

GOFERR  
Stakeholders Advisory Committee  
Written Responses  
As of April 28 5:00 pm

**3sArtspace**, Beth Falconer, Ex. Director (Page 2)

**Association of Builders and Contractors of NH VT**, Josh Reap, Pres. (Page 9)

**Cooperative Alliance for Seacoast Transportation (COAST)**, Rad Nichols (Page 15)

**Cross Roads House**, Martha Stone, Ex. Director (Page 24)

**Focus Eye Care**, Dr. Scott Huffer, Co-Owner (Page 32)

**Labelle Winery and Event Center**, Amy Labelle, Owner (Page 38)

**Lakes Region Community Developers**, Carmen Lorentz, Ex. Director (Page 44)

**Moriarty Chiropractic**, Dr. Kevin Moriarty, Owner (Page 51)

**NH Brewers Association**, Jeff Cozzens, President (Page 55)

**NHSPCA**, Lisa Dennison, Ex. Director (Page 66)

**NH Community Loan Fund**, Jennifer Hopkins, Director of Single Family Housing, (Page 72)

**OVP Management**, Robert Barsamian, President and Dorteia Seybold, GM (Page 82)

**Seacoast Mental Health Center**, Jay Couture (Page 89)

**YMCA of Greater Nashua**, Mike Lachance, CEO (Page 96)



**3S ARTSPACE**  
319 VAUGHAN STREET  
PORTSMOUTH, NH 03801

603-766-3330  
3SARTS.ORG

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3S Contemporary Arts Space, Inc.  
is a 501(c)(3) nonprofit arts  
organization.

**Curiosity. Creativity. Community.**

Through the unique lens of contemporary arts  
experiences,  
3S Artspace invites divergent perspectives and  
encourages  
lively discourse centered around  
issues of today.

April 28, 2020

Chairman Jerry Little, Executive Director  
GOEFFER  
1 Eagle Square  
Concord, NH 03303

Dear Chairman Little,

On behalf of 3S Artspace, and indeed the whole arts and culture sector, I want to thank you for the opportunity to present our case for emergency funding. This funding is requested and required as a direct result of COVID-19 and our temporary closure.

We know that the needs are many and truly appreciate your attention and consideration. When this public health crisis is behind us, much will be changed. Our personal and collective histories will be forever altered and the arts will help us process, connect, heal, and inspire positive growth. They always have. Who among us is not being carried through this experience thanks in part to music, arts, and entertainment?

We want to be there in the future for our community of visual and performing artists and beloved audience alike. We want to be together again. Thankfully, we have received hundreds of messages of encouragement from our constituents who assure us that we matter to our community's health and vitality.

Again, we thank you for your consideration and for your work on behalf of all of us. Our SBA survey follows.

Sincerely,

Beth Falconer  
Executive Director, 3S Artspace

## **Guidelines for Written Comments to the Governor's Office for Emergency Relief and Recovery Stakeholder Advisory Board**

Thank you for agreeing to provide information to assist the Governor's Office for Emergency Relief and Recovery (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, 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.

**Beth Falconer, Executive Director, 3S Artspace**

**3S Artspace is a 501(C)(3) nonprofit contemporary arts organization that combines the only midsize, flexible performance space of its kind in the area, a large contemporary art gallery free to the public, and a restaurant partner.**

**Through the unique lens of contemporary arts experiences, 3S Artspace invites divergent perspectives and encourages lively discourse centered around issues of today.**

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

**3S Artspace is part of NH's vibrant arts and culture sector. The nonprofit arts and culture community in the greater Portsmouth area contributes over \$58 million<sup>1</sup> into the local economy.**

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

**Attentive to the COVID-19 public health concerns, 3S Artspace closed to the public on Friday, March 13. Our tenant restaurant quickly followed suit. Every earned revenue stream has been temporarily lost-- from ticket sales and art sales, to private rentals and concessions. Our spring calendar was**

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<sup>1</sup> Americans for the Arts, Arts and Economic Prosperity Map, 2015.

full with programming in both the performance space and gallery, resulting in over 40 event cancellations and required cash refunds for patrons.

We anticipate a \$412,000 loss in revenue from earned income and ticket sales from March 13, 2020 through August 31, 2020. For that same period, \$135,000 was lost to the national, regional and local artists who would have performed or exhibited at 3S Artspace.

The board of directors and executive staff have implemented significant austerity measures, including staff layoffs/furloughs.

- (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.

**3S Artspace can be nimble and adapt to a new environment. However, it will come at a financial cost. Since our performance space has no fixed seating, we can reduce crowd size. Our gallery can open to our loading dock in good weather and we can schedule some outdoor programming. We are an arts nonprofit committed to enriching our community. With financial support to bridge us to a healthier future, we can continue to deliver on our mission.**

- (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.

**3S Artspace has not yet received any local, state or federal COVID-19 relief funding. We have applied for just under \$98,000 through Payroll Protection Program through Provident Bank. Although we applied the first day the program was launched, we still have not been notified if we will receive any support.**

**As a partner of the NH State Council for the Arts, 3S Artspace may be eligible for some grant funding resulting from the CARES Act. However, to date, the State Council has launched a program for individual artists and not yet for arts organizations. If the State Council is able to supplement contracts, we have been told the grants would be small.**

**Finally, we have received some support from our donors. A matching grant of \$10,000 inspired a community Go Fund Me. Other supporters hastened future commitments or made new gifts, a sign for us that we should work to bridge through this challenging time to return and serve the public.**

**Since most of our programming is made possible with corporate sponsorships, including many sponsorships from the hospitality and restaurant industry, we do anticipate losses in our sponsorship revenue. We hope that 3S Artspace can play a role in revitalizing the restaurant and lodging industries that are so critical to the economy of the Seacoast.**

- (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.

**3S Artspace is grounded in an unwavering appreciation for the vital role that contemporary arts play in the health of a community, both locally and globally.**

**Any funds we receive would address losses from the impact of the COVID-19 pandemic and help return the organization to serving the public. As noted above, 3S anticipates the loss of \$412,000 in earned income and ticket sales from March 2020 through August 2020 as a result of the COVID-19 pandemic.**

**We ask for your consideration of \$150,000 in relief funding to help 3S Artspace address the financial losses related to pandemic and to bridge us to the future.**

- (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.

**We believe that art has the power to transform individual lives, bridge divergent perspectives, and establish meaningful connections between and across communities.**

**As an example, this spring, we were set to launch *Culture Keepers*, *Culture Makers*, an in-depth series of facilitated community conversations and free art workshops focused on race and equity set to culminate in a public art project. Our performance space is home to community presentations such as Pecha Kucha, and storytelling forums such as Long Story Short, as well as performances from regional and national touring acts. We hope to reschedule a popular art sale benefitting 40 visual artists that was scheduled for April.**

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

**The founding of 3S Artspace has been credited with launching the redevelopment of Portsmouth's North End. What was once empty parking lots and old warehouses, is now a region of the city with new residential and commercial development, including a new AC Hotel and Barrio restaurant.**

**Job growth has been significant, including 3S Artspace's employment of 8 staff who have dedicated careers in the arts**

- (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.

**Helping 3S Artspace address its financial losses related to the COVID-19 pandemic will not only help 3S Artspace sustain its operations, it will also help us adapt our programming to the**

**new reality, support the revitalization of our local economy and inspire hope and community connection through the arts.**

- (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 board of directors and executive staff of 3S Artspace commit to ensuring that the use of funds is not in conflict with any local or regional development plans or 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.

**3S Artspace is a committed community member and community leader. We helped lead the community effort, *Support Seacoast Arts*, at the start of the pandemic, and support the arts statewide through the NH State Council for the Arts.**

- (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.

**3S Artspace is seeking support for losses related to the COVID-19 pandemic and not for ongoing operational support. We understand that the GOFERR is charged with relief resources to bridge us to a return to our revenue models from programming, sponsorships and philanthropy.**

- (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.

**The Finance Committee would create a line item to tracking GOFERR funding income and expenditures and comply with any additional reporting requested.**

- (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.

**3S Artspace has completed a financial audit as a recommended best practice for a nonprofit our size. As a 501 c3, we file our 990 reports annually with the IRS and we are an organization in good standing with the NH Office of Charitable Trusts. We are happy to submit any additional public reporting required.**

- (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 Seacoast-based arts organization, we want to work to revitalize our community's restaurant, hospitality and tourism. We also support NH based and local businesses. A strong business community generates a strong arts community and vice versa.**

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

- Staff retention
- Enhanced commercial cleaning
- Technology investments to support virtual programming
- Capital improvement to support social distancing measures on site

(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?

As we noted in our Support Seacoast Arts campaign:

***We share a deep philosophical belief in the communal power of art and the overall power of community and reach out today to channel that power.***

***The arts and culture of this region are more than a pastime. They are a powerful economic force. In the three month timeframe ahead of us, Seacoast area arts organizations estimate this collective impact: \$700,000 reaching individual artists, 200,000 audience members served, and 250 local individuals employed, 85 at full-time levels.***

***As important as economic impact, if not more, the Seacoast's arts community is part and parcel of who we are. It helps define us and unite us. The arts bring priceless beauty, wonder, inspiration and insight to our neighborhoods and into the minds and hearts of their patrons. They spark the flames countless community members rally around for warmth and company.***

***We all know the mantra, "The show must go on." In the arts world, that's equally true on both sides of the curtain. It will take the entire community – from both sides of the curtain – to ensure our lush and robust culture, an emblem of our region, continues on.***

**Thank you to the Stakeholder Advisory Board of the Governor's Office for Emergency Relief and Recovery for consideration of our request for \$150,000.**

\* \* \* \* \*

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 ([JOSEPH.DOIRON@LIVEFREE.NH.GOV](mailto:JOSEPH.DOIRON@LIVEFREE.NH.GOV)).

Please submit your comments no later than May 1, 2020.







**April 24, 2020**  
**Written Comments to the**  
**GOEERR Stakeholder Advisory Board**

**Joshua Reap**  
**President & CEO**  
**Associated Builders & Contractors, New Hampshire/Vermont Chapter (ABC)**

**Economic Sector:** Commercial/Industrial/Institutional/Public Construction

**3. The Impact of COVID-19**

The construction sector has adapted to the pandemic and continues to work as an essential industry. Safety is job number one for our contractors, so we were one of the first sectors to adapt and adopt procedures to combat the risk and spread of COVID-19. Though our industry continues to operate, it does so in a diminished capacity. Often jobs are impacted by smaller work crews, (correctly) quarantining workers for even the most minor of symptoms, supply chain issues, project approval delays and various other challenges. In limited cases, employees have found the enhanced unemployment benefits more lucrative than going back to work. Additionally, cases have come up where municipalities have refused to approve the start of projects, which ultimately leads to cancellation of the investment. Interruptions in material delivery and subcontractor performance continue to be an issue, too. Despite all of this, we continue to work.

**4. The Months Ahead**

There is concern that in six to ten months work may come to a halt. Construction spending is generally viewed as a lagging indicator of economic activity and among the last segments to be impacted by a downturn and the last to begin to recover after one.

ABC produces the Construction Backlog Indicator, the only economic indicator that reflects the amount of work that will be performed by commercial and industrial construction contractors in the months ahead. This week the Construction Backlog Indicator fell to 8.2 months in February, a 7.7% from January's reading. Backlog for firms working in the infrastructure segment rose by 1.3 months in February while backlog for commercial and institutional and heavy industrial firms declined by .6 months and .7 months, respectively. The economic slowdown that began in March will lead to a further decline in construction work later this year; however, that can be mitigated with policy changes, proper planning and government procurement.

**5. Government Assistance for the Sector**

The ABC is not currently receiving, nor has plans to request, any government or charitable assistance related to the COVID-19 crisis.

As an industry, many construction companies are receiving assistance through the Small Business Administration's Paycheck Protection Program; however, there is no specific governmental or charitable program in place specifically assisting our industry.

## **6. Targeting Relief Funds for Public Benefit:**

As the state seeks ideas to use the federal stimulus funds, we recommend the following.

### ***Regional Economic Development Grants***

**Recommended Amount: \$20 million**

Establish a one-time competitive grant fund to encourage a long-term strategic plan for economic development of the state. State-administered monies can be used to fund regionally identified projects that have the benefit of providing jobs to build critically important civil and social infrastructure.

The funds would go to stimulate local economies in a very targeted way with the intent of producing jobs and infrastructure designed to meet the needs of a community in a way that is currently not available through conventional state or private assistance. The program would be open to New Hampshire non-profits, small businesses, and local governments to develop new self-sustaining programs or one-time capital improvements.

Such projects to consider funding would include but not be limited to workforce housing, homeless services, local infrastructure, rail trail development, one-time mass transit improvements and renovation of public space infrastructure to mitigate the spread of disease.

An award recommendation committee for each region should be created to help vet applications. The committees should be a cross-section of an area's non-profits, governments, businesses and citizenry to help deliver the best recommendations for funding. This would have the added benefit of input from stakeholders familiar with regional development to avoid conflict with existing local or regional development plans.

Implementation of the program should be run by a state agency that is already plugged into the economic and regional development efforts of the state, such as the state Department of Business and Economic Affairs. The recipients of an award would have to qualify to receive the funds through a process like current state contracting rules. The grantee would be required to make regular reports to the state on program success/capital improvements progress in order to receive reimbursement of funds.

### **Flatten the NHDOT "Red List" Bridge Curve**

**Recommended Amount: \$48 million**

New Hampshire currently has approximately 125 bridges identified on the state DOT red list. The agency has done good work to address and repair these structures with their transportation plan, though that plan was developed within the constraints of the competing budgetary interests of an overall state spending plan. As more of our infrastructure reaches the end of its life expectancy, the balancing act of funding DOT programs like pavement preservation and bridge repair becomes more of a challenge. By using the federal stimulus to become proactive to address critical repairs sooner, the state can get ahead of the curve and will spend less than it otherwise would on the longer term deferred maintenance programs currently budgeted.

A one-time infusion of \$48 million or more into the program would help take more bridges off that list sooner and at the same time ensure *more* hardhats are busy for months to come. Granite State taxpayers will reap a significant savings and enjoy more miles of better maintained roads for years to come.

### ***School Building Aid Program***

**Recommended Amount: \$50 million**

We propose allocating some of the federal stimulus fund to help pay for school construction. The state's school building aid program provides districts with the opportunity to make capital improvements that are necessary to ensure facilities are up to modern standards for educating our children, but it has suffered in recent years from reduced funding. Additional support from the state brings with it long-term, larger-scale impact that is currently not achievable with the levels being funded.

Granite Staters already pay some of the highest property tax rates in the nation. They face the possibility of paying more school districts have essential repairs and programs that need to be completed. Diminished tax revenues from the economic downturn only makes the need more vital for more school building aid today.

Increasing the state school building aid fund will have a multiplier effect of giving. By providing more funding than is budgeted, the Education Department will have more bandwidth to support *more* shovel-ready projects. More funding means more projects and more construction workers building at a time when it is needed the most.

### **9. Other Helpful State Organizations: Community College System**

The ABC has worked with the Manchester Community College (MCC) to outline a construction careers program. The program would give underemployed/unemployed adults training/upskilling with the essential skills of construction and hands-on work and help them secure employment with a New Hampshire contractor.

A survey of companies revealed that New Hampshire contractors are still dogged with workforce shortages, even during the present pandemic. Considering the current COVID-19 pandemic; the ABC believes the program can be easily modified to help recently displaced workers enter such a program and graduate in as little as 30 days.

Estimates of the program cost is approximately \$3,000 per person for tuition and development fees. This cost delivers 72 hours of classroom instruction and hands-on assessments of skills by an instructor. All training can take place at any of the state's community colleges. By having the state funding of the program, all monies can be handled utilizing the state's existing reporting and accountability methods.

The ABC is a committed partner in helping educate the construction workforce. As the Construction Sector Advisor for the state's Sector Partner Initiative ([www.ibuildnh.org](http://www.ibuildnh.org)), we completed the work with MCC to map out this program, the only thing missing is funding to being the work.

**We strongly recommend the state fund this construction careers training program in each region by leveraging the community college system to deliver the training. We recommend that the state fund the program at \$600,000 to provide training for 500 people.**

**10. What would your organization do with the funds?** Not directly applicable as we are not asking for funds to be delivered directly to the ABC. However, we believe the funding of the programs mentioned in section six would be a significant benefit to providing jobs for the men and women that work in construction.

## **11. Other Considerations**

### ***Avoid BPT and BET Tax Increases***

Through no fault of their own, our state's employers have taken the brunt of the disastrous effects of COVID-19. It is simply wrong to ask employers to shoulder automatic BET and BPT increases when they themselves are struggling with uncertain futures. We ask that you repeal the automatic increases to BET and BPT taxes.

### ***PPE for Essential Workers***

With the entire nation focused on providing personal protective equipment to medical services, we cannot neglect the needs of the workers at essential businesses. For instance, N95 masks are OSHA required for performing many construction trades. Right now, it is virtually impossible for private sector acquisition of masks and other PPE. Though PPE shortages are not currently severe in construction, it stands to reason this will become problematic in a relatively short amount of time. And assistance the state can provide to New Hampshire contractors in obtaining PPE would be a welcomed hand.

### ***Continue Design & Engineering of Public Projects***

There is plenty of engineering and architectural work that accounts for only six to ten percent of construction costs that must be done long before ground is broken, or structures renovated. We would like to see that work continue. Our concern here is to prevent a bottle neck six, eight or ten months from now when these jobs could be moving forward.

Experience from the 2010 recession taught us valuable lessons. Government spending is what kept people working while the private sector recovered. Another harsh lesson was a lack of foresight led to a dearth of "shovel ready" jobs because the engineering and architectural work was shelved in attempts to save money. Arguably more was wasted than it would have cost if government simply kept design work going. Continuing with public works plan development will put New Hampshire in a strong position to receive federal infrastructure funds should a similar stimulus come forward later this or next year.

### ***Continue with Current Capital Projects for 2020***

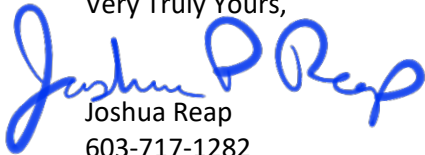
A continued capital improvements program to ensure hardhats can earn a paycheck. We encourage the state to continue bidding work to keep tradespeople working on public work projects.

***Childcare Funding for Essential Workers***

Essential workers are struggling to find adequate childcare during this crisis. State assistance in some capacity is needed.

I want to thank the GOFERR Stakeholder Advisory Board for considering these recommendations. As an industry, I am available to provide verbal testimony as soon as the advisory board's next meeting.

Very Truly Yours,

A handwritten signature in blue ink that reads "Joshua Reap". The signature is stylized with a large, looped "J" and a cursive "Reap".

Joshua Reap  
603-717-1282  
[josh@abcnhvt.org](mailto:josh@abcnhvt.org)



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

Rad Nichols, Executive Director, Cooperative Alliance for Seacoast Transportation (COAST)

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

Transportation (public transit)

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

Prior to March 2020 the only impacts to our organization as a result of COVID-19 that we have identified thus far were to our advertising revenue stream. Contract renewals began to slow, pauses to contracts were beginning to be considered, new contracts were being rethought or abandoned, and collections on current contracts slowed considerably.

Over the first half of March we did not see any notable impacts on ridership due to the coronavirus pandemic. In fact, on many bus routes ridership was up. As the reach of

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

COVID-19 spread in New Hampshire and our region, the impacts on ridership were dramatic, and grew worse each week.

By the end of the month fixed route ridership was down 24.5% from the previous FYTD monthly average. In the last full week of the month weekday fixed route ridership was down 57% from the first two weeks average. Saturday ridership was similarly down by 59%.

Demand response ridership was also dramatically impacted by the end of the month. For the month, demand response ridership was down 30.8% from the previous FYTD monthly average. In the last full week of the month weekday demand response ridership was down 40-65% from the first two weeks average (depending on the service). Saturday ridership was similarly impacted.

By mid-March we had begun relaxing our leave policies to accommodate employees who were concerned about their own health due to being immune-compromised, having a house member who was immune-compromised, or due to having to care for a dependent. At the end of March close to 30% of our frontline workforce was on some form of leave.

The remaining fixed route operating staff were covering for their colleagues on leave, while the increasingly less busy demand response operating staff were being reassigned to help with the need to increase sanitizing on our buses, minibuses, and vans.

On March 31 at an emergency meeting of our Executive Committee the decision was made to suspend all fixed route service, and Route 7 On Demand, effective the end of business and through at least May 4. The decision was not arrived at easily, but it was felt it was the only one that could be made. We understand the importance of the essential services we provide, but between an inability of passengers to understand, or practice, social distancing at that time, and an inability to source PPE and other adequate protections for our front-line employees/passengers, it had simply grown too unsafe to continue operations.

COAST continues to operate paratransit services for those individuals who qualify under the various programs of this type that COAST operates (ADA, Portsmouth Senior Transportation, Community Rides, and accessible rides for Ready Rides). New applicants for these services will continue to have their applications reviewed for eligibility as normal.

The service day for paratransit services was modified to 5:15 am to 6:00 pm, Monday - Friday. There is no service on Saturdays. COAST has asked that riders consider limiting their trips for only purposes deemed essential. Cost for paratransit services use the same fare structure as typical.



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

A consideration prior to suspending our fixed route services, we confirmed we would be able to retain furloughed employees (approx. 2/3 of our 75+ employees) by paying them with CARES Act funding, which the Federal Transit Administration (FTA) has said is an eligible expense. None of our employees are on the already overtaxed unemployment program. Hourly employees that continue to perform work are being paid time and a half for their commitment to continuing our essential services for our demand response customers (the elderly and persons with disabilities).

Additionally, we have been working to source PPE and other protections for our staff/passengers. These items include face masks, face shields (for when working in close proximity with passengers), hand sanitizer, gloves, Clorox (or equivalent sanitizing wipes), temporary driver barriers in vehicles, and fogging units to sanitize/sterilize our vehicles much more thoroughly and regularly. In all cases but gloves and Clorox wipes we have had success with sourcing these supplies, and as a result are contemplating the timing of our resumption of fixed route services in the near term.

We have kept in regular contact with all employees and advising them on our efforts throughout this time. We are now calling each furloughed employee personally and surveying them as to their level of comfort to return to work given current conditions and the availability of PPE and other protection measures on our buses. This will help guide us in our decision making relative to what level of service we are realistically able to return to. Our goal is to return to full service to ensure adequate capacity to allow for social distancing on the buses, with the ask that passengers only take essential trips (for now).

**(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.**

Through June 2020 we are currently projecting a nearly \$500k loss of revenues. We are not able at this point to project out further than that with any assurance of accuracy.

We fully expect local match support from communities to lessen and/or even potentially halt for at least the next 12 months and beyond, as they will be under tremendous strain with their budgets. Our second largest source of local match is advertising on the buses and bus shelters, and contracts are being paused and cancelled at unprecedented rates. Within a matter of weeks COAST may have a local match crisis. 'Local match' is any non-USDOT funding, and what is typically used to leverage available FTA funds. Without local match, we will be unable to access our normal Federal grants and we will be wholly reliant on CARES Act funding provided through the FTA for public transit.

At this point there is no way to accurately predict the economic hardship that COAST potentially faces, nor the duration. We fully expect that without a very proactive

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

approach toward marketing our vehicle sanitization/sterilization protocols, attracting passengers back to a confined space such as a public bus will prove challenging for all but those who have no other options.

While \$5.4 million dollars allocated to our urbanized areas (UZAs) by the FTA represents a very large figure, I can guarantee it will all be critical over the short and mid-term horizon as we attempt to recover from this pandemic, and while continuing to offer the highest levels of our essential services that are prudent. To date we had not pursued any other sources of potential funding under the CARES Act. We felt that the FTA funds were enough, and we did not want to take limited funds away from others who also need support. This is particularly true because all other federal funding we normally receive requires local match, and as local match disappears over the next 12 months, we will be unable to access that funding. The full allocation of CARES act funding is only enough to last us approximately 12 months (support of the full operation) without local match.

- (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.**

At this point, beyond the FTA funds allocated to our UZAs, COAST does not anticipate needing any other support (federal, state, local or charitable) specifically intended to help address the impacts of COVID-19.

The other form of Federal support that is available to us, is the recent increased flexibility, granted by the FTA, in the use of our formula grant funds. While this is appreciated and we may very well find it advantageous, it does not account for increased costs or lost revenues that must be made up due to the pandemic.

CARES Act funds will be absolutely critical to our being able to weather this storm.

- (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.**

As the Greater Seacoast Region's non-profit public transit system, everything we do serves a public use/purpose and provides a public benefit. Our mission is to

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

champion and provide customer-focused public transit services with a commitment to excellence in safety and service.

- (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.**

Our passengers, members of the general public, use our services for accessing work, school, medical appointments, grocery, and other shopping, as well as for socialization and recreational opportunities (everything someone uses any other mode of transportation for). To the extent CARES Act funds allow us to continue to be able to allow the general public to safely and affordably access these activities, this will be critically important to the social welfare and economic prosperity of the region/state, and promotes 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.**

As mentioned in (b), COAST services are critically important to a robust and more resilient regional economy.

Riders using COAST services help save millions of pounds of CO<sub>2</sub>, and other air pollutants associated with personal vehicle operations, from being released into the atmosphere annually. They also save thousands of dollars in vehicle wear and tear, maintenance, and gas. These all help preserve New Hampshire's incredible physical environment that is such an important part of our economy.

- (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.**

After 20+ months of planning, COAST is about to relaunch our redesigned system at the end of June. The redesigned system reflects a tremendous amount of public input, and a recognition of changes in the development of the region that have affected travel patterns. The CARES Act funds will assist us to transition to this new system, a stressful enough transition in itself, amid a worldwide pandemic and economic collapse. This transition also represents a reduction in ongoing operating costs, making COAST more economically efficient. Ultimately, we will be repositioning our organization for long-term success and resiliency with this transition, better meeting the traveling needs of the region's residents, employers, businesses/organizations, and our communities.

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

- (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 these funds would be consistent with many local, regional, and state plans and policies, and other provisions of state or federal law, all of which are consistently met by our organization.

- (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 purpose of public transit is to provide ways for the general public to safely and affordably participate in the economic, cultural, and recreational aspects of their community. CARES Act funds spent at COAST will allow us to continue to do just that during an incredibly stressful and challenging time period for our passengers, area businesses, area organizations, our communities, and the State of 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.**

COAST's intended uses of these funds are consistent with the intent for which they were awarded by Congress through the Federal Transit Administration. We will use these funds to keep our operation as whole as possible during the current pandemic, and the anticipated economic slow-down and financial tightening at the state and community level.

As a public transit system, COAST is always reliant upon a high level of continuing operational support from the public sector. While the overall economy, state and communities are feeling the most acute affects of COVID-19 on their revenue streams, these funds will help fill any revenue shortfalls that we may experience and continue to experience as the impacts are felt over time.

These funds will be used to maintain operations and will not be used to scale up operations or services in the short term.

- (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.**

We have already adjusted our organization's accounting systems to fully capture COVID-19 related revenue losses and expenses. In doing so, we have multiple options in how to account for the use of public relief funds in our organization's financial statements depending on the desires of the request being made of us. This was not a difficult

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

change to incorporate given our long and successful history of being a direct recipient of Federal 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.**

As a federal, state, and local funds recipient we have extensive experience with public reporting on the receipt and use of public funds. Also, as a former ARRA grant recipient we have demonstrated our ability to respond to a rapidly changing public reporting environment.

- (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.**

Some of COAST's most important revenue streams include the communities we serve and the sale of transit advertising on our buses and bus shelters.

I believe the concern for the need of assistance for the state's communities has been expressed. I expect that the sheer size of the assistance needed will take some time to determine and will potentially be longer in duration than any of us would like to think. New Hampshire's communities will need extensive assistance to weather this unprecedented pandemic.

The placement of advertising on our vehicles and bus shelters will be based on what sectors of the economy are doing well and whether they feel there is an advantage to this form of advertising over any other. While there are few pedestrians and drivers this form of advertising does not have the volume of views, and thus attractiveness that it normally does. Unfortunately, short of directing allowable publicly subsidized advertising campaigns to this form of advertising, there may be little else that can be done.

I would close by highlighting the importance of the organizations that ensure the smooth flow of Federal funds to our organization, and organizations like ours. These include the Regional Planning Commissions and NHDOT. If these organizations/agencies are not able to perform the work necessary for the obligation of Federal funds to recipients such as COAST, that would be catastrophic for the region and state.

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

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

We will be able to take on the considerable additional expenses related to managing our operation in the near and mid-terms without jeopardizing our service levels. Additional or otherwise eligible expenses include sanitizing, overtime, significant additional materials and supplies costs related to PPE and other measures to ensure the safety and health of employees and customers, furlough pay, etc.

Maintaining full service levels is critical, as reducing service levels increases the likelihood of crowding on our vehicles, which will only serve to create unsafe conditions for riders and bus operators alike. It will also serve to depress the rate at which riders will return to using public transit over the longer term. We must strive to maintain as high a level of service as possible.

**(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?**

Local and regional public transit operations will take a long time to recover from this pandemic, and any future flareups of COVID-19 will further set back our ability to recover in a time frame any of us can accurately project. This will be a long-term issue for public transit operators, that will take considerable, costly efforts to battle back from.

\* \* \* \* \*

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.



## Written Comments to the GOFERR Stakeholder Advisory Board from Cross Roads House

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

Martha Stone  
Executive Director  
Cross Roads House  
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- (2) Please identify what economic sector your enterprise operates within.

Emergency Shelter provider for families and individuals; Human Services, DHHS, Bureau of Homeless and Housing

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

Cross Roads House, one of the State's largest shelters, is located in Portsmouth and provides shelter and supportive services to homeless individuals and families from Eastern Rockingham and Strafford Counties in New Hampshire, and Southern York County, Maine. Prior to the outbreak of the pandemic, we were already operating above our typical capacity (96 beds) given that we were at the height of winter time demand for emergency shelter. Demand for shelter remains high year round and last year we were over our typical capacity 63% of all nights, and 94% of nights from November 2019- July 2019.

Cross Roads House (CRH) remains open and is continuing to provide shelter and supportive services for homeless families and individuals, with essential staff onsite 24/7. In the past weeks, we have implemented a series of new or enhanced policies, procedures, and systems to keep our 100+ residents, 30 staff members, volunteers, and donors healthy and safe, including:

- Installed:
  - Two new portable handwashing stations in the shelter
  - A temporary barrier at front desk
- Implemented:
  - Enhanced screening tools to regularly assess current and potential residents for symptoms of COVID-19
  - Protocols for additional cleaning and sanitizing of frequently touched surfaces
  - New systems for community partner agencies to continue health care, mental health care, substance use disorders groups, via phone or telehealth.
  - A decompression plan by moving 39 residents (both families and individuals) to a local motel. The residents who were moved were those who were most



## Written Comments to the GOFERR Stakeholder Advisory Board from Cross Roads House

medically vulnerable, and those who are still working at essential jobs in the community. Residents remaining were spaced out throughout the facility, reducing congregate living environment risks. Case management is continuing via phone, with staff doing onsite daily check ins.

- Ceased donation drop offs and onsite volunteering at the shelter.
- Transitioned some staff to work-from-home status.
- Pivoted from volunteers cooking and serving meals onsite, to collaborating with local businesses to cook all meals.
- 

People experiencing homelessness, whether sheltered or unsheltered, are some of the most vulnerable and at most risk of developing severe illness. Many of the people who seek assistance at Cross Roads House have preexisting conditions like heart disease, diabetes, or substance use disorders, which put them in a high-risk category for developing serious complications if they contract COVID-19. Many have also not had adequate medical care in years.

Cross Roads House provides homeless families and individuals in the community with basic needs, supportive services, and a path from homelessness to a safe, permanent home.

Services available at Cross Roads House include:

- Emergency and transitional shelter programs
- Three meals a day provided to residents
- Needs assessments and case management services
- Access to a variety of basic needs on-site:
  - Showers
  - Laundry
  - Phone
  - Community laptops and wi-fi
- Referrals to services throughout the community (e.g. Partner agencies providing mental health and substance use disorders counseling, primary medical and dental care, as well as public housing, rehab, parenting support, Community Action Programs, and more)
- Support and direction for returning to permanent housing
- Post-shelter support provided by Housing Stability Case Managers to help maintain housing

- (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.

Funding for shelter services is critical at this time. When budgeting for our current fiscal year, Cross Roads House planned to raise \$1.2 million from private sources before the end of June 2020. Not only are we experiencing increased costs to continue to provide services, we have had to cancel our only fundraising event of the year, which accounts for \$400,000 in income. Increased costs include:

## Written Comments to the GOFERR Stakeholder Advisory Board from Cross Roads House

- Starting in mid-March, Cross Roads House began paying employees working onsite a hazard pay differential. This results in approximately \$1,200 week of unbudgeted expenses that we expect to be carried out at least through the end of the fiscal year (6/30/20), at a total cost of \$18,000.
- Due to staffing shortages, we are paying approximately \$450/week in overtime costs; over the course of 90 days that would total \$5,782.
- In order to promote frequent handwashing, we have installed two portable handwashing stations in public areas of our shelter, at a cost of \$3,620.
- We are sheltering approximately 40 people off-site at a motel at a cost of approximately \$15,000 a week. We are seeking funding for these expenses through the Bureau of Housing supports, but at this time, the funding has not been confirmed.

The estimates above are for expenses for 90 days. No one knows how long the current situation might last, so these expenses could continue longer. The impact over the next 12 months could be significant if we had to continue paying the motel bill at \$15,000 a week.

We rely very heavily on private donations for our operating revenue. This year, 75% of our income is expected to come from private donations and our one fundraising event. With the projected downturn in the economy, private philanthropy could significantly be reduced, which in turn could be disastrous for our organization. Over the next 12 months, we could potentially experience a significant drop in donations, which would leave us without the operating resources we need.

Additionally, when the moratorium on evictions is lifted, there is a potential that we will experience a surge in demand for shelter. Our state is already experiencing a severe shortage of affordable housing units and has a .08% vacancy rate for rental units. Emergency shelters like ours, are already full and are not equipped to handle a large surge in demand. The economic crisis created by the pandemic could exacerbate an already taxed emergency shelter system.

- (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.

- Cross Roads House received a \$50,000 grant from the NH Charitable Foundation.
- We applied for and received a Paycheck Protection Program loan.

## Written Comments to the GOFERR Stakeholder Advisory Board from Cross Roads House

- We applied for a COVID -19 Funding grant through Connections for Health, Integrated Health Services, but have not received notice of funding yet.
- We plan to apply for a loan from the NH Nonprofit Response Fund administered by the Community Development Finance Authority (CDFA)
- We plan to apply for a loan from the Emergency Assistance Loan Fund (EALF) Program administered by NH Housing Finance Authority.
- We have asked the State, through the Bureau of Housing Supports, (under DHHS) to amend one of our existing contracts to provide funding to cover the cost of our motel bills (that are new expenses to us since we implemented our “decompression plan” which moved some people out of our shelter (a congregate setting) into a safer spaces in private rooms.
- In typical times, we apply for, and have received funding from three Community Development Block Grant (CDBG) programs in Portsmouth, Dover, and Rochester. Some COVID related Federal aid has been designated for CDBG programs and we will continue to apply to these sources in the future.

(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.

Providing emergency shelter is an essential and basic need. If community members are left unsheltered, there could be tremendous costs to municipalities including increased costs for police, emergency responders (ambulance and fire), emergency room costs, and possible incarceration costs. These are all in addition to the terrible burden on the individual or family who is unsheltered and left with no safe place to sleep or receive meals.

- (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.

Similar answer to above. NH should do everything possible to avoid becoming a State with large numbers of unsheltered people. It is better for society if all our residents are safely housed, and given the opportunity to be productive members of our communities. Many of our current residents are employed, they simply can not afford the extremely high rental rates for housing.

## Written Comments to the GOFERR Stakeholder Advisory Board from Cross Roads House

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

It's very difficult for people to maintain employment if they do not have a safe, and stable place to sleep each night. Ensuring the availability of both emergency shelter beds, and affordable housing units is critically important for a healthy workforce and economy.

- (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.

Our annual operating budget is \$1.9M. As noted before, our organization relies very heavily on private donations (75% of our revenue), which means that this year we have to fundraise \$1.2 million. Without these contributions from the public, we would be unable to operate. We provide shelter to approximately 500 people a year (including families with approximately 60 children). Having a funding source to replace lost revenue that we are not able to raise due to a poor economy, could be the difference between us being able to operate or not.

Additionally, if funding from municipalities should be reduced due to the economic fallout of the pandemic, that could represent a loss of another \$70,000/year.

- (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.

I am not aware of any conflicts. We currently receive funds from local municipalities, the State, and the Federal government.

- (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.

We are a 501c3 nonprofit organization. The services we provide are a benefit for both the local community and the State at large. I would suggest that funding be provided to *all* shelter providers across our state, and not just our organization. Together, we make up the safety net for individuals and families in NH who are experiencing homelessness.

- (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.

## **Written Comments to the GOFERR Stakeholder Advisory Board from Cross Roads House**

Cross Roads House has been in operation since 1982. Our funding sources have always been made up of a patchwork of public and private sources. I am confident that after the pandemic ends, and the economy is restored, we will once again be able to operate as we have in the past.

(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.

We could list any public relief funds separately in our finance statements and have already set up a separate line items to track COVID related funding and expenses.

(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.

Cross Roads House conducts a full audit at the end of each fiscal year, along with an annual report which could be shared publicly. We can also provide a report out on additional staffing costs incurred throughout the funding period, as well as the resulting number of families and individuals provided critical shelter and supportive services during that time. We will also be tracking the numbers served as part of our decompression plan, along with the related hotel expenses. Additionally, we would be happy to provide annual statistics at the end of our fiscal year in June, including number served, lengths of stay, percentages moved to permanent housing, and recidivism rates.

(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 noted above, public relief funds would be an excellent investment in the State's network of homeless shelter providers. Many operate with very tight margins and the disruption of normal funding sources (private donations for many) could make it difficult for them to remain open. An investment in affordable housing would also be an excellent investment and help reduce both the overcrowding and lengths of stays in shelters.

Cross Roads House continues to collaborate with our local Healthcare for the Homeless Team (from Families First Health & Support Center, a Federally Qualified Health Center) who are providing telehealth services for our residents. They have broadened their availability to our residents who are not yet patients, to provide them with COVID screening if necessary, to determine the need to quarantine. Other partner agencies

## Written Comments to the GOFERR Stakeholder Advisory Board from Cross Roads House

such as Seacoast Mental Health and SUD support partners are delivering their services to our residents remotely. I would advocate for funding for all of these partner agencies as needed for them to be able to continue to deliver services to the homeless populations.

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

Additional funding would allow us to continue providing alternate shelter space (like in motel rooms), which might be necessary for an extended period of time if returning to traditional congregate shelter space remains unsafe. Long term leases with motels might be one option that would allow us to deliver safe emergency shelter to those in need. This is not something we could afford to offer on our own without new funding.

It remains to be seen what will happen in terms of private donations, but if that funding source dries up for us due to a poor economy, these funds could enable us to stay open and operational. Our largest expense is payroll, so having adequate funding would ensure we would not have to conduct layoffs. Our staff, including case managers and direct service staff, make a tremendous difference for the people who stay in our shelter. Without them, it would be extremely difficult for us to help people transition from homelessness back to permanent housing.

- (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 person can not follow "stay at home" orders if they don't have a home. Doing so in a congregate shelter environment is nearly impossible based on the way most are set up. Thank you to the GOFERR Stakeholder Advisory Board for taking into consideration the needs of people experiencing homelessness during these trying times.

\* \* \* \* \*



- (1) Please identify your position and your organization.
  - a. Dr. Scott D. Huffer
    - i. Vice President, Partner, Focused Eye Care, Nashua NH
    - ii. President Elect, New Hampshire Optometric Association
- (2) Please identify what economic sector your enterprise operates within.
  - a. Health Care/Small business owner.
- (3) Please describe how your enterprise and economic sector has been impacted by Covid-19.

Covid-19 has forced our office and health care offices in general to close to all but urgent and emergent care. This means rescheduling a large majority of our appointments and even actively deterring patients from visiting the office. This has resulted in our office doing approximately 15 % of our usual level of business. Some offices in our economic sector have chosen to close completely eliminating any revenue.

In order to remain solvent, we have had to move quickly to reduce any expense possible. We have furloughed three quarters of our staff and our owner providers have decreased to half pay. We have negotiated relaxed terms with many of our suppliers and our landlord. Still much more money is going out than coming into our business.

This has left us and other businesses in our sector scrambling for access to capital. The payroll protection program is wonderful but very few businesses have been able to successfully navigate the process. It is likely less than 20% of those seeking these loans received them. Those who have not received the loan are forced to operate at the lowest capacity possible or close completely to reserve cash to reopen. As we are reimbursed for services by insurance companies 4-6 weeks after services are rendered, we will have to operate at a high loss when we start to ramp our businesses back up.

As the crisis has evolved, we find further and different challenges to navigate. We have had to spend countless hours studying guidance from authoritative bodies learning a new level of infection control. This has led to a scramble for personal protective equipment, non-contact thermometers and sanitizers. Once successful the staff need to be trained on when and how to use it all.



We have been pushed to quickly evaluate and implement telemedicine programs to further limit office visits. This is very time consuming and is not always successful in eliminating the office visit

The challenge of the day is convincing our employees to return to work. Many are uncomfortable working closely with people in this environment and are earning significantly more by staying home. This is creating some bad will between ownership and employees and also between furloughed and non-furloughed employees.

The final hurdle for our sector to overcome will be convincing patients it is safe to return to our office. In this environment patients are hesitant to visit even with emergent eye conditions threatening vision. Much time is and will be spent educating the patients on how hard we work on infection control and how they can help when they visit.

- (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.

There are a lot of variables involved and accurate long-term projections are difficult at this time. I am optimistic our organization will survive. I believe in the value of our medical services and believe currently available online alternatives are not comparable. This would mean we will soon have very high demand for our services and decreased capacity due to spacing and other infection control measures. Offices will have to consider expanding hours to meet the demand. Offices may have to consider raising prices to offset increased costs. Many offices are currently evaluating dropping their lowest reimbursing insurance plans which in many cases may be Medicaid.

The financial strains will slow growth plans. In our office, we had been accumulating funds for a renovation with added space. Further we have been in discussions to purchase another office from a provider looking to retire. I suspect the set aside funds for these plans will be used to keep the business running.

As for our economic sector, I do not think smaller independent medical offices will survive. I suspect there will be 5-15% loss. This process may be mitigated by mergers or acquisitions of the healthier small businesses.

It has been becoming harder and harder to exist as a small medical office for the last several years. Economies of scale are a critical component of dealing with stagnant reimbursements of third-party payers. Those who have not moved in this direction are not going to be financially stable enough to survive. Offices with one or two providers will struggle to come out of this crisis.

In summary I see expanded hours, higher prices and accelerated consolidation in the industry. Access to care will likely decrease and this will result in higher rates of vision loss in our communities.

- (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 organization has received a payroll protection loan, prepayments on Medicare services and a small health and human services grant. These funds will meet our financial needs through some time in the middle of July at our current loss rate. In businesses in our sector not able to receive payroll protection loans the need for funds is significant and urgent. I do not know of any charitable sources of funds.

- 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:

For demonstration assume 5 Million in total funding

A. Access to adequate personal protective equipment is a critical need for our sector. The current state-run program is working very well and maintaining this should be a priority. This will be a key component of reopening safely without significant further spread of COVID-19. If the market opens up and this could be purchased by offices directly then further funding would be unnecessary. Up to 1.25 Million or 25%

B. Small medical offices who have not received payroll protection loans need financial support. A process of small jumpstart grants should be established. A cap of 10-20K should be enforced to maximize the number of businesses assisted. This will also ensure the smaller businesses with the greatest need are funded. Priority should also be given to offices with a low percentage of Medicare patients as they were also not eligible for HHS grants or Medicare prepayments. 2.5 Million or 50%

C. Low interest loans to facilitate the consolidation of small medical offices. This would allow funding for an office to add a provider or an organization to acquire a second location. This would facilitate ownership transition in business unlikely to survive. It would further help an office take on a provider who may have lost their employment situation. Larger businesses will be much more efficient and resilient. These loans could be 50% forgivable. 1.0 Million or 20%

D. Public awareness campaigns to promote the importance of preventative medicine and personal care. This process has taught patients that routine care can be deferred. In our sector specifically most conditions are found during routine appointments long before symptoms are present. Delays in these diagnoses leads to a higher loss of vision in the population with exponential health care costs and lost quality of life. 250K or 5%

Each of these programs will help ensure the long-term survival of independent, community based, medical care facilities throughout the state. These offices are critical in improving access to care and limiting the spread of infection too often accompanying a trip to the hospital or emergency room. These offices further tend to be generous and flexible employers. Additionally, they often donate generously to local non-profits and are generally good corporate citizens.

- (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?

Medical institutions of all sizes and disciplines have suffered staggering losses through this pandemic. At the same time medical insurers have continued to collect premiums while having significantly less claims to pay. Insurers are generally required to spend at

least 80% of premiums on health care claims and activities that improve the quality of care. In this environment this is almost impossible without either refunding premiums or contributing to providers without them having rendered services. Someone needs to hold the insurance industry accountable to meeting these requirements.



## Draft Questions

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

**My name is Amy LaBelle, Founder and Owner of LaBelle Winery, Restaurant, and Event Center in Amherst, NH and Portsmouth, NH. My husband, Cesar Arboleda, is my partner. We have been in business for 15 years, 7 of it in our current location. Prior to this pandemic, we had a very successful, profitable business that employed 102 people (rising to 135 seasonally) with excellent pay and benefits. We have supported over 1500 charities in the last seven years and are very proud of our service to the community. We were set to begin an expansion project in June, adding a distillery, market, tavern and more event space; that project is now on hold. Every week we are closed, we lost \$120,000 in revenue. The long-term impact of that will be hard to absorb.**

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

**LaBelle Winery is a manufacturer, retailer, wholesaler, restaurant, event center, and farm. We cut across a broad landscape of economic development sectors.**

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

**LaBelle Winery has been impacted in varied ways across the major industries that we represent.**

**Restaurant:** With restaurants mandated shut, we have lost revenue for now 2.5 months through the end of April. With continued restrictions even after a projected opening of May 4th, we expect to see a 40% revenue decline through July 1 at least. Without replacement of that income, LaBelle Winery's restaurant risks becoming insolvent and unable to pay its obligations.

**Event Center:** With mandated closure, LaBelle Winery Events has lost over 80 events, with a total projected revenue decline of 45% for 2020. In addition, sales of future events for 2021 and beyond have come to a virtual halt, with projected sales for future years now being off by over 50%. Without replacement of revenue, LaBelle Winery Events risks becoming insolvent by the end of 2020.

**Winery (Manufacturing) and Tasting Room:** One unique aspect of a winery is that our product — wine — takes a long time to make and has a definite cycle and rhythm that cannot be interrupted. For example, wine is made in the fall and placed in tank or barrels for aging. It ages for various amounts of time from 6 months to 20 months in tank or barrel before bottling and sale to the consumer or wholesale outlets. In the Spring, revenue from then current sales support purchase of bottles for the bottling process that takes place from Spring through Summer, emptying tanks and making room for the new crop of grapes, fruit and juice to enter the tanks and begin the cycle again. Without revenue and cash flow caused by the mandated closures, we are unable to complete this cycle, which will have grave impacts upon our ability to make wine in the fall. Even if we can bottle and empty our tanks to make room for more wine, without cash flow due to mandated closures, we will be unable to fund purchase of the fall crops of grapes and fruit to turn into our wine, which will cause revenue shortages for years to come. This cycle will be unstoppable without assistance and we anticipate at least a 40% drop in revenue for 2020. These revenue shortages are due to loss of sales while mandated closed, loss of wholesale sales to our retailers, loss of direct to consumer sales in the Tasting Room and loss of sales through the State of NH Liquor Commission stores.

- (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.

**LaBelle Winery will be impacted by lower sales across our entire business through 2020 and beyond. Wine production impacts from 2020 will impact our sales volumes through 2021. Event booking will be down by at least 40%, and restaurant revenues will be down in 2020 by 40% projected.**

- (5) Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support specifically intended to help address Covid-19 impacts.

**The Winery, Restaurant and Event Center sectors could benefit from the so-called PPP program offered by the Federal Government as well as low interest loans offered by the SBA through the EIDL program.**

- (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, and please comment on how these ideas would achieve the following important public goals:

**The winery, restaurant and event industry could survive with a grant of 35 - 40% of 2019 revenue would be easy to calculate and equitable to administer.**

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

**Keeping our small businesses solvent maintains job, business taxes directly to the state, and gives our NH residents a rich, cultural experience. It should also be noted that small business is the backbone of charitable giving in NH and without successful small business, charities will suffer.**

- (b) The proposed use of 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.

**Residents and employees alike need small businesses to thrive and pay taxes, provide cultural opportunities, social opportunities, and charitable donations.**

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

**Wineries in particular, and as I mentioned in the question above, have a cycle of production that when disrupted will have long term effects upon the industry as a whole. Suppliers to both wineries and restaurants will also suffer if these businesses are not allowed to thrive; LaBelle Winery purchases food for the restaurant and crops from local farmers for winemaking. Last year we purchased over 20 tons of fruit and other crops for LaBelle Winery needs. What happens to the small farms we support if we are not solvent?**

- (e) The proposed use of funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector.

**These funds are critical to pump life into this dying business sector. Take out food programs have only provided a 10th of typical revenue and are barely keeping restaurants functioning. These funds will be used for payroll, mortgage and rent, continued operation and to**



**maintain a normal business cycle so important to the winery industry. If we were to miss the fall winemaking season due to lack of funds to purchase or harvest grapes, for example, we'd be impacted for years to come with no product to sell — because of the cycle of winemaking is years. Unlike, say, a bakery, we can't have product on the shelf tomorrow, and this disruption in our production cycle will have long-lasting ramifications and impact our solvency.**

- (f) The proposed use of funds is not in conflict with local or regional development plans and policies.

**No conflict known.**

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

**LaBelle Winery and is an employer of more than 100 people year round. Wineries pay meals and rooms tax, business tax, and wine tax to the State of NH. Over the last seven years, LaBelle Winery has donated to over 1500 charities. A grant will help us continue these activities.**

- (h) The proposed 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.

**So long as mandated closures are lifted and business can return to normal, long-term funding will not be required to maintain success. Grants would be used to replace revenue from wineries disrupted by mandated closures.**

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

**Grants could be reported as income on our profit and loss 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.

**Grants funds could be recorded in an audit friendly account and ledger so that reporting may be done as to the fund disbursement.**

- (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.

**LaBelle Winery purchases significant crops from NH Farms. If LaBelle is given grant money, those purchases can continue. In addition, taxes paid to the State of NH will continue.**

- 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?

**Lack of commerce is causing our economy to fail, which will have long term impacts on levels of depression, poverty and lack in the State of NH. Small businesses are the backbone of a state's cultural and business functions.**

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

**With a grant, my business would be able to purchase supplies to continue making wine and also be able to support payroll required to make wine and manage our vineyard. In addition, we'd be able to use the funds for all other ongoing business operations in the restaurant, event center and winery/tasting room as even after re-opening, we expect a severe decline in sales over last year, yet we still have the same overhead costs. In particular to the restaurant, we'd still have to pay everyone to run the restaurant, even if we are only allowed 50% capacity, for example. So expenses would be higher than revenues. Restaurants are razor thin margins in the best of situations, so this would not be ideal. The grant would allow us to operate in a diminished capacity regardless of the losses in order to keep people employed and try to regain "normal" business operations eventually. We'll have to start somewhere.**



**Written Comments to the  
Governor's Office for Emergency Relief and Recovery  
Stakeholder Advisory Board**

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

Carmen Lorentz, Executive Director, Lakes Region Community Developers

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

Affordable housing & community development (non-profit)

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

We are a non-profit organization based in Laconia. Our vision is a community where everyone has a healthy home and is empowered to succeed. We own and operate 365 affordable rental homes in the Lakes Region and we continue to develop new units of affordable housing. Thus far, the impact to our organization has mostly had to do with loss of rental income. April rent collections across our portfolio were down by about 11%. We anticipate that this will get worse as government stimulus wears off and our tenants are unable to replace lost work income. We are planning for a 15% reduction in rental income across our portfolio for the period March-December 2020. In 2019, we had \$3.2 million in rental income. Our occupancy level is very stable so we are planning for a worst-case scenario loss of approximately \$360,000.

Rental assistance funds in NH are very scattered and difficult to access. The first step is for a tenant to apply to town welfare for assistance. This is difficult because town offices are closed and many of our tenants do not have computers and printers to download, print, and fill out the required forms. Without a determination from welfare, tenants can't access other rental assistance funds, including the state eviction prevention funds being administered by NH DHHS. Since tenants are having difficulty accessing available rental assistance, we have serious concerns about sustained loss of rental income throughout this crisis.

As a non-profit affordable housing provider, we budget for our properties to break even each year in order to keep rents as low as possible. If our properties lose too much money over a sustained period, we may have difficulty servicing debt and we may have to make loans to our properties or make payments to our low-income housing tax credit investors under our limited partnership agreements. That could have long-term impacts on the sustainability of our organization and the availability of affordable rental housing in the Lakes Region.

On the development side, projects under construction have stayed on schedule so far and we continue moving ahead with planning for new development projects in 2021. We use federal low-income housing tax credits as the largest source of funding in our residential developments. We have concerns that it could be difficult to get good pricing on those credits

for projects next year. If that turns out to be the case, it would be helpful to use federal COVID-19 funds to subsidize the development of affordable housing. We anticipate that the economic collapse precipitated by COVID-19 will result in an increase in demand for affordable rental homes as incomes fall, permanent economic dislocation occurs, and unemployment is higher.

- (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 most significant anticipated impacts to our organization are the loss of rental income and decrease in funding to support new housing development described in #3 above. In addition, we anticipate changes in our sources of operating grants, local corporate sponsorships, and individual contributions. Over the next 12 months, we anticipate a loss of \$50,000 to \$60,000 in operating funds as donors and business partners shift their focus and reduce charitable giving overall due to the economic recession.

- (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.

To date, the only COVID-19 specific funding we have received is a \$20,000 unrestricted grant from NeighborWorks America (federal funds). We are applying for a variety of small grants from private foundations to create our own rental assistance fund to help tenants pay past due rent and keep our properties operational. We are confident of raising \$50,000 in 2020 for this purpose – clearly that is not enough to cover the \$360,000 in lost rental income we anticipate.

State eviction prevention funding already in existence and being administered by NH DHHS could cover some of this need if tenants could more easily access it. Three ways to do this would be 1) not to require people to first get a denial from town welfare before being eligible to apply; 2) not require people to be within 21 days of actual eviction (evictions are not happening right now due to the emergency order, but we can't let people accrue thousands and thousands of dollars in past due rent during this crisis because they will never pay it off and we will have an eviction crisis when the emergency order re: evictions is lifted); and 3) to allow landlords to apply on behalf of tenants if the landlord can provide information to satisfy reporting requirements for public accountability purposes. In our case, we have a great deal of demographic and income data about our tenants because we have to collect it for our funders. We also know how much past due rent they have accrued and we often know what they have done to try to find assistance so we have most of the information needed to apply on their behalf, which would ensure that the applications are completed. These could be temporary modifications to the process of applying for eviction prevention funds during the COVID-19 crisis. After the crisis ends, we could go back to the normal requirements/process.

- (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:

Idea 1: Use public relief funds to provide capital subsidies for the development of affordable housing to fill any gaps left by low pricing in the low income housing tax credit market or lack of a market altogether. These funds could be administered by NH Housing Finance Authority.

- (a) The funds will serve a public use and provide a public benefit.
  - a. In the face of this economic crisis coupled with the state's extremely low rental vacancy rate, the continued development of affordable housing will contribute to economic recovery in NH.
- (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. Healthy, affordable housing is a foundation for individual and family success. Continuing to invest in high-quality, affordable housing for New Hampshire will ensure that the state's citizens can thrive as we recover from the COVID-19 recession.
- (c) The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.
  - a. The funds will create or preserve construction jobs and will support the state's workforce.
- (d) 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. Our mission is to build healthy affordable housing and our biggest source of revenue is developer fees from our projects so the funds will contribute to our ability to continue developing affordable housing well into the future.
- (e) 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. Development of affordable housing supports local development plans and requires local approvals, and it will be done in compliance with all applicable state and federal laws.
- (f) 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. Prior to the COVID-19 recession, policymakers in NH had identified affordable housing as a significant economic development priority that is important to NH's future economic prosperity. This crisis will create demand for more affordable housing.

- (g) 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. All projects must demonstrate market demand and feasibility. Once funds are spent to construct a project, the ongoing rental income sustains the property. Capital reserves are established as part of the development budget to ensure the property has sufficient funds for repair and maintenance.

Idea 2: Use public relief funds for emergency rental assistance to ensure that landlords across the state, especially providers of affordable housing, are able to recoup enough lost rental income to keep their properties operational. Ideally, this funding would be administered by NH Housing Finance Authority and landlords will be able to apply directly for relief.

- (a) The funds will serve a public use and provide a public benefit.
  - a. As the COVID-19 crisis continues, the housing stability of thousands of NH households is at risk as rent balances continue to accrue with tenants who have no real hope of paying this debt off due to loss of employment. As vacancy rates are low and landlords are under pressure for properties to produce enough revenue to cover costs, landlords will be left with no choice but to evict many households when the emergency order is lifted. This will create a whole new crisis that could be avoided if rental assistance can be efficiently delivered.
- (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. Again, thousands of NH families will be at risk of losing their housing when the emergency order is lifted if owners of multi-family buildings cannot access sufficient rental assistance funds to pay down rent balances to cover costs.
- (c) The funds will promote the orderly development of economic and social activities, create or preserve employment opportunities, or protect the physical environment.
  - a. Keeping families in stable housing will enable them to focus on work or education/training to secure work in a new industry during the economic recovery.
- (d) 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. Rental assistance funds will ensure that we can continue to operate our affordable housing properties successfully for the benefit of NH families and our economy.

- (e) 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. This use of funds is not in conflict with any plans or laws.
- (f) 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. We are recommending that rental assistance funding be made available to any landlord who can demonstrate need and meet reporting requirements.
- (g) 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. These rental assistance funds are meant to address this specific crisis and should not be needed at the same level after the crisis ends.

- (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.

Idea 1: Each affordable housing development that we build is owned by a limited partnership with its own financial statements, annual budget, and annual audit. We already account for the use of federal funds for this purpose in a way that complies with federal reporting and audit requirements associated with Community Development Block Grant, HOME, and Low Income Housing Tax Credits.

Idea 2: Funds received for rental assistance would show up as income in a separate line item on the financial statements of each property/limited partnership and would have a corresponding expense line as well. We could also show a breakdown of the individual households who benefitted from the rental assistance reflecting how much assistance each received.

- (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.

Idea 1: See answer to #7 above.

Idea 2: We could provide a report on the households that receive rental assistance that includes demographic, income, and employment data.

- (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.



During this crisis, our tenants have relied on local school districts and food pantries to survive. These services have been absolutely critical and have enabled many of our tenants to make ends meet and stay current (or close to it) on their rent. The Boys & Girls Club of Central NH has also been critical in providing low-income families with food and safe childcare for essential workers.

As the economic recovery begins, we see a need for investments in apprenticeships and other training programs that will enable people whose job prospects have disappeared due to changes in the economy to pursue living wage careers with benefits. If funds can be used to help pay wages of apprentices or help pay for training programs and child care so people can go back to school, that will help families recover and prosper.

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

N/A

- (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?

N/A

\* \* \* \* \*



# KEVIN S. MORIARTY, D.C.



## Written Comments To The GOEFERR Stakeholder Advisory Board

1. Please identify your position and organization.

Small business owner - Moriarty Chiropractic

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

Healthcare sector

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

Our office closed on March 17, 2020 due to the coronavirus pandemic. Besides myself, I employed 2 full-time staff members, 2 massage therapists and one acupuncturist.

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

Once our office reopens, it will not be business as usual. Additional precautions will be implemented to ensure the ongoing safety and health of our patients/clients. These precautions will involve increased time allotted to disinfect treatment rooms and common areas. Additional supplies will be needed over the next 12 months to accomplish our safety protocols which will increase business costs. Due to the increased time anticipated to keep rooms clean and safe, less time will be available to render treatment to patients/clients seen on a daily, weekly or monthly basis. I anticipate increased business costs associated with the Covid 19 pandemic along with decreased income due to less patient/client time interaction. I forecast a decrease in revenue over the next 12 months to be approximately 50%.

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.

All employees have been receiving unemployment benefits. As a healthcare provider, treating Medicare insured individuals, I received a stimulus from (federal) the US Department of Health and Human Services based on a percentage of past insurance claims. I have also received funding from the Paycheck Protection Program to cover 8 weeks of payroll costs.

6. Please provide comments on one or more ideas on how some portion of the 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.

## CHIROPRACTIC OFFICE

505 W. Hollis Street • Nashua, NH 03062 • 603-595-7434

Ancillary healthcare providers such as Chiropractors, Dentists, Optometrists, etc., not affiliated with a large healthcare system such as hospitals, will have difficulty keeping their businesses open without some governmental assistance. These ancillary providers, among others, provide primary contact intervention with face to face physical contact which cannot be accomplished through electronic telemedicine avenues. These providers play a critical role in addressing various healthcare needs in their offices, while hopefully preventing patients/clients from seeking care at hospital emergency rooms or urgent care centers, overwhelming an already stressed hospital system. The relief funds would provide public benefit by allowing the public to access non-hospital-based healthcare. In so doing, citizens could return to their active lifestyles, whether it be employment or at leisure activities.

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 and use of the public relief funds would be utilized as operational expenses and would be counted as income on financial reporting.

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.

The Paycheck Protection Program (PPP) requires specific reporting of the use of the federal funds allocated. Likewise, these public relief funds should require specific reporting to the state of New Hampshire on the use of the 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.

The massage therapy profession in the state has been negatively impacted by the state emergency order in New Hampshire. This profession was listed as nonessential and as a result these providers have been non-operational. Most of these providers operate as sole proprietors or independent contractors with no other source of income. These providers will have a difficult time maintaining/operating their businesses over the next 12 months.

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

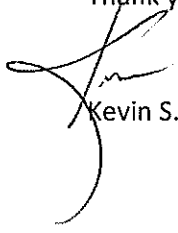
As stated earlier, funds could be used to purchase the additional supplies needed to keep offices clean and antiseptic. Personal protective equipment will be needed and is quite costly for a small healthcare related business. With public relief funds, providers could then keep their fee for service stable, which would benefit the patient/client overall with no increase in the fee structure. Without assistance, these healthcare providers will no doubt need to increase their fees to cover the additional cost of implementing safety precautions.

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?

In the healthcare arena, we can't see here about how much the hospitals and large healthcare systems are losing as a result of this crisis. Little attention is given to the small or independent healthcare provider, working to keep the public safe while offering mainstream or alternative healthcare solutions. These providers have played an integral part in helping to flatten the

curve of the epidemic, by keeping the public out of the emergency room's, protecting them from unnecessary exposure and not burdening the medical staff at the hospitals.

Thank you,

A handwritten signature in black ink, appearing to be 'Kevin S. Moriarty', written over the printed name.

Kevin S. Moriarty, D.C.



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

My name is Jeff Cozzens. I am President of the New Hampshire Brewers Association (NHBA) and CEO/Co-Founder of Schilling Beer Co. in Littleton. The New Hampshire Brewers Association is a 501(c)(6) entity that exists to educate, promote and advocate for independent Granite State breweries. With 90-plus craft breweries in our state, we serve as the central organizing hub and voice for this economically and socially important assortment of diverse breweries, from the smallest one-person outfits to a those that employ over 100.

Erol Moe, Treasurer of the NHBA and Co-Founder of Stoneface Brewing Co., has co-authored this document with me. CJ White, Executive Director of the NHBA, has also contributed.

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

Breweries are included in the “Food and Beverage” sector. There is also a significant manufacturing component within the industry, and approximately 70% of our members also hold food service licenses.

Independent craft breweries<sup>1</sup> in New Hampshire contribute a \$450M economic impact to our state and provide 4,177 full-time jobs. Owing to their deep social and economic connections to communities from Nashua to Colebrook, the Granite State ranks number seven in terms of breweries per capita—a sign of popularity with many other positive connotations for the industry.

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

**Please note:** We will discuss both the New Hampshire Brewers Association and New Hampshire’s independent craft breweries in this document. We seek public funds for *both* the Association as well as the industry. Without shoring up the former it will be inherently more challenging to assist the latter.

### *A. Regarding the New Hampshire Brewers Association (NHBA)*

The NHBA will become insolvent by the end of the year if we do not receive some form of public relief and will be forced to lay-off our only employee, Executive Director CJ White. Our organization provides a crucial organizing role and gives a unified voice to an industry that has boomed in our state, growing from just 17 craft breweries in 2013 to over 90 today. Our organization is the sole representative of independent breweries in the state, the principal creator of whole-of-industry

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<sup>1</sup>We define craft brewers using the national Brewers Association’s definition. These are small and independent breweries in possession of a TTB ‘Brewers Notice’ that produce less than 6 million barrels per year. They are owned or controlled by less than 25 percent of a beverage alcohol industry member that is not itself a craft brewer.

marketing content, and is the single organized professional point-of-contact for advising on the state's breweries and craft beer scene. Losing this non-profit organization, which does not qualify for PPP funds, would be a severe blow to an increasingly important part of New Hampshire's brand and economy.

*B. Regarding New Hampshire's craft beer industry*

Dr. Bart Watson, Chief Economist at the national Brewers Association, offered this stark summary of the craft beer industry two weeks ago: "A majority (45.8%) of breweries do not think their business can last three months given current conditions, suggesting thousands of closing."<sup>2</sup> Watson's data, the most comprehensive available, collected from 525 craft breweries across 49 states (including NH), details an industry that has been ravaged by COVID-19. While our association has not yet completed its own comprehensive statistical survey of the Granite State's 90-plus craft breweries, we can confidently state that the somber trends playing out nationally are reflected in these figures. We see it, hear it and live it on a daily basis.

What does the data tell us about the impact of COVID-19 on craft breweries in our state?

- **Onsite sales are down by approximately 65%.** As with 75% of all breweries in the U.S., the vast majority of NH breweries are small, taproom-focused destination businesses, making this is the most important statistic to highlight. These small-batch breweries survive and thrive because guests enjoy visiting them for a pint or a series of small pours. This revenue channel has evaporated overnight, leaving behind only "curbside pick-up" of beer in cans, bottles or growlers as the only methods available to put beer directly into the hands of the consumers. I speak from direct experience: this revenue amount does not come close to approaching "business as usual." This is why an April 15 *Forbes* article suggests that up to 5,000 of the nation's 8,275 breweries could shutter by the end of July.<sup>3</sup>
- **Distributed draught sales—i.e. sale of beer in stainless steel kegs to bars and restaurants via distribution companies—are down by at least 95%.** This is the second most meaningful revenue channel for NH's craft breweries. Bars and restaurants being allowed to serve "to-go" beer has had almost no positive impact on our industry. Instead, both brewers and distributors are left with massive stocks of spoiling beer. This beer will ultimately need to be dumped, without possibility of insurance claims, and with potentially severe implications for the environment and municipalities' wastewater treatment facilities.

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<sup>2</sup> <https://www.brewersassociation.org/insights/brewery-sales-dropping-sharply-many-set-to-close/#methodology>

<sup>3</sup> <https://www.forbes.com/sites/chrisfurnari/2020/04/15/could-coronavirus-force-60-of-us-craft-breweries-to-shutter/#37887a15d3f3>



- **Distributed package (i.e. can and bottle) sales are up 7.9%, but that is not the whole story.** This is a misleading statistic for many reasons, as many breweries that are able to can are being forced to use this package type for almost their entire range of distributed brands. The vast majority of New Hampshire's breweries are small operations with no ability to access the distribution channel described in this component of Brewers Association data, or to efficiently handle larger wholesale volume. Most do not own a canning line; do not produce enough volume to qualify for mobile canning services; and those who stockpile beer for "canning runs" (i.e. by mobile services) principally sell these packages directly to guests from behind a counter at their brewery. The New Hampshire breweries fortunate enough to have canning lines are almost exclusively larger operations, but these are now competing more stridently than ever for limited shelf space at local craft beer stores and most do not produce enough volume to be competitive in the wider national market. Only a handful (~ 5%) of the state's breweries have their products widely placed in the channel highlighted by this data, and even these are hugely dependent on more profitable onsite sales. Indeed, the anecdotal stories of American's stocking up on beer as they weather quarantine in their homes is an ode to the success of larger national and multinational products, not small independent brands seen in our state.
- **Lay-offs.** Between 60-70% of employees at New Hampshire breweries have been laid-off or furloughed, based on our latest assessment. That amounts to over 2900 jobs lost at an average salary of over \$40K per job.
- **Events.** Brewery-based and brewery-driven events such as charitable functions, myriad festivals and live music are major revenue and publicity generators for brewers, distributors, non-profits and local merchants. These are now gone, and the impact extends far beyond the breweries themselves.

#### **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.**

##### *Regarding the NHBA*

The NHBA itself is now struggling mightily. We generate the vast majority of our revenues via beer festival ticket sales, conferences and member dues. While we are migrating towards virtual engagement in all of these areas, it remains to be seen whether we can generate the revenue necessary to continue to serve as NH craft beer's voice. External assistance will greatly increase our chances for survival.

##### *Regarding NH craft breweries*

Uncertainty reigns supreme in the New Hampshire craft brewing industry across the board. The data that we have collected within the state mirrors national trends: roughly half of our industry believes that they can make it for another six to 12 months; half gives themselves less than six months. The degree to which our state's

breweries can survive and rebound over the next 12 will be dictated by the following variables:

- **Pint service.** As noted, onsite draught pint service is the most important revenue channel for the vast majority of NH breweries. *The sooner we get our businesses back to pouring beers for guests, the better off our industry will be.* Allowing pint service at bars and restaurants as soon as conditions permit will also provide an enormous boost to NH breweries and distributors that depend on the draught wholesale channel.
- **Social distancing requirements.** The proverbial devil is in the details for NH breweries given the great variety of license types and business models. An imposed six foot requirement for personal distance or a 50% reduction in occupancy permits, for instance, will make it untenable to run meaningful retail operations in small breweries and iffy at best for larger operations focused on pouring pints and serving food. Not every brewery maintains outdoor seating and not every brewery has the space or the funds to modify their structures. *Our best guess is that 12 months of distancing requirements will cause 50% of NH's breweries to go out of business.*
- **Summer season.** Simply, a terrible summer season is better from our industry's perspective than no season at all. Summer is the time for purchasing and enjoying NH beer, beer festivals and for visiting breweries. This means it is the primary revenue-generating season. *If bars, restaurants and breweries cannot open this summer (i.e. by Memorial Day Weekend) for on-site sales, the likelihood of significant industry attrition increases. This is also true for NH's craft beer distributors.*
- **Guest behaviors.** Most of NH's breweries depend on either loyal returning customers or beer tourists for their livelihoods. We simply do not know how society will react to a reopened economy, but we do know that the degree to which our industry is supported with funding to implement robust staff and guest safety/sanitation protocols and to assist with distancing compliance, the more healthy and confident all of us will be, and the greater the likelihood of sparking customer visits. The state's craft beer distributors will also need assistance with funding for PPE and enhanced sanitation protocols. Restoring confidence with integrity is essential.
- **Staff.** Some breweries' staff (especially those with larger food service operations) may choose to remain on the sideline if they are receiving approximately \$1K per week in unemployment benefits. As with the restaurant industry, the longer this amount of unemployment aid is provided, the more challenging it will be for brewpubs especially to restart their workforce.

While many variables exist that will shape the next 12 months for Granite State breweries, the above are the most significant. We would like to believe that the statistics and grim perspective offered by the national Brewers Association would be somewhat tempered with a phased reopening that begins in May, and by the

resiliency and creativity of Granite State brewers. However, the data show us that the state's craft industry is mirroring perilous national trends. *A point of no return will likely be reached for 50% of our state's industry if brewers do not receive substantial economic assistance or are open for business by late July at the latest.*

All of the same factors apply to the NHBA itself. Without successful breweries and absent the variables that generate revenue (i.e. pints, festivals, tourism, etc.), the NHBA cannot exist.

**5. Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support specifically intended to help address Covid-19 impacts.**

At the time of writing, craft breweries have not received any known, targeted aid outside of the federal Payroll Protection Plan (PPP) and SBA disaster loans. While several NH breweries have been able to secure assistance through these SBA programs, the NHBA is ineligible for the PPP and is eligible for only \$1,000 from the EIDL grant program. We understand that there will be forthcoming aid to the wider hospitality and restaurant industries. It is vitally important that New Hampshire's breweries and distributors are not left behind.

The NHBA has applied for \$17,000 of aid via the national Brewers Association. We have not received word from them, but it is unlikely that this national organization will be able to help local chapters during this time. We are also in the process of determining whether the NHBA qualifies for a grant from CDFA. Our status as a 501(c)(6) is problematic in this regard.

**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, and please comment on how these ideas would achieve the following important public goals:**

Public relief funds are crucially important to the health of New Hampshire's craft beer industry. Without assistance, and with continued social distancing measures in place, we could lose roughly half of the industry by the end of July. Moreover, without access to public relief funds, the NHBA itself will be insolvent by year-end, which would deprive New Hampshire's breweries of vital advocacy and promotion.

- 1) The NHBA requires \$100,000 in public relief funds to ensure its continuing viability. The request is comprised of payroll protection for our sole employee as well as relief from ongoing operating expenses. Our biggest fundraising activities have been cancelled as a result of social distancing measures.
- 2) The state's 90-plus breweries will benefit from a general relief fund of \$1,300,000, which could be directed, individually, to the state's licensed breweries by application. These are businesses with TTB Brewers' Notices and on-file with the State of New Hampshire as a nano-, nano-plus, brewpub,

or beverage manufacturers. As noted above, nearly 70% of New Hampshire's licensed breweries also hold food service permits, making them particularly vulnerable to the ongoing effects of social distancing and consumer behavior. Those that do not offer food rely on customer visitation for sampling and sales of their beer directly to consumers, at their breweries. The loss of business is crippling across all license types and sizes of New Hampshire's breweries. These community-driven businesses will require public relief funds to prevail.

There are a number of ways that these public relief funds could be metered out, and the NHBA would be pleased to advise the GOFERR in how to do so equitably, if useful.

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

Providing public relief funds to the state's independent craft breweries will help slow/stop the demise of 50% of NH's craft beer industry within the next year. Why is this important?

- The industry has grown from 17 independent breweries in 2013 to 90 today.
- Economic impact in 2018 was \$452M; 2019 numbers will show additional impact.
- Craft breweries accounted for 4,177 full-time equivalent jobs in NH, at over \$40K average per position, per the national Brewers' Association.
- New Hampshire ranks in the top-10 nationally in breweries per capita, highlighting the industry's popularity and interconnectedness with communities.

**(b) The proposed use of 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.**

Dozens of independent brewer-entrepreneurs, from Colebrook to Nashua, drive our industry and contribute mightily to the quality of life in their communities and throughout the state. Situated at the nexus of the creative economy, Main St commerce and outdoor recreation, local breweries have become important tourist destinations and have formed strong commercial, social and philanthropic bonds with communities. There is also strong anecdotal evidence that craft breweries help NH towns get younger more quickly, as they do nationally, and stimulate other entrepreneurs to develop other businesses around breweries. The town of Littleton is a great example.

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

Yes—as per the above answers. Also, providing public relief funds to the state's breweries and distributors will also assist with tremendous business losses

incurred from the kegged beer that is sitting in their warehouses, and with the environmental challenges that accompany the disposal of spoiling beer.

**(e) The proposed use of funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector.**

Yes—as per above answers. The demise of the state’s brewing industry would severely damage the state’s tourist economy and put us at a distinct disadvantage vis-à-vis Maine and Vermont. The NHBA maintains that both states have historically fostered and supported independent craft breweries more so than New Hampshire, although we notice and appreciate incremental positive changes in our relationship.

**(f) The proposed use of funds is not in conflict with local or regional development plans and policies.**

No. Craft breweries foster economic development.

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

We are advocating for all independent craft breweries in New Hampshire to share in public relief funds. We do not advocate on behalf of a single entity. It is also essential that beer distributors in this state—intimately linked to the state’s craft breweries—are also provided public relief funds.

**(h) The proposed 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.**

Our ambition is a one-time provision of *meaningful* relief to craft brewers. As with much of the hospitality and food and beverage sector, our otherwise healthy and growing industry is crippled precisely because of the public health crisis and mandated shut-down.

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

Public relief funds that get deployed to the brewing and beverage wholesaler industry are intended to bolster the economic sector as a whole. The receipt and usage of these funds shall be tracked by each recipient. We are prepared to require an attestation from each recipient, confirming receipt of the funds, if requested by the GOFERR oversight committee.

Additionally, funds are needed to ensure the short- and long-term viability of the New Hampshire Brewers Association itself. As a 501(c)(6) non-profit organization, the receipt of these public relief funds will be duly recorded on the organization’s

GAAP financial statements. An attestation confirming receipt of the funds will be provided upon request.

**(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.**

If public reporting obligations are imposed, the NHBA is prepared to serve as a conduit for collecting, validating, and disseminating evidence of receipt and usage for 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.**

**Beer distributors:** These businesses are vital customers and purveyors of NH craft beer throughout NH. They purchase our packaged and kegged beer wholesale, selling it to package stores, restaurants, bars, hotels, etc. Distributors are suffering acutely from a loss of on-premise sales revenue, and their immediate future poses a series of unprecedented challenges, including: a) dealing with the cost and logistics of returned expired beer kegs from restaurants and hotels, b) added costs for enhanced PPE and sanitization protocols, and c) a dramatic decline in tourism.

**Restaurants & Lodging:** New Hampshire's brewers (and distributors) sell beer to NH restaurants and hotels. Their closure is the principal reason why 95% of kegged (draught) beer sales have dried up. Further, the all-important tourist season will be severely handicapped if hotels cannot receive those that purchase our beers.

**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?**

If the State of New Hampshire loses half of its craft beer industry in 2020, it will be a devastating blow to our strategic demographic ambitions of getting younger as a state. Craft breweries attract millennial visitors, encourage them to settle down in our state and start businesses, and also provide a social and creative economic backdrop for the development of the high-tech and outdoor recreational sectors as well.

## **Addendum**

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

- 1) The NHBA would use \$100,000 in public relief funds to ensure its continuing viability and to provide enhanced educational and marketing services to the NH craft beer industry during this challenging period. Our biggest fundraising activities have been cancelled as a result of social distancing measures, and our normally robust efforts on behalf of our constituents have been curtailed. Counseling our members through this crisis is essential to the survivability of many breweries. We continue to do this, but are working at 25% capacity while we also fundraise for the survival of our non-profit organization.

Many marketing initiatives have also been eliminated due to costs—marketing that plugs NH as a whole—so public funds would also be essential to bringing these efforts back online. Additionally, with the JPP Grant withdrawn and the Division of Travel & Tourism providing limited support, we are unable to proceed with previously budgeted promotional activities; namely the building of a content-rich, informative website, rebranding of our organization, printing of NH brewery maps, and creation and warehousing of merchandise. All of these initiatives are designed to call attention to NH's burgeoning craft beer industry and encourage beer tourism. Without those funds, NH breweries cannot have the economic impact that we've seen over the past 10+ years of steady growth.

In sum, we need to restart operations to help our industry weather this storm rather than fight for our own survival.

- 2) The state's 90-plus breweries will benefit from a general relief fund of \$1,300,000, which could be directed, individually, to the state's licensed breweries by application. These funds would be used to assist with the following:
  - Off-setting the severe revenue shortfalls that continued social distancing will bring to all NH breweries, especially those that exist to pour beer into tourists' glasses;
  - Enabling structural changes that most NH breweries cannot afford in order to accommodate social distancing measures for onsite service;
  - Procuring PPE and sanitization equipment to keep staff and customers safe; this would include thermometers, signage, Plexiglass for point-of-sale shields, masks, sanitizer, etc.
  - Purchasing outdoor furniture needed to move service outside once onsite business is restarted;

- (Partially) recouping losses from the many thousands of dollars in spoiled kegged beer that nearly every NH brewery (and distributor) will be forced to absorb;
- Assisting with the personnel hours required to dump and clean up spoiled beers and clean kegs that were never sold.
- Training staff on new public health and sanitization requirements
- Helping to extend payroll past the (insufficient) eight-week PPP period into the summer hours, when it really counts for NH's breweries.





Submitted by:

Lisa Dennison  
Executive Director  
New Hampshire SPCA  
104 Portsmouth Ave.,  
Stratham, NH 03885

Heather Faria  
Executive Director  
Pope Memorial SPCA  
President, NH Federation of Humane  
Organizations

- (2) Representing the Animal Welfare Sector
- (3) NH's animal welfare agencies are considered essential businesses; however the current environment has changed every aspect of operations. We have continued to be available for municipal and community stray animals and to respond to cruelty complaints, as well as provide for protective custody and quarantines, but the standard surrender of pets and pet adoptions have continued only on a limited case by case basis and many shelters have halted pet adoptions. Volunteer programs, public clinics for pet vaccinations and spay neuter as well as humane education programs have been completely halted.

***All agencies have reported an increased need for pet food pantry and food share programs. Agencies are distributing pet food to individuals, through food bank programs and even sharing with fellow shelters. For example, the NHSPCA received a donation of 6,000 lbs. of pet food from GreaterGood.org for distribution around the state. While this is a tremendous help, demand indicates that we will go through this supply in short time.***

***Thus far, member shelters of the NH Federation of Humane Organizations have seen 100% loss of program income and approximately 90% loss of adoption income during the NH Stay at Home order.***

- (4) In terms of the next 12 months, we anticipate a greater need from our communities. We expect pet surrenders due to job loss to increase, as well as increased need for pet food pantry and low cost clinics to help pet owners keep their pets. We are also expecting that financial recovery will be very slow. We know that our fundraising events will be cancelled or converted to a virtual version. We also know that the donor capacity for individuals, corporations and foundations will be greatly reduced due to COVID-19 related demands and economic fall-out. Overall income loss is expected to be 35% or \$3M. We expect that many of our education programs will be cancelled or modified to allow for social distancing. These reach children of all ages from Storytime and hands-on learning to clubs and camps. If those programs can run at all, social distancing will determine that far fewer kids can be part of them. We expect that pet adoption services and pet surrenders will have to continue to be on an appointment basis, and therefore animals will likely have a longer length of stay and we will have increased animal care costs.
- (5) Many animal welfare agencies have applied for and received funding from the SBA

Paycheck Protection Program receiving just over \$900k. Many are also attempting to fundraise in the form of grant applications and donor solicitation but as you would expect the demand is great and there is diminished capacity for donors to give.

***Grants are always difficult for our sector as most of the large funders, both corporate and individual, do not fund animal welfare causes at all. They do not recognize the tremendous impact that we have on the people in our community. The result of the COVID-19 crisis will be even fewer options and increased demand.***

- (6) There are 12 brick-and-mortar animal shelters in NH. Together, we employ approximately 200 people and represent more than \$9 million in annual budgets. We receive 2,668 stray and 4,055 abandoned animals plus another 543 seized from cruelty cases, adopt out 7,954 animals, provide hundreds of low-cost rabies vaccinations and low cost spay/neuter operations. We receive approximately 1,000 calls on cruelty or neglect cases and distribute approximately 70 thousand of pounds of free pet food to those in need. We are very much an essential business and a safety net for our community, for both animals and people.

***There is no way to project at this time the amount that would be needed to make our sector whole after this crisis. But, what we need to insure is that none of these essential shelters is forced to close and that our industry in NH does not collapse under the strain.***

***In terms of the GOEFERR goals, see below.***

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

- ***Funds invested in the animal welfare sector will ensure that the services that we provide to people and animals will continue. Animal welfare organizations provide safety net programs across the state, including animal surrenders, stray and rabies holds, low cost vaccinations, adoptions, food resources, training, safety for pets involved in cruelty or neglect cases as well as pets owned by victims of domestic violence or homelessness.***

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.

- ***The services that we provide are critical. If our sector, or even some of the members of it, were to collapse, much of the burden would then fall to the municipalities in NH. Stray animals are held at private animal shelters in NH, not in town***

***holding facilities. If one of our shelters falls, the work that it does will still be necessary.***

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 would help preserve the employment of 200 workers as well as provide volunteer opportunities for thousands of volunteers in the state.***

D) 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 New Hampshire SPCA and the animal welfare sector in NH has been surviving without assistance of any state or local revenue for years. Meanwhile, we have been providing municipal services uncompensated. However, in this unprecedented time, the sector is in need of assistance. If we receive support to get us back online and working at our capacity, we will be able to continue forward without ongoing support.***

E) 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.

- No

F) 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 will be used to provide safety net programs across the state.***

G) 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 animal welfare sector has been self-supporting for many years. Once we get past this current crisis we will once again be able to maintain our financial health without state intervention.***

(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.

***If received, funds would be accounted for as a grant from the State of New Hampshire and tracked in accordance with state and federal requirements.***

- (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.

***As non-profit 501c3 entities, we are subject to regulation from the NH Attorney's General Charitable Trust Unit and required to submit to an independent fiscal review or audit each year.***

- (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.

***Veterinary practices are critical service that we rely on.***

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

***Those of us who have received funding from the PPP are able to guarantee employee compensation and benefits until mid-June. Any state funding would help us continue that level of staffing and find innovative ways to provide our critical services while maintaining social distancing. Our leadership is already planning for days beyond the stay at home order. We anticipate that we will be financially damaged by the crisis, and that recovery will be slow. With the economy not expected to recover for at least 12 months after the re-opening, we can expect to see more surrenders due to financial difficulties, more illness related surrenders too. Also, we anticipate that more safety net services will be needed including food share, low cost medical, etc. None of these programs will be available without appropriate financial stability. Funds received would be used to create that stability.***

New Hampshire SPCA  
Response to request for information from GOEFERR  
4/27/20

- (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?

***The services provided by animal welfare organizations across NH should not be underestimated. Not only do we care for animals that are homeless, helpless, sick and abandoned, we care for people too. The human animal bond is what is getting some of our citizens through this very complex and sad time. There are so many services that our organizations provide, that could not be easily replaced. Attention should be paid to ensuring that animal welfare in NH is stable and able to respond to the current situation and the uncertain future that we face.***

***Thank you.***

\* \* \* \*





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[www.communityloanfund.org](http://www.communityloanfund.org)

(1) Please identify your position and your organization.

New Hampshire Community Loan Fund  
Jennifer Hopkins, Director of Single Family Housing

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

The New Hampshire Community Loan Fund has long served as a bridge, connecting hardworking-people, businesses, and institutions that need financing and coaching to reach their goals with the community-minded people who wish to help their neighbors succeed. We do this by:

- Providing loans, capital and technical assistance;
- Complementing and extending the reach of conventional lenders and public institutions; and
- Bringing people and institutions together to solve problems.

Community Development Financial Institutions (CDFIs) like the Community Loan Fund strengthen communities by providing financial services to populations and markets that otherwise lack them, with a vision of expanded opportunity. The New Hampshire Community Loan Fund, a nonprofit 501(c)(3) organization, was one of the first statewide CDFIs in the United States, started in 1984.

The money that local people, faith-based groups, banks, foundations and other institutions invest in us, combined with our own capital, create the pool of funds from which we lend to create opportunity for affordable housing, child care and jobs for families with low and moderate incomes.

We help support resident owned communities that include 8,200 households living in manufactured homes, more than 834 Welcome Home mortgages for manufactured homes, and jobs for more than 78 businesses, including child care centers, farm/food businesses, and nonprofit multi-family housing providers.

The Community Loan Fund has a special focus in manufactured homes (commonly called “mobile homes”) because this sector can fall through the cracks of the affordable housing picture yet is so important for working people and families who need high quality places to live and belong in our communities.



Manufactured homes make up a significant part of New Hampshire's affordable housing picture. Manufactured homes (commonly called "mobile homes") are owned by 36,077 New Hampshire residents, housing over 63,314 family members (2011-2015 American Community Survey). This accounts for 6% of the total housing stock in the state.

In a demographic profile of our Welcome Home Loan mortgage borrowers living in manufactured homes, the average annual income is \$42,623 and the average home purchase price is \$64,360. Average FICO credit score is 667. First-time homebuyers make up 53% of our borrowers. Manufactured homes are one-story, easy to maintain and easily ramped, leading to many manufactured home households likely to have a person with a disability (28%). (Community Loan Fund survey) Manufactured home households are more likely to have a person age 65 or over (48%), person with a high school education (47%), or a veteran (10%). (American Community Survey, 2011-2015) All of this reflects a borrower demographic that would otherwise be shut out of the homeownership market.

More than a quarter (31%) of all manufactured home residents work in six industries: construction, food services, grocery stores, hospitals, schools, and farming, all essential for our communities and now more than ever. (American Community Survey 2011-2015).

Resident Owned Communities: Manufactured housing as affordable homeownership is greatly enhanced when homes are in resident-owned communities (ROCs). There are 132 ROCs in New Hampshire with over 8,200 households. The Community Loan Fund is the original architect and the largest demonstration program in the country for helping manufactured home owners buy the land beneath their parks and operate their communities as self-help cooperatives.

Welcome Home Mortgage Loans: The Community Loan Fund also offers Welcome Home Loans, mortgages for manufactured homes for these homes in ROCs and on their own land. Real long-term mortgages at fixed rates enable homebuyers to avoid the reduced buying power of having to pay cash or use credit cards or predatory loans that are common in manufactured housing. The Welcome Home loan program currently serves 834 manufactured homeowners we are committed to supporting through this economic disruption.

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

We are working with each borrower who needs help—from the waitress who lost her job and can't pay her mortgage, to the restaurant that was forced to close and can't pay its loan, to the resident-owned community whose residents are struggling to pay their rent because of illness or layoffs, to the child care center shutting down for fear of infection, to the business that needs a loan and coaching to pivot to the new economic landscape.

We are letting them know we will be patient and flexible. *By bridging to our borrowers now, we can keep people in their affordable homes and keep business teams intact.*

**To help our manufactured home borrowers succeed, we immediately re-focused our work to deliver:**

- Moratoriums on payments for our borrowers to help them ride out these troubled times and help guarantee long-term success.
- Increased technical assistance and coaching to help each borrower figure out a solution that works for them and to pivot to the new economic realities.
- New loans to stabilize emerging needs.

With loan forbearance and modifications, instead of making their full monthly mortgage payment to us, homeowners can put those funds toward urgent needs for food, medicine, and health and safety needs.

- (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 project the Community Loan Fund and the 9,034 people who live in manufactured homes that we serve will be impacted in the following areas:

**Loan Moratoriums (\$1 million)**

- Housing Loan payment deferrals, actual losses, costs, and interest forgiveness (both ROCs and Welcome Home Loans)

**Capital Pool for Stabilization Loans (\$1 million)**

- ROCs:
  - First mortgage payments to lenders who cannot modify a loan
  - Water and sewer capital improvements for health and safety reasons
- Welcome Home Mortgage Loans:
  - Homeownership for Essential Workers: We will want to make homeownership accessible especially for essential workers, many of whom are low-wage, part-time, and pressed for stable housing choices.
  - Foreclosure avoidance loans, where we buy delinquent loans or refinance people into new loans they can afford to pay and keep their homes
  - Home equity loans, that are a common emergency fund for higher wealth homeowners but not available to most lower income homeowners

**Technical Assistance (\$300,000)**

- ROC: technical assistance to cooperative volunteer boards of directors on governance, safety, emergency orders, and financial issues

- Welcome Home Loans: modification fees charged by our loan servicing firm to provide the direct customer contact within fair lending guidelines; EAP service for resource assistance, free and confidential to all borrowers
- (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.

While the Community Loan Fund is strong, there are inadequate funds available to cover the entire gap to stabilize our borrowers.

We anticipate having to raise \$2.3 million to support our borrower pool of 9,034 affordable manufactured homeowners (ROC-NH residents and Welcome Home portfolio combined). We will help stabilize our borrowers by providing technical assistance, loan modifications and payment moratoriums, and new stabilization loans. Grants have been received for \$200,000 so far from individual donors and foundations.

We have received a loan of \$100,000 from the Emergency Assistance Loan Fund of the New Hampshire Housing Finance Authority, focused on Welcome Home Loan forbearance and loan modifications. This 0% loan will be paid back to New Hampshire Housing at maturity in 36 months.

We have also applied for the Payroll Protection Program through the Small Business Administration, which was part of the federal stimulus package. The \$800,000 application is pending. If awarded, the forgivable loan will cover up to 8 weeks of staff payroll and benefits, our largest organizational cost. We believe this is consistent with the federal policy to encourage employers to maintain staff through the economic challenge. Our staff is our greatest asset serving our community.

In addition, some of our investors are committing to gift back their interest that we pay them, going to 0% interest rate, deferring their interest for 3 to 6 months, or converting all or part of their investment to a gift. We want to harness the recognition that the Community Loan Fund matters to the housing finance system in NH. We are the infrastructure that delivers affordable housing to markets that otherwise can't get served, and a valuable target for both investment and philanthropic resources.

- (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:

**To help our borrowers succeed, we are seeking grant funds for the following:**

We are requesting \$2 million grant toward the Community Loan Fund Borrower Stabilization efforts of loan payment moratoriums, technical assistance, and new stabilization loans.

The Community Loan Fund has always been nimble and flexible, qualities that allow us to serve our borrowers even in the middle of a crisis. But due to the unprecedented nature—and unknown duration—of this situation, we also need funds to help turn this crisis into long-term stability.

ROC – This is an opportunity to show the resilience of housing cooperatives as residents helping neighbors, even as these mini democracies are facing difficult challenges with physical distancing and cash flow.

- Our technical assistance is focused on helping ROC boards to adapt through better use of technology and commitment to pull together. We are training the boards on software that allows boards to meet and members to attend and comment in keeping with cooperative governance regulations. We are reviewing bylaws with residents and helping them negotiate issues that can be done by a simple ballot vote now (passing the budget) and postponing other items (election of new board members).
- We are monitoring ROC loan or forbearance needs as we stress test the financials and reserves of ROC communities in weekly discussion for changes in their risk status. Because resident rents are payable monthly to the ROC, and availability of public assistance (stimulus checks, unemployment benefits) has been uncertain but worsening in April, we expect to see more requests for financial modification assistance from the ROCs.
- New loan capital for first mortgage lenders who will not arrange short term forbearance; water/sewer projects for health and safety

Welcome Home Loans – Right now, leadership in the mortgage area means keeping people in their homes with short term relief. We do not want homeowners to get through this upheaval only to become homeless or be saddled with unmanageable levels of debt. The stabilization efforts we put in place for current mortgage borrowers include:

- Immediate 3-12 month payment forbearance for Covid-19 reasons, with no loan modification fees, no late fees, and no negative credit reporting. Resume payments when income stabilizes and repay the missed payments at the end of the loan. Streamlined process so

borrowers can arrange loan forbearance online, by phone, and with no or minimal documentation.

- Easy Assistance Program (like an employee EAP) confidential and free safety net of support for problem-solving in difficult times, family stress and mental health issues, applying for unemployment, financial and legal information, as well as now grief counseling, and adapting to COVID-19 realities.
- New loan products for homeownership for essential workers, foreclosure avoidance, and home equity loans

This history-making event will be hardest on the people living closest to the edge. We know them. We have worked with retail workers, restaurant workers, child care teachers, and small business owners for 36 years. Year after year, month after month our borrowers have proved our founding principle right—people can become more resilient and self-sufficient if they had access to capital at critical times.

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

As a nonprofit 501c(3) organization, our work provides a public benefit through our mission to support stable and affordable housing opportunity for homeowners with low-income in New Hampshire.

- (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.

The welfare of New Hampshire citizens is served by our focus on the housing needs of people with low incomes. Preserving stable and affordable housing helps people avoid homelessness or adding to the rent waiting lists that are already overburdened.

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

We promote economic activities by promotion of homeownership, retaining the value of people's biggest asset, their home. When people are secure in their homes, it leads to better outcomes in health, education, family stability, and employment.

- (d) 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 CARES funds will contribute significantly to the competitiveness and future operation of the Community Loan Fund. We know the relief and support that our homeowner

borrowers need right now to be resilient. These funds will enable us to meet those needs as a resilient organization.

- (e) 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.

Correct

- (f) 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.

Funds will support the Community Loan Fund in our mission to support low-income homeowners in New Hampshire.

- (g) 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 is directed at one-time issues to bridge over to the other side of this economic disruption and will not require future continuing support from the public sector. The organization remains strong and dedicated to success through today's challenges.

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

The CFO and Controller will assess and determine proper GAAP compliant accounting treatments for the public relief funds depending on the terms, conditions and restrictions that accompany the funds. The organization will use its robust general ledger accounting software to track the public relief funds using unique project and source codes. The software can be used to track and report on the sources and uses of funds across fiscal years and for multiple years.

- (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.

The Community Loan Fund has received awards of private and public support over more than two decades. All compliance examinations, performance measures and financial requirements have been met, and every annual A-133

Single Audit report has been clean and compliant. Internal controls, policies and procedures are in place to ensure that all public and private funding received is properly recorded and that compliance with the terms of any related restrictions are adequately monitored and fulfilled. There is a seasoned full-time Compliance and Reporting Manager on staff who oversees public and private reporting requirements, impact data collection and compliance obligations.

- (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.

New Hampshire Housing Finance Authority and the Community Loan Fund have been long-term partners in financing manufactured home communities and manufactured homes themselves. New Hampshire Housing was an early supporter of creating new ROCs, which helped the Community Loan Fund build the model. New Hampshire Housing is a strong and reliable investor in the Community Loan Fund, which we use to serve our joint housing mission. We appreciate this joint mission and our joint efforts to improve housing for all people in New Hampshire.

We would advocate for flexible funds to be able to respond to emerging needs as they come up over the next 12 months of economic recovery. We know the goal is to keep people in the homes. We expect the tactics required will need to adapt as the nature of the market and community needs change with time.

We would also advocate for grant funds to be available and not only loans. While initial funding set up loans for nonprofits, some needs will not have a ready repayment mechanism, but are important funding gaps which are better served by grants.

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

As a financial institution, we maintain loan loss reserves and operating reserves in keeping with prudent financial management, our own fiscal policy, as well as maintaining confidence from our community investors. It would be a mistake to view this fiscal strength, however, and not see any urgent need. While our

organization remains strong, our borrowers' needs are urgent and far greater than any one source can provide.

If we are not able to respond to our borrowers' urgent need, they will face immediate financial stress paying their bills, keeping their homes and could become homeless. We want to avoid this pressure by offering the payment relief, new loans, and technical assistance they need right now.

- 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?





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.
  - a. President, Robert M. Barsamian, and General Manager Dot Seybold. OVP Management, Inc.  
We develop and manage real estate properties in North Conway, NH and Merrimack, NH.
- (2) Please identify what economic sector your enterprise operates within.

Retail, restaurant and service development of small and large shopping centers and independent retail sites.
- (3) Please describe how your enterprise and economic sector has been impacted by Covid-19.

Settlers Green and Settlers Crossing in North Conway arguably have the largest collection of employers in the North Conway region with over 800 full time, part time and management employees working in over 80 national, regional and local retailers, restaurants and service providers. Originally opened in 1988 with just 20 stores, the Settlers properties and related development have steadily grown in the last 30 years to just over 600,000 square feet throughout the North Conway and Merrimack areas. Settlers is a premier destination for tourists and locals alike. We are a community supporter with over a million dollars donated to projects such as the North Conway Community Center, the Ski Museum, Children Unlimited, Vaughan Community Services, local schools and much more since 1988. We are a critical part of the North Conway economy.

Merrimack 360 in Merrimack, NH is a recently completed shopping center featuring amusements, dining of all kinds, services and retail. The developer has invested millions of dollars into this region using local contractors and renewing a failed and abandoned strip center into something the entire community has enjoyed discovering anew.

Most of the stores, restaurants, and service tenants are closed or partially closed. Employees are now unemployed or working part time. The impact in the community to this loss of income has been felt immediately.

In addition, the majority of our tenants are no longer paying rent or making any contribution to the operations, marketing or management of the shopping centers. Besides the impact to cash flow, there is serious risk of damage to property and permanent closing of several retailers if we are unable to fund the continued operations. We are struggling to work with our bankers and lenders on a plan that will allow us to manage the debt while designating funds to the continued operations. A continued shut down or even partial shutdown will continue to discourage tenants from paying rent creating a spiral of economic ruin. While national retailers in our centers make decisions based on their own economic frailties, our centers also have a great number of independently owned eateries and retailers that have tied their economic future to our own.

- (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.

Our loss will be in the hundreds of millions of dollars if the shopping centers are closed for a continued period. Economically there is no recovery from this without intense support from the government. The losses for the communities of North Conway and Merrimack will forever alter these communities in ways that cannot be measured. The retail sector has a chance to reinvent itself in the coming months with new thinking, new initiatives and we want to be ready to welcome back those tenants that see the opportunity. It is no secret that retail is in trouble with many national tenants disappearing forever in the last few years. This further disruption will see more losses. However, we believe that we are uniquely positioned as an independent developer to benefit from some of the changes coming. Retailers are learning now the importance of multiple channels of distribution. They are looking hard at the centers and states with the best chance of success. Not surprisingly, the pandemic shut down will further erode the department stores across the country and we will see more closures. This has created an opportunity for our outlet retailers to use the outlet stores to recover. If we are open and ready to welcome back customers in a safe way, we will see the centers located in resort destinations recover more quickly than their urban counterparts.

- (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 applied for CARES funds through the PPP program. These funds will allow us to continue to employ our management and maintenance teams to be ready to reopen. There are no other funding streams available to our type of business. We have sought relief from our lenders with mixed results.

- (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. –

We can continue to invest in the economy of North Conway by continuing to pay staff, our maintenance team, to continue to invest in supporting local media with our marketing messaging and be prepared to market to the wider world when the time is right so we can bring back our customers. Bringing people back to the shopping center will result in local infusions of much needed cash to restaurants, local retailers and the employees of the national tenants.

- (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.

Retail shopping is the number one activity in North Conway. Economically our developments in North Conway and Merrimack generate well over \$100 million in retail, restaurant and service sales. The cross over to local restaurants, gas stations, antique stores, etc. is incalculable. We are the economic hub of the North Conway region accounting for an estimated \$10 million in local wages alone. With the average customer spending 5 days in the region to shop and dine the economic impact of our closing and continued struggle could be devastating to the entire community and 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.

It's important to note that we are continuing to develop in North Conway and have several parcels ready for new buildings and new businesses. We are bringing Market Basket to the region and will begin construction as soon as possible. We have several new tenants coming to the shopping centers and we continue to lease and market the New Hampshire as a great place to do business, especially retail business. The downtown area of North Conway has forever been a shopping destination with a collection of small and large businesses that create a hub for the entire region. Our centers serve as the regional shopping centers. Our restaurants and eateries are award winning local enterprises developed with heart. We continue to seek opportunities with local entrepreneurs and our efforts to include local businesses in a nationally known

outlet center have been recognized in international publications. Each of these unique businesses have employees and those employees have families and rent, mortgages and financial responsibilities that our centers have helped to support. Important to note that without help, it may be impossible to fully pay local taxes, which in our case approaches a million dollars to the Town of Conway.

- (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.

As noted above, we see opportunity in this pandemic for retailers to reinvent a new paradigm that merges the online commerce, brick and mortar and SERVICE. Customers are hungry for shopping and finding out very clearly that internet shopping, while convenient eliminates something fundamental to everyone's good health and that is COMMUNITY. We yearn to see our neighbors and enjoy a bite to eat while we run errands, go shopping and speaking with knowledgeable and helpful people. We actually have witnessed firsthand how inventive retailers are becoming even more important to their communities than ever. We have always been at the forefront of retail development and we stand poised to find more opportunities in North Conway, and Merrimack, than ever before.

We are a small developer among an industry of Simon, Tanger and other publicly traded development companies. Tanger abandoned North Conway a decade ago, leaving empty centers and devastated real estate. At tremendous risk and expense, we took on those projects and re-developed them with an eye to the future of retail for North Conway. Few large developers would be interested in North Conway, and we have spent over 30 years fine-tuning the retail to meet the needs of the customers that travel to North Conway and those that live in the area. WE KNOW THIS MARKET.

- (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.

CORRECT

- (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.

Assistance from the funds available to New Hampshire will help us to get open, stay open and plan for the future. As noted, our ability to pay property taxes of nearly \$1 million will be impacted by this shutdown if we cannot generate rental income fast. Our \$500,000 in marketing dollars spent to encourage in-state and out of state shoppers and visitors put funds into an army of local and state media. We are one of the few large-scale marketing efforts of North Conway. We partner with the state and the Mt. Washington Valley Chamber of Commerce to match JPP funds for the projects that uniquely benefit our area. Our construction efforts use primarily local, and nearly 100% New Hampshire contractors. All suppliers of everything from toilet paper (!) to road salt are New Hampshire companies that will be devastated.

- (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.

Without relief, the next year is incredibly unstable, but if we can get reopened and have enough cash to make the improvements necessary to operate, we have a fighting chance to survive without any further funding. Once stores reopen, there will be an immediate infusion of cash that will allow us to become stable again.

- (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.

We will adhere to all state and federal rules developed for the accounting of funds designated for specific purposes. We will look for guidance from our certified accountants and provide all required financial documents to the State of New Hampshire.

- (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.

If granted funding, we will immediately institute a program to separate the accounting and to document every dollar spent on preparing the shopping center for reopening and for servicing necessary loans and continuing financial obligations such as utilities, taxes, maintenance, marketing and promotion which we see as critical to our ability to compete.

- (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.

MARKETING - The need for a robust and well-funded marketing effort by the state will never be greater than now. Recent studies have indicated that the top 3 places for vacations post-pandemic include beaches, rural communities and active outdoor family activities. New Hampshire is uniquely situated to benefit almost immediately from the desire of urban and suburban families to GET OUTSIDE. We have everything they want in a safe and beautiful vacation destination, and we are close to 40 million potential visitors from Montreal to New York. This is NOT the time to penny pinch on marketing once we can invite everyone to come back. There has, and continues to be a wrong-headed effort to vilify our key markets because they continue to visit for a variety of reasons from visiting important financial assets to necessary family visits. We need to immediately create a marketing plan that recognizes this situation.

INSURANCE: The legislature and State of New Hampshire must develop laws and action that allows our companies to access the Business Interruption Insurance benefits we paid for and depended upon being there for a loss such as this. Insurance companies

must be made to cover some or all of the losses associated with this pandemic. Any effort on this should be encouraged. Other states are actively developing laws to help meet that goal.

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

Pay partial financial obligations such as mortgages, insurance, utilities, maintenance, marketing and management of the shopping centers until such time as we can make full restitution. Any funds provided will be used to keep the center operating at a basic level and to make necessary and financially intense improvements to protect our staff, tenants and their employees and our customers from Covid19 as the danger continues. We are in need of signage, supplies, cleaning equipment, consultation with engineers and experts to create an atmosphere where everyone feels comfortable shopping again. These are not short-term efforts, as the pandemic has changed everyone's attitude as regards safe social interaction.

(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.





## Draft Questions

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

Jay Couture, President and CEO of Seacoast Mental Health Center and President of the NH Community Behavioral Health Association (NHCBHA).

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

Healthcare. Specifically, we are one of ten state designated Community Mental Health Centers in NH.

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

As an essential healthcare provider we needed to continue operations to meet the needs of those living with mental illness in our region. While most services were transitioned to telehealth, that is not possible for all services.

We operate an 8-bed group home for individuals with severe and persistent mental illness (SPMI) that requires 24/7 staffing. There is no alternative placement option for a resident who might test positive for COVID-19 but does not require a hospital level of care. The Homeland Security alternative housing options do not include housing for individuals with SPMI who require 24/7 supervision and care.

We have 150-170 clients who receive their medication via injection. This can not be done via telehealth, but instead requires direct patient contact even if the individual is COVID-19 positive. While we have consolidated injection clinic times in both office locations and send nurses to the individual's home if they are COVID-19 positive, we have been challenged to maintain an adequate supply of PPE.

As included in the Community Mental Health Agreement (the state's court settlement agreement re: provision of community based mental health services) we operate an Assertive Community Treatment Team. Often described as a hospital without walls, there are some individuals treated on this team who require in person services to meet their needs at this time.

Psychiatric emergencies can not be put off to a post COVID-19 time. Our emergency services staff are still providing in person crisis assessments, involuntary emergency admissions and conditional discharge revocations.

We are a sector that has been plagued by low wages and a workforce shortage for years. COVID-19 has exacerbated our staffing issues as staff have had to stay home to self isolate due to travel or illness or stay home due to lack of childcare and the need to supervise e-learning for their child(ren). We have had more than two dozen of our two hundred staff need to be out of work.

We are capturing information about the financial impact that will be presented to GOFERR during a presentation from NHCBA on Monday 04/27/2020. That said, we have seen decreases in our fee for service revenue including self pay and commercial insurance. The Governor's Executive Order #8 allowing for reimbursement for telehealth is of great assistance, but there are some community based supports that do not translate well into a telehealth environment. Our clinical staff are also finding that telehealth visits can be shorter than an in person visit and may not reach the time threshold to be coded as a billable service or as a billable service with a higher reimbursement rate.

In addition to the services we have traditionally provided, we are providing more non-reimbursable supports to assist our clients in remaining at home during the Stay at Home order. This has included supports such as picking up groceries or medications that are then delivered to the client's doorstep.

Our staff are experiencing the same stressors as the general community at the same time that they are working to assist our current clients and the general community in addressing their mental health needs. This is taking a toll our staff and will increase the risk of burn out over time.

- (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.

Workforce issues will be exacerbated. Community need for mental health service will increase and include populations who have not previously sought out our services. We particularly expect to see this in our Child and Family Services Department as children and adolescents grieve the loss of social structure and interaction and then experience anxiety issues as they work to reacquaint themselves once they are expected to return to school. Some children will miss milestones such as prom or graduation that can never be replaced. Some children who never had the opportunity to say good-bye to their day care or lower school playmates will have a difficult transition to a new school environment whenever live classroom experiences are revived. Families who lose loved ones to COVID-19 may have lasting trauma related to the inability to say good-bye or have a funeral service for closure.

- (5) Please explain whether your enterprise or economic sector has or is receiving, or may possibly receive in the future, any other governmental support specifically intended to help address Covid-19 impacts.

We have worked with the Medicaid Managed Care entities on some changes to our alternative payment mode that provide some temporary relief from certain financial metrics. This relief will end on 06/30/2020.

We have received approximately \$59k from Medicare that was automatically sent to providers as part of a stimulus/relief program.

We applied for a Payroll Protection Loan, but the fund ran out of money before our loan was processed and approved. We have been informed that based on where we are in the pipeline that the next round of funding may run out before our application is processed.

We are exploring eligibility for grant funds to support the purchase of additional and updated technology to support the remote provision of telehealth by our clinical staff.

- (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, and please comment on how these ideas would achieve the following important public goals:

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

As a state designated community mental health center we are providing services that the state would otherwise be responsible for providing. Our services can literally be the difference between life and death for an individual in need. Across all media platforms you can see coverage of the increased need for mental health services at this time. This is true in an environment where we knew we did not have existing capacity to meet the pre-COVID-19 need as evidenced by the 2018 Ten Year Plan to restore and expand services throughout our state.

- (b) The proposed use of 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.

Mental health and substance use disorder services are part of the essential healthcare services that increase the social welfare and

economic prosperity of the state and promote the general welfare of the state's citizens. Work is part of mental health and substance use disorder recovery. When individuals living with mental illness or addiction are able to receive the right treatment at the right time costs are lower and recovery happens. Individuals who receive appropriate treatment are able to re-enter the workforce if they have been absent and can decrease the amount of time they need away from work due to their illness. One in Five individuals will experience a mental illness. Providing the right care at the right time matters for that person, their family and the community/state at large.

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

As an essential healthcare provider we must be able to recruit and retain a workforce with specific skills and credentials in order to operate. The provision of services by these staff provides both an individual and community wide benefit.

- (e) The proposed use of funds will contribute significantly to the continued operation, competitiveness and future success of the organization and the economic sector.

Providing funds will stabilize the continued operation of the mental health center. We are contracted with the state to provide specific, necessary mental health services which include services required in the state's Community Mental Health Settlement Agreement. When we are successful we are better able to meet the requirements of our obligation to the state and to our communities in furtherance of improved mental health for all.

- (f) The proposed use of funds is not in conflict with local or regional development plans and policies.

There is no proposed use of funds that would be in conflict with local or regional development plans or policies.

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

As a 501(c)3 nonprofit organization our mission is to provide a broad, comprehensive array of high quality, effective and accessible mental health services to residents of the eastern half of Rockingham County. The provision of mental health and substance use disorder services by our organization and our sister centers throughout the state supports the state in meeting its obligations to meet the mental health needs of the residents of the State of New Hampshire and improves the health and quality of life for individuals and communities we serve.

- (h) The proposed 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.

Yes

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

We would expect that the receipt of any public relief funds would come with instructions regarding the expected accounting in our organization's financial statements and we would adhere to those requirements.

- (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 would ensure that we are able to report on the receipt of funds and how those funds were expended.

- (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.

To ensure the full spectrum of necessary care hospitals, particularly those with psychiatric units, Peer Support and Peer Recovery Organizations, and organizations that offer housing must all have adequate resources that can be made available to those with mental illness or substance use disorders who have a need for those levels of care.

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

My agency and other CMHCs would use funds to replace lost revenue due to COVID19 and our continued provision of services despite those losses as well as to expand or stand up service needs that have been created by the pandemic. This includes added costs for technology to support staff providing telehealth services and costs of PPE for staff required to provide direct care services during this time. Clinically we are seeing expanded need for youth and families, isolated older adults and healthcare workers on the front line of this pandemic.

- (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?

Specific recognition of the need to support Community Mental Health Centers is often missing from federal and state policy. For example, recent federal policy allowing for licensed practitioners to practice to the top of their license was directed at hospitals and primary care providers, but did not extend this relief to community mental health centers. We are now advocating for this with both state and federal authorities, but given the role we play as the leading provider of outpatient mental health services in our state, it would be most helpful if we were included in healthcare policy improvements occurring at this time.



## **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. CEO, YMCA of Greater Nashua
- (2) Please identify what economic sector your enterprise operates within.**
  - a. Non-profit
- (3) Please describe how your enterprise and economic sector has been impacted by Covid-19.**

The YMCA of Greater Nashua operates three full facilities and a 22 acre day camp serving the greater Nashua region. Here are a few facts on how we have been impacted.

- a. As of February 29<sup>th</sup> we had 10,612 memberships equating to 25,367 individuals active in our organization. We have 1,600 of these members that we are paid by their insurance company based on the number of visits to the Y. Between now and August 31<sup>st</sup> we anticipate a drop of 50% paying memberships and a loss of \$1,330,000 in revenue.
- b. We had more than 17,000 visits the week of March 1-7<sup>th</sup>, which is an average week of usage at this time of the year.
- c. All programs were suspended on March 16<sup>th</sup>.



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- d. Our three facilities were closed on March 17<sup>th</sup>
- e. We laid off 332 part time employees on 3/21 and 68 full time employees on 3/27.
- f. We have our three largest fundraising events scheduled in May and June this year and all three have been canceled. This equates to a loss of \$210,000 in revenue.
- g. Our annual campaign is projected to fall \$100,000 short of projections
- h. The last day for our child care programs was on March 13<sup>th</sup> and we had 420 children enrolled in our early education center and 173 in our school age child care program. On March 23<sup>rd</sup>, we opened an essential worker child care program serving 12 children (primarily hospital and first responder staff). Today the program has 52 children, well below the 500+ we had on a daily basis in early March. Our summer camp program is projected to drop 50% from last summer due to social distancing guidelines, unemployed parents and other COVID-19 factors. The expected revenue loss for programs between March 16th and August 31<sup>st</sup> is projected to be \$2,529,000.
- i. Collectively, this is a total of \$4,020,000 in lost revenue on our total annual budget of \$14,329,000.

Across the State of NH, we have 9 different YMCAs providing services and the impact of closure is devastating. Four of the Ys are currently operating child care for essential workers in their community. Operating the programs are critical to our communities, but have a negative impact in terms of expenses over revenue. Approximately 1,000 employees were laid-off / furloughed since the closures.

**(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.**

COVID-19 will continue to have a significant impact on the organization and we know that we need to adapt. I believe we will see multiple waves of the virus hitting NH in the next 12-18 months resulting in “Stay at Home” executive orders or a decision for businesses to close or programs to be suspended. The Y has served the Greater Nashua community for 133 years and has always adapted to meet the needs of area residents and we are focused on continuing to making that happen. Outside of the essential worker child care program we have several programs operating to support area residents virtually through educational, social and wellness programs in addition to support groups to provide a connection with some of our vulnerable populations. We are also partnering with other organizations to provide fresh produce to address food insecurity as well as hosting blood drives in our facilities. Most blood drives have been canceled across the country and there is a severe

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blood shortage at this time. None of the programs outside of the essential child care are generating any revenue at this time.

We know that we will not be able to operate the same way we have in the past. We will need to reduce the number of people in our facilities and in our programs. We have had to increase our staff to child ratio due to “gathering” size restrictions of 10 which reduces revenue and increases staffing costs. I expect the group size restriction to loosen up, but it will still be very difficult to financially run many programs over the next 12-18 months. I believe that many child care centers in NH will not be able to reopen because of the current financial impact and their inability to have the necessary operational efficiencies.

We know that we will not be serving 17,000 people a week in our facilities, we will need to develop better virtual offerings and connect with people in a different way. The vulnerable populations are most at risk for both health issues from the virus and social isolation and we need to solve that problem. Many individuals we serve get their only social connection at the Y.

I realize that I will have many workers who no longer want to work closely with other individuals in a social setting, until we have a vaccine in place. I know I will struggle to find individuals willing to work certain jobs, I am already dealing with it in child care. The majority of my 75 full time teachers are afraid to work right now.

I will need to invest and incorporate new technologies to serve our community. I know that over the next 12 months I will need to heavily invest capital dollars for “touchless” devices for our facilities. This will include: sinks, hand dryers, switches, doors and much more. I have equipment in my facilities that is spaced very tightly to maximize usage. I know this will need to change and I will need to eliminate at least 50% of our equipment without reducing my lease commitment for the next three years.

Our land lease, mortgages, and other fixed costs will not be reduced and will become a financial burden. I can reduce personnel and supply costs, but many others are fixed and were based on revenues that may end up being 50 -60% of those planned for 2020.

Across the state, the YMCAs are responding to the needs in their community with blood drives, food drives and distribution, wellness checks for seniors and other vulnerable populations, assisting school districts with remote learning, support groups for those at-risk in virtual settings and more.

In our sector there will be many non-profits that are not able to recover and reopen because of their inability to financially institute all of the new guidelines that will be

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required. It would require additional staff or technologies that does not work financially for a small organization. I expect to see a significant number of mergers taking place between non- profits and some new gaps in service identified.

- (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 received an SBA PPP loan, a \$1,000 grant from the local United Way, 120 of our members have converted their Y membership to a donation and we have continued our annual campaign since the COVID-19 issue arose. The NH Charitable Foundation has offered to send us next year's scheduled gift a year in advance to support us at this time. We have received donations of masks, hand sanitizer and other related necessary items from the United Way, community members and the state of NH. We have received support from the State of NH to address the compensation of our essential worker child care teachers. We are being supported with \$5 per hour for each teacher, which helps to address them actually making less than their peers collecting unemployment. The \$600 per week stimulus payment through unemployment is actually benefitting people better than if they were working. The \$5 per hour rate, still does not make up the difference. The state is also supporting the lost revenue of children we have subsidized in our child care programs.

Within our sector, we see a mixed response. Many people understand the issue non-profits are dealing with right now and want to help. Some want to help by volunteering in a safe manner and others are willing to contribute financially. Some organizations have not found a solution to involve volunteers outside of their normal face to face contact engagement, but will need to do so. Other organizations have implemented new ways to engage their clients to continue their needed services.

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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.**

In the past six weeks many businesses have been able to effectively figure out a way to have some employees work remotely from home, but for most that does not work. NH Businesses need the employees and most need them working at the business. When the schools and child care centers closed it created a devastating impact on any business that was able to stay open. If you want a fully functioning economy you need to solve the child care issue for families. It needs to be affordable for all families and organizations providing care need to be able to pay teachers / staff a fair wage. With the new guidelines for group sizes along with age appropriate staff / child ratios many centers will not reopen and therefore employees will not be able to work. We can have everything else in place in the state, but with limited care we will never get back to a strong economy. This extends to summer camp programs as well which may be even more critical because it is during the non-school portion of the year when families need full-day care. The current reimbursement rate model by the State

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of NH was already a struggle for child care centers and it will be magnified with increased staffing and cleaning costs. When you compare the reimbursement rate to other states against the median income for different counties in our state we are off the mark. Additionally, centers are penalized for accepting state subsidized children because they take a spot in the program and the center is paid for hours attended. If 1 child misses a day, is late or leaves early the center is not paid; but is still paying the staff to be there and the other associated expenses to run the program.

Three options to make this work include:

- a. Reimburse each center \$5 per hour for each employee they have employed as a teacher / administrator.
- b. Increase the reimbursement rate for each state subsidized child to cover a full week while they are enrolled in the program.
- c. Reimburse centers the lost revenue due to new guidelines which requires fewer children served and increased staffing.
- d. Reimburse centers the average monthly lost revenue that they had the three previous months prior to the COVID-19 closure vs each month for the next 12 months or until any CDC or licensing guidelines are removed / reduced.

My second idea is to invest in businesses via a capital investment fund that either improve the safety of staff and / or clients or reduce on-going expenses to the business. By improving the safety of employees and / or clients you are able to encourage activity at that particular business. I am thinking along the line of physical improvements such as touchless devices (sinks, toilets, doors..), partitions / dividers and other investments to reduce health risks. The other half of this is utilizing funds to reduce on-going expenses to the business. In some cases it may be an energy efficiency investment such as LED lighting, solar, VFD motors or similar project that supports the long-term sustainability of the business and can be a difference maker over the next 12-24 months.

**(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.**

For our organization it would most likely be reflected as a grant on the associated grant revenue line.

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- (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 would treat the funding report the same way we do for other grants or restricted funding from our supporters. In our sector, non-profits organizations are accustomed to reporting on funding received to deliver services or off-set expenses.

- (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.**

See my response in question # 10.

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

I see a number of ways in which the funds can be used by our organization and others in our sector. We are dealing with vulnerable populations and many of them with barriers with limit their ability to be easily served. In some cases it is transportation, health risk or meeting their basic needs. It may require our staff going to them in some cases and moving services “Beyond the Walls” of our organizations. Some organizations will need support for this new model.

Every business will see a significant increase in the cost to protect their employees / clients as it relates to PPE, cleaning supplies / costs, capital investments for “touchless” devices and social distancing steps (signage, partitions...).

- (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? N/A**

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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.