Green Mountain Conservation Group	PO Box 95	Effingham	NH	03882	G	5/15/2026
17594	Green Start	11 Randall Road	Lee	NH	03861	X	5/15/2024
19031	Green Woodlands Foundation	PO Box 330	Lyme	NH	03768	G	1/15/2027
4330	Greenfield Firefighters' Association, Inc.	PO Box 146	Greenfield	NH	03047	G	5/15/2026
35345	Greenfield NH Elementary PTO	140 Miner Road	Greenfield	NH	03047	G	1/15/2027
10979	Greenfield NH Historical Society	PO Box 316, 828 Forest Rd.	Greenfield	NH	03047	G	5/15/2026
11719	Greenfield Parent Teacher Organization	860 Forest Road	Greenfield	NH	03047	X	1/15/2021
12166	Greenfield Sportsmen's Club	30 Driscoll Road	Greenfield	NH	03047	G	5/15/2026
11138	Greenfield Trails Association	56 DUNKLEE HILL RDGreenfield, NH 03047-4603	Greenfield	NH	03047-4603	G	11/14/2026
19741	Greengard Center for Autism	95 Brewery Lane Unit 6	Portsmouth	NH	03801	G	5/15/2026
12998	Greenhill School	4141 Spring Valley Road	Addison	TX	75001-3683	G	11/15/2025
10980	Greenland Parent Organization (GPO)	70 Post Road	Greenland	NH	03840-2213	X	1/15/2025
19676	Greenland Veterans, Inc.	PO Box 13	Greenland	NH	03840	G	5/15/2026

Updated: March 25, 2026

New Hampshire Department of Justice

Registered Charities List
G = Good Standing; X = Not in Good Standing; S = Suspended

Charitable Trusts Unit

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Our mission

To deliver innovative, compassionate, integrated health services and support that are accessible to all in our community, regardless of ability to pay.

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BerryDunn

Greater Seacoast Community Health

FINANCIAL STATEMENTS

and

REPORTS IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS* AND THE UNIFORM GUIDANCE

December 31, 2024 and 2023

With Independent Auditor's Report

Docusign Envelope ID: B6D6C491-DCC8-8B14-808C-52C8D6733548

BerryDunn

BDMP Assurance, LLP

INDEPENDENT AUDITOR'S REPORT

Board of Directors
Greater Seacoast Community Health

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Greater Seacoast Community Health (the Organization), which comprise the balance sheet as of December 31, 2024 and the related statements of operations, changes in net assets and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the 2024 financial statements referred to above present fairly, in all material respects, the financial position of the Organization as of December 31, 2024, and the results of its operations, changes in its net assets, and its cash flows for the year then ended, in accordance with U.S. generally accepted accounting principles.

Basis for Opinion

We conducted our audit in accordance with U.S. generally accepted auditing standards and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Organization 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.

Prior Period Financial Statements

The financial statements of the Organization as of and for the year ended December 31, 2023 were audited by Berry, Dunn, McNeil & Parker, LLC whose report, dated May 20, 2024, expressed an unmodified opinion on those statements.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with U.S. generally accepted accounting principles, 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 the Organization's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with U.S. 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 U.S. 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 the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

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

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Board of Directors
Greater Seacoast Community Health

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 U.S. generally accepted auditing standards. 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 May 19, 2025 on our consideration of the Organization's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control over financial reporting and compliance.

BDMP Assurance, LLP

Manchester, New Hampshire
May 19, 2025

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GREATER SEACOAST COMMUNITY HEALTH

Balance Sheets

December 31, 2024 and 2023

ASSETS

	2024	2023
Current assets		
Cash and cash equivalents	**$ 6,202,093**	$ 6,592,894
Patient accounts receivable	**1,051,140**	1,315,414
Grant and other receivables	**961,486**	893,205
Pledges receivable	**71,000**	63,050
Inventory	**71,042**	80,935
Other current assets	**204,527**	201,680
Total current assets	**8,561,288**	9,147,178
Investments	**2,914,361**	2,304,036
Assets limited as to use	**1,368,340**	1,350,630
Property and equipment, net	**7,252,412**	7,340,603
Finance lease right-of-use asset	**3,860,711**	4,170,016
Total assets	**$ 23,957,112**	$ 24,312,463

LIABILITIES AND NET ASSETS

Current liabilities		
Accounts payable and accrued expenses	**$ 378,822**	$ 327,555
Accrued payroll and related expenses	**1,044,324**	907,310
Patient deposits	**159,286**	178,160
Deferred revenue	**152,256**	80,930
Current portion of long-term debt	**29,873**	29,209
Current portion of finance lease liability	**253,884**	248,861
Total current liabilities	**2,018,445**	1,772,025
Long-term debt, less current portion	**146,269**	176,142
Finance lease liability, less current portion	**3,826,556**	4,069,173
Total liabilities	**5,991,270**	6,017,340
Net assets		
Without donor restrictions	**16,035,948**	16,398,719
With donor restrictions	**1,929,894**	1,896,404
Total net assets	**17,965,842**	18,295,123
Total liabilities and net assets	**$ 23,957,112**	$ 24,312,463

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

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GREATER SEACOAST COMMUNITY HEALTH

Statements of Operations

Years Ended December 31, 2024 and 2023

	2024	2023
Operating revenue and support		
Net patient service revenue	**$ 12,476,093**	$ 11,150,749
Grants, contracts and contributions	**7,477,853**	9,477,864
Other operating revenue	**601,605**	523,615
Net assets released from restriction for operations	**210,868**	162,640
Total operating revenue and support	**20,766,419**	21,314,868
Operating expenses		
Salaries and wages	**13,205,796**	13,118,826
Employee benefits	**2,067,365**	2,371,573
Contracted services	**664,588**	760,301
Program supplies	**2,452,258**	2,093,214
Information technology	**403,184**	725,345
Occupancy	**762,319**	795,981
Other	**1,188,814**	1,359,090
Depreciation and amortization	**787,113**	773,303
Interest expense	**88,273**	93,867
Total operating expenses	**21,619,710**	22,091,500
Operating loss	**(853,291)**	(776,632)
Other revenues, gains and expenses		
Investment income	**195,791**	120,364
Change in fair value of investments	**134,424**	186,366
Contribution expense	**-**	(348,971)
Total other revenues, gains and expenses	**330,215**	(42,241)
Deficiency of revenue over expenses	**(523,076)**	(818,873)
Grants received for capital acquisition, placed in service	**101,139**	168,522
Net assets released from restriction for capital acquisition, placed in service	**59,166**	48,921
Decrease in net assets without donor restrictions	**$ (362,771)**	$ (601,430)

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

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GREATER SEACOAST COMMUNITY HEALTH

Statements of Changes in Net Assets

Years Ended December 31, 2024 and 2023

	2024	2023
Net assets without donor restrictions		
Deficiency of revenue over expenses	**$ (523,076)**	$ (818,873)
Grants received for capital acquisition, placed in service	**101,139**	168,522
Net assets released from restriction for capital acquisition, placed in service	**59,166**	48,921
Decrease in net assets without donor restrictions	**(362,771)**	(601,430)
Net assets with donor restrictions		
Contributions	**174,050**	96,767
Investment income	**36,818**	32,322
Change in fair value of investments	**92,656**	139,819
Net assets released from restriction for operations	**(210,868)**	(162,640)
Net assets released from restriction for capital acquisition, placed in service	**(59,166)**	(48,921)
Increase in net assets with donor restrictions	**33,490**	57,347
Change in net assets	**(329,281)**	(544,083)
Net assets, beginning of year	**18,295,123**	18,839,206
Net assets, end of year	**$ 17,965,842**	$ 18,295,123

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

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GREATER SEACOAST COMMUNITY HEALTH

Statements of Cash Flows

Years Ended December 31, 2024 and 2023

	2024	2023
Cash flows from operating activities		
Change in net assets	**$ (329,281)**	$ (544,083)
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities		
Depreciation and amortization	**787,113**	773,303
Amortization of operating lease right-of-use assets	**-**	38,064
Change in fair value of investments	**(227,080)**	(326,185)
Grants and contributions for long-term purposes	**(126,139)**	(168,522)
Decrease (increase) in		
Patient accounts receivable	**264,274**	(451,623)
Grant and other receivables	**(68,281)**	225,943
Pledges receivable	**(7,950)**	(22,572)
Inventory	**9,893**	9,571
Other current assets	**(2,847)**	(75,872)
Increase (decrease) in		
Accounts payable and accrued expenses	**51,267**	(79,188)
Accrued payroll and related expenses	**137,014**	(71,326)
Patient deposits	**(18,874)**	3,584
Deferred revenue	**71,326**	(42,971)
Operating lease liabilities	**-**	(39,075)
Net cash provided (used) by operating activities	**540,435**	(770,952)
Cash flows from investing activities		
Capital acquisitions	**(389,617)**	(270,830)
Proceeds from sale of investments	**6,179,403**	1,090,321
Purchase of investments	**(6,580,358)**	(1,176,650)
Net cash used by investing activities	**(790,572)**	(357,159)
Cash flows from financing activities		
Grants and contributions received for long-term purposes	**126,139**	367,688
Payments on long-term debt	**(29,209)**	(28,560)
Payments on finance lease liability	**(237,594)**	(243,723)
Net cash (used) provided by financing activities	**(140,664)**	95,405
Net decrease in cash and cash equivalents	**(390,801)**	(1,032,706)
Cash and cash equivalents, beginning of year	**6,592,894**	7,625,600
Cash and cash equivalents, end of year	**$ 6,202,093**	$ 6,592,894
Supplemental disclosures of cash flow information		
Cash paid for interest	**$ 88,273**	$ 93,867

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

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Organization

Greater Seacoast Community Health (the Organization) is a not-for-profit corporation organized in New Hampshire. The Organization is a Federally Qualified Health Center (FQHC), providing fully integrated medical, behavioral, oral health, recovery services and social support for underserved populations. The Organization is a network of community health centers, which includes Families First Health & Support Center and Goodwin Community Health, providing healthcare services to individuals living within the greater seacoast area.

1. Summary of Significant Accounting Policies

Basis of Presentation

The financial statements of the Organization have been prepared in accordance with U.S. generally accepted accounting principles (U.S. GAAP), which requires the Organization to report information in the financial statements according to the following net asset classifications:

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

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Use of Estimates

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Income Taxes

The Organization is a public charity under Section 501(c)(3) of the Internal Revenue Code (IRC). As a public charity, the Organization is exempt from state and federal income taxes on income earned in accordance with its tax-exempt purpose. Unrelated business income is subject to state and federal income tax. Management has evaluated the Organization’s tax positions and concluded that the Organization has no unrelated business income or uncertain tax positions that require adjustment to the financial statements.

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Cash and Cash Equivalents

Cash and cash equivalents consist of demand deposits and petty cash funds.

The Organization maintains cash and cash equivalents accounts at several financial institutions. The balances are insured by the Federal Deposit Insurance Corporation (FDIC) up to $250,000 per financial institution. At various times throughout the year, the Organization's balances may exceed FDIC insurance. The Organization has not experienced any losses in such accounts and management believes it is not exposed to any significant risk.

Revenue Recognition and Patient Accounts Receivable

Net patient service revenue is reported at the amount that reflects the consideration to which the Organization expects to be entitled in exchange for providing patient care. These amounts are due from patients and third-party payers (including commercial insurers and governmental programs). Generally, the Organization bills the patients and third-party payers several days after the services are performed. Revenue is recognized as performance obligations are satisfied.

Performance obligations are determined based on the nature of the services provided by the Organization. The Organization measures the performance obligations as follows:

- Medical, behavioral health, dental and ancillary services are measured from the commencement of an in-person or virtual encounter with a patient to the completion of the encounter. Ancillary services provided the same day are considered to be part of the performance obligation and are not deemed to be separate performance obligations.
- Contract 340B pharmacy program services are measured when the prescription is dispensed to the patient as reported by the pharmacy administrator.
- In-house pharmacy services are measured when the prescription is dispensed to the patient at one of the Organization's in-house pharmacies.

The majority of the Organization's performance obligations are satisfied at a point in time.

The Organization has determined that the nature, amount, timing and uncertainty of revenue and cash flows are affected by the payer. In assessing collectability, the Organization has elected the portfolio approach. The portfolio approach is being used as the Organization has a large volume of similar contracts with similar classes of customers (patients). The Organization reasonably expects that the effect of applying a portfolio approach to a group of contracts would not differ materially from considering each contract separately. Management's judgment to group the contracts by portfolio is based on the payment behavior expected in each portfolio category. As a result, aggregating all the contracts (which are at the patient level) by the particular payer or group of payers will result in the recognition of the same amount of revenue as applying the analysis at the individual patient level. Payer concentrations are disclosed in Note 3.

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A summary of payment arrangements follows:

Medicare

The Organization is primarily reimbursed for medical, behavioral health and ancillary services provided to Medicare beneficiaries based on the lesser of actual charges or prospectively set rates which essentially provides a fixed payment for each patient visit, regardless of the specific services provided during that visit. Certain other services provided to patients are reimbursed based on predetermined payment rates for each Current Procedural Terminology (CPT) code, which may be less than the Organization's public fee schedule.

Medicaid

The Organization is primarily reimbursed for medical, behavioral health and ancillary services provided to Medicaid beneficiaries based on prospectively set rates which essentially provides a fixed payment for each patient visit, regardless of the specific services provided during that visit. Certain other services provided to patients are reimbursed based on predetermined payment rates for each CPT code, which may be less than the Organization's public fee schedule.

Commercial Payers

The Organization has also entered into payment agreements with certain commercial insurance carriers, health maintenance organizations, and preferred provider organizations. Under these arrangements, the Organization is reimbursed for services based on contractually obligated payment rates for each CPT code, which may be less than the Organization's public fee schedule.

Patients

The Organization provides care to patients who meet certain criteria under its sliding fee discount program. The Organization estimates the costs associated with providing this care by calculating the ratio of total cost to total charges, and then multiplying that ratio by the gross uncompensated charges associated with providing care to patients eligible for the sliding fee discount program. The estimated cost of providing services to patients under the Organization's sliding fee discount program was approximately $660,622 and $588,341 for the years ended December 31, 2024 and 2023, respectively. The Organization is able to provide these services with a component of funds received through federal and state grants and local support.

For uninsured patients who do not qualify under the Organization's sliding fee discount program, the Organization bills the patient based on the Organization's standard rates for services provided. Patient balances are typically due within 30 days of billing; however, the Organization does, in certain instances, enter into payment agreements with patients that allow payments in excess of one year. For those cases, the financing component is not deemed to be significant to the contract.

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340B Pharmacy Program Revenue

The Organization, as an FQHC, is eligible to participate in the 340B Drug Pricing Program. This program requires drug manufacturers to provide outpatient drugs to FQHCs and other covered entities at a reduced price. The Organization operates an in-house pharmacy and contracts with other local pharmacies under this program. The contract pharmacies dispense drugs to eligible patients of the Organization and bill Medicare and commercial insurances on behalf of the Organization. Reimbursement received by the contract pharmacies is remitted to the Organization, less dispensing and administrative fees. The Organization recognizes revenue in the amounts that reflect the consideration to which it expects to be entitled in exchange for the prescription.

Laws and regulations governing the Medicare, Medicaid and 340B programs are complex and subject to interpretation. Management believes that the Organization is in compliance with all laws and regulations. Compliance with such laws and regulations can be subject to future government review and interpretation, as well as significant regulatory action including fines, penalties and exclusion from the Medicare, Medicaid and 340B programs. Differences between amounts previously estimated and amounts subsequently determined to be recoverable or payable are included in patient service revenue in the year that such amounts become known.

The Organization's business could be impacted by federal and state legislation in the area of healthcare reform. Changes in these areas could adversely impact the Organization's operations in the future.

Patient Accounts Receivable

Patient accounts receivable are stated at the amount management expects to collect from outstanding balances and are reduced by explicit and implicit price concessions. Management estimates implicit price concessions based on its historical collection experience with patients. No additional valuation allowance is necessary for possible credit losses based on historical experience, current conditions, and reasonable and supportable forecasts.

Grant and Other Receivables, and Deferred Revenue

Grant and other receivables are stated at the amount management expects to collect from outstanding balances. All such amounts are considered collectible.

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

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The Organization receives a significant amount of grants from the U.S. Department of Health and Human Services (HHS). As with all government funding, these grants are subject to reduction or termination in future years. For the years ended December 31, 2024 and 2023, grants from HHS (including both direct awards and awards passed through other organizations) represented approximately 68% and 69%, respectively, of the total of grants, contracts, and contributions.

The Organization has been awarded cost reimbursable grants from HHS that have not been recognized at December 31, 2024 because qualifying expenditures have not yet been incurred as follows:

	Amount	Available Through
Health Center Program	$ 1,351,011	April 30, 2025
FY 2023 Early Childhood Development	226,300	August 31, 2025
FY 2023 Bridge Access Programs	14,786	June 30, 2025

Inventory

Inventory consists primarily of pharmaceuticals and is stated at the lower of cost or retail. Cost is determined on the first-in, first-out method.

Investments and Assets Limited as to Use

Assets limited as to use include investments held for others and donor-restricted contributions to be held in perpetuity and earnings thereon, subject to the Organization's spending policy as further discussed in Note 10.

The Organization reports investments at fair value. Investments include donor endowment funds and assets held for long-term purposes. Accordingly, investments have been classified as non-current assets in the accompanying balance sheets regardless of maturity or liquidity. The Organization has established policies governing long-term investments, which are held within several investment accounts, based on the purposes for those investment accounts and their earnings.

Investment income and the change in fair value are included in the deficiency of revenue over expenses, unless otherwise stipulated by the donor or State Law.

Investments, in general, are exposed to various risks, such as interest rate, credit, and overall market volatility risks. As such, it is reasonably possible that changes in the values of investments will occur in the near term and that such changes could materially affect the amounts reported in the balance sheets.

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Property and Equipment

Property and equipment are carried at cost less accumulated depreciation. Maintenance, repairs and minor renewals are expensed as incurred and renewals and betterments are capitalized. Provision for depreciation is computed using the straight-line method over the useful lives of the related assets. Property and equipment costing less than $5,000 is charged to expense upon purchase.

Right-of-Use Assets and Lease Liabilities

U.S. GAAP requires lessees to recognize a lease liability and a right-of-use asset for all leases with terms greater than 12 months on its balance sheets. Whether an arrangement contains a lease is evaluated at the inception of the arrangement. The Organization estimates its lease liability at the present value of future rent payments required under a lease using the imputed rate when identifiable or a risk-free rate for a term approximating the lease term, including options to extend or terminate the lease that the Organization is reasonably certain to exercise. As the leases do not provide an implicit rate, the Organization elected the practical expedient to use the risk-free rate.

The Organization's right-of-use asset initially is equal to its lease liability, adjusted for any lease incentives received or lease payments made. Lease expense for operating leases is recorded on a straight-line basis over the term of a lease. For finance leases, right-of-use assets are amortized, with the depreciation and amortization of property and equipment, and interest costs are expensed on the lease liability throughout the lease term. Leases of 12 months or less at inception are not included in the Organization's right-of-use assets and lease liabilities.

Patient Deposits

Patient deposits primarily consist of payments made by patients in advance of significant dental work based on quotes for the work to be performed.

Contributions

Unconditional promises to give cash and other assets are reported at fair value at the date the promise is received, which is then treated as cost. The gifts are reported as net assets with donor restrictions if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified as net assets without donor restrictions and reported in the statements of operations as net assets released from restriction. Pledges receivable are due in 2025.

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The Organization reports gifts of property and equipment as support without donor restrictions unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as support with donor restrictions. Absent explicit donor stipulations about how long those long-lived assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service.

Contribution Expense

In July 2023, the substance abuse recovery and treatment program, named SOS Recovery Community Organization (SOSRCO) that the Organization operated as a program became an independent 501(c)(3) non-profit organization. Operating leases and grant contracts associated with SOSRCO were transferred from the Organization. Additionally, the Organization transferred leasehold improvements of $196,782 and made a cash contribution of $152,189 to SOSRCO during the year ended December 31, 2023. The contributed assets are reported as contribution expense on the accompanying statements of operations.

Deficiency of Revenue over Expenses

The statements of operations reflect the deficiency of revenue over expenses. Changes in net assets without donor restrictions which are excluded from the deficiency of revenue over expenses include contributions of long-lived assets (including assets acquired using grants and contributions which, by donor restriction, were to be used for the purposes of acquiring such assets) and net assets released from restriction for capital acquisition.

Subsequent Events

For purposes of the preparation of these financial statements, management has considered transactions or events occurring through May 19, 2025, which is the date the financial statements were available to be issued. Management has not evaluated subsequent events after that date for inclusion in the financial statements.

2. Availability and Liquidity of Financial Assets

The Organization regularly monitors liquidity required to meet its operating needs and other contractual commitments. The Organization has various sources of liquidity at its disposal, including cash and cash equivalents and investments. The Organization had average days cash and cash equivalents on hand (based on normal expenditures) of 109 and 113 at December 31, 2024 and 2023, respectively.

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Financial assets and liquidity resources available within one year for general expenditure, such as operating expenses, were as follows at December 31:

	2024	2023
Cash and cash equivalents	**$ 6,202,093**	$ 6,592,894
Investments	**2,914,361**	2,304,036
Patient accounts receivable	**1,051,140**	1,315,414
Grant and other receivables	**961,486**	893,205
Pledges receivable	**71,000**	63,050
Assets limited as to use	**1,368,340**	1,350,630
Less donor restricted assets	**(1,929,894)**	(1,896,404)
Financial assets available	**$ 10,638,526**	$ 10,622,825

3. Patient Accounts Receivable and Net Patient Service Revenue

Patient accounts receivable consisted of the following at December 31:

	2024	2023	2022
Patient accounts receivable	**$ 733,354**	$ 1,046,306	$ 757,642
In-house pharmacy receivables	**220,203**	200,268	61,671
Contract 340B pharmacy receivables	**97,583**	68,840	44,478
Total patient accounts receivable	**$ 1,051,140**	$ 1,315,414	$ 863,791

The Organization grants credit without collateral to its patients, most of whom are local residents and are insured under third-party payer agreements. The accounts receivable from patients and third-party payers, net of contractual allowances, were as follows at December:

	2024	2023
Governmental plans		
Medicare	**14 %**	14 %
Medicaid	**42 %**	48 %
Commercial payers	**28 %**	25 %
Patient	**16 %**	13 %
Total	**100 %**	100 %

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Patient deposits amounted to the following at December 31:

	2024	2023	2022
Patient deposits	**$ 159,286**	$ 178,160	$ 174,576

Net patient service revenue by payer and program was as follows for the years ended December 31:

	2024		
	Medical, Behavioral Health and Dental Services	**Pharmacy Services**	**Total**
Governmental payers			
Medicare	**$ 719,851**	**$ -**	**$ 719,851**
Medicaid	**5,519,527**	**409,727**	**5,929,254**
Commercial payers	**3,117,774**	**1,585,810**	**4,703,584**
Patient	**-**	**250,035**	**250,035**
Net direct patient service revenue	**9,357,152**	**2,245,572**	**11,602,724**
340B contract pharmacy revenue	**-**	**873,369**	**873,369**
Net patient service revenue	**$ 9,357,152**	**$ 3,118,941**	**$ 12,476,093**

	2023		
	Medical, Behavioral Health and Dental Services	Pharmacy Services	Total
Governmental payers			
Medicare	$ 759,016	$ -	$ -
Medicaid	4,130,532	359,543	329,783
Commercial payers	3,273,636	1,459,261	872,636
Patient	-	200,743	200,743
Net direct patient service revenue	8,163,184	2,019,547	10,182,731
340B contract pharmacy revenue	-	968,018	1,370,340
Net patient service revenue	$ 8,163,184	$ 2,987,565	$ 11,150,749

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4. Pledges Receivable

Pledges receivable consisted of the following at December 31:

	2024	2023
Capital projects that are in service	$ -	$ -
Donor restricted for program services	71,000	63,050
Total	$ 71,000	$ 63,050

5. Investments and Assets Limited as to Use

Investments, stated at fair value, consisted of the following at December 31:

	2024	2023
Long-term investments	$ 2,914,361	$ 2,304,036
Assets limited as to use	1,368,340	1,350,630
Total investments	$ 4,282,701	$ 3,654,666

Assets limited as to use are restricted for the following purposes at December 31:

	2024	2023
Assets held in trust under Section 457(b) deferred compensation plans	$ -	$ 73,482
Assets with donor restrictions	1,368,340	1,277,148
Total	$ 1,368,340	$ 1,350,630

Fair Value of Financial Instruments

U.S. GAAP defines fair value as the price that would be received to sell an asset or paid to transfer a liability (an exit price) in an orderly transaction between market participants and also establishes a fair value hierarchy which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value.

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U.S. GAAP distinguishes three levels of inputs that may be utilized when measuring fair value:

Level 1: Quoted prices (unadjusted) for identical assets or liabilities in active markets that the entity has the ability to access as of the measurement date.

Level 2: Significant observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities, quoted prices in markets that are not active, and other inputs that are observable or can be corroborated by observable market data.

Level 3: Significant unobservable inputs that reflect an entity's own assumptions about the assumptions that market participants would use in pricing an asset or liability.

The following tables sets forth by level, within the fair value hierarchy, the Organization's investments at fair value at December 31:

	2024			
	Level 1	**Level 2**	**Level 3**	**Total**
Cash and cash equivalents	**$ 176,757**	**$ -**	**$ -**	**$ 176,757**
Certificates of deposit	**367,385**	**-**	**-**	**367,385**
Municipal bonds	**-**	**388,667**	**-**	**388,667**
Exchange traded funds	**1,647,222**	**-**	**-**	**1,647,222**
Mutual funds	**1,702,670**	**-**	**-**	**1,702,670**
Total investments	**$ 3,894,034**	**$ 388,667**	**$ -**	**$ 4,282,701**

	2023			
	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	$ 419,626	$ -	$ -	$ 419,626
Municipal bonds	-	144,978	-	144,978
Exchange traded funds	1,279,551	-	-	1,279,551
Mutual funds	1,810,511	-	-	1,810,511
Total investments	$ 3,509,688	$ 144,978	$ -	$ 3,654,666

Municipal bonds are valued based on quoted market prices of similar assets.

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6. Property and Equipment

Property and equipment consisted of the following:

	2024	2023
Land	$ 718,427	$ 718,427
Building and improvements	6,708,076	6,499,881
Leasehold improvements	1,568,787	1,409,419
Furniture, fixtures and equipment	3,182,428	3,178,442
Total cost	12,177,718	11,806,169
Less accumulated depreciation	4,925,306	4,465,566
Property and equipment, net	$ 7,252,412	$ 7,340,603

Property and equipment acquired with Federal grant funds are subject to specific federal standards for sales and other dispositions. In many cases, the Federal government retains a residual ownership interest in the assets, requiring prior approval and restrictions on disposition.

Depreciation expense amounted to $466,735 and $454,576 for the years ended December 31, 2024 and 2023, respectively.

7. Long-Term Debt

Long-term debt consisted of the following at December 31:

	2024	2023
2.25% promissory note payable to New Hampshire Health and Education Facilities Authority through July 2030, paid in monthly installments of $2,794, including interest. Note is uncollateralized.	$ 176,142	$ 205,351
Less current portion	29,873	29,209
Long-term debt, less current portion	$ 146,269	$ 176,142

Maturities of long-term debt for the next five years and thereafter are as follows at December 31:

2025	$ 29,873
2026	30,552
2027	31,247
2028	31,957
2029	32,684
Thereafter	19,829
Total	$ 176,142

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8. Leases

The Organization has a finance lease for a facility through 2037. This lease contains an annual escalating clause of 3 percent beginning in 2027 and has no renewal periods. Termination of the lease is generally prohibited unless there is a violation under the lease agreement. The weighted-average discount rate and weighted-average remaining lease term in years for the finance leases as of December 31, 2024 and 2023, were 2.00% and 13 years and 2.00% and 14 years, respectively.

Lease Cost

Lease cost, which approximates lease payments, was as follows for the years ended December 31:

	2024	2023
Finance lease		
Amortization of right-of-use asset	$ 309,305	$ 318,727
Interest on lease liability	83,953	88,897
Operating leases	-	37,330
Short-term lease expense	8,928	42,394
Total	$ 402,186	$ 487,348

Future Minimum Lease Payments and Reconciliation to the Balance Sheet

Future minimum payments due under the finance lease agreement are as follows for the years ending December 31:

2025	$ 332,620
2026	332,620
2027	341,767
2028	352,020
2029	362,581
Thereafter	2,898,979
Total future undiscounted lease payments	4,620,587
Less present value discount	540,147
Total lease liability	4,080,440
Current portion of lease liability	253,884
Lease liability, net of current portion	$ 3,826,556

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9. Net Assets with Donor Restrictions

Net assets with donor restrictions was available for the following purposes at December 31:

	2024	2023
Specific purpose (temporary in nature)		
Program services	**$ 403,495**	$ 406,630
Building	**87,059**	149,576
Passage of time (temporary in nature)		
Pledges receivable	**71,000**	63,050
Earnings from endowment investments	**473,662**	407,470
Held in perpetuity (permanent in nature)		
Endowment	**894,678**	869,678
Total	**$ 1,929,894**	$ 1,896,404

Net assets released from net assets with donor restrictions were as follows at December 31:

	2024	2023
For operations		
Satisfaction of purpose - program services	**$ 41,536**	$ 37,420
Passage of time - pledges receivable	**106,050**	63,478
Passage of time - endowment earnings	**63,282**	61,352
	210,868	162,250
For capital acquisition, placed in service		
Satisfaction of purpose - purchase of capital assets	**59,166**	48,921
Total	**$ 270,034**	$ 211,561

10. Endowment

Interpretation of Relevant Law

The Organization has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds, absent explicit donor stipulations to the contrary. As a result of this interpretation, the Organization classifies as a donor-restricted endowment (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent donor-restricted endowment gifts, and (c) accumulations to the donor-restricted endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund, if any, is classified as net assets with donor restrictions until those amounts are appropriated for expenditure in a manner consistent with the standard of prudence prescribed by UPMIFA.

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

(1) The duration and preservation of the fund;
(2) The purposes of the Organization and the donor-restricted endowment fund;
(3) General economic conditions;
(4) The possible effect of inflation and deflation;
(5) The expected total return from income and the appreciation of investments;
(6) Other resources of the Organization; and
(7) The investment policies of the Organization.

Spending Policy

The Organization has a policy of appropriating for expenditure an amount equal to 5% of the endowment fund's average fair market value over the prior 20 quarters. The earnings on the endowment fund are to be used for operations.

Funds with Deficiencies

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor requires the Organization to retain as a fund of perpetual duration (underwater). In the event the endowment becomes underwater, it is the Organization's policy to not appropriate expenditures from the endowment assets until the endowment is no longer underwater. There were no such deficiencies as of December 31, 2024 and 2023.

Return Objectives and Risk Parameters

The Organization has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the Organization must hold in perpetuity. Under this policy, as approved by the Board of Directors, the endowment assets are invested in a manner that is intended to produce results that exceed or meet designated benchmarks while incurring a reasonable and prudent level of investment risk.

Strategies Employed for Achieving Objectives

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

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Endowment Net Asset Composition by Type of Fund

The Organization's endowment consisted of assets with donor restrictions only and had the following related activities at December 31:

	2024	2023
Endowments, beginning of year	**$ 1,277,148**	$ 1,166,749
Contributions	**25,000**	-
Investment income	**36,818**	32,322
Change in fair value of investments	**92,656**	139,819
Spending policy appropriations	**(63,282)**	(61,742)
Endowments, end of year	**$ 1,368,340**	$ 1,277,148

11. Functional Expenses

The Organization provides various services to residents within its geographic location. Given the Organization is a service organization, expenses are allocated between healthcare, administrative and support and fundraising services based on the percentage of direct care wages to total wages, with the exception of program supplies which are 100% healthcare in nature.

Expenses related to providing these services were as follows:

	2024			
	Healthcare Services	Administrative and Support Services	Fundraising Services	Total
Salaries and wages	**$ 10,878,837**	**$ 1,903,668**	**$ 423,291**	**$ 13,205,796**
Employee benefits	**1,758,112**	**240,355**	**68,898**	**2,067,365**
Contracted services	**438,890**	**216,850**	**8,848**	**664,588**
Program supplies	**2,452,258**	**-**	**-**	**2,452,258**
Information technology	**342,872**	**46,875**	**13,437**	**403,184**
Occupancy	**648,285**	**88,629**	**25,405**	**762,319**
Other	**1,011,163**	**138,026**	**39,625**	**1,188,814**
Depreciation and amortization	**669,370**	**91,511**	**26,232**	**787,113**
Interest expense	**75,068**	**10,263**	**2,942**	**88,273**
Total	**$ 18,274,855**	**$ 2,736,177**	**$ 608,678**	**$ 21,619,710**

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	2023			
	Healthcare Services	Administrative and Support Services	Fundraising Services	Total
Salaries and wages	$ 11,062,135	$ 1,561,970	$ 494,721	$ 13,118,826
Employee benefits	2,016,814	275,723	79,036	2,371,573
Contract services	494,344	255,388	10,569	760,301
Program supplies	2,093,214	-	-	2,093,214
Information technology	616,842	84,330	24,173	725,345
Occupancy	676,912	92,542	26,527	795,981
Other	1,155,786	158,011	45,293	1,359,090
Depreciation and amortization	657,626	89,905	25,772	773,303
Interest expense	79,826	10,913	3,128	93,867
Total	$ 18,853,499	$ 2,528,782	$ 709,219	$ 22,091,500

12. Retirement Plans

The Organization has a defined contribution plan under IRC Section 401(k) that covers substantially all employees. For the years ended December 31, 2024 and 2023, the Organization contributed $223,611 and $245,423, respectively, to the plan. A portion of the 2024 contribution was funded by the use of $68,697 in available plan forfeitures. The Organization did not use any plan forfeitures to help fund the 2023 contribution.

The Organization has an unqualified deferred compensation plan under IRC Section 457(b) for certain key employees of the Organization. The Organization did not contribute to the plan during the year ended December 31, 2024. The Organization contributed $6,000 to the plan during the year ended December 31, 2023. The balance of the deferred compensation plan amounted to $0 and $73,482 at December 31, 2024 and 2023, respectively.

13. Medical Malpractice Insurance

The Organization is protected from medical malpractice risk as an FQHC under the Federal Tort Claims Act (FTCA). The Organization has additional medical malpractice insurance, on a claims-made basis, for coverage outside the scope of the protection of the FTCA. As of December 31, 2024, there were no known malpractice claims outstanding which, in the opinion of management, will be settled for amounts in excess of both FTCA and additional medical malpractice insurance coverage, nor are there any unasserted claims or incidents which require loss accrual. The Organization intends to renew the additional medical malpractice insurance coverage on a claims-made basis and anticipates that such coverage will be available.

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14. Food Vouchers

The Organization acts as a conduit for the State of New Hampshire's Special Supplemental Food Program for Women, Infants and Children (WIC). The value of food vouchers distributed by the Organization was $1,484,102 and $1,425,107 for the years ended December 31, 2024 and 2023, respectively. These amounts are not included in the accompanying financial statements as they are not part of the contract the Organization has with the State of New Hampshire for the WIC program.

15. Litigation

From time-to-time, certain complaints are filed against the Organization in the ordinary course of business. Management vigorously defends the Organization's actions in those cases and utilizes insurance to cover costs over $50,000 per case. In the opinion of management, there are no matters that will materially affect the Organization's financial statements.

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SUPPLEMENTARY INFORMATION

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GREATER SEACOAST COMMUNITY HEALTH

Schedule of Expenditures of Federal Awards

Year Ended December 31, 2024

Federal Grant/Pass-Through Grantor/Program Title	Assistance Listing Number	Pass-Through Contract Number	Total Federal Expenditures
U.S. Department of Health and Human Services:			
Direct			
Health Center Program Cluster			
Health Center Program (Community Health Centers, Migrant Health Centers, Health Care for the Homeless, and Public Housing Primary Care)	93.224		$ 2,753,279
COVID-19 Health Center Program (Community Health Centers, Migrant Health Centers, Health Care for the Homeless, and Public Housing Primary Care)	93.224		196,670
Total AL 93.224			2,949,949
Grants for New and Expanded Services Under the Health Center Program	93.527		1,288,181
COVID-19 Grants for New and Expanded Services Under the Health Center Program	93.527		23,332
Total AL 93.527			1,311,513
Total Health Center Program Cluster			4,261,462
Congressional Directives	93.493		5,988
Pass-Through			
State of New Hampshire Department of Health and Human Services			
Public Health Emergency Preparedness	93.069	074-500589/90077028	20,424
Public Health Emergency Preparedness	93.069	102-500731/90077410	20,041
Total AL 93.069			40,465
Immunization Cooperative Agreements	93.268	102-500731/90023800	525
Immunization Cooperative Agreements	93.268	102-500731/90023010	7,363
Total AL 93.268			7,888
Bi-State Primary Care Association, Inc.			
COVID-19 Activities to Support State, Tribal, Local and Territorial (STLT) Health Department Response to Public Health or Healthcare Crises	93.391	n/a	27,495
State of New Hampshire Department of Health and Human Services			
COVID-19 Activities to Support State, Tribal, Local and Territorial (STLT) Health Department Response to Public Health or Healthcare Crises	93.391	102-500731/90577150	55,438
Total AL 93.391			82,933

The accompanying notes are an integral part of this schedule.

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GREATER SEACOAST COMMUNITY HEALTH

Schedule of Expenditures of Federal Awards (Continued)

Year Ended December 31, 2024

Federal Grant/Pass-Through Grantor/Program Title	Assistance Listing Number	Pass-Through Contract Number	Total Federal Expenditures
State of New Hampshire Department of Child and Family Services			
Marylee Allen Promoting Safe and Stable Families Program	93.556	102-500734/42107306	19,521
Temporary Assistance for Needy Families	93.558	500589/45030353	195,422
Stephanie Tubbs Jones Child Welfare Services Program	93.645	102-500734/42106802	3,582
Social Services Block Grant	93.667	074-500589/45001501	71,364
State of New Hampshire Department of Health and Human Services			
National Bioterrorism Hospital Preparedness Program	93.889	074-500589/90077700	4,144
Cancer Prevention and Control Programs for State, Territorial and Tribal Organizations	93.898	102-500731/90080081	42,052
Block Grants for Prevention and Treatment of Substance Abuse	93.959	074-500589/92057502	120,785
Block Grants for Prevention and Treatment of Substance Abuse	93.959	074-500589/90001022	10,140
Block Grants for Prevention and Treatment of Substance Abuse	93.959	010-092-33800000-500589/92057502	158,940
Total AL 93.959			289,865
Preventive Health and Health Services Block Grant	93.991	074-500589/92057502	10,453
State of New Hampshire Department of Child and Family Services			
Maternal and Child Health Services Block Grant to the States	93.994	102-500731/90004009	67,568
State of New Hampshire Department of Health and Human Services			
Maternal and Child Health Services Block Grant to the States	93.994	074-500585/45001502	4,153
Total AL 93.994			71,721
Total U.S. Department of Health and Human Services			5,106,860
U. S. Department of Agriculture:			
Pass-Through			
State of New Hampshire Department of Health and Human Services			
WIC Special Supplemental Nutrition Program for Women, Infants, and Children	10.557	102-500589	476,891

The accompanying notes are an integral part of this schedule.

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GREATER SEACOAST COMMUNITY HEALTH

Schedule of Expenditures of Federal Awards (Concluded)

Year Ended December 31, 2024

Federal Grant/Pass-Through Grantor/Program Title	Assistance Listing Number	Pass-Through Contract Number	Total Federal Expenditures
U.S. Department of Housing and Urban Development:			
Pass-Through			
City of Portsmouth New Hampshire			
Community Development Block Grants/Entitlement Grants	14.218	n/a	105,881
U.S. Department of Treasury:			
Pass-Through			
Bi-State Primary Care Association, Inc.			
COVID-19 Coronavirus State and Local Fiscal Recovery Funds	21.027	n/a	2,063
Total Expenditures of Federal Awards, All Programs			$ 5,691,695

The accompanying notes are an integral part of this schedule.

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GREATER SEACOAST COMMUNITY HEALTH

Notes to Schedule of Expenditures of Federal Awards

Year Ended December 31, 2024

1. Summary of Significant Accounting Policies

Expenditures reported on the schedule of expenditures of federal awards (the Schedule) are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), wherein certain types of expenditures are not allowable or are limited as to reimbursement.

2. De Minimis Indirect Cost Rate

Greater Seacoast Community Health (the Organization) has elected not to use the 10% de minimis indirect cost rate allowed under the Uniform Guidance.

3. Basis of Presentation

The Schedule includes the federal grant activity of the Organization. The information in this Schedule is presented in accordance with the requirements of the Uniform Guidance. Because the Schedule presents only a selected portion of the operations of the Organization, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Organization.

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BerryDunn

BDMP Assurance, LLP

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

Board of Directors
Greater Seacoast Community Health

We have audited, in accordance with U.S. generally accepted auditing standards 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 Greater Seacoast Community Health (the Organization), which comprise the balance sheet as of December 31, 2024, and the related statements of operations, changes in net assets and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated May 19, 2025.

Report on Internal Control over Financial Reporting

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

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

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. 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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Board of Directors
Greater Seacoast Community Health

Report on Compliance and Other Matters

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

Purpose of this Report

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

BDMP Assurance, LLP

Manchester, New Hampshire
May 19, 2025

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BerryDunn

BDMP Assurance, LLP

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

Board of Directors
Greater Seacoast Community Health

Report on Compliance for the Major Federal Program

Opinion on the Major Federal Program

We have audited Greater Seacoast Community Health's (the Organization) compliance with the types of compliance requirements identified as subject to audit in the Office of Management and Budget *Compliance Supplement* that could have a direct and material effect on its major federal program for the year ended December 31, 2024. The Organization's major federal program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

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

Basis for Opinion on the Major Federal Program

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

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

Responsibilities of Management for Compliance

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

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Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Organization's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with U.S. 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 the Organization's compliance with the requirements of the major federal program as a whole.

In performing an audit in accordance with U.S. 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 the Organization's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Organization's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control over compliance. Accordingly, no such opinion is expressed.

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

Report on Internal Control over Compliance

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance and therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, as discussed below, we did identify a certain deficiency in internal control over compliance that we consider to be a significant deficiency.

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Board of Directors
Greater Seacoast Community Health

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. We consider the deficiency in internal control over compliance described in the accompanying schedule of findings and questioned costs as item 2024-001, to be a significant deficiency.

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.

Government Auditing Standards requires the auditor to perform limited procedures on the Organization's response to the internal control over compliance finding identified in our audit described in the accompanying schedule of findings and questioned costs. The Organization's response was not subjected to the other auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

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.

BDMP Assurance, LLP

Manchester, New Hampshire
May 19, 2025

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GREATER SEACOAST COMMUNITY HEALTH

Schedule of Findings and Questioned Costs

Year Ended December 31, 2024

Section 1. Summary of Auditor's Results

Financial Statements

Type of auditor's report issued:			Unmodified	
Internal control over financial reporting:				
Material weakness(es) identified?	☐	Yes	☑	No
Significant deficiency(ies) identified that are not considered to be material weakness(es)?	☐	Yes	☑	None reported
Noncompliance material to financial statements noted?	☐	Yes	☑	No

Federal Awards

Internal control over major programs:				
Material weakness(es) identified:	☐	Yes	☑	No
Significant deficiency(ies) identified that are not considered to be material weakness(es)?	☑	Yes	☐	None reported
Type of auditor's report issued on compliance for major programs:			Unmodified	
Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?	☐	Yes	☑	No

Identification of major programs:

Assistance Listing Number	Name of Federal Program or Cluster
	Health Center Program Cluster

Dollar threshold used to distinguish between Type A and Type B programs:			$750,000	
Auditee qualified as low-risk auditee?	☑	Yes	☐	No

Section 2. Financial Statement Findings

None

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Section 3. Federal Award Findings and Questioned Costs

Finding Number:	2024-001
Finding Type:	Significant Deficiency in Internal Controls Over Compliance related to Special Tests and Provisions
Information on the Federal Program:	Program Name: Health Center Program Cluster (AL numbers 93.224 and 93.527) Grant Awards: 2 H80CS04210-19-00 from May 1, 2023 through April 30, 2024 and 5 H80CS04210-29-00 from May 1, 2024 through April 30, 2025 Agency: U.S. Department of Health and Human Services, Health Resources and Services Administration Pass-Through Entity: N/A
Criteria:	In accordance with Section 330(k)(3)(G) of the Public Health Services Act (42 U.S. Code § 254b), as an FQHC, the Organization must have a sliding fee discount program in which the Organization's fee schedule is discounted based on a patient's ability to pay. In accordance with their policy, the Organization will monitor the accuracy of the discounts provided to patients by a monthly random audit of 15 visits where a sliding fee discount adjustment was received.
Condition:	The Organization did not perform monitoring activities as outlined above from July 2024 through December 2024 as required by the Organization's sliding fee discount policy.
Cause:	The Organization was unable to complete the task as expected due to an exceptionally high workload during this period. They were managing multiple priorities, which required their immediate attention, and as a result, were not able to allocate the necessary time to this particular responsibility.
Effect:	It is possible the Organization may not apply sliding fee discounts to patient charges consistent with its sliding fee discount program and these errors may not be detected and corrected in a timely manner.
Questioned Costs:	None
Repeat Finding:	No

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Section 3. Federal Award Findings and Questioned Costs (Concluded)

Finding Number: 2024-001 (Concluded)

Recommendation: To help maintain compliance with the Organization's sliding fee discount program and related policy, we recommend the Organization strengthen its internal controls by implementing the following:

1. Establish a Formal Monitoring Calendar: Develop and maintain a documented monitoring calendar that includes monthly deadlines and responsible personnel for completing the required audits. This calendar should be reviewed and approved by supervisory staff and integrated into regular compliance reporting.

2. Assign Backup Personnel: Designate and train at least one backup staff member to perform sliding fee discount audits during periods of high workload or staff absences in order to maintain continuity and timely completion of required monitoring activities.

3. Monthly Oversight Review: Require supervisory review and sign-off on the completion of each monthly audit to verify that the monitoring activities were conducted and documented appropriately.

Views of a Responsible Official and Corrective Action Plan: Management agrees with the finding and will implement the recommendations above and maintain consistency with their internal monitoring procedures moving forward.

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JG

Jessica Garlough

Director Of Family and Social Services

Phone
[redacted]

Email
[redacted]

Key Skills and Characteristics

- Contract Negotiation
- Community Outreach
- Grant Writing
- Grant Management
- Budget Management, Forecasting & Compliance
- Resource Allocation
- Staff Leadership, Training and Mentorship
- Multi-County & Multi-Site Program Oversight
- Stakeholder Partnerships

Senior healthcare and social services leader with 15+ years of experience directing multi-site, multi-program operations. Proven record of accomplishments overseeing concurrent programs, staff, and budgets across geographically dispersed regions, ensuring compliance, financial accountability, and high-quality service delivery. Known for strategic leadership, cross–county coordination and building high-performing teams while advancing mission driven outcomes.

Experience

Oct 2020- Present
Director of Family and Social Services| Greater Seacoast Community Health
Somersworth & Portsmouth, NH

- Direct and fully oversee multiple concurrent family support programs across multiple locations. Ensuring consistent operations and service delivery.
- Provide hands on leadership in staffing, marketing, strategic planning, and organizational compliance.
- Managed department budgets with full responsibility for allocation, forecasting, and fiscal compliance across sites.
- Participation in multiple community boards, committees, and alliances
- Consistently met project deadlines and exceeded client expectations

June 2014-October 2020
Prenatal and Social Work Manager – Goodwin Community Health
Somersworth, NH

November 2012-June 2014
Family Planning and Social Work Manager- Goodwin Community Health
Somersworth, NH

June 2006- November 2012
Social Worker and Mental Health Coordinator- Goodwin Community Health
Somersworth and Dover, NH

August 2001- June 2006
Home Visiting/ HFA Manager -Strafford County Community Action
Strafford County, NH

May 2001- September 2001
Strafford County WIC - (temporary grant position)
Strafford County, NH

Education

Bachelor of Arts in Psychology, Southern New Hampshire University
Manchester, NH - May 2001

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JOANN CLEMENT

FAMILY CENTER MANAGER

Experienced social services professional with 5+ years of leadership in family resource and community-based programs. Skilled in supervising teams, overseeing daily operations, managing state contracts, and ensuring regulatory compliance. Strong background in trauma-informed, family-centered service delivery, cross-sector collaboration, and program evaluation. Committed to strengthening families and improving access to community support.

PROFESSIONAL EXPERIENCE

Family Center Manager

Greater Seacoast Community Health / Families First | 2020 – Present

- Oversee daily operations of home visiting and family support programs serving 500+ families annually.
- Supervise a team, providing coaching, performance evaluations, and professional development.
- Manage state contracts, ensuring compliance with reporting requirements, grant guidelines, and quality standards.
- Monitor program outcomes and utilize data to inform service improvements and future planning.
- Collaborate with community partners, schools, healthcare providers, and state agencies to coordinate services and reduce barriers for families.
- Increased family participation through implementation of strength-based engagement strategies.

Kinship Navigator / Administrative Assistant

Greater Seacoast Community Health / Families First | 2012 – 2020

- Coordinated navigation services for kinship families impacted by substance use disorder.
- Facilitated evidence-based parent education programs to promote caregiver resilience.
- Managed confidential documentation, contract reporting, and compliance tracking.

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- Implemented enhanced evaluation tools, improving participant feedback and program responsiveness.
- Oversaw the day-to-day support of the Family Center staff.

CORE COMPETENCIES

Program Management
Staff Supervision & Team Leadership
Contract & Compliance Oversight
Strategic Program Development
Community Partnerships
Data-Informed Decision Making
Strength-Based Practices
Public Speaking & Facilitation

EDUCATION

Bachelor of Science, Psychology
Minors: Management, Family Studies
Granite State College

Associate of Science, Human Services
New Hampshire Community College

CERTIFICATIONS

Notary Public, State of NH (Expires 2029)
Growing Great Kids – Tier I
Grandfamilies Certificate Program
Parenting Journey I Facilitator
Youth Mental Health First Aid
Volunteer Advocate in Special Education

LEADERSHIP & PROFESSIONAL AFFILIATIONS

Advisory Member, Family Support New Hampshire | 2022 – 2026
Served as one of five representatives for Family Resource Center Network; participated in special interest projects, assisted in clarifying membership concerns and influenced the collaborative efforts of the network.

Family Council Member, Partners in Health | 2009 – 2021
Chaired oversight of $20,000 in annual family support funds; served as Chair, Vice-Chair, and Secretary.

NH Leadership Series – UNH Institute on Disability | 2013 – 2014
Leadership cohort focused on disability advocacy and systems change.

Training:

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- Personal Safety for Supervisors
- De-escalation Techniques
- Intro and Overview of Trust-Based Relational Intervention
- NAMI Connect training
- Early Childhood Trauma Training
- Standards of Quality training
- Translating Behavior into Communication part 2
- Project ECHO Aging, Community, and Equity 2023
- Translating Behavior into Communication
- Providing Trauma-Informed Supervision
- AVADE-De-Escalation training
- Boundary Spanning Leadership Program
- Coming into the Light: Breaking the Stigma of Substance Use Disorders
- Family Dynamics and Family Recovery
- Protective Factor's Training
- Choose Love Movement

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ELLEN MICHNIEWICZ

Professional Summary

Experienced educator and family support specialist with over 20 years of experience providing individualized educational guidance, trauma-informed care, and family-centered services. Recognized for strong communication, behavioral management expertise, and a calm, patient approach.

Skills

- Behavioral Management
- Active Listening
- Analytical Thinking
- Classroom Instruction
- IEP Support
- Self-Motivated
- Calm Disposition
- Patient
- Multitasking

Work Experience

Comprehensive Family Support Specialist / Kinship Navigator — Greater Seacoast Community Health — Portsmouth, NH
11/2022 – Present

- Provide effective home-based, family-centered services to expectant women, families with children up to age 21, and kinship caregivers.

- Deliver parenting education, child development guidance, and health and safety information.

- Conduct needs assessments and develop Individualized Family Support Plans.

- Maintain documentation for billing and case management.

- Collaborate with GSCH staff and community agencies to support family needs.

Cooking Teacher — York Parks & Recreation — York, ME
07/2017 – 08/2022

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- Developed and implemented creative, age-appropriate cooking lesson plans.
- Prepared youth teams for local and regional culinary competitions.
- Led individual and group cooking classes emphasizing safety and skill development.

Assistant Teacher — Learning Tree Preschool — York, ME
09/2005 – 06/2021

- Provided one-on-one and group learning support.
- Monitored and documented student progress.
- Assisted lead teacher with classroom management and curriculum delivery.

Certifications & Trainings

- Growing Great Kids
- Trust Based Relational Intervention (TBRI) 1 & 2
- Better Together
- Motivational Interviewing
- Certificate of Grandfamilies Leadership
- Trauma Informed Care
- Trauma Informed Care for Teens
- Using Trauma-Informed Lens to Address Children's Behavior
- Standards of Quality for Family Strengthening
- Parenting a Second Time Around

Education

Bachelor of Arts, English — University of Maine, Orono, ME
Secondary Education Teaching Certificate (ELA) — University of New England, Biddeford, ME

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Carson Bear
[redacted]

SKILLS

Verbal & written communication, attention to detail, adaptability, team & independent work, patience, calm demeanor in emotionally heightened situations, positive attitude, event planning, outreach, advocacy, social media management.

TOOLS

Canva, Instagram/TikTok/Facebook, NextGen and Epic EHR systems, Google Suite, Microsoft Office, Toast POS, MindBody, basic familiarity with Wix & Constant Contact.

EXPERIENCE

Seacoast Public Health Network / Lamprey Health Care - *Community Health Worker*
FEBRUARY 4 2025-MARCH 28 2025/PRESENT (Loss of CHW position due to grant funding cuts, still managing social media.)

- Remote work, management of own schedule and projects
- Community engagement, community partner relationship building
- COVID test distribution
- Social media management
- Project coordination
- Advocacy, outreach, education, and engagement

Freelance Work for Jessica LaFleur Photography, New England Region - *Photography Assistant, Content Creator*
2023-CURRENT

- Assisting in timeline management, collaborating with vendors and clients
- Capturing and editing photo and video content
- Creating social media content utilizing platforms and programs such as Instagram, TikTok, Canva, and more

Viola & Moss, Rye NH / South End Yacht Club, Portsmouth NH - *Assistant Events Planner, Assistant Floral Design, Catering Staff, Lead Waitstaff*

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2024 SUMMER SEASON

- Wedding & event catering (50-150 guests)
- Assisted with event planning, set up, floral preparation & design, and break down
- Assisted design team in floral arrangements and decor
- Managed table service including, seating, serving, and bussing
- Utilized Toast POS system for orders and transactions

Planned Parenthood of Northern New England, Exeter NH - *Lead Health Care Associate*

APRIL 2021 - MAY 2024

- Managed patient intake, performed screenings, and provided patient education
- Conducted vital sign measurements, venipuncture, and administered injections
- Ensured HIPAA compliance and maintained patient privacy at all times
- Adhered to informed consent, mandatory reporting, and trauma informed care practices
- LGBTQ+ sexual and reproductive care, gender-affirming care
- Supported clinical staff by preparing health center, clinical and lab spaces, and patient rooms
- Trained and mentored onboarding Health Care Associate staff
- Performed front desk tasks such as phone triage, medical document processing/faxing, financial transactions, and patient scheduling
- Utilized NextGen EHR system and Epic EHR system for both front desk focused and clinically focused documentation

The Hotel Portsmouth, Portsmouth NH - *Guest Services Associate, Housekeeper*

JANUARY 2019 - MARCH 2020

- Managed guest check-ins/outs, processed payments/refunds, handled reservations via phone, online, and in-person
- Ensured guest privacy and satisfaction while responding to special requests and creating unique guest experiences
- Maintained hotel standards through housekeeping, room inspection, upkeep of common areas, laundry, and breakfast preparation
- Provided concierge services

Elements Massage, Portsmouth NH - *Sales and Client Service Specialist, Wellness Program Associate*

APRIL 2017 - JULY 2018

- Managed client check-ins/outs and handled appointment scheduling via phone, MindBody online system, and in-person
- Advised clients on wellness program memberships and increased sales of monthly memberships/renewals
- Complied with HIPAA, processing insurance and health intake information
- Recognized as “Sales and Client Service Specialist of the Year” at annual tri-studio meeting

Applecrest Farm Bistro, Hampton Falls NH - *Hostess, Barista, Server, Interim Co-Manager*

MARCH 2016 - SEPTEMBER 2017 (ADDITIONALLY, MARCH-OCTOBER 2020)

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- Provided excellent customer service by seating guests, taking reservations, and maintaining waitlists
- Trained, hired, and scheduled staff, contributing to improved restaurant efficiency
- Managed opening/closing duties for cafe and restaurant, ensuring smooth daily operations
- Delivered food and beverages, utilized POS system for orders, and communicated with kitchen staff.
- Alcohol service, bartending

EDUCATION

Southern New Hampshire University - *Bachelor of Community Health Education*

Great Bay Community College, Portsmouth NH - *Associates in Hospitality Management & Hotel Management Certificate*

REFERENCES

[redacted]

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Beth Searle-Spratt

SUMMARY

Compassionate and dedicated Family Support Professional with 20+ years of experience providing home-based services, empowering families through strengths-based approaches, and coordinating support across community agencies.

CORE COMPETENCIES

- Family Support & Home Visiting
- Case Management & Service Coordination
- Parent Education & Coaching
- Interagency Collaboration
- Advocacy & Resource Navigation
- Support Group Facilitation
- Community Outreach & Engagement
- Training & Onboarding of New Staff
- Event Planning & Fundraising

PROFESSIONAL EXPERIENCE

Families First Health & Support Center — Portsmouth, NH
Family Support Worker | 2000 – Present

- Provide strengths-based, home-based family support services.
- Develop individualized service plans and coordinate with providers.
- Advocate for families to access supports.
- Facilitate the Kinship Caregiver Support Group.
- Serve as a Community Partner with NH Parent Partner Program.
- Train and mentor new hires.

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Hampton Child and Family Program — Hampton, NH
Board of Directors | 1992 – 1997

• Planned and implemented advertising for events.

• Secured matching funds and volunteers from Walmart.

• Project manager for fundraising initiatives.

• Founding team member for Village Pre-School.

• Served on Executive Director Search Committee.

COMMUNITY LEADERSHIP & VOLUNTEER EXPERIENCE

• Classroom volunteer at Centre and Marston Schools.

• Library volunteer.

• Odyssey of the Mind coach.

• Cub Scout Den Leader & Committee Member (Pack 177).

• Active Parenting co-leader and group facilitator.

ADDITIONAL EXPERIENCE

Day Care Provider — Hampton, NH
1991 – 1994

• Operated an in-home day care.

• President, Hampton Area Babysitting Co-op (1992–1993).

The Atlantic News — Hampton, NH
Account Executive | 1986 – 1987

• Managed advertising sales in Seacoast area.

• Built and maintained client accounts.

• Designed advertisements and consulted on marketing.

CERTIFICATIONS

• Parents as Teachers (PAT) Parent Educator — 2002

• Family Focus Parent Educator — 2000

• Growing Great Kids (GGK) Certification - 2016

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• Standards of Quality for Family Strengthening and Support Certification

MEMBERSHIPS

• CHADD Member — 1997 to Present

• PTA Member — 1993 to Present

• Kappa Delta Phi, Kappa XI — Vice President

• Alexander Twilight Players — 1976–1981

AWARDS

• Betty Jean Baker Award — 1981

• John Sibley Memorial Scholarship

EDUCATION

Lyndon State College — Lyndonville, VT
B.S., Communication Arts & Sciences (Broadcast Production)
B.A., Theater & Interpretive Arts

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Heidi L. Crowell

Professional Summary

Experienced family support specialist, early childhood advocate, and community health professional with 11+ years across child development, behavioral health, public health, and emergency response. Skilled in supporting kinship caregivers, coordinating access to care, navigating crises, and advocating for equitable health and social services.

Core Issue Area Expertise

- Early Childhood & Family Support
- Children's Behavioral Health
- Health Care Access & Navigation
- Public Health & Prevention
- Healthy Aging & Kinship Caregiving
- Community Education & Advocacy

Professional Experience

- Comprehensive Family Support Services Home Visitor / Kinship Navigator-Families First (September 2024–present)
    - Promote healthy child development and remove barriers to early childhood success.
    - Provide culturally responsive support to families facing social, emotional, or mental health challenges.
    - Support kinship caregivers in accessing education, scholarships, and community programs.
    - Guide families in creating and updating Family Support Plans.
    - Educate caregivers on child development, safety, and nutrition.
    - Connect families to health care, behavioral health, crisis resources, and follow-up services.
- Comprehensive Family Support Services Home Visitor / Kinship Navigator-Community Action Partnership of Strafford County (2023–September 2024)
    - Promote healthy child development and remove barriers to early childhood success.
    - Provide culturally responsive support to families facing social, emotional, or mental health challenges.
    - Support kinship caregivers in accessing education, scholarships, and community programs.
    - Guide families in creating and updating Family Support Plans.
    - Educate caregivers on child development, safety, and nutrition.
    - Connect families to health care, behavioral health, crisis resources, and follow-up services.
- Paraprofessional – ConVal School District (2020–2023)
    - Supported students with diverse academic, social, and behavioral needs.
    - Helped maintain structured, safe learning environments.

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- Advanced Emergency Medical Technician – Town of Antrim (2016–2023)
    - Responded to medical and behavioral health emergencies.
    - Provided stabilization and supported crisis teams for continuity of care.

Additional Experience

- Bartender/Server – Dublin Road Taproom (2020–2021)
- Admin Assistant & Social Media Coordinator – Arvigo Institute (2018–2020)
- Nanny/Household Manager – Private Family (2016–2018)
- Assistant Dog Daycare Manager – Under One Woof (2008–2013)
- Bank Teller/CSR – TD Bank (2007–2009)
- Bed & Breakfast Manager – Ivey House B&B (2002–2005)

Education

B.S. Environmental Studies & Geography – Keene State College (2011)

Skills

- Child Development
- Crisis Response
- Family Advocacy
- Community Resources
- Recordkeeping
- Trauma-Informed Support
- Public Health Navigation

Trainings & Certifications

- Growing Great Kids Next Generation Prenatal to 36 Months
- Growing Great Kids Next Generation for Preschoolers
- Intro and Overview of Trust-Based Relational Intervention
- TBRI Caregiver Training Series
- Parenting The Second Time Around
- Mental Health and Suicide Prevention Among LGBTQ+ Youth
- Project NETT-Early Childhood Trauma Training
- Motivational Interviewing Facilitating Change
- Certificate of Grandfamilies Leadership
- Connect Suicide Prevention Training
- Adult Mental Health First Aid Training
- Naloxone Administration Train the Trainer

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Jillian Peacock

Education

- Springfield College 2013 B.S. Degree Psychology

Trainings

- Certified Lactation Counselor
- Growing Great Kids- Next Generation
- Basic Motivational Interviewing
- Standards of Quality
- Trauma Informed Care- Pyramid Model
- Targeted Strategies for Social Skills for Infants/Toddlers- Pyramid Model
- Building Positive Relationships for Infant/Toddlers- Pyramid Model
- National Alliance on Mental Illness training
- Trust Based Relational Intervention

Experience

Current Position Greater Seacoast Community Health
In-Home Family Support Specialist

- Engages each family by establishing rapport using trauma informed approach.
- Maintains confidentiality and ethical boundaries in accordance with company policies.
- Develops an Individualized Family Support Plan which identifies the family's strengths and challenges while creating goals towards targeted support, advocacy and education.
- Maintains detailed notes on all activities, in a timely manner.
- Assesses strengths and concerns of each family using a variety of assessment tools.

2022- 2023 Imprints Day School North Hampton, NH
Lead Infant Teacher

- Planned and implemented age appropriate activities.
- Provided individualized attention and care to children ranging from 8-15 months.
- Maintained a clean and safe environment.
- Communicated with parents/guardians about development.

2019-2020 Ocean Beach Hardware San Diego, CA
Customer Service/Cashier

- Greeted all customers with a warm welcome and open mind.
- Utilized knowledge and tools to assist customers in troubleshooting a wide range of home and work projects.
- Used spreadsheets in order to receive and put away new products as they were delivered to the store.

2017-2018 Sugar Bowl Resort Norden, CA

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Ski & Board School Supervisor

- Assisted with payroll, time edits, and POS system
- Provided outstanding customer service via email, phone and in person interaction
- Ensured guest satisfaction by pairing with instructors who met they individual needs
- Successfully created a positive and productive work environment for instructors

2015- 2019 Amanda Perez San Diego, CA

Childcare Provider

- Provided high-level, personalized childcare for two children: from the ages of newborn to five.
- Managed all facets of childcare including cooking and meal preparation, constant supervision, activity planning and school pick-ups and drop-offs.

2015- 2019 People's Co-Op San Diego, CA

Cashier/Bulk Department

- Shared best practices for sales and customer service with other team members to help improve efficiency
- Learned more about natural foods, holistic health, and lifestyle products
- Developed relationships with customers, worked in other departments, and maintained quality assurance

2011-2015 Lighthouse Ice Cream San Diego, CA

Server

- Known for exceeding customer expectations and maintaining pose and a sense of humor in stressful environments
- History of maintaining clean dining areas while ensuring all standards are met
- Consistently provided professional, friendly, and engaging service

2005-2013 Ski Sundown New Hartford, CT

Snowboard Instructor

- Increased exposure to the sport and provided instruction to students of all ages from young to senior (4-65)
- Provided a safe, fun and educational learning environment and utilized communication skills to transfer knowledge about snowboarding from basic to advanced levels
- Guided instructors in proper techniques and skills and encouraged teamwork and cooperation among the staff and students
- Promoted from Jr. Instructor to Supervisor based on past success, knowledge of company operations and management skills

2012-2013 Ski Sundown New Hartford, CT

Puffins Supervisor

- Tasked with managing the children's ski instruction courses
- Oversaw lessons and training for young skiers in a fun and safe environment

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Patricia S. Keck

EXPERIENCE

Families First, Portsmouth NH – *Family Program Facilitator*

2011 - PRESENT

- Facilitating caregiver & child playgroups and activities
- Encouraging positive interactions between children, caregivers, & facilitators
- Promoting creativity, play, and socialization through activities such as crafts, circle time, story time, & free play
- Supervising support volunteers

Patty Keck Cleaning Company, Portsmouth NH – *Owner, Cleaner*

1999-2020

- Owned and operated a commercial & residential cleaning company
- Managed weekly schedules and accounts
- Oversaw quality control
- Generated business, maintained customer relationships

Little Harbor Elementary School, Portsmouth NH – *After-School Program Facilitator*

2002

- Designed and facilitated an after-school program with focus on multicultural arts for school-aged children

The Children's Workshop, Lee NH – *Program Facilitator*

2002

- Designed and facilitated a program for children & families with focus on nutrition

EDUCATION & CERTIFICATIONS

Granite State College

- Associate of Early Childhood Education
- Certificate of Foster & Adoptive Care Essentials
- Certificate in Para-education II

Licensed Foster Parent

VOLUNTEER WORK

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Seacoast Community Fridge Network

- Committee member
- Collect items for, stock, and manage fridges throughout the Seacoast

Planned Parenthood of Northern New England

- Outreach and advocacy
- Tabling
- Canvassing

Head Start

- Teacher Aide

NH SPCA

- Small animal care
- 2x Volunteer of the Year

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Tiffany Jones

[redacted] ❖❖❖ [redacted]

Professional Summary

Resourceful Manager with experience coordinating and monitoring operations across various departments. Excellent interpersonal expertise, with strong management skills in dynamic environments and the ability to communicate effectively with multinational colleagues. Collaborative leader with dedication to partnering with coworkers to promote engaging, empowering work culture.

Skills

- Strong management skills in multicultural and dynamic environments
- Remain a professional, balanced, respectful, problem-solver, even under stress or when out of my comfort zone.
- Independently productive, but confident in team oriented setting with a desire to exceed expectations and goals
- Excellent communication, problem solving, decision making and interpersonal skills with a nonjudgmental approach
- Being a steward to the organization's resources and personal career
- Effective planning, coaching, team building, organizing, staffing, controlling and evaluating skills
- Skilled in dealing with deadlines and efficiency
- Adept in handling backstage operations and interdepartmental communication
- Understanding and appreciation of the artistic and collaborative process of the art form
- Dedication to every aspect of programs, while remaining empathetic to the people and the process

Work History

GREATER SEACOAST COMMUNITY HEALTH - FAMILIES FIRST
Family Center Program Facilitator| Portsmouth, NH Dec 2022 - Current

- Facilitate family-focused programs aimed at strengthening parenting skills, support and connection
- Manage logistics and coordination of weekly groups
- Foster a welcoming and supportive environment for caregivers and children
- Create educational, engaging and fun circle time themes
- Track attendance, registration forms and feedback to improve services
- Demonstrate flexibility in the face of changes and new ideas
- Stay up to date on Compliatric Trainings

HBO CONCERT FOR VALOR
Production Assistant, Talent| Washington, DC Oct 2014 - Nov 2014

- Scheduled rehearsals with talent and band.
- Completed wide range of tasks in diverse filming areas to support operations.
- Coordinated set up of trailers for cast and crew, including running order needs for talent.
- Interacted positively with talent when escorting to and from trailers during filming.

CAPITOL CONCERTS
Production Assistant | Washington, DC May 2014 - July 2014

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- Stayed alert, active and ready to respond to any request at any time using variety of available resources.
- Maintained schedules, managed deadlines and interfaced with teammates to support production activities.
- Supervised wardrobe, hair and makeup needs for actors simultaneously on remote shoot location.
- Documented production information via daily system logs and discussed issues with management.
- Supported production needs by moving items between equipment, conveyors and staging areas.
- Communicated with other crew members via walkie talkies to coordinate production activities.

NORWEGIAN CRUISE LINE
Production Manager | International Oct 2011 - March 2012

- Train all parties involved how to play, market, sale, host, operate the game console and report results.
- Coordinate and supervise rehearsal runs.
- Give notes to develop and improve production and performance.
- Oversee production value including smooth transitions, stage set up, sound and light quality and performance delivery.
- Creation of production book.
- Resolved issues quickly to maintain productivity goals.

CELEBRITY CRUISE LINE
Production Stage Manager | International Jan 2010- Oct 2012

- Oversee all aspects of the Onboard Entertainment including Production Shows, Theme Nights, Featured Entertainers, Production Cast, Theatre Orchestra and Local Folkloric Groups.
- Schedule, attend and manage all aerial training, show rehearsals and performances.
- Program and operate the rigging/automation system for production shows.
- In conjunction with the Fly Operator, operate and maintain the safe execution of the flying apparatus.
- Work with the AV Manager to establish and supervise design, sound, light and scenery quality.
- Create and submit production show reports.
- Act as liaison between Shore-side Entertainment Management, Producer and Onboard Production and Performance Personnel.

TRAININGS

- Certified Parenting Journey Facilitator
- Co-facilitator for Mind in the Making
- Respect in the Workplace
- Introduction to HIPAA
- How to HEAR a Patient
- Reporting Neglect and Abuse
- Fire Safety
- Emergency Management Overview
- Infection Control
- Bloodborne Pathogens
- Hand Hygiene
- Tuberculosis, Hepatitis, HIV (AIDS) Awareness
- Cybersecurity Training and Awareness

EDUCATION

UNIVERSITY OF FLORIDA, Gainesville, FL Graduated May 2009
Bachelor of Arts, Criminology
Bachelor of Fine Arts, Theatre

- Summa Cum Laude

FORM NUMBER P-37 (version 2/23/2023)

Subject: Family Resource Center Services and Kinship Navigation Program Services - RFA-2027-DPH-04-FRCSK-06

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 VNA at HCS, Inc.		1.4 Contractor Address 312 Marlboro St. Keene, NH 03431	
1.5 Contractor Phone Number 603-352-2253	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $564,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Karen Gomes Date: 5/20/2026		1.12 Name and Title of Contractor Signatory Karen Gomes President and CEO	
1.13 State Agency Signature DocuSigned by: Iain Watt Date: 5/21/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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		On: 5/21/2026	
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials: Initial KG
Date: 5/20/2026

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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.

Contractor Initials Initial kG

Date 5/20/2026

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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.

Contractor Initials Initial kG

Date 5/20/2026

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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.

Contractor Initials Initial kG
Date 5/20/2026

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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 on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, and kinship caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure all services are provided in the following DHHS District Office Catchment Area: Keene District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must actively work with the Department and the Facilitation Organization in New Hampshire to obtain certification as a Family Resource Center of Quality (FRC-Q). Once certification is obtained, the Contractor must maintain certification throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

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1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.3.3.3. Kinship Navigation Program.

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Component B: Kinship Navigation Program**

1.6.1. The Contractor must provide Kinship Navigation Program services and ensure a minimum of one (1) Kinship Navigation position is in place within its designated catchment area, coordinated with the Comprehensive Family Support (CFS) program to ensure:

1.6.1.1. That the program is responsive to the needs of families impacted by kinship caregiving arrangements, including but not limited to the following:

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1.6.1.1.1. Services are provided to kinship caregivers who are caring for children through formal or informal placements;

1.6.1.1.2. Kinship families requiring a higher tier of case management services and eligible for Preventative Child Care assistance are dually enrolled or transitioned into the CFS program; and

1.6.1.1.3. Navigators connect with kinship caregivers in person or via virtual platforms (e.g., video or live chat) for purposes including, but not limited to:

1.6.1.1.3.1. Assessing kinship caregiver needs.

1.6.1.1.3.2. Providing outreach, engagement, community support services, and referrals.

1.6.1.1.3.3. Utilizing or creating peer support groups for kinship caregivers.

1.6.1.2. The Contractor must work with the Department's Kinship Navigation Program Manager to implement the evidence-based Kinship Navigation Program on the Title IV-E clearinghouse, called the Washington Case Management Model (CMM). This includes, but is not limited to:

1.6.1.2.1. Completion of the Department-identified Kinship Caregiver Needs and Health Assessment at intake or initial enrollment.

1.6.1.2.2. Collaborative goal setting with the kinship family.

1.6.1.2.3. Completion of the Department-identified child needs and strengths questionnaire and referral to community-based services for areas of concern.

1.6.1.2.4. Completion of a follow-up needs assessment at three (3) months.

1.6.1.2.5. Completion of a full needs assessment at six (6) months.

1.6.1.2.6. Completion of a satisfaction survey at six (6) months, or at discharge, whichever occurs first.

1.6.1.2.7. Entry of encounter data into the Department's Family and Community Health Data System (FCH-DS) to document all services, assessments, caregiver education, peer support, and concrete

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needs provided to the kinship family which must include:

1.6.1.2.7.1. The Contractor must provide the Department with a list of staff (End Users, as defined in Exhibit D) who will be responsible for entering encounter data into the FCH-DS.

1.6.1.2.7.2. The Contractor must notify the Department immediately, and no more than 24 hours of staff changes, to ensure access to the FCH-DS is removed in a timely manner.

1.6.1.2.8. Completion of a Department identified fidelity tool to ensure consistent statewide delivery of the program across all service locations; and

1.6.1.2.9. Completion of all Kinship Navigation Core Training, as determined by the Department, within the first six (6) months of the effective date of the contract, including, but not limited to:

1.6.1.2.9.1. Kinship Navigation Program onboarding;

1.6.1.2.9.2. Family Health and Needs Assessment;

1.6.1.2.9.3. Trauma and resiliency.

1.6.1.2.9.4. Motivational Interviewing; and

1.6.1.2.9.5. Everyday Parenting.

1.6.1.2.9.6. Certification in Grandfamilies Leadership.

1.6.1.3. The Contractor must ensure that all Kinship Navigators meet the established training standards. The Contractor is responsible for allocating sufficient resources and securing Grandfamilies Leadership certification for any Kinship Navigators who do not currently hold this credential to ensure alignment with national best practices and to uphold program fidelity.

1.6.1.4. The Contractor must coordinate referrals and resources with kinship positions within its designated catchment area, as assigned by the Department. The Contractor must ensure:

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1.6.1.4.1. Any additional kinship positions assigned as subcontracts must be located in FRC-Qs and FRCs actively working toward FRC-Q designation.

1.6.1.5. Upon request by the Department, the Contractor must work with the Department to create/promote social media for the Department to post.

1.6.1.6. The Contractor must utilize strategies to increase the presence of the Kinship Navigation Program in the community, including but not limited to:

1.6.1.6.1. Distributing the Department's Kinship Navigation Program branded flyers and brochures. Kinship Navigation Program flyers and marketing will be approved by the Department.

1.6.1.6.2. Representing the Kinship Navigation Program at community events.

1.6.1.7. The Contractor must ensure that Kinship Navigators collaborate with the Department on program implementation, data collection, fidelity monitoring, documentation, and quality improvement activities. This includes, but is not limited to:

1.6.1.7.1. Participation in a Kinship Navigation Program Community of Practice.

1.6.1.7.2. Data collection and program evaluation activities.

1.6.1.7.3. Coordination with the State of Washington to implement the case management model.

1.6.1.8. The Contractor must maintain onboarding and training processes as requested by the Department and must continue to develop the Kinship Navigation position based on the following factors:

1.6.1.8.1. Findings from the Department's evaluation of the program.

1.6.1.8.2. Staff performance evaluations;

1.6.1.8.3. Identified staff training needs; and

1.6.1.8.4. Updates to the Kinship Navigation Program Manual.

1.6.1.9. The Contractor must track and evaluate the following Kinship Navigation Program outcomes within the Department's FCH-DS:

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1.6.1.9.1. Child permanency, including placement stability.

1.6.1.9.2. Child well-being, including behavioral and emotional functioning.

1.6.1.9.3. Adult well-being, including parent/caregiver mental or emotional health.

1.6.1.9.4. Adult well-being, including overall family functioning.

1.7. **Provisions Applicable to Component A and Component B**

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

1.7.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.7.2.1. Review of participant files.

1.7.2.2. Review of fidelity tools for implementation of the Washington Case Management Model.

1.7.2.3. Review of training records and professional development plans to ensure staffing requirements are met.

1.7.2.4. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.7.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.7.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC and Kinship Navigation Program participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.7.4.1. Acknowledgement of data collection within the FCH-DS.

1.7.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.7.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.8. Reporting

1.8.1. The Contractor must submit quarterly reports to the Department highlighting program activities no later than the 15th day of the month

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following the end of each reporting period. The first report is due by October 15, 2026, and must include:

1.8.1.1. Progress toward achieving stated outcomes;

1.8.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.8.1.3. Data as requested by the Department.

1.8.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.8.2.1. Program accomplishments and activities.

1.8.2.2. Recommendations for service development and outcome improvements.

1.8.2.3. Identification of systemic barriers.

1.8.2.4. Family satisfaction survey results.

1.8.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.8.3.1. Full Name.

1.8.3.2. Date of birth.

1.8.3.3. Race and ethnicity.

1.8.3.4. Primary language.

1.8.3.5. Household income.

1.8.3.6. Household size.

1.8.3.7. Housing status.

1.8.3.8. Marital status.

1.8.3.9. Town of residence.

1.8.3.10. County of residence.

1.8.3.11. Source of referral.

1.8.3.12. Presence of an incarcerated parent.

1.8.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.8.3.14. Receipt of public benefits, including but not limited to:

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1.8.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.8.3.14.2. New Hampshire Child Care Scholarship.

1.8.3.14.3. Medicaid.

1.8.3.14.4. Social Security Disability Insurance (SSDI).

1.8.3.14.5. Supplemental Security Income (SSI).

1.8.3.14.6. Temporary Assistance for Needy Families (TANF).

1.8.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.8.3.15. Participant encounter and service data, including:

1.8.3.15.1. Date of service.

1.8.3.15.2. Participants present during service delivery.

1.8.3.15.3. Service type and topics reviewed.

1.8.3.15.4. Parent education classes or groups attended.

1.8.3.15.5. Support groups attended.

1.8.3.16. Family Resource Center Goal and outcome domains, including:

1.8.3.16.1. Community linkages and referrals.

1.8.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.8.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

1.8.4. The Contractor must collect and update a Family Service Record for all Kinship Navigation program participants using the FCH-DS, which must include:

1.8.4.1. Full name.

1.8.4.2. Date of birth.

1.8.4.3. Race and ethnicity.

1.8.4.4. Primary language.

1.8.4.5. Household income.

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1.8.4.6. Household size.

1.8.4.7. Housing status.

1.8.4.8. Marital status.

1.8.4.9. Town of residence.

1.8.4.10. County of residence.

1.8.4.11. Source of referral.

1.8.4.12. Reason for kinship arrangement.

1.8.4.13. Kinship arrangement at time of discharge.

1.8.4.14. Presence of an incarcerated parent.

1.8.4.15. Screenings completed (e.g., needs assessments, participant feedback surveys, child development screenings)

1.8.4.16. Kinship Caregiver Needs and Health Assessment.

1.8.4.17. Receipt of public benefits, including but not limited to:

1.8.4.17.1. SNAP.

1.8.4.17.2. New Hampshire Child Care Scholarship.

1.8.4.17.3. Medicaid.

1.8.4.17.4. SSDI.

1.8.4.17.5. SSI.

1.8.4.17.6. TANF.

1.8.4.17.7. WIC.

1.8.4.18. Participant service data, including:

1.8.4.18.1. Date of service.

1.8.4.18.2. Participants present during service delivery.

1.8.4.18.3. Service type and topics reviewed.

1.8.4.18.4. Support groups attended.

1.8.4.19. Kinship Navigation Program goals and program outcome domains, defined as key areas used to measure the impact of services on child permanency, child well-being, and adult caregiver and family functioning, including:

1.8.4.20. Child permanency, including placement stability.

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1.8.4.21. Child well-being, including behavioral and emotional functioning.

1.8.4.22. Adult well-being, including parent/caregiver mental or emotional health.

1.8.4.23. Adult well-being including family functioning.

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

1.9. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.10. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.10.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.11. Background Checks

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

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undergone:

1.11.1.1. 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;

1.11.1.2. 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

1.11.1.3. 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.

1.12. Confidential Data

1.12.1. 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.

1.12.2. 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.

1.13. Privacy Impact Assessment

1.13.1. 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:

1.13.1.1. How PII is gathered and stored;

1.13.1.2. Who will have access to PII;

1.13.1.3. How PII will be used in the system;

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

1.13.1.5. Privacy practices.

1.13.2. 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.

1.14. Department Owned Devices, Systems and Network Usage

1.14.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.14.1.1. 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;

1.14.1.2. 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;

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

1.14.1.4. 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;

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

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

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

1.14.1.6.2. 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.

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

1.14.1.7. 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.

1.14.1.8. 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.

1.14.2. Workspace Requirement

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

1.15. Contract End-of-Life Transition Services

1.15.1. General Requirements

1.15.1.1. 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

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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.

1.15.1.2. 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 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.

1.15.1.3. 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.

1.15.1.4. 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.

1.15.1.5. 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.

1.15.1.6. 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

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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.

1.15.2. Completion of Transition Services

1.15.2.1. 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.

1.15.2.2. 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.

1.15.3. Disagreement over Transition Services Results

1.15.3.1. 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.

1.16. Website and Social Media

1.16.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.16.2. 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.

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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.

1.16.3. State of New Hampshire's Website Copyright

1.16.3.1. 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.

2. Exhibits Incorporated

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

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

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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

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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

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

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state,

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

4. Records

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

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

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

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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.

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EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 through Exhibit C-2, 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 DHHS.DPHS.Contract@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.
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

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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.

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

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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:	*VNA at HCS, Inc*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	15.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$48,824	$50,289	$50,047
2. Fringe Benefits	$10,811	$11,135	$11,069
3. Consultants	$0	$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	$1,000	$300	$360
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	$0	$0	$0
6. Travel	$1,000	$1,000	$1,000
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$343	$255	$500
8. (b) Other - Education and Training	$1,500	$500	$500
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
Other (please specify)	$0	$0	$0
9. Subrecipient Contracts	$0	$0	$0
Total Direct Costs	$63,478	$63,479	$63,476
Total Indirect Costs	$9,522	$9,521	$9,524
Subtotals	$73,000	$73,000	$73,000
		TOTAL	**$219,000**

Contractor Initials: Initial KG

Date: 5/20/2026

Exhibit C-2 Budget

New Hampshire Department of Health and Human Services			
Contractor Name:	*VNA at HCS, Inc.*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component B - KNP)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	15.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$39,210	$40,386	$40,897
2. Fringe Benefits	$9,018	$9,289	$9,567
3. Consultants	$0	$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	$500	$285	$100
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	$0	$0	$0
6. Travel	$800	$840	$900
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$372	$100	$100
8. (b) Other - Education and Training	$600	$200	$135
8. (c) Other - Other (specify below)	$0	$0	$0
Concrete Support	$3,500	$2,900	$2,300
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	$46,000	$46,000	$46,000
Total Direct Costs	$100,000	$100,000	$99,999
Total Indirect Costs	$15,000	$15,000	$15,001
Subtotals	$115,000	$115,000	$115,000
	TOTAL	**$345,000**	

Contractor Initials: KG

Date: 5/20/2026

New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

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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

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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

Contractor Initials KG

Date 5/20/2026

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

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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Date 5/20/2026

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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Contractor Initials _____

Date 5/20/2026

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	VNA at HCS, Inc.
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	Signed by: Karen Gomes C712CCFA0A03422...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Karen Gomes
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	President and CEO
Title of Authorized Representative	Title of Authorized Representative
5/21/2026	5/20/2026
Date	Date

Docusign Envelope ID: 67989A58-82A3-8A8E-81E2-3E10DB01D81A

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 VNA AT HCS, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on November 18, 1981. 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: **67798**

Certificate Number: **0007901125**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 7th day of April A.D. 2026.

David M. Scanlan
Secretary of State

Docusign Envelope ID: 67989A58-82A3-8A8E-81E2-3E10DB01D81A

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 HOME HEALTHCARE, HOSPICE AND COMMUNITY SERVICES, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 21, 1993. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **189752**

Certificate Number: **0007901126**



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 7th day of April A.D. 2026.

David M. Scanlan
Secretary of State

Docusign Envelope ID: 67989A58-82A3-8A8E-81E2-3E10DB01D81A

CERTIFICATE OF AUTHORITY

I, Eric Horne, hereby certify that:

1. I am a duly elected Clerk/Secretary/Officer of VNA at HCS, Inc.

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on November 18th, 2025, at which a quorum of the Directors/shareholders were present and voting.

VOTED: That Karen Gomes, Chief Executive Officer is duly authorized on behalf of VNA at HCS, Inc. to enter into contracts or agreements with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to 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: April 21, 2026

Signature of Elected Officer
Name: Eric Horne
Title: Treasurer

Docusign Envelope ID: 67989A58-82A3-8A8E-81E2-3E10DB01D81A

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 1/5/2026

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 Dowd Agencies, LLC 14 Bobala Road Holyoke MA 01040 License#: BR-1201657	CONTACT NAME: Diane LaFleche, CISR PHONE (A/C, No, Ext): 413-437-1062 FAX (A/C, No): 413-437-1462 E-MAIL ADDRESS: dlafleche@dowd.com
INSURED Home Healthcare, Hospice & Community Services, Inc. and VNA at HCS, Inc. PO Box 564 312 Marlboro Street Keene NH 03431 HOMEHEA-03	INSURER(S) AFFORDING COVERAGE — NAIC # INSURER A : Philadelphia Indemnity Insurance Company — 18058 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** 852313332 **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			PHPK2642986	1/4/2026	1/4/2027	EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						MED EXP (Any one person)	$ 5,000
	POLICY PRO-JECT X LOC						PERSONAL & ADV INJURY	$ 1,000,000
	OTHER:						GENERAL AGGREGATE	$ 3,000,000
							PRODUCTS - COMP/OP AGG	$ 3,000,000
								$
A	AUTOMOBILE LIABILITY			PHPK2642989	1/4/2026	1/4/2027	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR			PHUB896467	1/4/2026	1/4/2027	EACH OCCURRENCE	$ 4,000,000
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$ 4,000,000
	DED X RETENTION $ 10,000							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						PER STATUTE / OTH-ER	
	ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?	N / A					E.L. EACH ACCIDENT	$
	(Mandatory in NH)						E.L. DISEASE - EA EMPLOYEE	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - POLICY LIMIT	$
A	Professional Liabilirty			PHPK2642986	1/4/2026	1/4/2027	1000000	3,000,000

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

Certificate holder is an additional insured, per written contract.

*30 Days Notice of Cancellation except for 20 Days on Automobile and 10 days on Workers Compensation for non-payment.

CERTIFICATE HOLDER

State of NH
Department of Health and Human Services
129 Pleasant Street
Concord NH 03301-3857

CANCELLATION

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

AUTHORIZED REPRESENTATIVE



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Client#: 986155 HOMEHEA3

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 7/21/2025

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

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

PRODUCER	CONTACT NAME: Sherri Winslow
USI Insurance Services LLC 3 Executive Park Drive, Suite 300 Bedford, NH 03110 855 874-0123	PHONE (A/C, No, Ext): 855 874-0123 FAX (A/C, No): E-MAIL ADDRESS: Sherri.Winslow@usi.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Wesco Insurance Company	25011
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
Home Healthcare Hospice &
Community Services Inc
312 Marlboro Street
Keene, NH 03431

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ 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 $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N: N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WWC37962851	07/01/2025	07/01/2026	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$1,000,000
							E.L. DISEASE - EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000

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

VNA at HCS

This Certificate is issued for insured operations usual to home health and hospice activities

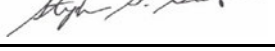
CERTIFICATE HOLDER

DHHS
Contracts and Procurement Unit
129 Pleasant Street
Concord, NH 03301

CANCELLATION

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

AUTHORIZED REPRESENTATIVE



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NONPROFIT COVER SHEET

A. Entity Name: Home Healthcare Hospice and Community Services, Inc

B. Entity's Contact Information:

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

Name / Phone / Email: Rachel Kowalsky 603-352-2253 rkowalsky@hcssewrvices.org

Person responsible for Accuracy and Completeness of information provided:
Name: Donna Beaudin dbeaudin@hcsservices.org 603-352-2253 Title: Director of Clinical Operations
Signature: Rachel Kowalsky, MA CHW/Donna Beaudin OT, MBA, CSSBB, NHA, CHC

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses)	Affiliations
Karen Gomes, Interim CEO	Interim CEO of HCS
Virginia Jordan (Chair)	Board Chair sometimes volunteers with events
Eric Horne (Treasurer)	Treasurer sometimes volunteers with events
Julie Green (Secretary)	Secretary sometimes volunteers for events
Paul Berch (Director)	Director
Mary Davis (Director)	Director sometimes volunteers with Christmas party
Ann Heffernon (Director)	Director sometimes volunteers for events
Donald Mazanowski, MD (Director)	Director sometimes volunteers for events
William Pearson, Esq (Director)	Director sometimes volunteers for events
Susan Simonds (Director)	Director sometimes volunteers for events
David Stinson (Director)	Director sometimes volunteers for events
Andrew Tremblay, MD (Director)	Director sometimes volunteers for events
Kathryn Willbarger (Director)	Director sometimes volunteers for events

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
Rachel Kowalsky	Program Lead	64,480	27,404
Jessica Cantrell	Family Support Worker	39,000	23,400
Sarah Davis	Family Support Worker	43,383.60	40,491.36
Megan Harris	Family Support Worker	28,119	13,390
Alyza Provencher	Family Support Worker	39,000	19,500
Rebecca Provencher	RN	93,600	32,760

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Heather Riley	Family Support Worker	41,776.80	27,851.20
Melinda Vonderhorst	RN	54,631.20	27,315.60
Pamela Streletsky	Fiscal	142,833.60	10,712.52

5263	Home Healthcare, Hospice & Community Services	312 Marlboro Street	Keene	NH	03431	G	5/15/2026

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

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Home Healthcare Hospice & Community Services
HCS services.org

Mission Statement

To provide services which enable people to function throughout life at their optimal level of health, well-being, and independence, according to their personal beliefs and choices.

Vision Statement

To be the leading regional provider for the continuum of care through home health, hospice and community services

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BerryDunn

Home Healthcare Hospice & Community Services

CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2025 and 2024

With Independent Auditor's Report

Docusign Envelope ID: 67989A58-82A3-8A8E-81E2-3E10DB01D81A

BerryDunn

BDMP Assurance, LLP

INDEPENDENT AUDITOR'S REPORT

Board of Directors
Home Healthcare, Hospice & Community Services, Inc. and Affiliate

Opinion

We have audited the accompanying consolidated financial statements of Home Healthcare, Hospice & Community Services, Inc. and Affiliate (the Association), which comprise the consolidated balance sheet as of June 30, 2025, and the related consolidated statements of operations, changes in net assets, and cash flows for the year then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of the Association as of June 30, 2025, and the results of their operations, changes in their net assets and their cash flows for the year then ended in accordance with U.S. generally accepted accounting principles.

Basis for Opinion

We conducted our audit in accordance with U.S. generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Association and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Prior Period Consolidated Financial Statements

The consolidated financial statements of the Association as of and for the year ended June 30, 2024 were audited by Berry, Dunn, McNeil & Parker, LLC whose report, dated December 17, 2024, expressed an unmodified opinion on those statements.

Responsibilities of Management for the Consolidated Financial Statements

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

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

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Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with U.S. 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 consolidated financial statements.

In performing an audit in accordance with U.S. 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 consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Association's ability to continue as a going concern for a reasonable period of time.

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

BDMP Assurance, LLP

Manchester, New Hampshire
December 15, 2025

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HOME HEALTHCARE, HOSPICE & COMMUNITY SERVICES, INC. AND AFFILIATE

Consolidated Balance Sheets

June 30, 2025 and 2024

	2025	2024
ASSETS		
Current assets		
Cash and cash equivalents	**$ 354,737**	$ 269,107
Patient accounts receivable, net	**1,713,953**	1,765,713
Other receivables	**314,228**	262,396
Employee retention tax credit receivable	**1,851,536**	-
Prepaid expenses	**222,968**	192,953
Total current assets	**4,457,422**	2,490,169
Assets limited as to use	**17,224,459**	16,045,471
Operating lease right-of-use assets, net	**83,955**	62,056
Property and equipment, net	**2,024,509**	2,049,076
Total assets	**$ 23,790,345**	$ 20,646,772
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued expenses	**$ 587,006**	$ 480,500
Accrued payroll and related expenses	**865,708**	880,388
Deferred revenue	**44,470**	33,408
Current portion of operating lease obligations	**27,487**	58,433
Total current liabilities	**1,524,671**	1,452,729
Operating lease obligations, net of current portion	**56,468**	3,292
Total liabilities	**1,581,139**	1,456,021
Net assets		
Without donor restrictions	**21,127,374**	18,349,190
With donor restrictions	**1,081,832**	841,561
Total net assets	**22,209,206**	19,190,751
Total liabilities and net assets	**$ 23,790,345**	$ 20,646,772

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

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HOME HEALTHCARE, HOSPICE & COMMUNITY SERVICES, INC. AND AFFILIATE

Consolidated Statements of Operations

Years Ended June 30, 2025 and 2024

	2025	2024
Operating revenue		
Net patient service revenue	**$ 14,376,543**	$ 15,393,402
Other operating revenue	**2,888,802**	2,751,844
Net assets released for operations	**178,454**	118,211
Total operating revenue	**17,443,799**	18,263,457
Operating expenses		
Salaries and related expenses	**12,872,394**	14,184,265
Other operating expenses	**5,219,828**	5,779,816
Depreciation	**239,427**	250,220
Total operating expenses	**18,331,649**	20,214,301
Operating loss	**(887,850)**	(1,950,844)
Other revenue and gains		
Employee retention tax credit	**1,851,536**	-
Contributions and fundraising income	**468,911**	686,284
Investment income, net	**359,647**	279,983
Change in fair value of investments	**942,330**	1,664,029
Total other revenue and gains	**3,622,424**	2,630,296
Excess of revenue over expenses	**2,734,574**	679,452
Net assets released for capital acquisition	**43,610**	28,461
Change in net assets without donor restrictions	**$ 2,778,184**	$ 707,913

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

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HOME HEALTHCARE, HOSPICE & COMMUNITY SERVICES, INC. AND AFFILIATE

Consolidated Statements of Changes in Net Assets

Years Ended June 30, 2025 and 2024

	2025	2024
Net assets without donor restrictions		
Excess of revenue over expenses	$ 2,734,574	$ 679,452
Net assets released for capital acquisition	43,610	28,461
Change in net assets without donor restrictions	2,778,184	707,913
Net assets with donor restrictions		
Contributions	346,530	37,833
Investment income	31,080	19,544
Change in fair value of investments	84,725	121,892
Net assets released for operations	(178,454)	(118,211)
Net assets released for capital acquisition	(43,610)	(28,461)
Change in net assets with donor restrictions	240,271	32,597
Change in net assets	3,018,455	740,510
Net assets, beginning of year	19,190,751	18,450,241
Net assets, end of year	$ 22,209,206	$ 19,190,751

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

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HOME HEALTHCARE, HOSPICE & COMMUNITY SERVICES, INC. AND AFFILIATE

Consolidated Statements of Cash Flows

Years Ended June 30, 2025 and 2024

	2025	2024
Cash flows from operating activities		
Change in net assets	**$ 3,018,455**	$ 740,510
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities		
Depreciation	**239,427**	250,220
Net change in operating lease right-of-use assets and operating lease obligations	**330**	(5,799)
Change in fair value of investments	**(1,027,055)**	(1,785,921)
Investment income restricted for reinvestment	**(31,080)**	(19,544)
(Increase) decrease in the following assets:		
Patient accounts receivable	**51,760**	330,545
Other receivables	**(51,832)**	181,302
Employee retention tax credit receivable	**(1,851,536)**	-
Prepaid expenses	**(30,015)**	173,963
Increase (decrease) in the following liabilities:		
Accounts payable and accrued expenses	**106,506**	(80,442)
Accrued payroll and related expenses	**(14,680)**	(90,399)
Deferred revenue	**11,062**	2,123
Net cash provided (used) by operating activities	**421,342**	(303,442)
Cash flows from investing activities		
Purchase of investments	**(7,229,522)**	(4,527,433)
Proceeds from sale of investments	**7,108,670**	4,220,028
Capital expenditures, net of proceeds	**(214,860)**	(135,754)
Net cash used by investing activities	**(335,712)**	(443,159)
Net increase (decrease) in cash and cash equivalents	**85,630**	(746,601)
Cash and cash equivalents, beginning of year	**269,107**	1,015,708
Cash and cash equivalents, end of year	**$ 354,737**	$ 269,107

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

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1. Summary of Significant Accounting Policies

Organization

Home Healthcare, Hospice & Community Services, Inc. is a non-stock, non-profit corporation in New Hampshire whose primary purpose is to act as a holding company and provide management services to its affiliate.

Affiliate

VNA at HCS, Inc., is a non-stock, non-profit corporation in New Hampshire whose primary purposes are to provide home healthcare, hospice and community services.

Principles of Consolidation

The consolidated financial statements include the accounts of the Home Healthcare, Hospice & Community Services, Inc., and its affiliate, VNA at HCS, Inc. (collectively, the Association). They are related through a common board membership and common management. All significant intercompany balances and transactions have been eliminated in consolidation.

The Association prepares its consolidated financial statements in accordance with U.S. generally accepted accounting principles (U.S. GAAP) established by the Financial Accounting Standards Board (FASB). References to U.S. GAAP in these notes are to the FASB Accounting Standards Codification (ASC).

Basis of Presentation

Net assets and revenues, expenses, gains, and losses are classified as follows based on the existence or absence of donor-imposed restrictions in accordance with FASB ASC Topic 958, *Not-for-Profit Entities*. Under FASB ASC Topic 958 and FASB ASC Topic 954, *Health Care Entities,* all not-for profit healthcare organizations are required to provide a balance sheet, a statement of operations, a statement of changes in net assets, and a statement of cash flows. FASB ASC Topic 954 requires reporting amounts for an organization's total assets, liabilities, and net assets in a balance sheet; reporting the change in an organization's net assets in statements of operations and changes in net assets; and reporting the change in its cash and cash equivalents in a statements of cash flows.

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 Association. These net assets may be used at the discretion of the Association's management and the Board of Directors (Board).

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Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions are to be met by actions of the Association or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Income Taxes

The Association is a public charity under Section 501(c)(3) of the Internal Revenue Code (IRC). As a public charity, the Association is exempt from state and federal income taxes on income earned in accordance with its tax-exempt purpose. Unrelated business income is subject to state and federal income tax. Management has evaluated the Association's tax positions and concluded that the Association has no unrelated business income or uncertain tax positions that require adjustment to the consolidated financial statements.

Use of Estimates

The preparation of consolidated financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements. Estimates also affect the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

Cash and cash equivalents include highly liquid investments with an original maturity of three months or less, excluding assets limited as to use.

The Association has cash deposits in a major financial institution which may exceed federal depository insurance limits. The Association has not experienced any losses in such accounts. Management believes it is not exposed to any significant risk with respect to these accounts.

Patient Accounts Receivable

Patient accounts receivable are stated at the amount management expects to collect from outstanding balances. Management provides a reserve for payment adjustments by analyzing past history and identification of trends for all funding sources in the aggregate. Management regularly reviews data about revenue in evaluating the sufficiency of the reserve which is netted against accounts receivable. Amounts not collected after all reasonable collection efforts have been exhausted are applied against the allowance for payment adjustments.

Patient accounts receivable, net were $1,713,953, $1,765,713, and $2,096,258 at June 30, 2025, 2024, and 2023, respectively.

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Beneficial Interest in Perpetual Trust

The Association is the beneficiary of a perpetual trust administered by a third party. Although the Association does not have access to the underlying principal, a portion of income earned from the trust is available and distributed annually to the Association. The Association's share of trust principal is recognized as net assets with donor restrictions at fair market value. Annual income distributions are recognized as increases in net assets without donor restrictions. Changes in market value of beneficial interest in perpetual trust asset is reported as an increase or decrease in net assets with donor restrictions.

Investments

Investments in short-term investment options are reported as current assets. Investments held for long-term return are reported as non-current assets.

The Association reports investments at fair value and has elected to report all gains and losses in the excess of revenue over expenses to simplify the presentation of these amounts in the consolidated statement of operations, unless otherwise stipulated by the donor or State law.

Investments, in general, are exposed to various risks, such as interest rate, credit, and overall market volatility risks. As such, it is reasonably possible that changes in the values of investments will occur in the near term and that such changes could materially affect the amounts reported in the consolidated balance sheets.

Assets Limited as to Use

Assets limited as to use include designated assets set aside by the Board of Directors and donor contributions.

Leases

In accordance with FASB ASC Topic 842, *Leases*, the Association determines if an arrangement is a lease or contains a lease at inception of a contract. A contract is determined to be or contain a lease if the contract conveys the right to control the use of identified property, plant or equipment (an identified asset) in exchange for consideration. The Association determines these assets are leased because the Association has the right to obtain substantially all of the economic benefit from and the right to direct the use of the identified asset. Assets in which the supplier or lessor has the practical ability and right to substitute alternative assets for the identified asset and would benefit economically from the exercise of its right to substitute the asset are not considered to be or contain a lease because the Association determines it does not have the right to control and direct the use of the identified asset. The Association's lease agreements do not contain any material residual value guarantees or material restrictive covenants.

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In evaluating its contracts, the Association separately identifies lease and non-lease components, such as common area and other maintenance costs, in calculating the right-of-use (ROU) assets and lease obligations. The Association has elected the practical expedient to not separate lease and non-lease components and classifies the contract as a lease if consideration in the contract allocated to the lease component is greater than the consideration allocated to the non-lease agreement.

Leases result in the recognition of ROU assets and lease obligations on the consolidated balance sheets. ROU assets represent the right to use an underlying asset for the lease term, and lease obligations represent the obligation to make lease payments arising from the lease, measured on a discounted basis. The Association determines lease classification as operating or finance at the lease commencement date.

At lease inception, the lease obligation is measured at the present value of the lease payments over the lease term. The ROU asset equals the lease obligation adjusted for any initial direct costs, prepaid or deferred rent, and lease incentives. Topic 842 requires the use of the implicit rate in the lease when readily determinable. As most of the leases do not provide an implicit rate, the Association elected the practical expedient to use the risk-free rate when the rate of the lease is not implicit in the lease agreements.

The lease term may include options to extend or to terminate the lease that the Association is reasonably certain to exercise. Lease expense for operating leases is recognized on a straight-line basis over the lease term, while expense on finance leases is recognized using the effective interest rate method which amortizes the ROU asset to expense over the lease term and interest costs are expensed on the lease obligation throughout the lease term.

The Association has elected not to record leases with an initial term of 12 months of less on the consolidated balance sheet. Lease expense on such leases is recognized on a straight-line basis over the lease term.

Property and Equipment

Property and equipment are carried at cost less accumulated depreciation and amortization. Maintenance, repairs and minor renewals are expensed as incurred and renewals and betterments are capitalized. Depreciation expense is computed using the straight-line method over the useful lives of the related assets.

Property is reviewed for impairment whenever events or changes in circumstances indicate the related carrying amount may not be recoverable. When required, impairment losses on assets to be held and used are recognized based on the excess of the assets' carrying amount over the fair value of the asset.

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Net Patient Service Revenue

Services to all patients are recorded as revenue when services are rendered at the estimated net realizable amounts from patients, third-party payors and others, including estimated retroactive adjustments under reimbursement agreements with third-party payors. Retroactive adjustments are accrued on an estimated basis in the period the related services are rendered and in future periods as final settlements are determined. Patients unable to pay full charge, who do not have other third-party resources, are charged a reduced amount based on the Association's published sliding fee scale. Reductions in full charge are recognized when the service is rendered.

Performance obligations are determined based on the nature of the services provided by the Association. Revenue for performance obligations satisfied over time is recognized based on actual services rendered. Generally, performance obligations satisfied over time relate to patients receiving skilled and non-skilled services in their home or facility. The Association measures the period over which the performance obligation is satisfied from admission to the point when it is no longer required to provide services to that patient, which is generally at the time of discharge.

Providers of home health services to clients eligible for Medicare home health benefits are paid on a prospective basis, with no retrospective settlement. The prospective payment is based on the scoring attributed to the acuity level of the client at a rate determined by federal guidelines. As the performance obligations for home health services are met, revenue is recognized based upon the portion of the transaction price allocated to the performance obligation. The transaction price is the prospective payment determined for the medically necessary services.

Providers of hospice services to clients eligible for Medicare hospice benefits are paid on a per-diem basis, with no retrospective settlement, provided the Association's aggregate annual Medicare reimbursement is below a predetermined aggregate capitated rate. Revenue is recognized as the services are performed based on the fixed rate amount. As the performance obligations for hospice services are met, revenue is recognized based upon the portion of the transaction price allocated to the performance obligation. The transaction price is the predetermined aggregate capitated rate per day.

Because all of the Association’s performance obligations relate to short-term periods of care, the Association has elected to apply the optional exemption provided in FASB ASC Subtopic 606-10-50-14 (a) and, therefore, is not required to disclose the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied or partially unsatisfied at the end of the reporting period.

Contributions

Unconditional promises to give cash and other assets are reported at fair value at the date the promise is received, which is then treated as cost. The gifts are reported as net assets with donor restrictions if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified as net assets released from restrictions. Donor-restricted contributions whose restrictions are met in the same year as received are reflected as contributions without donor restrictions in the accompanying consolidated financial statements.

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Employee Retention Tax Credit

The Coronavirus Aid, Relief, and Economic Security Act (CARES Act) provided an employee retention tax credit (ERTC), which is a refundable tax credit against certain employment taxes. For 2020, the tax credit was equal to 50% of qualified wages paid to employees during the calendar year, capped at $10,000 of qualified wages per employee. Additional relief provisions were passed by the U.S. government, which extended and expanded the qualified wage caps on these credits through September 30, 2021. Based on these additional provisions, the tax credit was increased to 70% of qualified wages paid to employees during each quarter, and the limit on qualified wages per employee was changed to $10,000 of qualified wages per calendar quarter.

Management determined that the Association qualified for the ERTC under the government orders test and filed amended tax filings submitted in 2024. On November 10, 2025, subsequent to the year ended June 30, 2025, the Association received $1,851,536 in ERTC funds plus interest of $329,044. The Association recognized the ERTC funds, excluding interest, as a receivable on the consolidated balance sheet as of June 30, 2025 and revenue in the consolidated statement of operations for the year ended June 30, 2025. The credits received could be subject to audit for up to five years from the date of the credit filing.

2. Availability and Liquidity of Financial Assets

As of June 30, 2025, the Association has working capital of $2,932,751 and average days (based on normal expenditures) cash on hand of 7.

Financial assets and liquidity resources available within one year for general expenditure, such as operating expenses and capital acquisitions not financed with debt or restricted funds (unfunded capital expenditures), were as follows:

	2025	2024
Cash and cash equivalents	**$ 354,737**	$ 269,107
Patient accounts receivable, net	**1,713,953**	1,765,713
Other receivables	**314,228**	262,396
Employee retention tax credit receivable	**1,851,536**	-
Financial assets available to meet cash needs for general expenditures within one year	**$ 4,234,454**	$ 2,297,216

The Association has board designated long-term investments that could be made available for general expenditure upon Board approval. Since these investments are currently intended for long-term investments, they have not been included in the information above. The Association has other long-term investments and assets for restricted use, more fully described in Note 3, which are not available for general expenditure within the next year and are not reflected in the amount above.

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The Association has a $1,000,000 line of credit available to meet short-term needs, as disclosed in Note 5.

3. Investments and Assets Limited as to Use

Investments and assets limited as to use, stated at fair value, were as follows:

	2025	2024
Board-designated for future use	**$ 16,142,625**	$ 15,203,910
Donor-restricted, time or purpose	**361,283**	325,137
Endowment investments - unappropriated spending	**302,936**	282,193
Beneficial interest in perpetual trust	**183,384**	-
Donor-restricted, perpetual in nature	**234,231**	234,231
Total investments and assets limited as to use	**$ 17,224,459**	$ 16,045,471

The Association's interest in the Dixie Wonders Trust represent a beneficial interest in perpetual trust. The Association's right to future earnings if this trust is reported in net assets with donor restrictions. The fair value is determined annually based on an estimate of the Association's portion of the fair value of the assets included in the trust as provided by the trust custodian. The trust provided an income stream to the Associated based on the income of the trust assets or net assets of the trust, as applicable. The trustees have elected, under state law, to distribute, as income, income earned on trust assets. The trusts' investment policies, including return objectives and risk parameters, are the responsibility of the third-party trustees.

Distributions received from the trust accounts are accounted for as interest income. Distributions received were $8,520 in 2025. The following is a summary of the changes in the trust assets:

	Dixie Wonders Trust
Beneficial interest in trust, June 30, 2024	$ -
Contribution	**183,384**
Interest income	**8,520**
Appropriation of trust assets for expenditure	**(8,520)**
Beneficial interest in trust, June 30, 2025	**$ 183,384**

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Fair Value Measurement

FASB ASC Topic 820, *Fair Value Measurement*, defines fair value as the price that would be received to sell an asset or paid to transfer a liability (an exit price) in an orderly transaction between market participants and also establishes a fair value hierarchy which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The fair value hierarchy within FASB ASC Topic 820 distinguishes three levels of inputs that may be utilized when measuring fair value:

Level 1: Quoted prices (unadjusted) for identical assets or liabilities in active markets that the entity has the ability to access as of the measurement date.

Level 2: Significant observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities, quoted prices in markets that are not active, and other inputs that are observable or can be corroborated by observable market data.

Level 3: Significant unobservable inputs that reflect an entity's own assumptions about the assumptions that market participants would use in pricing an asset or liability.

All of the Association's investments were measured at fair value on a recurring basis as follows:

	Assets at Fair Value as of June 30, 2025			
	Level 1	**Level 2**	**Level 3**	**Total**
Cash and cash equivalents	**$ 261,829**	**$ -**	**$ -**	**$ 261,829**
U.S. Government and corporate bonds	**-**	**1,218,076**	**-**	**1,218,076**
Equity securities	**9,931,469**	**-**	**-**	**9,931,469**
Mutual funds	**5,629,701**	**-**	**-**	**5,629,701**
Beneficial interest in perpetual trust	**-**	**-**	**183,384**	**183,384**
Total	**$15,822,999**	**$ 1,218,076**	**$ 183,384**	**$17,224,459**

	Assets at Fair Value as of June 30, 2024			
	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	$ 424,111	$ -	$ -	$ 424,111
U.S. Government and corporate bonds	-	1,947,163	-	1,947,163
Equity securities	8,716,037	-	-	8,716,037
Mutual funds	4,958,160	-	-	4,958,160
Total	$14,098,308	$ 1,947,163	$ -	$16,045,471

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The fair values of all of the Association's corporate bonds are based on quoted market prices of similar investments and categorized as Level 2 investments. The fair value of the Association's beneficial interest in perpetual trust is based on the valuation of the trust assets held by a regional financial institution provided by the trust's custodian.

Investment income and change in fair value of investments and assets limited as to use consisted of the following:

	2025	2024
Net assets without donor restrictions		
Investment income, net of fees	**$ 359,647**	$ 279,983
Change in fair value of investments	**942,330**	1,664,029
Restricted net assets		
Investment income	**31,080**	19,544
Change in fair value of investments	**84,725**	121,892
Total	**$ 1,417,782**	$ 2,085,448

4. Property and Equipment

Property and equipment consisted of the following:

	2025	2024
Land	**$ 552,206**	$ 552,206
Building and improvements	**5,723,786**	5,723,786
Furniture, fixtures, and equipment	**3,308,799**	3,146,442
Construction in progress	**59,078**	6,575
Total cost	**9,643,869**	9,429,009
Less accumulated depreciation and amortization	**7,619,360**	7,379,933
Total property and equipment, net	**$ 2,024,509**	$ 2,049,076

5. Line of Credit

The Association has an unsecured $1,000,000 line of credit payable on demand with a local bank with interest at 1% above the prime rate (8.50% at June 30, 2025). There was no outstanding balance at June 30, 2025 and 2024.

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6. Net Assets with Donor Restrictions

Net assets with donor restrictions consisted of the following:

	2025	2024
Time or purpose restrictions for:		
Haskell endowment fund accumulated earnings - for office rent	**$ 297,700**	$ 275,387
Johnson Family endowment fund accumulated earnings - for capital expenditures	**5,014**	5,138
Hospice accumulated earnings	**222**	824
Furniture and capital improvements	**2,076**	8,961
HEAL program	**13,353**	12,542
Palliative education	**27,034**	42,629
Cheshire County Patient Needs	**4,080**	-
Peterborough Patient Needs	**6,634**	-
Teddy Bear Picnic	**1,135**	-
Healthy Start nursing visits	**15,550**	-
Outpatient Center	**-**	20,000
Vehicle maintenance and insurance	**7,009**	-
Personal safety devices	**-**	3,000
Operations	**29,771**	16,263
Jones endowment fund accumulated earnings - for equipment	**-**	314
Bednar endowment fund accumulated earnings - for general purposes	**-**	452
Hospice memorial garden	**143,239**	125,418
Barbara Duckett scholarship	**111,400**	96,402
Total	**$ 664,217**	$ 607,330

	2025	2024
Restrictions that are perpetual in nature for:		
Hospice	**$ 10,000**	$ 10,000
Operations	**8,623**	8,623
Johnson Family fund - for capital expenditures	**10,202**	10,202
Bednar endowment fund - income for general purposes	**50,000**	50,000
Haskell endowment fund - for office rent	**120,570**	120,570
Jones endowment fund - for equipment	**34,836**	34,836
Dixie Wonders Trust	**183,384**	-
Total	**$ 417,615**	$ 234,231

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7. Endowments

The Association has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds, absent explicit donor stipulations to the contrary. As a result of this interpretation, the Association classifies as a donor-restricted endowment (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent donor-restricted endowment gifts, and (c) accumulations to the donor-restricted endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund is classified as net assets with donor restrictions until those amounts are appropriated for expenditure by the Association in a manner consistent with the standard of prudence prescribed by UPMIFA.

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

(1) The duration and preservation of the fund.
(2) The purposes of the organization and the donor-restricted endowment fund.
(3) General economic conditions.
(4) The possible effect of inflation and deflation.
(5) The expected total return from income and the appreciation of investments.
(6) Other resources of the Association.
(7) The investment policies of the Association.
(8) The spending policy.
(9) Funds with deficiencies.

Return Objectives and Risk Parameters

The investment portfolio is managed to provide for the long-term support of the Association. Accordingly, these funds are managed with disciplined, longer-term investment objectives and strategies designed to meet cash flow and spending requirements. Management of the assets is designed to attain the maximum total return consistent with acceptable and agreed-upon levels of risk. The Association benchmarks its portfolio performance against a number of commonly used indices.

Strategies Employed for Achieving Objectives

To satisfy its long-term rate-of-return objectives, the Association relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Association targets an asset allocation strategy wherein assets are diversified among several asset classes. The pursuit of maximizing total return is tempered by the need to minimize the volatility of returns and preserve capital. As such, the Association seeks broad diversification among assets having different characteristics with the intent to endure lower relative performance in strong markets in exchange for greater downside protection in weak markets.

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Funds with Deficiencies

From time to time, the fair value of the assets associated with individual donor-restricted endowments may fall below the level of the donors' original gift(s). The Board's policy does not permit spending from underwater endowments. Any deficiencies are reported in net assets with donor restrictions. There were no such deficiencies at June 30, 2025 and 2024.

Spending Policy

The Association has a spending policy of appropriating a distribution annually up to 7% of the endowment fund's average market value over the previous 36 months. Appropriations are determined and made on an annual basis at year-end.

The following summarizes changes in endowment assets:

		With Donor Restrictions		
	Without Donor Restrictions	Purpose Restrictions	Perpetual in Nature	Total
Balance June 30, 2023	$ 13,123,637	$ 245,644	$ 234,231	$ 13,603,512
Investment income, net	266,809	12,840	-	279,649
Realized and unrealized gains on investments	1,664,053	80,080	-	1,744,133
Contributions	149,411	-	-	149,411
Net assets released from restrictions	-	(56,371)	-	(56,371)
Balance June 30, 2024	15,203,910	282,193	234,231	15,720,334
Investment income, net	**345,388**	**19,497**	**-**	**364,885**
Realized and unrealized gains on investments	**941,520**	**53,151**	**-**	**994,671**
Use of board designated funds for operations	**(400,569)**	**-**	**-**	**(400,569)**
Contributions	**52,376**	**-**	**183,384**	**235,760**
Net assets released from restrictions	**-**	**(51,905)**	**-**	**(51,905)**
Balance June 30, 2025	**$ 16,142,625**	**$ 302,936**	**$ 417,615**	**$ 16,863,176**

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8. Net Patient Service Revenue

Net patient service revenue is as follows:

	2025	2024
Medicare	**$ 12,620,111**	$ 13,215,173
Medicaid	**544,974**	806,276
Other third-party payers	**964,608**	1,130,134
Private pay	**246,850**	241,819
Total	**$ 14,376,543**	$ 15,393,402

Laws and regulations governing the Medicare and Medicaid programs are complex and subject to interpretation. Compliance with such laws and regulations can be subject to future government review and interpretation as well as significant regulatory action including fines, penalties and exclusion from the Medicare and Medicaid programs. The Association believes that it is in substantial compliance with all applicable laws and regulations. However, there is at least a reasonable possibility that recorded estimates could change by a material amount in the near term. Differences between amounts previously estimated and amounts subsequently determined to be recoverable or payable are included in net patient service revenue in the year that such amounts become known.

The Association provides care to patients who meet certain criteria under its charity care policy without charge or at amounts less than its established rates. Because the Association does not pursue collection of amounts determined to qualify as charity care, they are not reported as revenue.

The Association provided services in other health-related activities, primarily to indigent patients, at rates substantially below cost. For certain activities, services were provided without charge. The Association estimates the costs associated with providing the other health-related activities by applying Medicare cost report methodology to determine program costs less any net patient revenue generated by the program. The estimated costs incurred in these activities amounted to $1,018,117 and $1,525,817 for the years June 30, 2025 and 2024, respectively.

The Association is able to provide these services with a component of funds received through local community support and state grants. Local community support consists of contributions received directly from the public, United Way, municipal appropriations, and investment income earned from assets limited as to use. Federal and state grants consisted of monies received from the State of New Hampshire.

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In assessing collectability, the Association has elected the portfolio approach. This portfolio approach is being used as the Association has similar contracts with similar classes of patients. The Association reasonably expects that the effect of applying a portfolio approach to a group of contracts would not differ materially from considering each contract separately. Management's judgment to group the contracts by portfolio is based on the payment behavior expected in each portfolio category. As a result, management believes aggregating contracts (which are at the patient level) by the particular payor or group of payors results in the recognition of revenue approximating that which would result from applying the analysis at the individual patient level.

9. Functional Expenses

The Association provides various services to residents within its geographic location. Expenses related to providing these services are as follows:

	2025	2024
Program services		
Salaries and benefits	**$ 11,193,776**	$ 12,393,112
Program supplies	**767,453**	827,424
Travel	**324,543**	371,901
Contract services	**1,125,307**	1,180,499
Other operating expenses	**1,120,162**	1,262,257
Depreciation and amortization	**208,206**	213,551
Total program services	**14,739,447**	16,248,744
Administrative and general		
Salaries and benefits	**1,678,618**	1,791,153
Travel	**88,490**	121,135
Contract services	**1,625,897**	1,839,930
Other operating expenses	**167,976**	182,469
Depreciation and amortization	**31,221**	30,870
Total administrative and general	**3,592,202**	3,965,557
Total	**$ 18,331,649**	$ 20,214,301

The Association allocates expenses to program services and supporting activities (including administrative and general) using methodologies consistent with those applied in its Medicare cost report. Such methodologies include allocations based on square footage, direct labor hours, and other applicable statistics. These methods are applied on a consistent basis each year.

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10. Commitments and Contingencies

Leases

The Association's operating leases are for its office facilities with varying expiration dates. The following is a schedule, by fiscal year, of future minimum lease payments and reconciliation to the consolidated balance sheet:

2026	$ 30,269
2027	20,369
2028	17,069
2029	17,069
2030	5,689
Total lease payments	90,465
Less present value discount	6,510
Operating lease obligations	$ 83,955

Operating lease costs incurred amounted to $70,960 in 2025 and $70,816 in 2024, which approximated the cash paid for leases. For the years ended June 30, 2025 and 2024, the weighted average remaining lease term in years is 3.74 and 0.99, respectively, and the weighted average discount rate is 3.97% and 3.05%, respectively.

The Association entered into a renewal operating lease on July 1, 2025 for a term of 36 months with monthly payments of $3,169.

Malpractice Insurance

The Association maintains medical malpractice insurance coverage on a claims-made basis. The Association is subject to complaints, claims, and litigation due to potential claims which arise in the normal course of business. U.S. GAAP requires the Association to accrue the ultimate cost of malpractice claims when the incident that gives rise to claim occurs, without consideration of insurance recoveries. Expected recoveries are presented as a separate asset. The Association has evaluated its exposure to losses arising from potential claims and determined no such accrual is necessary at June 30, 2025 and 2024. The Association intends to renew coverage on a claims-made basis and anticipates that such coverage will be available in future periods.

11. Retirement Plan

The Association sponsors a defined contribution plan. The retirement contributions by the Association amounted to $178,221 in 2025 and $209,415 in 2024.

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12. Concentration of Risk

The Association grants credit without collateral to its patients, most of whom are local residents and are insured under third-party payer agreements. Following is a summary of accounts receivable, by funding source:

	2025	2024
Medicare	**71 %**	69 %
Medicaid	**4**	3
Other payers	**23**	23
Private pay	**2**	5
Total	**100 %**	100 %

13. Subsequent Events

For financial reporting purposes, subsequent events have been evaluated by management through December 15, 2025, which is the date the consolidated financial statements were available to be issued.

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[redacted]

RACHEL KOWALSKY

OBJECTIVE

To obtain employment in a setting that will benefit from both my knowledge of the outdoors and counseling.

EDUCATION

2006 - 2008 Antioch University New England Keene, NH
MA Clinical Mental Health Counseling

2004 - 2004 East Carolina University Greenville, NC
BA Psychology

1990 - 1996 Lyndon State College Lyndonville, VT
BS Communications Minor: Psychology

PROFESSIONAL MEMBERSHIPS

2006 American Mental Health Counseling Association Member

2004 PSI CHI National Honor Society Inductee

PRACTICA AND INTERNSHIP EXPERIENCE

2007 - 2008 FOCUS Cheshire Medical Center Keene, NH
Second Year Intern

Responsible for adolescent therapy (ages 12 to 18) in a partial hospitalization milieu setting. Duties include participation in various activities, psyco-educational groups, group and individual therapy sessions corresponding to individual treatment plans. Family therapy facilitator to assigned clients and participation in multi family group therapy. Other activities include daily staff meetings, school meetings, and writing daily charts.

2007 - 2007 Clinical and Support Options Inc Athol, MA
First Year Intern

Responsible to carry a small caseload of clients (ages 10 to 40). Duties include carrying out the initial diagnostic interview and documentation of the interview. Weekly therapy sessions (Play therapy, CBT, RBT, Anger Management, and Talk therapy). Other duties include: Attendance to all individual and group supervisions, Grand Rounds, and staff meetings.

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2006 - 2006 Clinical and Support Options Inc. Athol, MA

Practicum Student

Responsible to explain the intake process to new clients entering the agency system and observing the intake under a licensed clinician. Other duties include: Observation of therapeutic groups within the agencies SOAP program and documentation of client's participation. Other duties include: All supervision meetings, Grand Rounds, Staff and Community Organization Meetings.

WORK EXPERIENCE

October 2014 to Present YOU Inc., Cottage Hill Academy Baldwinville, MA

Clinician

Work with children and adolescents in short term crisis stabilization treatment. Provide individual, group, and family therapy to a case load of 6 students. Responsible to write all supporting documentation, clinical notes, and reports.

Feb 2014 to October 2014 Crotched Mountain School Greenfield, NH

Para Educator II

Provide one to one classroom support for students with emotional, developmental, and other pervasive disabilities. Also provide residential support on vacations and holidays. Taking students on activities and providing social skills training.

2012-2013 Greater Nashua Mental Health Center Nashua, NH

Child and family Outreach Therapist

Provide therapeutic services to adolescents, children, and their families in an out patient clinic, at school, or in the home. Responsibilities include treatment planning and team consultation, referral to appropriate services, and monitoring of progress. Other responsibilities include: completion of required documentation for records, agency trainings and seminars, weekly staff meetings, and collateral contact meetings.

2010- 2012 Becket Family of Services Keene, NH

Permanency Specialist/ Case Manager/ Therapist

Provide intensive in home services to adolescents that are involved in the juvenile justice system. Responsible for following through from referral to intake to treatment planning for adolescents, providing individual and family therapy, support for court appearances, educational support, and advocacy for the child. Other responsibilities include: completion of required documentation for records, court reports, weekly and monthly updates, agency trainings and seminars, weekly staff meetings, Monthly agency meetings, and collateral contact meetings.

2008 – 2010 Phoenix House Academy Dublin, NH

Primary Counselor

Carry a case load of adolescent substance abuse clients (6 maximum ages 13 to 18). Responsible for treatment planning, assessment, individual and group therapy in a therapeutic community setting. Additional duties include: monitoring daily milieu activities, maintaining records, communication with parents and law enforcement as needed. Attendance at weekly staff meetings, treatment team meetings, and required trainings.

References available upon request



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JESSICA CANTRELL

SUMMARY

Motivated applicant with excellent interpersonal skills. Positive, creative thinker who is passionate about supporting individuals and families in need. Recent work as both a full spectrum doula and as a Waldorf teacher has provided ongoing opportunities to learn to support a diverse population. Applicant possesses a passion for connecting individuals to applicable resources.

EXPERIENCE

Bakery Associate
Orchard Hill Bread | Alstead, NH | June 2023 - Current

- Ensured compliance with health regulations related to food handling and storage.
- Trained new employees in proper bakery procedures and techniques.
- Kept records of production batches and output amounts produced daily.
- Organized workstations for efficient workflow between bakers.
- Responded quickly to any issues that arose during baking process.
- Provided excellent customer service by answering questions about products or taking orders from customers.
- Performed floor moves, merchandising, display maintenance and housekeeping to keep sales areas well-stocked, organized and current.
- Maintained knowledge of sales and promotions, return policies and security practices.

Doula
Holistic Birth & Beyond | Keene, NH | January 2022 - Current

- Provided emotional and physical support to families throughout labor, delivery, and the postpartum period.
- Provided educational information on the stages of labor, pain management techniques, breastfeeding, and newborn care.
- Assisted clients in developing birth plans that best served their needs and wishes for their childbirth and postpartum experience.
- Served and supported a diverse client population, including those who sought assistance from IVF/surrogacy to grow their families.
- Facilitated communication between client and medical staff during labor and delivery process.
- Researched local services available to meet the needs of each particular family.
- Offered compassionate listening ear for any concerns or fears related to pregnancy or childbirth.
- Helped create an atmosphere of respect between birthing person and healthcare providers.
- Collaborated with other doulas in order to provide best possible care for clients.
- Maintained compliance with HIPAA protocols to safeguard patient privacy.

Assistant Teacher
Spring Hill Children's Center | Keene, NH | August 2021 - Current

- Built and strengthened positive relationships with students, parents and teaching staff.

CONTACT

[redacted]

SKILLS

- Remote Office Availability
- Relationship Building
- Team Collaboration
- Organization and Multitasking
- Email and Telephone Etiquette
- Emotional Awareness
- Multitasking and Organization
- Strategic Planning
- Documentation and Recordkeeping
- Scheduling and Calendar Management

EDUCATION AND TRAINING

Associate of Arts
Liberal Arts
Southern New Hampshire University, New Hampshire
June 2018

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- Remained calm and patient in student interactions to support individual growth and development.
- Participated in workshops, trainings and conferences to improve educational skills as an anthroposophical educator.
- Collaborated with other staff members to ensure student success.
- Facilitated communication between families and school personnel about issues relating to students' progress and success at school.
- Promoted a cooperative learning environment that encourages collaboration among students.
- Interacted positively with children to encourage development and involvement in activities, treating each child with dignity and respect.
- Protected confidential information related to staff and families.
- Participated in parent-teacher conferences to discuss children's development and progress.

Homeschool Educator
Self-employed | New Ipswich, NH | August 2016 - June 2020

- Developed individualized lesson plans for each student based on their learning styles, abilities and interests.
- Assessed student progress through regular testing and observation.
- Collaborated with other home educators to develop engaging curricula that met state standards.
- Adapted instructional materials to meet the needs of diverse learners.
- Encouraged critical thinking skills through open-ended questions and problem solving activities.
- Integrated technology into daily lessons when appropriate.
- Utilized multimedia resources such as videos, podcasts, and online games to supplement instruction.
- Designed creative assessment tools such as portfolios, rubrics, journals., to evaluate student mastery of concepts.

Gestational Carrier
ConcieveAbilities | Denver, CO | January 2019 - March 2020

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Sarah Davis

Case Manager - Easter Seals of New Hampshire

[redacted]

A position within the field of art and design working within a team environment.

WORK EXPERIENCE

Case Manager

Easter Seals of New Hampshire - Keene, NH -

2015-12 - Present

Job Description: provide family-centered support services to families; identify potential resources for resolving clients' health, psychosocial, or financial problems; work directly with the Department for Children Youth and Families, CASA, and mental health agencies to coordinate care for the families; participate in interdisciplinary team meetings and trainings; create treatment plans, monthly reports and court reports.

Mental Health Worker

The Brattleboro Retreat - Brattleboro, VT -

2015-05 - 2015-12

Job Description: help meet the needs of children, adolescents and adults who have been hospitalized for mental health and addiction issues; provide direct supervision and patient support, engage patients in therapeutic activities, organize and run group programs.

Children's Case Manager

MFS in Keene - Keene, NH -

2010-06 - 2015-05

Job Description: provided community-based, family-centered support services to families; developed and facilitated services, partnered with community resources to address needs; consulted with community agencies and committees to identify potential resources for resolving clients' health, psychosocial, or financial problems; participated in interdisciplinary meetings.

Eighth-Grade Inclusion Tutor

SAU29 - Keene, NH -

2007-08 - 2010-08

Job Description: worked alongside students in the classroom, tutored them in academics and guided their behavior all within a team environment.

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EDUCATION

BA in Sociology

Keene State College - Keene, NH

2001 - 2006

Associate in chemical dependency

Keene State College - Keene, NH

2002-01 - 2004-05

minor in art

Keene State College

SKILLS

published children's book illustrator and author, artist, specifically oil painting

PUBLICATIONS

My Boat and Me

http://9780692929766

ADDITIONAL INFORMATION

1 Dependable and organized; strong work ethic
2 Work well with others and independently
3 Great communication skills; personable
4 strong ability to multi task

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Megan Harris

CONTACT

[redacted]

September 11, 2019

To Whom It May Concern,

Attached is a copy of my most recent resume. You may note that there are several gaps in my employment history, ranging the course of my working life. Certain positions have been removed in an effort to highlight the most current and most pertinent duties and responsibilities related to the social work field.

Additionally, it should be noted that in my previous career as a political organizer, positions last the duration of a campaign cycle, with no prospect of future employment, even if a candidate is successful in their bid for office. My various roles and responsibilities on the campaign trail demonstrate a deep and overwhelming commitment to positive political change and, thus, the betterment of the lives of individuals, a commitment I bring to the field of social work. The candidates I served worked towards equity, environmental and social justice, and a compassionate understanding of the struggles faced by their constituents. Their platforms and ideologies reflect my own: a sincere belief in the connectedness of communities and a dedication to equity, inclusion, and compassionate governance.

As I work towards obtaining my Masters of Social Work, I reflect on my time as a Legislative Aide, a role that allowed me to aid constituents in accessing resources, advocating for important social causes, and writing and passing meaningful legislation. These particular responsibilities were deeply gratifying and signified a time in my career when I felt most fulfilled. I hope that you will find my varied work history both relevant and meaningful. I am happy to answer questions regarding my work history and will gladly provide references upon request. Please feel free to reach me via phone or email, as listed above.

Very Sincerely,

Megan Harris

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Megan Harris

Master of Social Work candidate seeking field experience to broaden my understanding of human behavior, engage in meaningful and transformative social work, and apply my passion for social justice and equity.

SKILLS

Creative problem-solver.
Community engagement specialist.
Adept advocacy expert.
Detail oriented.

CONTACT

[redacted]

EXPERIENCE

Silver Forest Inc, Bellows Falls, VT — *Administrative Assistant*

NOVEMBER 2021 - PRESENT

- Answer and direct phone calls.
- Develop and maintain a filing system.
- Update and maintain office policies and procedures.
- Provide general support to visitors.
- Act as the point of contact for internal and external clients.
- Process returns, distribute credit notes, and update product inventory.

Holiday Inn Express, Brattleboro, VT — *Front Desk Agent*

JULY 2018 - PRESENT

- Greet guests, and recognize rewards status and upgrades per IHG standard.
- Take, change, and arrange reservations with attention to discounts, rewards status, desired travel accommodations, room type, and hotel availability.
- Act as a concierge, offering insight into local attractions, events, dining, and historical sites, as well as providing directions, hours of business operations, and making reservations.
- Provide insight to guests regarding local resources available for transition living and social services.

Holiday Inn Express, Brattleboro, VT — *Executive Housekeeper*

JUNE 2021 - NOVEMBER 2021

- Managed inventory and placed orders for supply delivery.
- Managed and coordinated multi-person staff.
- Created work schedules.
- Collaborated with other hotel management to resolve guest concerns and maintain brand standards.
- Ensured proper communication and enforced professional decorum between departments and staff members.

Landmark College, Putney, VT — *Administrative Assistant*

MARCH 2019 - JUNE 2021

- Answered phone calls and acted as a "gatekeeper" for senior-level staff.
- Scheduled meetings using Outlook and Google Suites for Admissions Counselors, Director of Enrollment, and VP of Enrollment.
- Supported visitors by scheduling tours, aiding in travel planning, and offering accommodation suggestions.
- Carried out administrative duties such as filing, typing, copying, binding, scanning, etc.
- Exhibited polite and professional communication via phone, e-mail, and mail to staff, potential students, and families.
- Used company CRM to carefully chronicle, catalog, and record conversations, email correspondence, and documents received for the application process.

Virginia House of Delegates, Richmond, VA — *Legislative Aide*

NOVEMBER 2017 - MARCH 2018

- Assisted in the drafting of policy to be presented for the 2018 legislative session.

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- Researched bill talking points, fiscal impacts, and stakeholders for drafted legislation.
- Contacted and interviewed stakeholders for testimony on bill impacts.
- Connected constituents with vital social services and resources.
- Acted as liaison to state departments, agencies, and private companies to resolve constituent issues, answer questions, and address concerns.
- Developed and managed relationships with government agencies, elected officials' offices, and community-based organizations to help resolve constituent cases.
- Handled constituent concerns and issues with empathy and compassion.

Elizabeth Guzman for Delegate, Woodbridge, VA — *Finance Director and Deputy Campaign Manager*

JUNE 2017- NOVEMBER 2017

- Successfully facilitated a finance program that raised $1.13 million from over 16,000 donors.
- Planned, recruited for, and successfully executed over 25 fundraising events.
- Designed and implemented call time, re-solicit, and house party fundraising plans.
- Coordinated with outside groups to host fundraising events, plan fundraising drives, and attract new donors.
- Ran candidate social media sites and coordinated updates for the website.
- Managed schedule and staffed candidate at all pertinent local, regional, and state events.
- Raised over $150,000 in online and email solicited donations.
- Maintain accurate records and produce campaign finance reports for filing.
- Collaborated with consultants, candidate, campaign manager, and state party to steer campaign messaging, finance decisions, and program directives.

Tom Periello for Governor, Nelson, VA — *Field Organizer*

MARCH 2017 - JUNE 2017

- Built and deployed a volunteer base for the Virginia Democratic Party, by
  - (1) Recruiting, motivating, and managing volunteers for canvassing, phone banking, and data entry, and
  - (2) working (either directly or through volunteers/interns) to ensure that our volunteer databases were organized and kept up-to-date.
- Built community relationships with constituents and voters.
- Fostered a sense of community through events, organizing events, and town halls.

Bernie 2016, New Hampshire, Nevada, Minnesota, Michigan, Ohio, and California — *Field Organizer*

JUNE 2015 - JULY 2016

- Recruited, trained, scheduled, and empowered volunteers to make calls, knock on doors, and host campaign events.
- Provided crucial connection between volunteer networks and the campaign to provide volunteers with campaign support, messaging, and directives.
- Organized broad and localized regions to ensure high voter turnout, community activism, and local/out-of-state engagement, including finding housing accommodations, providing schedules, and coordinating travel.
- Coordinated times and locations of phone banks, neighborhood canvasses, voter registration drives, college campus outreach, and rallies.
- Created and implemented programs to support the goal of maximum voter turnout.
- Expertise in the VAN VoteBuilder program, including conducting searches, pulling lists, creating user accounts, using crosstabs and calculations, turf cutting, target creation, and virtual phone bank construction.

EDUCATION

Walden University, Minneapolis, MN — *Candidate for Masters of Social Work*

MARCH 2022 - PRESENT

Castleton State University, Castleton, VT — *Bachelor's Degree, Philosophy and Political Science*

JUNE 2009 - MAY 2014

- Graduated Magna Cum Laude.
- Dean’s List Spring 2010, Spring and Fall 2011, 2012, 2013, and Spring 2014.
- President’s List Fall 2010.

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Alyza Provencher

[redacted]

Education and Honors

Conant High School (September 2017-June 2021)
Working towards both education as well as courses and experiences that will help me work in the healthcare field. Taking and continuing to take classes that will help me to understand the human body better.

Babysitting Course (June 10, 2017)
The course taught how to properly care for a child of any age and how to give CPR to a young child. Also how to take care of a choking child in need of the Heimlich maneuver.

Red Cross LNA Course
(November 4, 2019 - January 14, 2020)
Within this class it has shown me how to properly care for those who are in need of it. Also gained the benefit of being able to understand the different illnesses that can become and the steps to further care for them. During this class I received my CPR certification on November 12, 2019.

Genesis LNA Course
(September 2021-November 2021)
in this class it has shown me how to properly care for those who are in need of it. Also gained the benefit of being able to understand how different illnesses that can become and affect people.

Employment

McDonalds (Summer 2018-February 2020)
Work includes a variety of positions there. Grill, customer service, packing food, etc. Learning the safety in the grill and how to respectfully treat diverse types of people. Named employee of the month in February 2019.

Summer-hill (February 2020-September 2021)

Work includes, taking care of elderly residents. Reliable, service focused nursing professional with amazing patient care and charting skills gained through the job of an aide. Full of compassion and skilled to work with residents of diverse needs.

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Keene center Genesis

(September 2021-March 2022)

Work includes, taking care of elderly residents and residents in need of rehabilitation. Reliable and service focused nursing professional with amazing patient care and charting skills gained through the job of a LNA. Full of compassion and skilled to work with residents of diverse needs.

Home Healthcare, Hospice and Community Services -Keene

(March 2022-January 2024) Returned (February 2025- current)

Work includes going home to home to provide care for patients in skilled care and hospice care. Service focused and professional with amazing patient care and charting skills through Matrix and Microsoft systems. Full of compassion and skilled to work with patients' needs. Called patients/patients families to schedule visits.

Covenant Living of Keene

(January 2024-February 2025)

Work includes, providing care for skilled rehab patients and Longterm care residents. Service focused and professional, time management skills, amazing patient care and charting skills through MyUnity. Full of compassion. Skilled to work with patients needs of diverse backgrounds.

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Rebecca (Joki) Provencher RN, MSN, CLC



Education

Advanced Credential in Childhood and Family Mental Health- New Hampshire Dept of Health and Human Services and NH Association of Infant Mental Health, November 2022- January 2024

Certified Lactation Counselor, September 2021
Center for Breastfeeding, Healthy Children Project Inc., Harwich, Ma.

Master of Nursing, September 2017
Southern New Hampshire University
On-line, Manchester, NH.

Bachelor of Science in Nursing, May 1999
Fitchburg State College
Fitchburg, Ma.

Experience

Healthy Starts Care Manager
June 2024 to current
Home Healthcare Hospice and Community Services
Keene, NH
Program Manager and Supervisor for Healthy Families America program. Supervision of Comprehensive Family Supports and Services program. Newborn Navigator for CFSS. Co-manage with CFSS care manager day to day activities of all programs, community engagement and maintain agency set budgets. Ensure data and educational requirements are met. Maintain grant program quality standards and continually work on quality improvement initiatives.

Maternal Child Health Care Manager, March 2020 to current
Home Healthcare Hospice and Community Services
Keene, NH
Oversee all pediatric and maternal cases in VNA. Carry case load of maternal child health patients with complex, acute and chronic illnesses, providing nursing care and case management. Provide maternal child health education and ongoing to support to nurses. Collaboration within the

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agency and community agencies. Provide ongoing education and support to IV nurses.

Pediatric Care Manager, October 2013-March 2020
Home Healthcare Hospice and Community Services
Keene, NH
Supervision of RNs, LPNs and LNAs in the Pediatric program. Manage each child's medical needs, scheduling, and psych-social needs with a family-centered approach.
Provide education and training for staff and families. Increased caseload by 150% in first year.
Collaboration and patient care for Healthy Starts program.

Customized Care Clinical Manager, September 2009-October 2013
Home Healthcare Hospice and Community Services
Keene, NH
Supervision of RNs, LPNs, and LNAs in the Customized Care department as well as the Choices For Independence program. Responsible for the coordination of the Katie Beckett(pediatric) program.

Support Services Manager, May 2006-September 2009
Home Health Hospice & Community Services
Keene, NH.
Manage the Home Health Aids in the VNA, as well as the Choices For Independence program.

Registered Nurse, September 2001-May 2006
Home Health Hospice & Community Services
Worked in pediatric private duty. Also worked as substitute RN supervisor in private duty. Made routine VNA visits as well as assisted with telemonitoring installations.

RN/LNA supervisor, Sept 1999-Sept 2001
Cedarcrest Inc. Keene, NH.
Medication administration and treatments, assessments, scheduled and supervised 2nd shift LNAs.

Community Activities:

Cedarcrest Inc.
Board Member serving on the Quality Committee
October 2016-2019
Advisory Counsel Member serving on Quality Committee
October 2019 to March 2023

New Hampshire Association for Infant Mental Health
Member 2016

Monadnock Center for Violence Prevention
Board Member serving on governance committee
May 2010-2016

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Board Chair 2012, 2013

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Heather Riley

Service Coordinator - Monadnock Developmental Services



To find a rewarding position that will enhance my skills and knowledge base in a relaxed but challenging atmosphere.

Work Experience

Service Coordinator

Monadnock Developmental Services - Keene, NH
2004 to Present

Facilitate team meetings, oversee services for a caseload of 30-34, and am responsible for coordinating and writing yearly individual service plans to meet the needs of the individual and to ensure that services meet state regulations.

Partners in Health Coordinator

Monadnock Developmental Services - Keene, NH
1999 to 2004

Coordinated family support services for children with chronic health conditions by working with schools, medical providers, social services, and community organizations to enhance the care and services needed. Created, maintained, and facilitated two parent councils responsible for program oversight and community specific projects specific to children with chronic health.

Parent to Parent Coordinator

Monadnock Developmental Services - Keene, NH
1997 to 1999

Developed and facilitated community groups for families of children with Special needs which include: children's play groups and parent support groups. Developed, organized and implemented a family outreach program that networked families with other families.

Education

BA in Human Services

Franklin Pierce University
2011

Skills

- Case management
- Social work

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Additional Information

I'm writing to express my interest in the position listed on Indeed. I am excited at the prospect of working for the agency as I have an interest in the assisting individuals with obtaining the encouragement, motivation and tools needed for success.
I have been a Service Coordinator at Monadnock Developmental services for many years working to assist individuals with various developmental and chronic health conditions and their families of varying ages. As a Service Coordinator, I have developed exceptional communication skills that include telephone communication, writing and editing skills. I have experience working with individuals, family members, teams, schools medical providers and vendor agencies in a positive and productive manner. I am interested in building on my current skills and discover ways to continue to grow and improve. These are just a few examples of my experiences and accomplishments. I hope that you will find that this brief view, in combination with the attached resume, describes a dedicated employee with the experience and skills to meet or exceed the requirements of this position. I appreciate your consideration and look forward to discussing this opportunity with you.
Sincerely,
Heather Riley

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Melinda Vonderhorst

[redacted]

Work Experience

Home Healthcare, Hospice and Community Services, Keene NH, 2009-present

Registered Nurse Maternal Child Health VNA (2014-present): Provides skilled nurse assessment for postpartum, newborn and pediatric patients. Communicates effectively with patient, family and medical provider. Provides patient and family education. Provides lactation education and support.

Healthy Starts Registered Nurse (2015-present): Works with children and their families providing education and support to meet their specific needs.

Licensed Nursing Assistant, Customized Care & Katie Becket Program (2009-2014): Assisted with ADLs, nutrition and exercise. Worked under direct supervision of RN and part of interdisciplinary team that provided quality care to the client and their families.

Interim Healthcare, Keene NH, 2019-present

Registered Nurse: Provides skilled nursing care to medically-complex children in their home. Administers medications and treatments, documenting all assessed data. Communicates effectively with child's family and members of interdisciplinary team. Provides family education.

Credentials/Education

- State of New Hampshire Licensed Registered Nurse, valid through 4/2026
- American Heart Association BLS for Healthcare Providers through 05/2025

Certified Lactation Counselor through 06/30/2027

- Bachelor of Science in Nursing, Southern New Hampshire University, Manchester, NH
  Graduated May/2017
- Associate of Science in Nursing, River Valley Community College, Keene, NH
  Graduated 5/2014 Magna Cum Laude

Other

Volunteer, Camp Spofford, Spofford NH 2019-present
Camp RN for one week in July. Provide nursing care to campers, staff and guests.

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Pamela A. Streletsky

[redacted]

Chief Financial Officer

Highly accomplished, driven, and efficient ***Finance & Business Leader***. Relationship Development Specialist with extensive experience in scaling various teams. Unique ability of immediately establishing and sustaining staff rapport, trust and loyalty across all functions and management levels coupled with the distinct quality of identifying business opportunities and converting them into substantial profit. Successful track record of **reducing operational costs, increasing business growth and enhancing team performance.**

Selected Finance & Business Accomplishments

Reducing Operational Costs

- **Reduced DSO's by 38%** within one year of the department coming in house by generating reports, trending and tracking tools, and soliciting staff input.
- Reduced costs across company by bringing courier service in house, introduced a lease car program that **decreased mileage costs by 37%** and successfully renegotiated several other major contracts.

Increasing Business Growth

- **Generated business growth** in all lines of business by successfully redesigning the monthly operational reports for all stakeholders.
- Prepared company for acquisition by implementing lean processes in all departments.

Enhancing Team Performance

- Restructured the accounting department which fostered team collaboration and enhanced overall productivity.
- Automated processes throughout the finance department which **decreased days to close by 50%.**

Professional Experience

HOME HEALTHCARE, HOSPICE & COMMUNITY SERVICES
KEENE, NEW HAMPSHIRE **4/2024-Current**
Director of Fiscal Operations
Responsible for Revenue Cycle Management, Accounts Receivable Management & Patient Collections. Maintain financial stability thru billing accuracy, efficient collection & tracking billing related KPI's.

INDEPENDENT CONSULTANT **4/2022-4/2024**
Worked on projects related to: Financial Oversight & Reporting, Budgeting & Analysis, Operations Management, and Strategic Planning.

NURTURY, INC. BOSTON, MA. **3/2019-4/2022**
CFO / SVP of Finance and Administration

- Restructured Accounting Department to attain cost savings & efficiencies, developed complex budget and cash flow models for current fiscal year, & revised monthly reporting packages for Finance Committee.
- Worked on unwinding New Market Tax Credits and refinancing current loans and lines of credit.
- Worked closely with the CEO on various financial models to achieve optimal revenue mix in learning centers.

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HOME HEALTH FOUNDATION, INC., (Parent Company of Home Health VNA, Merrimack Valley Hospice and Home Care Inc.), Lawrence, MA **5/2015 – 10/2018**

CFO / VP of Finance

- Managed all aspects of the monthly financial statements. Overall responsibility for Accounting, Payroll, Accounts Payable, Billing, Utilization Review, Information Technology, Business Intelligence, Insurance, Contracts and Facility functions for $60-$100 million revenue based non-profit company.
- Grew the Billing Department from 1 to 9 professionals. Reduced DSO's by 38% within one year of the department coming in house.
- Strategic planning, merger preparation and financial modeling for new lines of business.
- Scaled company from $60 million to $100 million in revenue during tenure.

MARY IMMACULATE HEALTH CARE SERVICES, INC., Lawrence, MA **2010 – 2015**

CFO / Director of Finance

- Financial oversight for Nursing Home, Adult Day Care, Assisted Living, Residential Community and Transportation Company. Total Revenue of $30 million annually.
- Communicated key financial information to the CEO, Board of Directors, Finance Committee and Department Heads.

VT MAK, Inc., Cambridge, MA **2008 – 2010**

(*Publicly traded $12MM Computer Software Company*)

Controller

- Responsible for general accounting; AP, Payroll, Billing, AR and Fixed Assets; financial statement preparation; revenue recognition under SOP 97-2, SOP 81.1, SAB 104, EITF 00-21, VSOE and managing audits. Total Revenue of $12 million annually.
- Prepared and monitored operational budgets.
- Government Contract accounting, project/cost accounting.
- Tax planning and compliance, FAS 109 & FIN 48.

UHY ADVISORS & PEGASUS SOLUTIONS, Boston, MA **2007 – 2008**

Consultant

Interim Controller for Environmental Power Corp. (EPC) in Portsmouth, NH. EPC is a public company in the renewable energy sector. Responsible for all SEC filings, board packages, budgeting, monthly close, SOX, and FAS123.

LANDMARK HEALTH SOLUTIONS, Haverhill, MA **2003 – 2007**

(Management Company for Nursing homes and Hospitals)

CFO / Controller

- Managed all accounting and financial aspects of business including (A/P, A/R, P/R and G/L). Improved close process by 5 days within 6 months.
- Prepared and presented annual budgets for nine clients.
- Maintained daily cash position and three-month cash flow projection
- Calculated bank and other lender covenants monthly.
- Monitored compliance with GAAP, GAAS, Sarbanes-Oxley (SOX), IRS, HUD and internal policies and procedures.
- Prepared Medicare and Medicaid Cost Reports and UFR for nine clients.
- Prepared State & Federal tax returns for nine clients.
- Assisted owners in acquisition of new business.

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Additional Experience

Deloitte & Touche LLP, Senior Auditor 1987-1991

Education

B.S. Business Administration, Salem State University, Major in Accounting, Minor in Computer Science

MBA Candidate in Administration/Management, Suffolk University, Sawyer Business School

Skills Summary

Strategic planning, Mergers & Acquisitions, Change Management, Team & Relationship Building, Cross Functional Leadership, Strong Communicator & Innovator, Lean Management, and Advanced Excel skills.

FORM NUMBER P-37 (version 2/23/2023)

Subject: Family Resource Center Services and Kinship Navigation Program Services - RFA-2027-DPH-04-FRCSK-07

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 Lakes Region Community Services Council		1.4 Contractor Address 719 North Main Street Laconia, NH 03246	
1.5 Contractor Phone Number 603-581-1577	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $603,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Erin Pettengill 41B33C1651C1489... Date: 5/19/2026		1.12 Name and Title of Contractor Signatory Erin Pettengill President and CEO	
1.13 State Agency Signature DocuSigned by: Iain Watt D778BB63E9704C7... Date: 5/22/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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 748734844941460...		On: 5/22/2026	
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials EP
Date 5/19/2026

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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.

Contractor Initials Initial EP

Date 5/19/2026

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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.

Contractor Initials Initial EP

Date 5/19/2026

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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.

Contractor Initials Initial EP
Date 5/19/2026

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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 on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, and kinship caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure all services are provided in the following DHHS District Office Catchment Area: Laconia District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must actively work with the Department and the Facilitation Organization in New Hampshire to obtain certification as a Family Resource Center of Quality (FRC-Q). Once certification has been obtained, the Contractor must maintain certification throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

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1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.3.3.3. Kinship Navigation Program.

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Component B: Kinship Navigation Program**

1.6.1. The Contractor must provide Kinship Navigation Program services and ensure a minimum of one (1) Kinship Navigation position is in place within its designated catchment area, coordinated with the Comprehensive Family Support (CFS) program to ensure:

1.6.1.1. That the program is responsive to the needs of families impacted by kinship caregiving arrangements, including but not limited to the following:

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1.6.1.1.1. Services are provided to kinship caregivers who are caring for children through formal or informal placements;

1.6.1.1.2. Kinship families requiring a higher tier of case management services and eligible for Preventative Child Care assistance are dually enrolled or transitioned into the CFS program; and

1.6.1.1.3. Navigators connect with kinship caregivers in person or via virtual platforms (e.g., video or live chat) for purposes including, but not limited to:

1.6.1.1.3.1. Assessing kinship caregiver needs.

1.6.1.1.3.2. Providing outreach, engagement, community support services, and referrals.

1.6.1.1.3.3. Utilizing or creating peer support groups for kinship caregivers.

1.6.1.2. The Contractor must work with the Department's Kinship Navigation Program Manager to implement the evidence-based Kinship Navigation Program on the Title IV-E clearinghouse, called the Washington Case Management Model (CMM). This includes, but is not limited to:

1.6.1.2.1. Completion of the Department-identified Kinship Caregiver Needs and Health Assessment at intake or initial enrollment.

1.6.1.2.2. Collaborative goal setting with the kinship family.

1.6.1.2.3. Completion of the Department-identified child needs and strengths questionnaire and referral to community-based services for areas of concern.

1.6.1.2.4. Completion of a follow-up needs assessment at three (3) months.

1.6.1.2.5. Completion of a full needs assessment at six (6) months.

1.6.1.2.6. Completion of a satisfaction survey at six (6) months, or at discharge, whichever occurs first.

1.6.1.2.7. Entry of encounter data into the Department's Family and Community Health Data System (FCH-DS) to document all services, assessments, caregiver education, peer support, and concrete

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needs provided to the kinship family which must include:

1.6.1.2.7.1. The Contractor must provide the Department with a list of staff (End Users, as defined in Exhibit D) who will be responsible for entering encounter data into the FCH-DS.

1.6.1.2.7.2. The Contractor must notify the Department immediately, and no more than 24 hours of staff changes, to ensure access to the FCH-DS is removed in a timely manner.

1.6.1.2.8. Completion of a Department identified fidelity tool to ensure consistent statewide delivery of the program across all service locations; and

1.6.1.2.9. Completion of all Kinship Navigation Core Training, as determined by the Department, within the first six (6) months of the effective date of the contract, including, but not limited to:

1.6.1.2.9.1. Kinship Navigation Program onboarding;

1.6.1.2.9.2. Family Health and Needs Assessment;

1.6.1.2.9.3. Trauma and resiliency.

1.6.1.2.9.4. Motivational Interviewing; and

1.6.1.2.9.5. Everyday Parenting.

1.6.1.2.9.6. Certification in Grandfamilies Leadership.

1.6.1.3. The Contractor must ensure that all Kinship Navigators meet the established training standards. The Contractor is responsible for allocating sufficient resources and securing Grandfamilies Leadership certification for any Kinship Navigators who do not currently hold this credential to ensure alignment with national best practices and to uphold program fidelity.

1.6.1.4. The Contractor must coordinate referrals and resources with kinship positions within its designated catchment area, as assigned by the Department. The Contractor must ensure:

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1.6.1.4.1. Any additional kinship positions assigned as subcontracts must be located in FRC-Qs and FRCs actively working toward FRC-Q designation.

1.6.1.5. Upon request by the Department, the Contractor must work with the Department to create/promote social media for the Department to post.

1.6.1.6. The Contractor must utilize strategies to increase the presence of the Kinship Navigation Program in the community, including but not limited to:

1.6.1.6.1. Distributing the Department's Kinship Navigation Program branded flyers and brochures. Kinship Navigation Program flyers and marketing will be approved by the Department.

1.6.1.6.2. Representing the Kinship Navigation Program at community events.

1.6.1.7. The Contractor must ensure that Kinship Navigators collaborate with the Department on program implementation, data collection, fidelity monitoring, documentation, and quality improvement activities. This includes, but is not limited to:

1.6.1.7.1. Participation in a Kinship Navigation Program Community of Practice.

1.6.1.7.2. Data collection and program evaluation activities.

1.6.1.7.3. Coordination with the State of Washington to implement the case management model.

1.6.1.8. The Contractor must maintain onboarding and training processes as requested by the Department and must continue to develop the Kinship Navigation position based on the following factors:

1.6.1.8.1. Findings from the Department's evaluation of the program.

1.6.1.8.2. Staff performance evaluations;

1.6.1.8.3. Identified staff training needs; and

1.6.1.8.4. Updates to the Kinship Navigation Program Manual.

1.6.1.9. The Contractor must track and evaluate the following Kinship Navigation Program outcomes within the Department's FCH-DS:

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1.6.1.9.1. Child permanency, including placement stability.

1.6.1.9.2. Child well-being, including behavioral and emotional functioning.

1.6.1.9.3. Adult well-being, including parent/caregiver mental or emotional health.

1.6.1.9.4. Adult well-being, including overall family functioning.

1.7. **Provisions Applicable to Component A and Component B**

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

1.7.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.7.2.1. Review of participant files.

1.7.2.2. Review of fidelity tools for implementation of the Washington Case Management Model.

1.7.2.3. Review of training records and professional development plans to ensure staffing requirements are met.

1.7.2.4. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.7.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.7.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC and Kinship Navigation Program participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.7.4.1. Acknowledgement of data collection within the FCH-DS.

1.7.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.7.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.8. Reporting

1.8.1. The Contractor must submit quarterly reports to the Department highlighting program activities no later than the 15th day of the month

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following the end of each reporting period. The first report is due by October 15, 2026, and must include:

1.8.1.1. Progress toward achieving stated outcomes;

1.8.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.8.1.3. Data as requested by the Department.

1.8.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.8.2.1. Program accomplishments and activities.

1.8.2.2. Recommendations for service development and outcome improvements.

1.8.2.3. Identification of systemic barriers.

1.8.2.4. Family satisfaction survey results.

1.8.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.8.3.1. Full Name.

1.8.3.2. Date of birth.

1.8.3.3. Race and ethnicity.

1.8.3.4. Primary language.

1.8.3.5. Household income.

1.8.3.6. Household size.

1.8.3.7. Housing status.

1.8.3.8. Marital status.

1.8.3.9. Town of residence.

1.8.3.10. County of residence.

1.8.3.11. Source of referral.

1.8.3.12. Presence of an incarcerated parent.

1.8.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.8.3.14. Receipt of public benefits, including but not limited to:

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1.8.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.8.3.14.2. New Hampshire Child Care Scholarship.

1.8.3.14.3. Medicaid.

1.8.3.14.4. Social Security Disability Insurance (SSDI).

1.8.3.14.5. Supplemental Security Income (SSI).

1.8.3.14.6. Temporary Assistance for Needy Families (TANF).

1.8.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.8.3.15. Participant encounter and service data, including:

1.8.3.15.1. Date of service.

1.8.3.15.2. Participants present during service delivery.

1.8.3.15.3. Service type and topics reviewed.

1.8.3.15.4. Parent education classes or groups attended.

1.8.3.15.5. Support groups attended.

1.8.3.16. Family Resource Center Goal and outcome domains, including:

1.8.3.16.1. Community linkages and referrals.

1.8.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.8.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

1.8.4. The Contractor must collect and update a Family Service Record for all Kinship Navigation program participants using the FCH-DS, which must include:

1.8.4.1. Full name.

1.8.4.2. Date of birth.

1.8.4.3. Race and ethnicity.

1.8.4.4. Primary language.

1.8.4.5. Household income.

1.8.4.6. Household size.

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1.8.4.7. Housing status.

1.8.4.8. Marital status.

1.8.4.9. Town of residence.

1.8.4.10. County of residence.

1.8.4.11. Source of referral.

1.8.4.12. Reason for kinship arrangement.

1.8.4.13. Kinship arrangement at time of discharge.

1.8.4.14. Presence of an incarcerated parent.

1.8.4.15. Screenings completed (e.g., needs assessments, participant feedback surveys, child development screenings)

1.8.4.16. Kinship Caregiver Needs and Health Assessment.

1.8.4.17. Receipt of public benefits, including but not limited to:

1.8.4.17.1. SNAP.

1.8.4.17.2. New Hampshire Child Care Scholarship.

1.8.4.17.3. Medicaid.

1.8.4.17.4. SSDI.

1.8.4.17.5. SSI.

1.8.4.17.6. TANF.

1.8.4.17.7. WIC.

1.8.4.18. Participant service data, including:

1.8.4.18.1. Date of service.

1.8.4.18.2. Participants present during service delivery.

1.8.4.18.3. Service type and topics reviewed.

1.8.4.18.4. Support groups attended.

1.8.4.19. Kinship Navigation Program goals and program outcome domains, defined as key areas used to measure the impact of services on child permanency, child well-being, and adult caregiver and family functioning, including:

1.8.4.19.1. Child permanency, including placement stability.

1.8.4.19.2. Child well-being, including behavioral and emotional functioning.

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1.8.4.19.3. Adult well-being, including parent/caregiver mental or emotional health.

1.8.4.19.4. Adult well-being including family functioning.

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

1.9. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.10. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.10.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.11. Background Checks

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

1.11.1.1. A criminal background check, at the Contractor's expense, and has no convictions for crimes that represent evidence of

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behavior that could endanger individuals served under this Agreement;

1.11.1.2. 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

1.11.1.3. 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.

1.12. Confidential Data

1.12.1. 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.

1.12.2. 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.

1.13. Privacy Impact Assessment

1.13.1. 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:

1.13.1.1. How PII is gathered and stored;

1.13.1.2. Who will have access to PII;

1.13.1.3. How PII will be used in the system;

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

1.13.1.5. Privacy practices.

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1.13.2. 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.

1.14. Department Owned Devices, Systems and Network Usage

1.14.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.14.1.1. 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;

1.14.1.2. 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;

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

1.14.1.4. 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;

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

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

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

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1.14.1.6.2. 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.

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

1.14.1.7. 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.

1.14.1.8. 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.

1.14.2. Workspace Requirement

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

1.15. Contract End-of-Life Transition Services

1.15.1. General Requirements

1.15.1.1. 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.

1.15.1.2. The Contractor must assist the Recipient, in connection with the transition from the performance of Services by the

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

1.15.1.3. 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.

1.15.1.4. 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.

1.15.1.5. 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.

1.15.1.6. 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.

1.15.2. Completion of Transition Services

1.15.2.1. 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,

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unless within said fifteen (15) business day term the Contractor notifies the Department of an issue requiring additional time to complete said product.

1.15.2.2. 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.

1.15.3. Disagreement over Transition Services Results

1.15.3.1. 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.

1.16. Website and Social Media

1.16.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.16.2. 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.

1.16.3. State of New Hampshire's Website Copyright

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

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

3.2.1.2. A written attestation, within 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

3.2.1.3. The Department's Federal Civil Rights Compliance

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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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

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

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

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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.

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 through Exhibit C-2, 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 DHHS.DPHS.Contract@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.
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

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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.

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

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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.

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New Hampshire Department of Health and Human Services			
Contractor Name:	*Lakes Region Community Service Council*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	8.45%		

Line Item	Program Cost - Funded by DHHS - SFY 27	Program Cost - Funded by DHHS - SFY 28	Program Cost - Funded by DHHS - SFY 29
1. Salary & Wages	$50,864	$51,152	$51,583
2. Fringe Benefits	$27,203	$28,291	$28,836
3. Consultants	$0	$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	$0	$0	$0
6. Travel	$0	$0	$0
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$0	$0	$0
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	$78,067	$79,443	$80,419
Total Indirect Costs	$7,933	$6,557	$5,581
Subtotals	$86,000	$86,000	$86,000
			TOTAL $258,000

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Exhibit C-2 Budget

New Hampshire Department of Health and Human Services			
Contractor Name:	*Lakes Region Community Service Council*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component B - KNP)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	See below		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$27,144	$27,144	$27,710
2. Fringe Benefits	$20,542	$21,363	$21,774
3. Consultants	$0	$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	$0	$0	$0
6. Travel	$0	$0	$0
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$0	$0	$0
8. (b) Other - Education and Training	$0	$0	$0
8. (c) Other - Other (specify below)	$0	$0	$0
Other (please specify)Concrete Supports	$5,750	$5,750	$5,750
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	$51,000	$51,000	$51,000
Total Direct Costs	$104,436	$105,257	$106,234
Total Indirect Costs	$10,564	$9,743	$8,766
	10.11%	9.26%	8.25%
Subtotals	$115,000	$115,000	$115,000
			TOTAL $345,000

Contractor Initials: EP
Initial

Date: 5/19/2026

New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

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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

Docusign Envelope ID: F96CC5A1-3025-882F-8353-4A1529D54929

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

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

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

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

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

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

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

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

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

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

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

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

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

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

accordance with 45 CFR Section 164.528.

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

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

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

(4) Obligations of Covered Entity

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

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

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

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

(5) Termination of Agreement for Cause

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

(6) Miscellaneous

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

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

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

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

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

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

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

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

Department of Health and Human Services	Lakes Region Community Services
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	Signed by: Erin Pettengill 41B33C1651C1480...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Erin Pettengill
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	President and CEO
Title of Authorized Representative	Title of Authorized Representative
5/22/2026	5/19/2026
Date	Date

Initial EP

Contractor Initials _____

Date 5/19/2026

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State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that LAKES REGION COMMUNITY SERVICES COUNCIL is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on July 29, 1975. 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: **64109**
Certificate Number: **0007901776**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 7th day of April A.D. 2026.

David M. Scanlan
Secretary of State

Docusign Envelope ID: F96CC5A1-3025-882F-8353-4A1529D54929

CERTIFICATE OF AUTHORITY

I, Kirk Beattie, 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 Lakes Region Community Services Council.
(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 May 4, 2026, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Erin Pettengill, President and CEO (may list more than one person)
(Name and Title of Contract Signatory)

is duly authorized on behalf of Lakes Region Community Services Council to enter into contracts or agreements with the State
(Name of Corporation/ LLC)

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

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

Dated: 5/19/2026

Signature of Elected Officer
Name: Kirk Beattie
Title: Board Vice President

Docusign Envelope ID: F96CC5A1-3025-882F-8353-4A1529D54929

Client#: 1042747 LAKESREG5

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 2/03/2026

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 any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Elizabeth Prindiville
USI Insurance Services LLC 12 Gill Street Suite 5500 Woburn, MA 01801 855 874-0123	PHONE (A/C, No, Ext): 855 874-0123 FAX (A/C, No): 781-376-5035 E-MAIL ADDRESS: ElizabethPrindiville@usi.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Philadelphia Insurance Company	32204
INSURER B : Philadelphia Indemnity Insurance Co.	18058
INSURER C : Granite State workers Compensation	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
Lakes Region Community Services Council
PO Box 509
Laconia, NH 03247

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC OTHER:			PHPK2572217005	07/01/2025	07/01/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG 	$1,000,000 $1,000,000 $20,000 $1,000,000 $3,000,000 $3,000,000 $
B	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY SCHEDULED AUTOS X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY			PHPK2572210005	07/01/2025	07/01/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) 	$1,000,000 $ $ $ $
A	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED X RETENTION $10000			PHUB870671005	07/01/2025	07/01/2026	EACH OCCURRENCE AGGREGATE 	$5,000,000 $5,000,000 $
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		P01119GSWCMT2026	01/01/2026	01/01/2027	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $1,000,000 $1,000,000 $1,000,000
A	Abuse			PHPK2572217005	07/01/2025	07/01/2026	1,000,000 / 3,000,000	
A	Professional			PHPK2572217005	07/01/2025	07/01/2026	1,000,000 / 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 Street
Concord, NH 03301

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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NONPROFIT COVER SHEET

A. Entity Name: Lakes Region Community Services Council

B. Entity's Contact Information:

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

Name / Phone / Email: Alyssa Tandy/603-581-1577/alyssa.tandy@lrcs.org

Person responsible for Accuracy and Completeness of information provided:
Name: Alyssa Tandy Title: Director of the FRC of Central NH
Signature: Alyssa Tandy

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Jeanin Onos (President)	Local Business Owner
Lynn Hilbrunner (Vice President)	NH Veteran's Home
Kirk Beattie (Treasurer)	City Manager of Laconia
Randy Perkins (Secretary)	Retired
Carrie Chase (Past Board President)	Postal Worker in Meredith
Gary Lemay (At-Large)	NH Electric Coop
Margaret Selig (At-Large)	Retired
Richard Crocker	Retired; former LRCS Executive Director
R. Stuart Wallace	Professor at NHTI Community College
Thomas Costigan Jr.	Speare Memorial Hospital, Plymouth
Kurt Christensen	Consumer
Eric Adams	Laconia Police Department: Detective
Matthew Canfield, *Director Emeritus*	Laconia Police Department: Police Chief

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
Bethany Miller	Family Support Specialist	$46,800	$10,062
Tricia Tousignant	Parent Education Manager	$51,305	$24,113.35
Alyssa Tandy	Director of the FRC	$80,009	$34,403.87

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

Registered Charities List

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

Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
31760	Lake George Land Conservancy, Inc.	PO Box 1250	Bolton Landing	NY	12814-1250	G	11/14/2025
15021	Lake Horace Landowners Corp	PO Box 5	Weare	NH	03281-0005	G	5/15/2026
32297	Lake Kanasatka Watershed Association, Inc.	PO Box 774	Center Harbor	NH	03226	G	11/15/2026
35398	Lake Massasecum Improvement Association, Inc.	PO Box 15	Bradford	NH	03221	G	5/15/2026
18248	Lake Opechee Preservation Association	100 Morningside Drive	Laconia	NH	03246	X	5/15/2025
4463	Lake Sunapee Community Health Services	PO Box 2209	New London	NH	03257	G	2/14/2027
2522	Lake Sunapee Home Care and Hospice	PO Box 2209	New London	NH	03257	G	2/14/2027
11838	Lake Sunapee Protective Association	63 Main Street PO Box 683	Sunapee	NH	03782-0683	G	5/15/2026
4466	Lake Sunapee Region Visiting Nurse Association	PO Box 2209	New London	NH	03257	G	2/14/2027
13306	Lake Sunapee Rowing Club	PO Box 287	New London	NH	03257	G	5/15/2026
16872	Lake Sunapee Snowmobile Club, Inc.	PO Box 391	Newbury	NH	03255	G	8/15/2026
11841	Lake View Cemetery Association, Inc.	PO Box 245	Freedom	NH	03836	G	5/15/2027
12262	Lake Winnipesaukee Antique Museum	PO Box 326	Manchester	NH	03106-0326	G	5/15/2026
1571	Lake Winnipesaukee Association	45 NH Rte. 25Meredith, NH 03253	Meredith	NH	03253	G	5/15/2026
6139	Lake Winnipesaukee Historical Society	PO Box 5386	Laconia	NH	03247	G	5/15/2026
11842	Lake Winnipesaukee Sailing Association	PO Box 7047	Gilford	NH	03247	G	5/15/2026
15005	Lakeport Community Association	15 Railroad Avenue	Lakeport	NH	03246	G	5/15/2027
35598	Lakes Region Alliance for Classical Education	275 Bearcamp Pond Rd.	South Tamworth	NH	03883	G	11/15/2026
13920	Lakes Region Art Association	120 Laconia Road, Suite 132	Tilton	NH	03276	X	5/15/2021
18254	Lakes Region Association Scholarship Fund	PO Box 737	Tilton	NH	03276	G	5/15/2026
12802	Lakes Region Baseball Association	PO Box 812	Moultonborough	NH	03254	X	5/15/2022
31849	Lakes Region Cancer Support Team, Inc.	635 Main StreetLaconia, NH 03246	Laconia	NH	03246	G	5/15/2027
2231	Lakes Region Chamber of Commerce	383 South Main Street	Laconia	NH	03246	G	11/15/2026
35823	Lakes Region Cheer Association	15 Dewey Street, 4	Laconia	NH	03246	G	5/15/2027
2526	Lakes Region Child Care Services, Inc.	22 Strafford Street, Unit 4	Laconia	NH	03247	X	11/15/2020
1573	Lakes Region Community Services Council	719 North Main Street, PO Box 509	Laconia	NH	03247	G	5/15/2026
13863	Lakes Region Community Services Foundation	PO Box 509	Laconia	NH	03247	G	11/14/2026
2524	Lakes Region Conservation Trust, Inc.	PO Box 766	Center Harbor	NH	03226	G	8/15/2026
12300	Lakes Region Consumer Advisory Board	P.O. Box 301Laconia, NH 03247-0304	Laconia	NH	03247-0304	G	11/14/2026
3771	Lakes Region Corvettes, Inc.	PO Box 6362	Laconia	NH	03247-6362	G	5/15/2027
15122	Lakes Region Curling Association	PO Box 606	Wolfeboro Falls	NH	03896	G	11/14/2026
6753	Lakes Region Detachment #506 Marine Corps League	PO Box 764	Center Harbor	NH	03226-0764	X	5/15/2023
10957	Lakes Region Disabled Sports at Gunstock, Inc.	719 Cherry Valley Road	Gilford	NH	03249	G	2/15/2026

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LAKES REGION COMMUNITY SERVICES

Engage. Empower. Inspire.

Mission Statement

Dedicated to serving the community by promoting independence, dignity and opportunity.

Value Statements

As individuals and as a community agency, we:

- Value all people;
- Value a team approach in all we do;
- Value and respect one another;
- Value our relationships in the communities in which we live and work;
- Value our role as facilitators of relationships; and
- Value and recognize that our relationships evolve, grow, and change over time.

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Financial Statements

LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

FOR THE YEARS ENDED
JUNE 30, 2024 AND 2023
AND
INDEPENDENT AUDITORS' REPORT AND
REPORTS ON COMPLIANCE AND
INTERNAL CONTROL

Leone, McDonnell & Roberts
PROFESSIONAL ASSOCIATION

CERTIFIED PUBLIC ACCOUNTANTS

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LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

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

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Lakes Region Community Services Council, Inc.

Opinion

We have audited the accompanying financial statements of Lakes Region Community Services Council, Inc. (a nonprofit organization), which comprise the statements of financial position as of June 30, 2024 and 2023, and the related statements of cash flows, and notes to the financial statements for the years then ended, and the related statements of activities and functional expenses for the year ended June 30, 2024.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Lakes Region Community Services Council, Inc. as of June 30, 2024 and 2023, and the changes in its cash flows for the years then ended, and the changes in its net assets for the year ended June 30, 2024 in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America 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 Lakes Region Community Services Council, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Lakes Region Community Services Council, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

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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 Lakes Region Community Services Council, Inc.'s internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Lakes Region Community Services Council, Inc.'s ability to continue as a going concern for a reasonable period of time.

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

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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 schedule of functional revenues on pages 21-23 is presented for purposes of additional analysis and is not a required part of the financial statements. 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 functional revenues and 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 13, 2024, on our consideration of Lakes Region Community Services Council, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Lakes Region Community Services Council, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Lakes Region Community Services Council, Inc.'s internal control over financial reporting and compliance.

Report on Summarized Comparative Information

We have previously audited the Lakes Region Community Services Council, Inc.'s June 30, 2023 financial statements, and we expressed an unmodified opinion on those audited financial statements in our report dated January 15, 2024. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2023, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Leone McDonnell & Roberts,
Professional Association

Wolfeboro, New Hampshire
December 13, 2024

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LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

STATEMENTS OF FINANCIAL POSITION
JUNE 30, 2024 AND 2023

ASSETS

	2024	2023
CURRENT ASSETS		
Cash and cash equivalents	$ 1,537,502	$ 4,641,758
Certificates of deposit	-	303,154
Accounts receivable:		
Medicaid	4,928,387	2,241,781
Other, net of allowance for doubtful accounts of $50,000 at June 30, 2024 and 2023	691,602	261,160
Prepaid expenses	9,912	31,675
Total current assets	7,167,403	7,479,528
PROPERTY AND EQUIPMENT, NET	2,927,261	3,135,440
OTHER ASSETS		
Due from affiliates, net	24,631	197,428
Deposits	28,375	35,779
Right-of-use asset, operating	286,503	158,675
Total other assets	339,509	391,882
Total assets	$ 10,434,173	$ 11,006,850

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable	$ 804,043	$ 1,436,341
Due to State of NH	2,095,341	-
Current portion of operating lease liability	90,232	70,115
Accrued salaries, wages, and related expenses	337,326	272,611
Accrued earned time	353,991	323,901
Refundable advances	352,200	814,106
Other accrued expenses	91,395	92,360
Total current liabilities	4,124,528	3,009,434
LONG-TERM LIABILITIES		
Operating lease liability, net of current portion shown above	196,271	88,560
Total liabilities	4,320,799	3,097,994
NET ASSETS		
Without donor restrictions	5,062,411	6,807,730
With donor restrictions	1,050,963	1,101,126
Total net assets	6,113,374	7,908,856
Total liabilities and net assets	$ 10,434,173	$ 11,006,850

See Notes to Financial Statements

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LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Without Donor Restrictions	With Donor Restrictions	2024	2023
CHANGES IN NET ASSETS				
Revenues				
Program fees	$ 1,379,858	$ -	$ 1,379,858	$ 1,521,510
Medicaid	18,900,661	-	18,900,661	26,006,636
Client resources	81,231	-	81,231	152,485
Public support	510,925	-	510,925	740,362
Private foundations	148,193	-	148,193	84,532
Production/service income	87,052	-	87,052	86,290
Investment	54,087	-	54,087	41,091
State of New Hampshire - DDS	583,473	-	583,473	1,359,148
Management fees	54,400	-	54,400	54,400
Other	2,303,446	-	2,303,446	1,509,606
Total revenues	24,103,326	-	24,103,326	31,556,060
Expenses				
Program services				
Service coordination	1,343,756	-	1,343,756	1,399,564
Day programs	2,261,923	-	2,261,923	2,281,985
Early intervention	844,699	-	844,699	764,001
Enhanced family care	4,248,859	-	4,248,859	3,756,282
Community options	141,210	-	141,210	162,093
Community residences	6,963,339	-	6,963,339	13,480,316
Transportation	44,119	-	44,119	40,850
Family support	5,640,131	-	5,640,131	5,560,738
Other programs	1,302,230	-	1,302,230	1,638,198
Supporting activities				
General management	2,843,485	50,163	2,893,648	2,239,490
Fundraising	214,894	-	214,894	211,552
Total expenses	25,848,645	50,163	25,898,808	31,535,069
CHANGE IN NET ASSETS	(1,745,319)	(50,163)	(1,795,482)	20,991
NET ASSETS, BEGINNING OF YEAR	6,807,730	1,101,126	7,908,856	7,887,865
NET ASSETS, END OF YEAR	$ 5,062,411	$ 1,050,963	$ 6,113,374	$ 7,908,856

See Notes to Financial Statements

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STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Service Coordination	Day Programs	Early Intervention	Enhanced Family Care	Community Options
PERSONNEL COSTS					
Salaries and wages	$ 894,131	$ 1,307,849	$ 589,185	$ 231,809	$ 98,091
Employee benefits	223,697	325,632	149,257	58,413	24,368
Payroll taxes	66,324	98,897	43,172	16,863	6,920
PROFESSIONAL FEES AND CONSULTATIONS					
Client treatment & therapies	26,081	-	-	3,900,570	-
Clerical contracted staff	-	-	-	-	-
Accounting/auditing	-	-	-	-	-
Legal	42,827	-	-	-	-
Subcontract services	-	-	16,489	-	-
Other professional fees	23,631	40,400	-	-	-
STAFF DEVELOPMENT AND TRAINING					
Journals and publications	-	-	-	383	-
Conference/conventions	303	-	-	-	-
Other staff development	3,172	24,154	559	-	-
OCCUPANCY COSTS					
Rent	-	85,040	-	-	-
Mortgage payments	-	-	-	-	-
Utilities	-	6,289	-	-	-
Repairs and maintenance	-	265	-	975	-
Other occupancy costs	35,285	31,517	28,500	11,547	2,551
CONSUMABLE SUPPLIES					
Office supplies and equipment under $2,500	2,326	6,845	1,495	690	173
Building/household	-	481	-	-	-
Client	1,322	4,136	-	8,908	-
Medical supplies	-	-	-	96	-
ASSISTANCE TO INDIVIDUALS	3,920	-	-	-	-
PRODUCT SALES	-	7,159	-	-	-
EQUIPMENT RENTAL	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-
DEPRECIATION	-	4,171	-	-	-
ADVERTISING	-	151	63	2,001	-
PRINTING	-	-	-	2,070	-
TELEPHONE	380	7,943	-	46	-
POSTAGE	27	-	-	-	-
TRANSPORTATION	15,087	243,631	15,979	14,021	9,107
INSURANCE	-	-	-	-	-
MEMBERSHIP DUES	110	8,886	-	-	-
CLIENT PAYMENTS	-	52,311	-	-	-
LOSS ON DISPOSAL	-	-	-	-	-
OTHER	5,133	6,166	-	467	-
TOTAL FUNCTIONAL EXPENSES	$ 1,343,756	$ 2,261,923	$ 844,699	$ 4,248,859	$ 141,210

See Notes to Financial Statements

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STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Community Residences	Family Support	Transportation	Other DDS	General Management
PERSONNEL COSTS					
Salaries and wages	$ 4,135,262	$ 1,421,943	$ 25,791	$ -	$ 1,508,441
Employee benefits	748,840	351,275	6,664	-	391,765
Payroll taxes	248,119	105,271	1,944	-	111,482
PROFESSIONAL FEES AND CONSULTATIONS					
Client treatment & therapies	313,618	2,867,283	-	-	-
Clerical contracted staff	-	-	-	-	24,826
Accounting/auditing	-	-	-	-	123,105
Legal	-	-	-	-	6,077
Subcontract services	413,155	580,319	-	-	-
Other professional fees	1,749	1,013	-	-	139,893
STAFF DEVELOPMENT AND TRAINING					
Journals and publications	-	-	-	-	66
Conference/conventions	-	-	-	-	4,507
Other staff development	-	1,125	-	-	33,125
OCCUPANCY COSTS					
Rent	189,163	-	-	-	-
Mortgage payments	-	-	-	-	-
Utilities	123,792	270	-	-	53,945
Repairs and maintenance	151,132	-	-	-	127,682
Other occupancy costs	279,077	19,249	-	-	(351,734)
CONSUMABLE SUPPLIES					
Office supplies and equipment under $2,500	77,783	118	-	-	32,606
Building/household	24,275	-	-	-	598
Client	108,530	3,949	-	-	11,512
Medical supplies	7,242	163	-	-	-
ASSISTANCE TO INDIVIDUALS	2,655	35,291	-	-	47
PRODUCT SALES	-	-	-	-	-
EQUIPMENT RENTAL	-	-	-	-	24,629
EQUIPMENT MAINTENANCE	6,038	-	-	-	57,047
DEPRECIATION	8,551	-	7,986	-	224,369
ADVERTISING	938	37	-	-	29,060
PRINTING	-	-	-	-	4,182
TELEPHONE	6,509	-	-	-	50,519
POSTAGE	-	-	-	-	20,662
TRANSPORTATION	83,297	194,608	1,704	-	6,730
INSURANCE	-	-	-	-	124,616
MEMBERSHIP DUES	2,500	55,298	-	-	57,664
CLIENT PAYMENTS	1,190	-	30	-	4,509
LOSS ON DISPOSAL	26,894	-	-	-	-
OTHER	3,030	2,919	-	-	71,718
TOTAL FUNCTIONAL EXPENSES	$ 6,963,339	$ 5,640,131	$ 44,119	$ -	$ 2,893,648

See Notes to Financial Statements

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LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Fundraising	Total DDS Funded	Total Non-DDS Funded	2024 Totals	2023 Totals
PERSONNEL COSTS					
Salaries and wages	$ 147,551	$ 10,360,053	$ 803,173	$ 11,163,226	$ 10,720,845
Employee benefits	36,680	2,316,591	200,606	2,517,197	2,405,983
Payroll taxes	11,016	710,008	60,576	770,584	831,285
PROFESSIONAL FEES AND CONSULTATIONS					
Client treatment & therapies	-	7,107,552	24,724	7,132,276	6,575,500
Clerical contracted staff	-	24,826	54	24,880	-
Accounting/auditing	-	123,105	-	123,105	121,770
Legal	-	48,904	-	48,904	71,868
Subcontract services	-	1,009,963	47,581	1,057,544	8,022,466
Other professional fees	980	207,666	495	208,161	236,724
STAFF DEVELOPMENT AND TRAINING					
Journals and publications	-	449	-	449	597
Conference/conventions	2,364	7,174	8,608	17,337	21,706
Other staff development	-	62,135	-	60,580	32,568
OCCUPANCY COSTS					
Rent	-	274,203	-	274,203	245,307
Mortgage payments	-	-	-	-	(1,573)
Utilities	-	184,296	-	184,296	175,690
Repairs and maintenance	-	280,054	-	280,054	193,688
Other occupancy costs	4,608	60,600	93,152	153,752	83,173
CONSUMABLE SUPPLIES					
Office supplies and equipment under $2,500	524	122,560	7,715	130,275	77,675
Building/household	-	25,354	135	25,489	26,756
Client	-	138,357	8,611	146,968	150,373
Medical supplies	-	7,501	109	7,610	4,001
ASSISTANCE TO INDIVIDUALS	-	41,913	8,963	50,876	62,426
PRODUCT SALES	-	7,159	-	7,159	12,356
EQUIPMENT RENTAL	-	24,629	-	24,629	21,993
EQUIPMENT MAINTENANCE	-	63,085	-	63,085	34,472
DEPRECIATION	-	245,077	-	245,077	223,575
ADVERTISING	1,484	33,734	485	34,219	36,809
PRINTING	6,315	12,567	46	12,613	7,039
TELEPHONE	-	65,397	-	65,397	69,649
POSTAGE	19	20,708	44	20,752	20,342
TRANSPORTATION	-	584,164	30,075	614,239	636,000
INSURANCE	-	124,616	-	124,616	113,760
MEMBERSHIP DUES	1,089	125,547	3,550	129,097	144,477
CLIENT PAYMENTS	-	58,040	1,339	59,379	52,815
LOSS ON DISPOSAL	-	26,894	-	26,894	-
OTHER	2,264	91,697	2,189	93,886	102,954
TOTAL FUNCTIONAL EXPENSES	$ 214,894	$ 24,596,578	$ 1,302,230	$ 25,898,808	$ 31,535,069

See Notes to Financial Statements

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LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ (1,795,482)	$ 20,991
Adjustments to reconcile change in net assets to net cash from operating activities:		
Depreciation	245,077	223,575
Loss on disposal of assets	26,894	20,045
Increase in right-of-use asset, operating	(127,828)	(158,675)
Increase in operating lease liability	127,828	158,675
(Increase) decrease in assets:		
Certificates of deposit	303,154	(303,154)
Accounts receivable	(3,117,048)	(463,012)
Prepaid expenses	21,763	207,194
Deposits	7,404	-
Increase (decrease) in liabilities:		
Accounts payable	(632,298)	213,092
Accrued salaries, wages, and related expenses	64,715	(357,366)
Accrued earned time	30,090	(2,806)
Refundable advances	(461,906)	(826,461)
Other accrued expenses	(965)	(28,832)
NET CASH USED IN OPERATING ACTIVITIES	(5,308,602)	(1,296,734)
CASH FLOWS FROM INVESTING ACTIVITIES		
Additions to property and equipment	(63,792)	(366,356)
NET CASH USED IN INVESTING ACTIVITIES	(63,792)	(366,356)
CASH FLOWS FROM FINANCING ACTIVITIES		
(Increase) decrease in due from affiliates, net	172,797	(84,645)
Increase in due to State of NH	2,095,341	-
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	2,268,138	(84,645)
NET DECREASE IN CASH AND CASH EQUIVALENTS	(3,104,256)	(1,747,735)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	4,641,758	6,389,493
CASH AND CASH EQUIVALENTS, END OF YEAR	$ 1,537,502	$ 4,641,758

See Notes to Financial Statements

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NOTES TO FINANCIAL STATEMENTS
FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

Lakes Region Community Services Council, Inc. (the Council) is a New Hampshire nonprofit corporation organized exclusively for charitable purposes to ensure there is a coordinated and efficient program of human services dealing effectively with the problems and needs of the developmentally impaired of Belknap County, lower Grafton County and the surrounding communities.

Basis of Accounting

The financial statements of Lakes Region Community Services Council, Inc. have been prepared on the accrual basis of accounting.

Basis of Presentation

The financial statements of the Council have been prepared in accordance with U.S. generally accepted accounting principles (US GAAP), which require the Council 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 Council. These net assets may be used at the discretion of the Council's management and board of directors.

Net assets with donor restrictions – Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Council or by passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statement of activities.

As of June 30, 2024 and 2023, the Council had net assets with donor restrictions and net assets without donor restrictions.

Cash and Cash Equivalents

For the purposes of the Statements of Cash Flows, the Council considers all demand deposits, money market funds, and short-term investments with original maturities of three months or less to be cash equivalents.

Certificates of Deposit

During the year ended June 30, 2023, the Council opened a certificate of deposit account. Interest was stated at 4.02% and maturity was seven months from the issue date. The Certificate of deposit matured in May 2024. Certificates of deposit are carried at fair value. Interest is accrued and recognized in income when earned.

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Accounts Receivable

Accounts receivable are stated at the amount management expects to collect from outstanding balances. Management provides for probable uncollectible amounts through a charge to activities and a credit to a valuation allowance based on historical account write-off patterns by the payor, adjusted as necessary to reflect current conditions. Balances that are still outstanding after management has used reasonable collection efforts are written off through a charge to the valuation allowance and a credit to accounts receivable.

The Council has no policy for charging interest on overdue accounts nor are its accounts receivable pledged as collateral, except as disclosed in Note 4.

It is the policy of the Council to provide services to all eligible residents of central New Hampshire without regard to ability to pay. As a result of this policy, all charity care write-offs are recorded as reductions in revenue in the period in which services are provided. The accounts receivable allowance includes the estimated amount of charity care and contractual allowances included in the accounts receivable balances. The computation of the contractual allowance is based on historical ratios of fees charged to amounts collected.

Contributions

All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received that are restricted by the donor for future periods or for specific purposes are reported as net assets with donor restrictions, depending on the nature of the restrictions. However, if a restriction is fulfilled in the same period in which the contribution is received, the Council reports the support as net assets without donor restrictions.

Property and Depreciation

Property and equipment are recorded at cost or, if contributed, at estimated fair value at the date of contribution. Material assets with a useful life in excess of one year are capitalized. Depreciation is provided for using the straight-line method in amounts designed to amortize the cost of the assets over their estimated useful lives as follows:

Buildings and improvements	5 - 40 Years
Furniture, fixtures and equipment	3 - 10 Years

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

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Fair Value of Financial Instruments

FASB ASC Topic No. 820-10, Financial Instruments, provides a definition of fair value which focuses on an exit price rather than an entry price, establishes a framework in generally accepted accounting principles for measuring fair value which emphasizes that fair value is a market-based measurement, not an entity-specific measurement, and requires expanded disclosures about fair value measurements. In accordance with ASC 820-10, the Council may use valuation techniques consistent with market, income and cost approaches to measure fair value. As a basis for considering market participant assumptions in fair value measurements, Topic 820-10 establishes a fair value hierarchy, which prioritizes the inputs used in measuring fair values. The hierarchy gives the highest priority to Level 1 measurements and the lowest priority to Level 3 measurements. The three levels of the fair value hierarchy under ASC Topic 820-10 are described as follows:

> **Level 1** – Inputs to the valuation methodology are quoted prices available in active markets for identical investments as of the reporting date.
>
> ***Level 2*** - Inputs to the valuation methodology are other than quoted market prices in active markets, which are either directly or indirectly observable as of the reporting date, and fair value can be determined through the use of models or other valuation methodologies.
>
> ***Level 3*** - Inputs to the valuation methodology are unobservable inputs in situations where there is little or no market activity for the asset or liability and the reporting entity makes estimates and assumptions related to the pricing of the asset or liability including assumptions regarding risk.

The carrying amount of cash, certificates of deposit, short-term receivables and payables, and customer deposits, approximates fair value because of the short maturity of those instruments.

Refundable Advances

Grants received in advance are recorded as refundable advances and recognized as revenue in the period in which the related services or expenditures are incurred.

Summarized Financial Information

The financial statements include certain prior-year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the Council's financial statements for the year ended June 30, 2023, from which the summarized information was derived.

Accrued Earned Time

The Council has accrued a liability for future compensated leave time that its employees have earned and which is vested with the employee.

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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 Council records the following exchange transaction revenue in its statements of activities for the years ended June 30, 2024 and 2023:

Day Services – The Council provides certain services which range from birth through lifespan. Examples of these services are early supports and services, respite, family support, in home supports, service coordination, employment services, supported independent living, non-medical support for the elderly in their home, and self-directed services. All revenue is recognized upon completion of the service.

Residential Services – The Council provides certain residential assistance through contractual arrangements with other vendor providers as well as the shared family living model and Lakes Region Community Services staffed homes with 24-hour supervision. All revenue is recognized upon completion of the service.

Income Taxes

The Council is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. The Internal Revenue Service has determined the Council to be other than a private foundation.

Management has evaluated the Council's tax positions and concluded that the Council has maintained its tax-exempt status and has taken no uncertain tax positions that would require adjustment to the financial statements.

Advertising

The Council expenses advertising costs as incurred.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis. Accordingly, costs have been allocated among the program services and supporting activities benefited. Such allocations have been determined by management on an equitable basis.

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The expenses that are allocated include the following:

Expense	Method of allocation
Salaries and benefits	Time and effort
Occupancy	Square footage
Depreciation	Direct assignment
All other expenses	Direct assignment

Accounting Estimates

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

New Accounting Pronouncement

As of July 1, 2023, the Council adopted the provisions of the Financial Accounting Standards Board (FASB) Accounting Standards Update (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 Council adopted this new guidance utilizing the modified retrospective transition method. The adoption of this Standard did not have a material impact on the Council's financial statements but did change how the allowance for credit losses is determined.

2. LIQUIDITY AND AVALIBILITY

The following represents the Council's financial assets as of June 30, 2024 and 2023:

	2024	2023
Cash and cash equivalents	$ 1,537,502	$ 4,641,758
Certificates of deposits	-	303,154
Accounts receivable:		
Medicaid	4,928,387	2,241,781
Other, net	691,602	261,160
Deposits	28,375	35,779
Total financial assets	$ 7,185,866	$ 7,483,632

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Less amounts not available to be used within one year:		
Deposits	$ 28,375	$ 35,779
Financial assets available to meet general expenditures over the next twelve months	$ 7,157,491	$ 7,447,853

The Council's goal is generally to maintain financial assets to meet 90 days of operating expenses (approximately $6.3 million). As part of its liquidity plan, excess cash is invested in short-term investments, including money market accounts.

3. PROPERTY AND EQUIPMENT

As of June 30, 2024 and 2023, property and equipment consisted of the following:

	2024	2023
Buildings and improvements	$ 4,530,268	$ 4,509,825
Leasehold improvements	133,552	376,738
Furniture, fixtures and equipment	743,744	843,828
Vehicles	173,352	173,352
Construction in process	-	1,898
Land	152,200	152,200
Total	5,733,116	6,057,841
Less accumulated depreciation	2,805,855	2,922,401
Property and equipment, net	$ 2,927,261	$ 3,135,440

Depreciation expense for the years ended June 30, 2024 and 2023 amounted to $245,077 and $223,575, respectively.

4. DEMAND NOTE PAYABLE

The Council maintains a revolving line of credit with a bank. The revolving line of credit provides for maximum borrowings up to $3,000,000 and is renewable annually. The line of credit is collateralized by all of the business assets of the Council and guaranteed by related nonprofit organizations (see Note 10). At June 30, 2024 and 2023, the interest was stated at the bank's prime rate of 8.0% and 8.5%, respectively. There was no amount outstanding on this line of credit at June 30, 2024 and 2023.

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5. DUE TO STATE OF NH

During the year ended June 30, 2024, the State of New Hampshire advanced $2,574,000 to the Council due to issues implementing a new Medicaid billing system. There are no specified terms of repayment and no stated interest rate on the advance. The balance due to the State of New Hampshire was $2,095,341 at June 30, 2024.

6. NET ASSETS

Net assets with donor restrictions consist of a building donated to the Council with restricted use for 30 years. The amount released from restriction each year is the current year depreciation on the building. The amount of net assets with donor restrictions were $1,050,963 and $1,101,126 for the years ended June 30, 2024 and 2023, respectively.

7. RETIREMENT PLAN

The Council maintains a retirement plan for all eligible employees. During the years ended June 30, 2024 and 2023, the Council made matching contributions of 100% of a participant's salary reduction that was not in excess of 2% of the participant's compensation. All employees who work one thousand hours per year are eligible to participate after one year of employment. The Council's contribution to the retirement plan for the years ended June 30, 2024 and 2023 was $91,272 and $89,411, respectively.

8. CONCENTRATION OF RISK

For the years ended June 30, 2024 and 2023, approximately 78% and 82%, respectively, of the total revenue was derived from Medicaid. The future existence of the Council is dependent upon continued support from Medicaid.

In order for the Council to receive Medicaid funding, they must be formally approved by the State of New Hampshire, Division of Health and Human Services (DHHS) as the provider of services for developmentally disabled individuals for that region. In May 2021, the Council was re-designated as an Area Agency for the period September 2020 through September 2025.

Medicaid receivables comprise approximately 92% and 90% of the total accounts receivable balances at June 30, 2024 and 2023, respectively.

9. LEASE COMMITMENTS

The Council has entered into various operating lease agreements to rent facilities and office equipment for their community residences and other programs. The terms of these leases range from one to ten years. The Council also leases various apartments on behalf of clients on a month-to-month basis.

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The right-of-use asset and related operating lease liability for the above leases amounted to $286,503 and $158,675 for the years ended June 30, 2024 and 2023, respectively. The weighted average lease term was 1.91 years and 0.96 years for the years ended June 30, 2024 and 2023, respectively. The weighted average discount rate was 3.79% and 0.88% for the years ended June 30, 2024 and 2023, respectively.

Total rent expense under all lease agreements for the years ended June 30, 2024 and 2023 was $298,832 and $267,300, respectively.

Lease liability maturities as of June 30, 2024 are as follows:

Year Ending June 30:	Amount
2025	$ 131,362
2026	96,307
2027	61,579
2028	49,723
2029	24,860
Total undiscounted lease liability	363,831
Less imputed interest	(77,328)
Total lease liability	$ 286,503

Refer to Note 10 for information regarding a lease agreement with a related party.

10. RELATED PARTY TRANSACTIONS

Lakes Region Community Services Council, Inc. is related to the following nonprofit corporations as a result of common board membership:

Related Party	Function
Genera Corporation	Manages and leases property
Greater Laconia Transit Agency	Provides transportation services
Lakes Region Community Services Foundation	Solicit, receive, and administer fundraising efforts for the benefit of the Council and others

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Lakes Region Community Services Council, Inc. has contracts and transactions with the above related parties during its normal course of operations. The significant related party transactions are as follows:

Received From:	**2024**	**2023**	**Purpose**
Genera Corporation	$ 14,400	$ 14,400	Management, accounting and financial services
Genera Corporation	$ 14,988	$ 14,988	Insurance reimbursement
Lakes Region Community Services Foundation	$ 40,000	$ 40,000	Management, accounting and financial services

Paid To:	**2024**	**2023**	
Genera Corporation	$ 110,937	$ 109,155	Rental of homes
Lakes Region Community Services Foundation	$ 70,063	$ 25,782	Foundation contributions

Due From:	**2024**	**2023**
Genera Corporation	$ 14,694	$ 121,996
Greater Laconia Transit Agency	-	61,214
Lakes Region Community Services Foundation	9,937	14,218
	$ 24,631	$ 197,428

There are no specified terms of payment and no interest stated on the related party due from accounts.

Demand Note Payable
The Council's demand note payable is guaranteed by Genera Corporation (see Note 4).

Rent
The Council has a perpetual lease agreement with Genera Corporation which calls for annual rent payments. The future minimum lease payments under the lease are $109,800, annually.

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Insurance Reimbursement

The Council carries a joint liability policy with the related parties above. The Council pays for the coverage in full and then is reimbursed by the affiliates based on contracts between the agencies.

11. CONTINGENCIES - GRANT COMPLIANCE

The Council receives funds under various state grants and from Federal sources. Under the terms of these agreements, the Council is required to use the funds within a certain period and for purposes specified by the governing laws and regulations. If expenditures were found not to have been made in compliance with the laws and regulations, the Council may be required to repay the funds.

No provisions have been made for this contingency because specific amounts, if any, have not been determined or assessed by government audits as of June 30, 2024.

12. CLIENT FUNDS

The Council administers funds for certain consumers. No asset or liability has been recorded for this amount. As of June 30, 2024 and 2023, client funds held by the Council aggregated $375,180 and $388,799, respectively.

13. CONCENTRATION OF CREDIT RISK

The Council maintains cash balances that, at times may exceed federally insured limits. The balances are insured by the Federal Deposit Insurance Corporation (FDIC) up to $250,000 at June 30, 2024 and 2023. In addition to FDIC coverage, certain deposits of the Council are insured or collateralized through other means. The Council has not experienced any losses in such accounts and believes it is not exposed to any significant risk with these accounts. At June 30, 2024 and 2023, cash balances in excess of FDIC coverage aggregated $196,977 and $1,211,190, respectively.

14. FINANCIAL INSTRUMENTS WITH OFF STATEMENT OF FINANCIAL POSITION RISK

The Council maintains a repurchase account agreement with a bank. A portion of the Council's overnight deposit bank balances are divided into amounts under the FDIC limit of $250,000 and swept into various insured bank accounts. This agreement provides flexibility to the Council by allowing them to maintain large cash balances in excess of the standard FDIC limit individually, but when spread across multiple banks, providing insurance for the full amount of the repurchase account.

15. RECLASSIFICATION

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

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16. 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 13, 2024, the date the June 30, 2024 financial statements were available for issuance.

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SCHEDULE OF FUNCTIONAL REVENUES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Service Coordination	Day Programs	Early Intervention	Enhanced Family Care	Community Options
Program fees	$ 9,750	$ 49,526	$ -	$ 796,886	$ -
Medicaid	1,158,019	2,298,715	838,682	4,511,089	148,009
Client resources	-	3,173	-	54,908	-
Public support	-	27,042	-	-	-
Private foundations	-	-	-	-	-
Production/service income	264	86,788	-	-	-
Investment	-	-	-	-	-
State of New Hampshire - DDS	-	-	58,902	-	-
Management fees	-	-	-	-	-
Other	8,895	2,941	233	4	-
TOTAL FUNCTIONAL REVENUES	$ 1,176,928	$ 2,468,185	$ 897,817	$ 5,362,887	$ 148,009

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SCHEDULE OF FUNCTIONAL REVENUES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Community Residences	Family Support	Transportation	Other DDS	General Management
Program fees	$ 397,320	$ 38,730	$ -	$ -	$ 77,275
Medicaid	4,755,103	4,996,304	-	-	-
Client resources	20,984	2,166	-	-	-
Public support	-	-	-	-	-
Private foundations	-	-	-	-	-
Production/service income	-	-	-	-	-
Investment	171	-	-	-	53,916
State of New Hampshire - DDS	179,918	98,581	-	-	246,072
Management fees	-	-	-	-	31,446
Other	910,004	1,731	-	-	1,070,867
TOTAL FUNCTIONAL REVENUES	$ 6,263,500	$ 5,137,512	$ -	$ -	$ 1,479,576

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LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

SCHEDULE OF FUNCTIONAL REVENUES
FOR THE YEAR ENDED JUNE 30, 2024
WITH PRIOR YEAR SUMMARIZED COMPARATIVE INFORMATION

	Fundraising	Total DDS Funded	Total Non-DDS Funded	2024 Totals	2023 Totals
Program fees	$ -	$ 1,369,487	$ 10,371	$ 1,379,858	$ 1,521,510
Medicaid	-	18,705,921	194,740	18,900,661	26,006,636
Client resources	-	81,231	-	81,231	152,485
Public support	89	27,131	483,794	510,925	740,362
Private foundations	-	-	148,193	148,193	84,532
Production/service income	-	87,052	-	87,052	86,290
Investment	-	54,087	-	54,087	41,091
State of New Hampshire - DDS	-	583,473	-	583,473	1,359,148
Management fees	22,954	54,400	-	54,400	54,400
Other	-	1,994,675	308,771	2,303,446	1,509,606
TOTAL FUNCTIONAL REVENUES	$ 23,043	$ 22,957,457	$ 1,145,869	$ 24,103,326	$ 31,556,060

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LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2024

FEDERAL GRANTOR/ PASS-THROUGH GRANTOR/ PROGRAM TITLE	FEDERAL ASSISTANCE LISTING NUMBER	PASS THROUGH GRANTOR NUMBER	FEDERAL EXPENDITURES
U.S. DEPT. OF HEALTH AND HUMAN SERVICES			
Passed through State of New Hampshire			
Department of Health and Human Services, Office of Human Services, Division of Children, Youth and Families			
Stephanie Tubbs Jones Child Welfare Services Program	93.645	102-500734-42106802	$ 3,354
Promoting Safe and Stable Families	93.556	102-500734-42107306	8,125
Temporary Assistance for Needy Families	93.558	074-500589-45030353	107,735
	93.558	074-500589-45001502	26,205
			133,940
Social Services Block Grant	93.667	074-500589-45001501	37,235
Department of Health and Human Services, Office of Human Services			
Social Services Block Grant	93.667	05-95-48-481010-9255	75,950
			113,185
Activities to Support (STLT) Health Department Response to Public Health or Healthcare Crises	93.391	NH75OT000031	123,671
AGING CLUSTER			
Special Programs for Aging, Title III, B	93.044	05-95-48-481010-7872	26,792
Department of Health and Human Services, Div of LT Support & Services, BDS			
MEDICAID CLUSTER			
Medical Assistance Program	93.778		487,593
Total U.S. Department of Health and Human Services			$ 896,660
U.S. DEPARTMENT OF EDUCATION			
Department of Health and Human Services, Office of Human Services, Division of Long Term Supports and Services			
Special Education - Grants for Infants and Families	84.181A	05-95-93-930010-7852	$ 58,902
Total U.S. Department of Education			$ 58,902
U.S. DEPARTMENT OF JUSTICE			
Passed through State of New Hampshire Department of Justice			
Crime Victims Assistance	16.575		$ 124,639
Total U.S. Department of Justice			$ 124,639
Total expenditures of federal awards			$ 1,080,201

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LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS FOR THE YEAR ENDED JUNE 30, 2024

NOTE 1 BASIS OF PRESENTATION

The accompanying Schedule of Expenditures of Federal Awards (the Schedule) includes the federal award activity of Lakes Region Community Services Council, Inc. under programs of the federal government for the year ended June 30, 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 Lakes Region Community Services Council, Inc., it is not intended to and does not present the financial position, change in net assets, or cash flows of Lakes Region Community Services Council, Inc.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement. Pass-through entity identifying numbers are presented where available. Negative amounts shown on the Schedule represent adjustments or credits made in the normal course of business to amount reported as expenditures in prior years.

NOTE 3 INDIRECT COST RATE

Lakes Region Community Services Council, Inc. has elected not to use the ten percent de minimis indirect cost rate allowed under Uniform Guidance.

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Leone, McDonnell & Roberts
Professional Association
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NORTH CONWAY

LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

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
Lakes Region Community Services Council, Inc.

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 Lakes Region Community Services Council, Inc. (a New Hampshire nonprofit organization), which comprise the statements of financial position as of June 30, 2024 and 2023, and the related statements of cash flows, and the related notes to the financial statements for the years then ended, and the related statements of activities and functional expenses for the year ended June 30, 2024, and have issued our report thereon dated December 13, 2024.

Report on Internal Control over Financial Reporting

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

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

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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 may exist that have not been identified.

Report on Compliance and Other Matters

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

Purpose of this Report

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

Leone McDonnell & Roberts,
Professional Association

Wolfeboro, New Hampshire
December 13, 2024

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Leone, McDonnell & Roberts
Professional Association
CERTIFIED PUBLIC ACCOUNTANTS
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LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

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
Lakes Region Community Services Council, Inc.

Opinion on Each Major Federal Program

We have audited Lakes Region Community Services Council, Inc.'s compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of Lakes Region Community Services Council, Inc.'s major federal programs for the year ended June 30, 2024. Lakes Region Community Services Council, Inc.'s major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, Lakes Region Community Services Council, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2024.

Basis for Opinion on Each Major Federal Program

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

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

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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 Lakes Region Community Services Council, Inc.'s federal programs.

Auditors' Responsibilities for the Audit of Compliance

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

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

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

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

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

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

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Report on Internal Control over Compliance

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

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

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

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

Leone McDonnell & Roberts,
Professional Association

Wolfeboro, New Hampshire
December 13, 2024

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LAKES REGION COMMUNITY SERVICES COUNCIL, INC.

SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2024

A. SUMMARY OF AUDITORS' RESULTS

1. The auditors' report expresses an unmodified opinion on whether the financial statements of Lakes Region Community Services Council, Inc. 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 Lakes Region Community Services Council, Inc., which would be required to be reported in accordance with Government Auditing Standards, were disclosed during the audit.

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

5. The auditors' report on compliance for the major federal award programs for Lakes Region Community Services Council, Inc. 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 Section 200.516(a).

7. The program tested as major programs was: U.S. Department of the Health and Human Services, Medical Assistance Program, ALN 93.778.

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

9. Lakes Region Community Services Council, Inc. 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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BETHANY C. MILLER

SUMMARY

Experienced, certified and kind teacher seeking to apply gifts of teaching, encouragement and administration in a new field. Strong people skills accompanied by knowledge of child development and solid communication skills, team leadership and organization have been successfully developed while serving in non-profit organizations for more than 25 years.

STRENGTHS

- Ability to relate to children of all ages
- Teaching all ages – focus on preschool
- Teacher and Parent Training
- Multitasking
- Strong communication – both one on one and in large training groups

EXPERIENCE

Family Resource Center of Central NH August 2021 – Current

Family Support Specialist

- Facilitate meetings with families to discuss how to meet goals and overcome problems.
- Connect families with resources.
- Collaborate with schools, housing agencies, and other community agencies.
- Maintain records and paperwork according to company policies.

Joyful Footsteps Preschool August 2019 – June 2021

Director

- Developed curriculum for preschool class and taught as lead teacher.
- Coordinated scheduling and oversight of all staff.
- Communicated with parents and advised on issues with their children.
- Organized and taught training events for staff and parents.
- Completed all billing, stated paperwork and administrative tasks.

Child Evangelism Fellowship of NH June 1994 – April 2019

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Director of Training and Operations 2016 – April 2019

- Complete office management of the CEF state office.
- Developed and taught training workshops for volunteers and parents on various topics.
- Organized training events of varying lengths for volunteers and parents and taught workshops.
- Taught children of all ages in various settings.
- Trained and mentored high school and college aged volunteers.

Curriculum and Training Coordinator 2006 – 2016

- Developed state level and edited national level CEF curriculum for use in various ministries.
- of children in ministries such as summer camp, Good News Clubs® and 5-Day Clubs®.
- Developed and taught training workshops for volunteers and parents on various topics.
- Evaluated and mentored preschool teachers.
- Taught children of all ages in various settings.
- Trained and mentored high school and college aged volunteers.

Area Director of Belknap County – CEF of NH June 1994 – 2006

- Developed state level and edited national level CEF curriculum for use in various ministries.
- Developed and taught training workshops for volunteers and parents on various topics.
- Taught children of all ages in various settings.

Heavenly Sonshine Preschool August 2001 – April 2003
April 2019 – August 2019

Preschool Lead Teacher

- Developed and taught curriculum to meet the needs of 4-year-old class.
- Maintained records on students.
- Communicated with parents both informally and in scheduled meetings.

EDUCATION

BA, Christian Education, Columbia International university, Columbia, SC

3 credits for Growth & Development of the Young Child course at Lakes Region Community College

Certificate, Children's Ministry Institute, Warrention, MO (CEF International training)

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Tricia Tousignant

Objective

To find a role where I can use my organizational, communication, and customer service skills to support and serve the community and its families.

Work experience

July 2014-present Lakes Region Community Services Laconia, NH

Parent Education Manager

- Facilitated parent education classes for caregivers as well as socialization groups for children
- Coordinated all logistics of parent education programming including processing registrations, scheduling staff, making room reservations, coordinating dinners, etc.
- Created & distributed quarterly parent education schedule including publishing details on the agency website
- Tracked and reported participant attendance for classes and events using state database
- Trained and supervised staff in the facilitation of various parent education curricula
- Collaborated with other community organizations in order to provide comprehensive family support
- Assisted with writing grant applications to obtain program funding

Sept. 2007-June 2014 Woodland Heights School Laconia, NH

Kindergarten Teacher

- Provided academic & social instruction and experiences for the kindergarteners in my class.
- Performed regular and comprehensive assessments in order to determine individuals' needs and guide my instruction.
- Worked cooperatively with staff members at my own grade level and throughout the school to ensure the most consistent and nurturing learning environment possible.
- Communicated regularly with parents in order to establish and maintain a partnership for their child's learning.

Sept. 2004-June 2007 Little Things Family Child Care Laconia, NH

Owner/Operator

- Provided care for up to 6 children daily, ranging in age from infants through preschoolers, with an emphasis on enriching their physical, cognitive, social & emotional development in a safe and nurturing environment.
- Encouraged regular communication with families in order to provide a consistent and healthy transition between home and daycare.
- Achieved the standards and maintained the records and

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documentation required by the State of New Hampshire to run a licensed Family Child Care Home.

Jan. 1999-June 2004 Inter-Lakes Elementary School Meredith, NH

First Grade Teacher

- Established and maintained an environment which provided consistency in classroom management and demanded respect and safety for all.
- Developed and implemented daily lessons and projects with consideration to the needs and interests of the children, and in accordance with the state and district curriculum requirements.
- Worked independently and as part of grade-level and school-wide teams to ensure the growth and safety of all classroom children including those with special physical and behavioral needs.
- Served on the Elementary Performance Assessment Committee to help define, examine, and establish consistency in student assessments within and across grade levels.

Education

1995-1999 Colby-Sawyer College New London, NH

B.S. Child Development, Summa Cum Laude

Previously NH Early Childhood Education Certified (certification has lapsed)

Honors/Awards: Alpha Chi National Honors Society, Dean's List (all semesters), Sophomore Class Academic Achievement Award, Colby-Sawyer College Presidential Scholar

Interests and activities

Writing, especially children's fiction

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Alyssa Tandy, MSW, LICSW

Licenses and Certifications:

-UNH Master's Certificate: Individuals with Developmental Disabilities
-Field Instructor for BSW students through; Plymouth State University, New Hampshire Technical Institute, University of New Hampshire, Lakes Region Community College, and the University of Maine.

Education:

December 2021: NH LICSW Approval
1/26/18-2/2/18: UNH Clinical Supervision Certification: 15 hours total

May 2016, Master's in Social Work
University of New Hampshire, Durham, NH

May 2012, Bachelor of Science: BSW Social Work
Plymouth State University Plymouth, NH

- Option: Mental Health Services
- National Phi Alpha Honor Society: 2011-2012
- Honor Roll: 2010-2011
- Dean's List: 2008-2009

Experience:

July 2019- Present: Lakes Region Community Services; Family Resource Center of Central NH, Laconia, NH
-Manager of the Step Ahead Home Visiting Program

- Directly supervise 8 staff in regards to the Comprehensive Family Supports and Services Contract through the Step Ahead Program. Provide direct service to clients experiencing a need for concrete resources. Work on scheduling, program implementation, and community outreach.

-Residential Support Staff (Nov. 2021 – Jan. 2026)

- Providing direct support to residents who have disabilities and/or brain injuries.
- Completed New Hampshire Dept of Health and Human Services; Bureau of Developmental Services Medication Training per He-M 1201 guidelines on 2/17/22.

April 2023-Present: Lakes Region Community Services; Family Resource Center of Central NH, Laconia, NH
-Director of the Family Resource Center of Central NH

- Directly oversee all FRC programming (ACERT, CFSS, Newborn Navigation, Kinship Navigation, Parent Education, Socialization, Family Centered Early Supports and Services)
- Grant Writing experience; private grants, state contracts, etc.

July 2023-June 2025: Lakes Region Community Services; Family Resource Center of Central NH, Laconia, NH
-Interim Program Manager: Family Centered Early Supports and Services

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- Directly supervise 12 staff (including; educators, PT, OT, SLP)
- Implement state and federal regulations; including the Part C Office

October 2022-May 2023: Leadership Lakes Region, NH
-Class of 2023 Graduate/Participant

- Applied and accepted to participate in an organization that is dedicated to community improvement by developing, expanding, promoting and putting in place a network of effective volunteer leaders with a variety of skills and interests.

September 2015-June 2018: Project Extra, SAU 30 Woodland Heights Elementary School, Laconia, NH
-Lead Staff: Part-time (3 days per week)

- Afterschool Program: Facilitated educational activities for approximately 40-50 children, ages 5-10 (Kindergarten through 5th Grade) after school.
- Coordinated and developed activities for academic enrichment, as well as; providing homework support. Crisis intervention and family support.
- Supervised children during structured activities, snack, free play, dinner, and dismissal.
- Consultation with program staff and program director.

August 2015-May 2016: Genesis Behavioral Health, Church Street, Laconia, NH
-Internship Placement for year two of MSW: 24+ hours per week

- Primary Focus: Adult Therapy, this one-on-one service helps to decrease distress, reduce psychological symptoms, and improve positive behaviors.
- Participated in treatment teams for clients.

November 2014- December 2018: Lakes Region Community Services: Family Resource Center of Central NH, Laconia, NH

- *Educator/Home Visitor*: Family-Centered Early Supports and Services: Program providing modeling to families and direct service to children, ages birth to three, who have a developmental delay or disability. The home visitor provides information, support, resources, and modeling and education; targeting specific goals to increase a child's skills and functioning.

November 2014- July 2019: Lakes Region Community Services: Family Resource Center of Central NH, Laconia, NH

- *Family Support Specialist/Home Visitor*: Step-Ahead Program: Program provided to assist families with children under the age of eighteen with supports and services. The home visitor encourages families to identify strengths and needs and assisting them in concrete problem solving and resource acquisition.

August 2014-May 2015: Lakes Region Community Services: Family Resource Center
-MSW Internship Placement for year one of MSW: 16+ hours per week

- Primary Focus: Step Ahead Program-Home visitor to connect families with community resources and to encourage, empower, and assist these families in their specific goals.
- Co-facilitated parent education class.

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- Participating in the planning of community events; Author's Tea, Family Fun Night, etc.

May 2012-November 2014: Spaulding Youth Center, Northfield, NH

- *Residential Counselor (case manager):* Implement behavior strategies and new protocols for individuals ages 5-21 with developmental, behavioral, or emotional disabilities. Attend treatment team meetings, buy clothing and ADL's for the students, advocate for students.
- *Member of Afterschool Activity Committee*: Implement programs and activities for individuals with disabilities.

January-May 2012: Lakes Region Community Services: Family Resource Center of Central NH-Laconia, NH

-BSW Practicum Placement: 450+ hours

- Advocated for clients with developmental disabilities, such as Autism Spectrum Disorder and a wide variety of other developmental disabilities and delays.
- Co-facilitated a range of playgroups, interacted with children with developmental disabilities, as well as their families. Playgroup gave me the opportunity to engage and intervene in different activities with children regarding their strengths and limitations. Multiple playgroups were offered; Kids Connect (playgroup for children with Autism and their siblings), Giggles N' Grins (socialization playgroup for children ages 1-5 and their families), and the Children's Group (therapeutic playgroup for children while parents are involved in parenting class).
- Administered Ages & Stages Questionnaire, which is a developmental screening to detect delays in children ages birth to six years of age.

September 2010-May 2011: Campton Elementary School-Campton, NH

- *Afterschool Program Coordinator*: Facilitated educational activities for approximately 20-30 children ages 5-10 after school.
- Coordinated and developed activities for academic enrichment, as well as; providing homework support.
- Supervised children during activities, snack, and free play.

September 2009-May 2010: Hunter School-Rumney, NH

- *In-House Coordinator*: Facilitated homework, snack time, free play, dinner, medications, and bedtime routines for six children ages 5-12 with various developmental or behavioral disabilities within the residential homes.

Volunteer Experiences:

- October 2019-Present: Board of Trustee Secretary for Neighbors in Need, Laconia, NH. Neighbors in Need is a Lakes Region 501c3 non-profit corporation providing emergency assistance funds for families and individuals in need.
- November-April 2010: Mentoring Adolescents at Campton Elementary School, Campton, NH. I mentored two young girls ages 10 and 11, each in their own classrooms throughout the day. I facilitated with homework support and social engagement.
- September 2008-January 2009: Voices Against Violence in Plymouth, NH. Completed training on the services that are provided for all victims and survivors of domestic violence and facilitated the clothes line project (hung t-shirts around the community that were decorated and designed by victims of domestic violence).

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- September 2007- September 2009: Co-facilitated Special Olympics sponsored events within the Lakes Region. Assisted in coordinating physical team activities for the individuals and their families, such as; volleyball games and tug-of-war.

Language:

- Sign Language: Beginner in ASL.

Computer Skills:

- Efficient in MS Office; including Excel, Powerpoint, Word, and more.

Hobbies/Interests: Scrapbooking, photography, crafts, and hockey (playing, as well as; watching the Boston Bruins).

References: Available Upon Request.

Subject: Family Resource Center Services and Kinship Navigation Program Services -RFA-2027-DPH-04-FRCSK-08

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 Salem Family Resources/Success By 6		1.4 Contractor Address 155 Main Street Salem, NH 03079	
1.5 Contractor Phone Number 603-458-8815	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $210,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Melissa LaRocque Date: 5/13/2026		1.12 Name and Title of Contractor Signatory Melissa LaRocque Melissa LaRocque, Executive Director	
1.13 State Agency Signature DocuSigned by: Iain Watt Date: 5/19/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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		On: 5/21/2026	
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials: Initial ML

Date: 5/13/2026

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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.

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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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Revisions to Standard Agreement Provisions

1. Revisions to Form P-37, General Provisions

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

3.1. Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, this Agreement, and all obligations of the parties hereunder, shall become effective on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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.

Scope of Services

1. Statement of Work

1.1. The Contractor must provide comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure services are provided in the following DHHS District Office Catchment Area: Southern District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must actively work with the Department and the Facilitation Organization in New Hampshire to obtain certification as a Family Resource Center of Quality (FRC-Q). Once certification is obtained, the Contractor must maintain certification throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

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1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Additional Terms**

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

1.6.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.6.2.1. Review of participant files.

1.6.2.2. Review of training records and professional development plans to ensure staffing requirements are met.

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1.6.2.3. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.6.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.6.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.6.4.1. Acknowledgement of data collection within the FCH-DS.

1.6.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.6.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.7. Reporting

1.7.1. The Contractor must submit quarterly reports highlighting program activities to the Department no later than the 15th day of the month following the end of each reporting period. The first report is due by October 15, 2026, and must include:

1.7.1.1. Progress toward achieving stated outcomes;

1.7.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.7.1.3. Data as requested by the Department.

1.7.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.7.2.1. Program accomplishments and activities.

1.7.2.2. Recommendations for service development and outcome improvements.

1.7.2.3. Identification of systemic barriers.

1.7.2.4. Family satisfaction survey results.

1.7.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.7.3.1. Full Name.

1.7.3.2. Date of birth.

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1.7.3.3. Race and ethnicity.

1.7.3.4. Primary language.

1.7.3.5. Household income.

1.7.3.6. Household size.

1.7.3.7. Housing status.

1.7.3.8. Marital status.

1.7.3.9. Town of residence.

1.7.3.10. County of residence.

1.7.3.11. Source of referral.

1.7.3.12. Presence of an incarcerated parent.

1.7.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.7.3.14. Receipt of public benefits, including but not limited to:

1.7.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.7.3.14.2. New Hampshire Child Care Scholarship.

1.7.3.14.3. Medicaid.

1.7.3.14.4. Social Security Disability Insurance (SSDI).

1.7.3.14.5. Supplemental Security Income (SSI).

1.7.3.14.6. Temporary Assistance for Needy Families (TANF).

1.7.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.7.3.15. Participant encounter and service data, including:

1.7.3.15.1. Date of service.

1.7.3.15.2. Participants present during service delivery.

1.7.3.15.3. Service type and topics reviewed.

1.7.3.15.4. Parent education classes or groups attended.

1.7.3.15.5. Support groups attended.

1.7.3.16. Family Resource Center Goal and outcome domains, including:

1.7.3.16.1. Community linkages and referrals.

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1.7.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.7.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

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

1.8. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.9. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.9.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.10. Background Checks

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

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

1.10.1.2. 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

1.10.1.3. 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.

1.11. Confidential Data

1.11.1. 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.

1.11.2. 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.

1.12. Privacy Impact Assessment

1.12.1. 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:

1.12.1.1. How PII is gathered and stored;

1.12.1.2. Who will have access to PII;

1.12.1.3. How PII will be used in the system;

1.12.1.4. How individual consent will be achieved and revoked;

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and

1.12.1.5. Privacy practices.

1.12.2. 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.

1.13. Department Owned Devices, Systems and Network Usage

1.13.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.13.1.1. 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;

1.13.1.2. 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;

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

1.13.1.4. 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;

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

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

1.13.1.6.1. Complete the Department's Annual

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Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.13.1.6.2. 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.

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

1.13.1.7. 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.

1.13.1.8. 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.

1.13.2. Workspace Requirement

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

1.14. Contract End-of-Life Transition Services

1.14.1. General Requirements

1.14.1.1. 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

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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.

1.14.1.2. 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 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.

1.14.1.3. 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.

1.14.1.4. 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.

1.14.1.5. 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.

1.14.1.6. 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

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retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.

1.14.2. Completion of Transition Services

1.14.2.1. 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.

1.14.2.2. 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.

1.14.3. Disagreement over Transition Services Results

1.14.3.1. 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.

1.15. Website and Social Media

1.15.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.15.2. 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

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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.

1.15.3. State of New Hampshire's Website Copyright

1.15.3.1. 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.

2. Exhibits Incorporated

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

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

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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

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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

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

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public

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

4. Records

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

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

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

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 DHHS.DPHS.Contract@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.
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.

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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.

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.

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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:	*Salem Family Resources/Success By 6*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	10.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$39,000	$40,170	$41,375
2. Fringe Benefits	$2,000	$2,200	$3,000
3. Consultants	$4,000	$4,500	$5,000
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	$2,500	$2,000	$1,000
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	$2,000	$1,740	$1,311
6. Travel	$1,200	$1,200	$1,000
7. Software	$1,000	$1,000	$900
8. (a) Other - Marketing/Communications	$2,186	$1,576	$850
8. (b) Other - Education and Training	$3,000	$2,000	$1,450
8. (c) Other - Other (specify below)	$0	$0	$0
Other - Occupancy/Facility Costs	$6,750	$7,250	$7,750
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	$63,636	$63,636	$63,636
Total Indirect Costs	$6,364	$6,364	$6,364
Subtotals	$70,000	$70,000	$70,000
			TOTAL $210,000

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New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

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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

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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

Docusign Envelope ID: 2DBEF092-079B-876D-831B-7CAF14B34CAE

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

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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Date 5/13/2026

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	Salem Family Resources
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	Signed by: Melissa LaRocque D2848E927E6143D...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Melissa LaRocque
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	Melissa LaRocque, Executive Director
Title of Authorized Representative	Title of Authorized Representative
5/19/2026	5/13/2026
Date	Date

Initial ML

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Date 5/13/2026

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State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that SALEM FAMILY RESOURCES/SUCCESS BY 6 is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on July 30, 2004. 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: **484007**

Certificate Number: **0007909597**



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 16th day of April A.D. 2026.

David M. Scanlan
Secretary of State

CERTIFICATE OF AUTHORITY

I, Kevin McKinnon, Board President 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 Salem Family Resources/Success by 6
(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 April 16th 2026, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Melissa LaRocque, Executive Director (may list more than one person)
(Name and Title of Contract Signatory)

is duly authorized on behalf of Salem Family Resources/Success by 6 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: 4/16/2026

Signature of Elected Officer
Name: Kevin McKinnon
Title: Board President

Docusign Envelope ID: 2DBEF092-079B-876D-831B-7CAF14B34CAE

SALEFAM-01 MFOYE

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 4/14/2026

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 Davis & Towle Morrill & Everett, Inc. 115 Airport Road Concord, NH 03301	CONTACT NAME: PHONE (A/C, No, Ext): (603) 225-6611 FAX (A/C, No): (603) 225-7935 E-MAIL ADDRESS:
	INSURER(S) AFFORDING COVERAGE — NAIC #
	INSURER A : Philadelphia Insurance Company — 23850
INSURED Salem Family Resources/Success by 6 24 School Street Salem, NH 03079	INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			PHPK2580973	7/25/2025	7/25/2026	EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR						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	$ 2,000,000
	X POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / 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 $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	N / A					E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$

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

CERTIFICATE HOLDER

State of NH Department of Health & Human Services
129 Pleasant Street
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

Michelle F Forge

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 05/26/2026

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

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATIONIS 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:	
PAYCHEX INSURANCE AGENCY INC/PAC 76250885 225 KENNETH DRIVE STE 110 ROCHESTER NY 14623	PHONE (A/C, No, Ext): (877) 266-6850	FAX (A/C, No):
	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	NAIC#
	INSURER A : Hartford Fire Insurance Company	19682
INSURED	INSURER B :	
SALEM FAMILY RESOURCES/SUCCESS BY 6 171 ZION HILL RD SALEM NH 03079-1521	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	
	CLAIMS-MADE / OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	
							MED EXP (Any one person)	
							PERSONAL & ADV INJURY	
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	
	POLICY / PRO-JECT / LOC						PRODUCTS - COMP/OP AGG	
	OTHER:							
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	
	ANY AUTO						BODILY INJURY (Per person)	
	ALL OWNED AUTOS / SCHEDULED AUTOS						BODILY INJURY (Per accident)	
	HIRED AUTOS / NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	
	UMBRELLA LIAB / OCCUR						EACH OCCURRENCE	
	EXCESS LIAB / CLAIMS-MADE						AGGREGATE	
	DED / RETENTION $							
A	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N/ A		76 WEG BF5G76	06/18/2025	06/18/2026	X PER STATUTE / OTH-ER	
							E.L. EACH ACCIDENT	$100,000
							E.L. DISEASE -EA EMPLOYEE	$100,000
							E.L. DISEASE - POLICY LIMIT	$500,000

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

Those usual to the Insured's Operations.

CERTIFICATE HOLDER

State of New Hampshire Department of
Health and Human Services
129 PLEASANT ST
CONCORD NH 03301-3857

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Susan L. Castaneda

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NONPROFIT COVER SHEET

A. Entity Name: Salem Family Resources

B. Entity's Contact Information: Melissa LaRocque/ P:603.458.8815/ melissa@salemfamilyresources.org

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

Name / Phone / Email: **Melissa LaRocque/ P:603.458.8815/ melissa@salemfamilyresources.org**

Person responsible for Accuracy and Completeness of information provided:
Name: Melissa LaRocque Title: Executive Director
Signature: Melissa LaRocque, Executive Director 4/16/26

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Kevin McKinnon (President)	Pentucket Bank
Marie Charabati (Vice President)	Pentucket Bank, Kiwanis Club
Donna Loranger (Treasurer)	Retired, Former Town Budget Council
Marissa LaRoche (Secretary)	Works in Human Resources
Darlene Daniele	Attorney, member of Salem Area Women's Club
Danielle Cooper	Coop Group Home Team/ Womens Business League chapter chair
Rachel Leone	Gold Lion Insurance Agency, Womens Business League chapter chair
Karen Estabrook	Retired Nurse Practitioner
Deborah Fauth	Retired, active in several community groups
Katelyn Shattuck	Medicus Healthcare Solutions
Elizabeth Hanes	Salem Parent Teachers Association

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
Melissa LaRocque	Executive Director	$82,000	$7,000
Barbara Foye	Director of Family Support Services- transitioning to Director of Marketing & Communications	$53,456	$3000

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Amy Stahl	Director of the Learning Cooperative	$55,500	$1000
TBD	Director of Child & Family Services	$52,000-$56,160	$28,000

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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

8609	Salem Council on Aging, Inc., Town of Salem	1 Sally Sweet Way	Salem	NH	03079	G	5/15/2026
16591	Salem Family Resources/Success by 6	24 School Street	Salem	NH	03079	G	11/15/2026

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FINANCIAL DISCLOSURES

G. Check one the following:

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

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

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

1. INCOME STATEMENT

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

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Salem Family Resources

Serving Salem area families since 1994

Salem Family Resources Mission Statement

The mission of Salem Family Resources is to promote the education, health and well being of Salem area children, particularly those whose families are lower income and at risk, by addressing the needs of the family as a whole.

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CHICKERING & COMPANY, CPAs, PLLC

61 NORTH STREET
Manchester, NH 03104
ADMIN@CHICKERINGCPA.COM
Phone: (603)621-9156 | Fax: (603)621-9156

November 04, 2024

Salem Family Resources Success By 6
24 School Street
Salem, NH 03079

Salem Family Resources Success By 6:

Enclosed is the 2023 federal return for a tax-exempt organization, prepared for Salem Family Resources Success By 6 from the information provided. The return will be e-filed with the IRS once we receive a signed Form 8879-TE, IRS e-file Signature Authorization for an Exempt Organization.

The federal return reflects neither a refund nor a balance due.

Thank you for the opportunity to be of service. For further assistance with the organization's tax return needs, contact our office at (603)621-9156.

Sincerely,

Jefferson Chickering
CHICKERING & COMPANY, CPAs, PLLC

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Form **990**

Return of Organization Exempt From Income Tax

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

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

Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

A For the 2023 calendar year, or tax year beginning 07-01 , 2023, and ending 06-30 , 2024

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

C Name of organization: SALEM FAMILY RESOURCES SUCCESS BY 6

Doing business as:

Number and street (or P.O. box if mail is not delivered to street address): 24 SCHOOL STREET

Room/suite:

City or town, state or province, country, and ZIP or foreign postal code: SALEM, NH 03079

D Employer identification number: 56-2478920

E Telephone number: (603)458-8815

G Gross receipts: $ 453,246

F Name and address of principal officer:

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

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

If "No," attach a list. See instructions

H(c) Group exemption number

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

J Website: WWW.SALEMFAMILYRESOURCES.ORG

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: 2006

M State of legal domicile: NH

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: SALEM FAMILY RESOURCES - SUCCESS BY 6 PROVIDES SUPPORT AND PROGRAMS TO FAMILIES IN THE GREATER SALEM NEW HAMPSHIRE AREA TO HELP THEM MEET THE PHYSICAL, SOCIAL, EMOTIONAL AND EDUCATIONAL NEEDS OF THEIR YOUNG CHILDREN.

2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	8
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	8
5	Total number of individuals employed in calendar year 2023 (Part V, line 2a)	5	11
6	Total number of volunteers (estimate if necessary)	6	100
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0

Revenue

		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	81,667	104,740
9	Program service revenue (Part VIII, line 2g)	166,182	176,569
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	4,156	7,737
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	87,821	159,150
12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	339,826	448,196

Expenses

13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)		0
14	Benefits paid to or for members (Part IX, column (A), line 4)		0
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	267,727	335,666
16a	Professional fundraising fees (Part IX, column (A), line 11e)		0
b	Total fundraising expenses (Part IX, column (D), line 25) 10,200		
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	72,960	112,790
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	340,687	448,456
19	Revenue less expenses. Subtract line 18 from line 12	(861)	(260)

Net Assets or Fund Balances

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	295,987	298,447
21	Total liabilities (Part X, line 26)	578	3,299
22	Net assets or fund balances. Subtract line 21 from line 20	295,409	295,148

Part II Signature Block

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

Sign Here

DONNA LORANGER
Signature of officer — Date

DONNA LORANGER, TREASURER
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
JEFFERSON CHICKERING	JEFFERSON CHICKERING	11-04-2024		P00552201

Firm's name: CHICKERING & COMPANY, CPAs, PLLC — Firm's EIN:

Firm's address: 61 NORTH STREET, Manchester NH 03104 — Phone no. 603-621-9156

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

For Paperwork Reduction Act Notice, see the separate instructions. Form **990** (2023)

EEA

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Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission:

SALEM FAMILY RESOURCES - SUCCESS BY 6 PROVIDES SUPPORT AND PROGRAMS TO FAMILIES IN THE GREATER SALEM NEW HAMPSHIRE AREA TO HELP THEM MEET THE PHYSICAL, SOCIAL, EMOTIONAL AND EDUCATIONAL NEEDS OF THEIR YOUNG CHILDREN.

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

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

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

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

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

4a (Code:) (Expenses $ **372,348** including grants of $) (Revenue $ **196,938**)

TO IMPROVE ACCESS TO SERVICES AND INFORMATION AND TO PROVIDE A UNITED VOICE FOR CHILDREN ESPECIALLY THROUGH COMMUNITY EDUCATION, PARENTING GROUPS AND PLAY GROUPS.

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

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

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

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

4e Total program service expenses **372,348**

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Part IV Checklist of Required Schedules

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

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Part IV Checklist of Required Schedules *(continued)*

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

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	**1a**	**6**		
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	**1b**	**0**		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		**1c**	X	

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

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

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

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

Section A. Governing Body and Management

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

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

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

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed **New Hampshire**

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☒ Upon request ☐ Other *(explain on Schedule O)*

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

DAVID VOEGELE (603)458-8815, 24 SCHOOL STREET, SALEM, NH 03079

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

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

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

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

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

See instructions for the order in which to list the persons above.

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) DAVID VOEGELE EXECUTIVE DIRECTOR	34.00				X			68,185	0	0
(2) MARIE CHARABATI BOARD MEMBER	1.00	X						0	0	0
(3) ELIZABETH HAYES BOARD MEMBER	1.00	X						0	0	0
(4) DAVID BREAULT BOARD MEMBER	1.00	X						0	0	0
(5) MELISSA LAROUCHE BOARD MEMBER	1.00	X						0	0	0
(6) BONNIE WRIGHT SECRETARY	1.00	X		X				0	0	0
(7) KEVIN MCKINNON VICE PRESIDENT	1.00	X		X				0	0	0
(8) DEBORAH FAUTH PRESIDENT	5.00	X		X				0	0	0
(9) DONNA LORANGER TREASURER	5.00	X		X				0	0	0
(10)										
(11)										
(12)										
(13)										
(14)										

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15)										
(16)										
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b **Subtotal**										
c **Total from continuation sheets to Part VII, Section A**										
d **Total (add lines 1b and 1c)**								**68,185**	**0**	**0**

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

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

Section B. Independent Contractors

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

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

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

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Part VIII Statement of Revenue

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

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512–514
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a	70				
	b Membership dues	1b					
	c Fundraising events	1c	6,792				
	d Related organizations	1d					
	e Government grants (contributions)	1e	29,026				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	68,852				
	g Noncash contributions included in lines 1a-1f	1g	$				
	h **Total.** Add lines 1a-1f			104,740			
Program Service Revenue		Business Code					
	2a **SFR PROGRAMMING**	624410		196,938	196,938		
	b **CNIDY JURY AWARDS**	624410		(20,369)	(20,369)		
	c						
	d						
	e						
	f All other program service revenue						
	g **Total.** Add lines 2a-2f			176,569			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			7,737			7,737
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
		(i) Real	(ii) Personal				
	6a Gross rents 6a						
	b Less: rental expenses 6b						
	c Rental income or (loss) 6c						
	d Net rental income or (loss)						
		(i) Securities	(ii) Other				
	7a Gross amount from sales of assets other than inventory 7a						
	b Less: cost or other basis and sales expenses 7b						
	c Gain or (loss) 7c						
	d Net gain or (loss)						
	8a Gross income from fundraising events (not including $ 6,792 of contributions reported on line 1c). See Part IV, line 18	8a					
	b Less: direct expenses	8b					
	c Net income or (loss) from fundraising events						
	9a Gross income from gaming activities. See Part IV, line 19	9a	150,568				
	b Less: direct expenses	9b	5,050				
	c Net income or (loss) from gaming activities			145,518	145,518		
	10a Gross sales of inventory, less returns and allowances	10a					
	b Less: cost of goods sold	10b					
	c Net income or (loss) from sales of inventory						
Miscellaneous Revenue		Business Code					
	11a **EMPLOYEE RETENTION CRED**	900099		13,632			13,632
	b						
	c						
	d All other revenue						
	e **Total.** Add lines 11a-11d			13,632			
	12 **Total revenue.** See instructions			448,196	322,087	0	21,369

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Part IX Statement of Functional Expenses

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

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

	Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2	Grants and other assistance to domestic individuals. See Part IV, line 22				
3	Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	68,185	51,139	8,523	8,523
6	Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	243,045	243,045		
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9	Other employee benefits				
10	Payroll taxes	24,436	23,098	669	669
11	Fees for services (nonemployees):				
a	Management				
b	Legal				
c	Accounting	14,853		14,853	
d	Lobbying				
e	Professional fundraising services. See Part IV, line 17				
f	Investment management fees				
g	Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	12,710	7,812	4,898	
12	Advertising and promotion	3,258	945	2,202	111
13	Office expenses	16,170	5,101	11,069	
14	Information technology	1,830		1,830	
15	Royalties				
16	Occupancy	32,770	18,800	13,970	
17	Travel				
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings				
20	Interest				
21	Payments to affiliates				
22	Depreciation, depletion, and amortization				
23	Insurance	6,248		6,248	
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a	**PROGRAM SERVICE EXPENSES**	12,202	12,202		
b	**BANK CHARGES/MERCHANT FEES**	3,712	3,635	77	
c	**DUES, LIC, MTGS, CONFERENCES**	7,862	6,412	553	897
d	**UTILITIES/POSTAGE/MISC**	1,175	159	1,016	
e	All other expenses				
25	**Total functional expenses.** Add lines 1 through 24e	448,456	372,348	65,908	10,200
26	**Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

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Part X Balance Sheet

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

			(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing		1	
	2	Savings and temporary cash investments	294,623	2	248,304
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net	1,364	4	47,882
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges		9	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D — 10a			
	b	Less: accumulated depreciation — 10b		10c	
	11	Investments - publicly traded securities		11	
	12	Investments - other securities. See Part IV, line 11		12	
	13	Investments - program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11		15	2,261
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)	295,987	16	298,447
Liabilities	17	Accounts payable and accrued expenses	578	17	3,299
	18	Grants payable		18	
	19	Deferred revenue		19	
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26	**Total liabilities.** Add lines 17 through 25	578	26	3,299
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here ☐ and complete lines 27, 28, 32, and 33.**			
	27	Net assets without donor restrictions		27	
	28	Net assets with donor restrictions		28	
		Organizations that do not follow FASB ASC 958, check here ☒ and complete lines 29 through 33.			
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds	295,409	31	295,148
	32	Total net assets or fund balances	295,409	32	295,148
	33	Total liabilities and net assets/fund balances	295,987	33	298,447

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Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	448,196
2	Total expenses (must equal Part IX, column (A), line 25)	2	448,456
3	Revenue less expenses. Subtract line 2 from line 1	3	(260)
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	295,409
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	(1)
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	295,148

Part XII Financial Statements and Reporting

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

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

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SCHEDULE A (Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization	Employer identification number
SALEM FAMILY RESOURCES SUCCESS BY 6	56-2478920

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)

6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____

10 ☒ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)

11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**

12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**

b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**

c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**

d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**

e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations . . . . . .

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document? Yes	(iv) No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

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Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 **Public support.** Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 **Total support.** Add lines 7 through 10						

12 Gross receipts from related activities, etc. (see instructions) **12**

13 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** . . . . . ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f), divided by line 11, column (f)) . . . . . **14** %

15 Public support percentage from 2022 Schedule A, Part II, line 14 . . . . . **15** %

16a **33 1/3% support test - 2023.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ☐

b **33 1/3% support test - 2022.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ☐

17a **10%-facts-and-circumstances test - 2023.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization . . . . . ☐

b **10%-facts-and-circumstances test - 2022.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization . . . . . ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . . ☐

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Part III **Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	37,611	231,142	12,607	81,667	104,740	467,767
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	115,005	72,762	177,060	166,182	176,569	707,578
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5	152,616	303,904	189,667	247,849	281,309	1,175,345
7a Amounts included on lines 1, 2, and 3 received from disqualified persons . .						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						1,175,345

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6	152,616	303,904	189,667	247,849	281,309	1,175,345
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .	99	121	187	4,156	7,737	12,300
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b	99	121	187	4,156	7,737	12,300
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	55,791	30,129	114,433	87,821	159,150	447,324
13 **Total support.** (Add lines 9, 10c, 11, and 12.)	208,506	334,154	304,287	339,826	448,196	1,634,969

14 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** . . . . . ☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f))	15	71.89 %
16	Public support percentage from 2022 Schedule A, Part III, line 15	16	58.32 %

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2023** (line 10c, column (f), divided by line 13, column (f)) . . .	17	1.00 %
18	Investment income percentage from **2022** Schedule A, Part III, line 17	18	1.00 %

19a **33 1/3% support tests - 2023.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☒

b **33 1/3% support tests - 2022.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions . . ☐

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Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

			Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in **Part VI** how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*	**1**		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	**2**		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	**3a**		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in **Part VI** when and how the organization made the determination.*	**3b**		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use.*	**3c**		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes," and if you checked 12a or 12b in Part I, answer lines 4b and 4c below.*	**4a**		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*	**4b**		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in **Part VI** what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*	**4c**		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in **Part VI**, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	**5a**		
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	**5b**		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	**5c**		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in **Part VI.***	**6**		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990).*	**7**		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	**8**		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in **Part VI**.*	**9a**		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in **Part VI**.*	**9b**		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in **Part VI**.*	**9c**		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*	**10a**		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)*	**10b**		

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Part IV Supporting Organizations *(continued)*

			Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?			
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	**11a**		
b	A family member of a person described on line 11a above?	**11b**		
c	A 35% controlled entity of a person described on 11a or 11b above? *If "Yes" to line 11a, 11b, or 11c, provide detail in* ***Part VI.***	**11c**		

Section B. Type I Supporting Organizations

			Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? *If "No," describe in* ***Part VI*** *how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	**1**		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in* ***Part VI*** *how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.*	**2**		

Section C. Type II Supporting Organizations

			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in* ***Part VI*** *how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).*	**1**		

Section D. All Type III Supporting Organizations

			Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	**1**		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? *If "No," explain in* ***Part VI*** *how the organization maintained a close and continuous working relationship with the supported organization(s).*	**2**		
3	By reason of the relationship described in line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in* ***Part VI*** *the role the organization's supported organizations played in this regard.*	**3**		

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the year* ***(see instructions)****.*

a ☐ The organization satisfied the Activities Test. *Complete* ***line 2*** *below.*

b ☐ The organization is the parent of each of its supported organizations. *Complete* ***line 3*** *below.*

c ☐ The organization supported a governmental entity. *Describe in* ***Part VI*** *how you supported a government entity (see instructions).*

			Yes	No
2	Activities Test. ***Answer lines 2a and 2b below.***			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* ***Part VI identify those supported organizations and explain*** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	**2a**		
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* ***Part VI*** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	**2b**		
3	Parent of Supported Organizations. ***Answer lines 3a and 3b below.***			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No," provide details in* ***Part VI.***	**3a**		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in* ***Part VI*** *the role played by the organization in this regard.*	**3b**		

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Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 *(explain in **Part VI**).* **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income			(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	**1**		
2	Recoveries of prior-year distributions	**2**		
3	Other gross income (see instructions)	**3**		
4	Add lines 1 through 3.	**4**		
5	Depreciation and depletion	**5**		
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	**6**		
7	Other expenses (see instructions)	**7**		
8	**Adjusted Net Income** (subtract lines 5, 6, and 7 from line 4)	**8**		

Section B - Minimum Asset Amount			(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a	Average monthly value of securities	**1a**		
b	Average monthly cash balances	**1b**		
c	Fair market value of other non-exempt-use assets	**1c**		
d	**Total** (add lines 1a, 1b, and 1c)	**1d**		
e	**Discount** claimed for blockage or other factors *(explain in detail in **Part VI**)*:			
2	Acquisition indebtedness applicable to non-exempt-use assets	**2**		
3	Subtract line 2 from line 1d.	**3**		
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	**4**		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	**5**		
6	Multiply line 5 by 0.035.	**6**		
7	Recoveries of prior-year distributions	**7**		
8	**Minimum Asset Amount** (add line 7 to line 6)	**8**		

Section C - Distributable Amount				Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	**1**		
2	Enter 0.85 of line 1.	**2**		
3	Minimum asset amount for prior year (from Section B, line 8, column A)	**3**		
4	Enter greater of line 2 or line 3.	**4**		
5	Income tax imposed in prior year	**5**		
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	**6**		

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

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Part V **Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** *(continued)*

Section D - Distributions			**Current Year**
1	Amounts paid to supported organizations to accomplish exempt purposes	**1**	
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	**2**	
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	**3**	
4	Amounts paid to acquire exempt-use assets	**4**	
5	Qualified set-aside amounts (prior IRS approval required) - *provide details in* ***Part VI*** *)*	**5**	
6	Other distributions *(describe in* ***Part VI****).* See instructions.	**6**	
7	**Total annual distributions.** Add lines 1 through 6.	**7**	
8	Distributions to attentive supported organizations to which the organization is responsive *(provide details in* ***Part VI****).* See instructions.	**8**	
9	Distributable amount for 2023 from Section C, line 6	**9**	
10	Line 8 amount divided by line 9 amount	**10**	

Section E - Distribution Allocations (see instructions)		**(i) Excess Distributions**	**(ii) Underdistributions Pre-2023**	**(iii) Distributable Amount for 2023**
1	Distributable amount for 2023 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2023 (reasonable cause required - *explain in* ***Part VI****).* See instructions.			
3	Excess distributions carryover, if any, to 2023			
a	From 2018			
b	From 2019			
c	From 2020			
d	From 2021			
e	From 2022			
f	**Total** of lines 3a through 3e			
g	Applied to underdistributions of prior years			
h	Applied to 2023 distributable amount			
i	Carryover from 2018 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4	Distributions for 2023 from Section D, line 7: $			
a	Applied to underdistributions of prior years			
b	Applied to 2023 distributable amount			
c	Remainder. Subtract lines 4a and 4b from line 4.			
5	Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* ***Part VI****.* See instructions.			
6	Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* ***Part VI****.* See instructions.			
7	**Excess distributions carryover to 2024**. Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2019			
b	Excess from 2020			
c	Excess from 2021			
d	Excess from 2022			
e	Excess from 2023			

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Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

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Schedule B
(Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or Form 990-PF.
Go to *www.irs.gov/Form990* for the latest information.

OMB No. 1545-0047

2023

Name of the organization
SALEM FAMILY RESOURCES SUCCESS BY 6

Employer identification number
56-2478920

Organization type (check one):

Filers of:	**Section:**
Form 990 or 990-EZ	☒ 501(c)(**3**) (enter number) organization
	☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	☐ 527 political organization
Form 990-PF	☐ 501(c)(3) exempt private foundation
	☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation
	☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule.**

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** $5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling $5,000 or more during the year . . . . . $ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

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Name of organization
SALEM FAMILY RESOURCES SUCCESS BY 6

Employer identification number
56-2478920

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	STATE OF NEW HAMPSHIRE DHHS 29 HAZEN DRIVE CONCORD NH 03301	$ 29,026	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
2	STATE OF NH CHILDREN'S TRUST 10 FERRY ST, NO 308 CONCORD NH 03301	$ 50,577	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
3	NEW HAMPSHIRE CHARITABLE FOUNDATION 37 PLEASANT STREET CONCORD NH 03301	$ 10,000	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)

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SCHEDULE D (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

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

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization
SALEM FAMILY RESOURCES SUCCESS BY 6

Employer identification number
56-2478920

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements

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

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (for example, recreation or education)
☐ Preservation of a historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

			Held at the End of the Tax Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included on line 2a	2c	
d	Number of conservation easements included on line 2c, acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year _____

4 Number of states where property subject to conservation easement is located _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year _____

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 $ _____

(ii) Assets included in Form 990, Part X $ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 $ _____

b Assets included in Form 990, Part X $

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

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

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

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

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

Part IV Escrow and Custodial Arrangements

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

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

b If "Yes," explain the arrangement in Part XIII and complete the following table.

		Amount
c Beginning balance	**1c**	
d Additions during the year	**1d**	
e Distributions during the year	**1e**	
f Ending balance	**1f**	

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

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII . . . ☐

Part V Endowment Funds

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

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

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

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

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

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

		Yes	No
(i) Unrelated organizations?	**3a(i)**		
(ii) Related organizations?	**3a(ii)**		
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	**3b**		

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

Part VI Land, Buildings, and Equipment

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment				
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, line 10c, column (B)*				

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Part VII Investments - Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. *(Column (b) must equal Form 990, Part X, line 12, col.(B))*		

Part VIII Investments - Program Related

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. *(Column (b) must equal Form 990, Part X, line 13, col. (B))*		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) SECURITY DEPOSITS	2,230
(2) EMPLOYEE ADVANCES	31
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 15 col. (B))*	2,261

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 25 col. (B))*	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☐

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Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

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

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

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

Part XIII Supplemental Information

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

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SCHEDULE G (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities

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

Attach to Form 990 or Form 990-EZ.

Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization

SALEM FAMILY RESOURCES SUCCESS BY 6

Employer identification number

56-2478920

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

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

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

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

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

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

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

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

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

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

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1 Gross revenue			150,568	150,568
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs			5,000	5,000
	5 Other direct expenses			50	50
	6 Volunteer labor	☐ Yes ____ % ☐ No	☐ Yes ____ % ☐ No	☐ Yes ____ % ☒ No	
	7 Direct expense summary. Add lines 2 through 5 in column (d)				5,050
	8 Net gaming income summary. Subtract line 7 from line 1, column (d)				145,518

9 Enter the state(s) in which the organization conducts gaming activities: **NH**

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

b If "No," explain:

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

b If "Yes," explain:

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11 Does the organization conduct gaming activities with nonmembers? . . . . . [X] Yes [ ] No

12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? . . . . . [ ] Yes [X] No

13 Indicate the percentage of gaming activity conducted in:

a	The organization's facility	**13a**	%
b	An outside facility	**13b**	**100.000** %

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name **TOMMY LECESSE C/O CHASERS POKER**

Address **7 VETERANS MEMORIAL PARKWAY SALEM NH 03079**

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? . . . . . [X] Yes [ ] No

b If "Yes," enter the amount of gaming revenue received by the organization $ **150,568** and the amount of gaming revenue retained by the third party $ **307,348**

c If "Yes," enter name and address of the third party:

Name **LISA WITHROW C/O CHASERS POKER**

Address **7 VETERANS MEMORIAL PARKWAY SALEM NH 03079**

16 Gaming manager information:

Name **LISA WITHROW C/O CHASERS POKER**

Gaming manager compensation $ _____

Description of services provided **SUPERVISOR**

[ ] Director/officer [ ] Employee [ ] Independent contractor

17 Mandatory distributions:

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? . . . . . [ ] Yes [X] No

b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year . . . . . $

Part IV **Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

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SCHEDULE O (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

Attach to Form 990 or Form 990-EZ.

Go to *www.irs.gov/Form990* for the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization

SALEM FAMILY RESOURCES SUCCESS BY 6

Employer identification number

56-2478920

01. Form 990 governing body review (Part VI, line 11)

THE ORGANIZATION'S BOARD OF DIRECTORS APROVES THE FORM 990 PRIOR TO FILING.

02. Conflict of interest policy compliance (Part VI, line 12c)

EACH MEMBER OF THE BOARD OF DIRECTORS REVIEWS THE CONFLICT OF INTEREST POLICY ANNUALLY AND SIGNS A DOCUMENT SAYING THEY ARE IN COMPLIANCE.

03. Governing documents, etc, available to public (Part VI, line 19)

THE ORGANIZATIONS GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICIES AND FINANCIAL STATEMENTS ARE AVAILABLE TO THE PUBLIC UPON REQUEST.

04. Explanation of other changes in net assets or fund balances (Part XI, line 9)

ROUNDING.

05. List of other fees for services expenses (Part IX, line 11g)

CONSISTS OF CONTRACTED SERVICES, BACKGROUND CHECKS AND PAYROLL SERVICES.

06. Part XI, response or note to any line in Part XI

ROUNDING

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990	**Overflow Statement** (This page is not filed with the return. It is for your records only.)	2023 Page 1

Name(s) as shown on return: SALEM FAMILY RESOURCES SUCCESS BY 6

FEIN: 56-2478920

OTHER FEES

Description	Amount
PROGRAM CONTRACTED SERVICES	$ 7,774
BACKGROUND CHECKS	38
Total:	**$ 7,812**

OTHER FEES

Description	Amount
PROGRAM	$ 3,000
PAYROLL FEES	1,868
BACKGROUND CHECKS	30
Total:	**$ 4,898**

GAMING OTHER EXPENSES

Description	Amount
STATE OF NH LICENSE	$ 50
Total:	**$ 50**

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Melissa LaRocque, MSCJ
[redacted]

CORE COMPETENCIES

Program Improvement	Proactive & Effective	Results/Goal Driven
Training Development	Relationship Building	Growth Initiatives
Board of Director	Strategic Planning	Effective Leadership
Data collection & analysis	Mentoring Relationships	Culture of Openness
Trauma Informed	TBRI Practitioner	

PROFESSIONAL EXPERIENCE

EXECUTIVE DIRECTOR- SALEM FAMILY RESOURCES **01/2025-PRESENT**

Director of Program Services – Future in Sight **03/2024-2025**
Concord, NH

- **Oversees** daily operations of all services in the state of NH for the Blind and Visually impaired- this includes adult services, youth services, specialty programs, and volunteer services.
- Works under the CFO and President and CEO supporting leadership initiatives, policy development, contractual relationships and supporting all staff and program service delivery.

Director of Operations & Quality Improvement Specialist & Program Director
| Dover Children's Home | Dover NH **05/16 – 03/2024**

Director of Operations

- **Administered** the day-to-day operations of Dover Children's Home of adolescents providing leadership and direction in the treatment services of youth, working with stakeholders and state agencies assessing and collaborating the needs for youth in care.
- **Maintained** a positive work environment by providing a culture of openness, collaboration and cooperation for the adolescents to deliver structure and program commitments resulting in excellence.
- **Managed** the hiring and staffing of the residential program 24/7, including staff training, personnel files management, and all regulatory compliance for state and 'CARF' accreditation. Continues to support ongoing accreditation, licensing and state certifications for the operation of the program to ensure compliancy.
- **Implementation –** as a 'TBRI' practitioner has implemented an evidence-based curriculum into the agency and other provider agencies around the state of NH

Quality Improvement Specialist

- **Created** and implemented numerous standard operating procedures and policies to support 'CARF accreditation' that remains ongoing. Created work groups amongst the Administration for initial and ongoing CARF expectations. Achieved a 3-year CARF accreditation with no recommendations in June 2021 for the organization.
- **Networked** and collaborated with other agencies to enhance the knowledge and understanding of CARF standards and their application to the DCH residential group home. Attended a national CARF training to support the understanding of the performance improvement plan required to be submitted annually by the agency.
- **Implemented numerous new trainings** for the agency and created training materials in areas of health & safety, financial policies, various clinical subjects, new hire orientation training amongst other topics

- **Collaborated** with the Executive Director and the Board of Director members in defining the strategic plan and priorities of the organization by supporting the engagement of all parties involved.

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Program Supervisor | The Key Program, Inc | Methuen, MA **03/08 - 05/16**

- **Promoted** from Residential Counselor through the tiers of positions to Program Supervisor to oversee the day-to-day operations of the residential group home accessing and screening the intakes brought in.
- **Assisted** troubled youths and their families with the development of positive life skills and experiences to teach them how to pursue productive and rewarding lives.
- **Recruited** staff with the knowledge and hands-on experience needed for an intensive supervision and training environment in a 24/7 program.
- **Participated** heavily in crisis support and on call support for mental health screenings and acute crisis needs of youth to help them feel they were safe.

Child Protective Service Worker/ NH Division for Children, Youth & Families/ Nashua, NH **2010-2013**

- **Supported** and protected children in the NH State Child Protection System with a strong voice proactively and effectively to ensure their safety, as well as protecting their rights, which changed the course of their lives in many cases.
- **Strategized** with families ways to problem solve, create safety plans for their families, and access social service resources to help strengthen their home and parenting skills.

EDUCATION & HONORS

Roger Williams University | Bristol, RI May 2010 | 3.98 GPA

Master's in Criminal Justice - course work focused on juvenile delinquency and family violence issues. Research methods and statistical analysis required competency exams passed.

University of New Hampshire | Durham, NH May 2008 | 3.8 GPA

Bachelor's in Arts of Sociology - relevant coursework in the sociology of gender & sexual violence against women

Attendee to Inaugural Conference of President Obama from academic invite on political issues during graduate school.

OTHER QUALIFICATIONS OF INTEREST

Worked 3 years in NH State's Child Welfare System
10+ years as Program Director | 10+ years in Residential Group Homes
MANDT Certified Trainer (de-escalation and restraint)
First Aid / CPR Certified Trainer
TBRI practitioner
Board of Director member for 'Brigid's House of Hope'

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Barbara D. Foye

[redacted]

Profile:

Conscientious, disciplined, dependable and thorough professional with extensive technical experience. Superior ability to work with diverse populations and discern their needs. Quick start. Communicates information precisely to co-workers and clients. Able to take on multiple projects and set priorities appropriately to complete them all in a timely manner.

Computer Skills:

- Word/Excel/PowerPoint
- Google Suite
- Active Campaign/Auctria
- Adobe Creative Suite
- Adobe InDesign
- Adobe Illustrator
- Adobe Photoshop
- Social Media/Canva
- MarketSharp

Experience:

Contractor, Run For The Troops, Andover, MA, 2023 to Present
- Designing marketing publications for yearly fundraising booklet, and flyers as needed to support marketing efforts

Contractor, Challenge Unlimited at Ironstone Farm, Andover, MA, 2023
- Designing marketing flyers and posters

Administrative Assistant to the Executive Director, Homeland Heroes Foundation, Salem, NH, 2017 - 2023
- Responsible for setting up and updating organizational spreadsheets, create and track invoices; recording and publishing meeting notes; general record-keeping; maintaining donor information in Auctria; manage Active Campaign database information including donors and sponsors
- Scheduling meetings and events and tracking hours for volunteer activities
- Organizing fundraising - location set-up/breakdown, creating sponsorship and thank-you communications
- Designing marketing publications including yearly fundraising gala booklet; PowerPoint presentations for events; brochures, posters and flyers as needed to support marketing efforts
- Meeting and greeting donors at fundraising functions
- Participating in and interacting with the Executive Director and Board of Directors at strategic planning workshops

Graphic Designer / Marketing Manager, Cyr Lumber & Home Center, Windham, NH, 2006 - 2009
- Developed communications media: newsletters, brochures, billboards, press releases and advertisements
- Managed trade show execution
- Targeted businesses, homeowners and contractors to increase revenue
- Provided product marketing, sales support, competitive and market analysis

Advertising Designer, The Salem Observer, Salem, NH, 2001 - 2005
- Created and designed ads for the weekly paper including inserts and supplements
- Collaborated with clients to design, layout and produce advertisements
- Computerized/reorganized the production department.

Education:

- Simmons College, Boston, MA, **M.A.T. Elementary Education**, 1997
- The Art Institute of Boston, Boston, MA, **B.F.A. Graphic Design**, 1994

Continuing Education:

Udemy Online Courses, 2020 - Present
- Courses include: PowerPoint, QuickBooks, Adobe Creative Suite and Fine Arts

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Amy C. Stahl



EXPERIENCE

Salem Family Resources - Director of Early Childhood Program

January 2021 - present

Provide leadership and operational oversight for a private early childhood program serving families with preschool and child care..
Supervise and support a diverse instructional team, including lead preschool teachers, associate and assistant teachers, substitute teachers, volunteers, and enrichment instructors; implement ongoing coaching, professional development, and performance evaluation.
Foster strong, collaborative relationships with families through clear communication, regular progress updates, and responsive support; guide families in navigating financial assistance options and program resources.
Ensure full compliance with state licensing regulations and maintain effective working relationships with New Hampshire DHHS Child Care Licensing, DCYF, and related quality initiatives.
Partner with the local public school district to coordinate services, support successful transitions, and strengthen alignment across early learning environments.
Promote a high-quality, inclusive program culture focused on developmentally appropriate practice, safety, and positive child outcomes.

Salem Family Resources - Preschool Lead Teacher

August 2017 - 2025

Supervise children in daily routines; Plan and implement developmentally appropriate and individualized curriculum; Assist with administrative aspects of classroom and program organization; Maintain positive parent communication regarding child care and progress; Participate in professional development workshops, in-service programs, and staff meetings.

JCC of Greater Boston — *Early Parenting Specialist*

2014-2017

Created curriculum and facilitated classes attended by parents and their babies to support and educate families through the infant and toddler years.

Isis Parenting — *Child Development Instructor*

2012-2014

Facilitated a range of classes and workshops to support community and developmental education for families to help guide them through the infant and toddler years.

Certifications

NH Child Care Licensed Director
Lead Teacher

Commonwealth of Massachusetts Office of Child Care Services: Preschool/Toddler/Infant Teacher

Commonwealth of Massachusetts: Elementary Education Certificate

State of Iowa: Provisional Certification, K-6 Elementary Education and K-6 Reading (expired)

Related Experience

Co-director of The Family Connection of Greater Lowell, a non-profit, parent-run playgroup designed to support families, 2010-2015

Nanny for twin babies, including sleep and feeding routines and methods, 2012-2013

SPED Teaching Assistant and MCAS Tutor in Arlington, MA school district, 1999-2000

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Children's Center of Brookline - *Preschool Lead Teacher*

2000-2006

Supervised daily routines, created and implemented age-appropriate curriculum, assessed and wrote student progress reports for children 2.9-5 years; Participated in parent-teacher conferences, faculty meetings, in-service programs, and professional development workshops.

EDUCATION

Manchester Community College, Manchester, NH

May 2021-July 2021

Childcare Administration & Management Course - 3 Credits

The University of Iowa, Iowa City, IA — *B.A. Degree*

September 1995 - May 1999

Major: Elementary Education with Reading Specialization (Dean's List)

Travel Abroad with Missouri London Program, 1998

FORM NUMBER P-37 (version 2/23/2023)

Subject: Family Resource Center Services and Kinship Navigation Program Services - RFA-2027-DPH-04-FRCSK-09

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 The Family Resource Center at Gorham		1.4 Contractor Address 164 Main Street Berlin, NH 03570	
1.5 Contractor Phone Number 603-466-5190	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $783,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Gabrielle Flanders 89C117DF4D6B4B0... Date: 5/15/2026		1.12 Name and Title of Contractor Signatory Gabrielle Flanders Executive Director	
1.13 State Agency Signature DocuSigned by: Iain Watt D778BB63F9704C7... Date: 5/19/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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 74873484494f460... On: 5/21/2026			
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials GF
Date 5/15/2026

Docusign Envelope ID: 9982076A-83E6-889D-8076-B9575331790B

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.

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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.

Contractor Initials GF
Date 5/15/2026

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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 on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, and kinship caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure all services are provided in the following DHHS District Office Catchment Areas: Berlin District Office and Littleton District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must maintain certification as a Family Resource Center of Quality (FRC-Q) throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

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1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.3.3.3. Kinship Navigation Program.

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Component B: Kinship Navigation Program**

1.6.1. The Contractor must provide Kinship Navigation Program services and ensure a minimum of one (1) Kinship Navigation position is in place within its designated catchment areas, coordinated with the Comprehensive Family Support (CFS) program to ensure:

1.6.1.1. That the program is responsive to the needs of families impacted by kinship caregiving arrangements, including but not limited to the following:

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1.6.1.1.1. Services are provided to kinship caregivers who are caring for children through formal or informal placements;

1.6.1.1.2. Kinship families requiring a higher tier of case management services and eligible for Preventative Child Care assistance are dually enrolled or transitioned into the CFS program; and

1.6.1.1.3. Navigators connect with kinship caregivers in person or via virtual platforms (e.g., video or live chat) for purposes including, but not limited to:

1.6.1.1.3.1. Assessing kinship caregiver needs.

1.6.1.1.3.2. Providing outreach, engagement, community support services, and referrals.

1.6.1.1.3.3. Utilizing or creating peer support groups for kinship caregivers.

1.6.1.2. The Contractor must work with the Department's Kinship Navigation Program Manager to implement the evidence-based Kinship Navigation Program on the Title IV-E clearinghouse, called the Washington Case Management Model (CMM). This includes, but is not limited to:

1.6.1.2.1. Completion of the Department-identified Kinship Caregiver Needs and Health Assessment at intake or initial enrollment.

1.6.1.2.2. Collaborative goal setting with the kinship family.

1.6.1.2.3. Completion of the Department-identified child needs and strengths questionnaire and referral to community-based services for areas of concern.

1.6.1.2.4. Completion of a follow-up needs assessment at three (3) months.

1.6.1.2.5. Completion of a full needs assessment at six (6) months.

1.6.1.2.6. Completion of a satisfaction survey at six (6) months, or at discharge, whichever occurs first.

1.6.1.2.7. Entry of encounter data into the Department's Family and Community Health Data System (FCH-DS) to document all services, assessments, caregiver education, peer support, and concrete

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needs provided to the kinship family which must include:

1.6.1.2.7.1. The Contractor must provide the Department with a list of staff (End Users, as defined in Exhibit D) who will be responsible for entering encounter data into the FCH-DS.

1.6.1.2.7.2. The Contractor must notify the Department immediately, and no more than 24 hours of staff changes, to ensure access to the FCH-DS is removed in a timely manner.

1.6.1.2.8. Completion of a Department identified fidelity tool to ensure consistent statewide delivery of the program across all service locations; and

1.6.1.2.9. Completion of all Kinship Navigation Core Training, as determined by the Department, within the first six (6) months of the effective date of the contract, including, but not limited to:

1.6.1.2.9.1. Kinship Navigation Program onboarding;

1.6.1.2.9.2. Family Health and Needs Assessment;

1.6.1.2.9.3. Trauma and resiliency.

1.6.1.2.9.4. Motivational Interviewing; and

1.6.1.2.9.5. Everyday Parenting.

1.6.1.2.9.6. Certification in Grandfamilies Leadership.

1.6.1.3. The Contractor must ensure that all Kinship Navigators meet the established training standards. The Contractor is responsible for allocating sufficient resources and securing Grandfamilies Leadership certification for any Kinship Navigators who do not currently hold this credential to ensure alignment with national best practices and to uphold program fidelity.

1.6.1.4. The Contractor must coordinate referrals and resources with kinship positions within its designated catchment areas, as assigned by the Department. The Contractor must ensure:

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1.6.1.4.1. Any additional kinship positions assigned as subcontracts must be located in FRC-Qs and FRCs actively working toward FRC-Q designation.

1.6.1.5. Upon request by the Department, the Contractor must work with the Department to create/promote social media for the Department to post.

1.6.1.6. The Contractor must utilize strategies to increase the presence of the Kinship Navigation Program in the community, including but not limited to:

1.6.1.6.1. Distributing the Department's Kinship Navigation Program branded flyers and brochures. Kinship Navigation Program flyers and marketing will be approved by the Department.

1.6.1.6.2. Representing the Kinship Navigation Program at community events.

1.6.1.7. The Contractor must ensure that Kinship Navigators collaborate with the Department on program implementation, data collection, fidelity monitoring, documentation, and quality improvement activities. This includes, but is not limited to:

1.6.1.7.1. Participation in a Kinship Navigation Program Community of Practice.

1.6.1.7.2. Data collection and program evaluation activities.

1.6.1.7.3. Coordination with the State of Washington to implement the case management model.

1.6.1.8. The Contractor must maintain onboarding and training processes as requested by the Department and must continue to develop the Kinship Navigation position based on the following factors:

1.6.1.8.1. Findings from the Department's evaluation of the program.

1.6.1.8.2. Staff performance evaluations;

1.6.1.8.3. Identified staff training needs; and

1.6.1.8.4. Updates to the Kinship Navigation Program Manual.

1.6.1.9. The Contractor must track and evaluate the following Kinship Navigation Program outcomes within the Department's FCH-DS:

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1.6.1.9.1. Child permanency, including placement stability.

1.6.1.9.2. Child well-being, including behavioral and emotional functioning.

1.6.1.9.3. Adult well-being, including parent/caregiver mental or emotional health.

1.6.1.9.4. Adult well-being, including overall family functioning.

1.7. **Provisions Applicable to Component A and Component B**

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

1.7.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.7.2.1. Review of participant files.

1.7.2.2. Review of fidelity tools for implementation of the Washington Case Management Model.

1.7.2.3. Review of training records and professional development plans to ensure staffing requirements are met.

1.7.2.4. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.7.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.7.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC and Kinship Navigation Program participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.7.4.1. Acknowledgement of data collection within the FCH-DS.

1.7.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.7.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.8. Reporting

1.8.1. The Contractor must submit quarterly reports highlighting program activities no later than the 15th day of the month following the end of each

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reporting period. The first report is due by October 15, 2026, and must include:

1.8.1.1. Progress toward achieving stated outcomes;

1.8.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.8.1.3. Data as requested by the Department.

1.8.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.8.2.1. Program accomplishments and activities.

1.8.2.2. Recommendations for service development and outcome improvements.

1.8.2.3. Identification of systemic barriers.

1.8.2.4. Family satisfaction survey results.

1.8.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.8.3.1. Full Name.

1.8.3.2. Date of birth.

1.8.3.3. Race and ethnicity.

1.8.3.4. Primary language.

1.8.3.5. Household income.

1.8.3.6. Household size.

1.8.3.7. Housing status.

1.8.3.8. Marital status.

1.8.3.9. Town of residence.

1.8.3.10. County of residence.

1.8.3.11. Source of referral.

1.8.3.12. Presence of an incarcerated parent.

1.8.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.8.3.14. Receipt of public benefits, including but not limited to:

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1.8.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.8.3.14.2. New Hampshire Child Care Scholarship.

1.8.3.14.3. Medicaid.

1.8.3.14.4. Social Security Disability Insurance (SSDI).

1.8.3.14.5. Supplemental Security Income (SSI).

1.8.3.14.6. Temporary Assistance for Needy Families (TANF).

1.8.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.8.3.15. Participant encounter and service data, including:

1.8.3.15.1. Date of service.

1.8.3.15.2. Participants present during service delivery.

1.8.3.15.3. Service type and topics reviewed.

1.8.3.15.4. Parent education classes or groups attended.

1.8.3.15.5. Support groups attended.

1.8.3.16. Family Resource Center Goal and outcome domains, including:

1.8.3.16.1. Community linkages and referrals.

1.8.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.8.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

1.8.4. The Contractor must collect and update a Family Service Record for all Kinship Navigation program participants using the FCH-DS, which must include:

1.8.4.1. Full name.

1.8.4.2. Date of birth.

1.8.4.3. Race and ethnicity.

1.8.4.4. Primary language.

1.8.4.5. Household income.

1.8.4.6. Household size.

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1.8.4.7. Housing status.

1.8.4.8. Marital status.

1.8.4.9. Town of residence.

1.8.4.10. County of residence.

1.8.4.11. Source of referral.

1.8.4.12. Reason for kinship arrangement.

1.8.4.13. Kinship arrangement at time of discharge.

1.8.4.14. Presence of an incarcerated parent.

1.8.4.15. Screenings completed (e.g., needs assessments, participant feedback surveys, child development screenings)

1.8.4.16. Kinship Caregiver Needs and Health Assessment.

1.8.4.17. Receipt of public benefits, including but not limited to:

1.8.4.17.1. SNAP.

1.8.4.17.2. New Hampshire Child Care Scholarship.

1.8.4.17.3. Medicaid.

1.8.4.17.4. SSDI.

1.8.4.17.5. SSI.

1.8.4.17.6. TANF.

1.8.4.17.7. WIC.

1.8.4.18. Participant service data, including:

1.8.4.18.1. Date of service.

1.8.4.18.2. Participants present during service delivery.

1.8.4.18.3. Service type and topics reviewed.

1.8.4.18.4. Support groups attended.

1.8.4.19. Kinship Navigation Program goals and program outcome domains, defined as key areas used to measure the impact of services on child permanency, child well-being, and adult caregiver and family functioning, including:

1.8.4.19.1. Child permanency, including placement stability.

1.8.4.19.2. Child well-being, including behavioral and emotional functioning.

1.8.4.19.3. Adult well-being, including parent/caregiver mental or emotional health.

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1.8.4.19.4. Adult well-being including family functioning.

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

1.9. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.10. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.10.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.11. Background Checks

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

1.11.1.1. 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;

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1.11.1.2. 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

1.11.1.3. 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.

1.12. Confidential Data

1.12.1. 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.

1.12.2. 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.

1.13. Privacy Impact Assessment

1.13.1. 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:

1.13.1.1. How PII is gathered and stored;

1.13.1.2. Who will have access to PII;

1.13.1.3. How PII will be used in the system;

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

1.13.1.5. Privacy practices.

1.13.2. 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.

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1.14. Department Owned Devices, Systems and Network Usage

1.14.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.14.1.1. 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;

1.14.1.2. 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;

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

1.14.1.4. 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;

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

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

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

1.14.1.6.2. Sign the Department's Business Use

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and Confidentiality Agreement and Asset Use Agreement, and the NH DoIT Department wide Computer Use Agreement upon execution of the Agreement and annually thereafter.

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

1.14.1.7. 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.

1.14.1.8. 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.

1.14.2. Workspace Requirement

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

1.15. Contract End-of-Life Transition Services

1.15.1. General Requirements

1.15.1.1. 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

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Contractor.

1.15.1.2. 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 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.

1.15.1.3. 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.

1.15.1.4. 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.

1.15.1.5. 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.

1.15.1.6. 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.

1.15.2. Completion of Transition Services

1.15.2.1. Each service or transition phase shall be deemed

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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.

1.15.2.2. 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.

1.15.3. Disagreement over Transition Services Results

1.15.3.1. 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.

1.16. Website and Social Media

1.16.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.16.2. 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.

1.16.3. State of New Hampshire's Website Copyright

1.16.3.1. All right, title and interest in the State WWW site, including

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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.

2. Exhibits Incorporated

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

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

3.2.1.2. A written attestation, within 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

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Contractor Required Training Video on Civil Rights-related Provisions in DHHS Procurement Processes, which is accessible on the Department's website (https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors); and

3.2.1.3. The Department's Federal Civil Rights Compliance Checklist within ten (10) days of the Effective Date of the Agreement. The Federal Civil Rights Compliance Checklist must have been completed within the last 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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

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

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which must impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit must be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and

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conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Agreement the facilities must comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and must be in conformance with local building and zoning codes, by-laws and regulations.

4. Records

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

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

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

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 through Exhibit C-2, 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 DHHS.DPHS.Contract@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.
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

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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.

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

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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:	*The Family Resource Center at Gorham*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	10.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$54,730	$57,465	$60,340
2. Fringe Benefits	$9,131	$9,587	$10,067
3. Consultants	$4,000	$4,000	$2,000
4. Equipment Indirect cost rate cannot be applied to equipment costs per 2 CFR 200.1 and Appendix IV to 2 CFR 200.	$4,118	$608	$822
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	$5,000	$1,000	$2,000
6. Travel	$1,000	$1,000	$1,000
7. Software	$5,000	$5,000	$5,000
8. (a) Other - Marketing/Communications	$3,000	$3,000	$2,000
8. (b) Other - Education and Training	$3,000	$3,000	$2,000
8. (c) Other - Other (specify below)	$0	$0	$0
audit	$3,000	$4,000	$4,000
phone	$3,500	$3,500	$3,500
postage	$350	$350	$300
liability insurance	$2,000	$3,000	$3,500
Occupancy	$8,000	$10,000	$9,000
Other (please specify)	$0	$0	$0
Other (please specify)	$0	$0	$0
9. Subrecipient Contracts	$0	$0	$0
Total Direct Costs	$105,829	$105,510	$105,529
Total Indirect Costs	$10,171	$10,490	$10,471
Subtotals	$116,000	$116,000	$116,000
			TOTAL $348,000

Contractor Initials: GF

Initial

Date: 5/15/2026

Exhibit C-2 Budget

New Hampshire Department of Health and Human Services			
Contractor Name:	*The Family Resource Center at Gorham*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component B - KNP)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	10.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$75,125	$81,123	$86,451
2. Fringe Benefits	$15,693	$16,625	$17,290
3. Consultants	$1,000	$2,000	$500
4. Equipment Indirect cost rate cannot be applied to equipment costs per 2 CFR 200.1 and Appendix IV to 2 CFR 200.	$2,871	$2,497	$1,240
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	$1,000	$1,000	$500
6. Travel	$5,100	$4,300	$2,500
7. Software	$2,000	$1,000	$1,000
8. (a) Other - Marketing/Communications	$2,000	$800	$800
8. (b) Other - Education and Training	$2,300	$2,250	$1,800
8. (c) Other - Other (specify below)	$0	$0	$0
Concrete Supports	$7,250	$7,250	$7,250
Phone	$2,800	$2,600	$2,600
Occupancy	$6,900	$5,900	$5,400
Liability Insurance	$2,000	$2,000	$2,000
Postage	$200	$200	$100
Audit	$2,500	$2,500	$2,500
Other (please specify)	$0	$0	$0
9. Subrecipient Contracts	$0	$0	$0
Total Direct Costs	$132,079	$132,045	$131,931
Total Indirect Costs	$12,921	$12,955	$13,069
Subtotals	$145,000	$145,000	$145,000
			TOTAL $435,000

Contractor Initials: GR (Initial)

Date: 5/15/2026

New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

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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

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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

Docusign Envelope ID: 9982076A-83E6-889D-8076-B9575331790B

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

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

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

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

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

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

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

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

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

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

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

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

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

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

accordance with 45 CFR Section 164.528.

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

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

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

(4) Obligations of Covered Entity

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

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

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

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

(5) Termination of Agreement for Cause

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

(6) Miscellaneous

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

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

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

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

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

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

f. **Survival** - Provisions in this BAA regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the BAA in section (3) g. and (3) n.I., 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	The Family Resource Center at Gorham
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	Signed by: Gabrielle Flanders 89C117DF1D6D4B0...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Gabrielle Flanders
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	Executive Director
Title of Authorized Representative	Title of Authorized Representative
5/19/2026	5/15/2026
Date	Date

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Date 5/15/2026

State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that THE FAMILY RESOURCE CENTER AT GORHAM is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on April 03, 1997. 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: **270161**
Certificate Number: **0007902060**



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 7th day of April A.D. 2026.

David M. Scanlan
Secretary of State

Docusign Envelope ID: 9982076A-83E6-889D-8076-B9575331790B

CERTIFICATE OF AUTHORITY

I, Chelsey Andrea, hereby certify that:

1. I am a duly elected President of The Family Resource Center at Gorham.

2. The following is a true copy of a vote taken at a meeting of the Board of Directors, duly called and held on March 18, 2026 at which a quorum of the Directors/shareholders were present and voting.

VOTED: That Gabrielle Flanders is duly authorized on behalf of The Family Resource Center at Gorham to enter into contracts or agreements with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

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

Dated: 4-27-26

Chelsey R Andrea
Signature of Elected Officer

Name: Chelsey Andrea
Title: President, Board of Directors

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 04/28/2026

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: Fairley Kenneally	
E & S Insurance Services LLC	PHONE (A/C, No, Ext): (603) 293-2791	FAX (A/C, No): (603) 293-7188
21 Meadowbrook Lane	E-MAIL ADDRESS: fairley@esinsurance.net	
P O Box 7425	INSURER(S) AFFORDING COVERAGE	NAIC #
Gilford NH 03247-7425	INSURER A : Great American Insurance Group	GAIG
INSURED	INSURER B : Travelers Property Casualty Co of America	25674
Family Resource Center at Gorham	INSURER C :	
164 Main Street Ste 1	INSURER D :	
	INSURER E :	
Berlin NH 03570	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** 26 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:			MAC 379356021	05/10/2026	05/10/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG AbMol Daycare,IncAnoPA	$ 1,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 3,000,000 $ 3,000,000 $ 1,000,000
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			MAC 379356021	05/01/2026	05/01/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [X] RETENTION $ 10000			UMB1137784 12	05/10/2026	05/10/2027	EACH OCCURRENCE AGGREGATE	$ 1,000,000 $ 1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		6JUB4N33995326	01/01/2026	01/01/2027	[X] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 500,000 $ 500,000 $ 500,000

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

CERTIFICATE HOLDER

State of NH Dept. of Health & Human Services
129 Pleasant Street
Concord NH 03301-3857

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Fairley Kenneally

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NONPROFIT COVER SHEET

A. Entity Name: The Family Resource Center at Gorham

B. Entity's Contact Information:

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

Name / Phone / Email: Marie Demers/marie.demers@frc123.org

Person responsible for Accuracy and Completeness of information provided:

Name: Title:

Signature: Gabrielle Flanders Executive Director

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Chelsey Andrea (President)	
Kelly Dussault (Vice President)	Coos Coalition for Young Children
Dawn Cross (Treasurer/Secretary)	Bank of NH
Michele Santy	North Country HealthCare
Sarah Dunn	DCYF
Mandy Bernd	Community Builders Hub

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
Leah LaCroix	Director of Data & Quality Assurance	$55,000	6875.00
Lindsey Olmsted	Data Coordinator	$41,000	10250.00
Sandra Patrick	Data Entry Specialist	$40,000	10000.00
Jennifer Gilbert	Community Engagement & Training Coordinator	$47,320	11830.00
Haley Allen	Family Support Specialist	$35,600	8900.00
Briana Shannon	Director of Family Support	$55,000	6875.00

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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

Docusign Envelope ID: 9982076A-83E6-889D-8076-B9575331790B

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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Name / Phone / Email: Marie Demers/marie.demers@frc123.org

Person responsible for Accuracy and Completeness of information provided:

Name: Title:

Signature: Gabrielle Flanders Executive Director

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Chelsey Andrea (President)	
Kelly Dussault (Vice President)	Coos Coalition for Young Children
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Michele Santy	North Country HealthCare
Sarah Dunn	DCYF
Mandy Bernd	Community Builders Hub

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
Briana Shannon	Director of Family Support	55000.00	6875.00
James Datcher	Kinship Navigator	41860.00	20930.00
Ann-Marie Smith	Kinship Navigator	47320.00	23660.00
Alicia Clauss	Kinship Navigator	20654.40	16000.00
Diana Merrick	Kinship Navigator	19468.88	11000.00

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Interest & Dividends	$	*Payroll taxes & employee benefits*	$
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Total Revenue	$	*Printing, publications, postage, office supplies, and IT*	$
		All other expenses	$
		Total Expenses	$

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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
12846	Family Promise of Greater Concord, Inc.	79 Clinton Street	Concord	NH	03301	X	5/15/2025
16192	Family Promise of Southern New Hampshire	PO Box 450	Nashua	NH	03061	G	5/15/2026
35893	Family Promise of the Lakes Region	14 Morrill Street	Laconia	NH	03246	G	5/15/2027
32726	Family Promise, Inc.	71 Summit AveSummit, NJ 07901	Summit	NJ	07901	G	11/15/2026
16837	Family Research Council Action	801 G Street, NW	Washington	DC	20001	G	5/15/2026
10750	Family Resource Center at Gorham	164 Main StreetBerlin, NH 03570	Berlin	NH	03570	G	5/15/2026
12967	Family Support New Hampshire	PO Box 1544	Concord	NH	03302	X	5/15/2023
12572	Fanconi Cancer Foundation	360 E. 10th Ave.Eugene, OR 97401	Eugene	OR	97401	G	11/15/2026
11459	Fannie and John Hertz Foundation	6701 Koll Center Parkway, Suite 250	Pleasanton	CA	94566	G	5/15/2026
16212	Far East Broadcasting Company, Inc.	5330 Parkwood BlvdFrisco, TEXAS 75034	Frisco	TEXAS	75034	G	11/14/2026
14602	Farm Aid, Inc	501 Cambridge Street, 3rd Floor	Cambridge	MA	02141	G	11/15/2026
14346	Farm and Wilderness Foundation, Inc.	401 Farm and Wilderness RdPlymouth, VT 05056	Plymouth	VT	05056	G	11/15/2026
33569	Farm Foundation	31330 N. Milwaukee AvenueLibertyville, IL 60048	Libertyville	IL	60048	G	11/15/2026
11854	Farm Hack	11 Randall Road	Lee	NH	03801	X	5/15/2022
32753	Farm Rescue	PO Box 28	Horace	ND	58047	G	11/14/2026
5321	Farm Sanctuary, Inc.	3100 Aikens RoadWatkins Glen, NY 14891	Watkins Glen	NY	14891	G	5/15/2026
32891	Farm Stew International	20622 1950 East Street	Princeton	IL	61356	G	11/15/2026
15958	Farmers and Hunters Feeding the Hungry, Inc.	300 S Artizan StWilliamsport, MD 21795	Williamsport	MD	21795	G	11/14/2026
19749	Farmers Family Fund	6303 Owensmouth AveWoodland Hills, CA 91367	Woodland Hills	CA	91367	G	11/15/2026
35738	Farmers Land Trust, Inc. (The)	PO Box 195	Cookeville	TN	38503	G	11/15/2026
35477	Farmington 500 Facilities Corp.	PO Box 404	Farmington	NH	03835	G	5/15/2026
35478	FARMINGTON 500 FUNDRAISING CORP.	PO Box 404	Farmington	NH	03835	G	5/15/2026
2324	Farmington Cemetery Association	PO Box 16Farmington, NH 03835	Farmington	NH	03835	G	11/15/2026
2327	Farmington Fireman's Relief Association	PO Box 771	Farmington	NH	03835-0000	X	5/15/2022
10752	Farmington Five Hundred Boys Club, Inc.	PO Box 404	Farmington	NH	03835-0404	X	5/15/2025
3082	Farmington Historical Society	Goodwin Library, 422 Main Street	Farmington	NH	03835	G	4/15/2027
19221	Farmington Parent Teacher Association	79 Thayer Drive	Farmington	NH	03835	X	11/15/2021
2325	Farmington Police Association	160 Main Street	Farmington	NH	03835-3732	X	5/15/2017
35748	Farmington Preservation and Improvement Organization	45 Foxtrot Drive	Farmington	NH	03835	G	5/15/2027
30025	Farmington Public Library Association	422 Main Street	Farmington	NH	03835	G	5/15/2026
34590	Farmlink Project	3680 Wilshire Blvd Ste P04-1590Los Angeles, CA 90010	Los Angeles	CA	90010	G	8/15/2026
32824	Farmsahel, Inc.	C/O 1959 Palomar Oaks Way Suite 300	Carlsbad	CA	92011	X	11/15/2021
17531	Farmsteads at Rosewald Farm, Inc.	213 Center Road	Hillsboro	NH	03244	X	5/15/2025

the family resource center

Our MISSION:

To build healthier families & stronger communities through positive relations, programs and collaborations in the North Country of NH

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Financial Statements

FAMILY RESOURCE CENTER AT GORHAM

FOR THE YEARS ENDED JUNE 30, 2025 AND 2024
AND
INDEPENDENT AUDITORS' REPORT AND REPORTS ON COMPLIANCE AND INTERNAL CONTROL

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FAMILY RESOURCE CENTER AT GORHAM

FINANCIAL STATEMENTS

FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

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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
Family Resource Center at Gorham

Opinion

We have audited the accompanying financial statements of Family Resource Center at Gorham (a New Hampshire nonprofit organization), which comprise the statements of financial position as of June 30, 2025 and 2024, 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 Family Resource Center at Gorham as of June 30, 2025 and 2024, 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 Family Resource Center at Gorham 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 Family Resource Center at Gorham's 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 Family Resource Center at Gorham's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Family Resource Center at Gorham's ability to continue as a going concern for a reasonable period of time.

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

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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 January 8, 2026, on our consideration of Family Resource Center at Gorham's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Family Resource Center at Gorham's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Family Resource Center at Gorham's internal control over financial reporting and compliance.

Leone, McDonnell & Roberts
Professional Association

North Conway, New Hampshire
January 8, 2026

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENTS OF FINANCIAL POSITION
AS OF JUNE 30, 2025 AND 2024

ASSETS

	2025	2024
CURRENT ASSETS		
Cash and cash equivalents	$ 853,651	$ 644,104
Certificates of deposit	1,559,928	1,296,762
Grants receivable	402,179	507,482
Prepaid expenses	41,008	36,070
Total current assets	2,856,766	2,484,418
PROPERTY		
Leasehold improvements	165,675	110,754
Furniture and equipment	54,295	51,575
Buildings	78,061	70,015
Total	298,031	232,344
Less: accumulated depreciation	(147,655)	(133,630)
Property, net	150,376	98,714
OTHER ASSETS		
Investments	287,889	258,980
Operating lease right-of-use asset	32,236	56,319
Total other assets	320,125	315,299
TOTAL ASSETS	$ 3,327,267	$ 2,898,431

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable	$ 72,420	$ 19,381
Accrued expenses	102,809	111,769
Refundable advances	264,615	202,088
Current portion of operating lease liability	18,960	25,760
Total current liabilities	458,804	358,998
OTHER LIABILITIES		
Operating lease liability, less current portion shown above	13,276	30,559
Total liabilities	472,080	389,557
NET ASSETS		
Without donor restrictions		
Designated for long-term building maintenance	30,538	46,110
Undesignated	2,511,747	2,176,334
Total net assets without donor restrictions	2,542,285	2,222,444
With donor restrictions	312,902	286,430
Total net assets	2,855,187	2,508,874
TOTAL LIABILITIES AND NET ASSETS	$ 3,327,267	$ 2,898,431

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2025

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Grants	$ 1,293,531	$ -	$ 1,293,531
Medicaid	2,081,867	-	2,081,867
In-kind contributions	88,808	-	88,808
Contributions	77,985	-	77,985
Agency rents	47,364	-	47,364
Investment return	-	26,472	26,472
Interest income	72,945	-	72,945
Other income	61,954	-	61,954
Total revenue and support	3,724,454	26,472	3,750,926
EXPENSES			
Program services	3,009,651	-	3,009,651
Management and general	394,962	-	394,962
Total expenses	3,404,613	-	3,404,613
CHANGE IN NET ASSETS	319,841	26,472	346,313
NET ASSETS, BEGINNING OF YEAR	2,222,444	286,430	2,508,874
NET ASSETS, END OF YEAR	$ 2,542,285	$ 312,902	$ 2,855,187

See Notes to Financial Statements

Docusign Envelope ID: 9982076A-83E6-889D-8076-B9575331790B

FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2024

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Grants	$ 2,171,495	$ -	$ 2,171,495
Medicaid	1,479,969	-	1,479,969
In-kind contributions	95,172	-	95,172
Contributions	40,555	-	40,555
Agency rents	49,222	-	49,222
Investment return	-	24,145	24,145
Interest income	50,610	-	50,610
Other income	11,013	-	11,013
Net assets released from restrictions	7,325	(7,325)	-
Total revenue and support	3,905,361	16,820	3,922,181
EXPENSES			
Program services	3,137,091	-	3,137,091
Management and general	372,396	-	372,396
Total expenses	3,509,487	-	3,509,487
CHANGE IN NET ASSETS	395,874	16,820	412,694
NET ASSETS, BEGINNING OF YEAR	1,826,570	269,610	2,096,180
NET ASSETS, END OF YEAR	$ 2,222,444	$ 286,430	$ 2,508,874

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2025

	Program Services	Management and General	Total
Personnel Costs			
Salaries and wages	$ 1,886,395	$ 247,203	$ 2,133,598
Employee benefits	234,757	22,877	257,634
Payroll taxes	140,977	19,088	160,065
Program activities	204,052	-	204,052
Travel	161,992	1,495	163,487
Food and supplies	87,016	548	87,564
Repairs and maintenance	68,342	-	68,342
Training	48,955	470	49,425
Rent	48,963	-	48,963
Contractors and consultants	45,500	-	45,500
Legal and professional fees	11,835	30,685	42,520
Telephone and internet	30,782	1,562	32,344
Heat and utilities	-	30,202	30,202
Liability insurance	21,024	5,333	26,357
Technology	6,459	13,161	19,620
Depreciation	-	14,025	14,025
Advertising	7,163	660	7,823
Property insurance	-	5,139	5,139
Small equipment	3,694	-	3,694
Payroll processing service	-	1,982	1,982
Postage and shipping	1,143	367	1,510
Printing	602	-	602
Conferences and meetings	-	125	125
Bank charges	-	40	40
Total	$ 3,009,651	$ 394,962	$ 3,404,613

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2024

	Program Services	Management and General	Total
Personnel Costs			
Salaries and wages	$ 1,937,545	$ 217,230	$ 2,154,775
Employee benefits	251,294	25,950	277,244
Payroll taxes	145,714	17,051	162,765
Program activities	344,621	-	344,621
Travel	177,019	1,694	178,713
Food and supplies	96,492	1,520	98,012
Training	41,607	203	41,810
Rent	39,833	-	39,833
Legal and professional fees	12,875	25,698	38,573
Liability insurance	23,658	7,254	30,912
Telephone and internet	28,320	1,835	30,155
Heat and utilities	-	28,567	28,567
Contractors and consultants	18,217	1,812	20,029
Repairs and maintenance	-	13,961	13,961
Technology	3,270	9,049	12,319
Depreciation	-	10,949	10,949
Advertising	8,969	726	9,695
Small equipment	6,397	-	6,397
Property insurance	-	5,648	5,648
Payroll processing service	-	2,302	2,302
Postage and shipping	818	453	1,271
Conferences and meetings	-	484	484
Printing	442	-	442
Bank charges	-	10	10
Total	$ 3,137,091	$ 372,396	$ 3,509,487

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ 346,313	$ 412,694
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Unrealized gain on investments	(3,963)	(18,305)
Realized gains on investments	(13,255)	(935)
Depreciation	14,025	10,949
(Increase) decrease in operating lease right-of-use asset	24,083	(22,052)
(Increase) decrease in assets:		
Grants receivable	105,303	(47,831)
Prepaid expenses	(4,938)	(4,201)
Increase (decrease) in liabilities:		
Accounts payable	53,039	(14,503)
Accrued expenses	(8,960)	(33,037)
Agency deposits	-	(11,946)
Refundable advances	62,527	47,411
Operating lease liability	(24,083)	22,052
NET CASH PROVIDED BY OPERATING ACTIVITIES	550,091	340,296
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from the sale of investments	59,486	41,298
Purchase of investments and certificates of deposits	(334,343)	(839,798)
Additions to property and equipment	(65,687)	(9,949)
NET CASH USED IN INVESTING ACTIVITIES	(340,544)	(808,449)
NET INCREASE (DECREASE) IN CASH AND EQUIVALENTS	209,547	(468,153)
CASH AND CASH EQUIVALENTS BEGINNING OF YEAR	644,104	1,112,257
CASH AND CASH EQUIVALENTS END OF YEAR	$ 853,651	$ 644,104

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

NOTES TO FINANCIAL STATEMENTS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

The Family Resource Center at Gorham (the Resource Center) is a voluntary, not-for-profit corporation incorporated under the laws of the State of New Hampshire (RSA 292) and organized exclusively for tax-exempt charitable and educational purposes. The principal activity of the Resource Center is to deliver programming that works to build healthier families and stronger communities.

The programs are preventative and help to remove obstacles by providing pathways to healthy family function and early childhood development to at-risk and underserved populations in northern New Hampshire.

Evidence-based home visiting delivers parent education and support that empowers parents to build healthy family dynamics. They address issues such as substance misuse, lack of education, safe housing and employment. The Resource Center provides community based social and emotional support through workshops, support groups, and counseling to promote family success.

Basis of Accounting

The financial statements have been prepared on the accrual basis of accounting.

Basis of Presentation

The financial statements of the Resource Center have been prepared in accordance with U.S. generally accepted accounting principles (US GAAP), which require the Resource Center 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 Resource Center. These net assets may be used at the discretion of the Resource Center's management and board of directors.

Net assets with donor restrictions – Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Resource Center or by passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Use of Estimates

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

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Cash and Cash Equivalents
Cash and cash equivalents include all monies in banks and liquid investments with maturity dates of less than three months. The carrying value of cash and cash equivalents approximates fair value because of the short maturities of those financial instruments.

Certificates of Deposits
The certificates of deposits are carried at fair value. Interest is accrued and recognized in income when earned.

Grants Receivable
Grants receivable from various public and other nonprofit organizations at June 30, 2025 and 2024 were considered fully collectable. As of July 1, 2023, the Resource Center 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 Resource Center adopted this new guidance utilizing the modified retrospective transition method. The adoption of this Standard did not have a material impact on the Resource Center's financial statements and therefore no provisions for bad debts have been made in these financial statements.

Investments
Investments are accounted for according to Accounting Standards Codification (ASC) 958-320 *Not For Profit Entities – Investments – Debt and Equity Securities*. Under ASC 958-320, investments in marketable securities with readily determinable fair values and all investments in debt securities are valued at their fair values in the statement of financial position. Unrealized gains and losses are included in the change in net assets. Fair values of investments are based on quoted prices in active markets for identical investments.

Property and Equipment
Property and equipment is recorded at cost if purchased and at fair value if donated. Depreciation is computed using the straight-line method over the estimated useful lives of the related assets as follows:

Furniture and equipment	5 - 15 years
Leasehold improvements	20 years
Buildings	39 years

The Resource Center's policy is to capitalize all assets over $2,500 with an expected life of one year or longer. Assets sold or otherwise disposed of are removed from the accounts, along with the related depreciation allowance, and any gain or loss is recognized.

Refundable Advances
The Resource Center records grant/contract revenue as a refundable advance until it is expended for the purpose of the grant/contract, at which time it is recognized as revenue.

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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 Resource Center records the following exchange transaction revenue in its statements of activities for the years ended June 30, 2025 and 2024:

Program Service Fees – Revenue from providing family support services under the State of New Hampshire's Medicaid program. Revenue from providing family support services is recognized at the completion of providing such services.

Agency Rents – Revenue from the rental of office space is recognized over time.

Contributions

Contributions received are recorded as increases in net assets without donor restrictions or net assets with donor restrictions depending on the existence and/or nature of any donor or time restrictions. A purpose restriction permits the Resource Center to use contributed assets as specified for a particular purpose. Net assets restricted in perpetuity are those that are required to be permanently maintained, but income from such investments may be used for specified purposes. All donor restricted support is reported as an increase in net assets with donor restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets are reclassified to net assets without donor restrictions and reported in the statement 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.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis. Accordingly, costs have been allocated among the program services and supporting activities benefited. Such allocations have been determined by management on an equitable basis.

The expenses that are allocated include the following:

Expense	Method of Allocation
Salaries and benefits	Time and effort
Occupancy	Square footage
Depreciation	Square footage
All other expenses	Direct assignment

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Income Taxes
The Resource Center is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. In addition, the Resource Center qualifies for the charitable contribution deduction under Section 170(b)(1)(a) and has been classified as an organization that is not a private foundation.

Management has evaluated the Resource Center's tax positions and concluded that the Resource Center has maintained its tax-exempt status and has taken no uncertain tax positions that would require adjustment to the financial statements.

Advertising
Advertising costs are expensed as incurred.

Reclassifications
Certain amounts in the prior year financial statements have been reclassified for comparative purposes to conform with the presentation in the current year financial statements.

Fair Value of Financial Instruments
ASC Topic No. 820-10, *Fair Value Measurement*, provides a definition of fair value which focuses on an exit price rather than an entry price, establishes a framework in generally accepted accounting principles for measuring fair value which emphasizes that fair value is a market based measurement, not an entity specific measurement, and requires expanded disclosures about fair value measurements. In accordance with FASB ASC 820-10, the Resource Center may use valuation techniques consistent with market, income and cost approaches to measure fair value. As a basis for considering market participant assumptions in fair value measurements, ASC Topic 820-10 establishes a fair value hierarchy, which prioritizes the inputs used in measuring fair values. The hierarchy gives the highest priority to Level 1 measurements and the lowest priority to Level 3 measurements. The three levels of the fair value hierarchy under ASC Topic 820-10 are described as follows:

> ***Level 1*** – Inputs to the valuation methodology are quoted prices available in active markets for identical investments as of the reporting date.
>
> ***Level 2*** - Inputs to the valuation methodology are other than quoted market prices in active markets, which are either directly or indirectly observable as of the reporting date, and fair value can be determined through the use of models or other valuation methodologies.
>
> ***Level 3*** - Inputs to the valuation methodology are unobservable inputs in situations where there is little or no market activity for the asset or liability and the reporting entity makes estimates and assumptions related to the pricing of the asset or liability including assumptions regarding risk.

At June 30, 2025 and 2024, the Resource Center's investments were all classified as Level 1 and were based on fair value.

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

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The following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at June 30, 2025 and 2024.

Equities: Valued at the closing market price on the stock exchange where they are traded (primarily the New York Stock Exchange).

Mutual Funds: Valued at the net asset value (NAV) of shares held by the Resource Center at year-end.

The preceding method may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Resource Center believes its valuation method is appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

2. LIQUIDITY AND AVAILABILITY

The following represents the Resource Center's financial assets as of June 30, 2025 and 2024:

	2025	2024
Cash and cash equivalents	$ 853,651	$ 644,104
Certificates of deposit	1,559,928	1,296,762
Grants receivable	402,179	507,482
Investments	287,889	258,980
Total financial assets	3,103,647	2,707,328
Less amounts not available to be used within one year:		
Net assets with donor restrictions	312,902	286,430
Amount board designated for long-term maintenance	30,538	46,110
Amounts not available within one year	343,440	332,540
Financial assets available to meet general expenditures over the next twelve months	$ 2,760,207	$ 2,374,788

The Resource Center's goal is generally to maintain financial assets to meet 90 days of operating expenses (approximately $840,000 and $870,000, respectfully). As part of its liquidity plan, excess cash is invested in short-term investments, including money market accounts and certificates of deposits.

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3. INVESTMENTS

Investments presented in the financial statements are stated at fair value. Realized gains and losses are determined on the specific identification method. Gains and losses (realized and unrealized) are reported in the statement of activities as increases or decreases to net assets without donor restrictions, except for those investments for which their use is restricted. Information on investments at June 30, 2025 and 2024 is presented as follows:

	2025		2024	
	Cost	Market Value	Cost	Market Value
Equities	$ 115,356	$ 144,776	$ 107,251	$ 135,540
Mutual Funds	142,090	143,113	125,355	123,440
Totals	$ 257,446	$ 287,889	$ 232,606	$ 258,980

Components of Investment Return:

	2025	2024
Interest and dividends	$ 11,090	$ 8,197
Unrealized gain	3,963	18,305
Realized gain	13,255	935
Investment fees	(1,836)	(3,292)
Total investment return	$ 26,472	$ 24,145

4. AGENCY DEPOSITS

During the year ended June 30, 2021, the Resource Center began serving as a fiscal agent for Small Acts North, a Northern New Hampshire not-for-profit volunteer group that supports the community by providing small acts of kindness. The fiscal agent relationship ended during the year ended June 30, 2024. There was no amount held on behalf of Small Acts North as of June 30, 2024.

5. CONCENTRATION OF CREDIT RISK - CASH

The Resource Center maintains cash balances that, at times may exceed federally insured limits. The cash balances are insured by the Federal Deposit Insurance Corporation (FDIC) up to $250,000 per bank at June 30, 2025 and 2024. In addition to FDIC coverage, certain deposits of the Council are insured or collateralized through other means. The Resource Center has not experienced any losses in such accounts and believes it is not exposed to any significant risk with these accounts. At June 30, 2025 and 2024, cash balances in excess of FDIC coverage aggregated $674,971 and $469,037, respectively.

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6. CONCENTRATION OF RISK

For the years ended June 30, 2025 and 2024, approximately 58% and 38% of the total revenue was derived from Medicaid, respectively.

In order for the Resource Center to receive Medicaid funding, they must be formally approved by the State of New Hampshire, Department of Health and Human Services, Division of Community Based Care Services, Bureau of Behavioral Health, and Bureau of Developmental Services as the provider of services for individuals with mental health illnesses and developmentally disabled individuals, for that region.

Medicaid receivables comprise approximately 40% and 19% of the total accounts receivable balances at June 30, 2025 and 2024, respectively.

7. NET ASSETS

Net assets with donor restrictions were as follows for the years ended June 30, 2025 and 2024:

	2025	2024
Purpose restrictions:		
Flooring/carpeting	$ 6,155	$ 6,155
Community events	15,000	15,000
Restrictions in perpetuity:		
Endowment	291,747	265,275
Total net assets with donor restrictions	$ 312,902	$ 286,430

Net assets without donor restrictions for the years ended June 30, 2025 and 2024 are as follows:

	2025	2024
Undesignated	$ 2,511,747	$ 2,176,334
Board designated	30,538	46,110
Total net assets without donor restrictions	$ 2,542,285	$ 2,222,444

8. NET ASSETS WITHOUT DONOR RESTRICTIONS – BOARD DESIGNATED

By vote of the Board of Directors, funds have been designated for long-term building maintenance. Net assets without donor restrictions designated by the board was $30,538 and $46,110 at June 30, 2025 and 2024, respectively.

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9. ENDOWMENT FUND

In 2007, the Resource Center established a permanent endowment fund for the organization with the intent of accumulating donations and interest earnings of one million dollars. Per the laws of the State of New Hampshire (RSA 292-B:4), 7% of the fair market value of the endowment fund, calculated on the basis of fair market value determined at least quarterly and averaged over a period of not less than three years may be appropriated for operating account expenditures. No distributions were taken during the years ended June 30, 2025 and 2024.

The Not-for-Profit Entities Topic of the FASB ASC (ASC 958-205 and subsections) intends to improve the quality of consistency of financial reporting of endowments held by not-for-profit organizations. This Topic provides guidance on classifying the net assets associated with donor-restricted endowment funds held by organizations that are subject to an enacted version of the Uniform Prudent Management Institutional Funds Act (UPMIFA). New Hampshire has adopted UPMIFA. The Topic also requires additional financial statement disclosures on endowments and related net assets.

The Resource Center has followed an investment and spending policy to ensure a total return (income plus capital change) necessary to preserve the principal of the fund and at the same time, provide a dependable source of support to help build healthier families and stronger communities.

In recognition of the prudence required of fiduciaries, the Resource Center only invests the fund in cash and mutual funds. The Resource Center has taken a risk adverse approach to managing the endowment fund in order to mitigate financial market risk such as interest rate, credit and overall market volatility, which could substantially impact the fair value of the endowment fund at any given time.

Fund activity for June 30, 2025 and 2024 was as follows:

	Balances as of June 30, 2024	Activity for the Year Ended June 30, 2025	Balances as of June 30, 2025
Permanent gifts	$ 175,809	$ -	$ 175,809
Investment earnings	91,595	11,090	102,685
Realized gain	70,285	13,255	83,540
Transfer to unrestricted	(41,590)	-	(41,590)
Investment expense	(56,920)	(1,836)	(58,756)
Unrealized gain	26,096	3,963	30,059
	$ 265,275	$ 26,472	$ 291,747

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	Balances as of June 30, 2023	Activity for the Year Ended June 30, 2024	Balances as of June 30, 2024
Permanent gifts	$ 175,809	$ -	$ 175,809
Investment earnings	83,398	8,197	91,595
Realized gain	69,350	935	70,285
Transfer to unrestricted	(41,590)	-	(41,590)
Investment expense	(53,628)	(3,292)	(56,920)
Unrealized gain	7,791	18,305	26,096
	$ 241,130	$ 24,145	$ 265,275

10. OPERATING LEASES

The Resource Center leases its current facility from the Town of Gorham. In lieu of rent, the Resource Center is responsible for the cost of repairs and maintenance, insurance, utilities and rubbish removal. The lease term is from May 1, 2021 until April 30, 2026.

The Resource Center in turn sublets space in the facility to other nonprofit and community agencies at an average rate of approximately $17 per square foot. All participating organizations must provide services to a client base that is at least 66% low and moderate income.

During the year ended June 2021, the Resource Center entered into a lease agreement for office space in Littleton, New Hampshire. The terms of the lease call for monthly payments of $1,000 through October 31, 2025. Rent expense under this agreement aggregated $12,000 for the years ended June 30, 2025 and 2024.

During March of 2023, the Resource Center entered into a lease agreement for two copiers in Gorham, New Hampshire. The terms of the lease agreement calls for monthly payments of $130 through March 9, 2028. Rent expense under this agreement aggregated $1,560 for the years ended June 30, 2025 and 2024.

During April of 2024, the Resource Center entered into a lease agreement for office space in Lancaster, NH. The terms of the lease call for monthly payments of $1,000, with rent increasing annually by $100 per month. The initial term of the lease is for four years beginning on May 1, 2024, through April 30, 2027. Rent expense under this agreement aggregated $12,000 and $2,000 for the years ended June 30, 2025 and 2024.

The right-of-use asset and related operating lease liability for the above leases amounted to $32,236 and $56,319 for the years ended June 30, 2025 and 2024, respectively. The weighted average lease term was 1.75 and 2.63 years for the years ended June 30, 2025 and 2024, respectively. The weighted average discount rate was 1.13% and 1.24% for the years ended June 30, 2025 and 2024, respectively.

Total lease expense under these agreements totaled $25,560 and $15,560 for the years ended June 30, 2025 and 2024, respectively.

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Minimum future lease payments required under the operating lease agreements in effect at June 30, 2025 were as follows:

Year Ending June 30	Amount
2026	18,960
2027	13,560
2028	1,040
Total undiscounted lease liability	33,560
Less imputed interest	(1,324)
Total lease liability	$ 33,560

11. IN-KIND CONTRIBUTIONS

The Resource Center received the following in-kind contributions during the years ended June 30, 2025 and 2024:

	2025	2024
Donated clothing, toys, and household supplies	$ 88,808	$ 95,172

The Resource Center's policy related to in-kind contributions is to utilize the assets given to carry out the mission of the Resource Center. If an asset is provided that does not allow the Resource Center to utilize it in its normal course of business, the asset will be sold at its fair value as determined by appraisal or specialist depending on the type of asset.

Donated supplies for the years ended June 30, 2025 and 2024 were considered contributions without donor restrictions and were recorded as food and supplies expense on the accompanying statements of functional expenses.

12. 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 January 8, 2026, the date the June 30, 2025 financial statements were available for issuance.

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FAMILY RESOURCE CENTER AT GORHAM

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2025

FEDERAL GRANTOR/ PASS-THROUGH GRANTOR/ PROGRAM TITLE	FEDERAL ALN	PASS THROUGH GRANTOR NUMBER	FEDERAL EXPENDITURES
U.S. DEPT. OF HEALTH AND HUMAN SERVICES			
Passed through State of New Hampshire			
Department of Health and Human Services, Office of Human Services,			
Division of Children, Youth and Families			
Stephanie Tubbs Jones Child Welfare Services Program	93.645	2301NHCWSS	$ 4,984
Promoting Safe and Stable Families	93.556	2301FPSS	34,890
Social Services Block Grant	93.667	2301NHSOSR	54,826
Temporary Assistance for Needy Families	93.558	2301NHTANF	398,737
Maternal & Child Health Services Block Grant for States	93.994	HRSA B04MC45230	4,984
Maternal, Infant and Early Childhood Home Visiting Program	93.870	05-95-90-902010-5896	443,888
ARPA - Maternal, Infant and Early Childhood Home Visiting Program	93.870	05-95-90-902010-2451	53,443
		TOTAL 93.870	497,331
Total U.S. Department of Health and Human Services			$ 995,752
Total expenditures of federal awards			$ 995,752

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FAMILY RESOURCE CENTER AT GORHAM

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2025

NOTE A BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal grant activity of Family Resource Center at Gorham under programs of the federal government for the year ended June 30, 2025. 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 Family Resource Center at Gorham, it is not intended to and does not present the financial position, changes in net assets, or cash flows of Family Resource Center.

NOTE B 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 Uniform Guidance, where in certain types of expenditures are not allowable or are limited to reimbursement. Negative amounts shown on the Schedule represent adjustments or credits made in the normal course of business to amounts reported as expenditures in prior years.

NOTE C INDIRECT COST RATE

Family Resource Center at Gorham has elected to use the 10-percent de minimis indirect cost rate allowed under Uniform Guidance.

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Leone, McDonnell & Roberts
PROFESSIONAL ASSOCIATION
CERTIFIED PUBLIC ACCOUNTANTS
DOVER • WOLFEBORO
NORTH CONWAY

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
Family Resource Center at Gorham

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 Family Resource Center at Gorham (a New Hampshire nonprofit organization), which comprise the statements of financial position as of June 30, 2025 and 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 January 8, 2026.

Report on Internal Control over Financial Reporting

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

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

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

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Report on Compliance and Other Matters

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

Purpose of This Report

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

Leone, McDonnell & Roberts
Professional Association

North Conway, New Hampshire
January 8, 2026

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Leone, McDonnell & Roberts
PROFESSIONAL ASSOCIATION
CERTIFIED PUBLIC ACCOUNTANTS
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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
Family Resource Center at Gorham

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Family Resource Center at Gorham's compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of Family Resource Center at Gorham's major federal programs for the year ended June 30, 2025. Family Resource Center at Gorham's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, Family Resource Center at Gorham 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 June 30, 2025.

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 Family Resource Center at Gorham 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 Family Resource Center at Gorham's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to Family Resource Center at Gorham's 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 Family Resource Center at Gorham's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Family Resource Center at Gorham's compliance with the requirements of each major federal program as a whole.

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

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Family Resource Center at Gorham's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Family Resource Center at Gorham's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Family Resource Center at Gorham's internal control over compliance. Accordingly, no such opinion is expressed.

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

Report on Internal Control over Compliance

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

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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

North Conway, New Hampshire
January 8, 2026

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FAMILY RESOURCE CENTER AT GORHAM

SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2025

A. SUMMARY OF AUDITORS' RESULTS

1. The auditors' report expresses an unmodified opinion on whether the financial statements of Family Resource Center at Gorham 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 Family Resource Center at Gorham, 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 Family Resource Center at Gorham 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 program tested as a major program was: U.S. Department of Health and Human Services, Temporary Assistance for Needy Families (TANF), ALN – 93.558.

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

9. Family Resource Center at Gorham Family Resource Center at Gorham was determined to not 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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Briana M. Shannon
[redacted]

Objective

Family Support leader dedicated to strengthening family and community well-being through innovative programs, multi-site oversight, and cross-agency collaboration. Skilled in managing diverse initiatives, building high-performing teams, and ensuring compliance with state and federal standards.

Work Experience

Director of Family Support Services
The Family Resource Center at Gorham
January 2025 to Present

- Provide strategic leadership for a multi-site Family Support division, overseeing Comprehensive Family Support Services, Healthy Families America, Kinship Navigation, Newborn Navigation, and other family-focused programs.
- Supervise and mentor program managers, coordinators, and frontline staff, fostering professional development, reflective practice, and high-quality service delivery across all programs.
- Ensure program fidelity, compliance, and quality outcomes across multiple initiatives, aligning services with evidence-based frameworks, including the Strengthening Families Protective Factors and HFA standards.
- Oversee division budgets, resource allocation, and funding compliance, including Trestle and other family support funds, ensuring equitable access for families.
- Build and maintain strategic partnerships with community agencies, healthcare providers, schools, and local organizations to expand family access to services and supports.
- Lead the design, implementation, and evaluation of innovative family programs, events, and initiatives, promoting engagement, wellness, and measurable outcomes for children and families.
- Utilize data-driven oversight, supervision documentation, and program evaluation to inform continuous improvement, track outcomes, and support evidence-based decision-making.

Program Manager-Healthy Families America
The Family Resource Center at Gorham - Gorham, NH
July 2018 to January 2025

- Manage daily program operations for the Healthy Families America Program.
- Track visit completion rates, and update tracking forms
- Oversee program supervisor's daily performance while providing growth opportunities.
- Provide high quality reflective supervision and support other program leaders
- Recruit, train, supervise, coach, evaluate, and support program staff
- Maintain program fidelity and accreditation, in accordance with national standards
- Draft and manage program budgets
- Ensure program compliance with state and local contracts-

Supervisor
The Family Resource Center at Gorham-Gorham, NH
February 2018-July 2018

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- Provide administrative, clinical, and reflective supervision to staff weekly.
- Complete detailed documentation of supervisory sessions.
- Provide education, training, and mentoring for new staff.
- Support Program Manager with accreditation preparation.
- Work collectively with staff to create a healthy work-life balance supporting individual growth.
- Edit, revise, track staff's weekly documentation, developing plans to support incomplete measures.
- Work collectively with Program Manager to track and develop plans for improvement for low benchmark measures.

Family Support Specialist
The Family Resource Center at Gorham - Gorham, NH
February 2016 to July 2018

- Provide parent education to referred families by use of visuals and specialized educational tools.
- Document clients contact notes and complete data updates.
- Meet regularly with supervisor for supervision and case consultation.
- Utilize all professional development opportunities provided
- Communicate openly with referral sources

Additional Employment history available upon request

Education

Groveton High School-High School diploma
White Mountains Community College- continuing education

Skills

- Microsoft Office
- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Program Management
- Budgeting
- Project / Program Management
- Project Management
- Process Improvement
- Reflective Practice/Reflective Supervision
- Strategic Planning
- Motivational Interviewing
- Meeting planning
- Event Organization/collaboration

Certifications and Trainings

Training certificates available upon request

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James Datcher

[redacted]

Professional Summary

Dynamic and detail oriented professional with over 10 years of experience in the automotive industry. Devise inventory management strategies and solutions to drive operational excellence and business growth. Organized and motivated employee able to apply time management and organizational skills in various environments.

Willing to relocate: Anywhere

Authorized to work in the US for any employer

Work Experience

Kinship Navigator

Family Resource Center-Gorham, NH

August 2025 to Present

• Connects families to resources

Helps caregivers access financial assistance, food benefits, healthcare, childcare, housing support, and legal aid.

• Explains child welfare and legal processes

Guides families through custody options, guardianship, foster care licensing, and court procedures.

• Provides emotional support

Offers guidance during stressful transitions and helps families understand trauma and behavioral needs.

• Advocates for the caregiver and child

Works with schools, agencies, and service providers to ensure the child's needs are met.

• Provides education and training

Shares information about parenting, trauma-informed care, and navigating public systems.

Territory Sales Manager

AutoZone

February 2023 to August 2025

• Exceeded sales targets by 4.3% for the past 2 years, consistently ranking as a top-performing territory sales manager

• Developed and implemented strategic sales plans to penetrate new markets and expand customer base, resulting in 3.6% increase in revenue

• Built and maintained strong relationships with key accounts, negotiating contracts and securing long-term partnerships

• Conducted market research to identify potential customers and competitive landscape, providing valuable insights for business development strategies

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• Trained and mentored a team of 14 Commercial sales managers improving their product knowledge and closing skills

• Collaborated with cross-functional teams including marketing, operations, and finance to ensure seamless execution of sales initiatives

• Utilized CRM software to track leads, manage pipeline, and generate accurate sales forecasts on a regular basis

• Implemented effective pricing strategies based on market analysis and competitor offerings to maximize profitability while maintaining customer satisfaction

• Attended industry conferences and trade shows to network with potential clients and stay updated on industry trends

• Analyzed territory performance data regularly to identify areas for improvement or growth opportunities; adjusted strategies accordingly

• Managed budget allocation for promotional activities such as advertising campaigns or sponsorships within assigned territory

• Resolved customer complaints or issues promptly and effectively, ensuring high levels of customer satisfaction at all times

Hub Store Manager

AUTOZONE-Baltimore, MD

January 2017 to February 2025

Store Manager

AUTOZONE-Naugatuck, CT

January 2014 to December 2017

Store Manager

AutoZone Parts, Inc.

October 2009 to November 2017

1. Maintaining store standards and uphold a high level of professionalism.

2. Build and development team members.

• Managed a team of 20 employees, providing training, coaching, and performance evaluations to ensure high levels of productivity and customer satisfaction

• Optimized inventory control processes to minimize stockouts while reducing excess inventory by 20%

• Collaborated with vendors to negotiate favorable pricing terms and maintain strong supplier relationships

• Oversaw all aspects of store operations, including sales, customer service, inventory management, and staff supervision

• Implemented effective strategies to drive sales growth and achieve revenue targets on a consistent basis

• Developed and executed marketing campaigns to increase brand awareness and attract new customers

Parts Salse Mamanger

AUTOZONE-New Milford, CT

January 2009 to December 2014

I lead the company's initiatives and ensuring maximum productivity, training high performing AutoZoners in a safe environment.

I improved sales with a 5% increase while controlling expenses and shrink, and remaining compliant with company procedures in accordance to AutoZone's expectation.

Successfully trained a total of 46 employees from retail associates to Store

Managers.

Supervised data entry, freight deliveries, negatives, and pack away procedures for accurate POS inventory.

Recruited, interviewed, hired, developed, evaluated, coached, and counseled all local employees.

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Consistently ensured Payroll expectations were compliant and deadlines were met. Strived for 100% accuracy and compliance in cash and inventory levels

Ensured that Online orders and delivery of goods competed daily.

Manager

A.C. MOORE'S-Orange, CT

January 2006 to December 2008

Lead the operational processes to deliver sales and profits while protecting our assets.

Provide a well merchandised and well in-stock store by leading and supporting inventory management processes.

Lead a team of well-trained team members to deliver a customer centric shopping experience

Education

Human Service and Family Studies, (Bachelor Degree)

University of Connecticut-Storrs, CT

January 2015 to December 2015

Early Childhood Development (Bachelor's Degree in Human Development and Family Studies)

University of Connecticut-Storrs, CT

April 2010 to August 2015

Skills

- Automotive Diagnostics
- Assists with monitoring and managing all activities related to Risk & Safety Management to maintain a safe work environment
- Inventory control
- Profit & Loss
- Communication skills
- Addresses customer concerns and resolves them with a goal of turning a complaint into a compliment
- Outside sales
- Customer service
- Salesforce
- Processes returns and effectively manages inventory
- Merchandising
- Team Management
- Teaching
- Training & development
- development
- Vendor management
- Mechanical Knowledge
- Classroom experience

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- Leadership
- Management
- Conflict Management
- Manages emergency situations and conduct proper emergency procedures
- Retail sales
- Category management
- Store Management Experience
- CRM software
- Financial management
- Employee staffing
- Sales
- Retail Management
- Payroll
- Warehouse experience
- Scheduling
- Loss Prevention
- Human resources
- Automotive Repair
- Organizational skills
- Negotiation
- Google Docs
- Planograms
- Vehicle Maintenance
- Oil Change
- Mentoring
- GPS
- Supervising experience
- Pricing
- Sales Management
- Follows proper accident procedures
- Recruiting
- Sourcing
- Purchasing
- Expense Reports
- Territory sales
- Microsoft Excel
- Conducts and reviews all opening and closing procedures
- Supply Chain
- Monitors cash flow, inventory and security control
- Inventory management

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- Analysis skills

Certifications and Licenses

Driver's License

ASE parts certified
September 2014 to January 2065

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ANN-MARIE SMITH

[redacted]

PROFESSIONAL SUMMARY

Dynamic professional with extensive experience at Family Resource Center of Northern, NH excelling in client support and behavioral management. Proven ability to enhance service delivery efficiency and foster trust through compassionate kinship support. Skilled in developing individualized support plans and implementing process improvements, ensuring optimal outcomes for clients and families.

Hesser Business College, Manchester NH 1982-1984

Associate's degree: Major in Travel Management/ Minor in Social Science

Berlin Senior High School, Berlin NH 1982 Graduate

Direct Support Professional-Kinship/CFSS Programs, Family Resource Center of NH 2025-Current

Develop supportive relationships with clients to promote trust and open communication. Assist Kinship families with daily living activities, fostering independence and quality of life with raising grandchildren. Implement personalized care plans in collaboration with multidisciplinary teams. Monitor clients' progress, documenting observations to inform care adjustments and improvements. Provide developmental and social-emotional screening to promote appropriate referrals as needed.

Healthy Families America, Supervisor, Family Resource Center of Northern NH 2020-2025

Supervised daily operations ensuring compliance with organizational policies. Mentored team members, enhancing skill development and performance. Implemented process improvements to increase service delivery efficiency. Coordinated case management efforts to streamline resource allocation.

Family Support Specialist-Healthy Families America, Family Resource Center of Northern NH 2017-2020

The FSS is responsible for initiating and maintaining regular and long-term (up to 3 years) contact/support with families. This activity will occur within the family's home. The intervention is family-centered, strength-based, and direct at improving parent-child relationships.

NH 2011-2017

SKILLS

*Time Management	*Decision-Making Support	*Client Documentation
*Behavior Redirection	*Client Support	
* Caregivers Support	*Positive Outlook	

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Participate in Community Baby Shower Events-Berlin/Littleton, NH. I enjoy Spending time with family, Hiking, Walking, Biking, Swimming, Cooking, Decorating and Listening to Music. In College participated in trip to Bermuda, British Overseas Territory to complete Travel Business/ Management Thesis. Job Placement: Stewardess/Fill-in Cruise Director for Exploratory Ship, Exploration Cruise lines, Washington State. Traveled up and down the East Coast, Intercoastal Waterways and American and British Virgin Islands.

*REFERENCES AND CERTIFICATIONS ARE AVAILABLE UPON REQUEST

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Alicia Clauss

[redacted]

Professional Summary

My studies were focused on the speech therapy field, but I enjoy working with children in any circumstance. As a mother of three I have dealt with many issues surrounding children including, disabilities, medical needs, and sensory needs. I also have some medical background with previous LNA license. I am a very strong believer that everyone learns differently and that every situation will not be solved the same way. Having a daughter with special needs has allowed me to work with teams of doctors, therapists, and caseworkers. I have found since starting home services that I can provide some comfort to families since I have been in similar situations, while remaining professional.

Licenses

Speech Language Assistant License (Not currently active)
LNA License (Not currently active)

Skill Highlights

- Empathetic and patient
- Strong organizational skills
- Energetic work attitude
- Multitasking skills
- Dependable
- Problem-solving
- Verbal and written communication
- Knowledgeable in ASL
- Knowledge with certain sensory issues.
- AAC devices
- Down Syndrome knowledge
- Observed numerous disorders & disabilities

Professional Experience

10/2018 - Current **The Family Resource Center at Gorham** – Gorham, NH
Family Support Specialist
As a family support specialist I meet with families that are referred to the program. The family comes up with a list of goals that he/she would like to work on. Together the family and I work to achieve these goals. Other duties include: providing the tools for clients and families to communicate better and negotiate issues for improved family relationships, maintain up-to-date and accurate program files and records, help the family find community resources, provide supervision/support for supervised visits, provide transportation for supervised visits, make phone calls to resources or other team members associated with my clients, and maintain and arrange client appointments.

12/2017 - Current **Northern Human Services** – North Conway, N.H.
Speech Assistant-Independent Contractor
Implemented diverse therapy techniques, recommended by a supervising Speech Pathologist to children in their homes. Delivered information to parents on

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implementation methods for modeled interventions. Worked with a team of therapists and provided feedback from my sessions to discuss progress or setbacks. Collected data and provided progress notes for each child I provided therapy for.

06/2007 - 11/2007 **Country Village** – Lancaster, NH
LNA
Provided the highest quality of care to patients and their families. Provided quality nursing care in accordance with resident care policies and procedures. Provided caring companionship to elderly and developmentally disabled patients. Provided primary resident care and assistance with daily living activities.

12/2002 - 02/2006 **Emerson Outdoor Outfitters** – Groveton, NH
Clerk
Worked as a team member performing cashier duties, product assistance and cleaning. Responsible for ringing up customers in a timely manner and guaranteeing high level of customer service. Recommended, selected and helped locate merchandise based on customer needs and desires. Stocked and rotated inventory regularly. Performed store opening duties, including counting cash drawers and checking all equipment for proper functioning.

Education and Training

2014 **Granite State College** Concord, NH
Speech
AS degree in Communication Sciences and Disorders. Coursework centered around speech field.

2006 **Clinical Career Training** – Lancaster, NH, Coos
LNA
Obtained my LNA license in 6 week course.

2005 **White Mountains Community College** – Berlin, NH, Coos
General Studies
Coursework in Math, English, Psychology, and Anatomy.

2005 **Groveton High School** – Groveton, NH, Coos

Community Service

Volunteer, main floor hospital, 2003.

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Diana L. Merrick
[redacted]

Qualifications:

- 20 years of Operations Management experience and supervisory skills
- 21 years of extensive case management with human services agency
- Extensive community based knowledge of areas resources and utilization
- Strong advocacy skills for identifying barriers to employment, housing, education and training options.
- Very down to earth personality with solid understanding and experience in working with all cultures and socio-economic levels

Work Experience:

Family Resource Center Littleton NH 12/6/17 to current

- Provide in-home support to at-risk families
- Create support plans based on family's needs including budgeting assistance, parenting skills, child development an referrals to outside services
- Use reflective and active listening skills, practice high confidentiality, record keeping and provide creativity and flexibility with planning for each family.

Personal Care/Respite Waterford, VT 6/9/2017 to 12/6/17

- Provide support for consumer to stay in home duties to include shopping, meal prep, house-keeping and companionship

Northeast Kingdom Human Services, St. Johnsbury, VT 11/01 to 6/17

- **JOBS Case Manager**- identify significant barriers to employment and help to resolve them. Create treatment plans, intensive case management and support in community, referrals to other agencies and natural supports

Caledonia Community Work Camp St. Johnsbury, VT 7/07 to 7/13

- **Adjunct Faculty**- teach to inmates of CCWC to enable them to gain credits for high school diploma. Class to include U.S. History, 16 Habits of Mind, Work Service, and Anger Management, Knitting for charity, Resume Building, and Relapse Prevention Plans

Littleton Coin Company Littleton NH 3/98 to 9/01

- **Coin Buying Operations Manager**- manage 40 employees to inspect, grade and send coins to inventory for customer base. Interview, Train, supervise, and evaluate employees. Responsible

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for employee safety, ergonomics, buyers travel and production work.

Bishop Electronics Concord, VT 11/94 to 6/98

- **Operations Manager/Owner**- create electrical wiring harnesses for numerous electronic companies. Buy stock, cut and assemble complicated wiring harnesses for portable generators.

Electronic Precision Assemblers Lyndonville, VT 4/83 to 9/95

- **Operations Manager**- assemble printed circuit boards, solder, order stock, interview, hire, train, evaluate and supervise 15 employees.

Burndy Electronics Corporation St. Johnsbury, VT 7/76 to 11/83

- **Electronics Sub-assembler**- assemble complicated electronic connectors to specifications Inspection work, set up jobs for easiest and most precise assembly.

Education: 1998 Bachelor's Degree in Human Services from Springfield College

Certification: Vermont (TIP) Transition to Independence Trainer 2012-2017

Volunteer Guardian Ad Litem- Caledonia County and Essex County Court House 1992-1998

Member of the NKHS Wellness Committee 2009-2016

Member of the ST. Johnsbury CWS team 2011-2017

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[redacted]

LEAH J. LACROIX

[redacted]

[redacted]

Education

University of New Hampshire

Bachelor of Arts: Psychology, December 2008

Bachelor of Arts: Justice Studies, December 2008

Work Experience

Quality Assurance Manager, October 2022-Present

Family Resource Center, Gorham, NH

Evaluate program procedures and processes to ensure program efficacy. Analyze data, create reports and communicate feedback. Document identified discrepancies and process improvement goals. Ensure programs develop and implement a comprehensive quality assurance plan for reviewing and documenting the quality of all aspects of site implementation (initial engagement, home-visiting, supervision and management etc.) and implement follow-up mechanisms to address identified areas of improvement. Coordinate quarterly program file reviews.

Family Support Specialist, September 2017-Present

Family Resource Center, Gorham, NH

Provide supervised visitation, support and education to parents in the process of reunifying with their child placed in foster care. Develop support plans to address family needs including parenting skills, child development, and service referrals. Accommodate family needs by utilizing a creative and flexible approach. Use active and reflective listening skills. Maintain confidentiality and appropriate documentation.

Respite Provider, October 2015-May 2018

Provide relief for home care provider.

Home Care Provider, May 2012-October 2015

Contracted with Northern Human Services, Berlin, NH

Welcomed an individual with disabilities to reside in personal residence. Provided supports in all aspects of daily living, including personal care and medication administration. Attended training specific to individual's medical needs to provide informed care catered to the specific needs of the individual. Completed a minimum of 10 hours of training per year. Advocated for individual's wants and needs with a focus on human rights. Transferred individual utilizing a barrier free Hoyer lift. Maintained all medical documentation. Assisted individual in meeting goals and documented monthly progress notes.

Residential Program Manager, June 2011-May 2012

Easter Seals, Lancaster, NH

Managed operation of therapeutic residential placement for adolescent boys. Arranged daily schedules and activities for residents. Assured completion of all essential documentation. Provided weekly staff supervisions, monthly staff meetings and completed performance evaluations as necessary. Interviewed, hired and trained staff in accordance to the agency's mission and state regulations. Handled all petty cash. Focused on maintaining a positive and professional work environment to ensure all needs of

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individuals were met.

Residential Instructor, October 2010-June 2011
Easter Seals, Lancaster, NH

Supervised and counseled residents in a living environment. Assisted residents with activities of daily living focused on treatment plans and completed all necessary documentation in accordance with state regulations.

Assistant Program Director, *March 2010-October 2010*
Bridgewell, Beverly, MA

Assisted in daily operation of a residential home for individuals with disabilities. Managed medical, clinical and financial needs of individuals. Conducted interviews. Trained and supervised staff by providing leadership with a focus on team building.

Direct Support Professional, *January 2009-March 2010*
Bridgewell, Haverhill, MA

Provided support and assisted individuals with activities of daily living in a residential home. Provided services to individuals according to DMR regulatory standards, administered medications according to MAP regulations and maintained core training certifications. Worked at DMH program for initial 7 months with adults afflicted with mental illness.

Respite/Relief Residential Youth Counselor, *October 2008-January 2009*
Odyssey House, Hampton, NH

Supervised and counseled residents in a living environment, participated in groups, planned and assisted residents with daily therapeutic activities, behavioral tracking and documentation.

Front-End Assistant Manager, June 2002-January 2009
Market Basket, Plaistow, NH

Assisted front-end manager with maintaining smooth operation of check-out area, handled money transactions, addressed customer complaints in a professional manner and supervised cashiers.

Internships

Sexual Assault Support Services, *Summer 2008*

165 hour internship. Completed 36 hours of crisis intervention training with SASS. Provided support to sexual assault survivors and their families at child advocacy centers for their interviews with police departments, crisis counseled survivors on crisis hotline and provided referrals to victims of sexual assault to community services.

New Outlook Teen Center, *Fall 2006*

20 hour internship. Served as role model for young teenagers and organized donations for annual Christmas party.

Certifications

-Certified Lactation Counselor

-Peer Recovery Support Worker-certified

-Growing Great Kids Curriculum tier 1(0-3) certified

-Trained in Motivational Interviewing-evidenced based counseling approach to health care

-Health Families of America-Evidenced based model certified Family Support Worker

-Pyramid Model for Supporting Social Emotional Competence in Infants and Young Children trained

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Lindsey Mae Olmsted

[redacted]

Special Skills: Computer skills using Microsoft word and excel. Have proven ability to keep confidentiality. Have experience and the responsibility of filing and keeping up to date on paperwork. Great people skills. Multiple years of experience working in direct care

Work History:

July 2020-Present- The Family Resource Center- Data Coordinator/Quality Assurance- Berlin NH- Licensed CRSW, provide quality assurance for visit numbers, run reports, review and analyze family visit notes for various family based preventative programs in addition to collaboration with the Division of Child Youth and Families. Process service authorizations, assign new referrals, plan prepare and facilitate monthly certified recovery support workers group supervision, provide program success stories as well as quality assurance for resources for all programs within the organization.

October 2018- July 2020 The Family Resource Center, Strength to Succeed – Recovery Based Reunification Specialist- Berlin NH- Provide in-home support to at-risk families. Create support plans based on family's needs including treatment centers, parenting skills, child development, and referrals to outside services. Use reflective and active listening skills, practice high confidentiality, record keeping, and provide creativity and flexibility with planning for each families.

May 2015- October 2018- Androscoggin Valley Hospital- Accounts Specialist- Berlin NH- Send out bill claims to insurance companies for payment. Process payments

November 2014-February 2015- North Country Independent Living- Conway NH- Residential Advisor- Skills to work with residents that have suffered brain injuries. Assisting clients with everyday tasks including food prep, house chores and community involvement.

Certification:

Certified Recovery Support Worker (CRSW) 03/2026

Standards of Quality- 02/2026

Ethical Considerations for Recovery Coaches Certificate 03/2026

Suicide Prevention Certificate 03/2026

Introduction to Mental Health 03/2026

Stigma and Bias in Substance Use and Mental Health 04/2026

Bridges Out of Poverty- 09/2025

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DCYF Supporting Laws- 04/2022

PHQ9- 04/2022

Ages and Stages Developmental Screening Certificate 03/05/2019

Naloxone Administration Certificate 07/19/2019

Recovery Coach Academy Certificate 07/2019

Motivational Interviewing Certificate 08/19-23/2019

HIV Trends and Treatment Certificate 08/30/2019

Better Together with Birth Parents Workshop Certificate 10/10-11/2019

Comprehensive Family Support Training Certificate 10/15/2018

Positive Solutions Certificate 10/2018

Comprehensive Family Support Training Certificate 10/15/2018

Positive Solutions Certificate 10/2018

February 2008- June 2013- multiple trainings in early childhood education

Education:

Southern New Hampshire University- January 2020- June 2026- bachelor's in psychology with a concentration in Mental Health

Walden University- September 2026- master's in clinical psychology

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Sandra Patrick

[redacted]

Professional Summary

I am seeking a full-time leadership position using the professional skills I have acquired through decades of schooling, continued education and training, and experience. I work well independently as well as with others; and with 40 years experience in assisting company administrators, directors, CFOs, and managers, I'm ready to sit at the table with leadership to brainstorm, create vision, and bring about implementation. Thank you in advance for considering my employment.

Work Experience

Data Entry Specialist

Family Resource Center-Berlin, NH

August 2022 to Present

- Accurately enter and verify data into company database, ensuring high levels of accuracy and data integrity.
- Developed efficient methods for organizing and categorizing large volumes of data, improving overall productivity and quality assurance.
- Assisted in the development of standardized Excel spreadsheets for consistent data entry across departments and for a means of tracking completion.
- Maintain confidentiality and security of sensitive information by adhering to company policies and procedures.

Director of Music and Organist

Good Shepherd & Holy Family Parishes-Berlin, NH

2016 to August 2021

- Played Casavant Pipe Organ, NORD keyboard, and other electric organs for weekend Masses, funerals, weddings, and other special occasions
- Directed adult choir rehearsals weekly along with youth and children's choirs
- Planned Liturgies for all Masses
- Participated in VBS Music Program
- Taught Music Theory and Choir for one semester at Salve Regina Academy

Owner

Optimal Fitness-Berlin, NH

2013 to December 2016

- Managed a Ladies Fitness Center
- Payroll
- Accounts Receivable and Accounts Payable
- Newspaper and Online Advertising
- Membership Dues

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Administrative Assistant / Grants Coordinator / Accounts Receivable

Tri-County Community Action Program, Inc-Berlin, NH
October 2009 to September 2016

- Maintained and organized Grant Binders year to year
- Grant Writing
- Directed Children's Summer Camp for two summers and Taught for one summer
- Accounts Receivable with Daily Reconciliation of Bank Accounts
- Copying, Filing, E-mail Communications, Letter Writing, Other Miscellaneous Duties

Administrative Assistant for NFHP, AVCoC, AVER

Tri-County Community Action Program, Inc-Berlin, NH
2007 to 2009

- Took Minutes from various boards and committees and Transcribed
- Ran Events and helped with many others
- Handled most inquiries
- Maintained Database Records and Membership Records
- Created Spreadsheets and Forms
- Point of Contact for the Northern Forest Heritage Park and the Androscoggin Valley Chamber of Commerce

Human Resource Manager and Special Events

Town & Country Motor Inn-Shelburne, NH
February 2004 to November 2007

- Created Policy Manual, Attendance Management Records, Monthly Newsletters, and Suggestion Box for employees
- Created many Employee Benefits with management approval
- Planned first and subsequent yearly Employee/Family Picnics
- Replied to all applicants and Interviewed possible candidates for various positions at establishment
- Planned Town & Country's 50th Anniversary Gala
- New Year's Eve Party Reservation Director
- Front Desk Attendant when needed

Administrative Assistant

Northern White Mountain Chamber of Commerce-Berlin, NH
2000 to 2004

- Accounts Payable and Accounts Receivable
- Took Board Minutes and Transcribed
- Served on many Committees to bring about community events
- Assisted Executive Director
- Wrote Press Releases and Edited others
- Handled most inquiries
- Maintained Membership Information, Website, and Community Calendar

Recruiting Assistant and Enumerator

United States Bureau of the Census-Berlin, NH
November 1999 to July 2000

- Set up Testing Sites and Presented/Graded tests for Enumerators

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- Worked with several North Country Elementary Schools and presented the Census 2000 to students, as well as at other Community Events
- Traveled the state as an enumerator

Staff Representative

United States Senate Bob Smith-Berlin, NH
1990 to 1998

- Handled all Constituent Concerns and all Inquiries
- Computer Work
- Represented the U.S. Senator at numerous events and Read Letters Aloud written by him to those in attendance

Front Desk Associate

Town & Country Motor Inn-Shelburne, NH
1983 to 1988

- Receptionist Duties
- Handled Cash, Computer Work and Reservations
- Assisted in Payroll for 150 Employees
- Primary Contact for Group Tours

Education

Secretarial Science (Associate's degree)

SUNY Canton-Canton, NY
September 1979 to May 1981

High school diploma

Mt. Greylock Regional High School-Williamstown, MA
September 1975 to June 1979

Skills

Experience with children **Human Resources Management** **Hotel and accommodations guest check-in** **10 key typing** **Accounts Receivable** **Accounting systems** **Financial data reconciliation** **Hospitality management** **Microsoft Word** **Bookkeeping** **Preschool experience** **Office Management** **School experience** **Grant Writing** **Employee relations** **Guest reservation booking** **Administrative experience** **Accounting and finance experience** **Computer skills** **Microsoft Excel** **Technical Proficiency** **Hotel and accommodations guest complaints handling** **QuickBooks** **Leadership** **Multi-line phone systems** **Payroll** **Event Planning** **Writing Skills** **Accounts Payable** **Hotel and accommodations guest inquiries** **Account reconciliation** **Business hotel experience** **Executive administrative support** **Lesson planning** **Hotel and accommodations guest special request handling** **Hotel and accommodations guest check-out**

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Certifications and Licenses

Driver's License

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Jennifer M. Gilbert

[redacted]

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Professional coordinator with a passion for clear communication, compatible systems, and supporting teams.

Experience 11/2025-Present *Community Engagement and Training Coordinator*
Family Resource Center, Berlin NH

- Pursuing effective ways to promote programs and services
- Organizing events in collaboration with community partners
- Tracking and implementing training opportunities for staff

3/2023-11/2025 *PACE Project Coordinator*
Campus Compact for NH, Berlin NH

- Assisted in program curriculum development and content creation, ensuring relevance and engagement to career exploration
- Provided career and college guidance to program participants
- Created and distributed program materials, including brochures, flyers, and informational resources
- Coordinated program events, workshops, and activities, ensuring successful execution

10/2016-3/2023 *Paraprofessional/Substitute Teacher*
SAU 20, Gorham NH

- Customized daily learning for individual and group activities based on needs
- Communicated and collaborated with educational professionals
- Managed classrooms, clerical duties and support for teachers and staff
- Tutored middle and high school students on various subjects

9/2008-10/2016 *Infant/Toddler Program Coordinator*
White Mountains Community College, Berlin NH

- Created employee schedules based on enrollment needs and licensing regulations
- Mentored students and staff in child development education and practices
- Interpreted and upheld state and national guidelines for childcare centers
- Interacted with parents regularly through written and verbal communication
- Documented and engaged staff to support national accreditation of center

8/2001-9/2008 *Customer Service/Analyzer and Advertising Coordinator*

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Littleton Coin Company, Littleton NH

- Managed accounts enrolled in ongoing receipt of coins based on likes and purchases while juggling intake calls
- Coordinated product advertising from start to finish within the Marketing dept

Education

Bachelor of Arts, Psychology Child and Adolescent Development
Southern NH University, Manchester, NH

Associate of Arts, Liberal Arts
MassBay Community College, Wellesley, MA

Skills

Attention to Detail	Strong Verbal and Written Communication
Leadership Qualities	Calm and Patient Demeanor
Resourceful	Problem Solver

Accolades

Developed Future Ready Workshops and Career Exploration Workshops as part of the PACE (Persistence and Continuing Education) grant, focusing on essential skills and career exploration for middle and high school students. The workshops aimed to provide students with hands-on experiences and tailored support based on needs, contributing to long-term career preparedness and success.

Completed bachelor's program with a GPA of 4.0 while balancing full-time work.

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Haley Allen

[redacted]

EDUCATION

North Country Union Highschool, **Y.O.G: 2017**

Newport, Vermont

PROFESSIONAL EXPERIENCE

Family Resource Center
Berlin, New Hampshire
December 2025-Present

Resource Navigator

In this role, I am working with clients who are looking for help with community resources. I am tasked to help individuals with the following (but not limited to), housing application, fuel and electrical assistance applications, Medicaid/SNAP/Cash applications, new patient paperwork for medical needs, and connecting clients to other community resources. In this role, I also share upcoming community events that are happening in our catchment area with the FRC Employee chat.

Family Resource Center
Berlin, New Hampshire
December 2024-December 2025

Family Support Specialist

During my time in this role at the Family Resource Center, I learned SBC Skills, the skill of OARS, Parenting skills, Anger management tools and many ways one in this position could support family growth. In this role, I worked with family's and gained consensus around individual and family-oriented barriers, created ILO and FLO agreements pertaining to the barriers, and created action plans around each ILO and FLO so the family could be confident in being successful moving forward and after services end.

Weeks Medical Center
Lancaster, New Hampshire
April 2023-November 2024

Patient Financial Counselor

During my time in this role at Weeks Medical Center, I used Meditech to view patient's accounts and help navigate any questions they might have pertaining to (but not limited to) billing, insurance issues/troubleshooting, co-pays, insurance deductibles and financial assistance (if they qualified). During this time, I helped with processing Financial Applications that were submitted along with approve/deny and apply financial assistance to qualifying accounts/appointments. I helped patients apply for DHHS Medicaid and SNAP assistance.

Weeks Medical Center
October 2022-April 2023

Central Registration

During my time in this role at Weeks Medical Center, I pre-registered appointments for 12-15 physicians, two days prior to the appointment date. I would assure the patients insurance was active and if no insurance was present or it was returned from AccuReg as "not active", I would attempt to call the patient to obtain that information prior to them arriving at registration. If I obtained insurance information not on record, I would apply it to the patient's account and appointment.

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CERTIFICATIONS

- Motivational Interviewing for Case Managers
- Positive Solutions for Families
- Anger Management
- MI Symposium- Ferry Beach, Maine
- Heart Saver CPR Certification

SKILLS

Type 35-38 WPM on average

FORM NUMBER P-37 (version 2/23/2023)

Subject: Family Resource Center Services and Kinship Navigation Program Services - RFA-2027-DPH-04-FRCSK-10

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 The Grapevine Family & Community Resource Center		1.4 Contractor Address 4 Aiken Street Antrim, NH 03440	
1.5 Contractor Phone Number 603-588-2620	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $255,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature DocuSigned by: Melissa Gallagher 38907B0EBBF14CB... Date: 5/15/2026		1.12 Name and Title of Contractor Signatory Melissa Gallagher Executive Director	
1.13 State Agency Signature DocuSigned by: Iain Watt B778BB63F9704C7... Date: 5/19/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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 74873484194144B0... On: 5/21/2026			
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials MG DS

Date 5/15/2026

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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.

Contractor Initials MG

Date 5/15/2026

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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.

Contractor Initials MG

Date 5/15/2026

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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.

Contractor Initials MG
DS
Date 5/15/2026

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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 on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure services are provided in the following DHHS District Office Catchment Area: Keene District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must maintain certification as a Family Resource Center of Quality (FRC-Q) throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

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1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Additional Terms**

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

1.6.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.6.2.1. Review of participant files.

1.6.2.2. Review of training records and professional development plans to ensure staffing requirements are met.

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1.6.2.3. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.6.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.6.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.6.4.1. Acknowledgement of data collection within the FCH-DS.

1.6.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.6.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.7. Reporting

1.7.1. The Contractor must submit quarterly reports highlighting program activities to the Department no later than the 15th day of the month following the end of each reporting period. The first report is due by October 15, 2026, and must include:

1.7.1.1. Progress toward achieving stated outcomes;

1.7.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.7.1.3. Data as requested by the Department.

1.7.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.7.2.1. Program accomplishments and activities.

1.7.2.2. Recommendations for service development and outcome improvements.

1.7.2.3. Identification of systemic barriers.

1.7.2.4. Family satisfaction survey results.

1.7.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.7.3.1. Full Name.

1.7.3.2. Date of birth.

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1.7.3.3. Race and ethnicity.

1.7.3.4. Primary language.

1.7.3.5. Household income.

1.7.3.6. Household size.

1.7.3.7. Housing status.

1.7.3.8. Marital status.

1.7.3.9. Town of residence.

1.7.3.10. County of residence.

1.7.3.11. Source of referral.

1.7.3.12. Presence of an incarcerated parent.

1.7.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.7.3.14. Receipt of public benefits, including but not limited to:

1.7.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.7.3.14.2. New Hampshire Child Care Scholarship.

1.7.3.14.3. Medicaid.

1.7.3.14.4. Social Security Disability Insurance (SSDI).

1.7.3.14.5. Supplemental Security Income (SSI).

1.7.3.14.6. Temporary Assistance for Needy Families (TANF).

1.7.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.7.3.15. Participant encounter and service data, including:

1.7.3.15.1. Date of service.

1.7.3.15.2. Participants present during service delivery.

1.7.3.15.3. Service type and topics reviewed.

1.7.3.15.4. Parent education classes or groups attended.

1.7.3.15.5. Support groups attended.

1.7.3.16. Family Resource Center Goal and outcome domains, including:

1.7.3.16.1. Community linkages and referrals.

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1.7.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.7.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

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

1.8. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.9. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.9.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.10. Background Checks

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

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

1.10.1.2. 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

1.10.1.3. 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.

1.11. Confidential Data

1.11.1. 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.

1.11.2. 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.

1.12. Privacy Impact Assessment

1.12.1. 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:

1.12.1.1. How PII is gathered and stored;

1.12.1.2. Who will have access to PII;

1.12.1.3. How PII will be used in the system;

1.12.1.4. How individual consent will be achieved and revoked;

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and

1.12.1.5. Privacy practices.

1.12.2. 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.

1.13. Department Owned Devices, Systems and Network Usage

1.13.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.13.1.1. 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;

1.13.1.2. 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;

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

1.13.1.4. 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;

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

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

1.13.1.6.1. Complete the Department's Annual

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Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.13.1.6.2. 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.

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

1.13.1.7. 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.

1.13.1.8. 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.

1.13.2. Workspace Requirement

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

1.14. Contract End-of-Life Transition Services

1.14.1. General Requirements

1.14.1.1. 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

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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.

1.14.1.2. 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 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.

1.14.1.3. 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.

1.14.1.4. 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.

1.14.1.5. 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.

1.14.1.6. 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

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retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.

1.14.2. Completion of Transition Services

1.14.2.1. 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.

1.14.2.2. 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.

1.14.3. Disagreement over Transition Services Results

1.14.3.1. 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.

1.15. Website and Social Media

1.15.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.15.2. 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

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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.

1.15.3. State of New Hampshire's Website Copyright

1.15.3.1. 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.

2. Exhibits Incorporated

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

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

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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

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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

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

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public

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

4. Records

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

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

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

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 DHHS.DPHS.Contract@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.
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.

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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.

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.

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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:	*The Grapevine Family & Community Resource Center*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	0.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$82,138	$82,138	$82,138
2. Fringe Benefits	$2,862	$2,862	$2,862
3. Consultants	$0	$0	$0
4. Equipment	$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	$0	$0	$0
6. Travel	$0	$0	$0
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$0	$0	$0
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	$85,000	$85,000	$85,000
Total Indirect Costs	$0	$0	$0
Subtotals	$85,000	$85,000	$85,000
			TOTAL $255,000

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Date: 5/15/2026

New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

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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

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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,

Contractor Initials DS MG

Date 5/15/2026

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	The Grapevine Family & Community Resource Center
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	DocuSigned by: Melissa Gallagher 38907B8EBBF14CB...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Melissa Gallagher
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	Executive Director
Title of Authorized Representative	Title of Authorized Representative
5/19/2026	5/15/2026
Date	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 THE GRAPEVINE FAMILY & COMMUNITY RESOURCE CENTER is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 20, 1998. 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: **293564**
Certificate Number: **0007912148**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 20th day of April A.D. 2026.

David M. Scanlan
Secretary of State

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CERTIFICATE OF AUTHORITY

I, Rosemary E. Novotny, 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 The Grapevine.
(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 May 5, 2026, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Melissa Gallagher, Executive Director (may list more than one person)
(Name and Title of Contract Signatory)

is duly authorized on behalf of The Grapevine 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: 05/15/26

Rosemary E. Novotny
Signature of Elected Officer
Name: Rosemary E. Novotny
Title: Board Chair

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 04/20/2026

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: Jane Farris	
Bellows-Nichols Insurance 10 Main Street Peterborough NH 03458	PHONE (A/C, No, Ext): (800) 974-7155	FAX (A/C, No):
	E-MAIL ADDRESS: jfarris@hilbgroup.com	

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : AmTrust Insurance Company	15954
INSURER B : FirstComp Insurance Company	27626
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
The Grapevine Family & Community Resource Center
PO Box 637
Antrim NH 03440

COVERAGES **CERTIFICATE NUMBER:** CL263256229 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [X] LOC [ ] OTHER:			WPP1853486-06	02/15/2026	02/15/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 3,000,000 $ 3,000,000
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			WPP1853486-06	02/15/2026	02/15/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [X] RETENTION $ 10,000			WUM1853488-06	02/15/2026	02/15/2027	EACH OCCURRENCE AGGREGATE	$ 1,000,000 $ 1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: Y If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WC0175339-10	12/09/2025	12/09/2026	PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 500000 $ 500000 $ 500000

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

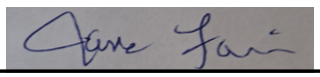
CERTIFICATE HOLDER

State of New Hampshire Department of Health and Human Services
129 Pleasant Street
Concord NH 03301-3857

CANCELLATION

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

AUTHORIZED REPRESENTATIVE



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NONPROFIT COVER SHEET

A. Entity Name: The Grapevine Family & Community Resource Center

B. Entity's Contact Information:

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

Name / Phone / Email: Melissa Gallagher / 603.588.2620 / melissag@grapevinenh.org

Person responsible for Accuracy and Completeness of information provided:
Name: Melissa Gallagher Title: Executive Director

Signature: Melissa W. Gallagher

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Rose Novotny (Chair)	Antrim Branch Manager, Bank of NH
Kimberly Fletcher (Treasurer)	Director of Finance & Operations, The Dublin School
Dottie Bauer (Secretary)	Associate Professor, Keene State College (Retired)
Richard L. Edmunds, Jr.	Owner, Edmunds Ace Hardware
Jenine W. Rubin	Co-owner, Innolution
Dana Brien	McKinney Vento Homeless and Truancy Liaison, SAU 34
Diane Yeo	Health Care Advocate (Retired), Former Kinship Caregiver
James Panico	In house Designer, Spectrum Marketing

D. List Key Personnel (Resumes must be available upon request to the person(s) Antrim Branch Manager, Bank of NH listed in section B or may be attached**):**

Name	Role	Annual Salary	Amount Paid From This Contract
Melissa Gallagher	Executive Director	$77,251.20	$7,725
Teresa Borhorquez	Director of Family Supports & Services	$33,750	$10,071
Sarah Beaumont	Office & Facility Coordinator	$23,837	$7,946
Lisa Swarbrick	Administrator of Finance & HR	$22,776	$7,592

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	(formerly Financial Coordinator)		
Carol Lunan	Parent Facilitator	$9,000	$4,500
Andrea Jurewich	Parent Facilitator	$12,884	$6,882
Maureen Troy	Children's Program Co-Leader	$5,840	$2,920
Leigh Frosch	Children's Program Co-Leader	$9,732	$3,244
Brenda Hennessy	Children's Program Co-Leader	$3,244	$1,946
Karen Pellicano	Community Health Case Coordinator	$45,760	$9,152
Mikayla Essex	Home Visitor	$19,727	$7,891
Paula Coombs	Learning Vine Teacher and Hillsborough Program Coordinator	$21,835	$6,987
Amy Doyle	Learning Vine Preschool Lead Teacher and Director	$26,411	$5,282

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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	$ 347,677	*Compensation of officers, directors, and key personnel*	$68,226
Donations	$260,838		
Program Services Revenue	$26,057	*Other salaries & wages*	$275,201
Interest & Dividends	$4413	*Payroll taxes & employee benefits*	$32,396
All other Revenue	$39,218	*Occupancy, rent, utilities, and insurance*	$27,612
Total Revenue	$ 647,733	*Printing, publications, postage, office supplies, and IT*	$13,029
		All other expenses	$110,225
		Total Expenses	$526,689

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2. BALANCE SHEET

Assets	
Cash & Equivalents	$411,933
Investments	$64,255
Real Estate (less any depreciation)	$159,084
Other Property & Equipment (less any depreciation)	$
Pledges, grants, accounts receivable	$181,474
All other assets	$59,731
Total Assets	$902,527

Liabilities	
Accounts Payable	$11,157
Loans Payable	$179,786
All other liabilities	$
Total Liabilities	$190,943

13754	Grantham Parent Teacher Group	75 Learning Drive					11/13/2026
2	Docusign Envelope ID: AE23383A-2063-8502-8151-E06B13385266	PO Box 80	Grantham	NH	03753	G	5/15/2027
11604	Grapevine - Family and Community Resource Center	PO Box 637	Antrim	NH	03440	G	5/15/2026
25648	Grapevine Giving Foundation	61 Bleecker Street	New York	NY	10012	G	5/15/2026

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The Grapevine
Family & Community Resource Center

The Grapevine's Mission is to promote family and community health and well-being through support, education, and the sharing of resources.

4 Aiken St ~ PO Box 637 ~ Antrim NH 03440 (603) 588-2620 ~ fax (603) 588-7154
Email: admin@grapevinenh.org ~ Website: grapevinenh.org

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THE GRAPEVINE FAMILY AND COMMUNITY RESOURCE CENTER

Reviewed Financial Statements

For The Fiscal Years Ended June 30, 2024 and 2023

PENCHANSKY & CO. PLLC
CERTIFIED PUBLIC ACCOUNTANTS

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THE GRAPEVINE FAMILY AND COMMUNITY RESOURCE CENTER

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INDEPENDENT ACCOUNTANT'S REVIEW REPORT

To the Board of Directors
The Grapevine Family and
Community Resource Center
Antrim, NH

We have reviewed the accompanying financial statements of The Grapevine Family and Community Resource Center (a nonprofit organization), which comprise the statements of financial position as of June 30, 2024 and 2023, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of entity management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

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

Accountant's Responsibility

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

We are required to be independent of The Grapevine Family and Community Resource Center and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

Accountant's Conclusion

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

Other-Matter Paragraph

As discussed in Note 12 to the financial statements, the June 30, 2024 financial statements have been restated to correct a misstatement. Our conclusion is not modified with respect to this matter.

Penchansky & Co., PLLC
Certified Public Accountants
Manchester, New Hampshire

September 4, 2024

1650 Elm Street Suite 302 • Manchester, NH 03101 • Tel 603.647.2400 • Fax 603.647.6495 • www.penchansky.com

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THE GRAPEVINE FAMILY AND COMMUNITY RESOURCE CENTER
Statements of Financial Position
As of June 30,

	Without Donor Restrictions	With Donor Restrictions	2024 Totals	2023 Totals
ASSETS				
Current Assets:				
Cash and Cash Equivalents	$ 183,423	$ 228,510	$ 411,933	$ 419,481
Grants Receivable	27,756	0	27,756	76,736
Accounts Receivable	125,938	0	125,938	12,440
Pledges Receivable	27,780	0	27,780	0
Prepaid Expenses	26,050	0	26,050	26,879
Total Current Assets	390,947	228,510	619,457	535,536
Fixed Assets:				
Land, Buildings and Improvements	167,258	0	167,258	11,272
Equipment	1,900	0	1,900	1,900
Total Fixed Assets	169,158	0	169,158	13,172
Less: Accumulated Depreciation	(10,074)	0	(10,074)	(5,651)
Net Fixed Assets	159,084	0	159,084	7,521
Other Assets:				
Right of Use Asset	59,731	0	59,731	43,924
Investments, Market Value	64,255	0	64,255	26,901
Total Other Assets	123,986	0	123,986	70,825
Total Assets	$ 674,017	$ 228,510	$ 902,527	$ 613,882

- Continued on Next Page -

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THE GRAPEVINE FAMILY AND COMMUNITY RESOURCE CENTER
Statements of Financial Position
As of June 30,

	Without Donor Restrictions	With Donor Restrictions	2024 Totals	2023 Totals
LIABILITIES AND NET ASSETS				
Current Liabilities:				
Accounts Payable	$ 1,661	$ 0	$ 1,661	$ 0
Accrued Payroll Liabilities	9,497	0	9,497	12,250
Current Portion of Right of Use Obligations	18,205	0	18,205	16,067
Total Current Liabilities	29,363	0	29,363	28,317
Long-Term Debt				
Right of Use Obligation, Less Current	43,340	0	43,340	29,320
Note Payable	118,241	0	118,241	0
Total Long-Term Debt	161,581	0	161,581	29,320
Total Liabilities	190,944	0	190,944	57,637
Net Assets:				
Without Donor Restrictions	483,073	0	483,073	448,551
With Donor Restrictions	0	228,510	228,510	107,694
Total Net Assets	483,073	228,510	711,583	556,245
Total Liabilities and Net Assets	**$ 674,017**	**$ 228,510**	**$ 902,527**	**$ 613,882**

Docusign Envelope ID: AE23383A-2063-8502-8151-E06B13385266

THE GRAPVEVINE FAMILY AND COMMUNITY RESOURCE CENTER
Statements of Activities and Changes in Net Assets
For The Years Ended June 30,

	Without Donor Restrictions	With Donor Restrictions	2024 Totals	2023 Totals
Support and Revenue:				
Grants and Contributions	$ 339,672	$ 261,168	$ 600,840	$ 410,607
In-Kind Contributions	7,675	0	7,675	7,200
Program Services	26,057	0	26,057	28,261
Fundraising Events	39,218	0	39,218	51,898
Rental income	625	0	625	200
Net Assets Released from Restrictions	140,350	(140,350)	0	0
Total Support and Revenue	553,597	120,818	674,415	498,166
Expenses:				
Program Services	227,332	0	227,332	257,493
Fundraising & Special Events	575	0	575	378
Management & General	298,783	0	298,783	165,707
Total Expenses	526,690	0	526,690	423,578
Net Increase (Decrease) in Net Assets Before Other Income (Expenses)	26,907	120,818	147,725	74,588
Other Income (Expenses):				
Unrealized Gains (Losses)	3,200	0	3,200	1,028
Investment Income	4,413	0	4,413	2,276
Total Other Income (Expenses)	7,613	0	7,613	3,304
Net Increase (Decrease) in Net Assets	34,520	120,818	155,338	77,892
Net Assets, Beginning of Year	448,553	107,692	556,245	462,604
Prior Period Adjustment (See Note #11)	0	0	0	15,749
Net Assets, End of Year	**$ 483,073**	**$ 228,510**	**$ 711,583**	**$ 556,245**

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THE GRAPEVINE FAMILY AND COMMUNITY RESOURCE CENTER
Statements of Functional Expenses
For The Years Ended June 30,

Expenses:	Program Services	Management & General	Fundraising & Special Events	2024 Totals	2023 Totals
Salaries and Wages	$ 129,916	$ 213,510	$ 0	$ 343,426	$ 260,837
Payroll Taxes	9,663	15,870	0	25,533	23,811
Professional Services	8,797	11,146	0	19,943	17,928
General Program Expense	4,193	13,900	0	18,093	19,535
Occupancy	15,300	1,374	0	16,674	16,959
Scholarships	12,335	3,375	0	15,710	16,507
Telephone and Internet	4,072	10,337	0	14,409	5,820
Insurance	4,957	5,981	0	10,938	9,259
Program Supplies	12,926	1,975	0	14,901	8,642
Building Maintenance and Supplies	1,473	2,732	0	4,205	7,166
Utilities	1,538	3,271	0	4,809	7,126
Office Expense	3,829	6,134	0	9,963	4,887
Fundraising Expense	206	442	575	1,223	4,177
Advertising	933	1,560	0	2,493	3,223
Meetings Expense	831	4,545	0	5,376	2,570
Memberships, Fees and Subscriptions	1,872	1,580	0	3,452	2,102
Interest Expense	1,737	0	0	1,737	1,994
Travel, Mileage and Conference	1,412	870	0	2,282	1,534
Depreciation	4,423	0	0	4,423	1,271
Miscellaneous Expenses	58	181	0	239	755
In-Kind Goods	0	0	0	0	7,475
Employee Benefits	6,861	0	0	6,861	0
	$ 227,332	$ 298,783	$ 575	$ 526,690	$ 423,578

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THE GRAPEVINE FAMILY AND COMMUNITY RESOURCE CENTER
Statements of Cash Flows
For The Years Ended June 30,

	Without Donor Restrictions	With Donor Restrictions	2024 Totals	2023 Totals
Cash Flows from Operating Activities:				
Net Increase (Decrease) in Net Assets	$ 34,520	$ 120,818	$ 155,338	77,892
Adjustments to reconcile changes in net assets to net cash provided (used) by operating activities:				
Depreciation	4,423	0	4,423	1,271
Unrealized (gain) loss	(3,200)	0	(3,200)	(1,028)
Prior Period Adjustment	0	0	0	15,749
(Increase) Decrease in Pledges Receivable	(27,780)	0	(27,780)	0
(Increase) Decrease in Grants Receivable	48,980	0	48,980	(33,236)
(Increase) Decrease in Accounts Receivable	(113,498)	0	(113,498)	24,919
(Increase) Decrease in Prepaid Expenses	829	0	829	(25,479)
Increase (Decrease) in Accounts Payable	1,661	0	1,661	0
Increase (Decrease) in Accrued Payroll Liabilities	(2,753)	0	(2,753)	6,368
Total Adjustments	(91,339)	0	(91,339)	(11,436)
Net Cash Flows Provided by (Used in) Operating Activities	(56,819)	120,818	63,999	66,456
Cash Flows from Investing Activities:				
Payments for the Purchase of Fixed Assets	(155,986)	0	(155,986)	(1,900)
Acquisition of Investments	(34,154)	0	(34,154)	(21,379)
Net Cash Flows Provided by (Used in) Investing Activities	(190,140)	0	(190,140)	(23,279)
Cash Flows from Financing Activities:				
Proceeds on CDFA Loan	118,241	0	118,241	0
Payments on Right of Use Obligations	352	0	352	1,463
Net Cash Flows Provided by (Used in) Financing Activities	118,593	0	118,593	1,463
Net Increase (Decrease) in Cash and Cash Equivalents	(128,366)	120,818	(7,548)	44,640
Cash and Cash Equivalents - Beginning of Year	311,789	107,692	419,481	374,841
Cash and Cash Equivalents - End of Year	**$ 183,423**	**$ 228,510**	**$ 411,933**	**$ 419,481**
Supplemental Cash Flow Disclosures:				
Interest (net of amount capitalized)	$ 1,737	$ 0	$ 1,737	$ 1,994
Income Taxes	$ 0	$ 0	$ 0	$ 0
Supplemental Disclosure of Non-Cash Activities:				
In-Kind contributions	$ 7,675	$ 0	$ 7,675	$ 7,200

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Nature of Organization

The Grapevine Family and Community Resource Center (the "Organization), is a nonprofit organization founded in 1996 and located in Antrim, New Hampshire, that provides support, education, and resources to family, children, and the community to promote health and well-being for all. The Organization offers programs and resources to its community through a number of family and community programs, such as:

Family Support

- Parent-Child Groups
- Learning Vine Preschool
- Grandparents Parenting & Relative Caregivers
- Avenue A Teen Community Center
- Special Programs
- Home Visiting Programs

For Teens

- Avenue A Teen Community Center
- Suicide Response & Prevention

For Community

- Community Wood Bank
- Peoples Service Exchange
- Community Tool Lending Shed
- Information & Referral Resources
- Facility Resources
- Classes and Workshops
- Strong Living Senior Exercise Group
- Suicide Response and Prevention

The Organization serves the Antrim, Francestown, Hancock, Bennington, Hillsborough and Deering, New Hampshire communities.

Note 1 - Summary of Significant Accounting Principles:

Method of Accounting

The accompanying financial statements have been prepared using the accrual basis of accounting, in accordance with accounting principles generally accepted in the United States of America, (U.S. GAAP). Revenues are recorded as they are earned, and expenses are recorded as they are incurred, regardless to the payment of cash.

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Note 1 - Summary of Significant Accounting Principles - continued:

Basis of Presentation

The Organization adopted Statement of Financial Accounting Standards (SFAS) No. 116, *Accounting for Contributions Received and Made*, which requires that certain unconditional promises to give and contributions be recorded as support in the period received.

The Organization presents information regarding its financial position and activities according to Accounting Standards Update (ASU) 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities.* The amendments in this ASU make improvements to the information provided in the financial statements and notes for not-for-profit entities. In accordance with the update, the Organization reports information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

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

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

Use of Estimates in the Preparation of Financial Statements

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

Cash and Cash Equivalents

For purposes of the statement of cash flows, the Organization considers all highly liquid deposits with maturity of three months or less to be cash and/or cash equivalents.

Investments

The Organization follows the Not-For-Profit Entities subtopic of the FASB Accounting Standards Codification with respect to investments. Under this subtopic, investments in marketable securities with readily determinable fair values and all investments in debt securities are reported at their fair values in the statement of financial position. Unrealized gains and losses are included in the change in net assets.

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Note 1 - Summary of Significant Accounting Principles - continued:

Grants, Pledges and Accounts Receivable

Grants, pledges and accounts receivable are reported at net realizable value. Net realizable value is equal to the gross amount of receivables less an estimated allowance for uncollectible accounts. Historically, the Organization has not experienced material write-offs and, therefore, has not established an allowance account.

Fixed Assets

Fixed assets are recorded at historical cost at the time of acquisition. Depreciation is calculated by the straight-line method over their estimated useful lives ranging from five to fifteen years. The Organization capitalizes property and equipment in excess of $1,000 while repairs and maintenance and other minor purchases are charged to operations as incurred. The estimated useful lives of the assets are as follows:

Description	Method	Life
Furniture and Fixtures	Straight-Line	5 years
Equipment	Straight-Line	5 years
Buildings	Straight-Line	40-50 years
Leasehold Improvements	Straight-Line	20 years

Contributed Materials, Equipment and Services

The Organization receives contributed goods and professional services recognized at fair market value as the services received require specialized skills that are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation.

Advertising Costs

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

Income Taxes

The Organization is exempt from Federal Income Tax under Section 501(c)(3) of the Internal Revenue Code. There are no state income taxes due to the fact that the State of New Hampshire recognizes Section 501(c)(3) for exemption of organizations that are organized and operated exclusively for religious, charitable, scientific, literary, or educational purposes.

The Organization's evaluation on June 30, 2024 revealed no uncertain tax positions that would have a material impact of the financial statements. The Organization's information returns are subject to possible examination by the taxing authorities. For federal purposes, the returns essentially remain open for possible examination for a period of three years after the respective filing deadlines of those returns.

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Note 1 - Summary of Significant Accounting Principles - continued:

Functional Allocation of Expenses

The costs of providing the various program services have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited. The allocation of expenses, such as office and occupancy as well as salaries and benefits are done so by an allocation of participation in program or estimated of time and effort.

Note 2 – Concentrations:

Cash

The Organization maintains a cash balance with a bank, which at times exceeds federally insured limits. Management considers this risk minimal.

Receivable

The Organization has a concentration of grants receivable two customers that represented 100% of total grants receivable as of June 30, 2024. The Organization had a concentration of one customer that represented 100% of total grants receivable as of June 30, 2023. The Organization had a concentration of one customer that represented 94% of total accounts receivable as of June 30, 2024.

Note 2 – Fair Value Measurements:

The Organization utilizes all relevant and available information in measuring fair value of investment assets and liabilities in accordance with FASB ASC 820, *Fair Value Measurements and Disclosures*. The fair value hierarchy of ASC 820 prioritizes the inputs to valuation techniques used to measure fair value into three broad levels:

Level 1 - Unadjusted quoted prices in active markets that are accessible at the measurement date for identical, unrestricted assets or liabilities.

Level 2 - Quoted prices in active markets for similar assets or markets that are not considered to be active or financial instruments for which all significant inputs are observable, either directly or indirectly.

Level 3 – Inputs to the valuation methodology are unobservable and significant to the fair value measurement and may require the Organization to develop its own assumptions.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement.

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Note 3 – Fair Value Measurements - continued:

The following is a description of the valuation methodologies used for assets measured at fair value:

Money Market Fund, Mutual Funds and Equity Investments: Valued at the net asset value (NAV) of shares held by the Center at year end as reported by the investment management firm.

The preceding method described may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values.

Furthermore, although the Organization believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

The following table sets forth by level, within the fair value hierarchy, the Organizations' investments at fair value as of June 30, 2024;

	Level 1	Level 2	Level 3	Total
Certificate of Deposit	$ 10,000	0	0	$ 10,000
Mutual Funds	54,255	0	0	54,255
Total Assets at Fair Value	**$ 64,255**	**$ 0**	**$ 0**	**$ 64,255**

The following table sets forth by level, within the fair value hierarchy, the Organization's investments at fair value as of June 30, 2023;

	Level 1	Level 2	Level 3	Total
Mutual Funds	$ 26,901	0	0	$ 26,901
Total Assets at Fair Value	**$ 26,901**	**$ 0**	**$ 0**	**$ 26,901**

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Note 4 – Net Assets with Donor Restrictions:

Net assets with donor restrictions are comprised of the following at June 30, 2024 and 2023:

	June 30, 2024	June 30, 2023
Subject to expenditure for specified purpose:		
CCIP	$ 125,066	$ 0
Access Grapevine	58,000	7,995
Trestle Funds	27,180	17,830
Avenue A Teen and Community Center	9,008	35,224
NHCF	6,878	230
Kinship	1,410	2,693
Concord Hospital	578	2,048
Rise – MUW	390	6,667
Family support and services	0	28,700
Learning Vine	0	5,200
NH Early Childhood	0	1,105
Total	**$ 228,510**	**$ 107,692**

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose or the occurrence of the passage of time or other events specified by the donors as follows for the years ended June 30, 2024 and 2023:

	June 30, 2024	June 30, 2023
Satisfaction of purpose restriction:		
Avenue A Teen and Community Center	$ 32,016	$ 40,546
Family support and services	28,700	33,672
Trestle Funds	9,952	9,668
Access Grapevine	7,995	2,004
Concord Hospital	11,970	7,953
Rise – MUW	6,278	19,723
Kinship	36,282	39,636
NH Early Childhood	1,105	2,965
NHCF	852	0
Learning Vine	5,200	0
Tool shed	0	208
Total	**$ 140,350**	**$ 156,375**

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Note 5 – In-Kind Contributions:

The amounts reflected in the accompanying financial statements as contributions in-kind are offset by like amounts included in expenses. The Organization received $7,200 and $7,200 of goods and donated professional services for the years ending June 30, 2024 and 2023, respectively.

	June 30, 2024	June 30, 2023
Revenues		
In-Kind Contributions	$ 7,675	$ 7,200
Expenses		
In-Kind Services:		
Program Services	7,200	7,275
Management & General	475	200
Fundraising	0	0
Total	**$ 7,675**	**$ 7,475**

Note 6 – Contingency:

Grants

Amounts received from grantor agencies are subject to audit and adjustment by grantor agencies. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount of expenditures which may be disallowed by the grantor cannot be determined at this time. Management believes any amount to be determined would be immaterial.

NOTE 7 – Leasing Activities:

The Organization adopted the provision of FASB's ASC Topic 842 *Leases.* Management has reviewed the Organization's leasing agreements and has determined that two leases meet the criteria for ASC Topic 842 for rent of office space and one lease for office equipment.

The Organization has a lease agreement for office space as the Organization's main location. The Organization agrees to pay the sum of $47,340 over the course of three years, paid in monthly installments ranging from $1,275 for year one to $1,355 in year three. The term of the lease expires December, 31, 2025.

The Organization has a lease agreement for the Aiken Barn as the Organization's location for program uses. The Organization agrees to pay the sum of $48,000 over the course of 20 years, paid in monthly installments of $200. The term of the lease expires April 30, 2044.

The Organization has a lease agreement for use of copier machine. The Organization agrees to pay the sum of $10,256, annually, paid in monthly installments of $171. The term of the lease expires September 2, 2027.

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NOTE 7 – Leasing Activities - continued:

The following summarizes the line items in the balance sheets which include amounts for operating leases as of December 31:

	2024	2023
Operating Leases		
Operating lease right-of-use-assets		
Office Copier	$ 5,863	$ 7,714
Office Space – Main Location	53,868	36,210
Total Operating leases right-of-use assets	$ 59,731	$ 43,924

Operating Lease Obligations	2024	2023
Lease liability		
Office Copier	$ 6,067	$ 7,820
Office Space – Main Location	55,478	37,567
Total operating lease liabilities	$ 61,545	$ 45,387
(Less: Current Portion of Lease Liability)		
Lease liability – Current		
Office Copier	$ (1,829)	$ (1,851)
Office Space – Main Location	(16,376)	(14,216)
Total operating lease liabilities - current	$ (18,205)	$ (16,067)
Long-term Portion of Lease Liability		
Lease liability – Long-term		
Office Copier	$ 4,238	$ 5,969
Office Space – Main Location	39,102	23,351
Total operating lease liabilities – long-term	$ 43,340	$ 29,320

The following summarizes the weighted average remaining lease term and discount rate as of June 31:

	2024	2023
Weighted Average Remaining Lease Term		
Operating leases	48 months	25 months
Weighted Average Discount Rate		
Operating leases	4.25%	4.25%

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Note 8 – Notes Payable:

The Organization received a 0% interest, $1,000,000 reimbursement loan with Community Development Finance Authority (CDFA) for investment in a construction project to build a community center. Per the loan documents, the project must be completed by August, 2025, and is in the form of a reimbursement on project expenses. The loan stipulates the property must be used for 10 years from the date of occupancy for program services. After the 10 years has lapsed, the borrower obligation to repay the loan is deemed satisfied and paid in full. Total amount of loan as of June 30, 2024 is $118,241.

Note 9 – Liquidity and Availability of Financial Assets:

The Organization's primary source of revenue is from government grants, required to be used in accordance with the purpose restrictions imposed by the grantor. Below is a summary of financial assets available within one year and free of donor restrictions.

Financial assets available within one year and free of donor restrictions:

	June 30, 2024	June 30, 2023
Cash & Cash Equivalents	$ 183,423	$ 311,787
Grants Receivable	27,756	76,736
Pledges Receivable	27,780	0
Accounts Receivable	125,938	12,440
Investments	64,255	26,901
Total	**$ 429,152**	**$ 427,864**

Note 10 – Designated Funds with New Hampshire Charitable Foundation:

The Organization is the beneficiary of a designated fund, The Grapevine Family and Community Fund, held at the New Hampshire Charitable Foundation (the Foundation). Under this agreement, amounts that are donor designated for this purpose are transferred permanently to the Foundation. In accordance with FASB ASC 958-605-25, amounts received for the endowment are not recorded as income and are not included as assets in these financial statements. Rather, the contributions are recorded as assets and as income of the Foundation. The fair market value of the endowment fund at June 30, 2024 and 2023 was $56,857 and $49,968, respectively. In accordance with its spending policy, the Foundation makes distributions from the fund to the Grapevine to offset its supporting services expenses. Total distributions received were $1,855 and $1,867 for the years ended June 30, 2024 and 2023, respectively.

Note 11 – Prior Period Adjustment:

For the year ending June 30, 2023, the Organization recorded a prior period adjustment to net assets for $15,749 to reflect an increase in net assets and a decrease in payroll related liabilities for a payment that was duplicated in prior periods.

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Note 12 – Subsequent Events:

Subsequent events have been evaluated thru September 4, 2024, which is the date the financial statements were available to be issued.

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Melissa W. Gallagher

WORK EXPERIENCE

Executive Director, The Grapevine Family & Community Resource Center, Antrim, NH

- Responsible for day to day management, budget and operations of small, human services non-profit organization serving the Monadnock Region of New Hampshire
- Supervise and ensure well-being of 11 staff members with focus on maintaining high morale
- Hold primary fundraising responsibility through grant writing, community events, donor cultivation and relationship building in the community
- Oversee public relations and marketing of all services and programs via print and social media
- Implement organization's strategic plan set forth by leadership staff and the Grapevine Board of Directors

Extended Learning Opportunities Manager, PlusTime NH, Concord, NH

- Held leadership role implementing a major education grant in the state of NH; the Extended Learning Opportunities (ELO) Initiative
- Built support and awareness of ELOs among statewide business and community stakeholders
- Developed community partnerships between NH high schools and business, local government and non-profit communities
- Trained and oriented school leadership and administration on ELO state policy and available supports
- Presented to statewide and national audiences on the NH ELO initiative; shared promising practice

Research Associate, Children's Alliance of New Hampshire (CANH), Concord, NH

- Conducted data gathering and analysis for all KIDS COUNT project work in New Hampshire
- Co-authored 2007 KIDS COUNT New Hampshire Data Book – a major publication focused on areas of child health and well-being, disseminated statewide and used by key decision makers in the state
- Represented CANH on numerous statewide committees related to child protection, access to quality education and child care
- Informed selection of organization's key issues and priorities, including a focus on predatory lending practices in the state
- Testified at NH State House public hearings and worked with state legislators to advocate for mission critical bills

Manager of Research and Quality Assessment, Providence After School Alliance (PASA), Providence, RI

- Researched model efforts to establish and measure quality after school standards and identify national best practices and models in building a city-wide afterschool infrastructure
- Provided technical assistance, developed policies and created assessment tools to support quality improvement in Providence after-school programs
- Collaborated with statewide After School Plus Alliance, 21st Century network, national groups, and after school funders to align efforts
- Developed and implemented an assessment process to measure quality improvements made by PASA-supported after school programs
- Designed a professional development plan to support application and assessment of quality standards in key strategic areas

Co – owner and Administrator, MoonRivers Media, LLC, Nashua, NH

- Established, in partnership with spouse, a successful, expanding Information Technology (IT) consulting company for small business and non-profits in Northern New England
- Lead company administration, including all client billing, files and records through Quickbooks program.
- Cultivate new client leads and manage current client relations
- Seek new opportunities to support and build the technological capacity of non-profit organizations in the New England area

Director, Community Impact, United Way of Massachusetts Bay, Boston, MA

- Co-managed the Engaging Families Initiative, a four-year grant funded project that sought to more meaningfully engage parents in their children's informal learning and out of school time
- Represented United Way on children's public policy issues and promoted legislative agenda
- Researched and tracked State of Massachusetts' legislation concerning children's issues, especially as related to children's health
- Worked directly with Boston After School Programs on special initiatives focused on capacity building and staff training
- Facilitated, advised and trained the United Way Youth Advisory Council; Boston area high school students who lead the review of youth project grant proposals and make consequent funding decisions

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WORK EXPERIENCE (continued)

Consultant, United Teen Equality Center, Lowell, MA
- Advised Center Director and other key staff in the implementation of a program-wide evaluation
- Developed a logic model for Center's Streetworker Program with participation of key staff and program youth
- Conducted trainings for Streetworker Program staff in outcomes measurement, surveys and activity tracking methods

Associate Director, Ben-Gurion University, Overseas Student Program, New York, NY
- Coordinated and implemented all activities related to student recruitment and admissions; directly influenced program's twenty percent enrollment increase for Academic Year 2000-01
- Developed social and academic events within the NY/NJ metro area for high school and college-age students; focused on educating and involving students in Israel's current events
- Consulted with potential applicants, parents, university administration and faculty on a regular basis
- Traveled extensively throughout the United States and abroad to academic institutions and community organizations

Legal Advocate / Assistant, Law Offices of Attorney Donna Wright, New Haven, CT
- Consulted with clients on an individual basis; reviewed status of case. Acted as advocate on behalf of each client Majority of cases involved women and children in crisis/ challenged environment
- Observed trials and interviewed potential witnesses, orally briefed attorneys on each case and submitted detailed, written reports.

Combat Medic, 141st Medical Company, CT Army National Guard, New Britain, CT
- Participated in monthly military drills involving use of combat and medical skills
- Held a military rank of Specialist; squad leader responsible for accountability and well being of soldiers
- Delegated and assigned tasks to appropriate personnel, enabling company to accomplish missions successfully

LIFE EXPERIENCE, ACTIVITIES & AWARDS

Volunteer:
- Elections Volunteer, Town of Hancock, NH – act as poll greeter and ballot counter for multiple local/state/federal elections
- Water Sampler, Town of Hancock, NH – sample local water ways during swimming months to test for bacteria levels
- Parent Helper, Conval Regional High School, Peterborough, NH – help with feedback groups, teacher appreciation and sporting events

Awards:
- ***Community Trailblazer Award:*** *Awarded by Antrim Grange; 2023*
- ***10 Extraordinary Women Award:*** *Named by Keene Sentinel; 2020*
- ***Citizen Commendation***: Awarded by Mayor David Cicilline of Providence, RI for "…tireless efforts to improve the lives of Providence's children and families"
- ***Two-time recipient, Army Achievement Medal***: Given for outstanding academic performance in a military school and for outstanding leadership during a two – week summer training exercise

Other Skills & Hobbies:
- ***Certified in First Aid and CPR:*** BLS: Adult CPR, Child CPR & Infant CPR, Emergency Basic First Aid, Bloodborne Pathogens, Cognitive A.E.D. Skills
- ***Marathon and Triathlon competitor***: Completed multiple marathons and triathlons in the New England area
- ***Proud wife and mother:*** to a loving husband and our two children!

COMPUTER SKILLS

Microsoft Office Suite, Quickbooks and Project Management programs

EDUCATION

BRANDEIS UNIVERSITY, Heller School for Social Policy and Management, Waltham, MA — *Degree conferred 2003*
Master of Business Administration in Health and Human Services — Concentration: Child, Youth and Family

UNIVERSITY OF CONNECTICUT, Storrs, CT — *Degree conferred 1998*
Bachelor of Science in Family Studies
Major: Human Development and Family Relations — Concentration: Social Policy and Planning

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TERESA V. BOHORQUEZ

PROFESSIONAL PROFILE

Professional with a robust background in behavioral health crisis assessment and community-based problem solving. Skilled in comprehensive program administration, including strategic planning, operational oversight, and cross-departmental collaboration. An organized and flexible professional focused on delivering inclusive, high-quality family services for diverse populations. Expert in developing client-focused safety plans and navigating complex community systems to ensure patient well-being. Committed to providing compassionate, effective leadership in high-pressure situations, ensuring organizational excellence and staff development.

EDUCATION

Master of Science in Psychology Jan 2020 Southern New Hampshire University - Manchester, NH **Bachelor of Arts in Psychology** Jan 2015 New England College of Henniker - Henniker, NH; **A.S. Business Administration** Jan 2014 County College of Morris - Randolph, NJ;
A.A Education Specialist in Psychology Jan 2014 County College of Morris - Randolph, NJ;

KEY SKILLS & QUALIFICATIONS

CPI certified | Microsoft Office – Word, Excel, PowerPoint | Cultural Diversity | Documentation | Mentoring Recording Observations | Dialectical Behavior Therapy (DBT) | Behavioral Intervention | CPR & AED Certified - Adult, Child, and Infant | Passed Core Praxis Test | Writing/Copy Editing | Time Management | Typing 55 WPM | Zoom | Experience multiple ages | Clerical procedures | Scholarly Databases & Research

EXPERIENCE

Director of Family Supports & Services
Grapevine, Antrim NH Aug 2025- Current

- Oversee family support programming, including home visiting, kinship, parent education groups, community events, and Learning Vine outdoor preschool, ensuring alignment with the organization's mission and community needs.
- Attend and promote community networking with local schools, healthcare providers, and state agencies to create a seamless "no-wrong-door" referral network for families.
- Support community and team collaboration to create numerous outreach and family events that increased local engagement and improved access to support services.
- Oversee staff by managing schedules, timesheets, and conducting annual job reviews; maintain accurate records of certifications and training to ensure our team is always growing and providing the best care possible for our families.

Crisis Clinician (Per diem)
Monadnock Community Hospital, Peterborough NH Aug 2025 - Current

- Conducted comprehensive psychiatric and crisis assessments for a diverse patient population (children, adolescents, and adults) within a high-volume Emergency Department.
- Collaborated within a multidisciplinary team of ER physicians, nurses, and security personnel to manage behavioral emergencies and ensure a safe therapeutic environment.
- Utilized DSM-5 diagnostic criteria to provide accurate clinical impressions and guide level-of-care determinations in time-sensitive situations.
- Maintained meticulous clinical documentation and oral reporting, adhering to strict ethical standards and HIPAA privacy regulations.
- Championed patient-centered care by honoring diversity and treating all individuals with dignity and respect, even in de-escalation scenarios.

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Office Assistant (Part-time)
Monadnock Community Hospital, Peterborough NH Feb 2025 - Feb 2026

- Streamlined communication by efficiently managing phone calls, emails, and correspondence, resulting in timely information dissemination.
- Maintained organized and accurate records through meticulous data entry, record-keeping, and management of both electronic and paper filing systems.
- Facilitated seamless information flow and interdepartmental collaboration, contributing to efficient hospital operations.
- Provided welcoming and professional reception services, ensuring a positive experience for patients, visitors, and staff.
- Provided essential support to billing/invoicing processes, ensuring accuracy and adherence to procedures.

Therapeutic Mental Health Clinician
NeuroRestorative, Concord NH Aug 2021- Jan 2025

- Prepared and taught lessons for multiple weekly groups including: Dialectical Behavior Therapy (DBT), Social Skills, Art therapy, and individual sessions towards objectives of rehabilitation and community reintegration by identifying goals and ensuring positive quality of life.
- Meet standard completion of necessary documentation for state billing, and monthly deadlines and have press reflected in weekly progress notes, monthly and annually.
- Engage a diverse adult population in both groups and individual sessions of up to 28 residents, while maintaining a safe environment for all residents and staff.
- Coordinate care among internal and external teams; collaborating with both internal and external teams for optimal goal achievement.
- Demonstrated sound work ethics by engaging healthy professional relationships between residents and coworkers by being a good listener, having ability to empathize while still providing guidance.

Peer Support Specialist -
Riverbend, Concord NH Dec 2020 - Aug 2021

- Responsible for helping clients and families understand the systems of care available to them in the community by coaching them towards success and providing learning opportunities whenever possible.
- Provide clients with support and advocacy in accessing the care they need in-person, on the phone, telehealth, or zoom.
- Work independently to complete highly private documentation in a timely fashion.
- Collaborated with clinicians in conducting initial assessments and coordinating follow-up care, and providing specific types of recovery-oriented support to individuals in crisis and their families.
- Providing office and community-based interventions for people experiencing a mental health crisis.

Life Skills Facilitator
(Pier Diem) - Robin Hill Farm, Deering NH May 2018 – March 2020; Sept 2021- Feb 2022

- Completed documentation including observations of residents behaviors and goals in a timely manner.
- Ensured positive quality of life, of up to 10 residents, while maintaining a safe environment for all residents.
- Demonstrated sound work ethic by engaging healthy professional relationships between residents and coworkers.
- Provided Cognitive Behavioral Therapy, guidance and counseling to residents to support healthy emotional

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regulation as well as ensure effective coping skills to aid in a positive lifestyle.

- Employed strong time management while driving residents to appointments according to individual schedules while teaching and encouraging life skills.

Para Educator II/Substitute Teacher

Hillsboro-Deering Elementary School, Hillsboro, NH May 2018 -June 2020

- Monitor individual student progress and coach students in accomplishing established objectives using their Individualized Educational Plan (IEP).
- Manage student behavior in the classroom specifically by using positive student behavior and learning.
- Organization, implementation, and coordination of multiple activities and schedules under the direction of the Education Specialist or Teacher, online and in person.
- Provides tension management strategies to meet physical, and emotional needs of the classroom.
- Excellent problem-solving skills which serve as support for students who exhibit behaviors that interfere with their learning.

References upon request

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Sarah Beaumont

Education:
ConVal, High School Diploma, 2002- 2006 Peterborough, NH
Michaels School of Hair Design, Cosmetology License, 2006- 2007 Bedford, NH
Certifications/ Trainings:

- Certified in Basic First Aid, CPR, and AED with the American Heart Association: December 2026

Experience:
The Grapevine Family & Community Resource Center, 588-2620
Supervisors: Melissa Gallagher
Office & Facility Coordinator
2017-Present

- Office Management:
  - Work closely with the Executive Director and other management staff on day-to-day office needs and upcoming projects
  - Greet walk-ins for help, and individuals and families who come in needing assistance and referral
  - Answering telephone, directing calls, and/or taking messages, maintaining general voice recordings, and working with tech support as needed.
  - Maintain the organization's general email account; answer inquiries, forwarding emails to specific staff, and enter and check the accuracy of our email contact database. ○ Coordinate activities with other agencies, such as delivery drop off and holiday programs
- Administrative Duties:
  - Orders of office supplies, program supplies, and placing orders for clients' needs ○ Program and event flyer and publication creation using Canva or InDesign
  - Tracking and processing thank you letters to donors
  - Manage online and paper filing systems
  - Oversee mailing, bulk copies, contact lists, and certain data entry
  - Provide support with program statistics
  - Assist with payment processing
  - Pick up mail/drop off mail at Antrim Post Office
  - Oversee the administrative needs of seasonal projects and fundraising events such as our Annual Spring Walk Fundraiser, Auction, and Annual Appeal mailing
  - Coordination of volunteer interest and requests for information
- Facility Oversight:
  - Oversight of facility needs including supply ordering, safety and accessibility, repairs or maintenance; coordinate with Executive Director to make requests as needed ○ Help with light housekeeping duties
  - Respond to wood banks needs and requests including pickups, referrals, donations, and acknowledgements.

ConVal School District
Supervisor: Starr Davis, First Friends Preschool Teacher
2014-Present
First Friends Preschool Paraprofessional

- Para Educator Strand Instructional Strategies & Learning Management
- Crisis Prevention Institute (CPI) Training
- Preschool Curriculum Work

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- Training in Student Emotional Health & Trauma
- Learning strategies for children 3-5
- Special Education IEP reports, data collection and meeting goals
- Learning activities, projects- fine motor or gross motor
- Enrich the children's mind with Social Studies, Creative Arts & Music, Science, Math, Writing, Reading, Language skills, Reasoning & Concept Development, Motor Skills, and Social Skills

The Grapevine Family & Community Resource Center, 588-2620
Supervisors: Lisa Hennessy Before & After School Coordinator
2011- 2020
Lead Program Staff

- To help parents with child care for before and after school
- To create a safe and enriching environment for elementary school students • Creating and planning specific programs during the program
- Fun, learning activities
- Supervising and maintaining a safe environment
- Assumes responsibilities when the coordinator is not on-site for programming hours.

Trends of Fashion, 588-2354
Supervisor: Paula Brissette
July 2013- August 2014

- Stylist
- Processing inventory
- Customer service
- Receptionist: cashier, answering phones, and scheduling appointments

Dunkin Donuts- 2003-2011

- Cashier
- Food service
- Opening and closing the store
- Counting and ordering inventory
- Shift leader: counting the drawers, reconciling paper for the day, deposits & setting up the drawers for the next day

Other Skills

- Social Media Design
- Computer Skills: Canva, InDesign, Google Suits platform, Microsoft Windows, Email correspondence

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LISA SWARBRICK

Having worked for one small company for the majority of my professional career, I successfully maintained the responsibilities of Office Manager, Human Resource Director, Risk Management, Benefits Management, Accounting & Asset Management, Safety Administration, and Event Planning.

Authorized to work in the US for any employer

Work Experience

Administrative of Finance and Human Resources

The Grapevine Family & Community Resource Center - Antrim, NH May 2020 - Present

Responsible for financial operations and human resources in close collaboration with the Executive Director. Specific responsibilities include:

Financial Management & Oversight:

- Oversee financial tasks and management of Quickbooks accounting systems
- Run monthly payroll and expenses; issue and process payments on a weekly basis
- Manage online and paper filing systems
- Proper handling and maintaining of confidential information
- Manage cash flow
- Manage and monitor Accounts Payable and Accounts Receivable
- Generate monthly invoices for program participants
- Financial reporting and data analysis of fundraising events
- Produce annual employee W-2s and vendor 1099s
- Obtain and maintain vendor W9 and certificate of insurance as needed.
- Grant management including tracking of restricted funds
- Produce quarterly financial reports and projections for Executive Director and Board of Directors
- Prepare information needed for annual insurance renewals such as workers compensation audit
- Work closely with Executive Director to develop annual organizational budget; enter into Quickbooks for tracking
- Monitor investments and consult with Board Finance Committee as needed
- File all required paperwork to State and IRS including Annual Review, quarterly 941s
- Coordinate with external CPA in preparation of Annual Financial Review and filing of 990

Human Resources Management:

- Onboarding of new hires including employment authorization, payroll, benefit enrollments and paperwork submissions to the state.
- Coordinate with external Benefits Manager, submit paperwork as needed
- Consult with Department of Labor to ensure compliance with state and federal employment law
- Maintain Employee Handbook, making updates and revisions as needed

Financial Manager

C.W. Keller & Associates, Inc. - Plaistow, NH May 1982 - December 2018

Full Charge Bookkeeper proficient in processing and managing:

- Accounts Payable
- Accounts Receivable
- Cash Flow Management.
- Payroll
- General Ledger

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- Multi-state tax filings
- Internal financial reporting
- Account balancing and monthly reconciliations
- Close working relationships with accountants and bank officers for fiscal year end processing

Office Manager
C.W. Keller & Associates, Inc. - Plaistow, NH May 1982 - December 2018

Installed and managed processes/procedures for efficient work flow. Trained, supported and supervised staff. Managed inventory and department budgets. Provided customer service.

Human Resource Director
C.W. Keller & Associates, Inc. - Plaistow, NH May 1982 - December 2018

Responsible for:

- Maintaining current knowledge of relevant laws and regulations in relation to employee and labor relations
- Create and maintain employee manual
- Conduct compensation and benefits review
- Talent acquisition
- Provide employee training and development opportunities
- Manage interpersonal relationships through written and verbal communication
- Manage all onboarding of new employees
- Conduct all exit interviews with departing employees
- Support department heads with their responsibilities as they relate to the personal & professional growth of their direct reports
- Manage all aspects of the company benefits package.

Education and Skills

Associates Degree in Business Management
Northern Essex Community College

Accounting Software: Great Plains, MAS90, Sage 100 Contractor, Quickbooks

Other programs: Microsoft Word, Excel, Google Drive, Powerpoint

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CAROL F. LUNAN

EDUCATION:

- Antioch New England Graduate School, Keene, NH. May 1996. M.Ed. Early Childhood/Elementary Education. Participated in England teacher visitation program.
- Education-related workshops: 270+ hours, 1986-1997. Including: Math Their Way and Whole Language
- Norwich University, Northfield, VT. Fall 1979. Courses: Reading Tech., Elem. Methods (Math), 6 credits.
- University of Vermont, Randolph, VT. Fall 1978. Course: Int. Behavior Principles, 3 credits.
- University of Connecticut, Waterbury Branch and Storrs Campus. Major: Early Childhood Educ., 86 credits, 1972-1975.

Family Support Program Director, Preschool Teacher, Parent Group Facilitator
The Grapevine Family & Community Resource Center **9/00 to present**

Family Support Program Director for 10 years, 2015 to 2025. Responsible for oversight of programs and staff support. Proposed budget, designed and implemented caregiver programs, staff reviews, facility support, community connections, marketing.

Learning Vine Cooperative Preschool Teacher/Director, 2000-2017. Worked closely with parents to run preschool programs, program licensing, oversight of licensing requirements.

Parent Group Facilitator, 2010 to present. Work with parents to establish group agreements, determine how the group will run, develop topics based on parent interest, support safe space for parents to share.

Environmental Educator/Naturalist **3/00 to 6/02**
Harris Center for Conservation Education Hancock, NH

Teaching at Rindge Memorial School, grades 1-5. Developed and presented the following Spring Programs: Spring Birds, Vernal Pools, Mapping and Worms.

Summer Program Direction for Wols Nest Summer Program for 2 summers. Responsible for staff hiring and training, program development, registrations and general function of the program.

Early Childhood Consultant **3/00 to 3/01**
Parent/Child Connection, FACT Program Peterborough, NH

Observation of 11 children, ages 9 mths- 6 years, in the Wednesday AM program, narrative reports, and meetings with all parents. Consultation with program teachers and director. Teacher in summer program.

Parent Educator/Home Visitor **4/00 - 06/10**
Parent Guidance Center, The River Center Family Resource Center Peterborough, NH

Offered first program in April 00: Parenting Teens - Bridging the Gap.
Home Visitor

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Home visitor for up to 10 families. Parent as Teachers curriculum, depression screening to assess emotional state postpartum, facilitate goal setting, support needs of parent for first year of child's life, provide additional resources as needed.

Kindergarten Teacher **9/98 - 6/99**
ConVal School District Bennington, NH

Worked closely with Reading Recovery Teacher, Speech Therapist, School Counselor, and SPED Coordinator to provide a program to meet the needs of a diverse group of 17 children.

Kindergarten Teacher, Lecturer, **8/97 - 6/98**
Wheelock School, Keene State College, Keene, NH

One year temporary position working with 20 children in the morning program. Plan with afternoon teacher using a thematic approach, base activities on needs and interests of students. Trimester parent conferences with report cards, year-end narrative reports. Interface with specialists for several children with IEPs. Participating teacher for two Keene State College Methods Students and one student teacher. Encourage parent involvement, including volunteering in the classroom.

Substitute Teacher and SPED Aide, **1/96 - 6/97**
ConVal School District, Greenfield Elementary School

Substituted in many grades within the district until mid-March when accepted a Greenfield aide position working in kindergarten and first grade. Beginning Sept. '97 a SPED Aide, grades K-2. Established a school publishing house.

Student Teacher, **Fall 1996.**
Rindge Memorial School Rindge, NH

Fifteen week fifth grade internship, working with Deborah Jackson. Developed and taught recycling, England, fractions, and colonial history units. Over time took entire responsibility for class and substitute taught when Deb was absent.

Kindergarten and Preschool Teacher, Co-director. **9/86 - 6/95.**
Happy Valley School *Peterborough, NH*

Primarily responsible for 10 - 12 children, close interaction with 30 others. In addition to teacher duties: evaluation of and by peers, facilitation of monthly staff meetings, and close work with four other teachers in a shared, limited space. High Scope curriculum. Experience with special needs children, development of IEPs.

Two year Co-director of school, worked closely with partner to monitor day-to- day operations of school: ordering supplies, building/playground maintenance needs, staff development, facilitation of staff needs, training and support of new staff, monthly meetings with school board, etc. Preparation for September opening: registration, parent handbook, licensing, and staff orientation.

Supervising Teacher for Antioch Intern over 15 week period with written narrative upon

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completion. I completed a one year practicum at Happy Valley School while attending Antioch.

Special Education Aide, **9/78 - 6/79**
Brookfield Elementary School *Brookfield, VT*

Academic Assistant in grades 1-6, substitute teacher wherever needed. Position required VT. State Board of Education Paraprofessional Certification Level 2, Level 3 attained.

CETA Program Math Aide, **Summer 1978**
Manpower Educational Training Center- Waterbury, Connecticut

Three months working with adolescents. Position maintained by a grant and offered on a three month basis.

Special Education Aide, **1/75 - 9/77**
Southbury Training School- Southbury, Connecticut

Aide in a residential facility for the mentally and physically handicapped.

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Andrea J. Jurewich

Education

University of Massachusetts Boston December 2007 MEd, Special Education

Boston University May 2005 B.S., Early Childhood Education

Professional Experience

The Grapevine Family & Community Resource Center, Antrim NH

Early Childhood Educator & Parent Group Facilitator September 2021-Present • Facilitated Better Beginning for Babies- a weekly program for caregivers and infants • Facilitated weekly parent groups for Better Beginnings program

- Facilitated Better Beginnings Children's Enrichment program; a play-based program for children ages 1-5 that supports children's developmental and social needs

Contoocook Valley School District, NH

Peterborough Elementary School, Peterborough NH

Kindergarten teacher August 2015-June 2016 • Conducted daily classroom observations, assessments, and curriculum implementations in an inclusive kindergarten classroom

- Collaborated on an interdisciplinary team to implement IEPs
- Used conferences, emails, a classroom website, and weekly newsletters to regularly communicate with families

Hillsboro-Deering and Contoocook Valley School Districts, NH

Substitute Teacher October 2014-June 2015

Boston Public Schools 2007-2014 **David A. Ellis Elementary School, Roxbury MA**

Second grade SEI teacher Fall 2013-Spring 2014

- Delivered differentiated instruction to ELLs with ELD levels 1-4
- LAT-Facilitator
- Analyzed ELA and Math assessment data, including ANET data, to create action plans • Worked on a committee that collected, posted, and celebrated student attendance and uniform data

John Marshall Elementary School, Dorchester MA

Second grade SEI teacher Fall 2009-Spring 2013

First grade regular education teacher Fall 2008-Spring 2009

Second grade regular education teacher Fall 2007-Spring 2008

- Implemented a Balanced Literacy Program, including Reading Street, and implemented TERC Investigations while modifying and adapting the curriculum to meet individual needs according to ELD levels and Individualized Education Plans
- Collected data according to standardized and curriculum based assessments including The Achievement Network (ANET), Dynamic Indicators of Basic Literacy Skills (DIBELS), and Text Reading Comprehension (TRC) to inform instruction and provide interventions to improve student achievement
- Participated in AI2, a data-driven inquiry program that uses data to improve student performance

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- Maintained a safe, positive classroom environment using strategies from the Cooperative Discipline approach and the Nurturing Heart approach

Manville School at Judge Baker Children's Center, Boston MA
Assistant teacher Fall 2006-Spring 2007 • Worked as an assistant teacher in a fifth grade classroom for Students with emotional and behavioral disorders

- Planned and implemented lessons for whole group, small-group and 1:1 instruction • Assisted in creating and implementing behavior management plans
- Assisted in group therapy sessions
- Conducted a research study on the impact of group therapy on student behavior for a graduate thesis project

Brookline Public Schools Fall 2005-August 2006 **Driscoll School, Brookline MA**

- Worked as a special education aide in an inclusive preschool classroom • Supported children with disabilities ranging from moderate to severe

Newton Public Schools Spring 2005 **Mason-Rice School, Newton MA**

- Worked as an inclusion aide in a first grade classroom
- Led daily guided reading groups

Professional Memberships and Experiences

• Abuse Prevention Systems Sexual Abuse Awareness Training January 7, 2026 • Standards of Quality for Family Strengthening & Support December 17, 2025 • Heartsaver First Aid CPR AED December 8, 2025 • Smarter Balanced Training March 9, 2015 • ESL Institute 2014 August 2014 • LAT-Facilitator 2013-2014
• ESL Institute 2012: Shifting Instructional Practices through Common Core and WIDA August 2012 • School Based Management Team, John Marshall Elementary School 2009-2012
• Completed all DESE SEI Category Trainings 2009-2010 • Participated in MADOE Intel Mathematics Initiative (MIMI), an 80-hour course focusing on the relationship between arithmetic, geometry and algebra. August 2008-October 2008

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Maureen Claire Troy

EDUCATION

Saint Joseph's University • Philadelphia, PA Master of Science, Early Childhood Education **May 2015 Connecticut College • New London, CT** Bachelor of Arts, Art and Italian Studies **May 2010** *Summa Cum Laude, Phi Beta Kappa*

PROFESSIONAL EXPERIENCE

Children's Enrichment and Out &About Co-leader, **The Grapevine Family & Community Resource Center • Antrim, NH** • August 2022-Present

- Guide children in developmentally appropriate play and peer interactions
- Communicate with parents about children's development and progress in a strength based approach
- Lead groups of families on outdoor outings each week
- Schedule, plan and communicate outings with families
- Create connections among families
- Coordinate and communicate with a variety of staff members to plan and develop programs and schedules

Substitute Teacher • **Lower Merion and Wallingford-Swarthmore, PA** • October 2019-March 2020

2nd Grade Teacher, **Amherst School District, Wilkins Elementary School • Amherst, NH** • August 2018-June 2019

- Worked with six grade level colleagues to align instruction and assessment to grade level standards
- Applied Responsive Classroom practices for Morning Meeting, response to behavior and classroom management
- Piloted Empower grading system to collect and score evidence based on grade level standards
- Instructed literacy development through FUNdations, Schoolwide and Lucy Calkins' Units of Study
- Used Singapore Math resources and practices to guide students toward mathematical understanding
- Employed technology for educational videos/resources, math and reading programs and research
- Communicated with parents through weekly newsletters, emails, phone calls and written notes
- Coordinated with Special Educators and Interventionists to develop lessons and programs to meet the needs of all learners

2nd Grade Teacher, **Nashua School District, Bicentennial Elementary School • Nashua, NH** • August 2015-June 2018

- Guided students in an inclusive classroom through differentiated instruction
- Collaborated with four grade level team members to plan and develop daily lessons and thematic units
- Assessed students through standards based reporting by collecting evidence pieces that showed progression
- Utilized Eureka Math to move from students from concrete to abstract mathematical concepts
- Implemented a balanced literacy program through Lucy Calkins' Reading and Writing workshops and Words Their Way word study

Teacher, **Summer Sizzlers Science Program • Nashua, NH** • July-August 2016

Day Teacher, **Cardigan Mountain School Summer Session • Canaan, NH** • June-August 2015

1st Grade Student Teacher, **School District of Philadelphia, Shawmont Elementary School • Philadelphia, PA** • January-April 2015

OTHER WORK EXPERIENCE

Assistant Swim Coach, **Baldwin Swim Club • Bryn Mawr, PA** • September 2010-May 2015

Group Sales Assistant, **Philadelphia Museum of Art • Philadelphia, PA** • January 2012-January 2015

Volunteer, **Philadelphia Museum of Art, Wachovia Education Resource Center • Philadelphia, PA** • October 2010-January 2012

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Leigh Frosch

SKILLS

Active listening, communication, cooperation, collaboration, problem solving, time management, computer literacy.

EXPERIENCE

The Grapevine Family and Community Resource Center, Antrim NH — *Children Enrichment staff and Group Co-leader.*

September 2023 - PRESENT

- Maintain a safe and happy environment for children to learn and play.
- Design and implement age appropriate activities. Art, sensory etc.
- Communicate with caregivers about the needs of their child during play group.
- Plan outings and activities for our group Out & About.

The Cozy Place, Antrim NH — *Airbnb property manager*

June 2012 - PRESENT

- Get property ready to be rented, dishes, laundry, vacuuming, windows, dusting, make beds, maintain gardens, lawn care.
- Be available for any questions the guest may have.

First Friends Preschool, ConVal School District, Peterborough NH — *Paraeducator*

July 2019 - June 2023

- Set up and clean up the classroom
- Assist teacher in any task given
- Implement related services plans on IEP
- Design and prepare age-appropriate activities. Art, sensory etc.
- Assist children with meals and bathroom.

Contoocook Valley High School , Peterborough NH— *Diploma*

September 1997 - June 2001

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Brenda Hennessy

Skills: Reliable and hardworking professional with experience supporting children's programs and community services. Known for dependability, adaptability, and maintaining a positive attitude while working with teams and the public. Brings many years of experience working with people through EMT service and community support roles.

Certificates & Trainings: EMT Certified (1998 – Present), Standards of Quality Certification Training completion Oct. 2025.

Work Experience:

The Grapevine Family & Community Resource Center — Antrim, NH- Program Support Staff -Children's Enrichment & Hillsboro Playgroup Facilitator March 2024 – Present

- Assist with children's enrichment and playgroup activities
- Help maintain a safe, welcoming environment for families
- Participate in required training and professional development
- Support staff with program organization and daily operations

Osram Sylvania- Material Assistant- April 1979 - July 2023

- Managed inventory levels to ensure optimal stock availability and efficient operations
- Oversaw daily parts issuance and receiving processes, multitasking to fulfill high-volume part requests accurately and efficiently
- Responded to frequent and urgent part requests, prioritizing tasks to meet operational demands
- Performed inventory reconciliation to identify discrepancies and maintain precise, up-to-date records
- Coordinated stockroom documentation, ensuring compliance with company procedures and audit readiness
- Served as Stockroom Documentation Coordinator, streamlining recordkeeping and process tracking
- Contributed as a member of the First Responder Team, supporting emergency preparedness and response efforts
- Participated in Chemical Team operations, adhering to safety protocols and handling hazardous materials responsibly

Education:

High School Diploma
ConVal High School-Peterborough, NH
Graduated: June 1978

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Karen Pellicano

Skills

- Work with and protect confidential information
- Experience with Special Education as a parent as well as an advocate
- Project Management
- Financial and data management
- Direct Support and Advocate
- Resource Navigation

Work History

Community Health Case Coordinator 8/2023 - present
The Grapevine Family and Community Resource Center

- Connect community members to resources and support
- Build and maintain an online resource catalog
- Subject matter expert regarding local, state, and federal resources and programs
- Create collaborative relationships with local support agencies
- Listen and brainstorm solutions with community members experiencing financial stress
- Create and develop a senior social network with community members
- Convene the Hillsboro Area Resource Providers Community of Practice
- Attend local provider networks concerning housing, emergency services, school counseling, health networks, senior programming and town welfare

Program Leader 4/2023- 8/2023
Avenue A Teen Center a program of
The Grapevine Family and Community Resource Center

- Creating and running programs tailored to Antrim area youth
- Creating administrative procedures
- Creating and implementing communication procedures with families
- Creating procedures to track and maintain volunteer qualifications
- Maintaining confidential and compassionate relationships with teens

Program Specialist, Operations 7/2020 - 12/30/2022
NH Children's Trust - Concord, NH

- Presenting training for Strengthening Families Framework, 5 Protective Factors, Period of Purple Crying
- Revamp and update billing and invoicing protocol
- Understand and support Federal and State grants passed through to Family Resource Centers
- Work with Kinship Navigation Manager to create a Kinship Training Protocol

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- Create iSpring modules to support Kinship Training Protocol
- Tech support for Zoom, Microsoft Office and other programs. Support for Standards of Quality Trainings
- Collaborating with internal team and external partners to create presentations such as the NH Children's Virtual Summit and other speaker series

Office Manager/Accounts Payable 11/2015- 6/2020
Wediko School - Windsor, NH

- Work with families and educators around IEP, ITP, Contracts and billing
- Work with vendors and finance office to create a work and payment flow
- Tech support and staff education around processes, technology and procedures
- Coordinating student travel and home instructions

Call Supervisor
2/2017 -10/2018 - DCYF After Hours Call Center - Concord, NH

- Communicate with First Responders and Emergency Services to provide assistance as needed
- Provide accurate, calm, detailed information to other agencies and stakeholders in emergency situations
- Manage expectations of people in crisis while maintaining confidentiality of information received
- Extensive documentation according to state requirements and standards
- Interview callers to collect accurate, important information in a way that is both supportive and professional
- Oversee call screeners, read and approve reports. Train screeners to create accurate, detailed reports by asking pertinent questions, collecting detailed information and reporting it accurately.
- Coach screeners in the ability to maintain professional standards when faced with emotional and emergency situation

Education and Certifications

Grandfamilies Leadership - University of Maine - 12/2020
Boundary Spanning Leadership: - Center for Creative Leadership -2/2021
Bringing the Protective Factors to Life in Your Work Certified Trainer - Children's Trust Fund Alliance - 4/2021
Motivational Interviewing: Health Education & Training Institute - 10/2021
Special Education Advocacy Training: Parent Information Center 2/2022
Standards of Quality Certified Technical Producer: National Family Support Network
Associate of Science: Communication Spokane Falls College, Spokane, WA

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Mikayla Essex

Home Visitor (One-to-One Support) & Kinship Navigator

SKILLS

- Compassionate, individualized focus when working with families (or individuals).
- Extensive experience supporting people of diverse backgrounds and family cultures.
- Trained in Mindful Communication, with strong active listening skills that help build trust and rapport with families.
- Experience in Home Visiting and Kinship Navigation; assisting caregivers and families in accessing community resources, supports and understanding human development.
- Comfortable advocating for the needs of families and individuals; identifying practical solutions tailored to each family's unique needs.
- Background in community mental health with ability in mediation, conflict resolution and de-escalation during high stress situations.
- Committed to empowering families and individuals through respectful, and culturally responsive support.

EXPERIENCE

The Grapevine, Antrim NH - *Home Visitor and Kinship Navigator (May 2024)*

September 2023 - PRESENT

Through my work as a Home Visitor and Kinship Navigator, I support families and kinship caregivers by building trusting relationships and helping them navigate complex systems of care. I work alongside caregivers to identify their strengths, address barriers, and connect them with resources such as food programs, housing supports, mental health services, and educational opportunities. My background in community mental health and training in Mindful Communication allow me to approach families with empathy, active listening, and a

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trauma-informed lens. I am experienced in de-escalation, mediation, and helping caregivers feel heard and supported during difficult moments. I also collaborate with community partners and help facilitate opportunities that bring caregivers together, reduce isolation, and strengthen family and community connections. My work is rooted in the belief that when families are supported with dignity and compassion, they are better able to thrive.

Monadnock Family Services, Keene, NH - *Intern turned Case Manager, Older Adults Program*

January 2022 - June 2023

Began as an educational intern and was later hired as a Case Manager supporting older adults in the community. Provided home-based and phone-based support to a caseload of up to 32 clients, assisting with resource coordination, education, and wellness support. Maintained documentation in electronic medical record systems (EMR) and utilized IMR progress notes to track client goals and services. Collaborated closely with interdisciplinary teams including intake staff and program leadership to ensure coordinated care. Through direct client interaction, developed strong skills in empathetic communication, needs assessment, and connecting individuals with appropriate community resources. Participated in ongoing training and cross-department shadowing to strengthen professional knowledge in mental health and social service systems.

Ledgewood Bay, Milford, NH - *Resident Care Assistant, Memory Care*

2015 - 2017

Provided daily care and support to residents in a memory care unit, assisting with activities of daily living, meals, room care, and engagement activities. Built trusting relationships with residents experiencing dementia and memory loss by using patient, empathetic communication and thoughtful redirection techniques. Frequently helped de-escalate emotionally heightened situations and supported residents experiencing confusion, anxiety, or hallucinations with calm reassurance and creative problem-solving. Collaborated with care staff to maintain a safe, supportive environment and ensure residents' dignity and comfort.

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Private Care Companion

2013 - 2015

Provided private in-home companionship and support for an older adult living with Parkinson's disease. Assisted with meal preparation, light household tasks, and daily routines while offering consistent companionship and emotional support. Focused on maintaining comfort, dignity, and quality of life through patient communication and attentive care.

Summerhill Assisted Living, Peterborough, NH *-Housekeeping*

2012 - 2014

Maintained resident rooms and common areas in an assisted living facility while frequently working within the memory care unit. Built positive relationships with residents through friendly conversation and attentive support, often assisting in calming or redirecting individuals experiencing confusion or distress. Developed early experience communicating respectfully with older adults of varying abilities and backgrounds while contributing to a safe, welcoming living environment.

EDUCATION

NHTI, Concord NH - *Human Service AS (Gerontology)*

Graduated December of 2022

PROFESSIONAL TRAINING AND CERTIFICATIONS

Mindful Communication

ANSA

Smoking Cessation

EIMR

Cultural Competency

Grandfamilies Leadership

Motivational Interviewing

Standards of Quality for Family Strengthening & Support

Abuse Prevention

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PAULA COOMBS

PROFESSIONAL SUMMARY:

Proactive and caring worker with many years of experience, combined with communication strengths and good observational skills. Skillfully handles day-to-day activities while looking for opportunities to make a difference.

SKILLS

- Plan age appropriate activities
- Strong connections to parents
- Creative ideas
- Positive attitude
- Enjoys the children

EDUCATION

NHTI - Concord's Community College. Concord, NH • 05/2002
Certificate In Early Childhood Education: Early Childhood Education

WORK HISTORY

Avenue A at The Grapevine Family and Community Resource Center - Co-Leader for Avenue A Club Antrim, NH • 10/2023 - Current

- Facilitated age-appropriate activities for middle school students.
- Cultivated a safe and enjoyable environment for all teens participating in the program.
- Facilitated social skills development among teens to enhance peer interactions.
- Cultivated trusting relationships with teens to provide reliable adult support.

The Grapevine Family & Community Resource Center - Preschool Teacher Antrim, NH • 09/2021 - Current

- Established positive communication with parents in daily conversation.
- Maintained organized, fun and interactive classroom to help children feel safe.
- Gave one-on-one attention to children while maintaining overall focus on entire group.

The Grapevine Family & Community Resource Center - Hillsboro Parent/child Playgroup Coordinator- Hillsboro, NH • 04/2016 - Current

- Built a friendly program to help children and parents of diverse backgrounds feel welcome.
- Makes strong connections with parents with open and confidential communication
- Plans and organizes age-appropriate activities

The Grapevine Family & Community Resource Center - Children's Program Teacher- Better Beginnings- Antrim, NH • 04/2013 - 08/2021

- Supported student physical, mental, and social development using classroom games and activities.
- Incorporated multiple types of teaching strategies into classroom.

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Amy Lynn Doyle

EXPERIENCE

The Grapevine Family and Community Resource Center, Antrim, NH

Learning Vine Outdoor Based Preschool Program Director and Lead Teacher, June 2017-Present

- Developed and implemented an outdoor based program for preschool children ages 3-5 years old.
- Responsible for maintaining a clean, safe and nurturing outdoor environment for children to learn and grow.
- Collect and record all required paperwork to continue to abide by New Hampshire Child Care Licensing Regulations.
- Partner with parents and care givers to connect them with other families and include them in events at The Grapevine.
- Provide early childhood development resources to families. • Meet with families at least twice yearly for fall and spring conferences.

Better Beginnings Children's Program Coordinator, January 2012- June 2017.

- Served as an advocate for families and children seeking local resources.
- Facilitated three weekly parent and child support playgroups serving over 30 local families.
- Provided quality child enrichment programming.
- Supervised staff as well as volunteers.
- Recorded attendance and statistics for programs.

EDUCATION

Southern New Hampshire University - *M.Ed, Leadership in Child Growth and Development, 2012.*

University of Massachusetts at Amherst- *BA ,Sociology, 1998*

FORM NUMBER P-37 (version 2/23/2023)

Subject: Family Resource Center Services and Kinship Navigation Program Services - RFA-2027-DPH-04-FRCSK-11

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 The River Center: Family and Community Resource Center		1.4 Contractor Address 9 Vose Farm Rd Peterborough, NH 03458	
1.5 Contractor Phone Number 603-924-6800 ext. 12	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $255,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Odette Butler 7FF8BB8F21304E6... Date: 5/15/2026		1.12 Name and Title of Contractor Signatory Odette Butler Executive Director	
1.13 State Agency Signature DocuSigned by: Iain Watt D778BB83F9704C7... Date: 5/19/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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 74873484194141480...		On: 5/21/2026	
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials: Initial OB
Date: 5/15/2026

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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 OB
Date 5/15/2026

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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.

Contractor Initials Initial OB

Date 5/15/2026

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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.

Contractor Initials Initial OB
Date 5/15/2026

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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 on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure services are provided in the following DHHS District Office Catchment Area: Keene District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must maintain certification as a Family Resource Center of Quality (FRC-Q) throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

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1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Additional Terms**

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

1.6.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.6.2.1. Review of participant files.

1.6.2.2. Review of training records and professional development plans to ensure staffing requirements are met.

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1.6.2.3. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.6.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.6.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.6.4.1. Acknowledgement of data collection within the FCH-DS.

1.6.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.6.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.7. Reporting

1.7.1. The Contractor must submit quarterly reports highlighting program activities to the Department no later than the 15th day of the month following the end of each reporting period. The first report is due by October 15, 2026, and must include:

1.7.1.1. Progress toward achieving stated outcomes;

1.7.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.7.1.3. Data as requested by the Department.

1.7.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.7.2.1. Program accomplishments and activities.

1.7.2.2. Recommendations for service development and outcome improvements.

1.7.2.3. Identification of systemic barriers.

1.7.2.4. Family satisfaction survey results.

1.7.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.7.3.1. Full Name.

1.7.3.2. Date of birth.

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1.7.3.3. Race and ethnicity.

1.7.3.4. Primary language.

1.7.3.5. Household income.

1.7.3.6. Household size.

1.7.3.7. Housing status.

1.7.3.8. Marital status.

1.7.3.9. Town of residence.

1.7.3.10. County of residence.

1.7.3.11. Source of referral.

1.7.3.12. Presence of an incarcerated parent.

1.7.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.7.3.14. Receipt of public benefits, including but not limited to:

1.7.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.7.3.14.2. New Hampshire Child Care Scholarship.

1.7.3.14.3. Medicaid.

1.7.3.14.4. Social Security Disability Insurance (SSDI).

1.7.3.14.5. Supplemental Security Income (SSI).

1.7.3.14.6. Temporary Assistance for Needy Families (TANF).

1.7.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.7.3.15. Participant encounter and service data, including:

1.7.3.15.1. Date of service.

1.7.3.15.2. Participants present during service delivery.

1.7.3.15.3. Service type and topics reviewed.

1.7.3.15.4. Parent education classes or groups attended.

1.7.3.15.5. Support groups attended.

1.7.3.16. Family Resource Center Goal and outcome domains, including:

1.7.3.16.1. Community linkages and referrals.

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1.7.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.7.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

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

1.8. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.9. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.9.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.10. Background Checks

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

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

1.10.1.2. 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

1.10.1.3. 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.

1.11. Confidential Data

1.11.1. 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.

1.11.2. 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.

1.12. Privacy Impact Assessment

1.12.1. 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:

1.12.1.1. How PII is gathered and stored;

1.12.1.2. Who will have access to PII;

1.12.1.3. How PII will be used in the system;

1.12.1.4. How individual consent will be achieved and revoked;

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and

1.12.1.5. Privacy practices.

1.12.2. 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.

1.13. Department Owned Devices, Systems and Network Usage

1.13.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.13.1.1. 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;

1.13.1.2. 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;

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

1.13.1.4. 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;

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

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

1.13.1.6.1. Complete the Department's Annual

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Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.13.1.6.2. 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.

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

1.13.1.7. 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.

1.13.1.8. 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.

1.13.2. Workspace Requirement

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

1.14. Contract End-of-Life Transition Services

1.14.1. General Requirements

1.14.1.1. 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

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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.

1.14.1.2. 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 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.

1.14.1.3. 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.

1.14.1.4. 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.

1.14.1.5. 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.

1.14.1.6. 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

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retention requirements prior to destruction, refer to the terms and conditions of the Department's DHHS Information Security Requirements Exhibit.

1.14.2. Completion of Transition Services

1.14.2.1. 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.

1.14.2.2. 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.

1.14.3. Disagreement over Transition Services Results

1.14.3.1. 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.

1.15. Website and Social Media

1.15.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.15.2. 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

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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.

1.15.3. State of New Hampshire's Website Copyright

1.15.3.1. 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.

2. Exhibits Incorporated

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

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

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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

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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

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

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public

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

4. Records

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

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

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

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 Exhibit 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 DHHS.DPHS.Contract@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.
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.

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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.

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.

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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:	*The River Center: Family and Community Resource Center*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	10.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$76,358	$76,358	$76,358
2. Fringe Benefits	$0	$0	$0
3. Consultants	$0	$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	$0	$0	$0
6. Travel	$0	$0	$0
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$0	$0	$0
8. (b) Other - Education and Training	$0	$0	$0
8. (c) Other -	$0	$0	$0
Rent	$915	$915	$915
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	$77,273	$77,273	$77,273
Total Indirect Costs	$7,727	$7,727	$7,727
Subtotals	$85,000	$85,000	$85,000
			TOTAL $255,000

Contractor Initials: Initial OB

Date: 5/15/2026

New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

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

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

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

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

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

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

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

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

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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

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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	The River Center: Family and Community Resource Center
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	Signed by: Odette Butler 7FF8BB8F21304E5...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Odette Butler
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	Executive Director
Title of Authorized Representative	Title of Authorized Representative
5/19/2026	5/15/2026
Date	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 THE RIVER CENTER: FAMILY AND COMMUNITY RESOURCE CENTER is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 15, 1992. 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: **175205**
Certificate Number: **0007910919**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 17th day of April A.D. 2026.

David M. Scanlan
Secretary of State

CERTIFICATE OF AUTHORITY

I, Doug Southerland, hereby certify that:

1. I am a duly elected Clerk/Secretary/Officer of **The River Center- Family and Community Resource Center.**
(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 April 15, 2026, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Odette Butler, Executive Director, is duly authorized on behalf of **The River Center- Family and Community Resource Center** to enter into contracts or agreements with the State

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

Signature of Elected Officer
Name: DOUGLAS SUTHERLAND
Title: Board Chair

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 04/17/2026

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: Fairley Kenneally	
E & S Insurance Services LLC 21 Meadowbrook Lane P O Box 7425 Gilford NH 03247-7425	PHONE (A/C, No, Ext): (603) 293-2791	FAX (A/C, No): (603) 293-7188
	E-MAIL ADDRESS: fairley@esinsurance.net	

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
The River Center: A Family and Community Resource Center 9 Vose Farm Road Suite 115 Peterborough NH 03458-1511	INSURER A : Philadelphia Insurance Co	
	INSURER B : Technology Insurance	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** 25 26 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:			PHPK2580871-016	09/03/2025	09/03/2026	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 2,000,000
							PRODUCTS - COMP/OP AGG	$ 2,000,000
							AbMol Daycare, IncAnoth	$ 100,000
	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [ ] HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	$
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
	[ ] UMBRELLA LIAB [ ] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $						EACH OCCURRENCE	$
							AGGREGATE	$
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		TES4478629	09/04/2025	09/04/2026	[X] PER STATUTE [ ] OTH-ER	
							E.L. EACH ACCIDENT	$ 100,000
							E.L. DISEASE - EA EMPLOYEE	$ 100,000
							E.L. DISEASE - POLICY LIMIT	$ 500,000

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

CERTIFICATE HOLDER

State of NH Department of Health & Human Services
129 Pleasant Street
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

Fairley Kenneally

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NONPROFIT COVER SHEET

A. Entity Name: The River Center- A family Resource Center

B. Entity's Contact Information:

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

Name / Phone / Email: Odette Butler, cell (907) 888-7316, Wk. (603) 924-6800. obutler@rivercenternh.org

Person responsible for Accuracy and Completeness of information provided:
Name: Odette Butler Title: Executive Director

Signature: Odette Butler

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Douglas Southerland (Board Chair)	Dublin School
Kristen Garland (Board Vice- Chair)	Con-Val School District
Stephanie Thomson (Secretary)	Upton and Hatfield
Tim Kolk (Treasurer)	TRK Advisors
Johanna Arnone	Writer
Zotto Nick	Finance
Margaret H. Lee	Retired

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

Name	Role	Annual Salary	Amount Paid From This Contract
Odette Butler	Executive Director	$69,992	$ 7,310
Sue Whitaker	Office Manager	$47,424	$18,969
Kelli Tourgee	Home Visitor	$44,491	$17,796
Martha Duffy	Children's Teacher	$16,150	$ 5,653
Katherine Blanchard	Children's Teacher	$16,150	$ 5,653
Amanda Carter	CRS	$41,954	$20,997

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

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Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
32808	Riley and Barbara G. Sunderland Charitable Trust	57 N. Main Street P.O. Box 1318	Concord	NH	03302	X	5/15/2025
15397	Rimmon Club, Inc.	595 Dubuque Street	Manchester	NH	03102	X	5/15/2023
18493	Rimmon Heights	513 Rimmon Street	Manchester	NH	03102	G	2/15/2026
6666	Rindge Athletic Mens Social Club (RAMS)	PO Box 881	Rindge	NH	03461	G	5/15/2027
10882	Rindge Crime Watch	PO Box 516	Rindge	NH	03461	X	5/15/2020
14323	Rindge Firefighters Association	PO Box 531	Rindge	NH	03461-0531	X	5/15/2025
31226	Rindge Food Pantry	PO Box 738	Rindge	NH	03461	G	5/15/2026
1710	Rindge Historical Society	PO Box 543	Rindge	NH	03461	G	5/15/2026
17243	Rindge Police Association, Inc.	PO Box 7	Rindge	NH	03461	X	5/15/2021
14324	Rindge Rails Trails Organization, Inc.	PO Box 613	Rindge	NH	03461	X	11/15/2022
15590	Rindge Veterans Association	Cathedral Road, PO Box 723	Rindge	NH	03461	S	5/15/2027
19801	Rindge Woman's Club of Rindge, NH	PO Box 343	Rindge	NH	03461	G	9/14/2026
30195	Ring Dog Rescue, Inc.	4303 Masonic LaneRichmond, VA 23231	Richmond	VA	23231	G	5/15/2026
1439	Rise ... For Baby And Family	147 Washington Street	Keene	NH	03431-3131	G	5/15/2026
35307	Rise Action Fund	14120 Ventura BoulevardSuite C-513Sherman Oaks, CA	Sherman Oaks	CA,	91423	G	11/15/2026
17480	Rise Again Outreach, Inc.	34 Staniels Road Room 5	Loudon	NH	03307	G	11/15/2026
10203	Rise Against Hunger, Inc.	4801 Glenwood Avenue, Suite 200Raleigh, NC 27612	Raleigh	NC	27612	G	5/15/2026
32970	Rise Alliance for Children, Inc.	244 Fifth Avenue, Suite K298	New York	NY	10001	G	5/15/2026
35323	Rise Education Fund	14120 Ventura BoulevardSuite C-513Sherman Oaks, CA	Sherman Oaks	CA	91423	G	6/15/2027
34470	RISE, Incorporated	6499 University Ave. NE, Suite 200Fridley, MN 55432	Fridley	MN	55432	G	5/15/2026
33893	RISE-Empowering Women and Children	200 Chase Drive	Portsmouth	NH	03801	G	5/15/2026
34976	Rising Tides a Mindset Initiative Inc.	PO Box 668	Hampton Falls	NH	03844	G	5/15/2026
5989	River Center: Family & Community Resource Center	9 Vose Farm Road, Suite 115	Peterborough	NH	03458	G	1/15/2027
35797	River Foundation (The)	PO Box 126	Haverhill	New Ha	03765	G	5/15/2027
17644	River Network	PO Box 21387	Boulder	CO	80308	G	8/15/2026
17584	River of Life Ministries	PO Box 48	Colebrook	NH	03576	X	5/15/2023
18289	River Theater Company of Charlestown, NH	PO Box 47	Charlestown	NH	03603	X	11/15/2021
16831	River Valley Animal Protection League	PO Box 860	Charlestown	NH	03603	G	10/15/2026
33497	River Valley Seniors at Home, Inc.	82 North Road	Walpole	NH	03608	G	5/15/2027
18411	River Valley Workforce Institute, Inc.	325 Mount Support Road Box 1	Lebanon	NH	03766-2813	G	5/15/2026
35292	River View Chartered Public School	169 Main Street	Claremont	NH	03743	G	11/15/2025
1433	Riverbend Community Mental Health, Inc.	10 West Street	Concord	NH	03301	G	11/15/2026

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THE River Center
Supporting Our Community for Generations

BOARD OF TRUSTEES

Doug Sutherland, Chair
Hancock, NH

Kristen Garland, Vice Chair
Peterborough, NH

Timothy Kolk, Treasurer
Peterborough, NH

Stephanie Thomson, Secretary
Peterborough, NH

Johanna Arnone
Peterborough, NH

Ivor Edmonds
Peterborough, NH

Peggy Lee
New Ipswich, NH

Nick Zotto
Greenfield, NH

EXECUTIVE DIRECTOR

Odette Butler
Hancock, NH

STAFF

Katie Blanchard
Children's Teacher

Mandy Carter
Community Resource Specialist/ Kinship Navigator

Martha Duffy
Children's Teacher

Shannon McNamara
Consulting Social Worker

Nisa Simila
Communications & Money Matters Manager

Kelli Tourgee
Home Visitor & Parent Educator

Sue Whitaker
Operations & Development Manager

Our Mission

The River Center provides parent education, family support, and community connections in a welcoming environment to strengthen individuals and families in the Eastern Monadnock Region.

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THE RIVER CENTER FAMILY & COMMUNITY RESOURCE CENTER

REVIEWED FINANCIAL STATEMENTS

As of And For the Years Ended August 31, 2025 and 2024

Audit | Tax | Advisory | Consulting

An independent member of UHY International

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THE RIVER CENTER FAMILY & COMMUNITY RESOURCE CENTER

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UHY LLP
500 Commercial Street
Manchester, NH 03101

(603) 627-7659

uhy-us.com

INDEPENDENT ACCOUNTANT'S REVIEW REPORT

To the Board of Directors of
The River Center Family & Community Resource Center

We have reviewed the accompanying financial statements of The River Center Family & Community Resource Center (the Center, a nonprofit organization), which comprise the statements of financial position as of August 31, 2025 and 2024, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of Center management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

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

Accountant's Responsibility

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

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

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Accountant's Conclusion

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

UHY LLP

Manchester, New Hampshire
March 5, 2026

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FINANCIAL STATEMENTS

Docusign Envelope ID: 8C8513D5-D77A-8D26-82E7-3095335F99A4

THE RIVER CENTER FAMILY & COMMUNITY RESOURCE CENTER
STATEMENTS OF FINANCIAL POSITION
August 31, 2025 and 2024
See Independent Accountant's Review Report

	2025	2024
ASSETS		
Current Assets:		
Cash and cash equivalents	$ 188,135	$ 239,023
Grants receivable	4,721	8,959
Total Current Assets	192,856	247,982
Property and Equipment:		
Leasehold improvements	14,075	14,075
Furniture and equipment	4,738	4,738
Total property and equipment	18,813	18,813
Less accumulated depreciation	13,271	11,805
Net Property and Equipment	5,542	7,008
Other Assets:		
Right-of-use operating leases	30,414	62,775
Total Other Assets	30,414	62,775
Total Assets	$ 228,812	$ 317,765

See notes to financial statements.

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THE RIVER CENTER FAMILY & COMMUNITY RESOURCE CENTER
STATEMENTS OF FINANCIAL POSITION (Continued)
August 31, 2025 and 2024
See Independent Accountant's Review Report

	2025	2024
LIABILITIES AND NET ASSETS		
Current Liabilities:		
Accounts payable and accrued expenses	$ 5,038	$ 2,235
Current portion of operating lease liability	28,024	32,962
Total Current Liabilities	33,062	35,197
Other Liabilities:		
Long-term operating lease liability	2,390	29,813
Net Assets:		
Without donor restrictions – undesignated	93,360	146,145
Without donor restrictions – board designated	100,000	100,000
With donor restrictions	-	6,610
Total Net Assets	193,360	252,755
Total Liabilities and Net Assets	$ 228,812	$ 317,765

See notes to financial statements.

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THE RIVER CENTER FAMILY & COMMUNITY RESOURCE CENTER

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

Year Ended August 31, 2025

See Independent Accountant's Review Report

	Without Donor Restrictions	With Donor Restrictions	Total
Revenues:			
Grants and contributions	$ 435,413	$ -	$ 435,413
Rental	7,200	-	7,200
Interest	968	-	968
Net assets released from restrictions	6,610	(6,610)	-
Total Revenues	450,191	(6,610)	443,581
Operating Expenses:			
Program	374,915	-	374,915
Management and general	33,081	-	33,081
Fundraising	94,980	-	94,980
Total Operating Expenses	502,976	-	502,976
Changes in Net Assets	(52,785)	(6,610)	(59,395)
Net Assets, Beginning of Year	246,145	6,610	252,755
Net Assets, End of Year	$ 193,360	$ -	$ 193,360

See notes to financial statements.

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THE RIVER CENTER FAMILY & COMMUNITY RESOURCE CENTER

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

Year Ended August 31, 2024

See Independent Accountant's Review Report

	Without Donor Restrictions	With Donor Restrictions	Total
Revenues:			
Grants and contributions	$ 460,859	$ 6,610	$ 467,469
Rental	7,350	-	7,350
Interest	4,277	-	4,277
Net assets released from restrictions	12,500	(12,500)	-
Total Revenues	484,986	(5,890)	479,096
Operating Expenses:			
Program	305,725	-	305,725
Management and general	48,221	-	48,221
Fundraising	82,848	-	82,848
Total Operating Expenses	436,794	-	436,794
Changes in Net Assets	48,192	(5,890)	42,302
Net Assets, Beginning of Year	197,953	12,500	210,453
Net Assets, End of Year	$ 246,145	$ 6,610	$ 252,755

See notes to financial statements.

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THE RIVER CENTER FAMILY & COMMUNITY RESOURCE CENTER
STATEMENT OF FUNCTIONAL EXPENSES
Year Ended August 31, 2025
See Independent Accountant's Review Report

	Program Services	Fundraising	General and Administrative	Total
Salaries and wages	$ 239,702	$ 25,120	$ 47,894	$ 312,716
Payroll taxes	18,337	1,922	3,664	23,923
Employee benefits	6,974	731	1,393	9,098
Accounting	-	-	17,749	17,749
Advertising and promotion	9,177	-	-	9,177
Conferences, conventions, and meetings	2,735	231	886	3,852
Depreciation	1,041	88	337	1,466
Equipment rental	1,610	136	521	2,267
Information technology	454	38	148	640
Insurance	5,585	472	1,809	7,866
Office	5,968	504	1,933	8,405
Program services	26,730	2,259	8,659	37,648
Professional fees	4,808	-	253	5,061
Lease	33,096	-	3,677	36,773
Telephone and internet	12,895	1,090	4,177	18,162
Travel	5,803	490	1,880	8,173
Total Functional Expenses	$ 374,915	$ 33,081	$ 94,980	$ 502,976

See notes to financial statements.

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THE RIVER CENTER FAMILY & COMMUNITY RESOURCE CENTER

STATEMENT OF FUNCTIONAL EXPENSES

Year Ended August 31, 2024

See Independent Accountant's Review Report

	Program Services	Fundraising	General and Administrative	Total
Salaries and wages	$ 182,675	$ 36,806	$ 53,857	$ 273,338
Payroll taxes	13,974	2,816	4,120	20,910
Accounting	-	-	16,310	16,310
Advertising and promotion	9,278	-	-	9,278
Conferences, conventions, and meetings	(336)	(51)	(122)	(509)
Depreciation	967	147	352	1,466
Equipment rental	1,757	266	639	2,662
Information technology	1,382	210	503	2,095
Insurance	815	124	296	1,235
Office	4,220	639	1,534	6,393
Program services	28,944	4,386	10,525	43,855
Professional fees	9,334	-	491	9,825
Lease	33,717	-	3,746	37,463
Telephone and internet	4,061	615	1,476	6,152
Travel	4,172	632	1,517	6,321
Total Functional Expenses	$ 294,960	$ 46,590	$ 95,244	$ 436,794

See notes to financial statements.

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THE RIVER CENTER FAMILY & COMMUNITY RESOURCE CENTER
STATEMENTS OF CASH FLOWS
Years Ended August 31, 2025 and 2024
See Independent Accountant's Review Report

	2025	2024
Cash Flows From Operating Activities:		
Changes in net assets	$ (59,395)	$ 42,302
Adjustments to reconcile changes in net assets to net cash provided by (used in) operating activities:		
Depreciation	1,466	1,466
Amortization of right-of-use assets	32,361	33,204
Grants receivable	4,238	(2,271)
Accounts payable and accrued expenses	2,803	(861)
Lease obligations	(32,361)	(33,204)
Net Cash Provided by (Used in) Operating Activities	(50,888)	40,636
Net Increase (Decrease) in Cash and Cash Equivalents	(50,888)	40,636
Cash and Cash Equivalents, Beginning of Year	239,023	198,387
Cash and Cash Equivalents, End of Year	$ 188,135	$ 239,023
Supplemental Disclosures of Cash Flow Information:		
Cash paid during the year for interest	$ -	$ -
Cash paid during the year for income taxes	$ -	$ -

See notes to financial statements.

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THE RIVER CENTER FAMILY & COMMUNITY RESOURCE CENTER
NOTES TO FINANCIAL STATEMENTS
August 31, 2025 and 2024
See Independent Accountant's Review Report

NOTE 1 – NATURE OF OPERATIONS AND BASIS OF PRESENTATION

Nature of Activities

The River Center Family & Community Resource Center (the Center) is a nonprofit organization which provides parent education, family support, and community connections in a welcoming environment in the greater Eastern Monadnock region in New Hampshire. These services seek to strengthen individuals and families through the following programs:

- Family Support Programs – Families are supported through parent/caregiver groups and intensive regular in-home support, which provide parent education, peer support, and early childhood enrichment programs. Kinship families focus on adults who are raising non-traditional children such as grandparents, aunts, uncles, siblings, or foster parents. Intensive in-home support focuses on building the protective factors for at-risk pregnant women, their babies, and family. Additional programs are offered focusing on new and expectant parents, and children up to age 18 years.
- Money Matters – This program includes the Volunteer Income Tax Assistance program which provides free tax preparation by IRS certified volunteers for low- and moderate-income households. Money Coaching is available by trained volunteers for anyone seeking assistance in making sense of their personal finances.
- Community Resources – Community Resources provides information, referral to resources, assistance with applications, and support to community members needing resources and services in the Eastern Monadnock Region. The Center has a Wood Bank to supplement wood heating needs. An on-line resource guide to the Eastern Monadnock Region is hosted on the Center's website.

Fiscal Year

The Center's fiscal year ends August 31.

Net Assets Without Donor Restrictions

Net assets without donor restrictions are available for use at the discretion of the Board of Directors and management for general operating purposes.

Net Assets With Donor Restrictions

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

The Center reports grants and other assets as revenue with donor restrictions if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, the net assets are reclassified as net assets without donor restrictions and are reported in the statements of activities and changes in net assets as net assets released from restrictions. The Center reports donor-restricted support whose restrictions are met in the same reporting period as unrestricted support.

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NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Revenue Recognition

Contribution Revenue

The Center recognizes contributions as revenue in the period in which an unconditional promise to give is received or when the contribution is received, whichever occurs first. Contributions received are recorded as either revenues without donor restrictions or revenues with donor restrictions. Contributions received with restrictions that are met in the same year are classified as without donor restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), the donor restricted net assets are reclassified to without donor restriction net assets and reported in the statements of activities and changes in net assets as net assets released from restrictions.

Grant Revenue

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

Donated Services

The Center receives a significant amount of donated services from unpaid volunteers who assist in fundraising and special projects. Contributed services are reported at fair value in the financial statements for voluntary donations of services when those services: (i) create or enhance nonfinancial assets or (ii) require specialized skills provided by individuals possessing those skills and are services, which would typically be purchased if not donated.

Use of Estimates

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

Cash and Cash Equivalents

For purposes of the statements of cash flows, the Center considers all highly liquid investments purchased with a maturity of three months or less and any certificates of deposit that do not contain material early withdrawal penalties to be cash equivalents.

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NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Cash and Cash Equivalents (Continued)

The composition of these investments is as follows as of August 31:

	2025	2024
Cash	$ 93,139	$ 144,935
Certificates of deposit	94,996	94,088
	$ 188,135	$ 239,023

Grants Receivable

The Center carries its grants receivable at their estimated earned collectible amounts.

Property and Equipment

Property and equipment are recorded at cost or at estimated fair value at the time of donation. It is the Center's policy to capitalize items with a cost of over $5,000 and a useful life of over three years. Depreciation is recognized on the straight-line method based on the estimated useful life of the assets. Maintenance and repairs are charged to expense when incurred, while renewals or betterments are capitalized. Upon retirement or other disposition, the cost and accumulated depreciation are removed from the accounts and any resulting gain or loss is reflected in the period of disposal.

Long-lived assets held and used by the Center are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. In the event that facts and circumstances indicate that the cost of any long-lived asset may be impaired, an evaluation of recoverability would be performed.

Functional Allocation of Joint Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the statements of activities and changes in net assets. The statements of functional expenses present the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among the programs and supporting services benefited. The expenses that are allocated include occupancy, which is allocated on a square footage basis as well as salaries and wages, payroll taxes, information technology, insurance, and other, which are allocated on basis of estimates of time and effort.

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NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Income Taxes

The Center is a non-profit organization and is exempt from income taxes under Internal Revenue Code Section 501(c)(3). However, certain activities of exempt organizations, if profitable, may be subject to federal and state taxation as unrelated business income. No provision for income taxes has been made to these financial statements as management has identified no tax liability.

Management has evaluated significant tax positions against the criteria established by professional standards and believes there are no such tax positions requiring accounting recognition in the financial statements. Management does not believe its evaluation of tax positions will significantly change within twelve months. Any changes in tax positions will be recorded when the ultimate outcome becomes known. The Center's income tax returns are subject to examination by taxing authorities generally for years ended after August 31, 2022.

Advertising

The Center expenses the costs of advertising as incurred. The amount charged to operations was $9,177 and $9,278 for the years ended August 31, 2025 and 2024, respectively.

Subsequent Events

The Center has evaluated subsequent events through March 5, 2026, which is the date the financial statements were available to be issued.

NOTE 3 – BENEFICIAL INTEREST IN ASSETS HELD BY OTHERS

The Center is the beneficiary of a designated endowment fund, The River Center Fund, at the New Hampshire Charitable Foundation (NHCF). Pursuant to the terms of the resolution establishing these funds, property contributed to the endowment funds at NHCF are held as a separate fund designated for the benefit of the Center. In accordance with its spending policy, NHCF makes distributions from the fund to the Center. As required, contributions made to the fund are not included in the financial statements since donors explicitly grant NHCF variance power. The fair value of the fund assets was $41,172 and $38,491 on August 31, 2025 and 2024, respectively. For the years ended August 31, 2025 and 2024, net investment return was $4,242 and $4,271, respectively, fees of $185 and $235 were charged, and $1,376 and $1,351 were received from this fund as a distribution in 2025 and 2024, respectively, which was included in grants and contributions on the statements of activities and changes in net assets.

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NOTE 4 – LEASES

The Center leases its facility and certain office equipment. The Center determines if an arrangement is a lease at inception. Operating leases are included in operating lease right-of-use (ROU) assets, current liabilities, and long-term liabilities on the statements of financial position.

ROU assets represent the Center's right to use an underlying asset for the lease term and lease liabilities represent its obligation to make lease payments arising from the lease. Operating lease ROU assets and liabilities are recognized at commencement date based on the present value of lease payments over the lease term. As the implicit rate is not provided, the Center elected to use a risk-free rate of return using a period comparable to the lease term as the discount rate. The Center will include options to extend or terminate the leases in the lease terms when it is reasonably certain that it will exercise that option. Lease expense for lease payments is recognized on a straight-line basis over the lease term. The lease agreements do not contain any material residual value guarantees or material restrictive covenants.

Total ROU assets and lease liabilities are as follows as of August 31:

	2025	2024
Lease Asset – Classification in Statements of Financial Position:		
Operating ROU asset – other asset	$ 30,414	$ 62,775
Lease Liability – Classification in Statements of Financial Position:		
Operating lease liability	$ 30,414	$ 62,775

The following summarizes the weighted-average remaining lease term and weighted-average discount rate at August 31:

	2025	2024
Weighted-Average Remaining Lease Term:		
Operating lease	1.019 years	1.964 years
Weighted-Average Discount Rate:		
Operating lease	1.36%	1.23%

The future minimum lease payments under the non-cancelable operating leases, which have lease terms of greater than one year, are as follows as of August 31, 2025:

Year ending August 31, 2026	$ 28,269
Year ending August 31, 2027	2,256
Year ending August 31, 2028	188
	30,713
Less interest	299
	$ 30,414

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NOTE 4 – LEASES (Continued)

Lease expense under the operating leases was $36,773 and $37,463 for the years ended August 31, 2025 and 2024, respectively.

Leases as Lessor

The Center sub-leases office space representing approximately 10% of their building to an unrelated party under a lease agreement which is considered a month-to-month operating lease.

NOTE 5 – BOARD DESIGNATED NET ASSETS

Net assets without donor restrictions represent expendable funds that are available for support of the Center's operations. Net assets without donor restrictions include amounts that the Board designated for a board designated reserve fund. The reserve fund is a distinct pool of liquid assets that the Center can, with Board approval, access to carry out its mission and strategic goals via new initiatives, to support operations in the event of economic disruption or unanticipated events, and to support occasional non-recurring initiatives of operational needs.

The total amounts designated by the Board of Trustees for reserve funds were as follows as of August 31:

	2025	2024
Board designated reserve funds	$ 100,000	$ 100,000

NOTE 6 – NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions are restricted for the following purposes as of August 31:

	2025	2024
Wood Bank	$ -	$ 500
Concrete support – child and family	-	3,782
Mental health provider network	-	2,328
	$ -	$ 6,610

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NOTE 6 – NET ASSETS WITH DONOR RESTRICTIONS (Continued)

Released from Donor Restrictions

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose. The net assets released from restriction are as follows for the years ended August 31:

	2025	2024
Wood bank	$ 500	$ -
Preschool development grant	-	12,500
Mental health provider network	2,328	-
Concrete support – child and family	3,782	-
	$ 6,610	$ 12,500

NOTE 7 – LIQUIDITY AND AVAILABILITY OF RESOURCES

The Center's financial assets available within one year of the statements of financial position date for general expenditure are as follows as of August 31:

	2025	2024
Cash	$ 188,204	$ 239,023
Grants receivable	4,721	8,959
Total Financial Assets	192,925	247,982
Contractual or Donor-Imposed Restrictions:		
Other donor restrictions	-	(6,610)
Financial Assets Available to Meet Cash Needs for General Expenditures Within One Year	$ 192,925	$ 241,372

Liquidity Management

The Center structures its financial assets to be available as its general expenditures, liabilities, and other obligations become due.

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NOTE 8 – CONCENTRATIONS

Credit Risk

Financial instruments that potentially expose the Center to concentrations of credit risk are primarily cash and cash equivalents. The Center maintains its cash and money market accounts in four financial institutions located in New Hampshire. The balances in these accounts did not exceed the amounts insured by the Federal Deposit Insurance Corporation at August 31, 2025.

During the year ended August 31, 2025, the Center received approximately $152,000 (or 34.2%) in grants from one organization. During the year ended August 31, 2024, the Center received approximately $117,000 (or 24.8%) in grants from two organizations.

Payment Protection Program Loan

The Coronavirus Aid, Relief, and Economic Security Act (CARES Act) was passed in 2020 to provide economic relief to qualified organizations. The CARES Act included the Paycheck Protection Program (PPP) which provided forgivable loans for qualified expenses and the Employee Retention Credit (ERC) to encourage organizations to keep employees on their payroll. The Center received PPP loan proceeds that were forgiven in the amount of $36,900 in the year ended August 30, 2021. According to the rules of the Small Business Administration (SBA), the Center is required to retain PPP loan documentation for six years after the date the loan is forgiven or repaid in full, and permit authorized representatives of the SBA, including representatives of its Office of Inspector General, to access such files upon request.

Should the SBA conduct such a review and reject all or some of the Center's judgements pertaining to satisfying PPP loan eligibility or forgiveness conditions, the Center may be required to adjust previously reported amounts.

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Odette Milagros Butler

CEO/ Executive Director

[redacted]

EXECUTIVE PROFILE

Ambitious, assertive, dedicated, innovative executive leader, effective in partnering and guiding Board and team to strategically advance core mission goals. Known for optimizing resources by earning the confidence of key stakeholders and establishing a positive and enthusiastic team culture as well as working independently.

SKILL HIGHLIGHTS

- Senior leadership experience in the nonprofit sector.
- Senior leadership experience interacting with volunteers and diverse boards.
- Ability to command the confidence and respect of stakeholders.
- A demonstrated track record of promoting diversity and ability to build collaboration with the community at large.
- Experience across multiple sectors, for profit, public and corporate environments.
- Proficient computer skills with flexibility for building technical competence.
- Experience in developing partnerships, building teams and conflict management.
- Experience in building revenue and increasing philanthropic support.
- Experience in developing innovative approaches to solving problems. High level of emotional intelligence and excellent humor.
- Experience in marketing resulting in increased revenue.
- Experience in resource management and community event planning.
- Strong written and verbal communication abilities.

CORE ACCOMPLISHMENTS

Mission-Focused: As a transformational leader I maintained a high functioning goal-oriented staff and Board and as a result improved all aspects of services and outreach to women throughout the state. In my other capacities I worked independently and as a member of the team to carry out all aspects of our mission.

Accuracy-Focused: As an administrator, my attention to detail has awarded us 99% of the grants submitted usually at first submission. According to staff at MJ Murdock foundation we were the first nonprofit to have this success in making application with them AND the first nonprofit to receive an immediate second round of funding without waiting the "required" three years for reapplying.

Relationship-Oriented: My high energy, open, respectfully honest, authentic personality has helped in all my experiences to cultivate relationships that have made me a successful manager and a great collaborator which have brought in financial support for our mission.

Visionary: I have spearheaded numerous events and activities that have motivated participants to make an investment in philanthropy. My original, out of the box ideas have brought change and improvements such as new equipment, new systematic changes to daily operations, and diverse annual fundraising events.

Team-Builder: My early experiences as a drug and alcohol counselor and my outgoing nature have helped me excel at building and working with diverse teams. A great example was my ability to bring together members of the Tanana Chief Conference to provide mammograms to native Alaskans coming in from bush villages for their annual conference. Together we provided 114 mammograms in four days.

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PROFESSIONAL EXPERIENCE

CEO/Executive Director, 1/2025-present

The River Center- A Family Resource Center

Chief Executive Officer of The River Center and is responsible for the overall management and direction of the organization in accordance with its mission and vision. The Executive Director reports directly to and works under the general oversight of the Board of Trustees.

Overview: The Executive Director provides oversight and overall management, planning, vision and leadership for all aspects of The River Center, including programs and services, finance, resource development, human resources, communications, and Board development. The Executive Director assumes a leadership role throughout the New Hampshire in partnering with collaborating businesses, foundations, government officials, other nonprofits, and supporters. The Executive Director works with the Board and Board committees to establish vision, policies, strategic focus, priorities, and general scope of The River Center's programs and services.

CEO/Executive Director, 11/2005 to 04/2022

Breast Cancer Detection Center of Alaska (BCDC) Fairbanks, Alaska

The mission of BCDC is to provide quality mammography services and breast health education throughout Alaska regardless of an individual's ability to pay to increase the survivability of breast cancer. This mission has been my mantra and driven my work at the organization. When I started with BCDC, the organization had a budget of $700k that largely relied upon revenues, had a staff of 6 and cash reserve only in the hundreds of dollars. Services relied upon X-Ray film technology. Under my leadership over the past 17 years, BCDC has grown to a staff of 9, has a diversified income base of grants, contracts and fees with cash reserves of $1.4 million in 2021. In 2006 when I joined BCDC, the organization's assets were $1 million. Under my leadership, the assets have grown to over $5 million, we are a leader in Mobile Mammography in the state and we provide the highest quality 3D technology.

Patient Care Coordinator, 09/2004 to 09/2005

Fairbanks Resource Agency (501c3) Fairbanks, Alaska

I managed a patient caseload of up to 125 adult and senior patients. Documented and maintained accurate client case records according to state guidelines. Educated clients on programs offered by the agency. Was regularly assigned challenging "difficult" clients and helped them access the services needed to become productive members of society. Enforced Medicaid regulations and policies. I was the Gatekeeper for Medicaid funding to reduce incidence of Medicaid fraud. Monitored Clients to assure their needs were met.

Community Food Security (CFS)Educator, 06/1999 to 07/2003

Cornell Cooperative Extension Watertown, New York

Set precedence in the State of New York for the first successful CFS program which produced positive impacts in our low- income community. Established operating farmers market composed of local gardeners and farmers who sold their extra vegetables at reasonable prices to this population, accepted food stamps and provided remaining vegetables to local food bank.

Developed successful farm to school protocol to bring fresh vegetables to local middle school. Taught low income families to grow and can their own vegetables to provide an added food resource. Worked closely with the Jefferson County Public Health Agency to promote New York State Eat Well Play Hard initiatives. Disseminated research based generated information and techniques about nutrition and agriculture as they related to Community Food Security Issues.

Developed, Implemented, coordinated, and evaluated comprehensive CFS program that is still in operation and being utilized to date. This being a Federal grant position, monitored grant activities to ensure compliance with grant requirements, proper distribution of grant funds and timely submission of required reports. Wrote grants from local and state agencies to fund this position and projects.

Substance Abuse Counselor, 04/1994 to 03/1997

Cumberland County Mental Health Center Watertown, New York

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EDUCATION

Bachelor of Arts: Vocational Agricultural Education
Texas A&I University — Kingsville, Texas, U S A

Associate of Applied Science: Animal Science
SUNY at Farmingdale — Farmingdale, New York, U S A

Recent Awards

Recipient of 2019 Woman of Distinction Award
Recipient of the Alaska Legislature letter of commendation

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SUE WHITAKER

[redacted]

~ Significant understanding of business and proven leader with a consistent record of exceeding goals ~

Accomplished career professional with 6 years of success and contributions in the Non-Profit sector, as well as 9+ years of Business Administration experience. Keen understanding of effective fundraising strategies while maintaining administrative excellence. Establish and maintain positive business relationships with volunteers, staff at all levels, internal/external customers, vendors, leadership, and key stakeholders; work collaboratively with others to achieve all goals and objectives.

Effective community liaison with a keen understanding of business; proven team leader who works well with diverse populations and effectively manages all programs, projects, and budgets for successful outcomes. Solid oral and written communication skills. Computer skilled in MS Office Suite (Word, Excel, and PowerPoint), Gift Works, and Little Green Light; readily adapt to new programs and technologies. High degree of integrity with a consistent record of surpassing employer expectations.

CORE COMPETENCIES

Program & Project Management – Public Relations – Community Liaison – Volunteer Management
Fundraising – Grant Writing – Event Planning & Management – Vendor Relations – Strategic Partnerships
Process Improvement – Budget Administration – Financial Management – Time & Resource Management
Team Building & Leading – Staff Training & Development – Planning & Scheduling – Tracking & Monitoring
Recording & Reporting – Policy & Procedure Development – Communications & Presentations
Follow-Up & Problem Solving – Relationship Management

PROFESSIONAL EXPERIENCE

The River Center – Operations Specialist (previously Donor and Data Coordinator) (2019-Present)
Non-Profit Organization

- Plan and execute all fundraising activities including annual NH Gives Campaign, two appeals per year, securing grants, and fostering positive relationships with existing donors.
- Supervise, train, and develop staff, interns and volunteers; demonstrate exceptional and effective leadership and mentorship skills to develop others and work together toward a common goal.
- Conduct comprehensive data collection, analysis, and reporting for grants and funders.
- Prepared re-designation application for Family Resource Center of Quality.
- Coordinate family program management to ensure logistics are in place, including location and facilitator(s), and communication has been clear amongst all involved parties.

Notable Achievements:

- Ran a successful online fundraising campaign for 3 consecutive years, with increased outcomes each year; conducted research and secured multiple grants with several pending.
- Researched and selected new donor management software; worked with a consultant on data migration, underwent training, and successfully implemented the new software to track and acknowledge donations, and generate annual reports/mailing lists for appeals.

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[redacted] Household – Household Manager/Expert Multitasker (2000-Present)
Home Setting

- Prepared lesson plans and instructed all coursework for successful homeschooling of children (until 2017); adapted teaching methods to individual learning styles and needs.
- Effectively manage the household, as well as all children's medical appointments, sports and extracurricular activities.

EARLY ROLES

In-Home Daycare Provider, Miss Sue's Daycare: started my own business caring for 4 young children (in addition to my own) in a safe environment; managed accounts receivable and schedule.
Administrative Assistant/Environmental Consultant, Clean Soils Environmental, Ltd.: wrote and/or edited proposals and reports; assisted the President with project management; kept clients updated on project status and scheduled site visits; database management.
Human Resources and Administrative Assistant, Beverly Hospital: checked references for applicants on behalf of recruiters; provided administrative support to the HR Manager; collaborated with the HR team; updated employee records; filing.
Executive/Administrative Assistant, Marsh, Inc.: provided administrative support to 4 executives from 2 different departments; scheduled appointments; booked travel arrangements; edited reports; conducted research.
Environmental Scientist/Administrative Assistant, Clean Soils Environmental, Ltd.: conducted research to determine site history for potential environmental impacts; scheduled site visits and the pickup of lab samples; field work including oversite of soil removal, on-site testing and collection of samples for analysis; wrote/edited reports; developed new filing system; trained two new staff members.

RELEVANT VOLUNTEER EXPERIENCE

- **Committee Chair, Boy Scout Troop 8, 2019-Present:** coordinate and run committee meetings, organize Troop fundraisers, manage annual registrations and ensure leaders are up to date on training
- **Committee Secretary, Boy Scout Troop 8, 2016-2019:** recorded minutes of committee meetings and distributed to interested parties
- **Committee Chair, Cub Scout Pack 8, 2016-2019:** aided the Cubmaster and den leaders, ran annual fundraiser
- **Coordinator, Community Bible Study, 2007-2009:** organized and distributed curriculum to participants, maintained attendance records, coordinated childcare for leader's meetings

EDUCATION

Bachelor of Science in Environmental Science, Minors in Biology and Business
Westminster College, New Wilmington, PA

Professional Development:
Grant Writing USA Two-Day Grant Writing Workshop, 10/2021
CPR re-certification, 3/2024

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Kelli Tourgee
[redacted]

Professional Experience

The River Center **Peterborough, NH** **1998-present**

Children's Teacher, Child Connections Program 1998-2002

- Organized and facilitated program for children ages 1-5 years old designed for social and educational development

Home Visitor, Early Home Support Program 2001-present

- Visit, support, and educate pregnant and young parents through their child's first year
- Offer information about pregnancy, labor and delivery, breastfeeding, and newborn care
- Coordinate with RN and social worker from HCS to provide additional needed resources

Coordinator, Children's Enrichment Program 2003-2006

- Created weekly lesson plans for program children under the age of 5
- Observed and referred children to early intervention program(s) when appropriate
- Collaborated with local school districts to set up early intervention services when needed

Facilitator, Parents under age 25 Program 2006-2008

- Provided information to parents on child development
- Offered strategies to parents for effective problem solving
- Invited Pediatrician, police officer, Planned Parenthood representative, therapist and others to present relevant information
- Co-wrote a grant to obtain funding for program

Facilitator, Farm to Table Program 2009-present

- Provide education to low income families on healthy, local food options
- Collaborate with local farms and gardens for visits and to plant and harvest produce
- Coordinate visiting guest chefs to cook with group and share their expertise

Parent Educator, Off -Site Parenting Program 2009-present

- Provide parenting programs in Peterborough at low-income housing sites, and in Jaffrey, New Ipswich, Greenville, and Rindge
- Recruit and supervise volunteers to help with children
- Facilitate and encourage integration of families into their communities

Coordinator, Safe Sitter Program 2009-present

- Instruct children ages 11-13 in the Safe Sitter curriculum
- Train Safe Sitter instructors
- Administer tests to participants and provide requested data to Safe Sitter headquarters

Instructor, Guiding Good Choices Program 2011-2013

- Delivered prevention program and taught Protective Factors to parents of children 9-14
- Co-taught with grant holder, MFS (Monadnock Family Services) of Peterborough

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[redacted]

Additional Work Experience

Shelter from the Storm — Jaffrey, NH — 2011-2013
Case Manager

- Worked with town welfare offices for referrals
- Interviewed and assessed clients to determine eligibility and appropriateness of program
- Met with clients and family members weekly to create goals and assess progress
- Assisted clients with housing, employment, medical needs, education, and finances as needed

Monadnock Developmental Services — Peterborough, NH — 2005-2014
Respite Provider

- Provided support for child on Autism Spectrum
- Designed activities to facilitate independence, increase social skills, and expand abilities
- Met with school and parents to set goals and report on successes and challenges

Happy Valley Preschool — Peterborough, NH — 1995-2003
Treasurer, Board of Director
Substitute Teacher

Certifications

PAT (Parents as Teachers)
Continuing Education for Family Supports
Guiding Good Choices Instructor
First Aid and CPR
Early Childhood casework, Keene State College
Montessori Philosophy, Franklin Pierce University

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Martha Duffy Resume

Education

Keene State College *Aug 2005 – May 2009*
Keene, NH
B.A. in Psychology
Summa Cum Laude 3.9 GPA

ConVal High School *Aug 2000 - June 2004*
Peterborough, NH
Achievements:

- Sportsmanship of the Year Award (2004)
- Spanish Award (2004)
- Varsity Basketball & Soccer
- Two sport Varsity Captain 2003-2004
- Coaches Awards

Professional Experience

Owner/Family & Event Photographer

MJD Photography
Aug 2013 - Present

- Build strong client relaUonships resulUng in repeat business and referrals
- Collaborate closely with clients to create relaxed and comfortable sessions that encourage and reflect natural movement and connecUon
- Manage all aspects of a freelance photography business, including markeUng, client outreach, scheduling, contracts, and invoicing
- Plan, shoot and edit professional-quality photographs for families in a Umely manner
- Work independently in a variety of environments, adapUng to ighUng, space and Ume constraints to capture meaningful images in real Ume

Girl Scouts Troop 63145 Leader (Volunteer)

Dec 2022 - Present

- CerUfied in Blended Youth Mental Health First Aid (Spring 2025)
- Started and expanded troop
- Plan and lead regular troop meeUngs, badge acUviUes, field trips and community service projects for girls in grades K-5, fostering leadership and teamwork
- Coordinate with co-leaders, parents and council staff to organize events, field trips, cookie sales and volunteer opportuniUes
- Create a supporUve, inclusive environment aligned with Girl Scout values
- Maintain records of badge process, a` endance and finances in accordance with council guidelines
- Encourage girl-led decision making and goal seb ng to build confidence, independence and collaboraUon

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- Serve as a role model while promoUng STEM, outdoor adventures, life skills and civic engagement

Paraprofessional for First Friends, Greenfield Elementary Preschool, ConVal School District
Jan 2013 - June 2015

- Assisted lead teacher in implemenUng daily lesson plans aligned with early childhood development goals
- Supported classroom management by maintaining a safe, nurturing and structured learning environment
- Provided one-on-one and small group support to children with diverse learning needs
- Helped with daily rouUnes such as arrival, meals, bathroom breaks and dismissal
- Prepared and organized classroom materials, learning centers and educaUonal acUviUes

Community and Family Service Specialist (Children's Case Manager)
Monadnock Family Services
2009 - 2013

- Managed caseload of 25-30 families and providing community-based, family-centered services to psychiatrically disabled children to implement and reach treatment goals
- Required strong communicaUon, outreach, assessment and advocacy skills to meet the needs of clients and their families
- Involved the ability to work as a team with other agencies to provide full service to clients
- Required compliance with state regulaUons for all paperwork, compleUng daily progress notes and keeping charts/client informaUon current

Head Lifeguard / Water Safety Instructor (WSI)
Peterborough RecreaUon Department
June 2006 - Sept 2009 (seasonal)

- CerUfied as Lifeguard, First Aid, CPR, AED, WSI
- Enforced rules and regulaUons
- Performed rescue and first aid when necessary
- Cleaning duUes
- Taught swimming lessons for youth (6 months-14 yrs) and adults
- Facilitated weekly in-services
- Supervised and evaluated aquaUcs staff
- Completed weekly work schedules
- Represented the Town of Peterborough in a posiUve way

Family Nanny
2004 - 2014

- Supervised children's daily acUviUes, ensuring safety and well-being at all Umes
- Assisted with homework and educaUonal enrichment
- Organized creaUve, engaging acUviUes to promote physical, social and cogniUve development
- Collaborated with parents on rouUnes, behavioral needs and developmental goals
- Managed consistent daily rouUnes and transiUons

Server/Manager at Bagel Mill
Aug 2002 - Sept 2009

- Oversaw daily front-of-house operaUons, ensuring efficient service and high customer saUsfacUon in a fast paced shop

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- Supervised and trained team members, fostering a posiUve and producUve work environment
- Resolved customer concerns promptly and professionally ensuring repeat business
- Coordinated with kitchen staff to streamline food preparaUon and delivery during peak hours
- Monitored inventory levels for beverages, condiments and packaging
- Enforced and complied with health, safety and sanitaUon standards

Community Involvement

Women's Pick Up Basketball Program Coordinator

Peterborough RecreaUon Department

Dec 2025 - June 2025

- Organized and managed weekly pick-up basketball games for adults, ensuring fair play and safety for all parUcipants
- Communicated program details and updates to parUcipants
- Facilitated team formaUon and game flow during sessions to maintain a posiUve environment
- Promoted community engagement and physical acUvity by fostering a welcoming atmosphere for players of all skill levels.

Lil' Dribblers Program (Youth) Basketball Assistant Coach

Peterborough RecreaUon Department

Nov 2023 - Jan 2025

- Assisted head coach in leading basketball pracUces for children ages 3-6, focusing on skills, teamwork and basic game concepts
- Helped set up equipment and organize age appropriate drills
- Provided individual support and encouragement to young players to build confidence, coordinaUon and sportsmanship
- Modeled paUence, enthusiasm and clear instrucUon tailored to early childhood learning styles

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Katherine E. Blanchard

Education

Ashland High School 2015
Massachusetts Bay Community College •AA Early Childhood Education
Framingham State University

Experience.

2020-present Household Manager/Nanny (multiple families, see below)

- *Running a private home, providing care for three children and a puppy, grocery shopping, meal planning and prepping, running errands, registering children for activities and programs, managing family calendar, maintenance tracking and scheduling for the house, organizing, tidying, etc.*

2016-2022 Ashland Extended Day Program

- *Head Teacher, Teacher, Teachers Aid*
- *Planned lessons for classroom, gym, and outdoors*
- *Planned enriching dramatic play units, changed birthday and dramatic play bulletin boards on a rotating schedule.*

2012-2024 Special Olympics volunteer coaching, swim, soccer, track and field, basketball, and cheerleading. Head coach for SO swimming 2021-2024. Assistant for a special needs hockey team (East Coast Jumbos).

2018-2022 Substitute Teacher in Ashland Public Schools (short and long term)

- *Worked with all grades, especially K-2 special education working with students of differing needs and abilities.*

2017-present Mother's Helpers Agency

- *Babysitter and Mother's Helper (ages newborn through 17 years) as well as occasional elder care. Providing care in church nurseries for children infants to school age.*

2019-2021 Head Swim Coach for Holliston-Medway Swim and Dive

- *Coached high school swimmers of all ability levels*
- *Planned meets, events, etc. for the season.*

2015-2016 City Year

- *Tutored and mentored elementary level public school students with primary focus on coursework, behavior, and attendance*
- *Implemented City Year's Whole School Whole Child model to serve students and improve school performance*
- *Maintained a focus list of seven students to work with on a tier 2 level of intervention for math coursework*
- *Served as an Extended Day Working Group Assistant to coordinate an after school program for 32 students*
- *Served as Attendance Working Group Leader to ensure 90% or above attendance for our students.*

2015-2020 Teacher's Aide at Special Education Extended School Year summer camp (ages 3-8).

2016-2020 Swim coach for Crimson Aquatics (formerly Shawmut Aquatic Club) (ages 5 & up).

2013-2019 Lifeguard at Metrowest YMCA, Hopkinton Country Club, and private homes.

2008-present Babysitting, nannying, and tutoring regularly since age 11 (Red Cross certified) (ages Newborn through 17 years); also private swim lessons and lifeguarding.

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Nanny Experience

2024- present Full time nanny for family with twin infants in Groton, MA. Providing care, changing diapers, making bottles, planning age appropriate enrichment, enrolling children in activities, driving children to activities and participating with them, etc

2022-2024 Full time Household manager/nanny for a family in Newton, MA with three children (8, 4 year old twins, and a puppy) Job duties: childcare, prepare children's meals, make sure children get to school and activities on time, assisting with homework, reading/ writing skills, planning developmentally appropriate activities, handle bedtime routine and put children to bed, overnight care as needed, managing family calendar, researching and planning enriching activities and programs for children, facilitating play dates, handling housework such as laundry, dishes, tidying, organizing, light cleaning, occasional deep cleaning of fridge/ stove/oven, tracking and scheduling maintenance for the house and vehicles, etc.

2024 Part time nanny for family in Framingham, MA with 2yo twins. Job duties: childcare, planning enriching, engaging, and educational activities, facilitating healthy communication, taking them to Early Intervention, diaper changes, making lunch and snacks, etc.

2022 Short term household manager for a family in Weston, MA for 4 months before their planned move to Florida. Planned and prepared meals, cleaned the house, made beds, etc. Chauffeured children to and from activities and helped with homework, facilitated play dates, overnight care as needed.

2021-2022 Part time nanny for a 3 month old in Wellesley, Ma cared for him, changed diapers, made bottles, planned age appropriate enrichment activities, also did household manager tasks such as laundry, dishes, and errands while he was napping.

2020-2021 Short term Household manager for a family in Newton, MA with three kids 13,11, and 8 until school returned to in person full time. Ran the day to day tasks of the house and organized sports and other activities for the children. Facilitated play dates, planned birthday parties, overnight care as needed. Made most meals for the children and family. Responsible for the dog as well, walks, feeding, and vet care. Scheduled doctors appts, etc.

2020 Summer nanny for a family in Rockville, MD with two children 2y and 5y. Planned Covid safe activities and field trips, did light housework and laundry, prepped meals, and engaged in learning activities with the 5yo. I was in the DMV area at this time also caring for my grandmother.

2018 Summer nanny for family in Wellesley, MA with two kids 2y and newborn. Planned activities and field trips, communicated with school for the 2yo, and did light housework.

2016-2019 After school nanny for a family in Ashland, MA with two children 4th and 7th grade, helped with homework, planned activities and field tips, organized play dates, and did light housework. Also worked summers of 2017 and 2019 for this family and their toddler cousin.

2016 Summer nanny for a family in Holliston, MA with two children 4y (autism, anxiety) and 5y. Planned activities and field trips, prepped meals and did light housework.

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AMANDA CARTER

[redacted]

TARGET To become an integral part of a human services organization primarily focused on improving the social determinants of health for people of all ages.

SUMMARY OF BACKGROUND

- ➢ Creative, motivated, professional, and organized
- ➢ Experience with operations of diverse human service agencies
- ➢ Experienced in the health and medical field including child advocacy
- ➢ Excellent written and verbal communication skills, comfortable as team member

EDUCATION

2017-2020 BA Human Services, Franklin Pierce University, Rindge, NH

- ➢ President's List and High Honors

2014-2015 Medical Assistant Program, Seacoast Career Schools, Manchester, NH

- ➢ Director's List and High Honors Award

EMPLOYMENT

2018-current **School Bus Driver**, Student Transportation of America, Peterborough
2016-2018 **Certified Medical Assistant,** Monadnock Community Hospital, Peterborough
2015-2016 **Certified Medical Assistant & Phlebotomist**, Elliot Health Systems, New Boston
2012-2013 **Licensed Nursing Assistant**, Hillsborough County Nursing Home, Manchester

VOLUNTEERISM

2019-2020 Reality Check - Event Organizer & Guardian Angel's Support Group Facilitator

*Reality Check is a nonprofit providing comprehensive addiction services including prevention, treatment, and recovery of substance use, abuse, and addiction to New Hampshire residents.

[redacted]

Subject: Family Resource Center Services and Kinship Navigation Program Services - RFA-2027-DPH-04-FRCSK-12

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 The Upper Room, A Family Resource Center		1.4 Contractor Address 36 Tsienneto Road Derry, NH 03038	
1.5 Contractor Phone Number 603-437-8477	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $240,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Brenda Guggisberg 878F7026FF284DE... Date: 5/18/2026		1.12 Name and Title of Contractor Signatory Brenda Guggisberg Executive Director	
1.13 State Agency Signature DocuSigned by: Iain Watt D778BB63F9704C7... Date: 5/19/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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 748734844941460... On: 5/21/2026			
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.

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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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Revisions to Standard Agreement Provisions

1. Revisions to Form P-37, General Provisions

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

3.1. Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, this Agreement, and all obligations of the parties hereunder, shall become effective on July 1, 2026 ("Effective Date").

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

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure services are provided in the following DHHS District Office Catchment Area: Southern District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must maintain certification as a Family Resource Center of Quality (FRC-Q) throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Additional Terms**

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

1.6.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.6.2.1. Review of participant files.

1.6.2.2. Review of training records and professional development plans to ensure staffing requirements are met.

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1.6.2.3. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.6.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.6.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC and Kinship Navigation Program participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.6.4.1. Acknowledgement of data collection within the FCH-DS.

1.6.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.6.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.7. Reporting

1.7.1. The Contractor must submit quarterly reports highlighting program activities to the Department no later than the 15th day of the month following the end of each reporting period. The first report is due by October 15, 2026, and must include:

1.7.1.1. Progress toward achieving stated outcomes;

1.7.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.7.1.3. Data as requested by the Department.

1.7.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.7.2.1. Program accomplishments and activities.

1.7.2.2. Recommendations for service development and outcome improvements.

1.7.2.3. Identification of systemic barriers.

1.7.2.4. Family satisfaction survey results.

1.7.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.7.3.1. Full Name.

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1.7.3.2. Date of birth.

1.7.3.3. Race and ethnicity.

1.7.3.4. Primary language.

1.7.3.5. Household income.

1.7.3.6. Household size.

1.7.3.7. Housing status.

1.7.3.8. Marital status.

1.7.3.9. Town of residence.

1.7.3.10. County of residence.

1.7.3.11. Source of referral.

1.7.3.12. Presence of an incarcerated parent.

1.7.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.7.3.14. Receipt of public benefits, including but not limited to:

1.7.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.7.3.14.2. New Hampshire Child Care Scholarship.

1.7.3.14.3. Medicaid.

1.7.3.14.4. Social Security Disability Insurance (SSDI).

1.7.3.14.5. Supplemental Security Income (SSI).

1.7.3.14.6. Temporary Assistance for Needy Families (TANF).

1.7.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.7.3.15. Participant encounter and service data, including:

1.7.3.15.1. Date of service.

1.7.3.15.2. Participants present during service delivery.

1.7.3.15.3. Service type and topics reviewed.

1.7.3.15.4. Parent education classes or groups attended.

1.7.3.15.5. Support groups attended.

1.7.3.16. Family Resource Center Goal and outcome domains, including:

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1.7.3.16.1. Community linkages and referrals.

1.7.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.7.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

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

1.8. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.9. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.9.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.10. Background Checks

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

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undergone:

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

1.10.1.2. 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

1.10.1.3. 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.

1.11. Confidential Data

1.11.1. 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.

1.11.2. 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.

1.12. Privacy Impact Assessment

1.12.1. 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:

1.12.1.1. How PII is gathered and stored;

1.12.1.2. Who will have access to PII;

1.12.1.3. How PII will be used in the system;

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

1.12.1.5. Privacy practices.

1.12.2. 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.

1.13. Department Owned Devices, Systems and Network Usage

1.13.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.13.1.1. 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;

1.13.1.2. 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;

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

1.13.1.4. 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;

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

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

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

1.13.1.6.2. 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.

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

1.13.1.7. 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.

1.13.1.8. 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.

1.13.2. Workspace Requirement

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

1.14. Contract End-of-Life Transition Services

1.14.1. General Requirements

1.14.1.1. 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

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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.

1.14.1.2. 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 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.

1.14.1.3. 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.

1.14.1.4. 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.

1.14.1.5. 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.

1.14.1.6. 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

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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.

1.14.2. Completion of Transition Services

1.14.2.1. 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.

1.14.2.2. 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.

1.14.3. Disagreement over Transition Services Results

1.14.3.1. 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.

1.15. Website and Social Media

1.15.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.15.2. 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.

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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.

1.15.3. State of New Hampshire's Website Copyright

1.15.3.1. 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.

2. Exhibits Incorporated

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

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

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

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

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

3.2.1. The Contractor must submit:

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

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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

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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

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

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

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

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

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state,

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

4. Records

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

4.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.

4.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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
Family Resource Center Services and Kinship Navigation Program Services

EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 DHHS.DPHS.Contract@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.
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.

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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.

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.

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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:	*The Upper Room, A Family Resource Center*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	0.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$68,802	$68,802	$68,802
2. Fringe Benefits	$8,664	$8,664	$8,664
3. Consultants	$0	$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	$250	$250	$250
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	$500	$500	$500
6. Travel	$200	$200	$200
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$0	$0	$0
8. (b) Other - Education and Training	$300	$300	$300
8. (c) Other - Other (specify below)	$0	$0	$0
Occupancy	$1,284	$1,284	$1,284
0	$0	$0	$0
0	$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	$80,000	$80,000	$80,000
Total Indirect Costs	$0	$0	$0
Subtotals	$80,000	$80,000	$80,000
			TOTAL $240,000

Contractor Initials: BG (Initial)

Date: 5/18/2026

New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

The following terms may be reflected and have the described meaning in this document:

1. "Breach" means the loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar term referring to situations where persons other than authorized users and for an other than authorized purpose have access or potential access to personally identifiable information, whether physical or electronic. With regard to Protected Health Information, " Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.

2. "Computer Security Incident" shall have the same meaning "Computer Security Incident" in section two (2) of NIST Publication 800-61, Computer Security Incident Handling Guide, National Institute of Standards and Technology, U.S. Department of Commerce.

3. "Confidential Information" or "Confidential Data" means all confidential information disclosed by one party to the other such as all medical, health, financial, public assistance benefits and personal information including without limitation, Substance Abuse Treatment Records, Case Records, Protected Health Information and Personally Identifiable Information.

   Confidential Information also includes any and all information owned or managed by the State of NH - created, received from or on behalf of the Department of Health and Human Services (DHHS) or accessed in the course of performing contracted services - of which collection, disclosure, protection, and disposition is governed by state or federal law or regulation. This information includes, but is not limited to Protected Health Information (PHI), Personal Information (PI), Personal Financial Information (PFI), Federal Tax Information (FTI), Social Security Numbers (SSN), Payment Card Industry (PCI), and or other sensitive and confidential information.

4. "End User" means any person or entity (e.g., contractor, contractor's employee, business associate, subcontractor, other downstream user, etc.) that receives DHHS data or derivative data in accordance with the terms of this Contract.

5. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996 and the regulations promulgated thereunder.

6. "Incident" means an act that potentially violates an explicit or implied security policy, which includes attempts (either failed or successful) to gain unauthorized access to a system or its data, unwanted disruption or denial of service, the unauthorized use of a system for the processing or storage of data; and changes to system hardware, firmware, or software characteristics without the owner's knowledge, instruction, or consent. Incidents include the loss of data through theft or device misplacement, loss

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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

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	The Upper Room, a Family Resource Center
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	Signed by: Brenda Guggisberg 878F7026FF284DE...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Brenda Guggisberg
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	Executive Director
Title of Authorized Representative	Title of Authorized Representative
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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 THE UPPER ROOM, A FAMILY RESOURCE CENTER is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on July 30, 1986. 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: **81048**
Certificate Number: **0007603579**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 7th day of January A.D. 2026.

David M. Scanlan
Secretary of State

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CERTIFICATE OF AUTHORITY

I, Alexis Brophy, 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 The Upper Room, a Family Resource Center.
(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 May 20, 2026, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Brenda Guggisberg, Executive Director (may list more than one person)
(Name and Title of Contract Signatory)

is duly authorized on behalf of The Upper Room, a Family Resource Center to enter into contracts or agreements with the State
(Name of Corporation/ LLC)

of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority 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: 5/20/26

Alexis Brophy

Signature of Elected Officer

Name:

Title:

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THEUPPE-01 BMAHONEY

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 4/14/2026

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:	
Marsh & McLennan Agency, LLC 1 Sundial Ave Suite 302N Manchester, NH 03103-7204	PHONE (A/C, No, Ext):	FAX (A/C, No):
	E-MAIL ADDRESS:	

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
The Upper Room, A Family Resource Center 36 Tsienneto Road Derry, NH 03038	INSURER A : Great American Insurance Company	16691
	INSURER B : AmTrust Insurance Company	15954
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:			MAC F209577 01	7/1/2025	7/1/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 3,000,000 $ 3,000,000
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			MAC F209577 01	7/1/2025	7/1/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
A	[X] UMBRELLA LIAB [X] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [X] RETENTION $ 10,000			UMB F209578 01 00	7/1/2025	7/1/2026	EACH OCCURRENCE AGGREGATE	$ 1,000,000 $ 1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		TES4638552	7/1/2025	7/1/2026	[X] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Workers Compensation covered 3A States: New Hampshire

CERTIFICATE HOLDER

State of New Hampshire
Department of Health & Human Services
129 Pleasant Street
Concord, NH 03301-3857

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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NONPROFIT COVER SHEET

A. Entity Name: The Upper Room, a Family Resource Center

B. Entity's Contact Information:Brenda Guggisberg bguggisberg@urteachers.org

For Records Requests (e.g., resumes of key personnel; audited financial statements):

Name / Phone / Email: Brenda Guggisberg / 603-437-8477 x 111 bguggisberg@urteachers.org

Person responsible for Accuracy and Completeness of information provided:
Name: Brenda Guggisberg Title: Executive Director

Signature: Brenda Guggisberg

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Alexis Brophy, President	Remax Innovative Real Estate
Rachel Leone, President Elect	Gold Lion Insurance
Tyler Hall, Treasurer	Perkins and Company
Mat Solso, Secretary	CEII
Chuck Nuskey	Southern NH Plumbing and Heating
Robbie St. Amand	Retired Business Person
Jeremy Lane	Clearly Creative Marketing
Gale Stanely	Retired School Teacher
Charlene Puzzo	Independent Contractor
Elizabeth Bergeron	Moveras LLC
Autumn Klick	Sheehan Phinney Bass and Green
Roxanne Nelson	Triangle Credit Union
Nicole Larcomb	CMC VP Human Resources
Whitney Fenyak	CEO Parkland Medical Center
Dr. LouAnne Giangreco	MCO Ameri Health Caritas

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
Melinda MacKenzie	Program Coordinator/Kinship Navigator	54,000	50%
Kayla Saye	Family Support Worker	49,920	50%
Leanne Sullivan	TIPS Program coordinator	54,000	25%
Pam Miller Sallett	Parent Educator	4,680	50%
Emily Levesque	Human Services Director/Agency	62,192	33%

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	Navigatorr/Concrete supports		
Brenda Guggisberg	Executive Director	108,000	.05%
Shelly Koza	Marketing and Events	40,801	.02%
Andrea Younie	Data Manager	30,328	.02%
Carol Larson	Finance and Benefits	54,600	.02%

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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

3250 Upper Room, A Family Resource Center 36 Tsienneto Road Derry NH 03038 G 11/15/2026

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

3250	Upper Room, A Family Resource Center	36 Tsienneto Road	Derry	NH	03038	G	11/15/2026

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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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theUpperRoom a family resource center **Mission Statement**

The Upper Rooms Mission, Vision, Values

Mission:

"Strengthening individuals and families by providing them with the education, services and resources needed to live healthy self-sufficient lives".

Vision:

"It is our vision that we work to create a strong, vibrant and self-sustaining community where conflict and hunger, homelessness and poverty, and ignorance and intolerance no longer exist. We look to the day where all families thrive, and children have within their reach the tools to succeed. We will work to achieve our vision by living our mission and honoring our values each day."

We aspire to be an organization that:

Is responsive to the community
Is compassionate and non-judgmental
Respects Diversity
Empowers each individual and family
Works as a team
Encourage innovative and creative ideas
Maintains strong ethics and integrity

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THE UPPER ROOM, A FAMILY RESOURCE CENTER

Audited Financial Statements

For The Fiscal Years Ended
June 30, 2025 and 2024

Penchansky & Co. PLLC
CERTIFIED PUBLIC ACCOUNTANTS

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THE UPPER ROOM, A FAMILY RESOURCE CENTER

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
The Upper Room, A Family Resource Center
Derry, New Hampshire

We have audited the accompanying financial statements of The Upper Room, A Family Resource Center (a nonprofit organization), which comprise the statements of financial position as of June 30, 2025 and 2024, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Upper Room, A Family Resource Center as of June 30, 2025 and 2024, 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. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of The Upper Room, A Family Resource Center and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about The Upper Room, A Family Resource Center's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

1650 Elm Street Suite 302 • Manchester, NH 03101 • Tel 603.647.2400 • Fax 603.647.6495 • www.penchansky.com

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Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements 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 The Upper Room, A Family Resource Center's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about The Upper Room, A Family Resource Center's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Penchansky & Co., PLLC
Certified Public Accountants
Manchester, New Hampshire

November 16, 2025

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THE UPPER ROOM, A FAMILY RESOURCE CENTER
Statements of Financial Position
As of June 30,

ASSETS

	Without Donor Restrictions	With Donor Restrictions	2025 Totals	2024 Totals
Current Assets:				
Cash and Cash Equivalents	$ 1,842,929	$ 154,476	$ 1,997,405	$ 1,929,287
Accounts Receivable	181,461	0	181,461	91,061
Prepaid Expenses	11,746	0	11,746	790
Total Current Assets	2,036,136	154,476	2,190,612	2,021,138
Fixed Assets:				
Leasehold Improvements	104,275	0	104,275	104,275
Equipment and Furniture	88,518	0	88,518	88,518
Less: Accumulated Depreciation	(129,864)	0	(129,864)	(120,329)
Net Fixed Assets	62,929	0	62,929	72,464
Other Assets:				
Investments, at Market Value	35,099	0	35,099	34,077
Total Other Assets	35,099	0	35,099	34,077
Total Assets	$ 2,134,164	$ 154,476	$ 2,288,640	$ 2,127,679

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See notes and independent auditor's report

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THE UPPER ROOM, A FAMILY RESOURCE CENTER
Statements of Financial Position
As of June 30,

LIABILITIES AND NET ASSETS

	Without Donor Restrictions	With Donor Restrictions	2025 Totals	2024 Totals
Current Liabilities:				
Accounts Payable	$ 8,204	$ 0	$ 8,204	$ 6,995
Accrued Payroll and Taxes	39,740	0	39,740	33,475
Other Current Liabilities	1,717	0	1,717	96,779
Total Liabilities	49,661	0	49,661	137,249
Net Assets:				
Total Net Assets	2,084,503	154,476	2,238,979	1,990,430
Total Liabilities and Net Assets	**$ 2,134,164**	**$ 154,476**	**$ 2,288,640**	**$ 2,127,679**

See notes and independent auditor's report

Penchansky & Co. PLLC
CERTIFIED PUBLIC ACCOUNTANTS

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THE UPPER ROOM, A FAMILY RESOURCE CENTER
Statements of Activities and Changes in Net Assets
For The Years Ended June 30,

	Without Donor Restrictions	With Donor Restrictions	2025 Totals	2024 Totals
Revenues and Support:				
Grants and Contracts	$ 1,012,485	$ 128,000	$ 1,140,485	$ 974,569
Contributions	101,593	0	101,593	75,167
Program Revenue	6,862	0	6,862	2,605
Fundraising - Gaming, Net of Expenses	95,300	0	95,300	24,538
Fundraising - Auction and Other	185,329	0	185,329	206,368
Interest	19,312	0	19,312	12,890
In - Kind Contributions	297,619	0	297,619	295,805
Net Assets Released from Restrictions :				
Satisfaction of Donor Stipulations	36,250	(36,250)	0	0
Total Revenues and Support	1,754,750	91,750	1,846,500	1,591,942
Expenses:				
Program Services	1,416,810	0	1,416,810	1,436,702
General and Administrative	134,487	0	134,487	205,116
Fundraising	46,654	0	46,654	56,481
Total Expenses	1,597,951	0	1,597,951	1,698,299
Change in Net Assets	156,799	91,750	248,549	(106,357)
Net Assets - July 1,	1,927,704	62,726	1,990,430	2,096,787
Net Assets - June 30,	**$ 2,084,503**	**$ 154,476**	**$ 2,238,979**	**$ 1,990,430**

See notes and independent auditor's report

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THE UPPER ROOM, A FAMILY RESOURCE CENTER
Statements of Functional Expenses
For The Years Ended June 30,

	Progam Services	General and Administrative	Fund Raising	2025 Totals	2024 Totals
Expenses:					
Salaries and Wages	$ 743,315	$ 53,678	$ 11,889	$ 808,882	$ 817,081
Payroll Taxes	60,476	3,027	903	64,406	62,410
Employee Benefits	28,912	2,333	45	31,290	35,612
Grant Expense	88,914	0	0	88,914	90,590
Professional Fee	0	51,603	5,625	57,228	53,344
Supplies	34,887	8,773	122	43,782	51,034
Repair and Maintenance	41,432	0	0	41,432	30,480
Office	29,874	13,256	0	43,130	29,939
Utilities	40,900	0	0	40,900	46,879
Depreciation	9,535	0	0	9,535	10,243
Insurance	18,822	0	0	18,822	14,445
Travel and Conferences	18,978	915	0	19,893	21,343
Postage and Delivery	2,940	858	0	3,798	3,588
Litigation Settlement	0	0	0	0	95,000
Bank & Other Fees	206	44	0	250	141
Auction Expenses	0	0	28,070	28,070	40,365
In Kind Expenses - Occupancy	60,000	0	0	60,000	64,800
In Kind Expense - Program and Supplies	237,619	0	0	237,619	231,005
Total Expenses	**$ 1,416,810**	**$ 134,487**	**$ 46,654**	**$ 1,597,951**	**$ 1,698,299**

See notes and independent auditor's report

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THE UPPER ROOM, A FAMILY RESOURCE CENTER
Statements of Cash Flows
For The Years Ended June 30,

	Without Donor Restrictions	With Donor Restrictions	2025 Totals	2024 Totals
Cash Flows from Operating Activities:				
Change in Net Assets	$ 156,799	$ 91,750	$ 248,549	$ (106,357)
Adjustments to reconcile changes in net assets to net cash provided (used) by operating activities:				
Depreciation	9,535	0	9,535	10,243
(Increase) Decrease in Accounts Receivable	(90,400)	0	(90,400)	(33,880)
(Increase) Decrease in Promises to Give	0	0	0	70,000
(Increase) Decrease in Prepaid Expenses	(10,956)	0	(10,956)	(790)
Increase (Decrease) in Accounts Payable	1,209	0	1,209	(69)
Increase (Decrease) in Accrued Payroll and Taxes	6,265	0	6,265	(9,229)
Increase (Decrease) in Other Current Liabilities	(95,062)	0	(95,062)	87,784
Total Adjustments	(179,409)	0	(179,409)	124,059
Net Cash Flows Provided (Used) by Operating Activities	(22,610)	91,750	69,140	17,702
Cash Flows from Investing Activities:				
Acquisitions of Fixed Assets	(1,022)	0	(1,022)	0
Proceeds from Investments	0	0	0	50,671
Net Cash Flows Provided (Used) by Investing Activities	$ (1,022)	$ 0	$ (1,022)	$ 50,671

-Continued on next page-

See notes and independent auditor's report

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THE UPPER ROOM, A FAMILY RESOURCE CENTER
Statements of Cash Flows
For The Years Ended June 30,

	Without Donor Restrictions	With Donor Restrictions	2025 Totals	2024 Totals
Net Increase (Decrease) in Cash and Cash Equivalents	$ (23,632)	$ 91,750	$ 68,118	$ 68,373
Cash and Equivalents - July 1,	1,866,561	62,726	1,929,287	1,860,914
Cash and Equivalents - June 30,	**$ 1,842,929**	**$ 154,476**	**$ 1,997,405**	**$ 1,929,287**
Cash Paid During the Period for:				
Interest	$ 0	$ 0	$ 0	$ 0
Income Taxes	$ 0	$ 0	$ 0	$ 0
Non Cash Transactions During the Period:				
In Kind Contributions	$ 297,619	$ 0	$ 297,619	$ 295,805

See notes and independent auditor's report

Penchansky & Co. PLLC
CERTIFIED PUBLIC ACCOUNTANTS

Docusign Envelope ID: 649FFECE-4359-8F89-8184-8D72BC99CC89

Organization and Purpose:

The Upper Room, A Family Resource Center, (the "Organization") is a tax-exempt organization located in Derry, New Hampshire. The Organization's mission is to strengthen individuals and families by providing education, services and resources to enable healthy and self-sufficient lives.

The Organization's programs and services currently consist of the following;

Programs:

Youth Development Programs

1. *Adolescent Wellness Program* (AWP), a comprehensive program promoting adolescent wellness through educational programs (Challenge Course, Take Control), parent support and access to services;
2. *Greater Derry Juvenile Diversion* (DGJD), an alternative to court for first time juvenile offenders;
3. *HiSet*, collaboration with Pinkerton Academy, the state's largest high school, for youth 16 – 21 getting ready to take the HISET test in order to achieve a high school equivalency diploma;
4. *Phases Course* (PC)- Youth receive 12 hours of instruction during which they identify their personal relationships with substance addiction.
5. *Take Control* (TC)- Youth receive 10 hours of anger management strategies.
6. *Rejuven8* (R8), a school day program for high school students with multiple day suspensions.
7. *Teen Talk* (TT), a weekly after school strength-based prevention education program for youth aged 13-18.
8. *Expressions*, a weekly after school strength-based prevention education program for youth aged 13-18.
9. *Parent & Caregiver Café* (PaCC), an open-ended weekly support group for parents/caregivers to discuss concerns and learn strategies.
10. *Vaping Deterrent Workshops* (VDW), a monthly educational workshop for youth aged 11-14 and 13-18 to learn to break the vaping habit and replace it with healthier options.
11. *Community Service-Learning Opportunities*- Provides diverse supervised leaning opportunities for youth aged 13-18/19 and works to build key skills.
12. *Y.E.S.*- Delivers effective shoplifter education to prevent further incidents.

Family Strengthening and Wellness Programs

1. *Family Wellness* - Parenting classes and support groups for parents;
2. *Greater Derry Family Outreach* (GDFO), short term, in-home parenting education and counseling;
3. *Teen Information for Parenting Success* (TIPS), a support program for young parents;
4. *Food Pantry* - Offering food to low-income individuals and families.

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Family Strengthening and Wellness Programs - Continued

5. *Kinship Navigation Program-* Comprehensive support and services to grandparents and caregivers raising a child.
6. *Case Management-* Staff and family identify and secure services needed to meet family goals and develop a service plan.
7. *Parent Education-* FW coordinates, facilitates and promotes evidence-based parenting programs, workshops and presentations.
8. *Connect,* a support and discussion play group offering advice and community connections for caregivers with child enrichment activities for preschoolers.
9. *Preventive Counseling-* Short term therapeutic intervention for individuals, families and/or teens.
10. *Compass-* Case management/ navigator support services in Rockingham County to homeless youth or those at imminent risk of homelessness who are aged 25 and under.

Services:

1. *Volunteer/Internship Program* - Offering service opportunities to college students through supervised internships and volunteer opportunities for community members;
2. *Resource and Referral Services* - Providing information and referrals to meet the needs of the community.

All programs and services adhere to the principles of Family Support America.

NOTE 1 – Summary of Significant Accounting Principles:

Method of Accounting

The Organization's policy is to prepare its financial statements on the accrual basis of accounting. The accrual basis recognizes income when earned and expenses when incurred.

Basis of Presentation

The Organization presents information regarding its financial position and activities according to Accounting Standards Update (ASU) 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities.* The amendments in this ASU make improvements to the information provided in the financial statements and notes for not-for-profit entities. In accordance with the update, the Organization reports information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

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NOTE 1 – Summary of Significant Accounting Principles: - Continued:

Net Assets without Donor Restrictions – These net assets generally result from revenues generated by receiving contributions that have no donor restrictions, providing services, and receiving interest from operating investments, less expenses incurred in providing program related services, raising contributions, and performing administrative functions.

Net Assets with Donor Restrictions – These net assets result from gifts of cash and other assets that are received with donor stipulations that limit the use of the donated assets, either temporarily or permanently, until the donor restriction expires, which is until the stipulated time restriction ends or the purpose of the restriction is accomplished,

Leasing Activity

The Organization has adopted the provision of ASC Topic 842 *Leases.* Management has reviewed the Company's leasing agreements and has determined than the Organization has no leases which meet the criteria for ASC topic 842.

Use of Estimates in the Preparation of Financial Statements

Management used estimates and assumptions in preparing financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from the estimates that were used.

Cash and Equivalents

For purposes of the statements of cash flows, the Organization considers all highly liquid deposits with maturity of three months or less to be cash and/or cash equivalents. At June 30, 2025 and 2024 the Organization had no cash equivalents

Accounts Receivable

Accounts receivable are reported net of an allowance for doubtful accounts. The allowance is based on management's estimate of the amount of accounts receivable that will actually be collected. Management asserts that all receivables at June 30, 2025 and 2024 were collectible and therefore has not established an allowance for doubtful accounts.

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NOTE 1 - Summary of Significant Accounting Principles - Continued:

Promises to Give

Contributions are recognized when the donor makes a promise to give to the Organization that is, in substance, unconditional. Contributions are reported according to donor restrictions. The Organization uses the allowance method to determine uncollectible promises to give. The allowance is based on prior years' experience and managements' analysis of specific promises made.

Income Taxes

The Organization has been determined to be a tax-exempt organization under Section 501(c) (3) of the Internal Revenue Code. Form 990, Return of Organization Exempt from Income Tax, which is an information return, is filed annually.

The Organization has evaluated its tax positions for all open tax years. Management believes all tax positions taken would be upheld under examination. No provision for the effects of uncertain tax positions have been recorded for the years ended June 30, 2025 and 2024. The Organizations informational returns remain open to examination by taxing authorities for a period of three years.

Fixed Assets

Fixed assets are recorded at cost at the time of acquisition, or at fair market value if donated. The Organization capitalizes fixed assets in excess of $1,000. Depreciation is calculated by the straight-line method over their estimated useful lives. Repairs and maintenance are charged to operations as incurred whereas major improvements are capitalized. The estimated useful lives of the assets are as follows:

Description of Asset	Method	Estimated Life
Equipment and Furniture	Straight-Line	5 - 7 years
Leasehold Improvements	Straight-Line	7-20 years

Compensated Absences

Employees of the Organization are entitled to compensated absences, depending upon job classification, length of service and other factors. Compensated absences for employees accrued at June 30, 2025 and 2024 totaled $11,324 and $6,888, respectively.

Donated Materials and Services

The Organization records the value of donated material and services when there is an objective basis to measure their value. Donated material and services for programs are recorded as in-kind donations in the financial statements at their estimated fair value on the date of receipt. Donated items for the annual auction are calculated at their fair value and reported in net proceeds from fundraising. The Organization also recognizes an estimate of contributed occupancy expenses since the program and office facility is leased for the Town of Derry at a rate of $1 per year. Volunteers have donated a total of 3,049 hours in assisting the Organization with its fundraising, special projects and program services. Theses contributed services are critical to the success of the organization's mission, but do not meet the criteria for recognition in the financial statements.

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NOTE 1 - Summary of Significant Accounting Principles - Continued:

Functional Expenses

The expenses the Organization incurs while providing its programs are allocated on a functional basis based on an estimate of personnel time.

Investments

The Organization accounts for investments following current accounting standards, under which its marketable investment securities are reported at fair market value at the date of the financial statements. Accordingly, realized gains and losses resulting from sales or distributions, as well as unrealized holding gains and losses are included in the statement of activities.

NOTE 2 – Concentrations:

Revenue:

The Organization received 12.5% and 13.4% of it support from one source for the years ending June 30, 2025 and 2024, respectively. Management does not believe that this relationship will be terminated.

Cash:

The Organization maintains accounts with various commercial banks. Cash in these accounts may at times exceed the amounts insured by the Federal Deposit Insurance Corporation. Management does not consider these funds to be at significant risk.

NOTE 3 – Retirement Plan Expenses:

The Organization sponsors a 403(b)-pension plan for its employees. Under the plan employees may voluntarily contribute up to the IRS maximum contribution. The contribution applies to individual accounts issued to each participant. The Organization does not regularly contribute to this plan. The Organization offers a Retirement Incentive Option to those employees who contribute a minimum of 3% or more of their annual pay into the Organizations 403(b) plan. After each year of contributing at least the minimum 3%, the Organization will deposit $250 into the employee's retirement plan account for full time employees and $125 for regular part time employees. Contributions made to the plan by the Organization for the years ended June 30, 2025 and 2024 were $1,000 and $1,250, respectively.

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NOTE 4 – Fundraising - Gaming:

Fundraising revenue - gaming is from regularly scheduled poker games and is reported net of fundraising expenses as follows at June 30,

	2025	2024
Revenue – Gaming	$ 95,350	$ 28,338
Expenses – Gaming	(50)	(3,800)
Net Income – Gaming	$ 95,300	$ 24,538

NOTE 5 – Net Assets:

Net assets without donor restrictions include net assets whose use is not restricted by donors.

Net assets with restrictions include net assets whose use is restricted by the donor with specific time or purpose limitations. The Organization's policy is to report donor restricted contributions whose restrictions are met in the same reporting period as unrestricted support, as there is no effect to reported restricted net assets

Net assets restricted by time or purpose at June 30, were as follows:

	2025	2024
Teen Information for Parenting Success	$ 12,500	$ 0
General & Administrative	77,500	30,000
Equipment Purchase	8,867	8,867
Trestle	22,610	0
PCS	15,000	23,860
Family Wellness	10,000	0
Juvenile Diversion	8,000	0
Total net assets restricted by time or purpose	$ 154,477	$ 62,727

NOTE 6 – Lease Agreement:

The Organization occupies office and program space under a lease agreement with the Town of Derry which requires a payment of $1 each February 1. The term of the lease is for thirty years through April 30, 2055. All utilities, repairs, maintenance and improvements are the responsibility of the Organization.

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NOTE 7 – Liquidity:

The Organizations financial assets available within one year of the balance sheet date for general expenditures are as follows:

		June 30, 2025
Cash and Equivalents	$	1,842,929
Accounts Receivable		181,461
Investment		35,099
Total	$	2,059,489

		June 30, 2024
Cash and Equivalents	$	1,866,561
Accounts Receivable		91,061
Investment		34,077
Total	$	1,991,699

The Organization has $2,059,489 of financial assets available within one year of the balance sheet date to meet cash needs for general expenditures. None of these financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditures within one year of the balance sheet date. The organization has a policy to structure its financial assets to be available as its general expenditures, liabilities and other obligations come due.

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NOTE 8 – Fair Value Measurements:

The following table sets forth by level, within the fair value hierarchy, the Organization's investments at fair value as of June 30, 2025;

	Quoted prices in active market for identical assets	Significant other observable inputs	Significant unobservable inputs	
	Level 1	Level 2	Level 3	Total
Mutual Funds	$0	$35,099	$0	$35,099

The following table sets forth by level, within the fair value hierarchy, the Organization's investments at fair value as of June 30, 2024;

	Quoted prices in active market for identical assets	Significant other observable inputs	Significant unobservable inputs	
	Level 1	Level 2	Level 3	Total
Mutual Funds	$0	$34,077	$0	$34,077

NOTE 9 – Subsequent Events:

Subsequent events have been evaluated thru November 16, 2025, which is the date the financial statements were available to be released. Management has determined that there were no material events that would require disclosure in the Organizations financial statements through this date.

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Melinda MacKenzie

[redacted]

Education

Bachelor of Science in Human Services: Family Studies Option
University of New Hampshire, Dec. 2026 (Expected)
Associate of Applied Science in Human Services
Manchester Community College, 2022

Certificates

Mental Health Support
Mental Health First Aid
Standards of Quality
Motivational Interviewing
De-escalation Training
Motivational Interviewing
ASQ Ages & Stages Child Development
Trust-Based Rational Intervention (TBRI)
Positive Solutions for Families
Active Parenting Comprehensive Parenting Curriculum
Trauma Informed Care (TIC)

Related Experience

Family Wellness Program Coordinator / Kinship Navigator / Parent Education Facilitator, The Upper Room, Derry, NH (December 2021 to current)

- Delivers psycho-educational services including problem solving strategies, time management skills, life skill education, child development, parent education and improving self-esteem to families.
- Works one on one with clients in the home to lower family stress.
- Adequate case management skills with a wide variety of clients.
- Competent in writing case notes and proficiency with the Quickbase data entry system.
- Provides referrals regarding available resources and services specific to a family's needs.
- Facilitates group Parenting A Second Time Around for kinship families.
- Partakes in monthly supervision with coordinators and directors of programs.
- Actively seek ways to be a team player within the work environment.
- Provides Supervision
- Facilitate Parent Education Classes.
- Competent in writing program manuals with clear guidelines and expectations of programs.
- Adverse Childhood Trauma Response Team (ACERT) lead.

Community Support Counselor, Center for Life Management (CLM), Derry, NH (May 2021 to December 2021)

- Worked one on one with clients and families that have a mental health diagnosis, delivered

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illness recovery management (IMR), delivered functional support services (FSS), and problem solved with clients to reduce symptoms.

- Worked with designated CLM mental health software.
- Participate in weekly team meetings to provide wrap-around services.
- Produced and organized own weekly schedule.

Direct Support Professional, Farmsteads of New England, Epping, NH
(March 2019 to May 2021)

- Worked one on one with adults and families with intellectual disabilities, exposed clients to community environments, problem solved with clients to communicate effectively.
- Problem solved for and with clients to effectively work in volunteer and paid employment.
- Organized weekly schedules with clients.

References Furnished Upon Request

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Kayla Saye

August 2020 - January 2026

Customer Service Leader, Bakery Associate, and To-Go Expeditor

Hannaford Supermarkets, 35 Manchester Rd, Derry, NH, 03038 603-434-5099

- Assign tasks, lead, and manage three to five associates at a time to produce a clean, friendly, and honorable department.
- Dissolve tension among associates and customers in a respectful, efficient, and calm manner.
- Interpret department sale numbers, balance tills for registers, troubleshoot technical errors, and issue verbal warnings to associates for financial discrepancies.
- Understand and fulfill customer questions, concerns, and requests by problem solving, asking questions, and seeking management.
- Proficient in preparing and proofing a variety of baked goods from raw dough, frozen desserts, cremes, and cakes.
- Ensuring attention to detail, time management, temperature control, inventory management, nutritional awareness, decorating, and food safety practices.

July 2025-current

Family Support Worker, Kinship Navigator , Expressions Facilitator

The Upper Room FRC, 36 Tsienneto Rd, Derry, NH, 03053 603-437-8477, Executive Director-Brenda Guggisberg

- Implement parent education, support, and resources to build specific curriculum in GDFO home visiting such as positive parenting, time management, communication, and skill building
- Perform intakes, progress notes, exits, assessments for various childhood topics, and facilitate family meetings
- Manage communication between the FRC, clients, families, and resources through GDFO and Kinship such as contacting schools, counselors, and other agencies
- Manage reporting functions and attendance, surveys, registration forms and payments for classes
- Contact resources, build a schedule, and facilitate for PASTA group and Connect group
- Research middle school age appropriate crafts, gather materials, promote positive discussion, and provide tutorials for the weekly crafts while facilitating Expressions

Education

Sept 2022 – Dec 2023

A.A. Behavioral Science

Manchester Community College, Manchester, NH

Graduating GPA: 3.89

Fall 2022, Spring 2023, and Fall 2023 High Honor Roll for Outstanding Academic Performance

Sept 2024- May 2026

B.A. Psychology conc. Forensic Psychology

Southern New Hampshire University, Manchester, NH

Current GPA: 4.0

Fall 2024, Spring 2025, Fall 2025 President's List for Outstanding Academic Achievement

Professional Trainings

- Adverse Childhood Experiences
- Ages and Stages Questionnaire 3
- Motivational Interviewing
- Poverty Competency
- SMART Goals
- Trust-Based Relational Intervention
- Strengthening Families
- Mental Health First Aid for Youth
- Suicide Risk Module 1 (March
- CPR and NARCAN (March 2026)
- UMaine Certificate in Grandfamilies Leadership (May 2026)
- Standards of Quality (May 2026)

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LEANNE SULLIVAN

Professional Summary

Dual role family resource representative that works with the public in finding resources to help improve their wellbeing. Offer a warm and welcoming experience to those seeking assistance.

Work History

April 2024 – Current **TIPS Program Coordinator**
The Upper Room, Derry, NH

- Offer support and services for young parents, 13-23 years old and their children
- Promote healthy families using Strengthening Families Core Concepts
- Facilitate weekly community-based meetings, summer engagement activities and case management for parents seeking additional support for raising children
- Work with families to develop parenting plans and family supports that address their unique family situations
- Facilitate Summer enrichment and field trip activities that build adult child bonds, create positive family interactions, and build routines, celebrations, and memories for children.

April 2023 - Current **Office Manager**
The Upper Room, Derry, NH

- Welcome and greet guests in-person and phone and offer resources or referrals to those seeking assistance connect individuals with appropriate staff. Manage intakes for all parent education
- Responsible for agency calendar which oversees all agency functions, staff resources, building maintenance, mail, and IT
- Coordinate yearly events (Ice Cream Social/Annual Holiday Assistance-Santa's Workshop)
- Active member of the Wellness Committee, Safety Committee, and Auction Committee

07/2015 – 04/2023 **Food Service Director**
Chester Academy, Chester, NH

- Successfully ran the food service program through performance to maximize service and profits
- Served 600 students and staff daily
- Followed strict regulations set by the NSLP and followed HACCP principles
- Over 10 years dedicated to food service

Professional Trainings

- Standards of Quality
- Trust Based Relation Intervention
- De-Escalation Training
- Motivational Interviewing
- Trauma Informed Care

Education

Associate of Business Administration
Northern Essex Community College

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Emily Levesque

EMPLOYMENT OBJECTIVE:
To secure a challenging position utilizing my academic and professional experience, with the opportunity for professional growth.

Key Qualifications:

- Self-motivated and proactive contributor
- 17+ years of Leadership and Management experience in Health and Human Services
- Ability to quickly establish effective relationships with children and families
- Ability to work independently and in a team environment
- Effective leadership and time management skills
- Excellent verbal and written communication skills
- Proficient in Microsoft Office

Education: **Keene State College**
BA, Psychology

The Upper Room **Derry, NH**
Director of Integrated Human Services July 2025 to Present

- Develop and coordinate program functions within the Human Services pillar to ensure effective service delivery and positive outcomes for clients
- Coordinate comprehensive services, educational programs, and resource connections for individuals and families enrolled in programs
- Oversee all reporting responsibilities, including attendance tracking, grant compliance reports, spending documentation, registration records, and completion certificates
- Manage program budget lines, ensuring efficient use of funds and alignment with grant and organizational goals
- Create individualized program plans with measurable goals and outcomes for each participant, tracking progress throughout enrollment
- Supervise and support staff and volunteers delivering integrated human services, fostering a collaborative and mission-driven team environment
- Build and maintain strong intra-agency partnerships with local community organizations to enhance program reach and support
- Actively contribute to organizational goals and support The Upper Room in fulfilling its mission and operational responsibilities
- Develop and communicate annual program schedules and provision plans, finalize and disseminated

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Compass Navigation

- Provide individualized case management and supportive services to clients aged 18–24, promoting self-sufficiency and positive outcomes.
- Deliver services, and utilize resources to reduce homelessness risk
- Build community partnerships and perform regular outreach to identify youth requiring support, assess needs, and facilitate access to services that support positive outcomes
- Utilize individualized intake and assessment tools to guide participants toward long-term stability
- Design and manage initiatives addressing work skills, substance use, and social/community engagement
- Establish program goals with measurable outcomes and track progress via HMIS and other reporting tools
- Manage program schedules and annual planning to ensure consistent, effective service delivery

Agency Navigation

- Provide direct intake and short-term case management support to individuals and families through in-person and phone-based meetings
- Assess needs and develop individualized, short-term goals with follow-up contacts to ensure connection to internal and community resource
- Collaborate with agency staff and external partners to coordinate services and support for clients
- Maintain required documentation, case notes, and reports in compliance with program standards

The Upper Room — **Derry, NH**
Family Support Worker / Kinship Navigator — September 2024 to July 2025

- Build relationships with clients to better understand their needs, build trust and open communication
- Provide in home support to families related to parenting skills, communication, problem solving developmental needs
- Complete intakes, assess, educate and provide support to families to promote family success
- Provide individualized assistance for implementing interventions in the home
- Connect families to community resources and provide support through referral process
- Provide case management for kinship caregivers
- Provide resources and support to access services and assistance
- Facilitate Parenting A Second Time Around (PASTA) group on a regular schedule providing resources, identifying and coordinating guest speakers and creating meaningful activities to encourage discussion between families

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Work Opportunities Unlimited — **Manchester, NH**
Director — April 2024 to September 2024

- Lead Manchester team in supporting adults and youth with disabilities or other barriers to employment
- Build and manage strategic plan for service market
- Evaluate team members regularly and provide feedback, training to support professional development
- Ensure quality services are delivered to clients
- Ensure client outcomes are achieved
- Communicate effectively with clients, families, employers, funding sources and referral sources
- Work with recruitment team to develop qualified applicants, including screening, scheduling and conducting interviews and evaluating candidate qualifications
- Coordinate onboarding and scheduling for new team members, provide training on WOU policies, and ensure completion of state mandated trainings
- Assure that all administrative tasks are completed accurately and timely, and that policies and procedures are followed
- Routinely collaborate with other directors, offices and divisions
- Provide direct service to clients based on the needs of the market and clients

Southern New Hampshire Services — **Nashua, NH**
Social Emotional Support Specialist — July 2009 to May 2024

- Provide leadership and direction in planning for training, development and mentorship of staff in order to maintain high quality programming for children and families.
- Establish and implement procedures for ongoing monitoring of program operations to ensure effective implementation of federal requirements.
- Participate in ongoing strategic planning process incorporating program data to build goals and objectives for continuous improvement.
- Provide consultation and training to teachers, family services staff and families regarding mental health issues, child development, behavioral concerns, or family concerns.
- Provide coaching and mentoring to staff in reaching performance expectations
- Screen referrals for behavioral assessments and observations, conduct direct observations and data collection to support possible referrals for behavioral interventions
- Support referral and collaboration with outside agencies to help families access community mental health resources.
- Possess good interpersonal and communication skills, including the ability to work as a part of a team, communicate effectively both orally and in writing, receive and provide feedback, and manage dynamic interchanges in meetings.

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Southern New Hampshire Services — **Nashua, NH**
Family Worker — September 2007 to July 2009

- Assist classroom teachers on site including classroom activities, behavior management and any other classroom related responsibilities.
- Work as the liaison between the home and classroom providing parent education and ensuring access to needed services
- Manage case workload of 18 which included regular follow up of families. Analyze and refer to appropriate services when necessary
- Work flexible hours to allow for time to conduct home visits, meetings, and possible weekend parent activities
- Conduct home visits for a diverse clientele of parents and children
- Actively recruit clientele to ensure full enrollment in the program
- Actively coordinate family involvement in classroom and home environments

Professional Certifications and Training:

- Trauma Informed Relationship Based Supervisory Skills & Staff Engagement
- Recognizing and Responding to Signs of Family Stress
- Trauma InSight
- Trauma Informed Practices
- Standards of Quality for Family Strengthening & Support Certification Training
- Foundational Motivational Interviewing
- Screening, Brief Intervention, and Referral to Treatment Implementation Guide
- Adult Mental Health First Aid

References: Available upon request

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Andrea Younie

OBJECTIVE

A position which will benefit from my organizational skills, customer service experience and varied computer knowledge.

EMPLOYMENT HISTORY

- The Upper Room as Data Manager Dec 2014 – Current. Maintain client database, create reports as requested to support grant applications and management needs for reporting to state and local governmental agencies.
- Salem Family Resources as Data Manager July 2020 – June 2021. Create Reports for grant applications, maintain database and develop systems to streamline data collection and reporting.

SUMMARY OF SKILLS

Organizational

- Worked independently as a Mailroom Coordinator for a Fred B. Estabrook Co, Inc, a publishing and advertising company in New Hampton NH, Feb 93 – July 97.
- As an Independent Consultant for the Pampered Chef, had to organize my time, booths at fairs and vendor events and be organized to present the products and take orders at Cooking Shows.

Computer Knowledge

- Experienced in overall Windows based application use.
- Skilled in Microsoft Suite as well as Google Suite of programs, and easily learns new programs.
- Data Entry experience at Estabrook Co, input many names and checked for accuracy of address information. Produced and mailed 1st and 3rd class bulk mailings.

Customer Service

- Former Owner at Try Something Classes, teaching healthy cooking classes and craft classes, maintaining email list, send newsletters and social media.
- Worked as an Independent Consultant with the Pampered Chef for 2 years, had my own client base and made sure that they were satisfied with their products and the service they received.
- Worked as a receptionist for Geneva Point Conference Center, 1991 – 1993(seasonally), reservation duties, processing payments, creating bills for customers, creating work schedules for employees, and many general secretarial duties, phone answering, data entry, and filing.

EDUCATION

New Hampshire Technical Institute, Concord, NH
Associates of Science in Computer Information Systems 1992

Winnisquam Regional High School, Tilton, NH
High School Diploma, 1989
Business Class concentration such as accounting classes

Volunteer Leadership Positions

- Currently Co-Manager of the Food Pantry at The Upper Room, 2011-Current
- Auction Committee Member, The Upper Room's Annual Family Matters Auction 2011-2014
- Team Coordinator (equivalent to President of the Board) at Rhythm of New Hampshire Show Chorus, 2016-2025

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Shelly Koza Resume

EDUCATION

Master of Business Administration (MBA), Marketing 1997 GPA: 4.0
Suffolk University - Sawyer Business School, Boston, MA

Digital Design Certificate, 2019
University of New Hampshire, Durham, NH

Bachelor of Science (BS), Psychology, 1990
University of Mary Washington, Fredericksburg, VA

SKILLS

- Strategic Social Media Marketing
- Digital Design: Adobe and Canva
- Project Management
- Customer Service
- Non-Profit Fundraising
- Sales Techniques
- Event Planning

VOLUNTEER WORK

Treasurer, 2019- 2026
Social Media Manager, 2019 - 2026
Co-Chair, 2021 - 2022
Southern NH Human Services Council, Derry, NH

PROFESSIONAL EXPERIENCE

Marketing and Events Coordinator, 2018-2021
Marketing Manager, 2021-2024
Director of Marketing, 2024 - Present
The Upper Room Family Resource Center, Derry, NH

- Devised and implemented a comprehensive marketing strategy, ensuring consistent brand messaging across multiple platforms.
- Enhanced communication channels through creation of e-newsletters and press releases.
- Led social media content creation and management, resulting in a notable 20% increase in audience reach and follower growth.
- Orchestrated successful fundraising events, facilitated fundraising committee meetings to include event planning, promotion, and follow up.
- Fostered community engagement through outreach at community events, and the facilitation of family groups.

Admissions Registrar / Office Administrator, 2015 - 2018
Currier Museum of Art, Manchester, NH

- Managed Art Center enrollment procedures and administrative processes.
- Created flyers, website updates, and social media content with the goal to boost enrollment.

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Technology Instructor, 2011 - 2013
Benchmark Senior Living at Greystone, Salem, NH / *Connected Living*, Quincy, MA

- Engaged senior residents through thoughtfully crafted group discussions and interactive computer-based activities, fostering a technologically enriched environment.

Business Owner, 2005 - 2011
All That Changes, LLC, Hope, RI and Derry, NH

- Established and operated two successful online ventures specializing in baby products and wedding/party invitations, demonstrating entrepreneurial acumen and business management.
- Achieved recognition as "Best of Weddings NH" by The Knot in 2010 and 2011 for exemplary customer service.

Center Director, 2003 - 2005
LA Weight Loss, Multiple Locations

- Managed the start-up of multiple business locations across New England including store set up and day-to-day operations. Trained staff in sales techniques, computer software, and customer service practices. Exceeded regional sales goals.

Web Product Manager, 2001 - 2003
New England Bride Magazine, Peabody, MA

- Spearheaded advertising sales initiatives for both print and digital platforms, significantly augmenting magazine and website subscriptions through engaging content and strategic outreach efforts.

New Media Manager / Association Membership Coordinator, 1999 - 2001
DCI Trade Show Productions, Andover, MA

- Oversaw multiple high-tech trade show associations and their respective community websites, leveraging marketing collateral and targeted e-newsletters to enhance membership engagement.

Account Manager, 1996 - 1999
Vantage Direct, Chestnut Hill, MA

- Managed comprehensive direct mail fundraising campaigns for non-profit organizations, including prestigious universities and social service entities, driving impactful contributions to their causes.

Sales Consultant / Class Facilitator / Nutrition Counselor, 1990 - 1993
Jenny Craig Weight Loss, Inc., Multiple Locations

- Provided personalized consultation services to clients, guiding them through weight loss programs with a blend of sales expertise, nutritional counseling, and motivational support.

CERTIFICATIONS/TRAININGS

- Mental Health First Aid - 2019
- Fundamental Training in Trauma-Informed Care – 2019
- Motivational Interviewing Workshop - 2019
- Compassionate Communications in Community Care Training - 2021
- CPR/Narcan, AED and First Aid - 2022
- Training on How to Administer the ASQ3 and ASQ SE2 Tests - 2022
- Standards of Quality for Family Strengthening and Support - 2022 and 2025
- Emergency Preparedness CRASE Training – 2023 and 2025
- De-Escalation Training – 2025
- Trauma-Informed Practices - 2025

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Carol S. Larson

15 Currier Road, Merrimack, NH 03054
Cell: 603-560-1664 Email: CSLarson315@msn.com

Skills:

- Self-Motivated Professional
- Reliable
- Bank Reconciliations
- Accounts Receivable
- Microsoft Word
- Quickbooks Pro & Online
- Strong Work Ethic
- Detail Oriented
- Payroll (Multi-state)
- State Sales Tax Reporting
- ADP PC Payroll
- CODA Financials
- Resourceful
- Strong Organizational Skills
- Accounts Payable
- Microsoft Excel
- Harpers Payroll
- Business Cents Payroll Services

Experience:

October 2018 – Present: **Finance & Benefits Director** - Full-Time (32 hrs/wk)
The Upper Room / Derry NH
Non-Profit Family Resource Center

Payroll: Bi-Weekly for 30 employees using Business Cents Payroll Services.
Includes input of hours, tracking PTO, benefit deductions, etc.

Other Duties: Accounts Payable, Accounts Receivable, Budgets, Assist with yearly audit.

April 2010 - Present: **Bookkeeper –** Part-Time (15-20 hours month)
Cellular-Freedom / Manchester NH
Cell Phone Store

Responsible for making sure all the accounting transactions for the company are entered in Quickbooks Online on a weekly or monthly basis.

Posting payroll from Paychex reports, editing transactions downloaded in Quickbooks Online from banks and adding any transactions that might be missing.

Reconciliations of monthly bank statements, Balance Sheet and P&L accounts.
At year-end get all reports over to CPA for tax return filings.

Sept 2014 – Nov 2017: **Staff Accountant**
Normandeau Associates, Inc. / Bedford NH
Environmental Consulting Company

Payroll: Bi-Weekly In-house System for 250 employees in multiple states.
Pay & process monthly, quarterly, annual tax returns.

Expenses: Process weekly expense reports for employees.
Reconciliations of monthly bank statements, Balance Sheet and P&L accounts.
Assist in month end close and yearend audit.

Sept 2007 – Sept 2014: **Staff Accountant**
UNIT4 Business Software, Inc. / Manchester, NH
Accounting Software Company

Payroll: Semi-monthly payroll for employees in multiple states within the United States and Canada (Approximately 150 employees total)

Other Duties: Accounts Payable, Accounts Receivable, Employee Expenses,
Sales Tax Reporting, Reconciliations of monthly bank statements,
Balance Sheet and P&L accounts.
Assist in month end close and year-end audit.

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July 2006 – May 2007: **Assistant Controller**
Moore Center Services, Inc. / Manchester, NH
A non-profit organization that serves people with intellectual, developmental and personal challenges.

Prepared Monthly Financial Statements.
Reconciled monthly bank statements & Balance sheet accounts.
Maintained & monitored A/R aging report.
Assisted management with any financial questions & assisted Controller with projects.

1995 – July 2006: **Bookkeeper**
Greater Lawrence Educational Collaborative / Methuen, MA
Consortium of Massachusetts towns serving mentally & physically challenged children.

Payroll: Preparation, Processing, Distribution of Bi-weekly Payroll for 200+ employees.
A/P: Preparation & processing of payables for an $11 million organization.
A/R: Generated monthly & quarterly invoices based on tuition & enrollment,
Maintained Aging report and made collection calls as needed.
HR duties: Administration of employee benefits and pension plans, Employee verifications, Unemployment reporting, COBRA, Open enrollment, S.S. wage forms.
Implemented new payroll system (ADP to Harpers)
Assisted in fiscal year end audit & other duties assigned by Finance Manager.

Interim Treasurer (1998 – May 1999)
Responsible for all aspects of the Accounting Dept: Payroll, A/P, A/R, G/L, Budget Administration, Bank Reconciliations, G/L Account Reconciliations and Supervised Accounting Staff

1983 – 1995: **Accounting Clerk**
W.E. Andrews Co., Inc. / Bedford, MA
Printing Company

Maintained Cash receipts & Disbursements, Processed all Payroll taxes & Quarterly taxes, Reconciled Payroll and Accounts Payable bank statements, maintained Workman's Comp reports, Administration of employee benefits (medical, life, credit unions), Prepared and distributed weekly expenses.

Education:

June 2004 Franklin Pierce College
Salem, NH
B.S. in Accounting

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Brenda Guggisberg

Experience: August 2016 – Current

Executive Director The Upper Room a Family Resource Center, Derry, NH

- Oversight of operations, Finance and HR functions
- Oversight of PR and agency relations
- Develop and manage budgets
- Oversee grants and development
- Development of staff and programs
- Oversight of building site, safety, and improvement plans
- Advocate and support children and families, including development of relationships with those entities that adapt policy that impacts the lives of children and families
- Development of Board, and Strategic Plans
- Develop and maintain strong relationships with funding sources
- Develop relationships with community partners
- Collaborate to provide services that are unique to meet community needs

September 2006 –November 2015 The Upper Room, a Family Resource Center

HiSet Administrative Program Coordinator/Guidance Counselor

- Coordinate supports and services for students 16 – 21 years
- Develop program policies and practices to meet the needs of Pinkerton Academy Options program , and The Upper Room
- Facilitate and coordinate intake and assessments for incoming students seeking HiSet/High School Equivalency services, to assure full participation of students.
- Foster services with Employment Security and other employment agencies
- Coordinate Life Skills /Career
- Develop relationships with Community College Admissions, for ease of support to students
- Collaborate with other area services
- Develop program to meet the needs of the students
- Provide supervision to classroom instructor and tutors
- Market and promote the program
- Analyze and assess curriculum to develop strong test preparation programming
- Offer pretesting and screening services to all interested students
- Provide referrals and consults for students requiring additional supports to obtain their HiSet/High School Equivalency
- Facilitate HiSet/High school Equivalency Team meetings
- Provide documentation and program reports
- Collaborate with other HiSet programs to develop positive systems for students coming in to program, and appropriate referrals to area schools or agencies

December 2011-June 2016 The Upper Room, a Family Resource Center

Administrative Coordinator

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- Coordinate & Facilitate Parent Education Classes and programs
- Offer parenting resources and referrals based on parent need
- Food Pantry Operations and oversight
- Building Operations/Maintenance/Contracts
- Loss Management/Safety Committee Lead
- Interim leadership role during Director absences

December 2002 – July 2009 The Upper Room, a Family Resource Center

Program Coordinator TIPS (Teen Information Parenting Program)

- Facilitate school and community based educational program for pregnant or parenting teens and young adults
- Offer individual support to people seeking resources and referrals
- Coordinate, and organize a monthly "Learn and Shop" event for teens participating in the program to access diapers, and concrete supports
- Facilitate/coordinate prevention/parenting workshops for teens and/or their parents
- Assist individuals in seeking the resources they need to be most effective as parents and students
- Implement and facilitate a teen pregnancy and parenting curriculum to teens participating in the program
- Oversee a children's enrichment activities to children of the teen parents activities, reading, and opportunities for group play, outdoor time
- Supervise childcare staff and volunteers.
- Complete grant reports and documentation requirements to secure funding
- Facilitate early childhood collaboration group to support teen parents in the Southern NH region
- Created academic program for high school students at Pinkerton Academy

Education: 1995 M. Ed. Guidance and Counseling, Russell Sage College, Troy, NY
1987 B.S. Psychology, Minor: Early Childhood Education,
Elmira College, Elmira NY

Professional Affiliations: (Current)

Greater Derry Londonderry Chamber of Commerce Board of Directors 12/2016 - 12/2024
Chair/Co-Chair Southern New Hampshire Human Service Council
6/2019 – 6/2022
South Central Public Health Advisory Council Membership
Family Support New Hampshire Board Member-Transition Team
FSNH Advisory Board Member 2022 – 2025
FRCN-NH Member 2026
Salem Chamber of Commerce Member
Network4Health (Integrated Delivery Network) Member
NH Advisory Committee DCFY 2021-2024

Trainings: Motivational Interviewing, ACES, Trauma Informed Care, Active Parenting, Positive Solutions, STEP Parenting, HOPE, SBIRT, De Escalation, Suicide Prevention, Mental Health First Aid, Standards of Quality, CPR/AED/Narcan

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PAMELA MILLER SALLET

[redacted]

EDUCATION

University of New Hampshire/Institute on Disabilities, Durham, NH
MCH Fellowship, Leadership Education in Neurodevelopmental Disabilities Program
Springfield College, Manchester, NH
MS in Human Service Administration
Wheelock College, Boston, MA
MS in Education, focus: Early Intervention
University of Maine, Orono, ME
BA in Psychology, minors: Communication Disorders and Developmental Disabilities

EMPLOYMENT

SERESC/Preschool Technical Assistance Network (PTAN), Bedford, NH, 603.206.6800
Early Childhood Facilitator/Consultant—Facilitates a variety of state and regional early childhood planning meetings; provides technical assistance to preschool special education coordinators and teams; facilitates childcare trainings; collaborates with early childhood/special education higher education faculty; and provides input to funding agencies. (14 years & presently)

The Upper Room, A Family Resource Center, Derry, NH, 603.437.8477
Families Reaching Our Goals Program Coordinator/Educator/Volunteer – Provides parent education for families of young children through: workshops; weekly support group facilitation; field trips; resources sharing; referrals; participation on the regional infant mental health team; and collaboration with state and local agencies. Volunteers with fund raising and program development. (18 years & presently)

Parent Information Center (PIC), Concord, NH, 603.224.7005
Regional Facilitator—Supports school districts and ESS programs to address transitions through implementing regional interagency agreements; and supports school districts and families to strengthen partnership in special education (5 years & presently)

Richie McFarland Children's Center, Stratham, NH, 603.778.8193
Developmental Educator—Supports young children in Early Supports and Services and their families in homes, playgroups, and childcare settings to address developmental concerns, parenting, resource needs and transition to school districts. (1 year & presently)

NH DHHS: Bureau of Developmental Services, Concord, NH
Welcome to Family Centered Early Supports and Services Coordinator – Oversees an orientation program for new FCESS providers, working with faculty and the Part C Director and statewide regional resources. (5 years & presently)
Director/Program Specialist – Implemented the Individuals with Disabilities Education Act in NH for infants and toddlers, including: writing federal grants; overseeing model demonstration projects; collaborating with state and local leaders; providing training and technical assistance; and representing NH at national meetings. (4 years)

Early Education and Intervention Network of NH, Concord, NH
Program Coordinator/Board Member – Oversaw mentoring program for professionals working with children birth to five years with disabilities, including: marketing; recruiting; matching participants; evaluating; researching mentorship models; collaborating with other training initiatives; and reporting to funders, advisory board and board of directors. (17 years)

United Developmental Services: Early Intervention Program, Hanover, NH
Program Coordinator– Supervised staff, initiated community outreach efforts, and facilitated service coordination for all families; collaborated with local and state resource providers on early childhood iniatives. (4 years)

Anne Sullivan Center: Early Intervention Program, Tewksbury, MA
Group Coordinator/Developmental Educator –Consulted to center-based groups for infants/toddlers regarding curriculum and supervision of interns; assessed children in all areas of development and provided home-visits in a multi-cultural community. (4 years)

Cambridge-Somerville Early Intervention Program, Cambridge, MA
Developmental Educator –Taught classrooms of toddlers with disabilities, assessed children, provided home-visits in a multi-cultural community. (3 years)

AFFILIATIONS

National Association for the Education of Young Children—*member 13 years*
Early Education and Intervention Network of NH—*member 25 years/former BOD member*
Council for Exceptional Children, Division for Early Childhood—*member 31 years*
NH Association for Infant Mental Health—*member 5 years/former BOD member*
Seacost Science Center, Rye, NH--*supporter 16 years/BOD member 2 years*

FORM NUMBER P-37 (version 2/23/2023)

Subject: Family Resource Center Services and Kinship Navigation Program Services - RFA-2027-DPH-04-FRCSK-13

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 TLC Family Resource Center		1.4 Contractor Address 62 Pleasant St. Claremont, NH 03743	
1.5 Contractor Phone Number 603-542-1848	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $531,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Alysse Lizotte 276BED35355F4BA... Date: 5/13/2026		1.12 Name and Title of Contractor Signatory Alysse Lizotte Executive Director	
1.13 State Agency Signature DocuSigned by: Iain Watt D778BB63F9704C7... Date: 5/19/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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 74873484941466...		On: 5/21/2026	
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

Contractor Initials Initial Al
Date 5/13/2026

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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.

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Date 5/13/2026

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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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Date 5/13/2026

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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.

Contractor Initials Initial AL
Date 5/13/2026

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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 on July 1, 2026 ("Effective Date").

1.2. Paragraph 3, Effective Date/Completion of Services, is amended by deleting subparagraph 3.3., in its entirety and replacing it as follows:

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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 comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, and kinship caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure all services are provided in the following DHHS District Office Catchment Area: Claremont District Office.

1.3. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.4. The Contractor must maintain certification as a Family Resource Center of Quality (FRC-Q) throughout the term of this Agreement.

1.5. **Component A: Family Resource Center Services**

1.5.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.5.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.5.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.5.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.5.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.5.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.5.1.2.1. Materials and/or processes for information sharing and referrals.

1.5.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.5.1.2.3. Enhanced outreach to target populations.

1.5.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

1.5.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.5.1.2.5.1. Family Navigator or Resource Navigator.

1.5.1.2.5.2. Community Health Worker (CHW).

1.5.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.5.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.5.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.5.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.5.1.3.3.1. Comprehensive Family Support (CFS).

1.5.1.3.3.2. Healthy Families America (HFA).

1.5.1.3.3.3. Kinship Navigation Program.

1.5.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.5.1.4.1. Management.

1.5.1.4.2. Supervisory and leadership.

1.5.1.4.3. Finance.

1.5.1.4.4. Data management.

1.6. **Component B: Kinship Navigation Program**

1.6.1. The Contractor must provide Kinship Navigation Program services and ensure a minimum of one (1) Kinship Navigation position is in place within its designated catchment area, coordinated with the Comprehensive Family Support (CFS) program to ensure:

1.6.1.1. That the program is responsive to the needs of families impacted by kinship caregiving arrangements, including but not limited to the following:

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1.6.1.1.1. Services are provided to kinship caregivers who are caring for children through formal or informal placements;

1.6.1.1.2. Kinship families requiring a higher tier of case management services and eligible for Preventative Child Care assistance are dually enrolled or transitioned into the CFS program; and

1.6.1.1.3. Navigators connect with kinship caregivers in person or via virtual platforms (e.g., video or live chat) for purposes including, but not limited to:

1.6.1.1.3.1. Assessing kinship caregiver needs.

1.6.1.1.3.2. Providing outreach, engagement, community support services, and referrals.

1.6.1.1.3.3. Utilizing or creating peer support groups for kinship caregivers.

1.6.1.2. The Contractor must work with the Department's Kinship Navigation Program Manager to implement the evidence-based Kinship Navigation Program on the Title IV-E clearinghouse, called the Washington Case Management Model (CMM). This includes, but is not limited to:

1.6.1.2.1. Completion of the Department-identified Kinship Caregiver Needs and Health Assessment at intake or initial enrollment.

1.6.1.2.2. Collaborative goal setting with the kinship family.

1.6.1.2.3. Completion of the Department-identified child needs and strengths questionnaire and referral to community-based services for areas of concern.

1.6.1.2.4. Completion of a follow-up needs assessment at three (3) months.

1.6.1.2.5. Completion of a full needs assessment at six (6) months.

1.6.1.2.6. Completion of a satisfaction survey at six (6) months, or at discharge, whichever occurs first.

1.6.1.2.7. Entry of encounter data into the Department's Family and Community Health Data System (FCH-DS) to document all services, assessments, caregiver education, peer support, and concrete

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needs provided to the kinship family which must include:

1.6.1.2.7.1. The Contractor must provide the Department with a list of staff (End Users, as defined in Exhibit D) who will be responsible for entering encounter data into the FCH-DS.

1.6.1.2.7.2. The Contractor must notify the Department immediately, and no more than 24 hours of staff changes, to ensure access to the FCH-DS is removed in a timely manner.

1.6.1.2.8. Completion of a Department identified fidelity tool to ensure consistent statewide delivery of the program across all service locations; and

1.6.1.2.9. Completion of all Kinship Navigation Core Training, as determined by the Department, within the first six (6) months of the effective date of the contract, including, but not limited to:

1.6.1.2.9.1. Kinship Navigation Program onboarding;

1.6.1.2.9.2. Family Health and Needs Assessment;

1.6.1.2.9.3. Trauma and resiliency.

1.6.1.2.9.4. Motivational Interviewing; and

1.6.1.2.9.5. Everyday Parenting.

1.6.1.2.9.6. Certification in Grandfamilies Leadership.

1.6.1.3. The Contractor must ensure that all Kinship Navigators meet the established training standards. The Contractor is responsible for allocating sufficient resources and securing Grandfamilies Leadership certification for any Kinship Navigators who do not currently hold this credential to ensure alignment with national best practices and to uphold program fidelity.

1.6.1.4. The Contractor must coordinate referrals and resources with kinship positions within its designated catchment area, as assigned by the Department. The Contractor must ensure:

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1.6.1.4.1. Any additional kinship positions assigned as subcontracts must be located in FRC-Qs and FRCs actively working toward FRC-Q designation.

1.6.1.5. Upon request by the Department, the Contractor must work with the Department to create/promote social media for the Department to post.

1.6.1.6. The Contractor must utilize strategies to increase the presence of the Kinship Navigation Program in the community, including but not limited to:

1.6.1.6.1. Distributing the Department's Kinship Navigation Program branded flyers and brochures. Kinship Navigation Program flyers and marketing will be approved by the Department.

1.6.1.6.2. Representing the Kinship Navigation Program at community events.

1.6.1.7. The Contractor must ensure that Kinship Navigators collaborate with the Department on program implementation, data collection, fidelity monitoring, documentation, and quality improvement activities. This includes, but is not limited to:

1.6.1.7.1. Participation in a Kinship Navigation Program Community of Practice.

1.6.1.7.2. Data collection and program evaluation activities.

1.6.1.7.3. Coordination with the State of Washington to implement the case management model.

1.6.1.8. The Contractor must maintain onboarding and training processes as requested by the Department and must continue to develop the Kinship Navigation position based on the following factors:

1.6.1.8.1. Findings from the Department's evaluation of the program.

1.6.1.8.2. Staff performance evaluations;

1.6.1.8.3. Identified staff training needs; and

1.6.1.8.4. Updates to the Kinship Navigation Program Manual.

1.6.1.9. The Contractor must track and evaluate the following Kinship Navigation Program outcomes within the Department's FCH-DS:

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1.6.1.9.1. Child permanency, including placement stability.

1.6.1.9.2. Child well-being, including behavioral and emotional functioning.

1.6.1.9.3. Adult well-being, including parent/caregiver mental or emotional health.

1.6.1.9.4. Adult well-being, including overall family functioning.

1.7. **Provisions Applicable to Component A and Component B**

1.7.1. The Contractor must participate in meetings with the Department on a monthly basis, or as otherwise requested by the Department.

1.7.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.7.2.1. Review of participant files.

1.7.2.2. Review of fidelity tools for implementation of the Washington Case Management Model.

1.7.2.3. Review of training records and professional development plans to ensure staffing requirements are met.

1.7.2.4. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.7.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.7.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC and Kinship Navigation Program participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.7.4.1. Acknowledgement of data collection within the FCH-DS.

1.7.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.7.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.8. Reporting

1.8.1. The Contractor must submit quarterly reports to the Department highlighting program activities no later than the 15th day of the month

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following the end of each reporting period. The first report is due by October 15, 2026, and must include:

1.8.1.1. Progress toward achieving stated outcomes;

1.8.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.8.1.3. Data as requested by the Department.

1.8.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.8.2.1. Program accomplishments and activities.

1.8.2.2. Recommendations for service development and outcome improvements.

1.8.2.3. Identification of systemic barriers.

1.8.2.4. Family satisfaction survey results.

1.8.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.8.3.1. Full Name.

1.8.3.2. Date of birth.

1.8.3.3. Race and ethnicity.

1.8.3.4. Primary language.

1.8.3.5. Household income.

1.8.3.6. Household size.

1.8.3.7. Housing status.

1.8.3.8. Marital status.

1.8.3.9. Town of residence.

1.8.3.10. County of residence.

1.8.3.11. Source of referral.

1.8.3.12. Presence of an incarcerated parent.

1.8.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

1.8.3.14. Receipt of public benefits, including but not limited to:

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1.8.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.8.3.14.2. New Hampshire Child Care Scholarship.

1.8.3.14.3. Medicaid.

1.8.3.14.4. Social Security Disability Insurance (SSDI).

1.8.3.14.5. Supplemental Security Income (SSI).

1.8.3.14.6. Temporary Assistance for Needy Families (TANF).

1.8.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.8.3.15. Participant encounter and service data, including:

1.8.3.15.1. Date of service.

1.8.3.15.2. Participants present during service delivery.

1.8.3.15.3. Service type and topics reviewed.

1.8.3.15.4. Parent education classes or groups attended.

1.8.3.15.5. Support groups attended.

1.8.3.16. Family Resource Center Goal and outcome domains, including:

1.8.3.16.1. Community linkages and referrals.

1.8.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.8.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

1.8.4. The Contractor must collect and update a Family Service Record for all Kinship Navigation program participants using the FCH-DS, which must include:

1.8.4.1. Full name.

1.8.4.2. Date of birth.

1.8.4.3. Race and ethnicity.

1.8.4.4. Primary language.

1.8.4.5. Household income.

1.8.4.6. Household size.

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1.8.4.7. Housing status.

1.8.4.8. Marital status.

1.8.4.9. Town of residence.

1.8.4.10. County of residence.

1.8.4.11. Source of referral.

1.8.4.12. Reason for kinship arrangement.

1.8.4.13. Kinship arrangement at time of discharge.

1.8.4.14. Presence of an incarcerated parent.

1.8.4.15. Screenings completed (e.g., needs assessments, participant feedback surveys, child development screenings)

1.8.4.16. Kinship Caregiver Needs and Health Assessment.

1.8.4.17. Receipt of public benefits, including but not limited to:

1.8.4.17.1. SNAP.

1.8.4.17.2. New Hampshire Child Care Scholarship.

1.8.4.17.3. Medicaid.

1.8.4.17.4. SSDI.

1.8.4.17.5. SSI.

1.8.4.17.6. TANF.

1.8.4.17.7. WIC.

1.8.4.18. Participant service data, including:

1.8.4.18.1. Date of service.

1.8.4.18.2. Participants present during service delivery.

1.8.4.18.3. Service type and topics reviewed.

1.8.4.18.4. Support groups attended.

1.8.4.19. Kinship Navigation Program goals and program outcome domains, defined as key areas used to measure the impact of services on child permanency, child well-being, and adult caregiver and family functioning, including:

1.8.4.19.1. Child permanency, including placement stability.

1.8.4.19.2. Child well-being, including behavioral and emotional functioning.

1.8.4.19.3. Adult well-being, including parent/caregiver mental or emotional health.

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1.8.4.19.4. Adult well-being including family functioning.

1.8.5. The Contractor may be required to provide other key data and metrics to the Department in a format specified by the Department.

1.9. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.10. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.10.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

1.11. Background Checks

1.11.1. Prior to permitting any individual to provide services under this Agreement, the Contractor must ensure that said individual has undergone:

1.11.1.1. 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;

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1.11.1.2. 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

1.11.1.3. 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.

1.12. Confidential Data

1.12.1. 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.

1.12.2. 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.

1.13. Privacy Impact Assessment

1.13.1. 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:

1.13.1.1. How PII is gathered and stored;

1.13.1.2. Who will have access to PII;

1.13.1.3. How PII will be used in the system;

1.13.1.4. How individual consent will be achieved and revoked; and

1.13.1.5. Privacy practices.

1.13.2. 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.

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1.14. Department Owned Devices, Systems and Network Usage

1.14.1. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, must:

1.14.1.1. 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;

1.14.1.2. 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;

1.14.1.3. Not access or attempt to access information in a manner inconsistent with the approved policies, procedures, and/or agreement relating to system entry/access;

1.14.1.4. 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;

1.14.1.5. Only use equipment, software, or subscription(s) authorized by the Department's Information Security Office or designee;

1.14.1.6. Contractor End Users with a Department issued access or potential access to Confidential Data, and/or a workspace in a Department building/facility, must:

1.14.1.6.1. Complete the Department's Annual Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.14.1.6.2. Sign the Department's Business Use

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and Confidentiality Agreement and Asset Use Agreement, and the NH DoIT Department wide Computer Use Agreement upon execution of the Agreement and annually thereafter.

1.14.1.6.3. Only access the Department's intranet to view the Department's Policies and Procedures and Information Security webpages.

1.14.1.7. 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.

1.14.1.8. 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.

1.14.2. Workspace Requirement

1.14.2.1. If applicable, the Department will work with Contractor to determine requirements for providing necessary workspace and State equipment for its End Users.

1.15. Contract End-of-Life Transition Services

1.15.1. General Requirements

1.15.1.1. 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

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Contractor.

1.15.1.2. 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 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.

1.15.1.3. 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.

1.15.1.4. 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.

1.15.1.5. 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.

1.15.1.6. 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.

1.15.2. Completion of Transition Services

1.15.2.1. Each service or transition phase shall be deemed

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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.

1.15.2.2. 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.

1.15.3. Disagreement over Transition Services Results

1.15.3.1. 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.

1.16. Website and Social Media

1.16.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

1.16.2. 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.

1.16.3. State of New Hampshire's Website Copyright

1.16.3.1. All right, title and interest in the State WWW site, including

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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.

2. Exhibits Incorporated

2.1. The Contractor must manage all confidential data related to this Agreement in accordance with the terms of Exhibit D, DHHS Information Security Requirements.

2.2. The Contractor must use and disclose Protected Health Information in compliance with the Standards for Privacy of Individually Identifiable Health Information (Privacy Rule) (45 CFR Parts 160 and 164) under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and in accordance with the attached Exhibit E, Business Associate Agreement, which has been executed by the parties.

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

3.1.1. The Contractor agrees that, to the extent future state or federal legislation or court orders may have an impact on the Services described herein, the State has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

3.2. **Federal Civil Rights Laws Compliance: Culturally and Linguistically Appropriate Programs and Services**

3.2.1. The Contractor must submit:

3.2.1.1. A detailed description of the language assistance services, within ten (10) days of the Effective Date of the Agreement, to be provided to ensure meaningful access to programs and/or services to individuals with limited English proficiency; individuals who are deaf or have hearing loss; individuals who are blind or have low vision; and individuals who have speech challenges.

3.2.1.2. A written attestation, within 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

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Contractor Required Training Video on Civil Rights-related Provisions in DHHS Procurement Processes, which is accessible on the Department's website (https://www.dhhs.nh.gov/doing-business-dhhs/civil-right-compliance-dhhs-vendors); and

3.2.1.3. The Department's Federal Civil Rights Compliance Checklist within ten (10) days of the Effective Date of the Agreement. The Federal Civil Rights Compliance Checklist must have been completed within the last 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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

3.3.2. All materials produced or purchased under the Agreement must have prior approval from the Department before printing, production, distribution or use.

3.3.3. The Department must retain copyright ownership for any and all original materials produced, including, but not limited to reports, protocols, guidelines, brochures, posters, and resource directories.

3.3.4. The Contractor must not reproduce any materials produced under the Agreement without prior written approval from the Department.

3.4. **Operation of Facilities: Compliance with Laws and Regulations**

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which must impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit must be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and

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conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Agreement the facilities must comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and must be in conformance with local building and zoning codes, by-laws and regulations.

4. Records

4.1. The Contractor must keep records that include, but are not limited to:

4.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.

4.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 through Exhibit C-2, 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 DHHS.DPHS.Contract@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.
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

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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.

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

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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:	*TLC Family Resource Center*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	10.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$61,881	$63,738	$65,650
2. Fringe Benefits	$11,757	$12,110	$10,504
3. Consultants	$0	$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	$1,253	$743	$500
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	$1,000	$1,000	$500
6. Travel	$0	$0	$0
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$1,200	$500	$500
8. (b) Other - Education and Training	$1,000	$500	$500
8. (c) Other - Other (specify below)	$0	$0	$0
Other: Meeting expenses	$1,000	$500	$937
9. Subrecipient Contracts	$0	$0	$0
Total Direct Costs	$79,091	$79,091	$79,091
Total Indirect Costs	$7,909	$7,909	$7,909
Subtotals	$87,000	$87,000	$87,000
		TOTAL	**$261,000**

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Exhibit C-2 Budget

New Hampshire Department of Health and Human Services			
Contractor Name:	*TLC Family Resource Center*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component B - KNP)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	10.00%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$52,626	$54,205	$55,831
2. Fringe Benefits	$9,999	$10,299	$10,608
3. Consultants	$0	$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	$950	$25	$25
6. Travel	$979	$979	$456
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$150	$50	$50
8. (b) Other - Education and Training	$115	$40	$40
8. (c) Other - Other (specify below)	$0	$0	$0
Other: Concrete Supports	$6,691	$5,912	$4,500
9. Subrecipient Contracts	$10,308	$10,308	$10,308
Total Direct Costs	$81,818	$81,818	$81,818
Total Indirect Costs	$8,182	$8,182	$8,182
Subtotals	$90,000	$90,000	$90,000
		TOTAL	**$270,000**

Contractor Initials: Initial AL

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New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

The following terms may be reflected and have the described meaning in this document:

1. "Breach" means the loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar term referring to situations where persons other than authorized users and for an other than authorized purpose have access or potential access to personally identifiable information, whether physical or electronic. With regard to Protected Health Information, " Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.

2. "Computer Security Incident" shall have the same meaning "Computer Security Incident" in section two (2) of NIST Publication 800-61, Computer Security Incident Handling Guide, National Institute of Standards and Technology, U.S. Department of Commerce.

3. "Confidential Information" or "Confidential Data" means all confidential information disclosed by one party to the other such as all medical, health, financial, public assistance benefits and personal information including without limitation, Substance Abuse Treatment Records, Case Records, Protected Health Information and Personally Identifiable Information.

   Confidential Information also includes any and all information owned or managed by the State of NH - created, received from or on behalf of the Department of Health and Human Services (DHHS) or accessed in the course of performing contracted services - of which collection, disclosure, protection, and disposition is governed by state or federal law or regulation. This information includes, but is not limited to Protected Health Information (PHI), Personal Information (PI), Personal Financial Information (PFI), Federal Tax Information (FTI), Social Security Numbers (SSN), Payment Card Industry (PCI), and or other sensitive and confidential information.

4. "End User" means any person or entity (e.g., contractor, contractor's employee, business associate, subcontractor, other downstream user, etc.) that receives DHHS data or derivative data in accordance with the terms of this Contract.

5. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996 and the regulations promulgated thereunder.

6. "Incident" means an act that potentially violates an explicit or implied security policy, which includes attempts (either failed or successful) to gain unauthorized access to a system or its data, unwanted disruption or denial of service, the unauthorized use of a system for the processing or storage of data; and changes to system hardware, firmware, or software characteristics without the owner's knowledge, instruction, or consent. Incidents include the loss of data through theft or device misplacement, loss

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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

Docusign Envelope ID: 2708A73B-4E9F-80BF-8084-041677877F88

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

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.I., 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	TLC Family Resource Center
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	Signed by: Alysse Lizotte 275BED35355F4BA...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Alysse Lizotte
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	Executive Director
Title of Authorized Representative	Title of Authorized Representative
5/19/2026	5/13/2026
Date	Date

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Date 5/13/2026

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State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that TLC FAMILY RESOURCE CENTER is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on January 14, 2004. 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: **461338**
Certificate Number: **0007904085**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 9th day of April A.D. 2026.

David M. Scanlan
Secretary of State

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CERTIFICATE OF AUTHORITY

I, Cynthia Boland, Board President, 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 TLC Family Resource Center.
(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 April 28, 20 26, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Alysse Lizotte, Executive Director; Anne Walsh, Treasurer (may list more than one person)
(Name and Title of Contract Signatory)

is duly authorized on behalf of TLC Family Resource Center to enter into contracts or agreements with the State
(Name of Corporation/ LLC)

of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority 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: 4/28/2026

Cynthia Boland
Signature of Elected Officer
Name: Cynthia Boland
Title: Board President

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ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 04/09/2026

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: Sarah Randall	
Cross Insurance-Portland 2331 Congress Street Portland ME 04102	PHONE (A/C, No, Ext): (207) 780-1677	FAX (A/C, No): (207) 780-6377
	E-MAIL ADDRESS: sarah.randall@crossagency.com	

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
TLC Family Resource Center PO Box 1098 Claremont NH 03743-1098	INSURER A : Philadelphia Indemnity Ins Co	18058
	INSURER B : FirstComp Insurance Co	27626
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** 25.26 w/Prof **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:			PHPK2568594-021	07/01/2025	07/01/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG 	$ 2,000,000 $ 100,000 $ 5,000 $ 1,000,000 $ 4,000,000 $ 4,000,000 $
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			PHPK2568594-021	07/01/2025	07/01/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) UM/UIM	$ 1,000,000 $ $ $ $ 1,000,000
	[ ] UMBRELLA LIAB [ ] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $						EACH OCCURRENCE AGGREGATE 	$ $ $
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N: Y (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WC0093557-17	07/01/2025	07/01/2026	[X] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 100,000 $ 100,000 $ 500,000
A	Professional Liability			PHPK2568594-021	07/01/2025	07/01/2026	Each Claim Aggregate	2,000,000 4,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

State of NH
Department of Health and Human Services 129 Pleasant Street
Concord NH 03301-3857

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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NONPROFIT COVER SHEET

A. Entity Name: TLC FAMILY RESOURCE CENTER

B. Entity's Contact Information:

For Records Requests (e.g., resumes of key personnel; audited financial statements):

Name / Phone / Email: Alysse Lizotte, 603-542-1848, alysse@tlcfamilyrc.org

Person responsible for Accuracy and Completeness of information provided:
Name: Alysse Lizotte Title: Executive Director
Signature: _____

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Cynthia Boland (President)	Retired Academic Administrator
Alastair Huntley (Vice President)	Medical Assistant Dartmouth College
Anne Walsh (Treasurer)	Retired VP Commercial Lending
Jessica Elliott (Secretary)	Engineer, Creare LLC
Susan Elliott	Retired educator
Krista Collins	Associate Professor Franklin Pierce University
Timothy McNulty	Director HR, Valley Regional Hospital
Stephen Seamans	Retired VP of Operations RR Donnelly
Megan Herschel	Care Coordinator, Connected Families NH
AJ Horvath	Sr Adm Director Dartmouth Health
Lindsey Boisvert	Comm Health Worker, New London Hospital
Susan Foster	Former educator

D. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached)**: Kinship Navigation Services - Component B**

Name	Role	Annual Salary FY27	Amount Paid From This Contract
Rene' Couitt	Family Program Director	$85,775	$2,144
Michelle Parker	Family Program Coordinator	$62,962	$4,722
Suzette DeNobriga	Family Support Specialist	$56,867	$0
Ashley Prior	Family Support Specialist	$60,466	$0
Sabrina Robie	Family Support Specialist	$51,709	$0
Sarah Breisch	Family Support Specialist	$47,520	$0
To be hired	Kinship Navigator	$45,760	$45,760
Abigail Ainsworth	Kinship Navigator, Waypoin	Contracted	$10,308

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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		Liabilities	
Cash & Equivalents	$	*Accounts Payable*	$
Investments	$	*Loans Payable*	$
Real Estate (less any depreciation)	$	*All other liabilities*	$
Other Property & Equipment (less any depreciation)	$	Total Liabilities	$
Pledges, grants, accounts receivable	$		
All other assets	$		
Total Assets	$		

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NONPROFIT COVER SHEET

A. Entity Name: TLC FAMILY RESOURCE CENTER

B. Entity's Contact Information:

For Records Requests (e.g., resumes of key personnel; audited financial statements):

Name / Phone / Email: Alysse Lizotte, 603-542-1848, alysse@tlcfamilyrc.org

Person responsible for Accuracy and Completeness of information provided:
Name: Alysse Lizotte Title: Executive Director
Signature: _____

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Cynthia Boland (President)	Retired Academic Administrator
Alastair Huntley (Vice President)	Medical Assistant Dartmouth College
Anne Walsh (Treasurer)	Retired VP Commercial Lending
Jessica Elliott (Secretary)	Engineer, Creare LLC
Susan Elliott	Retired educator
Krista Collins	Associate Professor Franklin Pierce University
Timothy McNulty	Director HR, Valley Regional Hospital
Stephen Seamans	Retired VP of Operations RR Donnelly
Megan Herschel	Care Coordinator, Connected Families NH
AJ Horvath	Sr Adm Director Dartmouth Health
Lindsey Boisvert	Comm Health Worker, New London Hospital
Susan Foster	Former educator

D. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached)**: Family Resource Center Services - Component A**

Name	Role	Annual Salary FY27	Amount Paid From This Contract
Rene' Couitt	Family Program Director	$85,775	$6,432
Michelle Parker	Family Program Coordinator	$62,962	$3,148
Christy Trenholm	Child & Family Therapist	$66,123	$42,562
Danielle Henderson	Program Support Specialist	$43,256	$2,584
Crystal Simpson	Administrative Assistant II	$42,468	$7,077

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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
32369	Tilton Historical Society	11 SUMMER STNORTHFIELD, NH 03276-1616	NORTHFIELD	NH	03276-1616	G	5/15/2027
18979	Tilton Northfield Rotary Foundation	PO Box 679	Tilton	NH	03276	G	11/14/2026
6368	Tilton School	30 School Street	Tilton	NH	03276	G	11/14/2026
11304	Tilton-Northfield Little League	PO Box 447	Tilton	NH	03276	G	5/15/2026
12997	Tilton-Northfield Old Home Day Committee	PO Box 55 29 Winter Street	Tilton	NH	03276	X	5/15/2025
3264	Tilton-Northfield Recreation Council	PO Box 262	Tilton	NH	03276	G	5/15/2026
5671	Tilton-Northfield Rotary Club	PO Box 679	Tilton	NH	03276	G	11/14/2026
35533	Tim Tebow Foundation, Inc.	2220 County Road 210W, Suite 108, PMB 317	Jacksonville	FL	32259	G	2/15/2027
31033	Timber Rattlers Youth Lacrosse Association, Inc.	PO Box 421	Atkinson	NH	03811	X	11/15/2019
15607	Timberlane Community Band	40 Greenough RoadPlaistow, NH 03865	Plaistow	NH	03865	G	5/15/2027
17450	Timberlane Junior Football	28 Walton Road	Plaistow	NH	03865	G	5/15/2026
4565	Timberlane Music Association	PO Box 420	Plaistow	NH	03865	G	1/15/2026
19359	Timberlane Regional Middle School Parent Teacher Student Assn.	44 Greenough Road	Plaistow	NH	03865	X	11/15/2021
16229	Timberlane Youth Soccer League	PO Box 3274	East Hampstead	NH	03826	G	5/15/2026
35123	Timberwolves Booster Club	242 Suncook Valley Road c/o Prospect Mountain High School	Alton	NH	03809	G	11/15/2025
32630	Time for Homes, Inc.	C/O 1959 Palomar Oakes Way, Suite 300	Carlsbad	CA	92011	X	5/15/2021
13348	Time of Grace Ministry	135 South 84th Street, Suite 220Milwaukee, WI 53214	Milwaukee	WI	53214	G	11/15/2026
32997	Time's Up Now, Inc.	16000 Ventura Boulevard Suite 900	Encino	CA	91436	X	5/15/2021
32991	Timothy Initiative, Inc.	7200 Stonehenge Dr.Raleigh, NC 27613	Raleigh	NC	27613	X	5/15/2025
1774	Tin Mountain Conservation Center	1245 Bald Hill Road	Albany	NH	03818	G	8/15/2026
16835	Tiny Twisters Child Care Center	12 Rowell Drive	Franklin	NH	03235	G	11/15/2025
31371	Tipping Point Community	220 Montgomery Street, Suite 850	San Francisco	CA	94104	G	5/15/2026
34834	TisBest Philanthropy	5950 6th Avenue South, Suite 111Seattle, WA 98108	Seattle	WA	98108	G	11/15/2025
19711	Titans Music Association, Inc.	PO Box 210	Nashua	NH	03061	G	11/15/2025
34168	TKE Foundation	7439 Woodland DriveIndianapolis, IN 46278	Indianapolis	IN	46278	G	4/15/2026
15573	TLC Family Resource Center	62 Pleasant Street	Claremont	NH	03743	G	11/14/2026
16041	TMJ Association	PO Box 26770	Milwaukee	WI	53226	G	5/15/2026
15253	T-N Arch Trail Travelers, Inc.	136 Bean Hill Road	Northfield	NH	03276	G	10/15/2026
3213	TNS Christmas Fund	PO Box 599	Tilton	NH	03276	G	5/15/2027
33964	TNTP, Inc.	500 7th Avenue, 8th Floor	New York	NY	10018	G	2/14/2027
34966	To Cry For Grace Inc.	220 Lynnolen Lane	Chattanooga	TN	37415	G	5/15/2026

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tlc FAMILY RESOURCE CENTER

MISSION STATEMENT

The mission of TLC Family Resource Center (TLC) is to promote the optimal health and development of children and families in our region of New Hampshire.

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TLC FAMILY RESOURCE CENTER, INC.

Financial Statements
(With Independent Auditors' Report)

June 30, 2025 and 2024

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TLC FAMILY RESOURCE CENTER, INC.
June 30, 2025 and 2024

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Independent Auditors' Report

To the Board of Directors of
TLC Family Resource Center, Inc.
Claremont, New Hampshire

Opinion

We have audited the accompanying financial statements of TLC Family Resource Center, Inc. (a nonprofit corporation, the "Center"), which comprise the statement of financial position as of June 30, 2025, and the related statements of activities and changes in net assets, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of TLC Family Resource Center, Inc. as of June 30, 2025, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Center and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Center's 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

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misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Center's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Center's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Report on Summarized Comparative Information

We have previously audited the Center's 2024 financial statements and we expressed an unmodified opinion on them in our report dated November 22, 2024. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2024, is consistent, in all material respects, with the audited financial statements from which it has been derived.

McSoley McCoy & Co.

South Burlington, Vermont
December 12, 2025
VT Reg. No. 92-349

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TLC Family Resource Center, Inc.
Statement of Financial Position
June 30, 2025
(With Summarized Comparative Totals as of June 30, 2024)

	June 30, 2025			As of June 30, 2024
	Without Donor Restrictions	With Donor Restrictions	Total	Totals (Summarized)
Assets				
Cash and cash equivalents	$ 625,330	$ 216,672	$ 842,002	$ 659,441
Accounts receivable	288,166	-	288,166	308,644
Grants receivable	-	50,000	50,000	145,000
Prepaid expenses	1,587	-	1,587	2,187
Security deposit	2,000	-	2,000	2,000
Operating lease right-of-use assets	349,666	-	349,666	409,552
Property and equipment, net	446,429	-	446,429	474,918
Total assets	$ 1,713,178	$ 266,672	$ 1,979,850	$ 2,001,742
Liabilities and net assets				
Liabilities				
Accrued expenses	$ 152,556	$ -	$ 152,556	$ 158,031
Accounts payable	22,528	-	22,528	38,266
Operating lease liabilities	363,041	-	363,041	425,043
Bank loan payable	64,063	-	64,063	73,379
Total liabilities	602,188	-	602,188	694,719
Net assets				
Without donor restrictions	1,110,990	-	1,110,990	972,761
With donor restrictions	-	266,672	266,672	334,262
Total net assets	1,110,990	266,672	1,377,662	1,307,023
Total liabilities and net assets	$ 1,713,178	$ 266,672	$ 1,979,850	$ 2,001,742

See accompanying notes to financial statements

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TLC Family Resource Center, Inc.
Statement of Activities and Changes in Net Assets
For the Year Ended June 30, 2025
(With Summarized Comparative Totals for the Year Ended June 30, 2024)

	Year Ended June 30, 2025			Year Ended June 30, 2024
	Without Donor Restrictions	With Donor Restrictions	Total	Totals (Summarized)
Support and revenue				
Governmental support	$ 935,963	$ -	$ 935,963	$ 900,803
Program fees	1,315,543	-	1,315,543	1,196,160
Foundations and trusts	292,043	189,568	481,611	387,847
Contributions	57,986	-	57,986	72,219
Interest income	5,803	-	5,803	5,158
Net assets released from restrictions	257,158	(257,158)	-	-
Total support and revenue	2,864,496	(67,590)	2,796,906	2,562,187
Expenses				
Program services				
Family support	1,062,939	-	1,062,939	1,201,894
Recovery programs	1,100,021	-	1,100,021	1,053,331
Youth programs	159,418	-	159,418	130,719
	2,322,378	-	2,322,378	2,385,944
Fundraising	100,378	-	100,378	126,719
Management and general	303,511	-	303,511	328,796
Total expenses	2,726,267	-	2,726,267	2,841,459
Change in net assets	138,229	(67,590)	70,639	(279,272)
Net assets, beginning of year	972,761	334,262	1,307,023	1,586,295
Net assets, end of year	$ 1,110,990	$ 266,672	$ 1,377,662	$ 1,307,023

See accompanying notes to financial statements

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TLC Family Resource Center, Inc.
Statement of Functional Expenses
For the Year Ended June 30, 2025
(With Summarized Comparative Totals for the Year Ended June 30, 2024)

	Year Ended June 30, 2025							Year Ended June 30, 2024
	Program Services							
	Family Support	Recovery Programs	Youth Programs	Total Program Services	Management and General	Fund-raising	Total Expenses	Totals (Summarized)
Advertising and marketing	$ 712	$ 5,603	$ 4,109	$ 10,424	$ -	$ 1,907	$ 12,331	$ 21,706
Computer and technology expenses	32,872	26,844	2,422	62,138	5,461	882	68,481	68,870
Contract services	103,024	32,907	8,208	144,139	-	35,200	179,339	105,885
Depreciation	10,819	11,520	1,729	24,068	3,785	626	28,479	29,397
Direct assistance	45,027	31,249	30	76,306	-	-	76,306	112,918
Employee benefits	72,519	77,275	14,581	164,375	23,986	4,218	192,579	189,922
Equipment rental and maintenance	568	1,731	91	2,390	204	33	2,627	9,355
Insurance	3,358	3,699	830	7,887	1,870	302	10,059	8,412
Interest	-	-	-	-	2,410	-	2,410	2,526
Mileage reimbursement	11,166	10,618	233	22,017	-	117	22,134	22,647
Occupancy	46,292	102,258	7,111	155,661	7,930	2,578	166,169	160,983
Operating supplies and expenses	15,182	18,719	4,999	38,900	8,557	9,913	57,370	83,480
Payroll taxes	48,234	51,396	7,701	107,331	17,366	2,805	127,502	133,707
Postage	293	278	42	613	95	548	1,256	2,377
Printing	487	730	173	1,390	173	321	1,884	6,484
Professional fees	7,074	7,538	1,130	15,742	2,547	2,911	21,200	18,511
Salaries and wages	648,632	690,668	103,592	1,442,892	226,915	37,559	1,707,366	1,807,711
Telephone	10,796	14,937	1,885	27,618	1,927	458	30,003	34,672
Training and development	5,884	12,051	552	18,487	285	-	18,772	21,896
Total expenses	$ 1,062,939	$ 1,100,021	$ 159,418	$ 2,322,378	$ 303,511	$ 100,378	$ 2,726,267	$ 2,841,459

See accompanying notes to financial statements

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TLC Family Resource Center, Inc.
Statement of Cash Flows
For the Year Ended June 30, 2025
(With Summarized Comparative Totals for the Year Ended June 30, 2024)

	Year Ended June 30, 2025			Year Ended June 30, 2024
	Without Donor Restrictions	With Donor Restrictions	Total	Totals (Summarized)
Cash flows from operating activities:				
Change in net assets	$ 138,229	$ (67,590)	$ 70,639	$ (279,272)
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:				
Depreciation	28,479	-	28,479	29,397
Amortization of operating lease right-of-use assets	59,896	-	59,896	69,533
(Increase) decrease in accounts receivable	20,478	-	20,478	(111,589)
Decrease in grants receivable	-	95,000	95,000	145,000
(Increase) decrease in prepaid expenses	600	-	600	(600)
Increase (decrease) in accounts payable	(15,738)	-	(15,738)	11,528
Increase (decrease) in accrued expenses	(5,475)	-	(5,475)	37,916
Decrease in operating lease liabilities	(62,002)	-	(62,002)	(123,021)
Net cash provided (used) by operating activities	164,467	27,410	191,877	(221,108)
Cash flows from financing activities				
Principal payments on bank loan	(9,316)	-	(9,316)	(9,200)
Increase (decrease) in cash and cash equivalents	155,151	27,410	182,561	(230,308)
Cash and cash equivalents, beginning of year	470,179	189,262	659,441	889,749
Cash and cash equivalents, end of year	$ 625,330	$ 216,672	$ 842,002	$ 659,441
Supplemental disclosure of cash flow information				
Interest paid	$ 2,410	$ -	$ 2,410	$ 2,526

See accompanying notes to financial statements

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1. Summary of Operations and Significant Accounting Policies

TLC Family Resource Center, Inc. (the "Center") is a non-profit organization established in 2004 for the purpose of promoting the physical and emotional health and safety of women and families expecting infants or with young children. In 2012, services were expanded to include youth programming for teens, and in 2018, recovery support services were added. The Center serves individuals in New Hampshire's Sullivan and lower Grafton counties. Approximately 33% of the Center's revenue and support comes from governmental financial assistance, 47% from program services, and 20% from contributions.

(a) Basis of Accounting

The accompanying financial statements are prepared using the accrual basis of accounting under U.S. generally accepted accounting principles (U.S. GAAP). Under the accrual basis of accounting, revenues are recorded as earned and expenses are recorded at the time liabilities are incurred.

(b) Financial Statement Presentation

The Center reports information regarding its financial position and activities according to two classes of net assets: net assets with donor restrictions, which represent resources restricted by donors as to purpose or by the passage of time; and net assets without donor restrictions, which represent the expendable resources that are available for operations at management’s discretion.

(c) Use of Estimates

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

(d) Property and Equipment

Property and equipment are stated at cost. Donations of property and equipment are recorded at their estimated fair value. Depreciation is computed using the straight-line method over the assets’ estimated useful lives. Additions and betterments with a value in excess of $2,500 and with a useful life greater than one year are capitalized, and expenditures for repairs and maintenance are expensed when incurred. Upon sale or retirement, the costs and related accumulated depreciation are eliminated from the respective accounts, and the resulting gain or loss is included in income.

(e) Accrued Compensated Absences

The Center provides each eligible employee with paid time off, which is accumulated on a pro-rata basis as actual hours are worked. Compensated absences accrue when amounts can be reasonably estimated and payment of compensation is probable.

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Summary of Operations and Significant Accounting Policies (continued)

(f) Cash and Cash Equivalents

Cash and cash equivalents include all certificates of deposit and highly liquid investments with maturities of three months or less at the date of purchase. The Center maintains cash and cash equivalents in bank deposit accounts which, at times, may exceed federally insured limits. The Center has not experienced any losses with these accounts. The Center also has a sweep account which allows the Center's cash accounts to maintain balances below the federally insured limits. Management believes the Center is not exposed to any significant credit risk on cash.

(g) Comparative Data

The financial statements include certain prior year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with U.S. GAAP. Accordingly, such information should be read in conjunction with the Center's financial statements for the year ended June 30, 2024 from which the summarized information was derived.

(h) Revenue Recognition

The Center's fees for programs and services provided are recognized when earned, which is within the time period covered by the services or program. The Center records contributions as with donor restrictions or without donor restrictions support depending on the existence or nature of donor restrictions. The Center reports gifts and grants of cash or other assets as restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is when a stipulated restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities and changes in net assets as net assets released from restrictions.

Contributions of non-cash assets are recorded at their fair values in the period received. Contributions of services that create or enhance non-financial assets or that require specialized skills, which are provided by individuals possessing those skills and would typically need to be purchased if not provided by donation, are recorded at their fair values in the period received. Donated investments are also reported at fair value at the date of receipt, which is then treated as the Center's cost basis.

(i) Functional Expenses

The costs of providing programs and other activities have been summarized on a functional basis in the statements of activities and changes in net assets and functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

The financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Therefore, expenses require allocation on a reasonable basis that is consistently applied. Most expenses are allocated on the basis of estimates of average time and effort. Certain prior year amounts have been reclassified for consistency with the current period presentation. These reclassifications had no effect on the reported changes in net assets.

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Summary of Operations and Significant Accounting Policies (continued)

(j) Receivables

Receivables are stated at the amount management expects to collect. The Center provides for probable uncollectible amounts through an allowance for accounts receivable based on its assessment of the current status of individual accounts. Unconditional promises to give, recorded as unconditional promises receivable, that are expected to be collected within one year are presented at net realizable value. Unconditional promises receivable that are expected to be collected in more than one year are recorded at fair value, which is measured as the present value of their future cash flows. Accounts and grants receivable as of June 30, 2025, June 30, 2024 and July 01, 2023 were $338,166, $453,644, and $487,055, respectively.

The Center applies a current expected credit losses (CECL) model under ASC 326. The Center's primary allowance for credit losses is the allowance for doubtful accounts. The measurement of expected credit losses is based on relevant information about past events, including historical experience, current conditions, and reasonable and supportable forecasts that affect the collectability of the reported amount. Management uses judgement in determining the relevant information and estimation methods that are appropriate in its circumstances. Receivables are written off against the allowance if a final determination of collectability is made. Management has not recorded an allowance as of June 30, 2025 and 2024 as management believes all amounts are deemed collectible.

(k) Income Taxes

The Center is a not-for-profit organization as described under Section 501(c)(3) of the Internal Revenue Code and is exempt from federal income taxes on income related to the fulfillment of the Center's mission. Accordingly, no provision for income taxes has been recorded in the accompanying financial statements.

The Center annually files an Internal Revenue Service Form 990, Return of Organization Exempt From Income Tax, tax return in the U.S. Federal jurisdiction. The Center is no longer subject to U.S. Federal income tax examination by tax authorities for the years prior to June 30, 2022. In the normal course of business, the Center is subject to examination by various taxing authorities. Although the outcome of tax audits is always uncertain, the management of the Center believes that there are no significant unrecognized tax liabilities at June 30, 2025.

(l) Leases

The Center recognizes a right-of-use (ROU) asset and lease liability on the statements of financial position for all leases with terms longer than 12 months. Leases are classified as operating or financing, with classification affecting the expense recognition on the statement of activities and changes in net assets.

Leases that have a term of twelve months or less upon commencement are considered short-term in nature. Short-term leases are not included on the statements of financial position and are expensed on a straight-line basis over the lease term. The Center has also elected to not separate lease and non-lease components for all classes of assets.

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Summary of Operations and Significant Accounting Policies (continued)

The Center primarily leases office space. The Center determines if an arrangement is an operating or financing lease at inception. In evaluating whether an agreement constitutes a lease, management reviews the contractual terms to determine which party obtains both the economic benefits and control of the assets. In arrangements where the Center controls the assets and obtains the economic benefits, the Center accounts for the contract as a lease.

As the leases do not provide an implicit borrowing rate, the Center uses either the risk-free rate ("RFR") or the estimated incremental borrowing rate ("IBR") to determine the present value of the lease payments. The IBR is the rate of interest that the Center would have to pay to borrow on a collateralized basis over a similar term an amount equal to the lease payments in a similar economic environment. In determining that rate, the Center considers prevailing economic conditions at the commencement date and factors such as company-specific credit risk, term of the lease and options, and the effect of collateralization based on the nature and quality of the underlying asset. The Center uses the IBR for office space.

Operating leases may include fixed minimum lease payments and variable lease payments based on an index or rate. Variable lease payments not based on an index or rate are not included in the operating lease liability as they cannot be reasonably estimated and are recognized in the period in which the obligation for those payments is incurred.

(m) Subsequent Events

Management has evaluated subsequent events through December 12, 2025, which is the date the financial statements were available to be issued.

2. Fair Value Measurements

In accordance with FASB ASC 820, *Fair Value Measurements and Disclosures*, the Center is required to disclose certain information about its financial assets and liabilities. As of June 30, 2025 and 2024, the Center had no financial instruments subject to the disclosure requirements. Cash and cash equivalents, grants and accounts receivable, accounts payable, and accrued expenses are reported in the statements of financial position at their approximate fair values because of the short maturities of those instruments or because of the fixed rate of interest required to be paid.

3. Concentration of Support

The Center receives a significant portion of its support from federal and state programs. A significant reduction in the level of this support, if this were to occur, may have an effect on the Center's ability to continue its programs and activities.

4. Net Assets With Donor Restrictions

Net assets subject to donor imposed restrictions were $266,672 and $334,262 at June 30, 2025 and 2024, respectively. At June 30, 2025 and 2024, net assets are restricted for the following purposes: recovery, youth programming, and family support services.

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5. Retirement Plan

The Center has established a Simple IRA Retirement Plan for which all employees are eligible to participate in the Plan. Under the Plan, the Center provides a contribution equal to 2% of the employee's compensation. Employees are eligible to participate in the Plan on the next entry date following the date of their employment. Total retirement plan expense was $32,639 and $30,196 for the years ending June 30, 2025 and 2024, respectively.

6. Commitments and Contingencies

The Center receives funds under various state and federal programs. Under the terms of these programs, the Center is required to expend the funds within the designated period for purposes specified in the grant proposal. If expenditures of the funds are found not in compliance with the proposal, the Center may be required to return those funds to the grantor. The amount, if any, of expenses which may be disallowed by the granting agency cannot be determined at this time, although the Center expects such amounts, if any, to be insignificant.

7. Liquidity and Availability

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the financial position date, comprise the following:

	2025	2024
Cash and cash equivalents	$ 625,330	$ 470,179
Accounts receivable	288,166	308,644
Total financial assets	$ 913,496	$ 778,823

The Center regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. The Center has various sources of liquidity at its disposal, including cash and cash equivalents and various receivables.

In addition to financial assets available to meet general expenditures over the next 12 months, the Center operates with a balanced budget and anticipates collecting sufficient revenue to cover general expenditures. The Center strives to maintain liquid cash reserves sufficient to cover 90 days of general expenditures. General expenditures include administrative, fundraising and operating expenses.

The Center receives the majority of its funding from grants and contributions which are available to meet annual cash needs for general expenditures. Some funding sources are restricted to specific programs, and are used in accordance with the associated purpose restrictions.

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8. Property and Equipment

Property and equipment consisted of the following at June 30:

	Useful Life (Years)	2025	2024
Office equipment and software	2-5	$ 72,754	$ 72,754
Office furniture	7	92,418	92,418
Leasehold improvements	39	451,607	451,607
Total property and equipment		616,779	616,779
Less accumulated depreciation		(170,350)	(141,861)
Property and equipment, net		$ 446,429	$ 474,918

Depreciation expense totaled $28,479 and $29,397 for the years ended June 30, 2025 and 2024, respectively.

9. Operating Leases

The Center has various operating leases for office space. Below are the significant operating leases in place during 2025 and 2024.

62 Pleasant St, Claremont, NH: the Center leases 6,499 square feet of office space at 62 Pleasant St. The Center signed a 10 year lease in 2020 which will expire February 28, 2031. There are no definitive terms of renewal per the lease agreement, although management intends to renew based on mutually agreed upon terms at the time of renewal. Expense for 2025 and 2024 totaled $63,672 and $61,107, respectively.

24 Hanover St., Lebanon, NH: the Center leases 3,000 square feet of office space at 24 Hanover St. The Center signed a 3 year lease with monthly payments commencing October 1, 2023 which will expire May 31, 2026. There are no definitive terms of renewal per the lease agreement and renewal is dependent on the viability of the recovery programs. Expense for 2025 and 2024 totaled $48,712 and $36,325, respectively.

131 Broad St., Claremont, NH: the Center leases office space at 131 Broad St. The Center signed a one year lease in 2022 which expired September 30, 2023. The lease is now month to month. Expense for 2025 and 2024 totaled $7,250 and $7,200, respectively.

The Center leases meeting space at two other locations. The agreements for both locations are month to month. Both leases were terminated in December 2024. Expense for 2025 and 2024 totaled $3,600 and $7,200, respectively.

The weighted-average remaining lease term for operating leases is 5.35 and 6.13 years for the years ending June 30, 2025 and June 30, 2024, respectively. The weighted-average discount rate for operating leases is 3.25% for the years ending June 30, 2025 and 2024.

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Operating Leases (continued)

The maturities of lease liabilities in accordance with *Leases (Topic 842)* are as follows for the years ending June 30:

2026	$ 89,681
2027	65,426
2028	65,426
2029	65,426
2030	65,426
Thereafter	43,618
Total undiscounted cash flows	395,003
Less: present value discount	(31,962)
Total lease liabilities	$ 363,041

10. Bank Loan Payable

In August 2020, the Center entered into a loan agreement with a local bank in the amount of $100,000 with a term of ten and a half years maturing on February 14, 2031. For the first five and a half years the interest rate is 3.25% with a monthly payment of principal and interest of $977. For the remaining five years, the interest rate will be the Wall Street Journal Prime Rate with a monthly payment of principal and interest of $977.

Maturities by year are as follows:

Year Ended June 30	
2026	$ 9,796
2027	10,120
2028	10,453
2029	10,798
2030	11,154
Thereafter	11,742
Totals	$ 64,063

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René Couitt

[redacted]

EXPERIENCE

2007-Present TLC Family Resource Center Claremont, NH

Family Support Program Director

- Lead and oversee family support programs.
- Supervise and develop multidisciplinary team.
- Build and maintain strategic partnerships with community organizations and stakeholders.

Intake and Direct Services Coordinator

- Manage and respond to all referrals received by the agency.
- Collect, manage and report on agency data, documentation & statistics.
- Provide supervision and support to parent educators.

1999-2007 Good Beginnings of Sullivan County Claremont, NH

Parent Educator/ Assistant Program Director

- Case Manager and Parent Educator for 50 families annually.
- Program management in absence of Executive Director.

1997-1999 Spurwink School Newport, NH

Family Worker

- Devise and implement treatment plans & goals for students & families.
- Provide therapeutic intervention for children and families.
- Coordinate services for children with schools and community agencies.

1995-1997 Valley Regional Hospital Claremont, NH

Case manager

- Conduct assessments and plan treatment goals for at-risk adolescents.
- Provide home visits including crisis management as needed.
- Participate in inter-agency collaboration with DCYF and mental health providers

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René Couitt

[redacted]

Evidence Based Programs Training

- Kinship Navigator Certification 2020
- Protective Factors Survey 2020
- Circle of Security 1/24/209
- Healthy Families America 4/4/2012
- Motivational Interviewing 2012

EDUCATION

Quinnipiac College New Haven, CT
B.A. Psychology. 1989-1993
Graduated Cum Laude

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Michelle Parker
[redacted]

Professional Summary

Dedicated and compassionate human services professional with over 20 years of experience supporting children, families, and agencies in residential, placement, and community-based programs. I am skilled in regulatory compliance, investigations, technical assistance, and program development. Proven ability to conduct thorough evaluations of residential and placement services, monitor compliance with state regulations, and provide strength-based, culturally competent support to improve outcomes for children and families.

Skills

- Strength-Based Approach: Expertise in identifying and leveraging individual and family strengths.
- Cultural Competency: Proficient in understanding and respecting diverse backgrounds and perspectives.
- Communication: Excellent verbal and written communication skills, ensuring clear and effective interactions.
- Report Writing: Timely and accurate report writing, maintaining comprehensive documentation.
- Motivational Interviewing: Knowledgeable in techniques that empower individuals to make positive changes.
- Problem-Solving: Skilled in identifying challenges, evaluating information, and recommending solutions.
- Ethical Standards: Committed to maintaining high ethical standards in all professional interactions.
- Time Management: Effective at managing time and prioritizing tasks to meet deadlines.

Professional Experience

TLC Family Resource Center – Claremont, NH
Program Coordinator | 2023 – Present

- Conduct comprehensive assessments of family and child needs, developing action plans and coordinating resources.
- Oversee intakes, enrollments, and service referrals, ensuring smooth access to supports.

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- Provide direct guidance on compliance with state-funded program requirements.
- Manage resource programs (Diaper Bank, Infant Navigator), improving service accessibility.
- Mentor junior staff, fostering professional growth and adherence to best practices.

Orion House – Newport, NH
Residential Treatment Coordinator | 2020 – 2022

- Developed and monitored strength-based treatment plans for children in residential care.
- Supervised and trained residential floor staff, ensuring safe and compliant practices.
- Oversaw treatment progress, wrote detailed reports, and maintained regulatory compliance.
- Facilitated communication between families, schools, clinicians, and stakeholders.

Massachusetts Department of Public Health – Boston, MA
Social Worker III, Childhood Lead Poisoning Prevention Program | 2003 – 2007

- Delivered case management for families affected by lead exposure, ensuring safety and housing compliance.
- Partnered with landlords, medical providers, and families to implement corrective plans.

Massachusetts Office of Child Care Services – Boston, MA
Residential Child Care Licensor | 2000 – 2003

- Ensured compliance with group care and residential facilities with state licensing standards.
- Conducted site visits, program evaluations, and interviews with staff and children.
- Provided technical assistance to programs seeking licensure or improvement.
- Prepared comprehensive technical reports and recommended corrective action.

Massachusetts Department of Children and Families – Boston, MA
Assessment Social Worker | 1995 – 2000

- Conducted assessments, developed service plans, and monitored family progress.
- Worked with interdisciplinary teams to ensure child safety and permanency.

Education

Bachelor of Arts in Sociology – Framingham State University

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Suzette de Nobriga
[redacted]

Skills

Skills acquired as a Family Service Coordinator include performing assessments, communication, time management, planning, coordination, listening, decision-making, problem-solving, flexibility, organizational, autonomy, professional judgment, dependability, and conflict resolution.
Skills acquired as a Residential Specialist include treatment planning, crisis intervention, health and medical supervision, counseling skills, limit setting, and reinforcement of daily routine. Skills acquired as a server include learning to work as team player, customer awareness/attentiveness, verbal communication/persuasion, time management/prioritization, multi-tasking, patience, physical stamina, speed, accuracy, detail-oriented, good memory, basic math, punctuality, appearance, and stress
management.

Experience

June 2021-Present
TLC Family Resource Center, Claremont, NH - Family Support Specialist

May 2016 – May 2021
Pathways, Claremont, NH - Family Service Coordinator
● Communication: Facilitated meetings with families, guardians, clinical specialists and other support
team members.
● Problem Solving skills: Conflict and problem resolution with result-oriented teamwork strategies
focused on individualized health and safety priorities.
● Time and Organizational skills: Detailed oriented and heavy caseload management.
● Accomplishments: Nominated each year for yearly employee award. Assisted many individuals and
families in utilizing all their resources to acquire the very best quality of care for their specific support needs.
October 2007 - November 2015
Health Care and Rehabilitation Services, Woodstock, VT - Residential Specialist II
● Modeled appropriate attitudes and behavior, particularly a positive outlook, emotional stability,

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insight, and compassion.
● Participated in the development and implementation of the scheduling of daily activities and therapeutic services and intervention to residents.
● Provided support in the development of independent living skills, (i.e., shopping, nutrition, cooking,
cleaning, etc.), self-care skills, emotional regulation, and interpersonal functioning.
● Accomplishments: Won quarterly employee awards and cause for applause recognitions for creativity,
teamwork and integrity. Managed increased supervisory responsibilities in my position.

June 1999 - November 2015
Woodstock Inn & Resort, Woodstock, VT- Main Dining Room Coordinator, Hostess & Server
● Maintained a high level of customer service as a server in a fine dining facility as well as in other areas of the Food and Beverage department.
● Coordinated dining reservations for smaller guests' parties as well as for larger holiday events like Mother's Day Brunch, Thanksgiving and Christmas.
● Accomplishments: Meeting and exceeding guests' expectations and overall dining experience. Built lasting professional relationships with long time repeat quests

Education
September 2011 - June 2013
Johnson State College - Bachelor of Arts
Psychology

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Ashley Prior

[redacted]

To continue working with children and families that allows me to serve my community and help others

WORK EXPERIENCE

Family Support Specialist

TLC Family Resource Center- Claremont, NH
June 2020 to Present

Providing parents enrolled in Family Support with parenting education and resources, case management and referrals.

Center Director

Suzy's Little Peanuts Day School LLC -
Ascutney, VT July 2019 to Present

Supervising daily functions of medium sized childcare and preschool program including clerical and administrative work, staff management and collaboration with area service providers and community members.

Lead Preschool Teacher

Suzy's Little Peanuts Day School - Springfield, VT
June 2014 to Present

Responsibilities Planning and teaching curriculum focused on kindergarten readiness and social skills. I held the VT ECE license for the act 166 pubic pre-k for our program.

Program Director

Kidsview Academy Preschool & Daycare - Claremont, NH
July 2010 to May 2014

Responsibilities Running the daily operations of a large childcare center licensed to care for 122 children ages 6 months to 12 years.

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EDUCATION

Bachelor's of Science in Sociology and Elementary Education

Keene State College
August 2006 to May 2009

Teacher Preparation

River Valley Community College
August 2004 to May 2006

Microsoft Word

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Sabrina Robie

Family Support Specialist

[redacted]

OBJECTIVE

Dedicated Family Support professional with a strong track record of building trust and rapport with diverse families. Skilled in providing resources, guidance, and support to promote family well-being and child development.

SKILLS

Family engagement and outreach

Resource coordination and referral

Home visiting and support

Program facilitation (Miss Kendra, play groups, Circle of Security, support groups)

Effective communication and active listening

Collaborative and creative problem solving

EXPERIENCE

TLC Family Resource Center, Claremont, NH - *Family Support Specialist, HFA, CFSS, Kinship services*

October 2023 - PRESENT

- Provide intensive support and resources to families, resulting in improved child outcomes and increased family stability.
- Conducts home visits to assess family needs and develop individualized support plans.
- Collaborates with community agencies to connect families with essential services (e.g. food banks, healthcare, counseling)
- Facilitates groups, events, and programs on parenting, child development, and family wellness
- Partners with local schools and implements the Miss Kendra program

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- Facilitates playgroups

Windham Learning Tree Academy - *Associate Preschool Teacher*

September 2021 - June 2023

- Created and implemented developmentally appropriate lesson plans for 24 children aged 2.6-4 years
- Communicated with families via HiMama app and in-person meetings
- Completed child assessments and progress reports

CKO Kickboxing Londonderry NH - *Kickboxing Instructor*

June 2022 - June 2023

- Led cardio kickboxing classes for adults and kids
- Developed class outlines and instructed "kid" boxing program

Country Club for Kids - *Lead Preschool Teacher*

June 2018 - August 2021

- Delivered interactive daily activities for 12 children aged 3-4 years
- Collaborated with co-teachers on student assessments and observations
- Communicated with parents via classroom tablets

Alpha-Bits Learning Center - *Lead Toddler Teacher*

October 2017 - May 2018

- Created positive environment for 15 toddlers aged 12-18 months
- Communicated with parents and staff on child progress

EDUCATION

University of New Hampshire - *Bachelor of Science, HDFS*

May 2017

- Completed requirements for a minor in Education. GPA: 3.74/4.0 Magna Cum Laude

Certifications

- Up to date CPR and First Aid Certification
- Possesses a state of NH child care employment eligibility card

Volunteer Experience or Leadership

- Parent Teacher Organization Vice President, Richards Elementary School Newport NH 9/2025- present
- Challenger’s Camp Junior & Senior Counselor 8/2008-8/2017

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- Raymond Baptist Church Sunday School Teacher 9/2014-6/2017

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Sarah E. Breisch

Family Support Specialist

[redacted]

OBJECTIVE

Bringing over a decade of experience in education and resource navigation, I am driven to use my excellent communication and collaborative skills, critical and imaginative thinking, and passion for a Strengths-Based approach to nourish the next generation.

EDUCATION

Thomas More College of Liberal Arts, Merrimack, NH
B.A., Literature
August 2000-May2004

- A four-year Humanities cycle studying the politics, philosophy, and literature of the Western Tradition, from the ancient world to the modern.
- A semester spent studying the art and architecture of Rome *in situ*, while completing the usual course load
- Self-directed Junior Project and Senior Thesis, culminating in

EXPERIENCE

January2018-Present
Family Support Specialist • TLC Family Resource Center

- Pre and Post-natal support and ongoing Education, Case Management and Care Coordination, Referral Services, and Family Advocacy.
- Work in all agency home visiting programs: Health Families America, Comprehensive Family Supports and Services, Child Health Support. Home visiting programs serve all NH families with children from pre-natal to 18 years old.
- Built solid and trusting rapport with children and families, fostering trust and communication to meet case needs.
- Strengths-based approach to help participants develop comprehensive life, technical and job skills.
- Certified in in CPR, Growing Great Kids curriculum, Protective Factors, HIPPA standards, Recovery Coaching, Motivational Interviewing, Adult and Youth Mental Health First Aid, Early Childhood and Family Mental Health Certification.
- Facilitate supervised visits between non-custodial parents and children while assisting parents with meeting court-ordered goals, writing monthly progress reports and attend Court Hearings
- Collaborate with community partners
- Plan, promote and facilitate parent cafe' discussion groups
- Continue to offer all supports to families virtually or by phone as circumstances dictate
- Sustain visit notes and other supporting documentation in an online database
- Regularly participate in trainings related to child development and education, families in crisis, mental health and substance use issues, social determinants of health

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an in depth-study of the life, works, and impact of an English poet, and 20-page essay on an original topic with an oral presentation.
- Four Semesters of Classical Latin
- Theoretical Mathematics, Biology and Chemistry

- Registered Facilitator of Circle of Security Parenting, regularly facilitating the course in group and one-on-one settings, both in person and virtually.
- Trained facilitator of Parenting a Second time around, and Nurturing Families parenting courses.

August 2009-June2017
Classroom Instructor • New England Classical Academy

- Lead and Assistant classroom teacher for first and second grades (2009-2011), Lead Teacher for fourth grade (2011-2017).
- Curated and designed instructional materials based on the Core Knowledge Foundation syllabus
- Implemented creative, dynamic, and differentiated instruction, in order to challenge and engage students according to their ability
- Used classroom management techniques designed to foster the development of virtue and executive functioning, and to provide a safe and nurturing learning environment
- Integrated Art, Music, and Movement on a daily basis
- Researched local resources for field trips and guest instructors, arranged and led field trips
- Maintained confidential records and information in compliance with federal and state regulations.
- Evaluated progress of individual students to adjust teaching strategies to meet needs.

September 2005-June 2009
Tutor • Mother of Divine Grace Academy

• Provided editing, grading, coaching, and in-depth discussion and explanation of course materials to students via email and phone calls.
• The subjects I covered were Literature, History, and Grammar. I carried an average of 4 students per school year, with 2 subjects each.

KEY SKILLS

Communication and Collaboration
Writing
Creative Problem Solving
Resource Navigation
Self-direction
Relationship Building
Knowledge of the philosophy and content of Classical Education

Self-Employment

October 2018 – Present
Owner, Artist • Rabbit Dog Fine Arts

• Creating original and commissioned artwork
• Showing and selling artwork in local shows and galleries
• Creating Commissioned drawings for use in a New Hampshire Children's Trust publication in 2020 and 2021

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Teaching printmaking workshops at libraries and community centers
2023: Composed and illustrated a booklet explaining the 5 Protective Factors, funded by the CLIFF foundation
2024: Composed and illustrated three-panel installation promoting Maternal Mental Health Awareness, commissioned by TLC Family Resource Center.
2025: Selected as the Artist in Residence for the Claremont Maker Space for the Summer of 2025.

REFERENCES

Erin Kelly, CLC, Healthy Families America program supervisor, TLC Family Resource Center, Claremont, NH.
[redacted]

Maggie Monroe-Cassel, previous Executive Director of TLC Family Resource Center, Claremont, NH
[redacted]

Felicia Dalke, Executive Director of Twin State Maker Space, Claremont, NH
[redacted]

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Abigail Ainsworth

[redacted]

PROFESSIONAL SUMMARY

Human services–oriented professional with a Bachelor of Arts in Psychology and a strong foundation in caregiving, crisis communication, and family support. Brings long-term experience as a childcare provider supporting children and caregivers in maintaining stability, routines, and emotional well-being, along with professional experience as a Communications Officer serving as a first point of contact for individuals and families during high-stress situations. Skilled in trauma-informed communication, needs assessment, accurate documentation, and coordination with multiple agencies. Motivated to apply these strengths in a kinship support role that centers compassion, connection, and practical guidance for caregivers navigating complex systems.

EDUCATION

Bachelor of Arts in Psychology – May 2025
Minors: Forensic Psychology, Criminal Justice
Franklin Pierce University, Rindge, NH

Honors & Awards
Psi Chi – Psychology Honor Society
Alpha Phi Sigma – Criminal Justice Honor Society
Kim A. Mooney Presidential Prize – Academic Showcase 2025 (Best Presentation)

RELEVANT EXPERIENCE

Student Researcher – Psychology Department
Franklin Pierce University | 2023–2025
Conducted quantitative and qualitative research involving human subjects in compliance with ethical and confidentiality standards. Analyzed behavioral and psychosocial data using SPSS and Excel. Documented findings and presented research to academic and professional audiences.

Intern
Applied Evolutionary Psychology Society (AEPS) | May 2024–Nov 2024
Supported applied research related to family systems, social behavior, and community dynamics. Assisted with literature reviews, data organization, and interdisciplinary collaboration.

PROFESSIONAL EXPERIENCE

Communications Officer
Hanover Police Department | Hanover, NH | Jul 2025–Dec 2025
Served as a primary point of contact for individuals and families during emergency and non-emergency situations. Conducted rapid needs assessments, coordinated services with partner agencies, used trauma-informed communication, and maintained accurate documentation.

Childcare Provider
Private Family | Hardwick, VT | Jan 2018–May 2025
Provided long-term caregiving support, assisted with routines and transportation, and supported children's emotional well-being through consistency and trust-building.

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SKILLS

Family & Caregiver Support • Trauma-Informed Communication • Crisis Response & De-escalation • Needs Assessment & Referrals • Documentation & Case Notes • Interagency Collaboration • ACEs Awareness • Data Analysis (SPSS, Excel) • Microsoft Office • Google Workspace • Canva

CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

Human Subjects Certification Training
Academic & Professional Conference Participation (NEEPS, NEPA, NHPA, NECTOP)

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Christy Trenholm

[redacted]

To pursue a long term commitment in a career related to social work in a challenging environment while working with a diverse population.

Work Experience

Medical Social Worker

Lake Sunapee Region VNA and Hospice - New London, NH
March 2019 to Present

*Conduct psychosocial assessments and evaluations
*Assist patient and their families with access to community resources as well as provide information and education
*Provide support, compassion and advocacy on patient's behalf

Child Care Manager

Apalachee Center Inc
August 2018 to February 2019

* Provide case management services, including assessing client's needs, conducting psychosocial evaluations, developing individual treatment plans, and maintaining daily progress notes.
* Build rapport with clients' while providing education and support to clients and family members and other natural supports, while conducting in-home and or school visits as needed.
* Establish rapport and collaborative partnerships with outside community agencies, and make appropriate referrals as needed.

Sisters in Sobriety Social Work Intern

Disc Village - Tallahassee, FL
April 2018 to July 2018

* Facilitate therapy in a group setting utilizing evidenced-based practices such as motivational interviewing as well as Matrix curriculum on recovery
* Provide individual therapy to female clients in a residential setting, providing guidance and feedback on individual treatment work
* Complete Biopsychosocials and documentation such as progress notes, individual notes and group notes

Pediatric Hematology/Oncology Social Work Intern

Dartmouth Hitchcock Medical Center - Lebanon, NH
October 2017 to March 2018

* Provided support to patients and their families as well as identify any needs and potential barriers that may hinder treatment
* Completed initial assessments as well as daily documentation, such as case notes

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* Connected patients and their families to both internal and external community resources, based on any identified needs

Children's Integrated Services Family Support Worker

Orange County Parent Child Center - Tunbridge, VT
May 2016 to March 2018

* Assisted in developing client's one plan as well as documentation due to organization and state standards
* Provided resources as well as educational tools for client and family, as well as appropriate modeling techniques outlined in client's service plan
* Provided home visiting as well as center based services as well as assessments on family's strengths and barriers
Direct Support Professional

Children's Department Social Work Intern

Healthcare and Rehabilitation Services of Southeastern Vermont - Springfield, VT
January 2017 to September 2017

* Provided individual therapy to children through play as well as parent/guardian psychoeducation and community support to a diverse population of families in the Windsor area, clinical issues include trauma, behavioral issues as well as a wide variety of mental health issues.
* Documented client and family interactions and assisted in creating client treatment plans utilizing an electronic medical records system
* Participated as a member of a multi-disciplinary team of children case managers, clinicians, developmental services case managers and a board certified behavior analyst.

Residential Counselor

Northern Hills Training Center - Spearfish, SD
November 2015 to May 2016

Spearfish, SD November 2015-May 2016
* Provided direct support to adults with Developmental Disabilities in a residential setting
* Provided guidance and implementation of individual behavior support plans
* Provided support and guidance to individuals in becoming a member of their community
Residential Counselor

Residential Counselor

Canyon Hills Center - Spearfish, SD
September 2015 to November 2015

Spearfish, SD September 2015-November 2015
* Provided care to adolescent boys and girls ages 10 to 17, in a residential setting that had a variety of mental health, behavioral, substance abuse and legal issues
* Acted as a member of a multi-disciplinary treatment team consisting of counselors, psychiatrists, teachers and psychologists
* Facilitated groups utilizing therapeutic techniques to enhance individual coping skills

Caregiver

Home Instead - Rapid City, SD
August 2015 to November 2015

* Provided in-home, non-medical direct support to aging adults allowing them to remain in their home

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* Provided companionship, conversation as well as light housekeeping and meal preparation
* Provided assistance with daily living activities such as bathing, grooming, toileting and incontinence issues

Applied Behavior Analysis Counselor

Melmark New England - Andover, MA
June 2013 to July 2015

* Provided instruction as well as direct care for a specific population of children, adolescents, and adults with autism, intellectual/developmental disabilities and acquired brain injury.
* Ran lesson plans as well as become familiar with different IEP's
* Responsible for academic case management such as inputting data, writing proposals, and setting out new lesson plans

Education

Master of Social Work in Social Work

University of New Hampshire - Durham, NH
September 2018

Bachelor of Arts in Sociology in Sociology

Keene State College - Keene, NH
May 2013

Skills

- Social Work
- Individual / Group Counseling
- Motivational Interviewing
- Case Management
- Hospice Care
- Autism Experience
- Applied Behavior Analysis
- Group Therapy
- Behavioral Therapy
- Meeting Facilitation
- Child & Family Counseling
- Mental Health Counseling
- Dementia Care
- EMR Systems

Certifications and Licenses

CPR/First Aid

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DANIELLE **HENDERSON**

[redacted]

SUMMARY

Driven manager and customer service provider with 13 years expertise and deep passion for helping others. Successful at providing customers with accommodating resolutions, with empathy and compassion. Experienced in maintaining privacy of confidential and sensitive information. Looking to expand my skills and help fulfill other's needs in a more professional and in-depth manner.

SKILLS

- Conflict Resolution
- Open-minded & non-judgmental
- Active listening.
- Proficiency with computers and other technology.
- Cleaning and organizational skills.
- Building Customer Trust and Loyalty
- Calm and Professional Under Pressure
- Verbal and Written Communication
- Customer Data Confidentiality
- Understanding Customer Needs

EXPERIENCE

05/2014 - Current **General Manager**

Hubert's Family Outfitters – Claremont, NH

- Maintained business, financial, customer, and employee confidentiality.
- Provided excellent service and compassion to new and long-standing customers by attending closely to concerns and developing solutions.
- Established positive rapport with customers, managers, and sales associates.
- Interviewed and hired qualified staff for open positions.
- Trained employees on duties, policies and procedures.
- Created schedules and monitored payroll to remain within budget.
- Delivered fast, friendly and knowledgeable service for routine questions and service complaints.

04/2012 - 04/2014 **Sales Associate/Furniture Builder**

Staples, The Office Supply Superstore – Claremont, NH

- Followed precise instructions for error-free assembly and maximum customer satisfaction.
- Delivered high level of customer service to patrons using active listening and engagement skills.

06/2011 - 11/2011 **Food Server**

McDonald's – Springfield, VT

- Served orders to customers at windows, counters and tables.
- Maintained high standards of customer service during high-volume work shifts and fast-paced operations.

03/2011 - 06/2011 **Childcare Worker**

Houghton Daycare – Charlestown, NH

- Enforced rules to teach good manners and maintain safe environment.

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- Cared for children of various ages and assisted with feeding, dressing and daily activities.

EDUCATION AND TRAINING

06/2011

High School Diploma
Fall Mountain Regional High School – Langdon, NH

Some College (No Degree): Culinary Arts
RVTC – Springfield, VT

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CRYSTAL SIMPSON

[redacted]

Education

June 2010 **Granite State College-**
- **BS in Early Childhood Education**

June 2007 **River Valley Community College**
- **AS in Early Childhood Education- June 2007**

Experience

May 2017- Current, Bayada Hospice, Brattleboro VT
Client Services Manager

PRIMARY RESPONSIBILITIES:
- Develop long term trusting relationships with clients (patients).
- Develop long term trusting relationships with referral sources, payors and community organizations
- Knowledgeably and successfully handle incoming service inquiries, and enter all inquiries in computer referral tracking screen.
- Clearly establish the service agreement with clients and payors, i.e. service details, billing arrangements, method for problem resolution, etc.
- Participate in recruitment of field staff.
- Effectively schedule staff, coordinate client services and manage caseload.
- Schedule appropriate field employees, based on competency and availability, to provide quality care to clients.Follow up on all employee assignments immediately after services have begun, and on an ongoing basis, to ensure continuing satisfaction of clients, their families, and employees. Carefully monitor the caseload to ensure that a minimum number of employee changes are made per client and to insure reliability.
- Function as facilitator among clients, families, clinical manager, field and office employees, physicians and case managers.
- Document and properly follow-up with all client/employee incidents and complaints.
- Document all pertinent situations and interactions with clients, families, physicians, case managers and other care providers, to ensure adequate coordination and continuity of service.
- Accurately process field employee payroll each week.
- Make decisions and provide feedback to employees related to recognition, pay rate changes, counseling and termination of employment.
- Complete regular field staff performance evaluations, jointly with the Clinical Manager.
- Promote and participate in retention activities-company/office contests, Heroes recognition, Presidential Scholarship, Years of Service recognition, BAYADA Bucks program, etc.

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- Assist team members in filling call-outs and last minute service requests.
- Provide the On-Call Manager with all pertinent and current information and conduct on-call, or be backup to the On-Call Manager, as necessary.
- Participate in office and company meetings, events, and functions.

Aug. 2011- Dec 2016, Windham County Head Start and Springfield Learning Garden, Springfield VT

Child Care Services Manager/Director

- Responsible for planning, implementing, and overseeing developmentally appropriate practice for Staff and children.
- Ensures the development and safety of children in accordance with relevant state and federal policies.
- Complete monthly reviews of all newly hired staff and quarterly reviews of all current staff.
- Follow and enforce all state licensing regulations, parent handbook, as well as center policies and procedures.
- Responsible for Staff schedules, training reviews, IPDP, performance reviews, enrolling new children, family schedules, handling complaints and concerns from staff and parents, Hold monthly staff meetings, reviews children's files and keep them current.
- Develop and implement a developmentally appropriate preschool program.
- Family to school communication by Monthly Newsletters, planning family and community field trips and activities.
- Families subsidy, co-pays, and private pay financial record keeping.

2010- 2011 HILL HOUSE PRESCHOOL AND CHILD CARE CENTER, Bellows Falls VT
Director/Teacher

2005 to 2010 EARLY EDUCATION CENTER, WNESU-Bellows Falls VT
Preschool Teacher

Certifications

CPR and First Aid certified- 2018
NAEYC member since 1998

Community Activities

Wags and wiggles canine rescue/foster

Professional Development

Medicare and hospice benefit
Emergency preparedness training
Behavioral interviewing
Explaining hospice to patients and families
Legislative advocacy training

FORM NUMBER P-37 (version 2/23/2023)

Subject: Family Resource Center Services and Kinship Navigation Program Services-RFA-2027-DPH-04-FRCSK-14

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 Waypoint		1.4 Contractor Address 464 Chestnut St. Manchester, NH 03105	
1.5 Contractor Phone Number 603-518-4000	1.6 Account Unit and Class TBD	1.7 Completion Date June 30, 2029	1.8 Price Limitation $1,932,000
1.9 Contracting Officer for State Agency Robert W. Moore, Director		1.10 State Agency Telephone Number (603) 271-9631	
1.11 Contractor Signature Signed by: Borja Alvarez de Toledo 2EBDBA204D9F4B8... Date: 5/20/2026		1.12 Name and Title of Contractor Signatory Borja Alvarez de Toledo president and CEO	
1.13 State Agency Signature DocuSigned by: Iain Watt D778BB93F9704C7... Date: 5/20/2026		1.14 Name and Title of State Agency Signatory Iain Watt Director - DPH	
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 74873484494 1480... On: 5/21/2026			
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date:	

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Date 5/20/2026

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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.

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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.

Contractor Initials Initial BLT
Date 5/20/2026

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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 on July 1, 2026 ("Effective Date").

1.2. Paragraph 3, Effective Date/Completion of Services, is amended by deleting subparagraph 3.3., in its entirety and replacing it as follows:

3.3. Contractor must complete all Services by the Completion Date specified in block 1.7. The parties may extend the Agreement for up to four (4) 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.

Scope of Services

1. Statement of Work

1.1. The Contractor must provide comprehensive Family Resource Center (FRC) services to pregnant individuals, parents and caregivers, and kinship caregivers, who have children or youth under the age of 21 in their care.

1.2. The Contractor must ensure services for Family Resource Centers are provided in the following DHHS District Office Catchment Areas: Claremont District Office, Concord District Office, Manchester District Office, and Southern District Office.

1.3. The Contractor must ensure all services for the Kinship Navigation Program are provided in the following DHHS District Office Catchment Areas: Concord District Office, Manchester District Office, and Southern District Office.

1.4. The Contractor must provide services Monday through Friday, between 8:00 AM to 4:30 PM Eastern Standard Time (EST). The Contractor must also ensure service availability outside of standard business hours, with sufficient flexibility to accommodate families outside of standard business hours.

1.5. The Contractor must maintain certification as a Family Resource Center of Quality (FRC-Q) throughout the term of this Agreement.

1.6. **Component A: Family Resource Center Services**

1.6.1. The Contractor must provide Family Resource Center services to support at least one (1) or more of the following:

1.6.1.1. Strategies for Continuous Quality Improvement, including but not limited to:

1.6.1.1.1. Family Resource Center of Quality (FRC-Q) designation and re-designation preparations.

1.6.1.1.2. Staff time allocated to completing the FRC-Q self-assessment.

1.6.1.1.3. Staff time allocated to attending the Standards of Quality for Family Strengthening and Support training.

1.6.1.2. Enhanced Coordination with other family and early childhood programs and initiatives, including but not limited to:

1.6.1.2.1. Materials and/or processes for information sharing and referrals.

1.6.1.2.2. Staff time to support bidirectional referrals between FRCs and other early childhood programs, initiatives, or needed supports.

1.6.1.2.3. Enhanced outreach to target populations.

1.6.1.2.4. Adverse Childhood Experiences Response Team (ACERT).

1.6.1.2.5. Community collaborations and navigation supports such as FRC Coordinator positions which may include:

1.6.1.2.5.1. Family Navigator or Resource Navigator.

1.6.1.2.5.2. Community Health Worker (CHW).

1.6.1.3. Maintenance, improvement or expansion of existing programs and services, including but not limited to:

1.6.1.3.1. Evidence-based curricula, training, and related supplies necessary for implementation.

1.6.1.3.2. Father engagement initiatives, including evidence-based models, curricula, training and/or father cafes.

1.6.1.3.3. Enhancements that complement existing home visiting programs overseen by the Department, including but not limited to:

1.6.1.3.3.1. Comprehensive Family Support (CFS).

1.6.1.3.3.2. Healthy Families America (HFA).

1.6.1.3.3.3. Kinship Navigation Program.

1.6.1.4. Recruitment, retention and operational FRC staff, including but not limited to:

1.6.1.4.1. Management.

1.6.1.4.2. Supervisory and leadership.

1.6.1.4.3. Finance.

1.6.1.4.4. Data management.

1.7. **Component B: Kinship Navigation Program**

1.7.1. The Contractor must provide Kinship Navigation Program services and ensure a minimum of one (1) Kinship Navigation position is in place within its designated catchment areas, coordinated with the Comprehensive Family Support (CFS) program to ensure:

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1.7.1.1. That the program is responsive to the needs of families impacted by kinship caregiving arrangements, including but not limited to the following:

1.7.1.1.1. Services are provided to kinship caregivers who are caring for children through formal or informal placements;

1.7.1.1.2. Kinship families requiring a higher tier of case management services and eligible for Preventative Child Care assistance are dually enrolled or transitioned into the CFS program; and

1.7.1.1.3. Navigators connect with kinship caregivers in person or via virtual platforms (e.g., video or live chat) for purposes including, but not limited to:

1.7.1.1.3.1. Assessing kinship caregiver needs.

1.7.1.1.3.2. Providing outreach, engagement, community support services, and referrals.

1.7.1.1.3.3. Utilizing or creating peer support groups for kinship caregivers.

1.7.1.2. The Contractor must work with the Department's Kinship Navigation Program Manager to implement the evidence-based Kinship Navigation Program on the Title IV-E clearinghouse, called the Washington Case Management Model (CMM). This includes, but is not limited to:

1.7.1.2.1. Completion of the Department-identified Kinship Caregiver Needs and Health Assessment at intake or initial enrollment.

1.7.1.2.2. Collaborative goal setting with the kinship family.

1.7.1.2.3. Completion of the Department-identified child needs and strengths questionnaire and referral to community-based services for areas of concern.

1.7.1.2.4. Completion of a follow-up needs assessment at three (3) months.

1.7.1.2.5. Completion of a full needs assessment at six (6) months.

1.7.1.2.6. Completion of a satisfaction survey at six (6) months, or at discharge, whichever occurs first.

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1.7.1.2.7. Entry of encounter data into the Department's Family and Community Health Data System (FCH-DS) to document all services, assessments, caregiver education, peer support, and concrete needs provided to the kinship family which must include:

1.7.1.2.7.1. The Contractor must provide the Department with a list of staff (End Users, as defined in Exhibit D) who will be responsible for entering encounter data into the FCH-DS.

1.7.1.2.7.2. The Contractor must notify the Department immediately, and no more than 24 hours of staff changes, to ensure access to the FCH-DS is removed in a timely manner.

1.7.1.2.8. Completion of a Department identified fidelity tool to ensure consistent statewide delivery of the program across all service locations; and

1.7.1.2.9. Completion of all Kinship Navigation Core Training, as determined by the Department, within the first six (6) months of the effective date of the contract, including, but not limited to:

1.7.1.2.9.1. Kinship Navigation Program onboarding;

1.7.1.2.9.2. Family Health and Needs Assessment;

1.7.1.2.9.3. Trauma and resiliency.

1.7.1.2.9.4. Motivational Interviewing; and

1.7.1.2.9.5. Everyday Parenting.

1.7.1.2.9.6. Certification in Grandfamilies Leadership.

1.7.1.3. The Contractor must ensure that all Kinship Navigators meet the established training standards. The Contractor is responsible for allocating sufficient resources and securing Grandfamilies Leadership certification for any Kinship Navigators who do not currently hold this credential to ensure alignment with national best practices and to uphold program fidelity.

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1.7.1.4. The Contractor must coordinate referrals and resources with kinship positions within its designated catchment areas, as assigned by the Department. The Contractor must ensure:

1.7.1.4.1. Any additional kinship positions assigned as subcontracts must be located in FRC-Qs and FRCs actively working toward FRC-Q designation.

1.7.1.5. Upon request by the Department, the Contractor must work with the Department to create/promote social media for the Department to post.

1.7.1.6. The Contractor must utilize strategies to increase the presence of the Kinship Navigation Program in the community, including but not limited to:

1.7.1.6.1. Distributing the Department's Kinship Navigation Program branded flyers and brochures. Kinship Navigation Program flyers and marketing will be approved by the Department.

1.7.1.6.2. Representing the Kinship Navigation Program at community events.

1.7.1.7. The Contractor must ensure that Kinship Navigators collaborate with the Department on program implementation, data collection, fidelity monitoring, documentation, and quality improvement activities. This includes, but is not limited to:

1.7.1.7.1. Participation in a Kinship Navigation Program Community of Practice.

1.7.1.7.2. Data collection and program evaluation activities.

1.7.1.7.3. Coordination with the State of Washington to implement the case management model.

1.7.1.8. The Contractor must maintain onboarding and training processes as requested by the Department and must continue to develop the Kinship Navigation position based on the following factors:

1.7.1.8.1. Findings from the Department's evaluation of the program.

1.7.1.8.2. Staff performance evaluations;

1.7.1.8.3. Identified staff training needs; and

1.7.1.8.4. Updates to the Kinship Navigation Program Manual.

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1.7.1.9. The Contractor must track and evaluate the following Kinship Navigation Program outcomes within the Department's FCH-DS:

1.7.1.9.1. Child permanency, including placement stability.

1.7.1.9.2. Child well-being, including behavioral and emotional functioning.

1.7.1.9.3. Adult well-being, including parent/caregiver mental or emotional health.

1.7.1.9.4. Adult well-being, including overall family functioning.

1.8. **Provisions Applicable to Component A and Component B**

1.8.1. The Contractor must participate in meetings with the Department on a monthly basis, or as otherwise requested by the Department.

1.8.2. The Contractor may be required to facilitate site visits or file reviews conducted by the Department, at least annually or as otherwise requested, which may include, but are not limited to:

1.8.2.1. Review of participant files.

1.8.2.2. Review of fidelity tools for implementation of the Washington Case Management Model.

1.8.2.3. Review of training records and professional development plans to ensure staffing requirements are met.

1.8.2.4. Review of Continuous Quality Improvement (CQI) activities, as requested by the Department.

1.8.3. The Contractor may be required to ensure staff participate in quarterly training sessions on specific topics, as identified and coordinated by the Department.

1.8.4. The Contractor must complete and renew a Release of Information (ROI) form annually for all FRC and Kinship Navigation Program participants entered into the FCH-DS, regardless of the type of services enrolled in. The ROI must include:

1.8.4.1. Acknowledgement of data collection within the FCH-DS.

1.8.4.2. Acknowledgement of the sharing of personal identifiable information with the Department.

1.8.4.3. Acknowledgement of the purpose of data sharing, including program evaluation, quality assurance, and quality improvement activities.

1.9. Reporting

1.9.1. The Contractor must submit quarterly reports to the Department highlighting program activities no later than the 15th day of the month following the end of each reporting period. The first report is due by October 15, 2026, and must include:

1.9.1.1. Progress toward achieving stated outcomes;

1.9.1.2. Feedback from families regarding the effectiveness and satisfaction with contracted services; and

1.9.1.3. Data as requested by the Department.

1.9.2. The Contractor must submit an annual report to the Department by July 31st of each contract year. The first report is due July 31, 2027, and must include, but is not limited to:

1.9.2.1. Program accomplishments and activities.

1.9.2.2. Recommendations for service development and outcome improvements.

1.9.2.3. Identification of systemic barriers.

1.9.2.4. Family satisfaction survey results.

1.9.3. The Contractor must collect and update a Family Service Record for all FRC program participants using the FCH-DS. The record must include the following data elements:

1.9.3.1. Full Name.

1.9.3.2. Date of birth.

1.9.3.3. Race and ethnicity.

1.9.3.4. Primary language.

1.9.3.5. Household income.

1.9.3.6. Household size.

1.9.3.7. Housing status.

1.9.3.8. Marital status.

1.9.3.9. Town of residence.

1.9.3.10. County of residence.

1.9.3.11. Source of referral.

1.9.3.12. Presence of an incarcerated parent.

1.9.3.13. Screenings completed (e.g., needs assessments, participant feedback surveys, child development)

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1.9.3.14. Receipt of public benefits, including but not limited to:

1.9.3.14.1. Supplemental Nutrition Assistance Program (SNAP).

1.9.3.14.2. New Hampshire Child Care Scholarship.

1.9.3.14.3. Medicaid.

1.9.3.14.4. Social Security Disability Insurance (SSDI).

1.9.3.14.5. Supplemental Security Income (SSI).

1.9.3.14.6. Temporary Assistance for Needy Families (TANF).

1.9.3.14.7. Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).

1.9.3.15. Participant encounter and service data, including:

1.9.3.15.1. Date of service.

1.9.3.15.2. Participants present during service delivery.

1.9.3.15.3. Service type and topics reviewed.

1.9.3.15.4. Parent education classes or groups attended.

1.9.3.15.5. Support groups attended.

1.9.3.16. Family Resource Center Goal and outcome domains, including:

1.9.3.16.1. Community linkages and referrals.

1.9.3.16.2. Family economic self-sufficiency, including support related to employment, housing, benefits, food, and clothing.

1.9.3.16.3. Positive parenting practices, including support related to parent education, support groups, father groups, and parent cafes.

1.9.4. The Contractor must collect and update a Family Service Record for all Kinship Navigation program participants using the FCH-DS, which must include:

1.9.4.1. Full name.

1.9.4.2. Date of birth.

1.9.4.3. Race and ethnicity.

1.9.4.4. Primary language.

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1.9.4.5. Household income.

1.9.4.6. Household size.

1.9.4.7. Housing status.

1.9.4.8. Marital status.

1.9.4.9. Town of residence.

1.9.4.10. County of residence.

1.9.4.11. Source of referral.

1.9.4.12. Reason for kinship arrangement.

1.9.4.13. Kinship arrangement at time of discharge.

1.9.4.14. Presence of an incarcerated parent.

1.9.4.15. Screenings completed (e.g., needs assessments, participant feedback surveys, child development screenings)

1.9.4.16. Kinship Caregiver Needs and Health Assessment.

1.9.4.17. Receipt of public benefits, including but not limited to:

1.9.4.17.1. SNAP.

1.9.4.17.2. New Hampshire Child Care Scholarship.

1.9.4.17.3. Medicaid.

1.9.4.17.4. SSDI.

1.9.4.17.5. SSI.

1.9.4.17.6. TANF.

1.9.4.17.7. WIC.

1.9.4.18. Participant service data, including:

1.9.4.18.1. Date of service.

1.9.4.18.2. Participants present during service delivery.

1.9.4.18.3. Service type and topics reviewed.

1.9.4.18.4. Support groups attended.

1.9.4.19. Kinship Navigation Program goals and program outcome domains, defined as key areas used to measure the impact of services on child permanency, child well-being, and adult caregiver and family functioning, including:

1.9.4.19.1. Child permanency, including placement stability.

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1.9.4.19.2. Child well-being, including behavioral and emotional functioning.

1.9.4.19.3. Adult well-being, including parent/caregiver mental or emotional health.

1.9.4.19.4. Adult well-being including family functioning.

1.9.5. The Contractor may be required to provide other key data and metrics to the Department in a format specified by the Department.

1.10. The Contractor must utilize the Department's closed loop referral system whenever applicable to the services they provide for referrals between health and/or human service providers within New Hampshire for referral management and client care coordination. Utilization includes inputting information and data as necessary into the Department's referral solution as part of the NH Care Connections Network to facilitate referrals to participating providers, signing required Network Participation Agreement(s), and obtaining a participant specific consent for services.

1.11. The Contractor must utilize the Department's admission, discharge, transfer, and shared care insights solution whenever applicable to the services they provide for client care coordination and management between health providers within New Hampshire. Utilization includes inputting information and data as necessary into the Department's admission, discharge, transfer, and shared care insights platform as part of the NH Care Connections Network to facilitate referrals to participating providers and signing required Participation Agreement(s) for the admission, discharge, transfer, and shared care insights solution.

1.11.1. The Department's contracts with the closed loop referral and admission, discharge, and transfer vendors incorporate the costs of developing and maintaining the standards-based interface from which the Contractor may choose to configure their systems to communicate securely with the Department's NH Care Connections Network solutions. The Contractor may choose to interface with the Department's closed loop referral and/or the admission discharge transfer solution utilizing a Smart on FHIR or HL-7 standard interface process to connect individuals to health and social service providers. The costs for the Contractor's system or team to develop or utilize the standard Smart on FHIR or HL-7 based interface are the sole responsibility of the Contractor.

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

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undergone:

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. Contractor End Users, defined in the Department's Information Security Requirements Exhibit that is incorporated into this Agreement, authorized by the Department's Information Security Office to have access to the Department network in the fulfilment of this Agreement, 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. Contractor End Users with a Department issued access or potential access to Confidential Data, and/or a workspace in a Department building/facility, must:

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1.15.1.6.1. Complete the Department's Annual Information Security & Compliance Awareness Training prior to accessing, viewing, handling, hearing, or transmitting Department Data or Confidential Data.

1.15.1.6.2. 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.

1.15.1.6.3. Only access the Department's intranet to view the Department's Policies and Procedures and Information Security webpages.

1.15.1.7. 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.

1.15.1.8. 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

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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 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

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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.

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. Website and Social Media

1.17.1. The Contractor will not design, create or manage social media or website design on behalf of the Department.

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.

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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.

2. Exhibits Incorporated

2.1. The Contractor must manage all confidential data related to this Agreement in accordance with the terms of Exhibit D, DHHS Information Security Requirements.

2.2. The Contractor must use and disclose Protected Health Information in compliance with the Standards for Privacy of Individually Identifiable Health Information (Privacy Rule) (45 CFR Parts 160 and 164) under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and in accordance with the attached Exhibit E, Business Associate Agreement, which has been executed by the parties.

3. Additional Terms

3.1. **Impacts Resulting from Court Orders or Legislative Changes**

3.1.1. The Contractor agrees that, to the extent future state or federal legislation or court orders may have an impact on the Services described herein, the State has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

3.2. **Federal Civil Rights Laws Compliance: Culturally and Linguistically Appropriate Programs and Services**

3.2.1. The Contractor must submit:

3.2.1.1. A detailed description of the language assistance services, within ten (10) days of the Effective Date of the Agreement, to be provided to ensure meaningful access to programs and/or services to individuals with limited English proficiency; individuals who are deaf or have

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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

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 an Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services."

3.3.2. All materials produced or purchased under the Agreement must have prior approval from the Department before printing, production, distribution or use.

3.3.3. The Department must retain copyright ownership for any and all original materials produced, including, but not limited to reports, protocols, guidelines, brochures, posters, and resource directories.

3.3.4. The Contractor must not reproduce any materials produced under the Agreement without prior written approval from the Department.

3.4. **Operation of Facilities: Compliance with Laws and Regulations**

3.4.1. In the operation of any facilities for providing services, the Contractor must comply with all laws, orders and regulations of federal, state,

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county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which must impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit must be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Agreement the facilities must comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and must be in conformance with local building and zoning codes, by-laws and regulations.

4. Records

4.1. The Contractor must keep records that include, but are not limited to:

4.1.1. Books, records, documents and other electronic or physical data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor.

4.1.2. All records must be maintained in accordance with accounting procedures and practices, which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.

4.1.3. Statistical, enrollment, attendance or visit records for each recipient of services, records regarding the provision of services, and all invoices submitted to the Department to obtain payment for such services.

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.

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
Family Resource Center Services and Kinship Navigation Program Services

EXHIBIT C

Payment Terms

1. This Agreement is funded by:
   1.1. 100% General funds.
2. For the purposes of this Agreement the Department has identified:
   2.1. The Contractor as a Subrecipient, based on criteria specified in 2 CFR §200.331.
   2.2. 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 through Exhibit C-2, 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 DHHS.DPHS.Contract@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.
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

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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.

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

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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:	*Waypoint*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component A - FRC)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	16.50%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$160,283	$165,093	$170,044
2. Fringe Benefits	$32,264	$33,691	$35,214
3. Consultants	$36,625	$30,390	$24,015
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	$874	$872	$773
6. Travel	$6,550	$6,550	$6,550
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$3,325	$3,325	$3,325
8. (b) Other - Education and Training	$4,250	$4,250	$4,250
8. (c) Other - Other (specify below)	$0	$0	$0
Other - Occupancy	$18,375	$18,375	$18,375
Other - Communication Costs (Phone, Internet, Postage)	$5,256	$5,256	$5,256
Other - Org Dues	$45	$45	$45
Other - Insurance	$3,141	$3,141	$3,141
Other - Concrete Supports	$20,000	$20,000	$20,000
Other (please specify)	$0	$0	$0
Other (please specify)	$0	$0	$0
9. Subrecipient Contracts	$0	$0	$0
Total Direct Costs	$290,988	$290,988	$290,988
Total Indirect Costs	$48,012	$48,012	$48,012
Subtotals	$339,000	$339,000	$339,000
			TOTAL $1,017,000

Contractor Initials: Initial BAT

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Exhibit C-2 Budget

New Hampshire Department of Health and Human Services			
Contractor Name:	*Waypoint*		
Budget Request for:	*Family Resource Center Services and Kinship Navigation Program Services (Component B - KNP)*		
Budget Period:	*July 1, 2026 - June 30, 2029*		
Indirect Cost Rate (if applicable)	16.50%		
Line Item	**Program Cost - Funded by DHHS - SFY 27**	**Program Cost - Funded by DHHS - SFY 28**	**Program Cost - Funded by DHHS - SFY 29**
1. Salary & Wages	$156,824	$161,527	$166,375
2. Fringe Benefits	$43,598	$40,000	$35,152
3. Consultants	$2,000	$1,000	$1,000
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	$628	$523	$523
6. Travel	$6,850	$6,850	$6,850
7. Software	$0	$0	$0
8. (a) Other - Marketing/Communications	$0	$0	$0
8. (b) Other - Education and Training	$3,000	$3,000	$3,000
8. (c) Other - Other (specify below)	$0	$0	$0
Other - Occupancy	$4,625	$4,625	$4,625
Other - Communication Costs (Phone, Internet, Postage)	$2,254	$2,254	$2,254
Other - Organization Dues	$135	$135	$135
Other - Insurance	$1,639	$1,639	$1,639
Other - Concrete Supports	$15,250	$15,250	$15,250
Other (please specify)	$0	$0	$0
Other (please specify)	$0	$0	$0
9. Subrecipient Contracts	$25,000	$25,000	$25,000
Total Direct Costs	$261,803	$261,803	$261,803
Total Indirect Costs	$43,197	$43,197	$43,197
Subtotals	$305,000	$305,000	$305,000
			TOTAL $915,000

Contractor Initials: BLT (Initial)

Date: 5/20/2026

New Hampshire Department of Health and Human Services

Exhibit D

DHHS Information Security Requirements

A. Definitions

The following terms may be reflected and have the described meaning in this document:

1. "Breach" means the loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar term referring to situations where persons other than authorized users and for an other than authorized purpose have access or potential access to personally identifiable information, whether physical or electronic. With regard to Protected Health Information, " Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.

2. "Computer Security Incident" shall have the same meaning "Computer Security Incident" in section two (2) of NIST Publication 800-61, Computer Security Incident Handling Guide, National Institute of Standards and Technology, U.S. Department of Commerce.

3. "Confidential Information" or "Confidential Data" means all confidential information disclosed by one party to the other such as all medical, health, financial, public assistance benefits and personal information including without limitation, Substance Abuse Treatment Records, Case Records, Protected Health Information and Personally Identifiable Information.

   Confidential Information also includes any and all information owned or managed by the State of NH - created, received from or on behalf of the Department of Health and Human Services (DHHS) or accessed in the course of performing contracted services - of which collection, disclosure, protection, and disposition is governed by state or federal law or regulation. This information includes, but is not limited to Protected Health Information (PHI), Personal Information (PI), Personal Financial Information (PFI), Federal Tax Information (FTI), Social Security Numbers (SSN), Payment Card Industry (PCI), and or other sensitive and confidential information.

4. "End User" means any person or entity (e.g., contractor, contractor's employee, business associate, subcontractor, other downstream user, etc.) that receives DHHS data or derivative data in accordance with the terms of this Contract.

5. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996 and the regulations promulgated thereunder.

6. "Incident" means an act that potentially violates an explicit or implied security policy, which includes attempts (either failed or successful) to gain unauthorized access to a system or its data, unwanted disruption or denial of service, the unauthorized use of a system for the processing or storage of data; and changes to system hardware, firmware, or software characteristics without the owner's knowledge, instruction, or consent. Incidents include the loss of data through theft or device misplacement, loss

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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

security breach as described above and communicate the risk assessment to the Covered Entity. The risk assessment shall include, but not be limited to:

I. The nature and extent of the protected health information involved, including the types of identifiers and the likelihood of re-identification;

II. The unauthorized person who accessed, used, disclosed, or received the protected health information;

III. Whether the protected health information was actually acquired or viewed; and

IV. How the risk of loss of confidentiality to the protected health information has been mitigated.

e. The Business Associate shall complete a risk assessment report at the conclusion of its incident or breach investigation and provide the findings in a written report to the Covered Entity as soon as practicable after the conclusion of the Business Associate's investigation.

f. Business Associate shall make available all of its internal policies and procedures, books and records relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of Covered Entity to the US Secretary of Health and Human Services for purposes of determining the Business Associate's and the Covered Entity's compliance with HIPAA and the Privacy and Security Rule, and Part 2, if applicable.

g. Business Associate shall require all of its business associates that receive, use or have access to PHI under the BAA to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein.

h. Within ten (10) business days of receipt of a written request from Covered Entity, Business Associate shall make available during normal business hours at its offices all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the BAA and the Agreement.

i. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI in a Designated Record Set to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.

j. Within ten (10) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a Designated Record Set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.

k. Business Associate shall document any disclosures of PHI and information related to any disclosures as would be required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.

l. Within ten (10) business days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to PHI in

accordance with 45 CFR Section 164.528.

m. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall within five (5) business days forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy and Security Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.

n. Within thirty (30) business days of termination of the Agreement, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from or created or received by the Business Associate in connection with the Agreement, and shall not retain any copies or back-ups of such PHI in any form or platform.

VI. If return or destruction is not feasible, or the disposition of the PHI has been otherwise agreed to in the Agreement, or if retention is governed by state or federal law, Business Associate shall continue to extend the protections of the Agreement, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible for as long as the Business Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

(4) Obligations of Covered Entity

a. Covered Entity shall post a current version of the Notice of the Privacy Practices on the Covered Entity's website:

https://www.dhhs.nh.gov/oos/hipaa/publications.htm in accordance with 45 CFR Section 164.520.

b. Covered Entity shall promptly notify Business Associate of any changes in, or revocation of permission provided to Covered Entity by individuals whose PHI may be used or disclosed by Business Associate under this BAA, pursuant to 45 CFR Section 164.506 or 45 CFR Section 164.508.

c. Covered entity shall promptly notify Business Associate of any restrictions on the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 CFR 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.

(5) Termination of Agreement for Cause

a. In addition to the General Provisions (P-37) of the Agreement, the Covered Entity may immediately terminate the Agreement upon Covered Entity's knowledge of a material breach by Business Associate of the Business Associate Agreement. The Covered Entity may either immediately terminate the Agreement or provide an opportunity for Business Associate to cure the alleged breach within a timeframe specified by Covered Entity.

(6) Miscellaneous

a. Definitions, Laws, and Regulatory References. All laws and regulations used,

Initial
Contractor Initials BAT

Date 5/20/2026

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	Waypoint
The State	Name of the Contractor
DocuSigned by: Iain Watt D778BB63F9704C7...	Signed by: Borja Alvarez de Toledo 2EBDBA264D9F4B0...
Signature of Authorized Representative	Signature of Authorized Representative
Iain Watt	Borja Alvarez de Toledo
Name of Authorized Representative	Name of Authorized Representative
Director - DPH	president and CEO
Title of Authorized Representative	Title of Authorized Representative
5/20/2026	5/20/2026
Date	Date

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Contractor Initials BAT

Date 5/20/2026

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State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that WAYPOINT is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on September 25, 1914. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **62585**
Certificate Number: **0007910901**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 17th day of April A.D. 2026.

David M. Scanlan
Secretary of State

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WAYPOINT
Help Along the Way

CHILD AND FAMILY SERVICES

CERTIFICATE OF VOTE

I, JEN STEBBINS THOMAS, Board Chair, do hereby certify that:

1. I am a duly elected Officer of WAYPOINT.

2. The following are true copies of two resolutions duly adopted at a meeting of the Board of Directors of the Agency duly held on 12/4/18:

RESOLVED: That this corporation enters into a contract with the State of New Hampshire, and any of its Agencies or Departments.

RESOLVED: That the PRESIDENT AND CEO is hereby authorized on behalf of this Agency to enter into the said contract with the State and to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, as he/she may deem necessary, desirable or appropriate.

BORJA ALVAREZ DE TOLEDO is the duly elected PRESIDENT/CEO of the Agency.

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority **remains valid for thirty (30)** days from the date of this Certificate of Authority. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

5-5-2026
Date

Jen Stebbins Thomas

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 12/30/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Stephanie Peffer	
Cross Insurance-Manchester 1100 Elm Street Manchester NH 03101	PHONE (A/C, No, Ext): (603) 669-3218	FAX (A/C, No): (603) 645-4331
	E-MAIL ADDRESS: manch.certs@crossagency.com	

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
Waypoint Po Box 448 Manchester NH 03105	INSURER A : Philadelphia Indemnity Ins Co	18058
	INSURER B : Granite State Health Care and Human Services Self-	
	INSURER C : Travelers Cas. & Surety Co of America	31194
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** 25-26 All 26-27 WC **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC [X] OTHER: Professional Liability			PHPK2570618	07/01/2025	07/01/2026	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 3,000,000
							PRODUCTS - COMP/OP AGG	$ 3,000,000
							Each incident $1M	$ 3,000,000 - agg
A	AUTOMOBILE LIABILITY [X] ANY AUTO OWNED AUTOS ONLY [ ] SCHEDULED AUTOS HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY			PHPK2570610	07/01/2025	07/01/2026	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED [X] RETENTION $ 10,000			PHUB869967	07/01/2025	07/01/2026	EACH OCCURRENCE	$ 4,000,000
							AGGREGATE	$ 4,000,000
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		P01710HCHS2026 (3a.) NH	01/01/2026	01/01/2027	[X] PER STATUTE [ ] OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
C	Fidelity & Forgery			105912196	04/01/2024	04/01/2027	Limit	500,000
							Deductible	5,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Refer to policy for exclusionary endorsements and special provisions.

CERTIFICATE HOLDER

NH Department of Health & Human Services Bureau of Contracts & Procurement
129 Pleasant Street
Concord NH 03301

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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NONPROFIT COVER SHEET

A. Entity Name: Waypoint

B. Entity's Contact Information:

For Records Requests (e.g., resumes of key personnel; audited financial statements):

Name / Phone / Email: Borja Alvarez de Toledo / 603-518-4000
alvarezdetoledob@waypointnh.org

Person responsible for Accuracy and Completeness of information provided:
Name: Borja Alvarez de Toledo Title: CEO & President
Signature:

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Janet Ackerman	Retired VP, Commercial Lending TD Bank
Melissa Biron (Treasurer)	Principal Nathan Wechsler & Company
Megan Carrier	Sheehan Phinney Bass & Green, PA
William Conrad	Retired
Robert Dapice	Executive Director/CEO NH Housing
Courtney Fifield	CEO, Members First Credit Union of NH
Emily Hammond	HR Executive
Mark Lubelczyk	President NH & VT, Citizens Bank
Marilyn Mahoney	Retired Attorney
Arnaldo Negron	Senior Electrical Engineer, Eversource
Zachery Palmer	Commercial and Small Business Leader
Terri Pastori	Managing Attorney, Pastori/Krans PLLC
Mark Rouvalis	Director, McLane Middleton
Timonthy Soucy	Retired
Lisa Kennedy Sheldon	Global Nurse Consultant, Dogcove Consulting
Jennifer Stebbins Thomas (Chair)	Partner,XSS/Tidemark/PROCON

D. List Key Personnel (Resumes must be available upon request to the person(s) listed in section B or may be attached**):**

Name	Role	Annual Salary	Amount Paid From This Contract
Borja Alvarez de Toledo	President/CEO	$200,000	$0
Erin George-Kelly	Chief Operating Officer	$127,500	$0
Kristen Campbell	Vice President of Programs	$119,995	$0

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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 (Unaudited 2025)

Revenue		Expenses	
Grants	$9,155,045	*Compensation of officers, directors, and key personnel*	$14,069,007
Donations	$2,664,664		
Program Services Revenue	$9,736,229	*Other salaries & wages*	$
Interest & Dividends	$101,793	*Payroll taxes & employee benefits*	$2,849,896
All other Revenue	$1,313,005	*Occupancy, rent, utilities, and insurance*	$1,405,819
Total Revenue	$22,970,736	*Printing, publications, postage, office supplies, and IT*	$539,159
		All other expenses	$3,771,261
		Total Expenses	$22,635,142

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2. BALANCE SHEET (Unaudited 2025)

Assets	
Cash & Equivalents	$3,267,101
Investments	$26,285,823
Real Estate (less any depreciation)	$
Other Property & Equipment (less any depreciation)	$7,952,775
Pledges, grants, accounts receivable	$2,260,637
All other assets	$3,644,217
Total Assets	$43,410,553

Liabilities	
Accounts Payable	$302,291
Loans Payable	$
All other liabilities	$43,108,262
Total Liabilities	$43,410,553

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Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
13674	Water Missions International	1150 Molly Greene Way, Building 1605North Charlesto	North Charleston	SC	29405	G	8/15/2026
18186	Water Project, Inc.	17 Depot Street, 2nd Floor	Concord	NH	03301	G	11/15/2026
15714	Water.org, Inc.	117 West 20th Street, Suite 203	Kansas City	MO	64108	G	8/15/2026
30545	Water4, Inc.	2405 NW 10th Street	Oklahoma City	OK	73107	G	5/15/2026
16053	WaterAid America, Inc.	233 Broadway, Room 2705	New York	NY	10279	G	2/15/2026
17152	Waterfront Rescue Mission, Inc.	350 West Herman StreetPensacola, FL 32505	Pensacola	FL	32505	G	5/15/2026
12741	WaterStone Support Foundation, Inc.	10807 New Allegiance Drive Suite 240	Colorado Springs	CO	80921	G	8/15/2026
11178	Waterville Valley Adaptive Sports	PO Box 505	Waterville Valley	NH	03215	G	5/15/2026
19016	Waterville Valley Athletic & Improvement Association	PO Box 412	Waterville Valley	NH	03215	G	5/15/2026
4117	Waterville Valley Black & Blue Trail Smashers/Snow Sports Education	PO Box 277	Waterville Valley	NH	03215	G	11/14/2026
5319	Waterville Valley Foundation	PO Box 464	Waterville Valley	NH	03215	G	5/15/2026
19642	Watoto Child Care Ministry	13617 North Florida Avenue	Tampa	FL	33613	G	11/15/2025
33817	Watts of Love	900 Warren Avenue	Downers Grove	IL	60515	G	11/14/2026
31219	Wawa Foundation, Inc.	260 West Baltimore Pike	Wawa	PA	19063	G	5/15/2026
3869	Way Home, Inc.	555 Auburn Street	Manchester	NH	03103	G	11/14/2026
32668	Way Station	PO Box 1888	North Conway	NH	03860	G	5/15/2027
34986	Way to Rise	1825 K St NW Ste 315	Washington	DC	20036	G	11/15/2025
34983	Way to Win Action Fund, Inc.	1825 K Street NW, Suite 315Washington, DC 20036	Washington	DC	20036	G	5/15/2026
19311	Waynesburg University	51 West College Street	Waynesburg	PA	15370	G	11/14/2026
2242	Waypoint	464 Chestnut Street	Manchester	NH	03105	G	5/15/2026
34889	Waypoint Adventure, Inc.	453 Concord Avenue	Lexington	MA	02421	G	11/15/2025
33693	We Achieve Education Foundation, Inc.	5001 East Commerenter Drive, Suite 265	Bakersfield	CA	93309	X	5/15/2024
6136	We Are Animal Guardians, Inc. (W.A.G.)	PO Box 3054	Peterborough	NH	03458	G	5/15/2026
14224	We Care Charity, Inc.	16 Deerfield Street	Salem	NH	03079	G	5/15/2026
30766	We Care Food Pantry	39 South Main Street #182	Rochester	NH	03867-2755	G	5/15/2026
31412	WE Charity	1959 Palomar Oaks Way, Suite 300	Carlsbad	CA	92011	X	7/15/2024
31578	We Heart West	157 Amory St.Manchester, NH 03102	Manchester	NH	03102	G	5/15/2026
35150	We Must Protect, Inc.	911312 Keoneula BlvdEwa Beach, HI 96706	Ewa Beach	HI	96706	G	10/15/2026
31524	We R H.O.P.E. Inc	27 Weeks Drive	Orford	NH	03777	X	5/15/2021
15692	We Raise Foundation	One Pierce Place, Suite 250E	Itasca	IL	60143	G	5/15/2026
33751	We Ride So They Fly	PO Box 111	Londonderry	NH	03053	G	5/15/2026
32084	We the Best Foundation, Inc.	3000 Marcus Avenue, Suite 1W5Lake Success, NY 1104	Lake Success	NY	11042	X	5/15/2025
33537	We the Protesters, Inc.	30 E 125th StNew York, NY 10035	New York	NY	10035	G	11/15/2026

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WAYPOINT
Help Along the Way

Waypoint Mission Statement

To empower individuals of all ages through an array of human services and advocacy.

Headquarters: 464 Chestnut Street, P.O. Box 448, Manchester, NH 03105
Toll-free: 1 (800) 640-6486 | Office: (603) 518-4000 | Fax: (603) 668-6260 | waypointnh.org

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WAYPOINT

CONSOLIDATED FINANCIAL STATEMENTS AND SUPPLEMENTARY INFORMATION

FOR THE YEAR ENDED DECEMBER 31, 2024

(WITH SUMMARIZED FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2023)

WAYPOINT

Help Along the Way

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WAYPOINT

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CBIZ CPAs P.C.

9 Executive Park Drive
Suite 100
Merrimack, NH 03054

P: 603.882.1111

Independent Auditors' Report

To the Board of Trustees
Waypoint
Manchester, NH

Report on the Audit of Financial Statements

Opinion

We have audited the consolidated financial statements of Waypoint (the "Organization"), which comprise the consolidated statement of financial position as of December 31, 2024, and the related consolidated statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the consolidated financial statements (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as of December 31, 2024, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America ("GAAS"). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for one year after the date that the consolidated financial statements are available to be issued.

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Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying consolidated schedule of operating expenses for 2024 is presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The 2024 information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance GAAS. In our opinion, the accompanying supplementary information is fairly stated in all material respects in relation to the consolidated financial statements as a whole. The 2023 consolidated schedule of operating expenses on page 38 was subjected to the auditing procedures applied in the 2023 audit of the basic financial statements by Marcum LLP, whose report dated May 20, 2024, stated that the information was fairly stated in all material respects in relation to the 2023 financial statements as a whole.

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Other Matter

Report on Summarized Comparative Information

The financial statements of Waypoint as of and for the year ended December 31, 2023, were audited by Marcum, LLP, whose report dated May 20, 2024, expressed an unmodified opinion on those statements. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2023 is consistent, in all material respects, with the audited financial statements from which it has been derived.

CBIZ CPAs P.C.

Merrimack, NH
June 3, 2025

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WAYPOINT

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

DECEMBER 31, 2024

(*with summarized comparative totals as of December 31, 2023*)

	2024			
	Without Donor Restrictions	With Donor Restrictions	2024 Total	2023 Total
Assets				
Current Assets				
Cash and cash equivalents	$ 5,381,870	$ --	$ 5,381,870	$ 5,649,783
Restricted cash	71,739	--	71,739	70,644
Accounts receivable, net of allowance for credit losses of $6,143 and $11,667	712,166	--	712,166	1,011,771
Grants receivable	1,367,610	--	1,367,610	1,649,265
Contributions receivable	238,345	--	238,345	218,258
Prepaid expenses	299,731	--	299,731	198,073
Assets held for sale	504,455	--	504,455	565,398
Total Current Assets	8,575,916	--	8,575,916	9,363,192
Noncurrent Assets				
Investments	18,312,112	4,819,625	23,131,737	21,394,755
Beneficial interest held in trusts	--	2,275,542	2,275,542	2,165,143
Property and equipment, net	9,078,633	--	9,078,633	9,110,157
Operating right-of-use assets, net	747,017	--	747,017	293,239
Total Noncurrent Assets	28,137,762	7,095,167	35,232,929	32,963,294
Total Assets	$ 36,713,678	$ 7,095,167	$ 43,808,845	$ 42,326,486
Liabilities and Net Assets				
Current Liabilities				
Accounts payable	$ 334,063	$ --	$ 334,063	$ 185,519
Accrued payroll and related liabilities	781,496	--	781,496	713,461
Other liabilities	54,799	--	54,799	58,649
Current portion of bonds payable	195,000	--	195,000	180,000
Current portion of operating lease liabilities	203,943	--	203,943	172,933
Refundable advances	257,818	--	257,818	316,902
Total Current Liabilities	1,827,119	--	1,827,119	1,627,464
Noncurrent Liabilities				
Bonds payable, net of current portion	2,976,833	--	2,976,833	3,175,167
Operating lease liabilities, net of current portion	552,821	--	552,821	124,897
Deferred loans - NHHFA	1,250,000	--	1,250,000	1,250,000
Interest rate swap agreements	--	--	--	380,838
Total Noncurrent Liabilities	4,779,654	--	4,779,654	4,930,902
Total Liabilities	6,606,773	--	6,606,773	6,558,366
Net Assets				
Without donor restrictions	30,106,905	--	30,106,905	29,174,355
With donor restrictions	--	7,095,167	7,095,167	6,593,765
Total Net Assets	30,106,905	7,095,167	37,202,072	35,768,120
Total Liabilities and Net Assets	$ 36,713,678	$ 7,095,167	$ 43,808,845	$ 42,326,486

The accompanying notes are an integral part of these consolidated financial statements.

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WAYPOINT

CONSOLIDATED STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED DECEMBER 31, 2024

(*with summarized comparative totals for the year ended December 31, 2023*)

	2024			
	Without Donor Restrictions	With Donor Restrictions	2024 Total	2023 Total
Support and Revenue				
Support:				
Government grants	$ 8,770,270	$ 205,645	$ 8,975,915	$ 9,612,403
Contributions	1,069,405	1,973,913	3,043,318	3,719,281
In-kind contributions	75,404	--	75,404	77,736
Special events:				
Gross revenue	18,148	521,844	539,992	438,255
Less cost of direct benefit to donors	(60,204)	--	(60,204)	(120,158)
Net special events revenue	(42,056)	521,844	479,788	318,097
Revenue:				
Service fees	9,302,115	--	9,302,115	8,084,807
Rental income	37,721	--	37,721	15,641
Other income	117,962	--	117,962	119,368
Net Assets Released From Restrictions:				
Program releases	2,526,087	(2,526,087)	--	--
Endowment releases	99,392	(99,392)	--	--
Endowment Transfer to Support Operations	1,099,141	--	1,099,141	868,594
Total Support and Revenue	23,055,441	75,923	23,131,364	22,815,927
Operating Expenses				
Program services	18,704,392	--	18,704,392	17,015,721
Management and general	3,877,199	--	3,877,199	3,382,989
Fundraising	479,736	--	479,736	465,528
Total Operating Expenses	23,061,327	--	23,061,327	20,864,238
Change in Net Assets From Operations	(5,886)	75,923	70,037	1,951,689
Nonoperating Activities				
Investment income, net	1,911,323	315,080	2,226,403	2,994,248
Unrealized gain on interest rate swap	73,538	--	73,538	19,097
Loss on disposal of asset	(151,419)	--	(151,419)	(4,136)
Change in beneficial interest	--	110,399	110,399	144,402
Interest income	204,135	--	204,135	297,174
Endowment transfer to support operations	(1,099,141)	--	(1,099,141)	(868,594)
Employee retention tax credit, net	--	--	--	4,055,864
Total Nonoperating Activities	938,436	425,479	1,363,915	6,638,055
Change in Net Assets	932,550	501,402	1,433,952	8,589,744
Net Assets, Beginning of Year	29,174,355	6,593,765	35,768,120	27,178,376
Net Assets, End of Year	$ 30,106,905	$ 7,095,167	$ 37,202,072	$ 35,768,120

The accompanying notes are an integral part of these consolidated financial statements.

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WAYPOINT

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2024

(with summarized comparative totals for the year ended December 31, 2023)

	2024				
	Program Services	Management and General	Fundraising	2024 Total	2023 Total
Personnel expense:					
Salaries and wages	$ 10,858,994	$ 1,922,147	$ 318,381	$ 13,099,522	$ 11,593,682
Employee benefits	1,908,460	347,144	43,529	2,299,133	1,937,861
Retirement plan	175,555	72,309	5,832	253,696	160,453
Payroll taxes and other	1,063,685	152,744	24,364	1,240,793	1,141,997
Subtotal personnel expense	14,006,694	2,494,344	392,106	16,893,144	14,833,993
Professional fees:					
Accounting	2,135	47,450	--	49,585	45,645
Legal	8,519	13,090	--	21,609	77,657
Contracted services	412,274	487,084	33,566	932,924	877,580
Subtotal professional fees	422,928	547,624	33,566	1,004,118	1,000,882
Assistance to individuals	1,477,779	1,230	23,155	1,502,164	1,345,776
Communications	221,698	41,464	6,439	269,601	244,929
Conferences, conventions, meetings, and trainings	143,980	73,470	5,267	222,717	173,278
Depreciation	408,967	142,677	6,087	557,731	574,675
Insurance	142,204	13,322	2,501	158,027	184,107
Interest	275,293	26,742	4,141	306,176	332,161
Membership dues	44,198	14,792	1,840	60,830	45,738
Miscellaneous	56,919	73,875	14,116	144,910	171,170
Occupancy	842,634	66,877	11,364	920,875	910,109
Printing and publications	19,060	33,577	35,680	88,317	122,970
Equipment rental and maintenance	88,170	315,355	1,221	404,746	401,765
Supplies	91,898	8,666	1,603	102,167	164,340
Travel	461,970	23,184	854	486,008	478,503
Total Expenses By Function	18,704,392	3,877,199	539,940	23,121,531	20,984,396
Less expenses included on the Statement of Activities:					
Cost of direct benefits to donors	--	--	(60,204)	(60,204)	(120,158)
Total Expenses Reported on the Statement of Activities	$ 18,704,392	$ 3,877,199	$ 479,736	$ 23,061,327	$ 20,864,238

The accompanying notes are an integral part of these consolidated financial statements.

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WAYPOINT

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2024

(with summarized comparative totals for the year ended December 31, 2023)

	2024	2023
Cash Flows from Operating Activities		
Change in net assets	$ 1,433,952	$ 8,589,744
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	557,731	574,675
Disposals of fixed assets	156,524	36,625
Amortization of operating right-of-use assets	330,219	212,581
Contributions restricted for endowment	(5,604)	(34,963)
Donation of closely held securities	(700,000)	(750,000)
Realized gain on investments	(743,777)	(308,748)
Unrealized (gain) loss on investments	(756,022)	(2,155,130)
Change in beneficial interest in trusts	(110,399)	(144,402)
Change in interest rate swap	(380,838)	(19,097)
Changes in operating assets and liabilities:		
Accounts receivable	299,605	(340,039)
Grants receivable	281,655	(374,385)
Contributions receivable	(20,087)	(88,258)
Prepaid expenses	(101,658)	388,928
Accounts payable	148,544	(60,793)
Accrued payroll and related liabilities	68,035	(178,028)
Other liabilities	(3,850)	(147,238)
Refundable advances	(59,084)	(126,840)
Operating lease liabilities	(325,062)	(209,548)
Net Cash Provided by Operating Activities	69,884	4,865,084
Cash Flows from Investing Activities		
Purchases of investments	(735,716)	(561,345)
Proceeds from sale of investments	1,198,533	949,237
Purchase of fixed assets	(621,789)	(181,713)
Net Cash (Used in) Provided by Investing Activities	(158,972)	206,179
Cash Flows from Financing Activities		
Contributions restricted for endowment	5,604	34,963
Proceeds from line of credit	744,768	5,505,906
Principal payments on line of credit	(744,768)	(5,505,906)
Payment of long-term debt	(183,334)	(175,000)
Net Cash Used in Financing Activities	(177,730)	(140,037)
Net Change in Cash and Cash Equivalents, and Restricted Cash	(266,818)	4,931,226
Cash and Cash Equivalents, and Restricted Cash, Beginning of Year	5,720,427	789,201
Cash and Cash Equivalents, and Restricted Cash, End of Year	$ 5,453,609	$ 5,720,427
Supplemental Disclosure of Cash Flow Information:		
Cash paid during the year for interest	$ 306,176	$ 332,161
As reported in the Consolidated Statement of Financial Position, cash balance consists of:		
Cash and cash equivalents	$ 5,381,870	$ 5,649,783
Restricted cash	71,739	70,644
Total Cash, Cash Equivalents, and Restricted Cash	$ 5,453,609	$ 5,720,427

The accompanying notes are an integral part of these consolidated financial statements.

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NOTE 1 - ORGANIZATION

Waypoint (the "Organization") is a nonprofit organization, founded in 1850, with a mission to empower people of all ages through an array of human services and advocacy. Waypoint adheres to the highest standards of practice and is the only organization in New Hampshire to be accredited by the Council on Accreditation.

Waypoint has historically been the first service provider to respond to the state's most pressing needs – responding to child labor of the 1900s, child abuse in the 1940s, the spike in youth homelessness in the 1960s, human trafficking in the 2010s, and continues that trend today. Each year the Organization serves an average of 7,500 individuals, children, and families across New Hampshire. Nearly 90% of its clients live in poverty or with very low incomes.

These services span the life cycle from prenatal to seniors, and fall under four core care areas:

FAMILY PRESERVATION AND STRENGTHENING

Intensive home-based programs in partnership with the Division of Children, Youth, and Families to restore positive family functioning for youth and families involved with the child welfare and juvenile justice systems as well as voluntary services for families that are at risk to stabilize families. Programs are delivered in the home, schools, or community, and include mental health counseling and substance abuse treatment, as well as a complex system of family stabilization and preservation programs. The Organization empowers families with the skills and resources they need to provide for their children and become self-sufficient.

EARLY CHILDHOOD AND FAMILY SUPPORT

Education and support to improve parenting, strengthen families, prevent child abuse, and neglect, and ensure the healthy development of children are provided in homes and through Family Resource Centers throughout New Hampshire. This includes home visiting services that support families, and support and therapy for infants and toddlers with, or at-risk of, developmental disabilities and delays. The Organization operated a childcare center through August 2024 (the Children's Place and Parent Education Center) which provided a unique combination of educational and family support. Young children starting life at a disadvantage received critical services to ensure a good beginning and to optimize their chances for life-long success.

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NOTE 1 - ORGANIZATION (CONTINUED)

HOMELESS YOUTH AND YOUNG ADULTS

A continuum of care designed to support youth and young adults (12-25) in exiting homelessness and finding long-term independence and stability. Services feature street-based outreach, basic needs fulfillment at drop-in centers, crisis intervention, educational and vocational advocacy, housing, and case management. The Organization operates the only low-barrier emergency shelter specifically for adults aged 18-24 who are experiencing or are at-risk of homelessness.

HEALTH AND WELLBEING

In-home support for seniors and adults with disabilities so they can maintain their independence safely in their community, and family-strengthening support and resources, for children with chronic health conditions and their families. The Organization provides services delivered by personal care service providers, nurses, and LNAs in homes that help with everything from cooking and cleaning to personal hygiene, medication reminders, mobility, and help with daily tasks. The Organization believes all children and families should have equal opportunities to attain their full health potential. The Organization's health care coordination program supports children (birth to age 21) with special health conditions and their families in managing conditions by providing essential tools and resources for effective care.

The Organization provides additional support for children, families, and individuals through a strong advocacy program, established in 1971. The combination of advocacy and direct service practice uniquely positions the Organization to serve the best interests of New Hampshire children.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of significant accounting policies used in preparing and presenting the accompanying consolidated financial statements.

BASIS OF FINANCIAL STATEMENT PRESENTATION

The consolidated financial statements of the Organization have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America ("GAAP").

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NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

PRINCIPLES OF CONSOLIDATION

The consolidated financial statements include Waypoint and Child and Family Realty Corporation, commonly controlled organizations. All inter-organization transactions have been eliminated. Unless otherwise noted, these consolidated entities are hereinafter referred to as "the Organization".

PRIOR-YEAR SUMMARIZED FINANCIAL INFORMATION

The accompanying consolidated financial statements include certain prior-year summarized comparative information in total, but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with GAAP. Accordingly, such information should be read in conjunction with the audited consolidated financial statements for the year ended December 31, 2023, from which the summarized information was derived.

CASH AND CASH EQUIVALENTS

All cash and highly liquid financial instruments with original maturities of three months or less, and which are neither held for nor restricted by donors for long-term purposes, are considered to be cash and cash equivalents. Cash and highly liquid financial instruments invested for long-term purposes, including endowments that are perpetual in nature, are excluded from this definition.

ACCOUNTS RECEIVABLE AND CREDIT POLICIES

Accounts receivable consists primarily of noninterest-bearing amounts due for services and programs. At the end of each reporting period, the Organization estimates the current expected credit loss ("CECL"). The Organization utilizes the loss rate methodology to determine historical credit losses. The loss rate method estimate is derived from a review of the Organization's historical write-offs as a percentage of average accounts receivable. The estimate is adjusted for management's assessment of current conditions, reasonable and supportable forecasts regarding future events, and any other factors deemed relevant. The Organization believes historical loss information is a reasonable starting point for calculating the expected allowance for credit losses, as the Organization's programs have remained consistent since inception. Based on economic indicators, including 2024 and general overall economic conditions, the Organization is not anticipating a change in the historical credit loss rate from what it has been in the past.

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NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

ACCOUNTS RECEIVABLE AND CREDIT POLICIES (CONTINUED)

The Organization writes off receivables when there is information that indicates the debtor is facing significant financial difficulty and there is no possibility of recovery. If any recoveries are made from any accounts previously written off, they will be recognized in income or as an offset to credit loss expense in the year of recovery, in accordance with the Organization's accounting policy election. The total amount of write-offs was $-0- and $18,555 for the years ended December 31, 2024 and 2023, respectively.

GRANTS RECEIVABLE

Amounts recorded as grants receivable represent cost-reimbursable contracts and grants, which the incurrence of allowable qualifying expenses and/or the performance of certain requirements have been met or performed. Grants receivable are recorded at net realizable value and are generally due and collectible within one year. The allowance for uncollectible grants receivable is based on historical experience and a review of subsequent collections. Management has determined that no allowance is necessary.

CONTRIBUTIONS RECEIVABLE

Unconditional contributions that are expected to be collected within one year are recorded at net realizable value. Unconditional contributions that are expected to be collected in future years are initially recorded at fair value using present value techniques incorporating risk-adjusted discount rates designed to reflect the assumptions market participants would use in pricing the asset. In subsequent years, amortization of the discounts is included in contribution revenue in the consolidated statement of activities. The allowance for uncollectable contributions is based on historical experience, an assessment of economic conditions, and a review of subsequent collections. Contributions are written off when deemed uncollectable. Management has determined that no allowance is necessary. Contributions receivable are expected to due and collectable within one year.

INVESTMENTS

Investment purchases are recorded at cost, or if donated, at fair value on the date of donation. Thereafter, investments are reported at their fair value in the consolidated statement of financial position. Net investment income is reported in the consolidated statement of activities and consists of interest and dividend income, realized and unrealized gains and losses, less external investment expenses. External investment expenses totaled $53,933 and $48,133 for the years ended December 31, 2024 and 2023, respectively. Investments include equity-based investments in mutual funds and equity securities of public companies, which are carried at fair value based on quoted market prices.

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NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

INVESTMENTS (CONTINUED)

The Organization maintains pooled investment accounts for its endowment. Realized and unrealized gains and losses are allocated to the individual endowments based on the relationship of the market value of each endowment to the total market value of the pooled investment accounts, as adjusted for additions to or deductions from those accounts, and taking into consideration donor restrictions related to the treatment of investment earnings.

BENEFICIAL INTEREST HELD IN TRUSTS

The Organization is the beneficiary of perpetual charitable trusts. The Organization is the sole beneficiary of four funds held by the New Hampshire Charitable Foundation ("NHCF"), as well as two separate charitable remainder trusts, and 50% beneficiary of a third charitable remainder trust. The beneficial interest in trusts is reported at its fair value, which is estimated as the fair value of the underlying trust assets. Distributions of income from trust assets are restricted as to use and are reported as increases in net assets with donor restrictions until expended in accordance with restrictions. The value of the beneficial interest in the trusts is adjusted annually for the change in its estimated fair value. Those changes in value are reported as increases in net assets with donor restrictions. The assets in the trusts will never be distributed to the Organization.

PROPERTY AND EQUIPMENT, NET

Property and equipment additions over $10,000 are recorded at cost, if purchased, and at fair value at the date of donation, if donated. Depreciation is computed using the straight-line method over the estimated useful lives of the assets ranging from 5 to 50 years. When assets are sold or otherwise disposed of, the cost and related depreciation is removed, and any resulting gain or loss is included in the consolidated statement of activities. Costs of maintenance and repairs that do not improve or extend the useful lives of the respective assets are expensed. Assets not in service are not depreciated.

The carrying values of property and equipment are reviewed for impairment whenever events or circumstances indicate that the carrying value of an asset may not be recoverable from the estimated future cash flows expected to result from its use and eventual disposition. When considered impaired, an impairment loss is recognized to the extent carrying value exceeds the fair value of the asset. There were no indicators of asset impairment in 2024 or 2023.

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NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

LEASES

The Organization is a lessee in several noncancellable operating leases, for office space and equipment. The Organization determines if an arrangement is a lease, or contains a lease, at inception of a contract and when the terms of an existing contract are changed. The Organization recognizes a lease liability and a right-of-use (ROU) asset at the commencement date of the lease. The lease liability is initially and subsequently recognized based on the present value of its future lease payments. Variable payments are included in the future lease payments when those variable payments depend on an index or a rate. The Organization generally does not have access to the rate implicit in the lease and, therefore, the Organization utilizes a risk-free rate as the discount rate at the lease commencement date for all classes of underlying assets. The ROU asset is subsequently measured throughout the lease term at the amount of the remeasured lease liability (i.e., present value of the remaining lease payments), plus unamortized initial direct costs, plus (minus) any prepaid (accrued) lease payments, less the unamortized balance of lease incentives received, and any impairment recognized. Lease cost for lease payments is recognized on a straight-line basis over the lease term.

The Organization has elected, for all underlying classes of assets, to not recognize ROU assets and lease liabilities for short-term leases that have a lease term of 12 months or less at lease commencement, and do not include an option to purchase the underlying asset that the Organization is reasonably certain to exercise. The Organization recognizes lease costs associated with short-term leases on a straight-line basis over the lease term.

The Organization has lease agreements with lease and non-lease components, which are generally accounted for separately. The Organization has elected, for all underlying classes of assets, to account for each separate lease component of a contract and its associated non-lease components (repairs and maintenance) as a single lease component. For arrangements accounted for as a single lease component, there may be variability in future lease payments as the amount of the non-lease components is typically revised from one period to the next. These variable lease payments are recognized in operating expenses in the period in which the obligation for those payments was incurred.

INTEREST RATE SWAP

An interest rate swap is utilized to mitigate interest rate risk on bonds payable. The related liability is reported at fair value in the consolidated statement of financial position, and unrealized gains or losses are included in the consolidated statement of activities. In 2024, the Organization terminated the interest rate swap.

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NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

NET ASSETS

Net assets, revenues, gains, and losses are classified based on the existence or absence of donor-imposed restrictions.

Net Assets Without Donor Restrictions

Net assets without donor restrictions are net assets available for use in general operations and not subject to donor-imposed restrictions. The Board has designated, from net assets without donor restrictions, net assets for a Board-designated endowment and an ERTC reserve.

Net Assets With Donor Restrictions

Net assets with donor restrictions are net assets subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity while permitting the Organization to expend the income generated by the assets in accordance with the provisions of additional donor-imposed stipulations or a Board approved spending policy. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both. The Organization recognizes revenue from contributions and grants that were initially conditional, which became unconditional with restrictions during the reporting period, and for which those restrictions were met during the reporting period, as net assets without donor restrictions.

REVENUE RECOGNITION

A portion of the Organization's revenue is derived from cost-reimbursable contracts and grants, which are conditioned upon certain performance requirements and/or the incurrence of allowable qualifying expenses. Amounts received are recognized as revenue when the Organization has incurred expenditures or met performance requirements in compliance with specific contract or grant provisions. Amounts received prior to incurring qualifying expenditures or meeting performance requirements are reported as refundable advances in the consolidated statement of financial position.

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NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

REVENUE RECOGNITION (CONTINUED)

The Organization recognizes contributions when cash, securities or other assets; an unconditional promise to give; or a notification of a beneficial interest is received. Conditional promises to give – that is, those with a measurable performance or other barrier and a right of return – are not recognized until the conditions on which they depend have been met.

The Organization records special events revenue equal to the fair value of direct benefits to donors, and contribution income for the excess received when the event takes place.

Revenues derived from providing services are recognized when the performance obligation of providing the services are met. The performance obligation of providing program services is simultaneously received and consumed by the participants; therefore, the revenue is recognized when the service occurs. Service fee revenues are comprised of Medicaid, private insurance, and other sources that reflects the consideration to which the Organization expects to be entitled in exchange for providing client services. Service fees are billed monthly after the services are rendered, at rates established by the New Hampshire Department of Health and Human Services ("DHHS") specific to the level of service provided.

DONATED SERVICES AND IN-KIND CONTRIBUTIONS

Contributed nonfinancial assets include donated food, supplies, professional services, and other in-kind contributions which are recorded at the respective fair values of the goods or services received (Note 14). The Organization does not sell donated gifts-in-kind. In addition to contributed nonfinancial assets, volunteers contribute significant amounts of time to program services, administration, and fundraising and development activities; however, the financial statements do not reflect the value of these contributed services because they do not meet recognition criteria prescribed by GAAP. GAAP allows recognition of contributed services only if (a) the services create or enhance nonfinancial assets, or (b) the services would have been purchased if not provided by contribution, require specialized skills, and are provided by individuals possessing those skills.

ADVERTISING COSTS

Advertising costs are expensed as incurred and are reported in the consolidated statement of activities and consolidated statement of functional expenses.

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NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

FUNCTIONAL ALLOCATION OF EXPENSES

The costs of program and supporting services activities have been summarized on a functional basis in the consolidated statement of activities. The consolidated statement of functional expenses presents the natural classification detail of expenses by function.

The consolidated financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Therefore, expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include salary and benefits, which are allocated based on time and effort estimates, and occupancy costs and depreciation which are allocated based on personnel count at the location.

MEASURE OF OPERATIONS

The consolidated statement of activities reports all changes in net assets, including changes in net assets from operating and nonoperating activities. Operating activities consist of those items attributable to the Organization's ongoing programs and services and include the Organization's annual endowment transfer to support operations. Nonoperating activities are limited to resources outside of those programs and services and are comprised of non-recurring gains and losses on sales and dispositions, investment income, changes in the value of beneficial interests and interest rate swaps, and employee retention tax credit net of applicable expenses.

INCOME TAXES

Waypoint has been recognized by the Internal Revenue Service ("IRS") as exempt from federal income taxes under Internal Revenue Code ("IRC") Section 501(a) as an organization described in IRC Section 501(c)(3), qualifies for charitable contribution deductions, and has been determined not to be a private foundation. Child and Family Realty Corporation is exempt from federal income tax under Section 501(a) of the IRC as an organization described in Section 501(c)(25).

Each entity is annually required to file a Return of Organization Exempt from Income Tax (Form 990) with the IRS. In addition, each is subject to income tax on net income that is derived from business activities that are unrelated to their exempt purpose.

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NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

INCOME TAXES (CONTINUED)

The Organization accounts for uncertain tax provisions under Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC") 740, *Income Taxes*, which provides a framework for how entities should recognize, measure, present, and disclose uncertain tax positions in their financial statements. The Organization may recognize the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by the taxing authorities, based on the technical merits of the position. Management has reviewed the Organization's reporting and believes they have not taken tax positions that are more likely than not to be determined to be incorrect by the IRS and, therefore, no adjustments or disclosures are required. The Organization is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods pending or in progress.

ESTIMATES

The preparation of consolidated financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results may differ from those estimates.

FINANCIAL INSTRUMENTS AND CREDIT RISK

Deposit concentration risk is managed by placing cash deposits with financial institutions believed to be creditworthy. At times, amounts on deposit may exceed insured limits. To date, no losses have been experienced in any of these accounts. Credit risk associated with receivables is considered to be limited due to high historical collection rates. Investments are exposed to various risks such as interest rate, market, and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such change could materially affect the amounts reported in the consolidated statement of financial position. Although the fair value of investments are subject to fluctuation on a year-to-year basis, the Investment Committee believes that the investment policies and guidelines are prudent for the long-term welfare of the Organization.

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NOTE 3 - LIQUIDITY AND AVAILABILITY

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the date of the consolidated statement of financial position, were comprised of the following at December 31, 2024 and 2023:

	2024	2023
Financial assets at year end:		
Cash and cash equivalents	$ 5,381,870	$ 5,649,783
Restricted cash	71,739	70,644
Accounts receivable	712,166	1,011,771
Grants receivable	1,367,610	1,649,265
Contributions receivable	238,345	218,258
Investments	23,131,737	21,394,755
Beneficial interest held in trusts	2,275,542	2,165,143
Total financial assets	33,179,009	32,159,619
Less amounts not available to be used within one year:		
Restricted cash not available for general expenditure	71,739	70,644
Net assets with donor restrictions	7,095,167	6,593,765
Add amounts available to spend within one year:		
Net assets with purpose restrictions to be met in less than a year	(1,685,274)	(1,515,563)
Donor-restricted endowment subject to spending policy rate and appropriation	(73,998)	(73,998)
Closely held securities	1,450,000	750,000
Board-designated - ERTC funds	3,954,266	4,261,566
Board-designated endowment	16,651,246	16,173,416
Add amounts available to spend within one year:		
Board-designated endowment annual spending policy rate and appropriation	(883,752)	(899,141)
Total amounts not available to be used within one year	26,579,394	25,360,689
Financial assets available to meet general expenditures over the next year	$ 6,599,615	$ 6,798,930

Endowment funds consist of donor-restricted endowments and funds designated by the Board to function as endowments. Income from donor-restricted endowments is restricted for specific purposes or restricted to the Organization's spending policy. The portion of endowment funds that are perpetual in nature are not available for general expenditure.

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NOTE 3 - LIQUIDITY AND AVAILABILITY (CONTINUED)

The Board-designated endowment is subject to an annual spending rate as determined by the Board. Although there is no intention to spend from the Board-designated endowment (other than amounts appropriated for general expenditure as part of the Board's annual budget approval and appropriation), these amounts could be made available if necessary.

As part of its liquidity management plan, the Organization also has a $1,500,000 revolving line of credit available to meet cash flow needs (Note 7).

NOTE 4 - ASSETS HELD FOR SALE

The Organization entered into a purchase and sales agreement to sell the land, building and improvements, and equipment assets for piece of real estate property located in Concord, NH historically referenced as Camp Spaulding. The sale is expected to close in 2025.

NOTE 5 - INVESTMENTS AND FAIR VALUE MEASUREMENTS

Certain assets are reported at fair value in the financial statements. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal, or most advantageous, market at the measurement date under current market conditions regardless of whether that price is directly observable or estimated using another valuation technique. Inputs used to determine fair value refer broadly to the assumptions that market participants would use in pricing the asset or liability, including assumptions about risk. Inputs may be observable or unobservable. Observable inputs are inputs that reflect the assumptions market participants would use in pricing the asset or liability based on market data obtained from sources independent of the reporting entity. Unobservable inputs are inputs that reflect the reporting entity's own assumptions about the assumptions market participants would use in pricing the asset or liability based on the best information available.

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NOTE 5 - INVESTMENTS AND FAIR VALUE MEASUREMENTS (CONTINUED)

A three-tier hierarchy categorizes the inputs as follows:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities that are accessible at the measurement date.

- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. These include quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, inputs other than quoted prices that are observable for the asset or liability, and market-corroborated inputs.

- Level 3 – Unobservable inputs for the asset or liability. In these situations, inputs are developed using the best information available in the circumstances.

In some cases, the inputs used to measure the fair value of an asset or a liability might be categorized within different levels of the fair value hierarchy. In those cases, the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement. Assessing the significance of a particular input to entire measurement requires judgment, taking into account factors specific to the asset or liability. The categorization of an asset or liability within the hierarchy is based upon the pricing transparency of the asset or liability and does not necessarily correspond to the assessment of the quality, risk, or liquidity profile of the asset or liability.

Certain investment assets are classified within Level 1 because they comprise open-ended mutual funds with readily determinable and quoted fair values based on daily redemption values. The Organization holds equity interest in a private equity limited liability company, received through donation, and is valued at fair value using per share price of an offering occurring around year-end. The equity interest is considered a Level 3 measurement. The fair value of beneficial interest in remainder trust is determined using present value techniques and risk-adjusted discount rates designed to reflect the assumptions market participants would use in pricing the underlying assets and is based on the fair value of trust investments as reported by the trustees. The beneficial interest in remainder trust is considered a Level 3 measurement.

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NOTE 5 - INVESTMENTS AND FAIR VALUE MEASUREMENTS (CONTINUED)

The following table presents the Organization's assets measured at fair value on a recurring basis at December 31, 2024:

	2024			
	Total	Level 1	Level 2	Level 3
Assets:				
Investments:				
Mutual funds	$21,675,658	$21,675,658	$ --	$ --
Common stock	6,079	6,079	--	--
Closely held securities	1,450,000	--	--	1,450,000
	23,131,737	21,681,737	--	1,450,000
Beneficial interests held in trust:				
NHCF	1,314,217	--	--	1,314,217
Greenleaf	364,739	--	--	364,739
Spaulding	341,630	--	--	341,630
Cogswell	254,956	--	--	254,956
	2,275,542	--	--	2,275,542
Total assets at fair value	$25,407,279	$21,681,737	$ --	$3,725,542

The following table presents the Organization's assets measured at fair value on a recurring basis at December 31, 2023:

	2023			
	Total	Level 1	Level 2	Level 3
Assets:				
Investments:				
Mutual funds	$20,644,755	$20,644,755	$ --	$ --
Closely held securities	750,000	--	--	750,000
	21,394,755	20,644,755	--	750,000
Beneficial interests held in trust:				
NHCF	1,245,254	--	--	1,245,254
Greenleaf	353,987	--	--	353,987
Spaulding	324,126	--	--	324,126
Cogswell	241,776	--	--	241,776
	2,165,143	--	--	2,165,143
Total assets at fair value	$23,559,898	$20,644,755	$ --	$2,915,143

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NOTE 5 - INVESTMENTS AND FAIR VALUE MEASUREMENTS (CONTINUED)

Under the terms of the Organization's line of credit agreement (Note 7), the Organization has agreed not to pledge the mutual funds as security on any other debt.

The following is a reconciliation of the beginning and ending balances of assets measured at fair value on a recurring basis using significant unobservable inputs (Level 3) for the year ended December 31, 2024:

	Closely Held Securities	Beneficial Interest Held in Trusts
Balance at December 31, 2023	$ 750,000	$ 2,165,143
Purchases/contributions of investments	700,000	1,543
Investment return, net	--	176,007
Distributions	--	(67,151)
Balance at December 31, 2024	$ 1,450,000	$ 2,275,542

The following is a reconciliation of the beginning and ending balances of assets measured at fair value on a recurring basis using significant unobservable inputs (Level 3) for the year ended December 31, 2023:

	Closely Held Securities	Beneficial Interest Held in Trusts
Balance at December 31, 2022	$ --	$ 2,020,741
Purchases/contributions of investments	750,000	--
Investment return, net	--	202,718
Distributions	--	(58,316)
Balance at December 31, 2023	$ 750,000	$ 2,165,143

Interest and dividends and net unrealized gains on investments and beneficial interest in remainder trusts are reflected in the accompanying statement of activities and changes in net assets as investment income, net and change in beneficial interest.

Investments, in general, are exposed to various risks such as interest rate, credit, and overall market volatility. As such, it is reasonably possible that changes in the value of investments will occur in the near term and that such changes could materially affect the amounts reported in the statement of financial position and the statement of activities and changes in net assets.

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NOTE 6 - PROPERTY AND EQUIPMENT, NET

Property and equipment, net was comprised of the following at December 31, 2024 and 2023:

	2024	2023
Land and land improvements	$ 958,884	$ 958,884
Buildings and improvements	11,254,235	11,072,089
Furniture, fixtures, and equipment	619,457	619,457
Vehicles	54,663	68,761
Software	465,730	465,730
Construction in progress	237,924	82,075
Subtotal	13,590,893	13,266,996
Less accumulated depreciation	(4,512,260)	(4,156,839)
Total	$ 9,078,633	$ 9,110,157

NOTE 7 - LINE OF CREDIT

The Organization has a $1,500,000 revolving line of credit agreement with a bank, which is payable on demand. The line is secured by a first lien on accounts receivable, double negative pledge on all investments of the borrower, and carries a variable rate of interest at the Wall Street Journal prime rate (7.5% at December 31, 2024), adjusted daily. At December 31, 2024 and 2023, there was no outstanding balance on this line of credit.

NOTE 8 - BONDS PAYABLE

During 2007, the New Hampshire Health and Education Facilities Authority (the "Authority") sold $5,540,000 of its Revenue Bonds, Child and Family Services Issue, Series 2007, and loaned the proceeds of the bonds to the Organization to refund its Series 1999 Series Bonds and to finance certain improvements to the Organization's facilities. The Series 2007 Bonds were issued with a variable interest rate determined on a weekly basis. Prior to issuing the Bonds, the Organization entered into an interest rate swap agreement (the "swap agreement") with Citizens Bank of NH (the "Counterparty") for the life of the bond issue to hedge the interest rate risk associated with the Series 2007 Bonds. The swap agreement requires the Organization to pay the Counterparty a rate of interest per annum equal to the product of (a) .68 multiplied by (b) the sum of term secured overnight financing rate (“SOFR”) plus 2.75%. Counterparty payments to the Organization were intended to offset the Organization’s payments of variable rate interest to bondholders. Counterparty credit worthiness and market

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NOTE 8 - BONDS PAYABLE (CONTINUED)

variability can impact the variable rates received and paid by the Organization, with the potential of increasing Organization's interest payments. As a result, the cost of the interest rate swap for 2024 and 2023 is added to interest expense in the consolidated statement of functional expenses. The bonds mature in 2038 and can be repaid at any time.

The Organization is required to include the fair value of the swap in the consolidated statement of financial position, and annual changes, if any, in the fair value of the swap in the consolidated statement of activities. For example, during the bond's 30-year holding period, the annually calculated value of the swap will be reported as an asset if interest rates increase above those in effect on the date of the swap was entered into (and as an unrealized gain in the consolidated statement of activities), which will generally be indicative that the net fixed rate the Organization is paying on the swap is below market expectations of rates during the remaining term of the swap. The swap will be reported as a liability (and as an unrealized loss in the consolidated statement of activities) if interest rates decrease below those in effect on the date the swap was entered into, which will generally be indicative that the net fixed rate the Organization is paying on the swap is above market expectations of rates during the remaining term of the swap. The annual accounting adjustments of value changes in the swap transaction are non-cash recognition requirements, the net effect of which will be zero at the end of the bond's 30-year term. At December 31, 2024 and 2023, the Organization recorded the swap liability position of $-0- and $380,838, respectively. The Organization paid off the interest rate swap liability and closed the rate swap agreement during 2024.

During 2009, there occurred a downgrading of the credit rating of the Counterparty to the letter of credit reimbursement agreement, which triggered a mandatory tender of the Series 2007 Bonds in whole and a temporary conversion of one hundred percent of the principal amount to a bank purchase mode under the terms of said letter of credit reimbursement agreement. Since it became evident that the credit markets would not soon return to normalcy, the Organization elected to convert the Series 2007 Bonds from a weekly rate mode to a bank purchase mode. This new bank purchase mode created a rate period in which the Series 2007 Bonds bear interest at the tax adjusted bank purchase rate of 68% of the sum of the term SOFR plus 275 basis points. The bank purchase mode commenced on July 31, 2009 and expired on July 31, 2014; however, the expiration date was extended by the Counterparty to January 1, 2038 and the Organization had the option to convert back to the weekly rate mode. The Series 2007 Bond documents require the Organization to comply with certain financial covenants. As of December 31, 2024 and 2023, the Organization was in compliance with these covenants.

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NOTE 8 - BONDS PAYABLE (CONTINUED)

The following is a summary of future payments on the previously mentioned bonds payable:

Year	Amount
2025	$ 195,000
2026	200,000
2027	205,000
2028	220,000
2029	225,000
Thereafter	2,126,833
Total	$ 3,171,833

NOTE 9 - LEASES

The Organization rents property and equipment under non-cancelable operating lease agreements with monthly payments ranging from $493 to $4,910. The leases expire at various dates through November 2029.

While all agreements provide minimum lease payments, some include payments adjusted for inflation or variable common area maintenance charges. Variable payments are not determinable at the lease commencement and are not included in the measurement of lease assets and liabilities. The lease agreements do not include any material residual value guarantees or restrictive covenants.

The components of operating lease expense that are included in the statement of activities for the years ended December 31, 2024 and 2023 were as follows:

	2024	2023
Fixed lease cost	$ 245,797	$ 209,548
Variable lease cost	65,896	38,797
Total lease cost	$ 311,693	$ 248,345

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NOTE 9 - LEASES (CONTINUED)

During the years ended December 31, 2024 and 2023, the Organization had the following cash and non-cash activities related to operating leases:

	2024	2023
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows for operating leases	$ 262,158	$ 213,799
Non-cash investing and financing activities:		
Lease assets obtained in exchange for lease liabilities:		
Operating leases	$ 783,966	$ 168,666

Weighted average lease term and discount rate at December 31, 2024 and 2023, were as follows:

	2024	2023
Weighted average remaining lease term (years)	2.66	1.86
Weighted average discount rate	2.84%	1.36%

Future payments due under operating leases as of December 31, 2024, were as follows for the years ending December 31:

Years ending December, 31	Amount
2025	$ 233,216
2026	179,118
2027	162,446
2028	165,160
2029	86,365
Total lease payments	826,305
Less imputed interest	69,541
Present value of lease liabilities	$ 756,764

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NOTE 10 - REFUNDABLE ADVANCES

Refundable advances totaling $257,818 and $316,902 at December 31, 2024 and 2023, respectively, primarily include grant funds received in advance from New Hampshire Department of Health and Human Services for community-based voluntary services and from a foundation for an early childhood and advocacy grant. Revenues will be recognized as the conditions of the grants are met.

NOTE 11 - DEFERRED LOANS – NHHFA

Deferred loans at December 31, 2024 and 2023 were comprised of two notes payable to the New Hampshire Housing and Finance Authority ("NHHFA").

On June 7, 2005, the Organization entered into a note payable to the NHHFA. The face amount of the note is $550,000, does not require the payment of interest, and is due in 30 years. The note is secured by real estate located in Dover, New Hampshire. In line with the regulatory agreement related to the note payable, the Organization has remitted to NHHFA funds to establish an operating and replacement reserve. The balance of this reserve is reported as restricted cash on the consolidated statement of financial position. The restricted cash balance related to this note as of December 31, 2024 and 2023 totaled $29,052 and $30,255, respectively.

On May 22, 2007, the Organization entered into a note payable to the NHHFA. The face amount of the note is $700,000, does not require the payment of interest, and is due in 30 years. The note is secured by real estate located in Manchester, New Hampshire. In line with the regulatory agreement related to the note payable, the Organization has remitted to NHHFA funds to establish an operating and replacement reserve. The balance of this reserve is reported as restricted cash on the consolidated statement of financial position. The restricted cash balance as of December 31, 2024 and 2023 related to this note totaled $42,687 and $40,389, respectively.

NOTE 12 - ENDOWMENT FUNDS

TYPES OF FUNDS

The Organization's endowment consists of various individual funds established for a variety of purposes. The endowment includes both donor-restricted funds and funds designated by the Board of Trustees to function as endowments. As required by GAAP, net assets associated with endowment funds, including funds designated by the Board of Trustees to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

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NOTE 12 - ENDOWMENT FUNDS (CONTINUED)

TYPES OF FUNDS (CONTINUED)

Board-Designated Endowment

As of December 31, 2024 and 2023, the Board of Trustees had designated $16,651,246 and $16,173,416, respectively, of net assets without donor restrictions as a general endowment fund to support the mission of the Organization.

Donor-Designated Endowments

The Board of Trustees of the Organization has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date for donor-restricted perpetual endowment funds, absent explicit donor stipulations to the contrary. As a result of this interpretation, the Organization classifies as perpetually restricted net assets (a) the original value of gifts donated to the endowment, (b) the original value of subsequent gifts to the endowment, and (c) accumulations to the endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added. The remaining portion of the donor-restricted endowment fund that is not classified as perpetually restricted is classified as net assets with donor restrictions until those amounts are appropriated for expenditure by the Organization in a manner consistent with the standard of prudence prescribed by UPMIFA.

In accordance with UPMIFA, the Organization considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of the Organization, and (7) the Organization's investment policies.

FUNDS WITH DEFICIENCIES

The Organization considers a fund to be underwater if the fair value of the fund is less than the sum of (a) the original value of initial and subsequent gift amounts donated to the fund, and (b) any accumulations to the fund that are required to be maintained in perpetuity in accordance with the direction of the applicable donor gift instrument. The Organization complies with UPMIFA and has interpreted UPMIFA to permit spending from underwater funds in accordance with prudent measures required under the law. The Organization had no underwater endowment funds at December 31, 2024 or 2023.

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NOTE 12 - ENDOWMENT FUNDS (CONTINUED)

INVESTMENT POLICY

The Organization has adopted an investment and spending policy to ensure a total return (income plus capital change) necessary to preserve and enhance the principal of the fund and, at the same time, provide a dependable source of support for current operations and programs. The withdrawal from endowment funds in support of current operations is expected to remain a constant percentage of the endowment funds, adjusted for new gifts to the endowment fund.

In recognition of the prudence required of fiduciaries, reasonable diversification is sought where possible. Experience has shown financial markets and inflation rates are cyclical and, therefore, control of volatility will be achieved through investment styles. Asset allocation parameters have been developed for various funds within the structure, based on investment objectives, liquidity needs, and time horizon for intended use.

Measurement of investment performance against policy objectives will be computed on a total return basis, net of management fees and transaction costs. Total return is defined as dividend or interest income plus realized and unrealized capital appreciation or depreciation at fair market value.

SPENDING POLICY

The Organization's spending policy is to avail itself of a Board-approved percentage of investment income from mutual fund investments for operations with any remaining interest, dividends, or appreciation reinvested. The spending policy approved by the Board of Trustees is a percentage of the average total endowment value over the previous 12 quarters, with a 1% contingency margin with Board approval. This includes interest and dividends paid out to the Organization. In 2024 and 2023, the approved rate was 5.00%.

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NOTE 12 - ENDOWMENT FUNDS (CONTINUED)

CHANGES IN ENDOWMENT NET ASSETS

The composition of endowment net assets as of December 31, 2024 and changes in endowment net assets for the year ended December 31, 2024 were as follows:

		With Donor Restrictions			
	Without Donor Restrictions	Cumulative Appreciation	Perpetually Restricted	Total	Total Endowment Net Assets
Endowment net assets, beginning of year	$ 16,173,416	$ 1,128,246	$ 1,784,813	$ 2,913,059	$ 19,086,475
Contributions	--	--	5,604	5,604	5,604
Appropriations from endowment	(1,099,141)	(99,392)	--	(99,392)	(1,198,533)
Borrowing from endowment for purpose-restricted net assets	(169,711)	--	--	--	(169,711)
Investment income, net	1,746,682	315,080	--	315,080	2,061,762
Endowment net assets, end of year	$ 16,651,246	$ 1,343,934	$ 1,790,417	$ 3,134,351	$ 19,785,597

The composition of endowment net assets as of December 31, 2023 and changes in endowment net assets for the year ended December 31, 2023 were as follows:

		With Donor Restrictions			
	Without Donor Restrictions	Cumulative Appreciation	Perpetually Restricted	Total	Total Endowment Net Assets
Endowment net assets, beginning of year	$ 14,896,850	$ 788,401	$ 1,749,850	$ 2,538,251	$ 17,435,101
Contributions	--	--	34,963	34,963	34,963
Appropriations from endowment	(868,594)	(80,643)	--	(80,643)	(949,237)
Borrowing from endowment for purpose-restricted net assets	(381,895)	--	--	--	(381,895)
Investment Income, net	2,527,055	420,488	--	420,488	2,947,543
Endowment net assets, end of year	$ 16,173,416	$ 1,128,246	$ 1,784,813	$ 2,913,059	$ 19,086,475

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NOTE 13 - NET ASSETS

NET ASSETS WITHOUT DONOR RESTRICTIONS

Net assets without donor restrictions were comprised of the following at December 31, 2024 and 2023:

	2024	2023
Undesignated net assets	$ 9,501,393	$ 8,739,373
Board-designated ERTC funds	3,954,266	4,261,566
Board-designated endowment	16,651,246	16,173,416
Total	$ 30,106,905	$ 29,174,355

NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions were comprised of the following at December 31, 2024 and 2023:

	2024	2023
Subject to expenditure for specified purpose:		
Camp	$ 7,369	$ 7,689
Runaway and homeless youth	1,058,083	698,184
Family support	146,864	124,891
Health and wellbeing	205,149	231,618
Family resource center	204,636	341,896
Other projects	61,630	104,158
The Children's Place	1,543	7,127
	1,685,274	1,515,563
Accumulated endowment earnings restricted by donors for:		
General operations	208,111	189,575
Camperships	467,352	386,004
Other purposes	668,471	552,667
	1,343,934	1,128,246
Original gift perpetually restricted by donors for:		
General operations	136,529	136,529
Camperships	585,283	581,042
Other purposes	1,068,605	1,067,242
	1,790,417	1,784,813
Not subject to spending policy or appropriation:		
Beneficial interest in trusts	2,275,542	2,165,143
Total	$ 7,095,167	$ 6,593,765

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NOTE 13 - NET ASSETS (CONTINUED)

NET ASSETS WITH DONOR RESTRICTIONS (CONTINUED)

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose or by occurrence of the passage of time or other events specified by the donors as follows for the years ended December 31, 2024 and 2023:

	2024	2023
Satisfaction of purpose restrictions:		
Camp	$ 14,898	$ 66,451
Runaway and homeless youth	1,055,863	2,450,535
Family support	262,115	181,115
Health and wellbeing	466,307	456,292
Family resource center	328,218	158,981
Other projects	331,456	143,893
The Children's Place	67,230	81,205
	2,526,087	3,538,472
Restricted purpose spending-rate distributions and appropriations:		
General operations	16,443	17,039
Camperships	23,383	--
Other purposes	59,566	63,604
	99,392	80,643
Total	$ 2,625,479	$ 3,619,115

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NOTE 14 - CONTRIBUTED NONFINANCIAL ASSETS

The Organization received the following contributions of nonfinancial assets for the years ended December 31, 2024 and 2023:

	Revenue Recognized		Utilization in	Valuation Techniques
	2024	2023	Programs/Activities	and Inputs
Food	$ 30,068	$ 44,631	Early Childhood & Family Support, and Homeless Youth & Young Adults.	U.S. retail prices of identical products using pricing data under a 'like-kind' methodology considering the good's conditions and utility for use at the time of contribution.
Supplies	6,279	5,399	Early Childhood & Family Support, and Homeless Youth & Young Adults.	U.S. retail prices of identical products using pricing data under a 'like-kind' methodology considering the good's conditions and utility for use at the time of contribution.
Toys	1,804	2,617	Early Childhood & Family Support	U.S. retail prices of identical products using pricing data under a 'like-kind' methodology considering the good's conditions and utility for use at the time of contribution.
Services	1,336	10,841	Early Childhood & Family Support, and Administration	Contributed professional services are valued at the estimated fair value based on current rates for similar services.
Items for assistance to individuals	35,917	14,248	Early Childhood & Family Support and Homeless Youth & Young Adults	U.S. retail prices of identical products using pricing data under a 'like-kind' methodology considering the good's conditions and utility for use at the time of contribution.
Total	$ 75,404	$ 77,736		

There were no associated donor restrictions with the above contributed nonfinancial assets.

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NOTE 15 - EMPLOYEE RETENTION TAX CREDIT (ERTC)

The Employee Retention Tax Credit (ERTC), established as part of the Coronavirus Aid, Relief and Economic Security Act (CARES Act), enacted March 27, 2020, amended by the Consolidated Appropriations Act, 2021 (CAA), enacted on December 27, 2020, and further amended by the American Rescue Plan Act (ARPA), enacted March 11, 2021, provided for financial relief to eligible employers through refundable tax credits. The ERTC is a refundable tax credit against certain employment taxes equal to 70% of eligible wages and certain health insurance benefits up to $28,000 per employee and $10,000 per quarter through September 30, 2021. Eligible employers could get immediate access to the credit by reducing employment tax deposits they were otherwise required to make. Employers were eligible if they operated a trade or business during January 1, 2021 through September 30, 2021 and experienced either: 1) full or partial suspension of the operation of their trade or business during that period because of governmental orders limiting commerce, travel or group meetings due to COVID-19, or 2) decline in gross receipts in a calendar quarter in 2021 where the gross receipts of that calendar quarter were less than 80% of the gross receipts in the same calendar quarter in 2019. For the year ended December 31, 2024, the Organization did not recognize any ERTC income.

NOTE 16 - GRANTS

The Organization has been awarded multi-year cost-reimbursable grants of $12,708,699 and $8,746,467 that have not been recognized as of December 31, 2024 and 2023, respectively, because qualifying expenditures have not yet been incurred. The Organization expects to request reimbursement on these grants over the next several years once the conditions for requesting reimbursement have been met. Grant revenue from federal agencies is subject to independent audit under the Office of Management and Budget's Uniform Guidance, and review by grantor agencies. This review could result in the disallowance of expenditures under the terms of the grant or reductions of future grant funds. Based on prior experience, the Organization's management believes that costs ultimately disallowed, if any, would not materially affect the financial position of the Organization.

Due to the federal government's review and potential restructuring of federal funding priorities, there is uncertainty regarding the continuation and amount of future funding from federal sources. The Organization is monitoring policy developments and may need to explore alternative funding sources to mitigate potential impacts.

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NOTE 17 - ASSISTANCE TO INDIVIDUALS

Assistance to individuals was comprised of the following for the years ended December 31, 2024 and 2023:

	2024	2023
Payment to parents of foster children	$ 240	$ 13,317
Housing assistance	604,457	388,607
Gift cards provided to families during holiday season	23,155	45,000
Food for at risk youth	133,283	100,322
In-kind assistances	75,175	77,736
Other assistance such as medical, childcare, transportation, and family activities	665,854	720,794
Total	$ 1,502,164	$ 1,345,776

NOTE 18 - DEFINED CONTRIBUTION PLAN

The Organization maintains a 403(b) Thrift Plan (the Plan). The Plan is a defined contribution plan that all eligible employees may immediately make elective participant contributions to upon hire. A pretax voluntary contribution is permitted by employees up to limits imposed by the IRC and other limitations specified in the Plan. Contributions made to the Plan by the Organization for the years ended December 31, 2024 and 2023 totaled $253,696 and $160,453, respectively.

NOTE 19 - RELATED PARTY TRANSACTIONS

The Organization procures a portion of their legal services from a local law firm that employs an attorney who also serves on the Organization's Board of Trustees. The attorney Board member does not personally perform the legal services. For the years ended December 31, 2024 and 2023, total legal expense paid to related parties was $14,898, and $55,702, respectively.

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NOTE 20 - CONCENTRATION OF RISK

The majority of the Organization's grants are received from agencies of the State of New Hampshire. As such, the Organization's ability to generate resources via grants is dependent upon the economic health of that area and of the State of New Hampshire. An economic downturn could cause a decrease in grants that coincides with an increase in demand for the Organization's services.

NOTE 21 - RECLASSIFICATIONS

Certain reclassifications of amounts previously reported have been made to the accompanying consolidated financial statements to maintain consistency between periods presented. The reclassifications had no impact on previously reported net assets.

NOTE 22 - SUBSEQUENT EVENTS

Subsequent events have been evaluated through June 3, 2025, the date the consolidated financial statements were available to be issued. No events were identified which required recognition or disclosure in the financial statements.

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WAYPOINT

CONSOLIDATED SCHEDULE OF OPERATING EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2024

	Family Preservation & Strengthening	Early Childhood & Family Support	Homeless Youth & Young Adults	Health & Wellbeing	Advocacy	Camp	Total Program Services	Management and General	Fundraising	2024 Total
Personnel Expenses:										
Salaries and wages	$ 3,973,330	$ 3,232,756	$ 1,879,957	$ 1,548,683	$ 224,268	$ --	$ 10,858,994	$ 1,922,147	$ 318,381	$ 13,099,522
Employee benefits	721,250	642,604	373,004	165,721	5,881	--	1,908,460	347,144	43,529	2,299,133
Retirement plan	64,154	63,517	23,461	17,874	6,549	--	175,555	72,309	5,832	253,696
Payroll taxes and other	391,329	319,233	181,778	154,232	17,113	--	1,063,685	152,744	24,364	1,240,793
Subtotal personnel expense	5,150,063	4,258,110	2,458,200	1,886,510	253,811	--	14,006,694	2,494,344	392,106	16,893,144
Professional fees:										
Accounting	--	--	2,135	--	--	--	2,135	47,450	--	49,585
Legal	--	--	1,707	--	--	6,812	8,519	13,090	--	21,609
Other professional fees	49,754	243,338	92,765	10,762	15,655	--	412,274	487,084	33,566	932,924
Subtotal professional fees	49,754	243,338	96,607	10,762	15,655	6,812	422,928	547,624	33,566	1,004,118
Assistance to individuals	303,554	265,477	815,646	93,102	--	--	1,477,779	1,230	23,155	1,502,164
Communications	77,030	66,589	56,652	19,261	2,148	18	221,698	41,464	6,439	269,601
Conferences, conventions, meetings, and trainings	10,269	78,486	5,990	1,307	5,000	42,928	143,980	73,470	5,267	222,717
Depreciation	86,003	126,692	173,924	17,903	3,871	574	408,967	142,677	6,087	557,731
Insurance	39,325	38,380	36,439	15,479	1,041	11,540	142,204	13,322	2,501	158,027
Interest	58,513	86,196	115,378	12,181	2,634	391	275,293	26,742	4,141	306,176
Membership dues	3,304	9,193	25,031	5,949	721	--	44,198	14,792	1,840	60,830
Miscellaneous	19,343	18,285	10,754	8,435	102	--	56,919	73,875	14,116	144,910
Occupancy	249,375	187,561	364,117	36,372	3,045	2,164	842,634	66,877	11,364	920,875
Printing and publications	215	4,726	11,367	875	1,877	--	19,060	33,577	35,680	88,317
Equipment rental and maintenance	18,279	51,180	16,252	2,435	24	--	88,170	315,355	1,221	404,746
Supplies	19,551	32,460	29,443	10,064	339	41	91,898	8,666	1,603	102,167
Travel	222,503	131,058	59,614	40,194	8,601	--	461,970	23,184	854	486,008
Total	$ 6,307,081	$ 5,597,731	$ 4,275,414	$ 2,160,829	$ 298,869	$ 64,468	$ 18,704,392	$ 3,877,199	$ 539,940	$ 23,121,531

See independent auditors' report.

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WAYPOINT

CONSOLIDATED SCHEDULE OF OPERATING EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2023

	Family Preservation & Strengthening	Early Childhood & Family Support	Homeless Youth & Young Adults	Homecare	Advocacy	Camp	Total Program Services	Management and General	Fundraising	2023 Total
Personnel Expenses:										
Salaries and wages	$ 3,276,308	$ 3,406,925	$ 1,727,259	$ 1,081,739	$ 157,419	$ --	$ 9,649,650	$ 1,634,614	$ 309,418	$ 11,593,682
Employee benefits	668,164	636,824	314,704	99,446	4,388	--	1,723,526	176,591	37,744	1,937,861
Retirement plan	44,366	47,304	16,143	8,358	3,353	--	119,524	35,604	5,325	160,453
Payroll taxes and other	333,426	348,753	172,439	123,588	12,193	--	990,399	127,664	23,934	1,141,997
Subtotal personnel expense	4,322,264	4,439,806	2,230,545	1,313,131	177,353	--	12,483,099	1,974,473	376,421	14,833,993
Professional fees:										
Accounting	--	--	75	--	--	--	75	45,570	--	45,645
Legal	--	--	--	--	--	6,784	6,784	70,873	--	77,657
Other professional fees	30,150	190,276	175,231	5,532	17,000	--	418,189	406,788	52,603	877,580
Subtotal professional fees	30,150	190,276	175,306	5,532	17,000	6,784	425,048	523,231	52,603	1,000,882
Assistance to individuals	281,676	389,772	628,737	37	3	--	1,300,225	551	45,000	1,345,776
Communications	68,431	53,962	49,394	18,090	1,629	57	191,563	47,124	6,242	244,929
Conferences, conventions, meetings, and trainings	8,098	44,336	2,246	271	2,143	67,907	125,001	39,610	8,667	173,278
Depreciation	75,495	99,794	176,047	12,968	4,502	542	369,348	198,363	6,964	574,675
Insurance	32,624	38,202	29,342	12,176	964	4,865	118,173	63,652	2,282	184,107
Interest	59,073	78,086	134,755	10,147	3,523	424	286,008	40,704	5,449	332,161
Membership dues	6,075	10,961	5,930	6,023	665	--	29,654	16,084	--	45,738
Miscellaneous	9,227	20,721	10,471	12,032	20	--	52,471	113,285	5,414	171,170
Occupancy	212,555	133,492	457,554	12,513	3,775	7,424	827,313	70,603	12,193	910,109
Printing and publications	2,055	8,203	2,465	1,624	55	--	14,402	48,572	59,996	122,970
Equipment rental and maintenance	92,750	56,765	38,234	421	34	429	188,633	212,005	1,127	401,765
Supplies	25,468	56,629	62,830	3,362	1,275	--	149,564	12,586	2,190	164,340
Travel	230,603	144,066	54,165	26,351	34	--	455,219	22,146	1,138	478,503
Total	$ 5,456,544	$ 5,765,071	$ 4,058,021	$ 1,434,678	$ 212,975	$ 88,432	$ 17,015,721	$ 3,382,989	$ 585,686	$ 20,984,396

See independent auditors' report.

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Borja Alvarez de Toledo, M.Ed.

[redacted]

Professional Profile

- A seasoned leader with more than 18 years of senior level non-profit management experience.
- Strong business acumen with emphasis on developing processes to ensure the alignment of strategy, operations, and outcomes with a strength based approach to leadership development.
- Collaborative leader using systemic and strategic framework in program development, supervision and conflict resolution.

Professional Experience

Waypoint, ***formerly Child and Family Services of New Hampshire***
Manchester, NH — December 2013- Present

~ President and CEO

- Responsible for program planning and development, insuring that Waypoint meets the community needs.
- Advance the public profile of Waypoint by developing innovative approaches and building productive relationships with government, regional and national constituencies.
- Acts as advisor to the Board of Directors and maintains relationships with the regional Boards
- Responsible for all aspects of financial planning, sustainability and oversight of Waypoint's assets
- Work with Development staff and Board of Directors to design and implement all fundraising activities, including cultivation and solicitation of key individuals, foundations and corporations

Riverside Community Care
Dedham, MA — 2009- 2013

~ Division Director, Child and Family Services

- Responsible for strategic vision, planning and implementation of the programmatic, operational and financial sustainability of a $17M division with more than 300 employees.
- In partnership with The Guidance Center, Inc.'s board of directors, played leadership role in successfully merging with Riverside Community Care, through a process that involved strategic planning, analysis and selection of a viable partner.
- Provide supervision to managers using a strength based approach and a collaborative coaching model to leadership development.

The Guidance Center, Inc.
Cambridge, MA — 1998 - 2009

~ Chief Operating Officer — 2007 - 2009

- Hired initially as Director of an intensive home-based family program and through successive promotions became responsible for all operations in the organization.
- Responsible for supervision of Division Directors, strategic planning and development of new initiatives.
- Developed strategic relationships with state and local funders, and partnered with community agencies to support the healthy growth of children and families.

Private Practice in Psychotherapy and Clinical Consultation
Madrid, Spain — 1992 - 1998

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Universidad Pontificia de Comillas
Madrid, Spain 1991 - 1998

~Adjunct Faculty

- Taught graduate level courses in Family and Couples Therapy program
- Practicum program supervisor: Supervised first year Master's Degree students through live supervision in the treatment of multi-problem families.

Centro Médico-Psicopedagógico
Madrid, Spain 1994 - 1997

~Clinical Coordinator/Director of Training.

- Member of a multi-disciplinary team that provided assessment and treatment to families victims of terrorism and had developed Post Traumatic Stress Disorder.

ITAD (Institute for Alcohol and Drug Treatment),
Madrid, Spain 1991- 1994

~ Senior Drug and Alcohol Counselor, Drug and Alcohol Program

- Provided evaluation and treatment for chemically dependent adults and their families.

~ Senior Family Therapist, Couples and Family Therapy Program

- Worked as a family therapist in the evaluation and treatment of adolescents and families.

Charles River Health Management
Boston, MA 1989 - 1991

~ Senior Family Therapist, Home Based Family Treatment Program.

Education

Graduate Certificate of Business
University of Massachusetts, Lowell, 2000.
Master's Degree in Education
Counseling Psychology Program. Boston University, 1989.
B.A. in Clinical Psychology
Universidad Pontificia de Comillas, Madrid, Spain. 1988

Publications

2009 Ayers,S & Alvarez de Toledo, B. Community Based Mental Health with Children and Families. In A. R. Roberts (Ed.) ,*Social Worker's Desk Reference* (2nd ed.),New York: Oxford University Press, 2009

2006 *Topical Discussion: Advancing Community-Based Clinical Practice and Research: Learning in the Field.* Presented at the 19th Annual Research Conference: A System of Care for Children's Mental Health: Expanding the Research Base, February 2006, Tampa, FL.

2001 Lyman, D.R.; Siegel, R.; Alvarez de Toledo, B.; Ayers, S.; Mikula, J. *How to be little and still think big: Creating a grass roots, evidence based system of care.* Symposium presented at the 14th Annual Research Conference in Children's Mental Health, Research and Training Center for Children's Mental Health, February 2001, Tampa, FL.

2006 Lyman, D.R., B. Alvarez de Toledo, *The Ecology of intensive community based intervention.* In Lightburn, A., P. Sessions. Handbook of Community Based Clinical Practice. Oxford University Press, 2006, England.

2001 Lyman, D.R., B. Alvarez de Toledo (2001) *Risk factors and treatment outcomes in a strategic intensive family program.* In Newman, .C, C. Liberton, K. Kutash and R. Friedman, (Eds.) A System of Care for Children's Mental Health: Expanding the Research Base (2002), pp. 55-58. Research and Training Center for Children's Mental Health, University of South Florida, Tampa, FL.

1994-98 Research papers and professional presentations in peer reviewed journals in Spain

Languages

Fluent in Spanish, French and Italian.

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ERIN J. GEORGE-KELLY

[redacted]

PROFESSIONAL APPOINTMENTS/MEMBERSHIPS

- 2025-Present Leadership New Hampshire
- 2024-2025 Manchester, NH Planning Board
- 2021-2023 New Hampshire Council on Housing Stability – Governor appointed
- 2018-2021 New Hampshire Interagency Council on Homelessness – Governor appointed
- 2017-2023 Chair Manchester Continuum of Care
- 2013-2014 Leadership Greater Manchester

PROFESSIONAL EXPERIENCE

Effective June 2026
Chief Operating Officer – Waypoint, Manchester, NH

- Oversee daily operations of programs through direct oversight of the Vice President of Programs and facilitating the collaboration and functioning of the Directors' team.Execute strategic leadership and innovation
- Collaborate with the CEO and Board of Directors to develop and execute the organization's strategic initiatives.
- Maintains relationships with Waypoint's external partners and contracting agencies focused on the operational aspects of mission delivery.
- Collaborate with the CEO and Director of Finance in planning for Waypoint real estate needs to ensure they meet current and evolving program needs and provide adequate, safe space for clients and staff in accordance with the strategic plan.
- Oversee development of program outcome measures at the organizational and program levels that will facilitate a fuller understanding of current program mission-related impacts and provide information for making relevant program changes.
- Oversees workflows, establishes policies/procedures, and, in consultation with ELT, allocates resources agency-wide and, with program directors, leads improvement efforts to better meet the organization's mission.
- Develop and maintain acceptable standards of professional practice in the Organization.
- Ensures adequate staff capacity and resources, in conjunction with HR, while promoting a work environment in which staff are supported, offered rich professional development, and held accountable for performance including identifying and intentionally developing rising talent in the organization.
- Partner with the CEO and Director of Finance to manage budgeting, forecasting, and financial reporting.

January 2024- Present
Director of Innovation and Strategic Initiatives - Waypoint, Manchester, NH

- Implement the strategic plan of the organization in collaboration with the Board of Trustees
- Uplift the organizational vision by implementing initiatives that carry Waypoint into the community
- Infusing organizational culture throughout all corners of Waypoint.
- Build collaborative relationships locally and nationally to strategically advance Waypoint

January 2014-January 2024
Director of Homeless Youth and Young Adult Department – Waypoint, Manchester, NH

- Develop and implement strategic plans for all programs
- Oversee local, state, and federal grant applications, reporting and contracts

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- Develop and manage program budgets
- Provide program evaluation and outcome data
- Facilitate the professional growth of staff by providing guidance around goal development and relevant learning opportunities

January 2022-2024
Alderman, Ward 12 – City of Manchester, NH

- Public Safety, Health and Traffic Committee
- Human Resources and Insurance Committee
- Bills on Second Reading Committee
- Special Committee on Alcohol, Other Drugs, and Youth Services
- Special Committee on Energy Contracts and Related Activities

February 2010-January 2014
Program Manager - Child and Family Services of New Hampshire, Manchester, NH

November 2008-February 2010
Runaway and Homeless Youth Program & Student Assistance Program Supervisor -
Child and Family Services of NH, Manchester, NH

July 2006-November 2008
Home-Based Family Therapist - Child & Family Services of NH, Manchester, NH

September 2005 – May 2006
Masters Level Counseling Intern – New England College Counseling Center, Henniker, NH

August 2005-July 2006
Residential Counselor - Wediko Children's Services, Windsor, NH

November 2004-June 2005
Facilitator of Drug & Alcohol Support Group -Youth Services, Hillsboro, NH

July 2003-June 2005
Out-of-School Suspension Coordinator - Hillsboro-Deering Schools, Hillsboro, NH

EDUCATION

Union Institute and University - Vermont College, Brattleboro, Vermont
2004-2006 Master of Arts, Psychology and Counseling

Gordon College - Wenham, Massachusetts
1997-2001 Bachelor of Arts, Psychology
1997-2001 Bachelor of Arts, Youth Ministry

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Kristen Alicia Campbell

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Professional Profile

Executive Leader and human services professional with 20+ years of experience, including over 10 years in director-level leadership roles. Skilled in driving organizational success through strategic planning, innovation, and relationship-building. Committed to advancing mission-driven goals by developing high-performing teams, strengthening partnerships, and delivering impactful outcomes.

Employment History

Waypoint- Manchester, NH December 2025- Present
Vice President of Program

- Provide strategic oversight of all program departments and directors, ensuring the effective implementation of program design, development, and service delivery.
- Provide executive-level oversight of program and departmental budgets, ensuring alignment with organizational priorities and long-term financial sustainability.
- Lead efforts to implement and sustain a culture of collaboration by breaking down silos, streamlining communication, and supporting integration across departments.
- Oversee organization-wide quality assurance and quality improvement (QA/QI) initiatives to ensure continuous program excellence and compliance.
- Actively participate as a member of the Executive Leadership Team, contributing to organizational strategy, decision-making, and the advancement of agency-wide goals.
- Partner with the COO to implement and oversee strategic initiatives across programs that embed organizational culture and values.

Waypoint- Manchester, NH November 2023- December 2025
Director of Health Wellbeing and Independence

- Provide department oversight and leadership by supervising and coaching department leaders, guiding strategic planning, strengthening both leadership and program capacity, and fostering a culture of accountability, collaboration, and continuous improvement.
- Provide strategic leadership for homecare and health care coordination programs, ensuring compliance, efficiency, and high-quality client-centered services.
- Oversee fiscal management, developing and monitoring departmental budgets in collaboration with ELT and Accounting.
- Directed departmental Q/A and Q/I initiatives, ensuring service excellence, regulatory compliance, and continuous improvement.
- Serves as a member of the senior leadership team, contributing to organizational strategy, decision-making, and cross-departmental alignment.
- Collaborate with stakeholders and community partners to strengthen program outcomes and enhance service delivery across the community.

New Season Treatment Center- Northeast Region March 2020- November 2023
Director of Operations

- Lead multi-site operations across New England, directing teams serving 8,000+ patients while driving compliance, quality outcomes, and financial performance.
- Drove operational excellence by ensuring full compliance with CARF accreditation standards, as well as all

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local, state, federal, and corporate regulations.
- Establish, monitor, and report on key performance indicators (KPIs) to evaluate program effectiveness, optimize resource allocation, and improve patient outcomes.
- Lead quarterly business reviews and monthly audits, leveraging data-driven insights to strengthen accountability, efficiency, and service delivery.
- Develop and manage annual operating budgets, aligning financial planning with organizational goals while ensuring cost efficiency and sustainability.
- Proactively identify and resolve regulatory and operational risks, providing executive leadership with strategic recommendations and corrective action plans.
- Prepare and deliver comprehensive operational reports to executive leadership, informing strategic planning and decision-making.
- Facilitate leadership meetings and provide Directors with supervision to enhance leadership, accountability, and operational excellence.

New Season Treatment Center- Manchester, NH December 2017- March 2020
Program Director
- Manage a medication-assisted treatment facility, leading clinical, medical, and administrative staff in delivering care to 900+ patients.
- Provide strategic oversight of facility operations, maintaining budget adherence for payroll, supplies, and overall expenditures.
- Foster a culture of employee engagement, professional growth, and high performance across all teams.
- Build and sustain collaborative partnerships with community organizations and local, state, and federal authorities to enhance service delivery and organizational reputation.
- Oversee Quality Assurance (QA) and Quality Improvement (QI) to ensure compliance with CARF, DEA, Board of Pharmacy, and state/federal regulations.

New Season Treatment Center- Manchester, NH June 2015- December 2017
Program Manager
- Conduct regular clinical and administrative record reviews to ensure accuracy, regulatory compliance, and adherence to quality standards.
- Provide supervision, coaching and training to staff, fostering professional growth, accountability, and high-quality patient care.
- Responsible to staff and onboard all clinic positions including contract labor.
- Manage and resolve client grievances and incident reports, ensuring timely response, compliance with regulatory requirements, and commitment to patient satisfaction.

New Season Treatment Center - Manchester, NH April 2012- June 2015
Substance Abuse Counselor
- Managed a diverse caseload of 65+, providing education, referrals, comprehensive case management, and supportive counseling for individuals experiencing substance misuse. Completed client intakes and conducted biopsychosocial assessments to evaluate needs, strengths, and risk factors.
- Developed patient-centered individualized treatment plans using SMART goals, conducted quarterly assessments, and maintained clinical case notes to document progress toward treatment goals and objectives.
- Facilitated therapeutic group sessions on topics including seeking safety, conflict management, relapse prevention, art therapy, mindfulness, and emotional regulation, fostering personal growth and recovery.

Families in Transition - Manchester, NH March 2010- April 2012
Community Organizer/ IOP Treatment Coordinator
- Delivered clinical support services to underserved unhoused women facing concurrent challenges of substance abuse and trauma. Facilitated intensive outpatient groups using evidenced based curriculum.
- Initiated the inception and oversight of the Peer Advocate Leader Program.
- Curated and executed community events on behalf of the organization to enhance community engagement

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and awareness.

Nashua Children's Home - Nashua, NH June 2008- March 2010
Residential Counselor

- Assumed responsibility for overseeing a well-structured residential setting catering to high-risk adolescents grappling with emotional and behavioral challenges.
- Diligently upheld programmatic standards, consistently aligning with organizational protocols. Proficiently managed instances of behavioral concerns, crisis intervention, and interpersonal conflicts within the residential domain.
- Undertook the role of a dedicated child advocate, completion of daily clinical documentation.

Education and Certifications

Southern New Hampshire University - Manchester, NH
Bachelor of Science: Industrial-Organizational Psychology

University of Minnesota - Online
Certificate Program in Business Organizational Leadership Human Resource Management

Johnson & Wales University - Providence, RI
Associate of Science: Criminal Justice
Dual Concentrations: Addiction Studies and Psychology

Professional Affiliations & Projects

- Health Care for the Homeless Board of Governance, Manchester, NH – Active Board Treasurer
- Home Care, Hospice & Palliative Care Alliance – Member
- GSHHA Legislative Advocacy Committee – Active Participant
- National Alliance on Mental Illness NAMI- Member
- Association for Addiction Professionals NAADAC - Member
- Parks and Recreation, New Boston, NH – Director, Town Gymnastics Program *(Aug 2017 – Jun 2020)*
- Successfully achieved CARF accreditation with zero recommendations, demonstrating excellence in compliance, program quality, and organizational standards.
- Led strategic growth initiatives, including the launch of new clinics, to expand patient access and increase organizational reach. Managed end-to-end facility openings, from regulatory approvals to operational infrastructure, ensuring seamless integration into existing operations.

Key Strengths

- Embraces change with agility; fosters innovation and maintains a solution-focused mindset.
- Ensure excellence while driving continuous improvement through data-driven insights.
- Builds trust by demonstrating accountability, transparency, and integrity. Demonstrates strong interpersonal and leadership skills; builds trust, motivates teams, and fosters collaborative, inclusive work environments.
- Collaborates effectively in interdepartmental settings; bridges gaps to achieve alignment.
- Invested in human capital by developing staff potential, enhancing leadership capacity, and fostering a culture of growth and retention.
- Proficient in Microsoft 365, SharePoint, EMR systems, Google Workspace, and Canva.
- EMR Implementation & Optimization.