

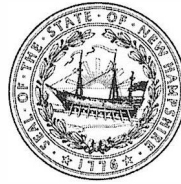
COMMISSIONER
Jared S. Chicoine

STATE OF NEW HAMPSHIRE

5D - 6/17/26 TDD Access

Relay NH
711

DEPUTY COMMISSIONER
Joshua W. Elliott



(603) 271-3670

Website:
www.energy.nh.gov

DEPARTMENT OF ENERGY

21 S. Fruit St., Suite 10
Concord, N.H. 03301-2429

June 17, 2026

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

REQUESTED ACTION

Authorize the New Hampshire Department of Energy (Department) to amend an existing **SOLE SOURCE** contract with Southwestern Community Services (SCS), Keene, NH, Vendor #177511, by extending the period of performance from June 30, 2027 to June 30, 2029, and by adjusting funds within budget categories of Health & Safety, Energy Audit, and Final Inspection, effective upon Governor and Executive Council approval through June 30, 2029. The original contract was approved for \$2,270,682 by the Governor and Executive Council on December 21, 2022, Item #55, and amended to \$1,613,972 on September 25, 2024, Item #5G, and amended on June 4, 2025, Item #5E. There is no overall increase to the funding level for this amendment. **100% Federal Funds.**

EXPLANATION

This contract is **SOLE SOURCE** because of the US Department of Energy's (US DOE) grant guidance (10 CFR 440.15) giving Community Action Agencies preferred status for the Weatherization Assistance Program due to their non-profit status, their role in providing a range of services to clients eligible for WAP, and their historical performance delivering the weatherization program.

The Department is responsible for administering New Hampshire's statewide Weatherization Assistance Program (WAP). The objective of the program is to reduce energy consumption and the impact of energy costs in low-income households. Priority is given to the elderly, disabled, households with children, and households with high-energy usage. The funding in this contract will augment WAP work.

This amendment revises the budget structure of the IJJA WAP to align with updated guidance from the US DOE. Specifically, the amendment increases the Program budget by shifting funds from the categories of Health and Safety, Energy Audit, and Final Inspection. A detailed breakdown of these adjustments is provided in the accompanying chart. In addition, this amendment extends the contract period from June 30, 2027, to June 30, 2029. This extension aligns the contract terms with

the US DOE's revised Terms and Conditions for the IJJA WAP grant, ensuring continued access to and use of federal funds over the updated grant period.

These amendments will result in more New Hampshire homes being weatherized and will support the Department's efforts to administer the IJJA WAP efficiently and effectively while maintaining compliance with federal guidance.

Contract Categories to be changed as follows:

Contract Category	Current Amount	Increase (Decrease)	Revised Amount
Admin	\$141,597	\$0	\$141,597
Program	\$862,982	\$138,116	\$1,001,098
Health & Safety	\$184,925	(\$34,760)	\$150,165
Energy Audits	\$123,282	(\$68,903)	\$54,379
Final Inspection	\$61,642	(\$34,453)	\$27,189
Training & Technical Assistance	\$239,544	\$0	\$239,544
Total	\$1,613,972	\$0	\$1,613,972

In the event Federal Funds are no longer available, General Funds will not be requested to support this contract.

Respectfully submitted,



Jared S. Chicoine
Commissioner

CONTRACT AMENDMENT #3

This Contract Amendment (Amendment) is entered into by and between the State of New Hampshire, acting by and through the New Hampshire Department of Energy (Department), 21 S. Fruit Street, Concord, NH 03301, (hereinafter referred to as State) and Southwestern Community Services, Inc., 63 Community Way, PO Box 603, Keene, Cheshire County, NH 03431 (hereinafter referred to as the Contractor), collectively referred to as (the Parties).

WHEREAS, the Parties have entered into a contract, approved by the Governor and Executive Council on December 21, 2022, Item #55, and amended on September 25, 2024, Item #5G, and on June 4, 2025, Item #5E (hereinafter referred to as the Contract);

WHEREAS, the Parties desire to extend and amend the Contract as provided in this Amendment; and

WHEREAS, the Contract allows for amendments by an instrument in writing executed by both Parties;

NOW THEREFORE, in consideration of the foregoing, and the covenants and conditions contained in the Contract, and set forth herein, the Parties hereto do hereby agree as follows:

1. P-37, Section 1.7, Completion Date, of the existing Contract is hereby deleted in its entirety and replaced with the following: June 30, 2029.
2. Exhibit C, Payment Terms, Contractor WAP IJJA Grant Allocation: Amend paragraph #1, to reflect changes in grant budget categories available to Contractor as directed by US DOE:
 - A. Amend by deleting the current sum of \$862,982 and inserting in place thereof the sum of \$1,001,098.
 - B. Amend by deleting the current sum of \$184,925 and inserting the sum of \$150,165.
 - C. Amend by deleting the current sum of \$123,282 and inserting the sum of \$54,379.
 - D. Amend the Final Inspection budget by deleting the current sum of \$61,642 and inserting the sum of \$27,189.
3. This Amendment hereunder shall become effective upon approval by the New Hampshire Governor and Executive Council.
4. Except as specifically amended and modified by the terms and conditions of this Amendment, the Contract and the obligations of the Parties thereunder shall remain in full force and effect in accordance with the terms and conditions set forth therein.

IN WITNESS WHEREOF, the Parties hereto have set their hands on the dates-written below.

Southwestern Community Services

By: Beth Daniels

Date: 05/07/26

Beth Daniels, CEO

STATE OF NEW HAMPSHIRE

Department of Energy

Jared Chicoine

Date: 5/11/26

Jared S. Chicoine, Commissioner

Approval by the Attorney General's Office (Form, Substance and Execution)

[Signature]

Date: 5/28/2026

Print Name and Title

Approval by the Governor and Executive Council

G&C Meeting Date: _____

G&C Item #: _____

State of New Hampshire

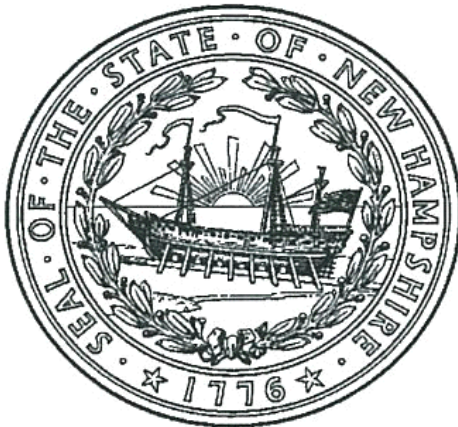
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that SOUTHWESTERN COMMUNITY SERVICES, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 19, 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: **65514**

Certificate Number: **0007901484**



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.

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

David M. Scanlan
Secretary of State

CERTIFICATE OF AUTHORITY

I, Kevin Watterson, 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 Southwestern Community Services, 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 June 14, 2024, at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That Beth Daniels (may list more than one person)
(Name and Title of Contract Signatory)


is duly authorized on behalf of Southwestern Community Services, 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: 4/9/2026



Signature of Elected Officer
Name: Kevin Watterson
Title: Chairperson

NONPROFIT COVER SHEET

A. Entity Name: Southwestern Community Services, Inc.

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

Gabriel Leonard – gleonard@scshelps.org – 603.719.4286

C. List Board of Directors and Affiliations

<u>Name (Identify any additional role(s) in Parentheses)</u> E.g., John Doe (President)	<u>Affiliations</u>
Ron Nason	SCS Tenant
Heather Cameron	Head Start Policy Council Parent Representative
Anne Beattie	Newport Service Organization
Kevin Watterson (Chair)	Swamp Bats
David Edkins (Vice Chair)	Town of Walpole
Dominic Perkins (Treasure/Secretary)	Senior VP Retail Administration Savings Bank of Walpole
Kerry Belknap Morris, M.Ed.	Early Childhood Education River Valley Community College
Jay Kahn	Mayor of Keene
Derek Ferland	Sullivan County Manager
Andy Bohannon	Deputy City Manager of Keene

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

<u>Name</u>	<u>Role</u>	<u>Annual Salary</u>	<u>Amount Paid From This Contract</u>
Beth Daniels	CEO	\$142,000	0%
Margaret Freeman	CFO	\$131,029	0%
Gabriel Leonard	Energy Conservation Director	\$80,000	30%
Kristen Howe	Staff Accountant	\$60,320	0%

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

E. Check one of the following:

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

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

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

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

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

FINANCIAL DISCLOSURES

G. Check one the following:

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

1. INCOME STATEMENT

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

2. BALANCE SHEET

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



Southwestern Community Services

People helping people in Cheshire and Sullivan Counties since 1965

Mission Statement

SCS strives to empower low-income people and families. With dignity and respect, SCS will provide direct assistance, reduce stressors, and advocate for such persons and families as they lift themselves toward self-sufficiency.

SOUTHWESTERN COMMUNITY SERVICES, INC.
AND RELATED COMPANIES

COMBINED FINANCIAL STATEMENTS

**FOR THE YEAR ENDED MAY 31, 2025
AND
INDEPENDENT ACCOUNTANTS' COMPILATION REPORT**

*Leone,
McDonnell
& Roberts*
PROFESSIONAL ASSOCIATION

CERTIFIED PUBLIC ACCOUNTANTS

SOUTHWESTERN COMMUNITY SERVICES, INC. AND RELATED COMPANIES

COMBINED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MAY 31, 2025

TABLE OF CONTENTS

	<u>Page(s)</u>
Independent Accountants' Compilation Report	1
Financial Statements:	
Combined Balance Sheet	2
Combined Statement of Operations and Partners' Equity / Net Assets	3
Combined Statement of Cash Flows	4
Supplementary Information:	
Combining Balance Sheet	5
Combining Statement of Operations and Partners' Equity / Net Assets (Deficit)	6
Combining Statement of Cash Flows	7

INDEPENDENT ACCOUNTANTS' COMPILATION REPORT

To the Board of Directors of
Southwestern Community Services, Inc.

Management is responsible for the accompanying combined financial statements of Southwestern Community Services, Inc. and related companies, which comprise the combined balance sheets as of May 31, 2025, and the related combined statements of operations and partners' equity/net assets and cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the combined financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. We do not express an opinion, a conclusion, nor provide any assurance on these combined financial statements.

Management has elected to omit substantially all the disclosures required by accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the combined financial statements, they might influence the user's conclusions about the companies' financial position, results of operations / changes in net assets, and cash flows. Accordingly, the financial statements are not designed for those who are not informed about such matters.

The supplementary information on pages 5 through 7 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management. The supplementary information was subject to our compilation engagement. We have not audited or reviewed the supplementary information and do not express an opinion, a conclusion, nor provide any assurance on such information.

Leone McDonnell & Roberts
Professional Association

Wolfboro, New Hampshire
February 19, 2026

SOUTHWESTERN COMMUNITY SERVICES, INC. AND RELATED COMPANIES

COMBINED BALANCE SHEET

MAY 31, 2025

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$ 2,290,059
Accounts receivable, net	1,877,636
Prepaid expenses	<u>442,950</u>
Total current assets	<u>4,610,645</u>

PROPERTY

Land and buildings	67,470,402
Vehicles and equipment	727,511
Furniture and fixtures	<u>2,448,428</u>
Total property	70,646,341
Less accumulated depreciation	<u>35,340,090</u>
Property, net	<u>35,306,251</u>

OTHER ASSETS

Investment in related parties	57,628
Right of use asset	83,750
Due from related parties	37,747
Cash escrow and reserve funds	4,476,559
Security deposits	<u>246,712</u>
Total other assets	<u>4,902,396</u>
Total assets	<u>\$ 44,819,292</u>

LIABILITIES AND PARTNERS' EQUITY / NET ASSETS

CURRENT LIABILITIES

Accounts payable	\$ 472,815
Accrued expenses	256,612
Accrued payroll and payroll taxes	124,816
Other current liabilities	166,566
Refundable advances / prepaid rent	69,402
Current portion lease liability	48,579
Current portion of Economic Injury Disaster Loan	3,893
Current portion of long term debt	<u>209,059</u>
Total current liabilities	<u>1,351,742</u>

NONCURRENT LIABILITIES

Long term lease liability, less current portion shown above	35,171
Long term debt, less current portion shown above	31,698,556
Economic Injury Disaster Loan, less current portion shown above	138,066
Accrued interest	222,284
Tenant security deposits	<u>110,785</u>
Total noncurrent liabilities	<u>32,204,862</u>
Total liabilities	<u>33,556,604</u>

PARTNERS' EQUITY / NET ASSETS

Partners' equity	6,903,088
Net assets without donor restrictions	3,832,146
Net assets with donor restrictions	<u>527,454</u>
Total partners' equity / net assets	<u>11,262,688</u>
Total liabilities and partners' equity / net assets	<u>\$ 44,819,292</u>

See Independent Accountants' Compilation Report

SOUTHWESTERN COMMUNITY SERVICES, INC. AND RELATED COMPANIES

**COMBINED STATEMENT OF OPERATIONS AND PARTNERS' EQUITY / NET ASSETS
FOR THE YEAR ENDED MAY 31, 2025**

REVENUES AND OTHER SUPPORT

Government contracts	\$ 14,421,348
Program service fees	2,705,415
Rental income	4,675,718
Support	608,840
Sponsorship	77,158
Interest income	26,065
Forgiveness of debt	889,090
Miscellaneous revenue	1,285,825
In-kind contributions	<u>63,811</u>
Total revenues and other support	<u>24,753,270</u>

EXPENSES

Program services

Home energy programs	7,795,702
Education and nutrition	3,192,428
Homeless programs	2,031,513
Housing services	5,632,374
Economic development services	984,354
Other programs	<u>618,327</u>

Total program services 20,254,698

Supporting activities

Management and general	<u>2,836,337</u>
------------------------	------------------

Total expenses 23,091,035

**INCOME FROM OPERATIONS BEFORE DEPRECIATION
AND OTHER REVENUES AND EXPENSES**

1,662,235

DEPRECIATION AND OTHER REVENUES AND EXPENSES

Depreciation and amortization	(2,383,536)
Loss on sale of property	(97,278)
Loss on investment in limited partnerships	<u>(55)</u>

Total depreciation and other revenues and expenses (2,480,869)

NET LOSS / CHANGE IN NET ASSETS

(818,634)

PARTNERS' EQUITY / NET ASSETS, BEGINNING OF YEAR

12,163,874

DISTRIBUTIONS FROM LIMITED PARTNERSHIPS

(82,552)

PARTNERS' EQUITY / NET ASSETS, END OF YEAR

\$ 11,262,688

SOUTHWESTERN COMMUNITY SERVICES, INC. AND RELATED COMPANIES

**COMBINED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MAY 31, 2025**

CASH FLOWS FROM OPERATING ACTIVITIES

Net loss / change in net assets	\$ (818,634)
Adjustments to reconcile net loss / changes in net assets to net cash from operating activities:	
Depreciation and amortization	2,383,536
Amortization of deferred finance costs	662
Loss on sale	97,278
Loss on investment in limited partnerships	55
Forgiveness of debt	(889,090)
Decrease (increase) in assets:	
Accounts receivable	(211,815)
Prepaid expenses	(17,296)
Due from related parties	(100)
Security deposits	(4,939)
Increase (decrease) in liabilities:	
Accounts payable	(297)
Accrued expenses	(4,275)
Accrued payroll and payroll taxes	(5,074)
Other current liabilities	(11,065)
Refundable advances / prepaid rent	(253,830)
Tenant security deposits	3,240

NET CASH PROVIDED BY OPERATING ACTIVITIES

268,356

CASH FLOWS FROM INVESTING ACTIVITIES

Proceeds from sale of property	706,752
Purchase of property	(220,453)

NET CASH PROVIDED BY INVESTING ACTIVITIES

486,299

CASH FLOWS FROM FINANCING ACTIVITIES

Proceeds from long term debt	6,376
Repayment of long term debt	(485,567)
Distributed partner capital	(82,552)

NET CASH USED IN FINANCING ACTIVITIES

(561,743)

NET INCREASE IN CASH AND RESTRICTED CASH

192,912

CASH AND RESTRICTED CASH, BEGINNING OF YEAR

6,573,706

CASH AND RESTRICTED CASH, END OF YEAR

\$ 6,766,618

SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION

Cash paid during the year for interest	<u>\$ 263,113</u>
--	-------------------

SUPPLEMENTAL DISCLOSURES OF NONCASH INVESTING AND FINANCING ACTIVITIES

Property financed by long term debt	<u>\$ 76,349</u>
-------------------------------------	------------------

See Independent Accountants' Compilation Report

SOUTHWESTERN COMMUNITY SERVICES, INC. AND RELATED COMPANIES

**COMBINING BALANCE SHEET
MAY 31, 2025**

ASSETS	SCS, Inc. and related entities	Meadow Road	Page Homestead	Senior Citizens	Westmill	Marlborough Homes	Payson Village	Woodcrest Drive	Cityside	Total
CURRENT ASSETS										
Cash and cash equivalents	\$ 2,089,380	\$ 3,825	\$ 4,108	\$ 2,140	\$ 43,187	\$ 45,334	\$ 8,633	\$ 19,014	\$ 74,438	\$ 2,290,059
Accounts receivable, net	1,877,311	-	-	4	-	-	-	321	-	1,877,636
Prepaid expenses	230,668	9,057	11,159	5,648	54,579	24,059	39,327	54,762	13,691	442,950
Total current assets	<u>4,197,359</u>	<u>12,882</u>	<u>15,267</u>	<u>7,792</u>	<u>97,766</u>	<u>69,393</u>	<u>47,960</u>	<u>74,097</u>	<u>88,129</u>	<u>4,610,645</u>
PROPERTY										
Land and buildings	34,005,390	3,857,306	5,149,086	1,921,045	5,262,871	4,412,905	4,238,005	4,863,534	3,760,260	67,470,402
Vehicles and equipment	727,511	-	-	-	-	-	-	-	-	727,511
Furniture and fixtures	1,209,491	39,084	34,852	52,714	41,841	382,154	246,360	177,225	264,707	2,448,428
Total property	<u>35,942,392</u>	<u>3,896,390</u>	<u>5,183,938</u>	<u>1,973,759</u>	<u>5,304,712</u>	<u>4,795,059</u>	<u>4,484,365</u>	<u>5,040,759</u>	<u>4,024,967</u>	<u>70,646,341</u>
Less accumulated depreciation	<u>20,400,760</u>	<u>2,221,964</u>	<u>2,650,981</u>	<u>1,620,364</u>	<u>1,547,042</u>	<u>2,143,450</u>	<u>1,879,098</u>	<u>1,325,442</u>	<u>1,550,989</u>	<u>35,340,090</u>
Property, net	<u>15,541,632</u>	<u>1,674,426</u>	<u>2,532,957</u>	<u>353,395</u>	<u>3,757,670</u>	<u>2,651,609</u>	<u>2,605,267</u>	<u>3,715,317</u>	<u>2,473,978</u>	<u>35,306,251</u>
OTHER ASSETS										
Investment in related parties	57,628	-	-	-	-	-	-	-	-	57,628
Right of use asset	83,750	-	-	-	-	-	-	-	-	83,750
Due from related parties	37,747	-	-	-	-	-	-	-	-	37,747
Cash escrow and reserve funds	1,989,969	294,441	521,292	68,093	252,009	400,688	150,750	532,886	266,431	4,476,559
Security deposits	135,182	10,188	13,708	7,059	18,384	16,190	17,678	10,204	18,119	246,712
Total other assets	<u>2,304,276</u>	<u>304,629</u>	<u>535,000</u>	<u>75,152</u>	<u>270,393</u>	<u>416,878</u>	<u>168,428</u>	<u>543,090</u>	<u>284,550</u>	<u>4,902,396</u>
Total assets	<u>\$ 22,043,267</u>	<u>\$ 1,991,937</u>	<u>\$ 3,083,224</u>	<u>\$ 436,339</u>	<u>\$ 4,125,829</u>	<u>\$ 3,137,880</u>	<u>\$ 2,821,655</u>	<u>\$ 4,332,504</u>	<u>\$ 2,846,657</u>	<u>\$ 44,819,292</u>
<u>LIABILITIES AND PARTNERS' EQUITY / NET ASSETS (DEFICIT)</u>										
CURRENT LIABILITIES										
Accounts payable	\$ 251,870	\$ 33,134	\$ 31,630	\$ 22,682	\$ 5,473	\$ 2,166	\$ 44,221	\$ 76,087	\$ 5,552	\$ 472,815
Accrued expenses	189,563	-	-	-	-	2,419	5,724	58,906	-	256,612
Accrued payroll and payroll taxes	124,816	-	-	-	-	-	-	-	-	124,816
Other current liabilities	166,566	-	-	-	-	-	-	-	-	166,566
Refundable advances / prepaid rent	51,930	4,435	1,329	1,534	1,660	-	5,585	939	1,990	69,402
Current portion of lease liability	48,579	-	-	-	-	-	-	-	-	48,579
Current portion of Economic Injury Disaster Loan	3,893	-	-	-	-	-	-	-	-	3,893
Current portion of long term debt	209,059	-	-	-	-	-	-	-	-	209,059
Total current liabilities	<u>1,046,276</u>	<u>37,569</u>	<u>32,959</u>	<u>24,216</u>	<u>7,133</u>	<u>4,585</u>	<u>55,530</u>	<u>135,932</u>	<u>7,542</u>	<u>1,351,742</u>
NONCURRENT LIABILITIES										
Long term lease liability, less current portion shown above	35,171	-	-	-	-	-	-	-	-	35,171
Long term debt, less current portion shown above	11,009,594	3,933,600	5,150,500	1,534,469	1,131,963	1,595,236	2,833,154	2,620,049	1,889,991	31,698,556
Economic Injury Disaster Loan, less current portion shown above	138,066	-	-	-	-	-	-	-	-	138,066
Accrued Interest	222,284	-	-	-	-	-	-	-	-	222,284
Tenant security deposits	-	9,929	13,624	6,910	18,358	16,104	17,661	10,129	18,070	110,785
Total noncurrent liabilities	<u>11,405,115</u>	<u>3,943,529</u>	<u>5,164,124</u>	<u>1,541,379</u>	<u>1,150,321</u>	<u>1,611,340</u>	<u>2,850,815</u>	<u>2,630,178</u>	<u>1,908,061</u>	<u>32,204,862</u>
Total liabilities	<u>12,451,391</u>	<u>3,981,098</u>	<u>5,197,083</u>	<u>1,565,595</u>	<u>1,157,454</u>	<u>1,615,925</u>	<u>2,906,345</u>	<u>2,766,110</u>	<u>1,915,603</u>	<u>33,556,604</u>
PARTNERS' EQUITY / NET ASSETS (DEFICIT)										
Partners' equity	-	-	-	-	2,968,375	1,521,955	(84,690)	1,566,394	931,054	6,903,088
Net assets (deficit) without donor restrictions	9,504,922	(1,989,161)	(2,364,359)	(1,319,256)	-	-	-	-	-	3,832,146
Net assets with donor restrictions	86,954	-	250,500	190,000	-	-	-	-	-	527,454
Total partners' equity / net assets (deficit)	<u>9,591,876</u>	<u>(1,989,161)</u>	<u>(2,113,859)</u>	<u>(1,129,256)</u>	<u>2,968,375</u>	<u>1,521,955</u>	<u>(84,690)</u>	<u>1,566,394</u>	<u>931,054</u>	<u>11,262,688</u>
Total liabilities and partners' equity / Net assets	<u>\$ 22,043,267</u>	<u>\$ 1,991,937</u>	<u>\$ 3,083,224</u>	<u>\$ 436,339</u>	<u>\$ 4,125,829</u>	<u>\$ 3,137,880</u>	<u>\$ 2,821,655</u>	<u>\$ 4,332,504</u>	<u>\$ 2,846,657</u>	<u>\$ 44,819,292</u>

See Independent Accountants' Compilation Report

SOUTHWESTERN COMMUNITY SERVICES, INC. AND RELATED COMPANIES

**COMBINING STATEMENT OF OPERATIONS AND PARTNERS' EQUITY / NET ASSETS (DEFICIT)
FOR THE YEAR ENDED MAY 31, 2025**

SCS, Inc. and related entities

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>	<u>Meadow Road</u>	<u>Page Homestead</u>	<u>Senior Citizens</u>	<u>Westmill</u>	<u>Marlborough Homes</u>	<u>Payson Village</u>	<u>Woodcrest Drive</u>	<u>Cityside</u>	<u>Total</u>
REVENUES AND OTHER SUPPORT												
Government contracts	\$ 14,421,348	\$ -	\$ 14,421,348	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,421,348
Program service fees	2,705,415	-	2,705,415	-	-	-	-	-	-	-	-	2,705,415
Rental income	2,221,779	-	2,221,779	267,552	318,698	215,197	317,021	146,519	229,548	664,755	294,649	4,675,718
Support	565,248	43,592	608,840	-	-	-	-	-	-	-	-	608,840
Sponsorship	77,158	-	77,158	-	-	-	-	-	-	-	-	77,158
Interest income	26,065	-	26,065	-	-	-	-	-	-	-	-	26,065
Forgiveness of debt	889,090	-	889,090	-	-	-	-	-	-	-	-	889,090
Miscellaneous revenue	208,313	-	208,313	2,607	3,825	3,536	10,757	1,018,720	5,530	19,741	12,796	1,285,825
In-kind contributions	63,811	-	63,811	-	-	-	-	-	-	-	-	63,811
Total revenues and other support	<u>21,178,227</u>	<u>43,592</u>	<u>21,221,819</u>	<u>270,159</u>	<u>322,523</u>	<u>218,733</u>	<u>327,778</u>	<u>1,165,239</u>	<u>235,078</u>	<u>684,496</u>	<u>307,445</u>	<u>24,753,270</u>
NET ASSETS RELEASED FROM RESTRICTIONS												
	<u>52,861</u>	<u>(52,861)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total revenues, other support, and net assets released from restrictions	<u>21,231,088</u>	<u>(9,269)</u>	<u>21,221,819</u>	<u>270,159</u>	<u>322,523</u>	<u>218,733</u>	<u>327,778</u>	<u>1,165,239</u>	<u>235,078</u>	<u>684,496</u>	<u>307,445</u>	<u>24,753,270</u>
EXPENSES												
Program services												
Home energy programs	7,795,702	-	7,795,702	-	-	-	-	-	-	-	-	7,795,702
Education and nutrition	3,192,428	-	3,192,428	-	-	-	-	-	-	-	-	3,192,428
Homeless programs	2,031,513	-	2,031,513	-	-	-	-	-	-	-	-	2,031,513
Housing services	3,062,942	-	3,062,942	188,404	231,434	133,448	196,398	1,055,645	192,971	397,250	173,882	5,632,374
Economic development services	984,354	-	984,354	-	-	-	-	-	-	-	-	984,354
Other programs	618,327	-	618,327	-	-	-	-	-	-	-	-	618,327
Total program services	<u>17,685,266</u>	<u>-</u>	<u>17,685,266</u>	<u>188,404</u>	<u>231,434</u>	<u>133,448</u>	<u>196,398</u>	<u>1,055,645</u>	<u>192,971</u>	<u>397,250</u>	<u>173,882</u>	<u>20,254,698</u>
Supporting activities												
Management and general	2,265,058	-	2,265,058	85,312	87,949	66,997	62,399	40,161	42,099	130,583	55,779	2,836,337
Total expenses	<u>19,950,324</u>	<u>-</u>	<u>19,950,324</u>	<u>273,716</u>	<u>319,383</u>	<u>200,445</u>	<u>258,797</u>	<u>1,095,806</u>	<u>235,070</u>	<u>527,833</u>	<u>229,661</u>	<u>23,091,035</u>
INCOME FROM OPERATIONS BEFORE DEPRECIATION AND OTHER REVENUES AND EXPENSES												
	<u>1,280,764</u>	<u>(9,269)</u>	<u>1,271,495</u>	<u>(3,557)</u>	<u>3,140</u>	<u>18,288</u>	<u>68,981</u>	<u>69,433</u>	<u>8</u>	<u>156,663</u>	<u>77,784</u>	<u>1,662,235</u>
DEPRECIATION AND OTHER REVENUES AND EXPENSES												
Depreciation and amortization	(1,258,053)	-	(1,258,053)	(139,499)	(183,181)	(78,483)	(193,367)	(161,993)	(125,968)	(143,835)	(99,157)	(2,383,536)
Loss on disposal of property	(70,472)	-	(70,472)	-	-	(21,915)	-	-	(897)	-	(3,994)	(97,278)
Loss on investment in limited partnerships	(55)	-	(55)	-	-	-	-	-	-	-	-	(55)
Total depreciation and other revenues and expenses	<u>(1,328,580)</u>	<u>-</u>	<u>(1,328,580)</u>	<u>(139,499)</u>	<u>(183,181)</u>	<u>(100,398)</u>	<u>(193,367)</u>	<u>(161,993)</u>	<u>(126,865)</u>	<u>(143,835)</u>	<u>(103,151)</u>	<u>(2,480,869)</u>
NET LOSS / CHANGE IN NET ASSETS												
	<u>(47,816)</u>	<u>(9,269)</u>	<u>(57,085)</u>	<u>(143,056)</u>	<u>(180,041)</u>	<u>(82,110)</u>	<u>(124,386)</u>	<u>(92,560)</u>	<u>(126,857)</u>	<u>12,828</u>	<u>(25,367)</u>	<u>(818,634)</u>
PARTNERS' EQUITY / NET ASSETS (DEFICIT), BEGINNING OF YEAR												
	9,552,738	96,223	9,648,961	(1,846,105)	(1,933,818)	(1,047,146)	3,116,857	1,614,515	42,167	1,580,990	987,453	12,163,874
DISTRIBUTIONS FROM LIMITED PARTNERSHIPS												
	-	-	-	-	-	-	(24,096)	-	-	(27,424)	(31,032)	(82,552)
PARTNERS' EQUITY / NET ASSETS (DEFICIT), END OF YEAR												
	<u>\$ 9,504,922</u>	<u>\$ 86,954</u>	<u>\$ 9,591,876</u>	<u>\$ (1,989,161)</u>	<u>\$ (2,113,859)</u>	<u>\$ (1,129,256)</u>	<u>\$ 2,968,375</u>	<u>\$ 1,521,955</u>	<u>\$ (84,690)</u>	<u>\$ 1,566,394</u>	<u>\$ 931,054</u>	<u>\$ 11,262,688</u>

See Independent Accountants' Compilation Report

SOUTHWESTERN COMMUNITY SERVICES, INC. AND RELATED COMPANIES

**COMBINING STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MAY 31, 2025**

	SCS, Inc. and related entities	Meadow Road	Page Homestead	Senior Citizens	Westmill	Marlborough Homes	Payson Village	Woodcrest Drive	Cityside	Total
CASH FLOWS FROM OPERATING ACTIVITIES										
Net loss/change in net assets	\$ (57,085)	\$ (143,056)	\$ (180,041)	\$ (82,110)	\$ (124,386)	\$ (92,560)	\$ (126,857)	\$ 12,828	\$ (25,367)	\$ (818,634)
Adjustments to reconcile net loss/changes in net assets to net cash from operating activities:										
Depreciation and amortization	1,258,053	139,499	183,181	78,483	193,367	161,993	125,968	143,835	99,157	2,383,536
Amortization of deferred finance costs	662	-	-	-	-	-	-	-	-	662
Loss on disposal of property	70,472	-	-	21,915	-	-	897	-	3,994	97,278
Loss on investment in limited partnerships	55	-	-	-	-	-	-	-	-	55
Forgiveness of debt	(889,090)	-	-	-	-	-	-	-	-	(889,090)
Decrease (increase) in assets:										
Accounts receivable	(207,820)	1,752	-	-	-	(7,813)	-	2,066	-	(211,815)
Prepaid expenses	81	117	(2,034)	(1,034)	2,503	(7,289)	(9,079)	(3,803)	3,242	(17,296)
Due from related parties	(100)	-	-	-	-	-	-	-	-	(100)
Security deposits	(2,042)	(774)	(541)	(411)	58	1,258	(983)	(762)	(742)	(4,939)
Increase (decrease) in liabilities:										
Accounts payable	(78,094)	(12)	15,299	14,192	(259)	(1,422)	20,849	27,691	1,459	(297)
Accrued expenses	(2,531)	-	-	-	-	2,419	2,000	(6,163)	-	(4,275)
Accrued payroll and payroll taxes	(5,074)	-	-	-	-	-	-	-	-	(5,074)
Other current liabilities	(11,065)	-	-	-	-	-	-	-	-	(11,065)
Refundable advances / prepaid rent	(245,497)	-	(11)	(1,207)	(3,253)	-	(4,233)	-	371	(253,830)
Tenant security deposits	-	774	923	416	(76)	(1,270)	982	765	726	3,240
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	(169,075)	(1,700)	16,776	30,244	67,954	55,316	9,544	176,457	82,840	268,356
CASH FLOWS FROM INVESTING ACTIVITIES										
Proceeds from sale of property	706,752	-	-	-	-	-	-	-	-	706,752
Purchase of property	(168,522)	(1,458)	(2,157)	(669)	(779)	(669)	(17,057)	(27,035)	(2,107)	(220,453)
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES	538,230	(1,458)	(2,157)	(669)	(779)	(669)	(17,057)	(27,035)	(2,107)	486,299
CASH FLOWS FROM FINANCING ACTIVITIES										
Proceeds from long term debt	6,376	-	-	-	-	-	-	-	-	6,376
Repayment of long term debt	(346,524)	-	-	-	(28,893)	-	-	(77,118)	(33,032)	(485,567)
Distributed partner capital	-	-	-	-	(24,096)	-	-	(27,424)	(31,032)	(82,552)
NET CASH USED IN FINANCING ACTIVITIES	(340,148)	-	-	-	(52,989)	-	-	(104,542)	(64,064)	(561,743)
NET INCREASE (DECREASE) IN CASH AND RESTRICTED CASH	29,007	(3,158)	14,619	29,575	14,186	54,647	(7,513)	44,880	16,669	192,912
CASH AND RESTRICTED CASH, BEGINNING OF YEAR	4,050,342	301,424	510,781	40,658	281,010	391,375	166,896	507,020	324,200	6,573,706
CASH AND RESTRICTED CASH, END OF YEAR	\$ 4,079,349	\$ 298,266	\$ 525,400	\$ 70,233	\$ 295,196	\$ 446,022	\$ 159,383	\$ 551,900	\$ 340,869	\$ 6,766,618
SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION										
Cash paid during the year for interest	\$ 179,037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,076	\$ -	\$ 263,113
SUPPLEMENTAL DISCLOSURES OF NONCASH INVESTING AND FINANCING ACTIVITIES										
Property financed by long term debt	\$ 76,349	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 76,349

See Independent Accountants' Compilation Report

Southwestern Community Services, Inc.
Board of Directors
2026 Composition

Cheshire County

Sullivan County

CONSTITUENT
SECTOR

Ron Nason
SCS Tenant

Taralyn Bielaski
Population Health
Dartmouth Hitchcock Medical Center

Carolyn Hall
Head Start Policy Council
Parent Representative

Anne Beattie
Newport Service Organization

PRIVATE
SECTOR

Kevin Watterson, Chair
Keene SwampBats

David Edkins, Vice-Chair
Town of Walpole

Dominic Perkins,
Treasurer/Secretary
Senior VP, Retail Administration
Savings Bank of Walpole

Kerry Belknap Morris, M.Ed.
Early Childhood Education
River Valley Community College

PUBLIC
SECTOR

Jay Kahn
Current Mayor, City of Keene
Former State Senator, District 10

Derek Ferland
Sullivan County Manager

Andy Bohannon
Deputy City Manager
City of Keene

Rep. Hope Damon
State Representative, District 8

Beth Daniels

Experience

Southwestern Community Services, Inc., Keene, NH

Chief Executive Officer 07/2021 – Present

- Oversight of agency departments (Senior Housing, Family Housing, Sullivan County Transportation, WIC, Head Start, Energy Services, Energy Conservation, Community Food, Housing Stabilization, New Hope New Horizons, Human Resources, Fiscal, IT Department, and Maintenance)
- Working with the Board of Directors
- Supervision of Senior Staff
- Agency compliance (federal grants, Dept. of Labor, IRS, Secretary of State, OSHA, etc.)

Chief Operating Officer 03/2016 – 07/2021

- Oversight of all general operations of the agency
- Supervision of Program Directors
- Agency-wide initiatives
- Grant compliance

Director of Energy and Employment Programs 10/2008 – 02/2015

- Oversight of all daily operations for Fuel Assistance, Electric Assistance, Neighbor Helping Neighbor, Senior Energy Assistance, Weatherization, HRRP, CORE, and Assurance 16 as well as the employment programs (Workplace Success, Work Experience Program, and WIA)

Career Navigator, Families at Work 04/2006 – 10/2008

- Provided ongoing support to households transitioning into the workforce
- Processed payments/invoicing for employment support services

Second Start, Concord, NH

Career Development Specialist 11/2004 – 03/2006

- Facilitated daily job-readiness classes and skill-building exercises
- Assisted participants with barrier resolution and the job search process
- Maintained participant records and completed reporting requirements
- Received ongoing training in teaching techniques and learning styles

Southwestern Community Services, Inc., Keene, NH

Case Manager, Homeless Services 09/2002 – 10/2003

- Responsible for all daily operations of housing program, rules, and regulations
- Completed weekly and monthly progress reports
- Coordinated house meetings, workshops, case conferences, and life skills classes

Case Manager, Welfare-to-Work 05/2000 – 09/2002

- Provided job placement and retention services for caseload of forty (40) clients
- Gained working knowledge of Department of Health & Human Services, Immigration & Naturalization Services, community agencies, and SCS

Education and Training

Leadership Monadnock	2016
Grant Writing Workshop Cheshire County	2012
Nonviolent Crisis Intervention Crisis Prevention Institute, Inc.	2012
Leadership Training Tad Dwyer Consulting	2010-2011
Criticism & Discipline Skills for Managers CareerTrack	11/2007
How to Supervise People CareerTrack	11/2007
Career Development Facilitator Training National Career Development Association <i>120-hour NCDA training</i>	09/2005
Certified Workforce Development Specialist National Association of Workforce Development Professionals	06/2005
Infection Control & Bloodborne Pathogens Home Health Care	01/2003
Bachelor of Arts in Human Services Franklin Pierce College <i>Graduated cum laude</i>	05/2002

Projects/Appointments

Current Board Member, NH Care Collaborative

Current Member, Sullivan County Public Health Advisory Council

Created Emerging Leaders Program, Southwestern Community Services

References Available

Margaret Freeman

Experience

2000 – Present

Southwestern Community Services Inc.
Keene, NH

Chief Financial Officer (2014 – present)

Supervising the quality of accounting and financial reporting of SCS; a Community Action Agency. Total funding of \$38 million; federal, state and local funding sources. Primary responsibility is to establish and maintain effective internal controls relative to Uniform Guidance. Including overseeing fiscal policies & procedures, reviewing program budgets and forecasts, reporting to Policy Council and the Board of Directors, preparation of the annual audit and various monitorings. Member of Senior Staff. Supervision of Agency Fiscal Director and Housing Fiscal Director.

Agency/Housing Fiscal Director (2000-2014)

Responsible to lead and manage the daily operations of the Fiscal Department of SCS. Primary duties include budget preparation and analysis, financial statement preparation and audit coordination.

1993 –2000

Emile J. Legere Management Corp
Keene, NH

Accountant

Provided bookkeeping for real estate management/development corp. Managed 16 affordable housing properties. Responsible for cash management, general ledger, A/P, A/R, financial statement prep, and audit prep. Leasing Manager of large commercial/retail property responsible for lease management and marketing of over 30 retail spaces (Colony Mill Marketplace).

Education

Leadership New Hampshire, Graduate 2011

Plymouth State University, Plymouth, NH
M.B.A., 1999

Keene State College, Keene, NH
B.S., Management, 1991; concentration Mathematics and Computer Science

AFS Year Program Exchange
1986 New Zealand

Gabriel Leonard

Employment History

Southwestern Community Services (Keene, NH) **Energy Conservation Director** July 2021- Present

Energy Conservation Manager Aug 2016- July 2021

- Responsible for the oversight & supervision of the Energy Conservation Program.
- Handle in-progress monitoring of weatherization projects, preparation of requisite work order changes, and documentation of the historical nature of individual projects.
- Create work orders for projects based on field notes & project modeling software supplied by other Energy Auditors.
- Supervise daily schedules & duties of the EC staff.
- Maintain yearly, monthly, daily, invoicing, tracking & paperwork for the EC program.
- Communicate effectively with clients, contractors and government organizations to foster positive communication for successful project completions.
- Coordinate disbursements of multiple program budgets to ensure maximum project impact and fiscal competency each program year.

All Seasons Construction Corp. (Springfield, VT) **Assistant Project Manager** Nov 2015- Aug 2016

- Responsible for supporting Project Manager in the planning, management direction, project completion, client satisfaction, and financial outcome of assigned construction projects.
- Create estimates within Sage project management software.
- Supports the Project Manager functions such as monthly forecasts, estimating, and budgeting.
- Assists in ensuring that all documentation meets internal standards, procedures and specifications.
- Ensures good, transparent and effective reporting and documentation.
- Delivers all documents in a timely manner so that progress can be fully communicated.
- Communicates with Site Manager for site project documentations.
- Responsible for verifying blueprints and construction process on multiple build phases.

New Hampshire Employment Security (Claremont, NH) **DVOP Employment Specialist** Jan 2015- Nov 2015

- Disabled Veterans Outreach Program (DVOP) Specialist facilitated workforce services for veterans, others eligible and employers.
- Provided specialized workforce services for veterans, especially veterans with barriers to employment, i.e., job development services for veterans, refer veterans to employment/training opportunities, provide counseling/guidance, and assist veterans with other workforce services (resume assistance, labor market information, job search workshops, one-stop career center orientation, etc.).

HURLEY OFFICE SOLUTIONS (Randolph, VT) **Project Manager** Nov 2009- Sep 2014

- Provided site supervision on a diverse range of commercial office installation projects. Tailored custom solutions to customer needs.
- Managed, hired and trained a team of seven employees. Created and implemented a customer service standard for the organization.
- Developed relationships with third party sales representatives to sell Hurley Office Solutions' services.
- Negotiated bids, responded to RFPs and successfully closed contracts.
- Analyzed the business and marketplace and created a strategic plan for the organization that included new marketing, human resources, job site and documentation plans.

BASIC PSA (Johnstown, PA/ Kennebunk, ME) Snubber Removal & Reinstallation Technician

VC Summer Nuclear Power Station
Susquehanna Nuclear Power Station

Oct 2012 – Nov 2012
Mar 2012 - Apr 2012

- Evaluated, removed & reinstalled nuclear snubbers, mechanical and hydraulic shock absorbers, to prevent unwanted activity during scheduled power outages paying close attention to all safety protocols and procedures.

IBZ CONTRACTING (Spring Valley, NY) Heavy Equipment Operator

Jul 2008 - Aug 2009

- Managed heavy equipment for a waterfront restoration and worked closely with EPA inspectors and project engineers.

FULLTIME MANAGEMENT (New York, NY) Property Manager

Jan 2008 - May 2008

- Managed multiple residential properties, with responsibilities including general upkeep, small repairs and tenant relations.

FINESTKIND HANDYCARPENTERS (Kitsap County, WA) Proprietor

Dec 2004 - Jan 2007

- Coordinated contracts for construction, successfully managed crew and contracts to ensure timely and satisfactory completion of projects.
- Provided services including finish carpentry, masonry, drywall, interior / exterior painting, residential electrical and plumbing, landscaping, roofing, and decking.

UNITED STATES NAVY (Bremerton, WA & San Diego, CA)
USS John C Stennis, CVN 74, Kitsap Navy Base & Coronado Navy Base

Nov 2002 - Dec 2007

Aviation Ordnance Specialist Supervisor

Nov 2004 - Dec 2007

Aviation Ordnance Specialist

Nov 2002 - Nov 2004

- Instructed, supervised and evaluated the performance of 60 personnel and oversaw \$1 billion plus of highly sensitive weapons and navy specific heavy equipment.
- Communicated effectively in diverse and hostile environments, both with personnel and upper management under stressful conditions.

Education

GRANITE STATE COLLEGE (Concord, NH) B.S. Business Management, GPA 3.72 magna cum laude 2014

CPR CERTIFIED NATIONAL HEART ASSOCIATION 2015

ASSOCIATED TRAINING SERVICES (Portsmouth, NH) Heavy Equipment Operation School 2008

NAVY LEADERSHIP PROGRAM (USS John C Stennis, CVN 74) 2004

KRISTEN R. HOWE

SUMMARY

Administrative professional with more than five years bookkeeping experience. Detail oriented, highly organized with excellent analytical and problem solving skills. Able to prioritize and efficiently multi-task in order to meet project goals in a timely manner. Fast learner who enjoys a challenge.

EXPERIENCE

Commercial Truck Driver

- ❖ Safely operated a variety of heavy commercial straight trucks as well as combinations including flat decks, tankers, dry vans and refrigerated trailers
- ❖ Sustained violation-free, accident-free driving record
- ❖ Conducted pre-trip and post-trip vehicle inspections in compliance with DOT regulations
- ❖ Ensured cargo safety through proper securing and handling techniques
- ❖ Accurately maintained records in accordance with company policies and HOS regulations

Patterson Farm, LLC, Sunderland, MA, 9/2022 - 12/2024

P & S Construction, Inc., N. Chelmsford, MA, 7/2022 - 9/2022

All States Materials Group, Sunderland, MA, 4/2019 - 7/2022

Wiggin Hydroseed Landscaping, Northfield, MA, 10/2018 - 4/2019

SUR Construction West, Inc., Winchester, NH, 4/2018 - 10/2018

Hamshaw Lumber, Inc., Keene, NH

SEPTEMBER 2005 - OCTOBER 2017

Receiving Manager (Cheshire Horse Division) 9/13 - 10/17

- ❖ Verified accuracy of all incoming inventory against shipping documents and purchasing requisitions
- ❖ Accurately updated inventory database to reflect newly received shipments
- ❖ Researched inventory discrepancies and provided appropriate resolutions
- ❖ Assisted General Manager with various managerial tasks including supervision of staff, development and implementation of new procedures and advanced customer service

Accounts Payable Representative, 9/05 - 9/13

- ❖ Executed full cycle Accounts Payable procedures for parent company while overseeing the payables for three subsidiary companies
- ❖ Communicated effectively with vendors, employees and members of management
- ❖ Followed specified channels for invoice verification and payment approval
- ❖ Maintained accurate database of well over 500 vendors
- ❖ Consistently met multiple weekly and monthly deadlines
- ❖ Streamlined processes resulting in a 25% decrease in required labor within the department.
- ❖ Utilized multiple software programs including Eagle, Excel and Microsoft Word
- ❖ Cross trained in accounts receivable:
 - Provided customer service for charge account customers including but not limited to account reconciliation and payment allocation
 - Processed monthly billing statements
- ❖ Assisted Financial Controller with various bank reconciliations and audits

EDUCATION

Northeast Driver Training, Rockingham, VT - Commercial Driver's Licence - Class A
GRADUATED MARCH 2018

Keene State College, Keene, NH - Microeconomics & Communications
SUMMER 1997

Norwich University, Northfield, VT - Architecture Major
AUGUST 1996 - DECEMBER 1996

Wentworth Institute of Technology, Boston, MA - Architecture Major
AUGUST 1995 - MAY 1996

ENDORSEMENTS & CERTIFICATIONS

Hazmat

Tanker

OSHA 10

NH Department of Energy

KEY PERSONNEL

List those primarily responsible for meeting the terms and conditions of the agreement.

Job descriptions not required for vacant positions.

Contractor Name: Southwestern Community Services Inc.

Program Name: WAP BIL (Amend 3 2026)

NAME	JOB TITLE	ANNUAL AMOUNT PAID FROM THIS CONTRACT	ANNUAL SALARY
Beth Daniels	CEO	\$0	\$142,000
Margaret Freeman	CFO	\$0	\$131,029
Gabriel Leonard	Energy Conservation Director	\$26,400	\$80,000
Kristen Howe	Staff Accountant	\$0	\$60,320