

GOFERR  
Stakeholders Advisory Committee  
Written Responses  
As of April 27 5:00 pm

**Concord Regional Visiting Nurse Association/Home Health and Hospice**, Beth Slepian PT, MBA, President/CEO (Page 2)

**Veterans Count (Easter Seals)**, Rick Courtemanche, Easterseals NH Board Member and Veterans Count Seacoast Chapter Member (Page 7)

**NH Lodging and Restaurant Association**, Mike Somers, President and CEO (Page 13)

**Grafton Regional Development Corporation**, CEO (Page 19)

**Easterseals NH, ME, VT and Farnum**, Maureen Beauregard, President/CEO (Page 25)

**St. Joseph Hospital**, John Jurczyk, President and Richard Plamondon, VP Finance (Page 31)

**Waypoint**, Borja Avarez de Toledo (Page 53)

**Stephens- Marquis**, Bill Marquis (Page 41)

**Infinite Fitness**, Melissa Marquis (Page 46)

**Women's Rural Entrepreneurial Network**, Pam Sullivan, Ex. Dir. (Page 50)

**St. Mary's Credit Union**, Ron Covey, President/CEO (Page 56)

**Palace Theatre**, Peter Ramsey, President/CEO (Page 60)



Beth Slepian, PT, MBA  
President/CEO Concord Regional Visiting Nurse Association

Health Care Sector: Home Health and Hospice

(3) Concord Regional Visiting Nurse Association (CRVNA) is a non-profit Medicare certified agency, providing home health, hospice, palliative, private duty, senior health and community health education in 44 towns in the Capital Region. CRVNA has been serving the community for 120 years, has approximately 400 employees and cared for more than 7300 patients in 2019. The senior health and community health education programs serve thousands more community members.

COVID-19 has impacted all aspects of operations, and we have had to alter how we deliver care. Home Health services have been impacted by reduced elective surgery, reduced hospital admissions, and reduced hours in physician practices resulting in fewer referrals. Patients are reluctant to allow staff to enter their homes to provide care, and as a result, fewer visits are being provided. Hospice census has remained stable; however, as facilities restricted access to prevent exposure, agencies are forced to redesign care delivery. Unique for CRVNA, the 10 bed Hospice House has seen a reduction in admissions. CRVNA and other agencies provide virtual visits for nursing, physical therapy, occupational therapy, speech therapy, social work and spiritual care, as appropriate. Virtual visits are not reimbursable by Medicare, and there is significant revenue shortfall anticipated in all programs. CRVNA is working with local physician practices to increase access to care to insure our community is receiving the care they need. The availability and cost of personal protective equipment (PPE) has been a challenge. Procuring PPE required herculean efforts by the organization at increased cost. These costs were not budgeted for, as they far exceed par levels and “normal” stock. Suppliers were unable to fill orders, so organizations looked to all sectors for procurement. Generous community donations helped to fill some needs, and the State was able to allocate some supplies. The burden, however, lies with the organization to insure we had what was needed to protect front line staff and patients. The challenges CRVNA is experiencing are seen throughout the sector.

The Home Health and Hospice sector is challenged with decreased referral and visit volume which has significant financial impact. Most organizations do not have a margin that sustains loss of business. Agencies are working with their referral sources to care for patients. Decreasing Medicare reimbursement and low Medicaid rates makes it difficult to sustain programs that deliver care to the most vulnerable.

At CRVNA, we provide senior health services and community health programs which have been discontinued due to COVID-19. This isolates seniors and vulnerable members of our community during a difficult time. Maintaining contact through telephonic communication has been a priority. This is a community benefit and unreimbursable. Providing free community care is common practice in the non-profit home health and hospice organizations throughout the state.

The current pandemic also creates challenges for agencies that serve the State's Choices for Independence program. This program covers long term services and supports at home for NH citizens who qualify for Medicaid and need nursing home level of care. The program was already plagued by low reimbursement and access problems. The reimbursement is not enough to pay competitive wages (which results in staffing shortages) and does not cover the full range of agency costs. Prior to the pandemic, many agencies were unable to take on new clients. There is a current concern about "staff flight."

Workforce has been impacted by school closures leading to staffing challenges. Other staff are choosing not to work for fear of spreading the virus to their families as they care for elders, children and aging spouses. With reduced current volume, but expected surge or return to surgical procedures makes it difficult to anticipate staffing levels. Keeping the workforce safe and healthy is a priority while respecting the guidance of PPE use has been a challenge. The staff is truly frontline, and in the home setting, there are unknown exposure risks. Patients are screened prior to visits, appropriate PPE is used, but the uncertainty of community transmission is the challenge.

The sector has been affected by reduced volume with significant financial losses, staffing challenges in the workforce, and exposure risk on the frontlines. The unbudgeted cost of PPE and procurement has put a significant burden on agencies to enable them to continue providing care.

(4) The next 12 months are filled with many unknowns in this sector. A surge of COVID-19 patients or the return to elective surgeries leads to different strategies. COVID-19 patients require higher supply costs with fewer visits. Our organizations need to be nimble and adaptable. The pattern of recovery for return to work is unknown, and the impact it will have on the virus is unpredictable. A return to elective surgeries and opening of physician practices moves operations into a more "normal" pattern. Again, managing workforce, supplies and referral volume will continue to be a challenge. We expect rising volume over the next few months, which improves the financial outlook for the industry, but will be affected by workforce, a second wave of COVID-19, and hospital and physician practice activity. The need to use PPE will continue as community transmission and asymptomatic carriers continues. Testing will provide some basis for determining next steps of care delivery.

(5) Home Health and Hospice agencies are eligible for economic opportunities at all levels. The Cares act provides some regulatory relief, as well as the Paycheck Protection Program and other SBA loans that agencies may apply for. This sector received stimulus payments based on Medicare revenue, and can also apply for accelerated payments from Medicare based on previous payments. These programs facilitate cash flow to insure vital operations continue. Some programs may be forgivable, and others require recoupment in the future.

On a State level, there is an emergency order that has addressed telehealth payments for private insurers and Medicaid. The COVID-19 Emergency Healthcare Relief Fund provides loans and the Long Term Stabilization Program will benefit certain providers who care for the Medicaid population.

The NH Long Term Care (LTC) Stabilization Program, providing weekly stipends to Medicaid and CFI frontline workers, is a welcome incentive to help agencies retain staff and continue to serve this vulnerable population. Employers are covering the increased cost of payroll taxes, workers comp, etc. After the LTC stabilization fund ends, and as agencies return to “normal,” the revenue losses agencies experienced during this pandemic may hinder their ability to continue to participate in the CFI program. This will create a problem for the state, as the only other option for these vulnerable clients in nursing home health. Long term sustainability of this program would require a reevaluation of reimbursement rates to prevent a future crisis.

CRVNA has benefitted from some of the above programs and continues to identify opportunities.

There are many grant opportunities, but the funds are rapidly depleted. Charitable donations of PPE are generous in the community for Home Health and Hospice agencies, but are competitively sought.

(6) Public Relief funds would allow for the continuation of vital services for our most vulnerable population, elders and chronically ill individuals. High risk individuals are finding themselves isolated, and with no visitors other than their home health and hospice clinicians. Funds would allow agencies to focus on increasing unreimbursed care to improve the physical and mental health of our communities. Having funds to support the workforce insures that as the COVID-19 surge or plateau unfolds; there is a workforce at the ready to provide care. Many agencies do not have the reserves to continue operations without funding. Agencies were struggling with reduced margins and are not sustainable with the reduced volume. The rural nature of the state also makes providing care difficult. Public Relief funds could be used to develop robust virtual telehealth programs, which would increase the ability to care for those in all parts of the state. With patients refusing care, due to exposure fears, telehealth decreases isolation, decreases the risk for hospitalization and improves outcomes. Home Health and Hospice organizations serve the communities as a whole and funds would preserve this resource in the community.

(7) For CRVNA, these funds would be assigned a unique general ledger number that would identify the funds for the financial statement. Anything that the funds were used for would be sub-coded to offset the relief fund.

(8) Our sector could report loss of business, number of persons served, cost of PPE, unreimbursed services.

(9) Home health, hospice and private duty organizations support patients who are served by a variety of both social service organizations and the health care system. Services such as senior transportation, volunteer companion services, and meals on wheels are essential in supporting some of our most vulnerable patients in attaining food and medical care. Durable medical equipment companies, as well as pharmacies are essential to keeping our patients in their own homes. Assistance for the social service organizations could include access to PPE and guidance on use so that essential programs like hospice and companion volunteers can find creative and safe ways to support isolated patients. Secure housing for the aging and disabled population is another sector that our patients rely upon, adequate PPE for both staff and patients will allow for home health and hospice staff to continue to see patients in independent and assisted living communities.

(10) Agencies may be forced to close if cash flow becomes a challenge, leaving the community unserved. Public assistance funds to support organizations and frontline workers across the continuum would insure staffing levels and access to health care.

(11) Stories are very prevalent on the challenges the hospitals are facing. Home Health and Hospice workers are on the frontline, and their work and challenges do not receive the same attention. It has been challenging for our sector to procure PPE, compensate workers, especially low wage workers providing essential care to enable community members to stay at home. Our workforce is aging, and many nurses are considering retirement due to the increased stress of the pandemic. There is currently a nursing shortage, which will be exacerbated. There needs to be a long term plan to address the lessons we are learning as we navigate the pandemic across all levels of care.

Thank you for the opportunity to participate and represent the Home Health and Hospice Community.

A handwritten signature in blue ink that reads "Beth J. Slupian". The signature is written in a cursive style with a small dot above the 'i' in Slupian.



**(1) Please identify your position and your organization.**

Rick Courtemanche, retired IBM executive, Easterseals NH Board Member and Veterans Count Seacoast Chapter Member. Please note that I asked Easterseals for help in preparing this response.

**(2) Please identify what economic sector your enterprise operates within.**

Nonprofit (human services)

**(3) Please describe how your enterprise and economic sector has been impacted by Covid- 19.**

Hollie Noveletsky asked me to respond to this request as a volunteer for the Easterseals Veterans Count program. Since Veterans Count is one of many programs at ESNH I feel that it is appropriate to include it as part of the broader spectrum of programs offered.

Although Easterseals is a large organization, the COVID-19 outbreak has hit them hard, significantly straining their day-to-day operations and limiting the ability of their clients and families to access the critical services they need to live healthy and independent lives in our community. ESNH has an estimated loss of revenue of 20%, but has still responded to the growing impact the pandemic is having on its 12 core programs, 25,000 clients and 1,500 employees throughout NH.

Nonetheless, and although it means taking on considerable additional expenses at a deficit, they have adjusted their service approach to ensure they continue to meet community needs. For example, the closing of schools meant that ESNH Transportation Services were no longer being utilized to drive children with special needs to public schools. Instead, buses are now delivering food and essential school supplies to children in Manchester to ensure their nutritional and educational needs are met.

As you know Governor, our Military & Veterans Services, for which I serve as a Seacoast Chapter Member, relies on philanthropy to provide critical assistance to veterans and military families. We have been forced to cancel or reschedule several major fund-raising events, which has constrained our ability to raise funds. I was helping plan one of these events (along with Renee Plummer and others), our 8<sup>th</sup> annual gala, which was scheduled for May 2<sup>nd</sup> and was projected to raise \$600,000. Unfortunately, it has been cancelled and, due to current circumstances, was not able to be scheduled to a later date. ESNH has responded by shifting resources and incurring a significant deficit in order to continue providing emergency financial assistance, including food, for veterans and their families. The need is even greater now due to the pandemic.

By continuing to provide critical services such as child care and support for seniors, ESNH is ensuring that workers considered essential under the Governor's emergency orders are able to continue to work outside of their homes while they help keep their loved ones safe and healthy during this time of uncertainty. ESNH provides holistic in-home support for seniors and items such as nutritious food, diapers, and formula for the children in their care and helps both populations with hygiene practices so that they are less likely to become ill.

The children, youth, and adults served through their residential programs (Community Based Services and Gammon Academy) are living in ESNH facilities where they receive comprehensive services and care. Most are unable to attend to their personal hygiene or practice social distancing without staff support and guidance, thus ESNH services are critical to ensuring these vulnerable populations avoid contracting the virus. Should any client present with symptoms of COVID-19, staff, with support from

ESNH health care professionals, are able to provide care on-site rather than having the client go to a medical facility for treatment of mild illness. To date 67 staff and 47 clients have tested positive for the virus. One client and one staff have been hospitalized. An additional 19 cases are under review.

Following CDC and state guidelines, ESNH has closed the Oral Health Center for regular treatments but has kept it open with reduced staffing for emergency services only, including care for new clients and for low income individuals or who are on Medicaid. ESNH did this in order to prevent patients from presenting at local Emergency Rooms for treatment and to take the pressure off already stressed hospital systems. Similarly, by ensuring continuity of services, Farnum, ESNH's Substance Use Disorders treatment facility, can help ensure that those who might otherwise present to the emergency department or require emergency treatment from first responders and/or transportation via ambulance can access the treatment they need without burdening the already overloaded health care system.

These are but a few examples of the flexible, gap-filling measures undertaken by Easterseals in response to the COVID-19 outbreak despite the ESNH current funding crisis. ESNH remains committed to their mission and sustaining these critical services, however doing so comes with a **significant cost associated with an urgent, unforeseen need to purchase additional sanitizing and protective supplies, such as critical PPE, cleaning and disinfecting supplies, and costs associated with shifting to virtual and telehealth services, the total for which is in excess of \$300,000.** A simultaneous decline in utilization has greatly hurt ESNH funding. With the state of emergency that was declared by Governor Sununu, ESNH has also had to make the difficult decision to postpone or cancel many of other fundraising events, beyond those supporting Veterans Count, which provide revenue necessary for the vital services that help more than 25,000 children, adults, and seniors each year.

**(4) Please provide an assessment of how you project your organization and economic sector will be impacted over the next 12 months by Covid-19.**

Over the next 12 months, ESNH anticipates a greater demand for their services as vulnerable populations continue to grapple with the effects of the pandemic, such as unemployment, social isolation, and lack of access to non-emergency medical/dental/mental health resources. They also anticipate a continued decrease in revenue due to lower paid program utilization as well as rescheduled or cancelled fundraising events and fewer individual and corporate donations due to the economic downturn and unemployment.

**(5) Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support (federal, state or local) or charitable funds specifically intended to help address Covid-19 impacts; and explain whether the identified need might be covered by other governmental or charitable sources of funding or support programs.**

Easterseals NH has pursued diverse funding at the local, state, and federal level, including businesses, individuals, and foundations, to meet the aforementioned COVID-19 impacts. As this situation is recent, as well as constantly evolving, most of these applications and requests to businesses and foundations are pending as of this application date. Most of the donors who typically support them are experiencing financial hardships themselves, which has resulted in significant decreases in philanthropic contributions. Due to the scope of the need, ESNH will require additional sources of funding even beyond what has already been pursued.



**(6) Please provide comments on one or more ideas on how some portion of public relief funds could be provided to your enterprise and economic sector (including, if possible, an estimate of the amount of funds), and please comment on how these ideas would achieve the following important public goals:**

**(a) The funds will serve a public use and provide a public benefit.**

**(b) The funds will preserve or increase the social welfare or economic prosperity of the state, and will promote the general welfare of the state's citizens.**

By ensuring continuity of care for some of the state's most vulnerable citizens, the funds supporting the continued operations for ESNH's critical programs will promote the general welfare of citizens including the following:

- Through their holistic case management services in multiple programs such as Workforce Development, Community Care Coordination, Farnum Center, Military & Veterans Services, and their Workforce Development Programs, ESNH is promoting the health, independence, and self-sufficiency of low income clients, thereby reducing their dependence on public benefits and the healthcare system.
- The Adult Day Program and Homemakers Health Services programs help keep seniors, including medically fragile and low income individuals, safe in their own homes while avoiding costly, premature admission to nursing homes or institutionalization. This also allows their caregivers to continue working as well as providing respite.
- ESNH Oral Health Center is one of the only dental clinics in Manchester, the largest and most socioeconomically diverse city in the state, which accepts Medicaid and provides free and reduced cost services to ensure low income individuals can access critical oral health services.
- ESNH's two Child Development Centers are two of the few in the city of Manchester that are not only NAEYC accredited, but also accepts the NH Child Care Scholarship to ensure that disadvantaged children have the best possible opportunities to succeed academically and developmentally. The Centers are also fully inclusive for children with disabilities or other special needs.
- The "Early Supports & Services" and Autism programs provide critical interventions and therapies to help children achieve optimal development, which reduces the need for special services once they enter the public school system.
- Gammon Academy, the largest special education facility in the state, is one of the few schools available for students who cannot succeed in a mainstream school setting due to developmental or neurobehavioral issues.

**(c) The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.**

Funds will enable ESNH to sustain its 12 core programs and services, which will help preserve the nearly 1,500 employees throughout the state.

As ESNH runs one of the only overnight camps for youth with disabilities or special needs, funds will support social activities for this vulnerable population in a traditional camp environment.

ESNH also engages the community with volunteer and event opportunities that connect NH residents to each other while providing revenue for their critical services. As a member of the ESNH board I can assure you that we (the board) are actively engaged and committed to the ESNH programs.

**(e) The funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector, and will enhance the resiliency of the organization to survive future economic or health challenges.**

The funds will contribute significantly to the continued operation of ESNH and its vital programs. **Investment in PPE and telehealth infrastructures** will allow the agency to survive this pandemic and health challenges in the future.

**(f) The use of funds is not in conflict with local or regional development plans and policies, or any other provision of state or federal law.**

The use of funds by ESNH is not known to be in conflict with local or regional development plans and policies, or any other provision of state or federal law.

**(g) The funds are structured in a way that will help the community and the State at large, and not just the particular private business or organization.**

With a statewide footprint serving 25,000 individuals annually, continuity of ESNH's comprehensive service array benefits the community at large by ensuring vulnerable populations have access to services that promote health, wellbeing, and self-sufficiency.

**(h) The use of funds is consistent with the one-time availability of the public relief funds and will not require future continuing operational support from the public sector in order to maintain success.**

A one-time investment in ESNH will provide a financial "bridge" during this time of declining revenue and increased unforeseen expenses due to the COVID-19 crisis. I anticipate ESNH will return to financial stability once daily operations and utilizations normalize when the restrictions on people and businesses are lifted.

**(7) Please describe how the receipt and use of the public relief funds described in question 6 could be accounted for in your organization's financial statements.**

As a non-profit entity, ESNH is subject to Federal Cost Principles, and has a long history of full compliance. To ensure compliance, ESNH identifies cost elements in conjunction with individual "cost center" assignments, to allow isolation of expenditures for various funding streams. A senior accounting staff member serves as Grants Manager and works closely with the program staff to monitor all expenses charged to individual projects. ESNH has a culture of partnership between the program and finance managers ensuring that expenditures can be accurately accounted for within the organization's financial statements.

**(8) Please describe specific measures for public reporting on the receipt and use of the public relief funds, so that the State may satisfy any public reporting obligations that may be imposed with respect to such funds.**

ESNH is able to track outcomes and outputs by program as well as aggregated at an organizational level in order to satisfy public reporting obligations related to public relief funds.

**(9) Please identify other important organizations or functions in the State that have an important impact on your organization or economic sector, and, if possible, provide ideas of how those organizations and functions may be assisted by public relief funds in a manner that would help your organization or economic sector.**

As a comprehensive human service nonprofit, ESNH has contracts with several state agencies such as the Area Agencies and others under DHHS, including DCYF, DOE, BDAS, BEAS, and DLTSS. Should those agencies receive relief funds, it may help the organization through increases in revenue through those contracts. ESNH collaborates with many nonprofit partners throughout the state, cross referring and helping clients access needed programs and services. Therefore, any relief provided to sustain these organizations will help ESNH, our clients, and the sector at large.

**(10) What would your business, agency, organization, sector do with the funds that cannot be done currently?**

Public relief funds would enable ESNH to continue much needed programming, including:

- Provide food and cover expenses for some of the most vulnerable in our community, including children, adults, and seniors, with disabilities or special needs, as well as veterans who are part of our numerous programs.
- Financial assistance to cover the cost of necessary personal protective equipment and cleaning supplies to keep their clients and staff safe and healthy as they continue to deliver critical services.
- Additional costs ESNH is incurring to provide telehealth and at-home care for those who depend on ESNH services for their health and wellbeing.

**(11) We consistently hear different stories of what is occurring and what is needed; given the opportunity, please comment on what do you think should be said or considered that hasn't received much attention?**

ESNH, as mentioned above, is a large nonprofit that employs many people. **Therefore, the agency did not qualify for the Small Business Loan opportunities provided for in the stimulus package. Similarly, many provisions are being made for hospitals and health care centers, for which Easterseals is not eligible.** However, they are serving individuals on the front lines and are in need of funding to ensure they can support the health and well-being of some of the most vulnerable children, adults, and seniors in New Hampshire.



## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

Thank you for agreeing to provide information to assist the GOFERR Stakeholder Advisory Board (“SAB”). Your contribution is critically important to allow the SAB perform its purpose of developing recommendations to the GOFERR for the allocation and expenditure of federal Covid-19 emergency funds to address fundamental needs of the State of New Hampshire.

Because the Covid-19 crisis has impacted almost everyone and every institution across New Hampshire, SAB expects to gather a substantial amount of information from many sources. In order to accomplish this task effectively and efficiently, SAB requests that all persons who submit information (including those persons who are scheduled to provide oral comments before a SAB meeting) please follow these guidelines.

The SAB is hopeful that many interested persons will submit information and ideas on how the State can best allocate federal emergency relief funds. We plan to read all comments, and for those who make oral presentations to the SAB, we intend to ask questions based on the written submissions.

There is no particular format for the comments, and but we request that you focus your comments as efficiently as possible, and try to limit the number of pages to less than 10.

In order to help the SAB members to the greatest extent possible, we request that you try to address each of the information items listed below. The SAB members have identified these information items as highly relevant to their overall task. While some commenters are likely to provide additional information, and others may not be able to address each item, we request that you try to address the following items in your submission:

- (1) Please identify your position and your organization.

Mike Somers – President & CEO, New Hampshire Lodging & Restaurant Association

- (2) Please identify what economic sector your enterprise operates within.

Hospitality and tourism industry.

- (3) Please describe how your enterprise and economic sector has been impacted by Covid-19.

The hospitality industry will lose an estimated \$800 M in sales between March, April and May - which will result in a loss in Meals & Rentals tax of more than \$70M. These numbers are supported by preliminary tax data from DRA that M&R tax for March was down \$11.8M or 43%. If you recall, we were closed for half of March - and March is the slowest month of the three. April and May will likely be down 90%.

We usually employ about 70,000 people in our industry and due to the mandated closures we have been forced to lay off more than half our workforce.

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- (4) Please provide an assessment of how you project your organization and economic sector will be impacted over the next 12 months by Covid-19.

We anticipate that our industry will be opened in phases on a timeline that is unclear to us at this time. As deadlines continue to be pushed back, this will restrict our ability to generate enough sales to sustain businesses. Even after the restrictions are eased the continued limitations will make it impossible for businesses to survive over any extended period – our industry profit margins are historically in the 3-5% range and operating with even minimal restrictions will mean that businesses continue losing less money. We anticipate that consumer confidence will be slow to return and we will need to reassure them that our operational mitigation efforts are effective. Restaurants will likely come back more quickly than lodging with the possibility that business could return to a somewhat normal level in the fourth quarter – lodging will likely be further out. Business travel will likely be restricted for the near future and leisure travelers may not come back in normal numbers until next Spring or Summer. Most businesses will run out of reserves and access to capital in the next 30-60 days and a significant allocation of support will be required.

- (5) Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support (federal, state or local) or charitable funds specifically intended to help address Covid-19 impacts; and explain whether the identified need might be covered by other governmental or charitable sources of funding or support programs.

The PPP program has been accessed by 8.9% of our industry – most funds went to the largest groups and larger industries as I am sure you have heard in the news. There are also structural challenges within the PPP – 75% of the funds must be spent on payroll and benefits within an 8 week window that starts as soon as funds are received and all funds must be expended by June 30. With our businesses closed we are essentially being asked to pay unemployment as a pass-through and, for the privilege of doing so, we are charged 1% interest on the borrowed monies. The remaining 25% can only be spent on rent, mortgage interest and utilities which leaves an awful lot of expenses unpaid or deferred – but all those expenses will come due soon. The inflexibility in PPP does not really help businesses – if greater flexibility was allowed such as eliminating the arbitrary percentages, extending the 8 weeks to 12 weeks and eliminating the June 30 deadline the program would be significantly more helpful.

EIDL Loans are supposedly available as well but to date I have not heard of one business receiving funds. This program ran out of funds almost immediately and the additional funds that have been added will run out quickly. Most businesses I have spoken to have filed for this program so there will be a serious shortfall in funding. It is also worth noting that if a company is lucky enough to receive both funding streams, the EIDL amount is taken off the gross amount of the PPP so the funding is essentially limited to 2 ½ months worth of payroll. Other expenses that are not covered

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are insurances, property taxes, CAMS to landlords etc. And these businesses will need access to capital to open their doors – most food and beverages have been returned or disposed of due to spoilage – and this will be a sizeable amount for each business.

- (6) Please provide comments on one or more ideas on how some portion of public relief funds could be provided to your enterprise and economic sector (including, if possible, an estimate of the amount of funds), and please comment on how these ideas would achieve the following important public goals:

- (a) The funds will serve a public use and provide a public benefit.

The state relies heavily on the Meals & Rentals tax and if the majority of hospitality businesses don't survive this catastrophe, then tax receipts will drop significantly. Local municipalities rely on real estate taxes and even a small percentage of defaults will cause havoc. And if they fail, the business taxes that these businesses will no longer pay will compound the problem for the state and for local municipalities.

- (b) The funds will preserve or increase the social welfare or economic prosperity of the state, and will promote the general welfare of the state's citizens.

Again, the state relies heavily on the Meals & Rentals tax and without that revenue there will be significant constraints on state spending in many critical areas. As importantly, it is worth recognizing the important role that restaurants and hotels play in our communities – they are places that we celebrate special occasions, enjoy family vacations and spend time with family and friends. These businesses also give back a substantial amount of money, food and more to charitable causes in their communities and the damage that has been done will be felt for quite some time. An important point to consider is that if we do not save these businesses there will be an increase in real estate tax defaults which will impact local municipalities – and for some towns, it will do incredible damage.

- (c) The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.

Without healthy, functioning businesses in our sector the state stands to lose some portion of the \$360M in meals and rentals tax that we contribute – for March, April and May it will be roughly \$70M or almost 20% for calendar 2020. Business closure will lead to a significant number of jobs lost permanently that will continue to stress our Employment Security fund and put additional pressure on support services and programs that will be unsustainable.

- (e) The funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector, and will enhance the resiliency of the organization to survive future economic or health challenges.

Without a significant and sustained injection of aid for the hospitality and tourism industry (we have asked for roughly \$700M) there will be significant losses. And the longer the shut down

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continues the more businesses we will lose. Beyond just financial support the industry will need a large and focused marketing campaign from the state to reassure consumers that dining out, staying in hotels and enjoying tourist attractions is safe. Individual businesses will not have the wherewithal after this crisis to mount any sort of significant marketing campaign.

- (f) The use of funds is not in conflict with local or regional development plans and policies, or any other provision of state or federal law.

Not to my knowledge – if fact just the opposite, without this assistance, there will need to be a lot of economic development to try to make up the losses that communities will see.

- (g) The funds are structured in a way that will help the community and the State at large, and not just the particular private business or organization.

This will be about saving an industry! It has been suggested by industry representatives to the GOFERR Committee that funds should be in the form of zero interest Business Finance Authority loans with some portion of the loans forgiven. The ripple effect of not bailing out this industry in a sizeable way will have a huge and negative effect on New Hampshire.

- (h) The use of funds is consistent with the one-time availability of the public relief funds and will not require future continuing operational support from the public sector in order to maintain success.

While this is true, please understand that the support will need to be sizeable and provide relief through the fall in order for businesses to get through a phased reopening and the resulting constraint on business and the slow return of business that we are expecting.

- (6) Please describe how the receipt and use of the public relief funds described in question 6 could be accounted for in your organization's financial statements.

Speaking for the industry it is hard to make a blanket statement, but would anticipate that this is best decided and managed by the authority dispersing the funds.

- (7) Please describe specific measures for public reporting on the receipt and use of the public relief funds, so that the State may satisfy any public reporting obligations that may be imposed with respect to such funds.

Again – this should be decided and managed by the authority that disperses funds.

- (8) Please identify other important organizations or functions in the State that have an important impact on your organization or economic sector, and, if possible, provide ideas of how those organizations and functions may be assisted by public relief funds in a manner that would help your organization or economic sector.



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The Division of Travel and Tourism will be of great importance as they craft and promote a message supporting the industry. Historically their mandate has been to entice visitors to visit NH, but as we work our way out of the shut down we will need a great deal of their help to reassure consumers that it is safe to eat out and stay in lodging properties. Businesses will have little to no resources left for marketing and the state will need to fill that void.

- (9) What would your business, agency, organization, sector do with the funds that cannot be done currently?

Survive this crisis – many have received no financial relief and are depleting reserves and equity trying to survive. The smallest businesses are hardest hit as they have limited access to capital in order to bridge the shutdown.

- (10) We consistently hear different stories of what is occurring and what is needed; given the opportunity, please comment on what do you think should be said or considered that hasn't received much attention?

There are a lot of people are saying that our industry has been 'hard hit' but that doesn't begin to describe the devastation that the shut down has caused. Our industry is a cash flow business and when the industry shuts down like this the results will be horrible and widespread if not propped up to get to the other side. And with so little of the Federal bailout money getting to the smallest businesses, and so little of it getting to this industry, owners are running out of options. I can't tell you how many people have called me in tears or almost in tears because they don't see a way to keep their business alive to get to the other side. The work of this committee truly has lives in the balance and I implore you to act quickly and decisively to save small businesses in New Hampshire.

\* \* \* \* \*

SAB anticipates that its members will be reaching out to diverse interests and persons to request submission of comments, and we thank you in advance for considering these requests. We are all in this together, New Hampshire!

Please check the GOFERR website for current information on how to submit comments. All recommendations and information submitted in response to this request will be available for public inspection and copying in their entirety. For further information, please contact Joe Doiron at the GOFERR offices.



To: GOFERR Stakeholder Advisory Board  
From: Grafton Regional Development Corporation  
Date April 24, 2020  
Re: Request for Written Comments

**Please identify your position and your organization.**

Chief Executive Officer, Grafton Regional Development Corporation (GRDC)

**Please identify what economic sector your enterprise operates within.**

Nonprofit economic development in Grafton County

**Please describe how your enterprise and economic sector has been impacted by Covid-19.**

The impact of the COVID-19 crisis has been seen in all areas of our work. The demand for business advising has increased exponentially. Main Street and small businesses, particularly in the hospitality sector, are frequently closed, operating remotely or at a reduced level. In addition, Grafton County has two communities, Hanover and Plymouth, which are anchored by large educational institutions. These institutions are now holding classes online, which means thousands of students who normally frequent the restaurants and shops of those downtowns are gone. Dartmouth College recently decided to hold their summer term online, expanding the impact to other areas, such as landlords renting to students. Littleton, Grafton County's third hub economic area, has been a thriving center for not only local tourism, but a center of shopping for residents of the region. The COVID crisis has forced much of hospitality and small businesses in that community to either shut down or operate at greatly the reduced levels. Similar impacts have been felt in Bethlehem, Lincoln and other popular tourist areas in Grafton County.

**Please provide an assessment of how you project your organization and economic sector will be impacted over the next 12 months by Covid-19.**

As a result of the COVID impact on our small businesses, we have seen a spike in demand for help in business planning and accessing Federal resources such as the Paycheck Protection Program. Local businesses have also asked us to suspend their loan payments as they wait to see if they will be able to continue operating. These demands have had an impact on GRDC by increasing demand for services but reducing income to our organization. Our business incubation programs have been moved online, and content has changed to address COVID-driven concerns. Finally, we have suspended office rent payments for tenants who are financially stressed.

The impacts of the COVID crisis on the nonprofit sector and on the economy of Grafton County are yet to be fully seen. We have already seen a massive impact in communities with closed higher education institutions, communities with tourism-focused economies, and our downtown Main Street businesses. At GRDC, rent from our incubator tenants is decreasing and demand for advising services has increased. Lost income as loan clients who are requesting that we suspend payments impacts GRDC's revenue. Some of our sister organizations have projected that their

loan income will likely decrease by approximately 75% in the next year. Several hospitality businesses have said that while they remain open, their business decreased overnight about 90%. Our current assessment is that our rental income at the business incubator in Plymouth will decrease at least 25%.

**Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support (federal, state or local) or charitable funds specifically intended to help address Covid-19 impacts; and explain whether the identified need might be covered by other governmental or charitable sources of funding or support programs.**

A number of Grafton County businesses and nonprofits have applied for and received funding through the Payroll Protection Program. Other nonprofit organizations in Grafton County have been applying for funding from the NH Charitable foundation, Community Development Finance Authority, Granite United Way, and others. Most of these local resources have been justifiably focusing on urgent human service needs.

Grafton Regional Development has a long and successful record of supporting business and job growth by using federal funds to support small businesses through revolving loan funds. We do not currently have any COVID-related revolving loan funds. We, along with other RDCs, have applied to a NH CDFA program through Citizen's bank for \$10,000 in grant funding for the Microenterprises we serve under a Microenterprise program with funding through NH CDFA. There is no income to GRDC under the Citizen's bank program. The Microenterprise program pays for various small business support services, including a NH Small Business Development Center advisor who provides free advising to small businesses in our area.

**Please provide comments on one or more ideas on how some portion of public relief funds could be provided to your enterprise and economic sector (including, if possible, an estimate of the amount of funds), and please comment on how these ideas would achieve the following important public goals:**

- (a) The funds will serve a public use and provide a public benefit.

Grafton Regional Development is a tax-exempt nonprofit organization which works to support the economic prosperity of the Grafton County region. We work to support job creation and retention, business growth, and as a nonprofit organization our mission is to provide a public benefit.

- (b) The funds will preserve or increase the social welfare or economic prosperity of the state and will promote the general welfare of the state's citizens.

Grafton Regional Development's mission is to support the economic prosperity of Grafton County, which preserves and increases the social welfare and economic prosperity of the State and promotes the general where welfare of the citizens of Grafton County.

**The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.**

We propose to use funds to expand services in two areas where we have been operating successful programs for years:

\*Participation in NH Alliance of Regional Development Corporations Small Business Loan Program:

The NH Alliance of Regional Development Corporations has proposed a small business loan program that will provide \$50,000,000 in low cost funding to New Hampshire's small businesses.

Grafton Regional Development has a long history of effectively and responsibly administering revolving loan funds to support local business and job growth and retention. This approach mirrors successful programs that Grafton Regional Development has run for years, but with a new goal: providing funding to local businesses to reopen when they can safely do so. Through the NH Alliance of Regional Development Corporations, sister organizations around the State of New Hampshire have collaborated and submitted a proposal for a loan fund to help businesses recover and reopen. While there have been some federal emergency funds available to our small businesses to help weather the immediate crisis, the economic problem will not disappear in the short term. It will be important that resources be available when businesses are able to plan to reopen in some form, when their financial resources are likely depleted.

For example, Grafton County has a large number of hospitality businesses such as restaurants. When it is time for them to begin to safely re-open they will need money to buy food and to pay other expenses, and to help them sustain employment as they rebuild. As a local, nonprofit lender to small businesses, we have the experience and connections to be able to effectively help these businesses re-open in the "new normal". Working together, we can have state-wide impact to help small businesses survive, grow, retain employees, and help them get the resources they need quickly to get our economy moving again.

\*Innovative Business Incubator Programming

Grafton Regional Development also supports local businesses with our incubators, Dartmouth Regional Technology Center in Lebanon and the Enterprise Center at Plymouth in Plymouth. In addition to rental space to help businesses grow, Grafton Regional Development offers other educational programs to tenants and other local businesses, such as business planning, marketing topics, etc. With recent changes in the economy, the content of our programming will need to change, and be expanded far into the community to help a larger group of businesses. In the wake of the COVID crisis, Grafton Regional Development reached out to the Hannah Grimes Center in Keene, another business incubator serving small local businesses. We both agree our programming will need to be updated to creatively address the issues that small businesses will be facing during and in the current and post-COVID eras. This would require a relatively modest amount of funding to provide flexible support for developing innovative new programming and increasing the reach of these programs into the community. We believe that in conjunction with our lending programs, that this additional resource could leverage significant support for businesses in our region. We propose \$50,000 to support this initiative at our three business incubators (including the Hannah Grimes Center).

**The funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector and will enhance the resiliency of the organization to survive future economic or health challenges.**

The loan program proposed by the Alliance of Regional Development Corporations will provide long-term support for small businesses in our County by establishing a new revolving loan fund. Operating another successful revolving loan fund would provide income to Grafton Regional Development, thereby increasing its' resilience and enhancing capacity to provide programming and lending in future economic or health crises. This current crisis is unprecedented, and we have not previously developed a loan program or educational and advising approaches specifically designed to provide the resources and educational support our local businesses need now in this environment. Enhanced long-term capacity to serve our small business community is inherent in these efforts.

**The use of funds is not in conflict with local or regional development plans and policies, or any other provision of state or federal law.**

Grafton Regional Development has a history of using funds obtained through State and Federal resources, and has effectively and responsibly managed and reported on use of these funds within the grant guidelines. Our programs operate within, and support, regional development plans and policies.

**The funds are structured in a way that will help the community and the State at large, and not just the particular private business or organization.**

The programs outlined above are designed to support our mission to support the economy and residents of Grafton County.

**The use of funds is consistent with the one-time availability of the public relief funds and will not require future continuing operational support from the public sector in order to maintain success.**

The use of funds outlined above builds upon existing programs and increases organizational capacity to serve our community far into the future without requiring additional operating support.

**Please describe how the receipt and use of the public relief funds described in question could be accounted for in your organization's financial statements.**

Grafton Regional Development operates several revolving loan funds, and is experienced in reporting on the use of those funds in accordance with grant requirements. We have policies governing our revolving loan funds and a Loan Committee which reviews loan requests under that policy. The Board of Directors exercises oversight of the operations of the organization. Grafton Regional Development is also audited every year, as required by Federal funders.

**Please describe specific measures for public reporting on the receipt and use of the public relief funds, so that the State may satisfy any public reporting obligations that may be imposed with respect to such funds.**

Grafton RDC has deep experience in tracking and reporting the data envisioned under the proposed loan and incubator programming initiatives. Under the loan program, the NH Alliance of Regional Development Corporations has proposed tracking jobs by requiring payroll reports. We would also anticipate reporting on other data, such as the number of businesses served, sectors etc.

For the incubator programming, we would anticipate tracking data such as job creation and retention from businesses using the programs, program attendance, and attendee evaluations.

**Please identify other important organizations or functions in the State that have an important impact on your organization or economic sector, and, if possible, provide ideas of how those organizations and functions may be assisted by public relief funds in a manner that would help your organization or economic sector.**

There are NH agencies such as NH CDFA, that provide resources for lending to local businesses. However, these loan resources usually come at a cost which makes it difficult for us to loan from these funds in a crisis. Changing the cost of these funds and making them non-recourse would enable us to make funds available to local businesses to recover.

**What would your business, agency, organization, sector do with the funds that cannot be done currently?**

Were more low-cost non-recourse funds available to lend, we would be able to assist a larger number of small businesses.

**We consistently hear different stories of what is occurring and what is needed; given the opportunity, please comment on what do you think should be said or considered that hasn't received much attention?**

Two additional areas that are not included in our request for funding will need to be considered and addressed in the future. The first is job training. Even if a large number of our hospitality and Main Street businesses are able to restart soon, there is very likely to be a large number of employees who will lose their jobs permanently. Local employers such as manufacturers and healthcare organizations across our region could likely offer jobs if employees were quickly and effectively re-trained to fill open positions.

Another emerging trend which has yet to be quantified is a possible in-migration of younger and highly skilled workers from more urban areas hard hit by this crisis. How we might incorporate those workers and skills into our economy is yet to be determined but this could be an important resource and provide much-needed future workforce for businesses as they recover from this crisis.





**(1) Please identify your position and your organization.**

Maureen Beauregard, President/CEO Easterseals NH , ME, VT and Farnum

**(2) Please identify what economic sector your enterprise operates within.**

Nonprofit (human services)

**(3) Please describe how your enterprise and economic sector has been impacted by Covid- 19.**

Although Easterseals is a large organization, the COVID-19 outbreak has hit us hard, significantly straining our day-to-day operations and limiting the ability of our clients and families to access the critical services they need to live with health and independence in our community. We have an estimated loss of revenue of 20%, but have been working to respond to the growing impact the pandemic is having on our 12 core programs and 1,500 employees throughout NH.

Nonetheless, and although it means taking on considerable additional expenses at a deficit, we have adjusted our service approach to ensure we continue to meet community needs. For example, the closing of schools meant that our Transportation Services were no longer being utilized to drive children with special needs to public schools. Instead, buses are now delivering food and essential school supplies to children across Manchester to ensure their nutritional and educational needs are met. Our Military & Veterans Services, for which I serve as a Seacoast Chapter Member, relies on philanthropy to provide critical assistance to veterans and military families. It has been forced to cancel or reschedule several major events, which is resulting in limited funding. I was helping run one of these events, the Be Bop Gala, which was scheduled for May 2<sup>nd</sup> and was projected to raise \$600,000. Unfortunately, it has been cancelled and, due to many circumstances, was not able to be scheduled to a later date. ESNH has responded by shifting resources and incurring a significant subsidy in order to continue providing emergency financial assistance, including food, for veterans and their families.

By continuing to provide critical services such as child care and supports for seniors, ESNH is ensuring that workers considered essential under the Governor's emergency orders are able to continue to work outside of the home while we help keep their loved ones safe and healthy during this time of uncertainty. We provide holistic in-home supports for seniors and items such as nutritious food, diapers, and formula for the children in our care and help both populations with hygiene practices so that they are less likely to become ill. The children, youth, and adults served through our residential programs (Community Based Services and Gammon Academy) are living in ESNH facilities where they receive comprehensive services and care. Most are unable to attend to their personal hygiene or practice social distancing without staff support and guidance, thus our services are critical to ensuring these vulnerable populations avoid contracting the virus. Should any client present with symptoms of COVID-19, staff, with support from ESNH health care professionals, are able to provide care on-site rather than having the client go to a medical facility for treatment of mild illness.

Following CDC and state guidelines, we have closed the Oral Health Center for regular treatments but have kept it open with reduced staffing for emergency treatments only, including care for new clients and for those of low income or who are on Medicaid. We have done this in order to prevent our patients from presenting at local Emergency Rooms for treatment and to take the pressure off already stressed hospital systems. Similarly, by ensuring continuity of services, Farnum, ESNH's Substance Use Disorders treatment facility, can help ensure that those who might otherwise present to the emergency

department or require emergency treatment from first responders and/or transportation via ambulance can access the treatment they need without burdening the already overloaded health care system.

These are but a few examples of the flexible, gap-filling measures undertaken by Easterseals in response to the COVID-19 outbreak despite our current funding crisis. We remain committed to our mission and sustaining these critical services, however doing so comes with a significant cost associated with an urgent, unforeseen need to purchase additional sanitizing and protective supplies, such as critical PPE, cleaning and disinfecting supplies, and costs associated with shifting to virtual and telehealth services, the total for which is in excess of \$300,000. A simultaneous decline in utilization has greatly hurt our funding. With a state of emergency that was declared by Governor Sununu, we have also had to make the difficult decision to postpone or cancel many of our other fundraising events beyond MVS, which provide revenue necessary for the vital services that help more than 25,000 children, adults, and seniors each year.

**(4) Please provide an assessment of how you project your organization and economic sector will be impacted over the next 12 months by Covid-19.**

Over the next 12 months, we anticipate a greater demand for our services as vulnerable populations continue to grapple with the effects of the pandemic, such as unemployment, social isolation, and lack of access to non-emergency medical/dental/mental health resources. We also anticipate a continued decrease in revenue due to lower utilization as well as fewer individual and corporate donations due to the economic downturn and unemployment.

**(5) Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support (federal, state or local) or charitable funds specifically intended to help address Covid-19 impacts; and explain whether the identified need might be covered by other governmental or charitable sources of funding or support programs.**

Easterseals NH has pursued a diversity of funding at the local, state, and federal level, including businesses, individuals, and foundations, to meet the aforementioned COVID-19 impacts. As this situation is recent, as well as constantly evolving, most of these applications and requests to businesses and foundations are pending as of this application date. Most of the donors who typically support us are experiencing financial hardships themselves, which has resulted in significant decreases in philanthropic contributions. Due to the scope of the need, ESNH will require additional sources of funding beyond what has been pursued.

**(6) Please provide comments on one or more ideas on how some portion of public relief funds could be provided to your enterprise and economic sector (including, if possible, an estimate of the amount of funds), and please comment on how these ideas would achieve the following important public goals:**

- (a) The funds will serve a public use and provide a public benefit.**
- (b) The funds will preserve or increase the social welfare or economic prosperity of the state, and will promote the general welfare of the state's citizens.**

By ensuring continuity of care for some of the state's most vulnerable citizens, the funds supporting the continued operations for ESNH's critical programs will promote the general welfare of citizens including the following:

- Through our holistic case management services in multiple programs such as Workforce Development, Community Care Coordination, Farnum Center, Military & Veterans Services, and our Workforce Development Programs, ESNH is promoting the health, independence, and self-sufficiency of low income clients, thereby reducing their dependence on public benefits and the healthcare system.
- Our Adult Day Program and Homemakers Health Services programs help keep seniors, including medically fragile and low income individuals, safe in their own homes while avoiding costly, premature admission to nursing homes or institutionalization. This also allows their caregivers to continue working as well as providing respite.
- ESNH Oral Health Center is one of the only dental clinics in Manchester, the largest and most socioeconomically diverse city in the state, that accepts Medicaid and provides free and reduced cost services to ensure low income individuals can access critical oral health services.
- ESNH's two Child Development Centers is one of the few in the city of Manchester that is not only NAEYC accredited, but also accepts the NH Child Care Scholarship to ensure that disadvantaged children have the best possible opportunities to succeed academically and developmentally. The Centers are also fully inclusive for children with disabilities or other special needs.
- Our Early Supports & Services and Autism programs provide critical interventions and therapies to help children achieve optimal development, which reduces the need for special services once they enter the public school system.
- Gammon Academy, the largest special education facility in the state, is one of the few schools available for students who cannot succeed in a mainstream school setting due to developmental or neurobehavioral issues.

**(c) The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.**

Funds will enable ESNH to sustain our 12 core programs and services, which will help preserve the nearly 1,500 employees throughout the state.

As ESNH runs one of the only overnight camps for youth with disabilities or special needs (Camp Sno-Mo), fund will support social activities for this vulnerable population in a traditional camp environment.

ESNH also engages the community with volunteer and event opportunities that connect NH residents to each other while providing revenue for our critical services.

**(e) The funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector, and will enhance the resiliency of the organization to survive future economic or health challenges.**

The funds will contribute significantly to the continued operation of ESNH and its vital programs. Investment in PPE and telehealth infrastructures will allow the agency to survive similar economic and health challenges in the future.

**(f) The use of funds is not in conflict with local or regional development plans and policies, or any other provision of state or federal law.**

The use of funds by ESNH is not known to be in conflict with local or regional development plans and policies, or any other provision of state or federal law.

**(g) The funds are structured in a way that will help the community and the State at large, and not just the particular private business or organization.**

With a statewide footprint serving 25,000 individuals annually, continuity of ESNH's comprehensive service array benefits the community at large by ensuring vulnerable populations have access to services that promote health, wellbeing, and self-sufficiency.

**(h) The use of funds is consistent with the one-time availability of the public relief funds and will not require future continuing operational support from the public sector in order to maintain success.**

A one-time investment in ESNH will provide a financial "bridge" during this time of declining revenue and increased unforeseen expenses due to the COVID-19 crisis. We anticipate a return to financial stability once daily operations and utilizations normalize when restrictions on business is lifted.

**(7) Please describe how the receipt and use of the public relief funds described in question 6 could be accounted for in your organization's financial statements.**

As a non-profit entity, ESNH is subject to Federal Cost Principles, and has a long history of full compliance. To ensure compliance, ESNH identifies cost elements in conjunction with individual "cost center" assignments, to allow isolation of expenditures for various funding streams. A senior accounting staff member serves as Grants Manager and works closely with the program staff to monitor all expenses charged to individual projects. ESNH has a culture of partnership between the program and finance managers ensuring that expenditures can be accounted for within the organization's financial statements.

**(8) Please describe specific measures for public reporting on the receipt and use of the public relief funds, so that the State may satisfy any public reporting obligations that may be imposed with respect to such funds.**

ESNH is able to track outcomes and outputs by program as well as aggregated at an organizational level in order to satisfy public reporting obligations related to public relief funds.

**(9) Please identify other important organizations or functions in the State that have an important impact on your organization or economic sector, and, if possible, provide ideas of how those organizations and functions may be assisted by public relief funds in a manner that would help your organization or economic sector.**

As a comprehensive human services nonprofit, ESNH has contracts with several state agencies such as the Area Agencies and others under DHHS, including DCYF, DOE, BDAS, BEAS, and DLTSS. Should those agencies receive relief funds, it may help our organization through increases in revenue through those contracts. ESNH collaborates with many nonprofit partners throughout the state, cross referring and helping clients access needed programs and services. Therefore, any relief provided to sustain these organizations would help ESNH, our clients, and the sector at large.

**(10) What would your business, agency, organization, sector do with the funds that cannot be done currently?**

Public relief funds would enable us to continue and enhance programming, including:

- Provide food and cover expenses for some of the most vulnerable in our community, including children, adults, and seniors, with disabilities or special needs, as well as veterans who are part of our numerous programs.
- Financial assistance to cover the cost of necessary personal protective equipment and cleaning supplies to keep our clients and staff safe and healthy as we continue deliver critical services.
- Additional costs we are incurring to provide telehealth and at-home care for those who depend on our services for their health and wellbeing.

**(11) We consistently hear different stories of what is occurring and what is needed; given the opportunity, please comment on what do you think should be said or considered that hasn't received much attention?**

ESNH, as mentioned above, is a large nonprofit that employs many people. Therefore, the agency did not qualify for the Small Business Loan opportunities provided for in the stimulus package. Similarly, many provisions are being made for hospitals and health care centers, for which Easterseals is not eligible. However, we are serving individuals on the front lines and are in need of funding to ensure we can support the health and wellbeing of some of the most vulnerable children, adults, and seniors in New Hampshire.



## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

Thank you for agreeing to provide information to assist the GOFERR Stakeholder Advisory Board (“SAB”). Your contribution is critically important to allow the SAB perform its purpose of developing recommendations to the GOFERR for the allocation and expenditure of federal Covid-19 emergency funds to address fundamental needs of the State of New Hampshire.

Because the Covid-19 crisis has impacted almost everyone and every institution across New Hampshire, SAB expects to gather a substantial amount of information from many sources. In order to accomplish this task effectively and efficiently, SAB requests that all persons who submit information (including those persons who are scheduled to provide oral comments before a SAB meeting) please follow these guidelines.

The SAB is hopeful that many interested persons will submit information and ideas on how the State can best allocate federal emergency relief funds. We plan to read all comments, and for those who make oral presentations to the SAB, we intend to ask questions based on the written submissions.

There is no particular format for the comments, and but we request that you focus your comments as efficiently as possible, and try to limit the number of pages to less than 10.

In order to help the SAB members to the greatest extent possible, we request that you try to address each of the information items listed below. The SAB members have identified these information items as highly relevant to their overall task. While some commenters are likely to provide additional information, and others may not be able to address each item, we request that you try to address the following items in your submission:

- (1) Please identify your position and your organization. John Jurczyk, President, and Richard Plamondon, VP Finance
- (2) Please identify what economic sector your enterprise operates within. Healthcare
- (3) Please describe how your enterprise and economic sector has been impacted by Covid-19. Loss of all non-emergent business, i.e. lab, radiology, Surgery, etc.
- (4) Please provide an assessment of how you project your organization and economic sector will be impacted over the next 12 months by Covid-19. A continued decrease in inpatient and outpatient activity.
- (5) Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support (federal, state or local) or charitable funds specifically intended to help address Covid-19 impacts; and explain whether the identified need might be covered by other governmental or charitable sources of funding or support programs. There is Federal support that has been received to provide some financial support to the organization. However, the amount

**Guidelines for Written Comments  
to the GOFERR Stakeholder Advisory Board**

provided does not replace all of the sources of revenue that the organization is losing due to a significant decrease in inpatient and outpatient activity.

- (6) Please provide comments on one or more ideas on how some portion of public relief funds could be provided to your enterprise and economic sector (including, if possible, an estimate of the amount of funds), and please comment on how these ideas would achieve the following important public goals:
- (a) The funds will serve a public use and provide a public benefit. The organization serves all individuals. Funding would help to continue to provide the best quality healthcare to those we service in the community.
  - (b) The funds will preserve or increase the social welfare or economic prosperity of the state and will promote the general welfare of the state's citizens. Funding will help to keep individuals employed, which in turn, will allow individuals to use those funds to purchase products and services within the State.
  - (c) The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.
  - (e) The funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector, and will enhance the resiliency of the organization to survive future economic or health challenges. The funds will be used to the continued operations of the organization, i.e. purchase of medical supplies, continued employment of staff.
  - (f) The use of funds is not in conflict with local or regional development plans and policies, or any other provision of state or federal law.
  - (g) The funds are structured in a way that will help the community and the State at large, and not just the particular private business or organization.
  - (h) The use of funds is consistent with the one-time availability of the public relief funds and will not require future continuing operational support from the public sector in order to maintain success.
- (7) Please describe how the receipt and use of the public relief funds described in question 6 could be accounted for in your organization's financial statements. The funds received will be accounted for in the financial statements of the organization in a line item identified as "Other Operating Revenue"
- (8) Please describe specific measures for public reporting on the receipt and use of the public relief funds, so that the State may satisfy any public reporting obligations that



## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

may be imposed with respect to such funds. The organization will provide a detailed breakdown of how the funds are used so that the State can satisfy any reporting requirements.

- (9) Please identify other important organizations or functions in the State that have an important impact on your organization or economic sector, and, if possible, provide ideas of how those organizations and functions may be assisted by public relief funds in a manner that would help your organization or economic sector. Long term care facilities, nursing homes, etc. are entities which help to provide the appropriate care to those individuals who no longer need acute care but still need long term health care services.
- (10) What would your business, agency, organization, sector do with the funds that cannot be done currently? Any assistance provided would be used to acquire supplies needed to care for those individuals who must come our organization for healthcare services. In addition, it would also assist in supporting those individuals who are employed and, and they in turn, will purchase good and services with in their local community.
- (11) We consistently hear different stories of what is occurring and what is needed; given the opportunity, please comment on what do you think should be said or considered that hasn't received much attention?

\* \* \* \* \*

SAB anticipates that its members will be reaching out to diverse interests and persons to request submission of comments, and we thank you in advance for considering these requests. We are all in this together, New Hampshire!

Please check the GOFERR website for current information on how to submit comments. All recommendations and information submitted in response to this request will be available for public inspection and copying in their entirety. For further information, please contact Joe Doiron at the GOFERR offices.



## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

- (1) Please identify your position and your organization.  
Name: Borja Alvarez de Toledo  
President and CEO  
Waypoint (formerly Child and Family Services)
- (2) Please identify what economic sector your enterprise operates within.  
Non-Profit, Social Services
- (3) Please describe how your enterprise and economic sector has been impacted by Covid-19.  
More than 70% of our services are delivered face to face, in the homes of our clients. Some of these services have converted to TeleHealth, but 20-25% of the services are not able to be realized remotely (i.e. Homecare services for seniors). This is impacting our revenue from those contracts.
- (4) Please provide an assessment of how you project your organization and economic sector will be impacted over the next 12 months by Covid-19.  
We anticipate the following:
  - A reduction in revenue due to inability to rendered certain services
  - A reduction in revenue from fundraising sources (donations, corporate grants and events are all expected to be reduced)
- (5) Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support (federal, state or local) or charitable funds specifically intended to help address Covid-19 impacts; and explain whether the identified need might be covered by other governmental or charitable sources of funding or support programs.

The Nonprofit sector can benefit from CARES act in different way: SBA PPP loans, small business Debt Relief and Economic Injury Disaster Loans. In order to qualify for these programs, the nonprofit company has to employ less than 500 staff. There are several nonprofit agencies that are over that number, and there are currently no stimulus funds available to them (i.e. Crotched Mountain, Easter Seals, Catholic Charities, among others).

My company, Waypoint, has received a PPP loan, which we are using for the allowable expenses (payroll, benefits, rent and utilities) under the program to qualify for forgiveness. The program, however, is very explicit in allowing to cover those expenses for **only 8 weeks**, starting on the day in which the Loan is disbursed. Since

## **Guidelines for Written Comments to the GOEFERR Stakeholder Advisory Board**

most banks have been inundated with request, for many of us, the loan was received several weeks after we implemented work from home policies and incurred in expenses for employees who could not work remotely but remained in our payroll. We are potentially looking at 4 weeks of covering payroll and benefits for all of our employees, while revenue has decreased, and we are unable to use the PPP loan to cover those expenses. We would request flexibility in determining what 8 weeks are covered by the PPP loan, and potentially expanding the time frame past the 8 weeks, if we continue to require social distancing.

We have received some relief funds from Foundations and corporations, but those were intended primarily to support our clients directly.

(6) Please provide comments on one or more ideas on how some portion of public relief funds could be provided to your enterprise and economic sector (including, if possible, an estimate of the amount of funds), and please comment on how these ideas would achieve the following important public goals:

- (a) The funds will serve a public use and provide a public benefit.
- (b) The funds will preserve or increase the social welfare or economic prosperity of the state, and will promote the general welfare of the state's citizens.
- (c) The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.
- (e) The funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector, and will enhance the resiliency of the organization to survive future economic or health challenges.
- (f) The use of funds is not in conflict with local or regional development plans and policies, or any other provision of state or federal law.
- (g) The funds are structured in a way that will help the community and the State at large, and not just the particular private business or organization.
- (h) The use of funds is consistent with the one-time availability of the public relief funds and will not require future continuing operational support from the public sector in order to maintain success.

## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

Here are some ideas of potential uses of public funds for our sector:

1. Support to nonprofit agencies that were unable to qualify for the Cares Act for SBA, because their organization is over the 500 employees cap. All of those organizations provide critical services to vulnerable populations and it will be in the best interest of the community and public.
  2. Support expenses in IT that have been incurred by the sector to be able to work remotely. Our agency, Waypoint, was not equipped to be able to have all its employees work from home. We have had to purchase laptops, connectivity for staff that did not have Wi-Fi, cell phones, and incurred in additional consultation fees from IT professionals. Those costs are not covered by the PPP loan and have been critical to continuing to provide our services remotely.
  3. Most nonprofit organizations rely on fundraising activities. Our company, Waypoint, receives 12% of its total budget from grants/donations/fundraising events. Although it is hard to anticipate how those fundraising activities are going to be impacted, we know that businesses are also looking at reducing expense, and often their charitable contributions are eliminated or significantly diminished. Events, that congregate large groups in confined spaces, are probably not going to happen for a long time. These funds are necessary for running agencies and/or services, and their reduction might ultimately have a significant impact in what programs get eliminated.
  4. We are anticipating, once things return to a certain degree of normalcy, an influx of clients that have not accessed services during the crises. We know child protection reports are significantly down, while we are aware that more cases of Domestic Violence and abuse and neglect are going undetected. The same is true for other services, like seniors receiving Homecare... We are anticipating many more referrals that we, as a sector, will be able to respond to. It would be extremely helpful to be able to use funds to hire staff in preparation for the increase in referrals. It is imperative that we, as a state, are able to respond to the demand that is anticipated.
  5. New Hampshire is the only state in New England without a shelter for youth. Waypoint has been serving runaway and homeless youth for many years, and the lack of a safe shelter has been a concern of ours for a long time. It is more imperative than ever to find a safe shelter for youth, as many were couch surfing (from friend to relative..) and those options are no longer there, as families are reluctant to expose themselves to youth who have been on the streets. It would be a very use of funds to find a housing alternative for these youth.
- (6) Please describe how the receipt and use of the public relief funds described in question 6 could be accounted for in your organization's financial statements.

## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

Our organization is setting up a distinct cost center for all Covid-19 related funds. In that specific account we will be able to separate revenues by source. We will be able to differentiate funding received from federal, state, local or charitable sources. Expenses associated with Covid-19 relief funds would also be easy to track and report on.

- (7) Please describe specific measures for public reporting on the receipt and use of the public relief funds, so that the State may satisfy any public reporting obligations that may be imposed with respect to such funds.

We will be able to easily report on funds received and document how the funds were used in support of different aspects of the organization's services and/or infrastructure.

- (8) Please identify other important organizations or functions in the State that have an important impact on your organization or economic sector, and, if possible, provide ideas of how those organizations and functions may be assisted by public relief funds in a manner that would help your organization or economic sector.

The slowdown of economic activity in New Hampshire is already creating significant variances in revenue projections. Health and Human Services, which funds most of Waypoint's contracts, has been recently infused with significant additional funds to respond to the needs of NH citizens. It is important that HHS remains appropriately funded, as there are increased needs and additional suffering derived from Covid-19.

Child Care Centers will need support to return to normal operations. The margins of those institutions are really thin and are based on maintaining a specific census (number of children attending the childcare center each day). As social distancing will remain a practice for quite some time, it is possible that childcare centers will see an initial reduction in the number of children attending the centers. It is important to support the childcare sector so parents can go back to work, and some relief from the state might be necessary.

- (9) What would your business, agency, organization, sector do with the funds that cannot be done currently?

Addressed in question 6

**Guidelines for Written Comments  
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- (10) We consistently hear different stories of what is occurring and what is needed; given the opportunity, please comment on what do you think should be said or considered that hasn't received much attention?

\* \* \* \* \*

SAB anticipates that its members will be reaching out to diverse interests and persons to request submission of comments, and we thank you in advance for considering these requests. We are all in this together, New Hampshire!

Please check the GOFERR website for current information on how to submit comments. All recommendations and information submitted in response to this request will be available for public inspection and copying in their entirety. For further information, please contact Joe Doiron at the GOFERR offices.





## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

Thank you for agreeing to provide information to assist the GOFERR Stakeholder Advisory Board (“SAB”). Your contribution is critically important to allow the SAB to perform its purpose of developing recommendations to the GOFERR for the allocation and expenditure of federal Covid-19 emergency funds to address fundamental needs of the State of New Hampshire.

Because the Covid-19 crisis has impacted almost everyone and every institution across New Hampshire, SAB expects to gather a substantial amount of information from many sources. In order to accomplish this task effectively and efficiently, SAB requests that all persons who submit information (including those persons who are scheduled to provide oral comments before a SAB meeting) please follow these guidelines.

The SAB is hopeful that many interested persons will submit information and ideas on how the State can best allocate federal emergency relief funds. We plan to read all comments, and for those who make oral presentations to the SAB, we intend to ask questions based on the written submissions.

There is no particular format for the comments, and but we request that you focus your comments as efficiently as possible and try to limit the number of pages to less than 10.

In order to help the SAB members to the greatest extent possible, we request that you try to address each of the information items listed below. The SAB members have identified these information items as highly relevant to their overall task. While some commenters are likely to provide additional information, and others may not be able to address each item, we request that you try to address the following items in your submission:

- (1) Please identify your position and your organization.

**William A. Marquis / Principle Stephens-Marquis associates**

- (2) Please identify what economic sector your enterprise operates within.

**Commercial Construction**

- (3) Please describe how your enterprise and economic sector has been impacted by Covid-19.

**Thanks to the Governor we were essential, so we were able to continue working on our projects. Public sites were shut down and with the social distancing we had to limit our Sub-Contractors to continue working which has caused delays and loss of profits due to the extended time on completions.**

- (4) Please provide an assessment of how you project your organization and economic sector will be impacted over the next 12 months by Covid-19.

**We believe that future projects in the Qing will be postponed until the economy makes a come back and with the social distancing and scheduling conflicts will take projects longer to complete which will cost penalties and loss of the bottom line.**

**Guidelines for Written Comments  
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- (5) Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support (federal, state or local) or charitable funds specifically intended to help address Covid-19 impacts; and explain whether the identified need might be covered by other governmental or charitable sources of funding or support programs.
- We have qualified for a PPP loan to cover us for the 8 weeks, but we believe this is not enough to cover us thru the next 12 months or so for this pandemic to be over and the economy to return.

## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

- (6) Please provide comments on one or more ideas on how some portion of public relief funds could be provided to your enterprise and economic sector (including, if possible, an estimate of the amount of funds), and please comment on how these ideas would achieve the following important public goals:

- (a) The funds will serve a public use and provide a public benefit.
- (b) The funds will preserve or increase the social welfare or economic prosperity of the state and will promote the general welfare of the state's citizens.
- (c) The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.

The funds will be used to preserve employment opportunities.

- (e) The funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector, and will enhance the resiliency of the organization to survive future economic or health challenges.
- (f) The use of funds is not in conflict with local or regional development plans and policies, or any other provision of state or federal law.
- (g) The funds are structured in a way that will help the community and the State at large, and not just the particular private business or organization.

The funds are necessary to protect the current & future projects

- (h) The use of funds is consistent with the one-time availability of the public relief funds and will not require future continuing operational support from the public sector in order to maintain success.

The funds would be used to keep our company open and employees employed so that money can be put back into and support the economy

- (7) Please describe how the receipt and use of the public relief funds described in question 6 could be accounted for in your organization's financial statements. The receipt of funds would be shown as a line item on P&L Statement as Covid 19 Relief Funds.

- (8) Please describe specific measures for public reporting on the receipt and use of the public relief funds, so that the State may satisfy any public reporting obligations that may be imposed with respect to such funds.

We could compare our profits and loss for the prior year

## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

- (9) Please identify other important organizations or functions in the State that have an important impact on your organization or economic sector, and, if possible, provide ideas of how those organizations and functions may be assisted by public relief funds in a manner that would help your organization or economic sector.

Use funds to keep state and public projects funded.

- (10) What would your business, agency, organization, sector do with the funds that cannot be done currently?

They would help keep our operations going and our employees employed, fund health insurance, and employee benefits.

- (11) We consistently hear different stories of what is occurring and what is needed; given the opportunity, please comment on what do you think should be said or considered that hasn't received much attention?

I believe that the construction industry is taking a big hit with the economy and unemployment so high it will take 2 years to come back and investors to invest in new projects this will ripple effect down towards suppliers and small trades. I do believe that closing everything completely down was a rash decision that's going to put a lot of small businesses out. Maybe we should have closed only the hot zones and monitored it?? Either way we all need to stand together and get NH on track again.

\* \* \* \* \*

SAB anticipates that its members will be reaching out to diverse interests and persons to request submission of comments, and we thank you in advance for considering these requests. We are all in this together, New Hampshire!

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## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

- (1) Please identify your position and your organization. **Melissa Marquis / Owner: Infinite Fitness & Personal Training**
- (2) Please identify what economic sector your enterprise operates within. **Gym / Personal Fitness Facilities.**
- (3) Please describe how your enterprise and economic sector has been impacted by Covid-19. **My Facility has been closed per the COVID-19 State Mandate.**
- (4) Please provide an assessment of how you project your organization and economic sector will be impacted over the next 12 months by Covid-19. **Currently we are not generating any income and I believe the revenue will be impacted by 50% at a minimum once allowed to reopen. Due to social distancing will reduce the number of clients allowed in the building at a given time. 60% of our clients engage in group training of 5 or more at a time. Again, with limits on my facility size and number of trainers we will be limited to no more than 3 clients in the building at a time with 1 trainer. With this calculation, each of my trainers would only have 3 hours of training time daily, directly effecting our members and their training regiments. Depending on how MA proceeds with phasing will also have an impact on my clientele. I do not think I would be comfortable allowing clients to visit my facility while their state is potentially still under mandatory stay home act, again directly effecting my revenue. My trainers are paid on services rendered. With this amount of impact, I stand to lose very qualified trainers who will be forced to either change professions or opt to work for a larger facility that can accommodate their groups. I will be forced to have to pay them their "potential" income for the week/month etc. out of pocket in order to maintain them for once we get back to our facility standards.**  
  
**A similar gym/studio of my size have experienced losses of \$30k of revenue to date from the mandated closing.**  
  
**Over the next 12-18 months (once we can reopen) with more than 50% reduction in members facilities like mine will be facing losses in revenue in the range of \$300K.**
- (5) Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support (federal, state or local) or charitable funds specifically intended to help address Covid-19 impacts; and explain whether the identified need might be covered by other governmental or charitable sources of funding or support programs. **We have qualified for a PPP Loan to cover 8 weeks payroll. These funds however will nowhere cover my overhead expenses for the coming months and effects of this pandemic.**

## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

- (6) Please provide comments on one or more ideas on how some portion of public relief funds could be provided to your enterprise and economic sector (including, if possible, an estimate of the amount of funds), and please comment on how these ideas would achieve the following important public goals:
- (a) The funds will serve a public use and provide a public benefit.
  - (b) The funds will preserve or increase the social welfare or economic prosperity of the state, and will promote the general welfare of the state's citizens.
  - (c) The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.
  - (e) The funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector, and will enhance the resiliency of the organization to survive future economic or health challenges.

The funds will contribute to much more than just my bills. Studios of all types, gyms, karate studios, dance centers the list goes on. We all fall under the same sector. What our facilities offer to so many is more than a “gym” to go to. For many its an outlet for -fighting depression & anxiety, Mental Illness, including patients who exercise to prepare for life saving surgeries, or post-surgery required by their doctors. It is for those student athletes that need the tools to help keep them maintain safe of injury on the field. There are those whom exercise simply as a part of their lifestyle and although at a time like this may sound trivial in comparison but should not be minimized. It is what makes them well, it is their mental & physical wellbeing.

We also work closely with local recreational programs in the community and collaborate on specialty designed programs offered to our youth relevant sport specific needs.

- (f) The use of funds is not in conflict with local or regional development plans and policies, or any other provision of state or federal law.
- (g) The funds are structured in a way that will help the community and the State at large, and not just the particular private business or organization.
- (h) The use of funds is consistent with the one-time availability of the public relief funds and will not require future continuing operational support from the public

## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

sector in order to maintain success. I think the funds are necessary to supplement the operating expenses for the next 12-18 months. Based on the CDC recommendations of the 6' social distance rule this impact to my company will remain to continue until this loosens up.

- (7) Please describe how the receipt and use of the public relief funds described in question 6 could be accounted for in your organization's financial statements. Add line item to Profit & Loss Statement COVID19 relief funds.
- (8) Please describe specific measures for public reporting on the receipt and use of the public relief funds, so that the State may satisfy any public reporting obligations that may be imposed with respect to such funds. Disclose past revenue from years past.
- (9) Please identify other important organizations or functions in the State that have an important impact on your organization or economic sector, and, if possible, provide ideas of how those organizations and functions may be assisted by public relief funds in a manner that would help your organization or economic sector.
- (10) What would your business, agency, organization, sector do with the funds that cannot be done currently? Maintaining full operations. Currently I am using all personal emergency funds to pay my on-going overhead expenses. If I do not receive funding soon I will be forced to close my facility.
- (11) We consistently hear different stories of what is occurring and what is needed; given the opportunity, please comment on what do you think should be said or considered that hasn't received much attention? Overall, all NH Small business is suffering. I feel more conversations about the smaller companies, 10 employees and under. There are so many in this industry that are less than 5, this does not make them any less important or effect their costs to run their businesses. I am hopeful that the funds will be appreciated by all NH business effected.

\* \* \* \* \*





## **Guidelines for Written Comments to the GOFERR Stakeholder Advisory Board**

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The SAB is hopeful that many interested persons will submit information and ideas on how the State can best allocate federal emergency relief funds. We plan to read all comments, and for those who make oral presentations to the SAB, we intend to ask questions based on the written submissions.

There is no particular format for the comments, and but we request that you focus your comments as efficiently as possible, and try to limit the number of pages to less than 10.

In order to help the SAB members to the greatest extent possible, we request that you try to address each of the information items listed below. The SAB members have identified these information items as highly relevant to their overall task. While some commenters are likely to provide additional information, and others may not be able to address each item, we request that you try to address the following items in your submission:

- (1) Please identify your position and your organization.
  - A. Pamela Sullivan Executive Director WREN Women’s Rural Entrepreneurial Network ( non profit 501 C3)
- (2) Please identify what economic sector your enterprise operates within.
  - A. Northern NH: Grafton, Coos, Carroll County
- (3) Please describe how your enterprise and economic sector has been impacted by Covid-19.
  - A. Our major regional industry in Northern NH is Tourism- Businesses, Trails, Events are not opening or have seen delays. Some of our major events have been cancelled for instance the Lancaster Fair. Our area relies heavily on Tourism and the Summer Season. Most of our businesses are operating on very small margins – they cannot hang on too long.
- (4) Please provide an assessment of how you project your organization and economic sector will be impacted over the next 12 months by Covid-19.

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A. WREN provides technical assistance and programs through the CDBG – CDFA funding- the more funding we receive the more technical assistance we can provide. We are working with many microenterprise and small businesses to develop marketing plans and building stronger online presences and also steering them in the direction to get support they may need. Not only do we need the grant support for the programs we will need operational support as well to increase staffing.

- (5) Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support (federal, state or local) or charitable funds specifically intended to help address Covid-19 impacts; and explain whether the identified need might be covered by other governmental or charitable sources of funding or support programs.

A. We have received a GrassRoots tech grant for \$1000 from the United Way- we receive funding through the CDFA for the CDBG Program. Both should help with training and technical assistance. We desperately need funding to hire more personal to support our programming and to support the infrastructure our marketplace and gallery are closed our way of support is diminishing.

**Guidelines for Written Comments  
to the GOFERR Stakeholder Advisory Board**

- (6) Please provide comments on one or more ideas on how some portion of public relief funds could be provided to your enterprise and economic sector (including, if possible, an estimate of the amount of funds), and please comment on how these ideas would achieve the following important public goals: \$125,000 total needed
- (a) The funds will serve a public use and provide a public benefit.
- A. We do not provide grants
- (b) The funds will preserve or increase the social welfare or economic prosperity of the state, and will promote the general welfare of the state's citizens.
- A. If we had additional funds we could provide more programs and technical assistance: we need to hire more staff and develop more programming for Northern Rural NH- \$125,000
- (c) The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.
- A. Yes, we would help more businesses learn the skills they need to better market themselves, get their businesses online, sell more locally produced items on our own web portal that we need to still produce \$125,000
- (e) The funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector, and will enhance the resiliency of the organization to survive future economic or health challenges.
- A. We are short staffed so hard to keep applying for things that are taking us away from our work. WREN has a twenty five year history and has a reputation of providing incredible programs and initiatives to Rural Northern NH.
- (f) The use of funds is not in conflict with local or regional development plans and policies, or any other provision of state or federal law.
- A. NO
- (g) The funds are structured in a way that will help the community and the State at large, and not just the particular private business or organization.
- A. Yes we serve a large region of the State and also now provide a Destination Marketing Program NH GRAND

**Guidelines for Written Comments  
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(h) The use of funds is consistent with the one-time availability of the public relief funds and will not require future continuing operational support from the public sector in order to maintain success.

A. They would help us to secure what we have built and help us regain our strength

(7) Please describe how the receipt and use of the public relief funds described in question 6 could be accounted for in your organization's financial statements.

A. I am not the finance director – they would be added in as a grant if that is the case and used for the purposes directed by the grant only

(8) Please describe specific measures for public reporting on the receipt and use of the public relief funds, so that the State may satisfy any public reporting obligations that may be imposed with respect to such funds.

A. We will keep separate financials for the grant, dashboard the usage and keep all receipts.

(9) Please identify other important organizations or functions in the State that have an important impact on your organization or economic sector, and, if possible, provide ideas of how those organizations and functions may be assisted by public relief funds in a manner that would help your organization or economic sector.

A. CDFA

(10) What would your business, agency, organization, sector do with the funds that cannot be done currently?

A. hire additional help, create more programs and build a very strong web portal- our website is 10 years old- we need an online market place

(11) We consistently hear different stories of what is occurring and what is needed; given the opportunity, please comment on what do you think should be said or considered that hasn't received much attention?

A. We are getting so many conflicting stories on what we can and cannot apply for we are not in the position of going for loans.

\* \* \* \* \*

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**Written Comments**  
**to the GOFERR Stakeholder Advisory Board**

**(1) Please identify your position and your organization.**

President/CEO, St. Mary's Bank (*the nation's first credit union*)

**(2) Please identify what economic sector your enterprise operates within.**

Financial services

**(3) Please describe how your enterprise and economic sector has been impacted by COVID-19.**

~ All branch lobbies have been closed, and direct customer contact has been extremely limited to drive-up or appointment only.

~ Many income-generating fees have been reduced, waived, or suspended (e.g., ATM fees, overdraft, late payment, transfer sweeps, CD termination penalties, etc.).

~ Consumer loan volume (primarily vehicle financing) has decreased by 40 percent.

~ Consumer branch transactions (new accounts, loans, trust services) have decreased by 35 percent.

~ Many technology upgrades and organizational projects have been placed on hold.

~ Layoffs and the rapid rise in unemployment has precipitated a rise in loan delinquency rates.

Loan payment forbearance has helped many consumers avoid becoming delinquent; however, there are still numerous borrowers who are not communicating with us to receive assistance.

**(4) Please provide an assessment of how you project your organization and economic sector will be impacted over the next 12 months by COVID-19.**

The prosperity of our economic sector is dependent on consumer spending; i.e., financing major consumer purchases such as residences, vacation homes, autos, recreational vehicles, home improvements, and smaller ticket debit and credit card spending. It's impossible to predict at this point what that may be over the next 12 months.

Another concern over the next 12 months is consumers' ability to continue and/or restart loan payments on existing obligations. The current loan payment deferrals—while necessary and prudent—are only temporary.

How quickly we can find a permanent solution to the current environmental situation and reduce unemployment will determine how severe the economic impact will be over the next 12 months.

**(5) Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support (federal, state or local) or charitable funds specifically intended to help address COVID-19 impacts; and explain whether the identified need might be covered by other governmental or charitable sources of funding or support programs.**

Our sector has not received any governmental support, and it is highly unlikely it will receive any in the future.



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- (6) **Please provide comments on one or more ideas on how some portion of public relief funds could be provided to your enterprise and economic sector (including, if possible, an estimate of the amount of funds), and please comment on how these ideas would achieve the following important public goals.**

- (a) The funds will serve a public use and provide a public benefit.
- (b) The funds will preserve or increase the social welfare or economic prosperity of the state, and will promote the general welfare of the state's citizens.
- (c) The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.
- (e) The funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector, and will enhance the resiliency of the organization to survive future economic or health challenges.
- (f) The use of funds is not in conflict with local or regional development plans and policies, or any other provision of state or federal law.
- (g) The funds are structured in a way that will help the community and the State at large, and not just the particular private business or organization.
- (h) The use of funds is consistent with the one-time availability of the public relief funds and will not require future continuing operational support from the public sector in order to maintain success.

For many of our commercial and business customers, restarting their operations will require working capital loans or grants as they may have depleted their excess capital and reserves during this interim period. The new “restart” may require significant investments in the way companies and industries conduct business going forward, including personal protection equipment (PPE) for employees, workstation modifications, expanded spaces for social distancing, new materials handling equipment, etc., that may not qualify for federal economic injury disaster loans. Many small businesses don’t have a strong enough equity position to make these investments or will not qualify for conventional financing to assist them. State and local development authorities may be able to fill some of the funding gap, but without assistance and program modifications may not be able to fully support the economic investment needed. The economic prosperity of the state is dependent on companies re-opening and getting people back to work in a safe, protective environment. *(See question 7 for an example of usage.)*

- (7) **Please describe how the receipt and use of the public relief funds described in question 6 could be accounted for in your organization’s financial statements.**

Depending on how the public relief funds are granted, strict documentation on expenditures could be required and maintained. An example might be a matching working capital grant for COVID-19 business-related modifications. A business would apply to a financial institution for a COVID-19 working capital loan (restrictions on the use of funds would be developed). The financial institution’s loan would be matched by a public relief fund grant (100%, 50%, 25%, etc.), enabling the company to make any necessary COVID-19 modification to its business model

**Written Comments  
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and provide working capital to re-hire and “restart” their operations. Qualified expenditures would be documented by the company and reported back to the financial institution.

- (8) **Please describe specific measures for public reporting on the receipt and use of the public relief funds, so that the State may satisfy any public reporting obligations that may be imposed with respect to such funds.**

Companies receiving grants or other support from the public relief funds would agree to their company name, amount received, and purpose being listed in any required public reporting document.

- (9) **Please identify other important organizations or functions in the State that have an important impact on your organization or economic sector, and, if possible, provide ideas of how those organizations and functions may be assisted by public relief funds in a manner that would help your organization or economic sector.**

The Small Business Administration

- (10) **What would your business, agency, organization, sector do with the funds that cannot be done currently?**

(a) With the public relief funds, financial institutions could provide loans subsidizing interest rates to greatly reduce borrowing cost for businesses or consumers, jump starting the New Hampshire economy.

(b) Public relief funds could also provide grants or matching grants with loans to businesses for COVID-19 modifications and “restarting.”

- (11) **We consistently hear different stories of what is occurring and what is needed; given the opportunity, please comment on what do you think should be said or considered that hasn’t received much attention?**

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TO: GOFERR Stakeholder Advisory Board  
FROM: Palace Theatre Trust  
RE: Written Comments re Allocation of COVID-19 Emergency Funds  
DATE: April 27, 2020

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1. Peter E Ramsey, President and CEO  
Palace Theatre Trust  
80 Hanover St  
Manchester NH 03101  
[peterramsey@palacetheatre.org](mailto:peter Ramsey@palacetheatre.org)  
(603)668-5588
2. Palace Theatre Trust (PTT) is a 501 (c)(3) nonprofit organization which operates four separate theatres in Manchester with over 165,000 patrons last year. We touch the following economic sectors: Theatre; Musical Theatre Production; Performing Arts; Performing Artists; Performing Arts Center; Tourism; Events Facility; and, Community Resource. Collectively, these sectors comprise NH's so-called "Creative Economy".
3. As of March 13, 2020, all performances (e.g., plays, concerts, shows, presentations, and speakers), events and functions have been suspended at all of PTT's four (4) venues: The Palace Theatre; The Rex Theatre; Forever Emma Studios; and Spotlight Room. Consequently, since that time, little ticket or revenue has been generated or received by PTT.
4. No income/revenue, excepting small gifts/donations, have been received by PTT since March 13, 2020 as a result of COVID-19 restrictions which required all PTT venues and facilities to close. To date, the Palace Theatres have suffered lost revenue over \$500,000. Based on the lawful and safe assembly of large gatherings by March 1, 2021, PTT projects the following assessment:
  - Loss of \$5,000,000 of revenue
  - Loss of \$1,000,000 of development income
5. PTT received a SBA Paycheck Protection Program loan in the principal amount of \$343,662.
  - PTT is unlikely to receive loan forgiveness given its inability to rehire employees.
  - PTT will attempt to apply for SBA Economic Injury Disaster Loans (amount undetermined), but the SBA is not accepting applications at this time.
  - No other government support (federal, state or local) is available to PTT.

6. The New Hampshire performing arts sector could use \$25,000,000 in economic survival and public relief funds. The Palace Theatres will need over \$1,000,000 to ensure survival. Such funding would achieve the following important public goals:
  - a. The Palace Theatres' public use and benefits are clear: cultural, economic, tourism and social benefits to New Hampshire.
  - b. The arts in New Hampshire make it a better place to live. The economic landscape in Manchester was strong with hundreds of exciting restaurants and shops. Most of our 165,000 patrons visit local restaurants before/ after every show. The Palace Theatres host over 500 shows a year.
  - c. Yes, funds received by the Palace Theatres will promote the development of economic and social activities and create and preserve employment opportunities in significant ways. PPT patrons support parking lots, gas stations, hotels, restaurants and many more local businesses. As of March 13, we employed hundreds of part-time and over 60 full-time employees.
  - d. [Intentionally omitted]
  - e. Funds received by PTT will contribute significantly to the continued operation, competitiveness and future success of the Palace Theatres and its economic sectors by allowing it to meet its operating expenses and mortgage payments.
  - f. PTT does not believe said use of funds conflicts with state or federal laws.
  - g. The funds will allow the Palace Theatres to remain operational once restrictions from COVID-19 are lifted and audiences return. PTT is a state-wide organization, with the majority of our one million patrons over the past seven years residing outside of Manchester – 1/3 local, 1/3 within 20 miles and 1/3 from 20-90 miles. Theatre patrons support downtown Manchester and allow surrounding businesses and restaurants to thrive.
  - h. Dependent on the amount of funds received and dates/ rules of reopening the Theatres, these funds will allow PTT to maintain success without future continuing operational support. Currently, we do not receive any state aid.
7. The support funds would be recorded as Government Grant income subject to any conditions of the grant in PPT's annual audited financial statements.
8. Support funds would be deposited in a separate bank account and not be comingled with other PTT funds. Funds would be used to support operations (i.e., rent, utilities, debt service, etc.) until such time as large gatherings/ audiences are permitted in our Theatres. All expenditures from the fund would be documented and certified by outside auditors as part of our annual audit. Periodic reporting (weekly, monthly, quarterly, etc.) will be provided to the designated State of New Hampshire oversight agency/committee as required.

9. PTT relies on its employees, volunteers and community to provide audiences with a quality theatre-going experience. Its members, individual donors and corporate sponsors provide financial support; and, independent artists, musicians and actors provide high quality performances and entertainment year-round. The neighboring restaurant and hospitality sectors make the Palace Theatres an attractive destination for our patrons. As a result, the Palace Theatres have had a significant impact on the City of Manchester and downtown, in particular.

In June 2015 Douglas Blais, PhD of Southern New Hampshire University conducted a comprehensive study and documented The Palace's positive fiscal impact on the community. The following is a breakdown of the impacts generated by The Palace Theatre in 2015:

- \$3,922,049 in direct economic output (spending)
- \$6,925,188 in direct, indirect and induced economic output (spending)
- \$2,618,237 increase in income to the community
- 141.2 full-time equivalent jobs are supported by the above output

The study states, "These numbers do not reflect the benefits associated with the additional exposure gained by Manchester as a result of having the theatre."

It seems safe to say that since Dr. Blais' 2015 study each of these numbers and the attendant benefits to Manchester have increased significantly – especially with the addition of the Rex Theatre, Forever Emma Studios and Spotlight Room; and, that no other New Hampshire theatres rival these figures.

10. These funds will allow the Palace Theatres to **survive... and avoid permanent closure.**
11. If the arts in New Hampshire, specifically the Palace Theatres, are not funded or supported in a meaningful way, the City of Manchester and surrounding towns will feel the impact of our absence. Theatre and the arts are crucial to the economic health and vibrancy of all cities throughout the State.