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STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR CHILDREN, YOUTH & FAMILIES

Lori A. Shibinette
Commissioner

Joseph E. Ribsam, Jr.
Director

129 PLEASANT STREET, CONCORD, NH 03301-3857
603-271-4451 1-800-852-3345 Ext. 4451
Fax: 603-271-4729 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

October 5, 2021

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Children, Youth and Families, to enter into **Retroactive Sole Source** amendments to existing contracts with the Contractors listed below for continued provision of substance use disorder prevention and early intervention services for children, from birth through age ten (10) years old, who are involved with the New Hampshire Division for Children, Youth and Families (DCYF) and their parents and caregivers who have a substance use disorder, by increasing the total price limitation by $4,667,968 from $6,613,352 to $11,281,320 and by extending the completion dates from September 29, 2021 to June 30, 2023, effective retroactive to September 30, 2021 upon Governor and Council approval. 55% Federal Funds, 29% General Funds, and 16% Other Funds.

The original contracts were approved by the Governor and Executive Council on May 2, 2018 (Item #20), as amended with Governor and Executive Council approval on December 19, 2018 (Item #20), and as amended as with Governor approval on July 20, 2020, and presented to the Governor and Executive Council on August 26, 2020 (Informational Item M), and as amended with Governor and Executive Council approval on January 22, 2021 (Item #17), and as amended with Governor and Executive Council approval on July 14, 2021 (Item #13).

Contractor Name	Vendor Code	Area Served	Current Amount	Increase (Decrease)	Revised Amount
Granite Pathways	228900-B001	Conway Rochester Seacoast Southern Manchester Keene Claremont Concord Laconia	$4,097,086	$2,984,853	$7,081,939
The Family Resource Center at Gorham	162412-B001	Berlin Littleton	$2,516,266	$1,683,115	$4,199,381
		Total:	**$6,613,352**	**$4,667,968**	**$11,281,320**

Funds are available in the following accounts for State Fiscal Years 2022 and 2023, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

See attached fiscal details.

EXPLANATION

This request is **Retroactive** because execution and approval of the amendments by both vendors did not take place prior to the expiration date of September 30, 2021. Not approving retro pay will impact over 150 families currently active in the program and their children as providers may not be able to continue to serve them. This will undermine the Divisions efforts to reunify the children with their families.

This request is **Sole Source** because the Department is seeking to extend the contracts beyond the completion dates and there are no renewal options available. These contracts were competitively procured in 2018, and Granite Pathways and The Family Resource Center at Gorham were the successful bidders. Strength to Succeed is a unique service model specifically designed to serve DCYF involved families impacted by substance related disorders or mental health; these are some of the most hard to engage families. The model utilizes a peer support approach combined with intensive home visiting and other effective engagement strategies. It takes significant time and expertise for a provider to build capacity to implement such a model as it relies upon former DCYF clients who have successfully maintained or reunified with their children to serve as mentors, recovery coaches and partners. Identifying, recruiting, training, and deploying a network of mentors with this specific lived experience is a significant challenge. During the course of the last 3 years, these providers have built exceptional capacity in this area. They are uniquely positioned to continue to implement the model as they have the staff trained, certified, and ready to serve. Additionally, they have built the necessary relationships in the community and have acquired unique expertise on how to engage these hard to serve families and guide them in their recovery, which increases the likelihood of family maintenance and reunification. No other providers in the state have this experience, trained staff, and the infrastructure required to implement the model. Should this amendment be approved the Department will issue a solicitation for proposals before the expiration of the amendment.

The purpose of this request is for the Contractors to continue providing the Strength to Succeed Program services to children, parents, and caregivers who are undergoing an assessment by DCYF, and are affected by a substance use disorder or mental illness as well as evidence-based curriculum to grandparents who are caring for a minor child as a result of DCYF involvement and parental substance use and/or mental illness.

Approximately 338 families will be served through June 30, 2023.

The Contractors will continue to provide programs that provide accessible, integrated services to reduce and mitigate childhood trauma that results from familial substance use. Core components of the Strength to Succeed program include rapid access to treatment for parents within DCYF's reunification timeframe, DCYF Parent Partner peer support, home visiting services, direct prevention services to children to mitigate risk of substance misuse, and caregiver support for relative caregivers of children exposed to substance use in the home.

The Department will monitor contracted services by ensuring the Contractors:

- Provide evidence-based home visiting services to all families referred to the program who require home visiting services as part of their treatment plan.

- Increase training opportunities for the early childhood and home visiting workforce in substance misuse prevention, recovery, and trauma-informed care by three (3) trainings per calendar year and increase the knowledge of substance misuse prevention, recovery and trauma-informed care among the early childhood and home visiting workforce, as demonstrated by an increase of 10% in aggregate as measured quarterly from training pre-tests to training post-tests.
- Ensure 80% of families referred to the program receive access to treatment or interim treatment services within 48 hours of referral.
- Collaborate with the Department on the development, reporting, and quality improvement efforts for additional performance measures and outcome indicators.

Should the Governor and Executive Council not authorize this request, children impacted by substance misuse and/or mental illness within their family may not receive the services and targeted prevention services necessary to support their current needs and to assist them with avoiding substance misuse issues themselves. In addition, relative caregivers impacted by familial substance misuse may not receive the services and supports that are necessary to continue to support the children in their families.

Source of Federal Funds:

Medicaid CFDA#93.778

In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,

Lori A. Shibinette
Commissioner

DEPARTMENT OF HEALTH AND HUMAN SERVICES
FISCAL DETAILS SHEET

05-95-92-920510-25590000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT, HHS: BEHAVIORAL HEALTH DIV, BUREAU OF DRUG AND ALCOHOL SERVICES, OPIOD STR GRANT

100% Federal Funds

Vendor Name: Granite Pathways — Vendor # 228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2018	102/500731	Contracts for Program Services	92052559	$121,778	$0	$121,778
2019	102/500731	Contracts for Program Services	92052559	$487,111	$0	$487,111
2020	102/500731	Contracts for Program Services	92052559	$0	$0	$0
		Sub Total		$608,889	$0	$608,889

Vendor Name: The Family Resource Center at Gorham — Vendor # 162412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2018	102/500731	Contracts for Program Services	92052559	$27,062	$0	$27,062
2019	102/500731	Contracts for Program Services	92052559	$108,247	$0	$108,247
2020	102/500731	Contracts for Program Services	92052559	$0	$0	$0
		Sub Total		$135,309	$0	$135,309

05-92-92-920510-70400000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT, HHS: BEHAVIORAL HEALTH DIV, BUREAU OF DRUG AND ALCOHOL SERVICES, SOR GRANT

100% Federal Funds

Vendor Name: Granite Pathways — Vendor # 228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2019	102/500731	Contracts for Program Services	92057040	$284,744	$0	$284,744
2020	102/500731	Contracts for Program Services	92057040	$598,103	$0	$598,103
2021	102/500731	Contracts for Program Services	92057040	$146,853	$0	$146,853
2021	102/500731	Contracts for Program Services	92057046	$469,217	$0	$469,217
2021	102/500731	Contracts for Program Services	92057048	$549,200	$0	$549,200
2022	102/500731	Contracts for Program Services	92057048	$274,600	$0	$274,600
2022	074/500585	Grants for Pub Asst and Rel	92057048	$0	$0	$0
		Sub Total		$2,322,717	$0	$2,322,717

Vendor Name: The Family Resource Center at Gorham — Vendor # 162412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2019	102/500731	Contracts for Program Services	92057040	$195,743	$0	$195,743
2020	102/500731	Contracts for Program Services	92057040	$548,805	$0	$548,805
2021	102/500731	Contracts for Program Services	92057040	$149,527	$0	$149,527
2021	102/500731	Contracts for Program Services	92057046	$195,607	$0	$195,607
2021	102/500731	Contracts for Program Services	92057048	$400,000	$0	$400,000
2022	102/500731	Contracts for Program Services	92057048	$200,000	$0	$200,000
2022	074/500585	Grants for Pub Asst and Rel	92057048	$0	$0	$0
		Sub Total		$1,689,682	$0	$1,689,682

05-95-95-950010-19190000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT, HHS: COMMISSIONER'S OFFICE, OFFICE OF THE COMMISSIONER, COVID19 FEMA - DHHS

100% Other Funds

Vendor Name: Granite Pathways — Vendor # 228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2021	103/502664	Contracts for Operational Services	95010895	$960,000	$0	$960,000
2022	103/502664	Contracts for Operational Services	95010795	$205,480	$0	$205,480
		Sub Total		$1,165,480	$0	$1,165,480

Vendor Name: The Family Resource Center at Gorham — Vendor # 162412

DEPARTMENT OF HEALTH AND HUMAN SERVICES
FISCAL DETAILS SHEET

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2021	103/502664	Contracts for Operational Services	95010895	$525,000	$0	$525,000
2022	103/502664	Contracts for Operational Services	95010795	$166,275	$0	$166,275
		Sub Total		$691,275	$0	$691,275

05-95-47-470010-79480000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, DIVISION OF MEDICAID SERVICES, MEDICAID CARE MANAGEMENT 50% Federal, 50% General

Vendor Name: Granite Pathways — Vendor # 228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2022	563-500915	Community Based Services	47017002	$0	$767,534	$767,534
2023	563-500915	Community Based Services	47017002	$0	$1,023,378	$1,023,378
		Sub Total		$0	$1,790,912	$1,790,912

05-95-47-470010-79480000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, DIVISION OF MEDICAID SERVICES, MEDICAID CARE MANAGEMENT 50% Federal, 50% General

Vendor Name: The Family Resource Center at Gorham — Vendor # 162412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2022	563-500915	Community Based Services	47017002	$0	$432,801	$432,801
2023	563-500915	Community Based Services	47017002	$0	$577,068	$577,068
		Sub Total		$0	$1,009,869	$1,009,869

05-95-42-421010-29580000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: HUMAN SERVICES, CHILD PROTECTION, CHILD - FAMILY SERVICES 100% General

Vendor Name: Granite Pathways — Vendor # 228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2022	644-504195	State General Funds for Service	42105876	$0	$511,689	$511,689
2023	644-504195	State General Funds for Service	42105876	$0	$682,252	$682,252
		Sub Total		$0	$1,193,941	$1,193,941

05-95-42-421010-29580000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: HUMAN SERVICES, CHILD PROTECTION, CHILD - FAMILY SERVICES 100% General

Vendor Name: The Family Resource Center at Gorham — Vendor # 162412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2022	644-504195	State General Funds for Service	42105876	$0	$288,534	$288,534
2023	644-504195	State General Funds for Service	42105876	$0	$384,712	$384,712
		Sub Total		$0	$673,246	$673,246

Total Funds	$6,613,352	$4,667,968	$11,281,320
Federal Funds	$6,613,352	$1,400,391	$8,013,743
General Funds		$3,267,578	$3,267,578
Federal Funds %	100%	30%	71%
General Funds%		70%	29%

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GP	$4,097,086	$2,984,853	$7,081,939
FRC	$2,516,266	$1,683,115	$4,199,381
Combined Total	$6,613,352	$4,667,968	$11,281,320

State of New Hampshire
Department of Health and Human Services
Amendment #5

This Amendment to the Targeted Prevention Programming for DCYF-Involved Families contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and Granite Pathways ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on May 2, 2018 (Item #20), as amended with Governor and Executive Council approval on May 15, 2019 (Item #17A), as amended as with Governor approval on July 20, 2020, and presented to the Governor and Executive Council on August 26, 2020 (Informational Item M), as amended with Governor and Executive Council approval on January 22, 2021 (Item #17), and as amended with Governor and Executive Council approval on July 14, 2021 (Item #13), the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract as amended and in consideration of certain sums specified; and

WHEREAS, pursuant to Form P-37, General Provisions, Paragraph 18, the Contract may be amended upon written agreement of the parties and approval from the Governor and Executive Council; and

WHEREAS, the parties agree to extend the term of the agreement, increase the price limitation, or modify the scope of services to support continued delivery of these services; and

NOW THEREFORE, in consideration of the foregoing and the mutual covenants and conditions contained in the Contract and set forth herein, the parties hereto agree to amend as follows:

1. Form P-37 General Provisions, Block 1.7, Completion Date, to read:

   June 30, 2023

2. Form P-37 General Provisions, Block 1.8, Price Limitation, to read:

   $7,081,939

3. Modify Exhibit A, Scope of Services, by replacing in its entirety with Exhibit A, Amendment 5, Scope of Services.

4. Modify Exhibit B Amendment #3, Methods and Conditions Precedent to Payment, Section 1, to read:

   1. This Agreement is funded by:

      1.1. 54% Federal Funds; State Opioid Response Grant, as awarded on 09/30/2018, by the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA), CFDA #93.788, FAIN H79Ti081685, and as awarded on 09/30/2020, by the U.S Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, CFDA #93.788, FAIN H79TI083326 and the Targeting Capacity Expansion State Targeted Response to the Opioid Crisis Grant, as awarded on 05/01/2017 by the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, CFDA #93.788, FAIN TI080246.

         1.2.1. Any State Opioid Response Grant (SOR) funding allocated for the purpose of this contract shall no longer be available after September 29, 2021.

      1.2. 30% General Funds.

      1.3. 16% Other Funds; COVID19-FEMA-DHHS.

5. Modify Exhibit B, Amendment #3, Methods and Conditions Precedent to Payment, Section 2, to read:

2. The Contractor shall receive payment on a cost reimbursement basis based on a rate of $38.50 for every fifteen (15) minute increments of service provided for up to 208 clients served. Total reimbursement shall not exceed $2,984,853.

6. Modify Exhibit B, Amendment #3, Methods and Conditions Precedent to Payment, Section 3, Subsection 3.3, to read:

3.3. Third, the Contractor shall bill the appropriate funding and appropriate code in accordance with standard billing procedures in both NH Medicaid and DCYF web portals. The Contractor shall submit NH Medicaid Billing at: https://www.nhmmis.nh.gov

7. Modify Exhibit B, Amendment #3, Methods and Conditions Precedent to Payment, Section 3, Subsection 3.5 to read:

3.5. Lastly, if any portion of the amount specified in the Sliding Fee Scale remains unpaid, the Contractor shall submit a payment request for services not billable to Medicaid to DCYF via the Website at: https://business.nh.gov/beb/pages/index.aspx

8. Modify Exhibit B, Amendment #1, Methods and Conditions Precedent to Payment, Section 4, to read:

4. The Contractor shall submit an invoice and supporting backup documentation in a form satisfactory to the State by the fifteenth (15th) working day of the following month, which identifies and requests reimbursement for authorized expenses incurred in the prior month. The Contractor shall ensure the invoice is completed, dated and returned to the Department in order to initiate payment. Invoices shall be net any other revenue received towards the services billed in fulfillment of this agreement. The Contractor shall ensure:

4.1. Backup documentation includes, but is not limited to:

4.1.1. General Ledger showing revenue and expenses for the contract.

4.1.2. Timesheets and/or time cards that support the hours employees worked for wages reported under this contract.

4.1.2.1.

4.1.3. Invoices supporting expenses reported.

4.1.4. Receipts for expenses within the applicable state fiscal year.

4.1.5. Cost center reports.

4.1.6. Profit and loss reports.

4.1.7. Remittance Advices from the insurances billed. Remittance Advices do not need to be supplied with the invoice, but should be retained to be available upon request.

4.1.8. Information requested by the Department verifying allocation or offset based on third party revenue received.

4.1.9. Summaries of patient services revenue and operating revenue and other financial information as requested by the Department.

9. Modify Exhibit B, Amendment #3, Methods and Conditions Precedent to Payment, Section 6 to read:

6. In lieu of web invoicing, all invoices may be assigned an electronic signature and emailed to DCYFInvoices@dhhs.n.gov, or invoices may be mailed to:

Financial Manager
Department of Health and Human Services

129 Pleasant Street
Concord, NH 03301

10. Modify Exhibit B, Amendment #3, Methods and Conditions Precedent to Payment, Section 11 to read:

    11. Notwithstanding anything to the contrary herein, the Contractor agrees that funding under this agreement may be withheld, in whole or in part, in the event of non-compliance with any Federal or State law, rule or regulation applicable to the services provided, or if the said services or products have not been satisfactorily completed in accordance with the terms and conditions of this agreement.

11. Modify Exhibit B, Amendment #1, Methods and Conditions Precedent to Payment, by adding Section 14 to read:

    14. For the purposes of this Agreement:

        14.1. The Department has identified the Contractor as a Subrecipient, in accordance with 2 CFR §200.331.

        14.2. The Department has identified this Contract as NON-R&D, in accordance with 2 CFR §200.87.

All terms and conditions of the Contract and prior amendments not modified by this Amendment remain in full force and effect. This Amendment shall be effective September 30, 2021, subject to Governor and Executive Council approval.

IN WITNESS WHEREOF, the parties have set their hands as of the date written below,

State of New Hampshire
Department of Health and Human Services

DocuSigned by:
Joseph E. Ribsam, Jr.
AAE4DFB3C68E438...

9/27/2021
Date

Name: Joseph E. Ribsam, Jr.
Title: Director

Granite Pathways

DocuSigned by:
Kenneth Brezenoff
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9/23/2021
Date

Name: Kenneth Brezenoff
Title: General Counsel

The preceding Amendment, having been reviewed by this office, is approved as to form, substance, and execution.

OFFICE OF THE ATTORNEY GENERAL

9/29/2021
Date

DocuSigned by:
J. Christopher Marshall
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Name: J. Christopher Marshall
Title: Assistant Attorney General

I hereby certify that the foregoing Amendment was approved by the Governor and Executive Council of the State of New Hampshire at the Meeting on: _____ (date of meeting)

OFFICE OF THE SECRETARY OF STATE

Date

Name:
Title:

Scope of Services

1. Provisions Applicable to All Services

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

1.2. For the purposes of this agreement, all references to days shall mean business days.

1.3. For the purposes of this agreement, all references to business hours shall mean Monday through Friday from 8:00 a.m. to 4:30 p.m., excluding state and federal holidays.

1.4. The Contractor agrees that, to the extent future legislative action by the New Hampshire General Court or federal or state court orders may have an impact on the Services described herein, the State Agency has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

1.5. The Contractor agrees that in the performance of any services involving the collection, transmission, storage, or disposition of data obtained or created on behalf of DHHS, shall be subject to the requirements stated in Exhibit K.

1.6. The Contractor agrees that in the performance of any services involving the collection, transmission, storage, or disposition of data containing protected health information (PHI), or in the case of substance use disorder (SUD) data created by a Part 2 provider, the Contractor shall be subject to the requirements stated in Exhibit I and 45 CFR Part 2, including the prohibition against re-disclosure.

1.7. The Contractor agrees to have consent to share or re-disclose any confidential information, including PHI or SUD information, consistent with state rules, and state and federal law including appropriate consents pursuant to 42 CFR Part 2.

1.8. The Contractor agrees that in the performance of any services all staff members shall have training in confidentiality and information security relating to the information, files and data that is involved in the performance of the contract.

1.9. The Contractor agrees that any database, dashboard, or information system designed, built, or modified on behalf of of the Department shall be defined and subject to the requirements in Exhibit K, Exhibit I, and all applicable NH Department of Information Technology (DoIT) standards, policies, and procedures.

1.10. The Contractor shall assist in developing a strong collaboration between agencies within the Department including, but not limited to the Bureau of Drug and Alcohol Services (BDAS), the Division for Children, Youth, and Families (DCYF), the Division of Public Health Services (DPHS), and the Bureau for Children's Behavioral Health (BCBH) for the purpose of providing services to children and families with substance use disorder and/or mental health and chronic neglect, that are involved with DCYF,

which may include, but is not limited to:

1.10.1. Children.

1.10.2. Birth parents.

1.10.3. Foster parents.

1.10.4. Grandparents.

1.10.5. Other caregivers.

1.10.6. Siblings.

1.10.7. Families with open DCYF cases.

1.10.8. Families undergoing a DCYF assessment.

1.11. The Contractor shall provide services to approximately 208 families within the following DCYF District Office service areas:

1.11.1. Claremont.

1.11.2. Concord.

1.11.3. Conway.

1.11.4. Keene.

1.11.5. Laconia.

1.11.6. Manchester.

1.11.7. Rochester.

1.11.8. Seacoast.

1.11.9. Southern.

1.12. Notwithstanding any provisions of this Agreement to the contrary, all obligations of the State are contingent upon receipt of federal funds under the State Opioid Response Grant from the Substance Abuse and Mental Health Services Administration.

2. Scope of Work

2.1. General Provisions

2.1.1. The Contractor shall create and implement programs to reduce and mitigate childhood trauma by:

2.1.1.1. Increasing access to, and participation in, evidence-based home visiting services;

2.1.1.2. Reducing the child's risk of substance use issues; and

2.1.1.3. Increasing training opportunities for the early childhood and home visiting workforce in substance misuse prevention, recovery, and trauma-informed care so the workforce is better prepared to address the challenges of this population.

2.1.2. The Contractor shall engage, educate, and empower parents and primary caregivers in a peer-to-peer model to increase family protective factors and reduce risk factors to better support childhood social and emotional needs

by:

2.1.2.1. Fostering positive parent/primary caregiver child attachment;

2.1.2.2. Increasing parent/primary caregiver knowledge about childhood development and learning;

2.1.2.3. Increasing resiliency and social connectedness in parents/primary caregivers; and

2.1.2.4. Educating parents on the topic of trauma for children and the risk continued substance use poses to the child.

2.1.3. The Contractor shall maintain one (1) point of contact and one (1) alternate contact who can receive requests from the nine (9) covered District Offices the Contractor supports that will refer families to this program.

2.1.4. The Contractor shall ensure that families who are referred for services are offered all program components in a timely fashion, with the understanding that DCYF involvement has a twelve (12) month timeframe for permanency decisions that can impact a parent's parental rights.

2.1.5. The Contractor shall re-offer services at two (2) and six (6) weeks after the initial offer to families that decline the initial offer of services, cease to participate, or do not attend a scheduled visit.

2.1.6. The Contractor shall collaborate with Department partners when any issues/barriers arise including, but not limited to, timely access to treatment and program partner capacity issues such as program waitlists or lack of treatment provider capacity.

2.1.7. The Contractor shall ensure that when there is an Infant Safe Plan of Care (ISPOC) for a child, all participating partners are knowledgeable about the plan of care and are assisting DCYF and the family to fulfill the plan of care by having a Parent Partner schedule a call with the identified agencies and workers within the first two (2) weeks of receiving a referral to the Strength to Succeed program.

2.1.8. The Contractor shall provide services in accordance with the DCYF practice model and Solution Based Casework (SBC) frameworks. (More information can be found at https://www.dhhs.nh.gov/dcyf/documents/nhdcyfpercentage202015-2019cfsp.pdf and http://www.solutionbasedcasework.com/about/.)

2.1.9. The Contractor shall collaborate with the Department on federally-mandated outcome monitoring and de-identified, aggregate data collection for program evaluation and federal reporting purposes.

2.1.10. The Contractor shall collaborate with existing program providers including, but not limited to Family Resource Centers and SUD treatment and peer recovery support service providers to ensure consistency in practice and enrollment of clients in appropriate programming including, but not limited to:

2.1.10.1. Understanding past client assessments and utilizing a current assessment process to determine the proper care coordination plan.

2.1.10.2. Employing a care coordination plan that focuses on the individual's

strengths, seeks solutions and builds on success.

2.1.10.3. Assessing the efficacy of the care coordination plan on an ongoing basis.

2.1.11. The Contractor shall establish a protocol within the Regional centers known as "Doorways" to ensure the prioritization of the Strength to Succeed referred families, in gaining rapid access to treatment.

2.1.12. When treatment services cannot be provided within forty-eight (48) hours of referral or it is not the recommended path for the client, the Contractor shall ensure the client has access to interim services, defined as recovery support services or services with a lower American Society of Addiction Medicine (ASAM) Level of Care, under this contract or by referral to an agency that has an earlier available opening in the client's service area. This shall be accomplished through:

2.1.12.1. Making referrals to treatment providers who will complete both the evaluation and service and care coordination plan; or

2.1.12.2. Completing clinical evaluations and service plans through subcontracts with Master Licensed Alcohol and Drug Counselors (MLADC) until such time as a local provider can be located, if there are not treatment providers where the individual resides.

2.1.13. The Contractor shall identify or develop, when required, appropriate Strength to Succeed training curriculum and educational materials including, but not limited to:

2.1.13.1. Parenting curriculum for parents and families while in treatment and recovery including, but not limited to:

2.1.13.1.1. Recovery Curriculum, the Contractor's parenting curriculum or a similar "sober parenting" curriculum.

2.1.13.1.2. Nurturing Parenting: Families in Substance Abuse Treatment and Recovery.

2.1.13.1.3. The Greater-Tilton Family Resource Center's Forever Hope: Families Impacted by Substance Use Disorder or another "sober parenting" curriculum.

2.1.13.2. Prevention messaging geared for young children regarding substance use including, but not limited to:

2.1.13.2.1. Stages of Child Development;

2.1.13.2.2. Nurturing Parenting; and

2.1.13.2.3. Families in Substance Abuse Treatment and Recovery.

2.1.13.3. Addiction 101, which the Contractor shall develop in collaboration with the DCYF MLADC program to be delivered to program partners who are not SUD treatment providers and do not have the basic training already, including DCYF field staff.

2.1.13.4. DCYF Involvement 101, which the Contractor shall develop with DCYF to be delivered to clients new to DCYF to include the DCYF practice model and how to navigate the child welfare system.

2.1.14. The Contractor shall develop pre- and post-tests for the trainings

addressed in Subsection 2.1.13.3 and will collect and score the tests to assess improvement gained from the training.

2.1.15. The Contractor shall utilize the "Strength to Succeed" name, when marketing or conducting business for this program.

2.1.16. The Contractor shall ensure that all individuals and points of contact who have access to confidential information during the course of providing the services under this Agreement, shall be trained in and maintain the proper process for the handling, storage and transmission of such information.

2.2. The Contractor shall develop and maintain a file on each family served that includes:

2.2.1. Needs Assessment.

2.2.2. Care Coordination Plan.

2.2.3. Documentation of services provided.

2.3. The Contractor shall maintain and ensure the Department has access to the client files for seven (7) years following the completion of the services provided.

2.4. **DCYF Parent Partner Program (Peer Recovery Support)**

2.4.1. The Contractor shall collaborate with the DCYF Parent Partner Program in order to:

2.4.1.1. Hire qualified Parent Partners that shall include, but not be limited to:

2.4.1.1.1. Developing job descriptions and standards for Parent Partners, the program manager and supervisory staff.

2.4.1.1.2. Posting the positions on online job boards.

2.4.1.1.3. Seeking referrals for positions from recovery programs, DCYF field staff, area agencies and other networks that are supporting the development of a workforce comprised of people with "lived experience", including agencies running core academies for CRSWs.

2.4.1.2. Develop program oversight and an integrated clinical supervision model for Parent Partners to include regularly individual and group supervision by an experienced clinician capable of engaging staff in reflective supervision. Provide a point of contact and appropriate supervisory oversight at each of the nine (9) covered District Offices which shall include, but not be limited to:

2.4.1.2.1. When necessary, ensure the availability of clinical supervision, which may require creating memorandums of understanding (MOUs) with clinicians that clearly address clinical supervision, training and oversight of Parent Partners.

2.4.1.2.2. Training Parent Partners regarding applicable operational policies and procedures including, but not

limited to:

2.4.1.2.2.1. Work hours.

2.4.1.2.2.2. Human resources practices.

2.4.1.2.2.3. Health and safety protocols.

2.4.1.3. Train Parent Partners in providing support to families with SUD/OUD and/or mental health and chronic neglect, which shall include, but not be limited to:

2.4.1.3.1. Select courses of the DCYF Core academy to include DYCF's approach to service delivery and Solutions Based Casework.

2.4.1.3.2. Policies and procedures associated with home and community-based work.

2.4.2. The Contractor shall collaborate with DCYF to establish a recruitment and hiring plan that ensures Parent Partners are co-located in each of the nine (9) covered District Offices as an integrated member of the team. The plan must include which offices are of higher need to staff first and then a plan with timeframes for staffing the rest of the offices.

2.4.3. The Contractor shall ensure Parent Partners are adequately trained and supervised to provide peer support and are educated regarding the goals of peer support which include, but are not limited to:

2.4.3.1. Instilling hope in families, so parents engage and sustain recovery, and make necessary changes in their lives to safely parent their children.

2.4.3.2. Providing support and promoting self-advocacy, so parents connect to resources.

2.4.3.3. Guide parents in navigating the child welfare system by providing an understanding of the DCYF practice, policies, and regulations, so parents can meet their DCYF case plan goals.

2.4.4. The Contractor shall collaborate with the recovering community and networks providing CRSW academy to identify Parent Partners that are willing and able to become Certified Recovery Support Workers (CRSW's). Upon obtaining commitment from Parent Partners to become CRSW's, the Contractor shall:

2.4.4.1. Support the parent partners in all aspects of certification as outlined by the Office of Professional Licensure and Certification (OPLC) (https://www.oplc.nh.gov/alcohol-other-drug/index.htm).

2.4.4.2. Ensure all components necessary for billing for CRSW's are in place in accordance with New Hampshire Administrative Rule He-W 513.

2.4.5. Enroll with Medicaid and managed care organizations.

2.4.5.1. The Contractor shall identify, select, hire and train a pool of "Family Peer Support Specialists" to meet the needs of the families serviced in the Provider's catchment. The selection shall be guided by the

Family Peer Support Competency Framework.

2.4.5.2. The Contractor shall ensure that staff who are in recovery have a minimum of two (2) years of sustained recovery in order to provide services.

2.4.6. The Contractor shall have knowledge of child development to be able to assess needs and develop appropriate care coordination plans.

2.5. **Home Visiting Programming**

2.5.1. The Contractor shall provide effective peer supports to relatives through home visiting programming by the Family Peer Support Specialists to assess needs and create effective care coordination plans.

2.5.2. The Contractor shall provide or collaborate with other agencies to provide effective home visiting programming to stabilize families to prevent removal or support families who reunified.

2.5.3. The Contractor shall collaborate with other agencies that provide evidenced-based home visiting programming and facilitate the continuum of care through strategic partnerships with the State Kingship Navigators Program.

2.5.4. The Contractor shall collaborate with other community-based agencies to expand their delivery of home visiting programming to open DCYF cases. (More information available at https://homvee.acf.hhs.gov/models.aspx) Evidence-based home visiting programming and activities include, but are not limited to:

2.5.4.1. Providing Ages & Stages Questionnaires, Third Edition Developmental screenings (ASQ-3™) (More information available at http://agesandstages.com/products-services/asq3/)

2.5.4.2. Providing parent education.

2.5.4.3. Providing in-home supports.

2.5.4.4. Providing age and developmentally appropriate substance use prevention messages and program curriculums.

2.5.4.5. Assisting families in locating and contacting community supports as needed.

2.5.4.6. Collaborating with DCYF case workers to monitor families' progress and create a shared goal plan for the family.

2.5.4.7. Collaborating with DCYF to identify realistic strategies for supporting families and to build success in reaching family case goals as stated in the Solution Based Case (SBC) Plans.

2.5.4.8. Collaborating with existing Child Welfare Agencies in all nine (9) covered District Offices to create referral relationships for Home Visiting Services.

2.5.4.9. Utilizing Healthy Families America as a primary home visiting model and ensuring appropriate and effective modifications are employed for children over the age five (5) being served by home visiting.

2.5.5. The Contractor shall use a Department-approved parent-child interaction assessment tool to measure progress towards achieving the performance

measures.

2.5.6. The Contractor shall collaborate with community partners including, but not limited to:

2.5.6.1. Family Resource Centers.

2.5.6.2. Family Support New Hampshire.

2.5.6.3. Thirteen (13) Regional Public Health Networks.

2.5.6.4. Partnership at Drug Free NH.

2.5.6.5. Communities for Alcohol and Drug-Free Youth (CADY).

2.5.6.6. Raymond Coalition for Youth (RCFY).

2.5.7. The Contractor shall use a Department-approved, parent-child interaction form to collect a baseline and to follow up with families enrolled in home visiting programs in order to show an increase in positive parenting skills and knowledge of childhood development.

2.6. **Additional Relative Caregiver Support**

2.6.1. The Contractor shall develop relative caregiver support groups to help reduce caregiver strain and create a natural system of support among relative caregivers. The Contractor's support groups must be accessible to all nine (9) District Office covered catchment areas and based on areas of high need.

2.6.2. The Contractor shall recruit and train Family Peer Support Specialists or Parent Partners to act as group facilitators.

2.6.3. The Contractor shall collaborate with DCYF to ensure relative caregivers are informed of supports including, but not limited to:

2.6.3.1. Resource Guides and supports offered by DCYF to relatives.

2.6.3.2. Relative caregiver support groups in their area.

2.6.3.3. Other community resources to help support the caregiver and the child, and reduce caregiver strain.

2.6.4. The Contractor shall provide the Parenting a Second Time Around curriculum for grandparents who are caring for a minor grandchild, which shall include, but is not limited to:

2.6.4.1. Providing no less than four (4) workshops on relevant topics which may include, but are not limited to:

2.6.4.1.1. Child development.

2.6.4.1.2. Discipline and guidance.

2.6.4.1.3. Personal care.

2.6.4.1.4. Raising teenagers.

2.6.4.1.5. An overview of support services.

2.6.4.1.6. Legal issues.

2.6.4.2. Providing individual counseling for relative caregivers, including

grandparents.

2.6.4.3. Providing the pamphlet A Resource Guide for New Hampshire Relative Caregivers(https://www.dhhs.nh.gov/dcyf/documents/relativecareqivers.pdf) to relative caregivers, including grandparents or other resources to help them navigate services or other with similar information.

2.6.5. The Contractor shall provide education to relative caregivers on how to interact with their child(ren) in a developmentally-appropriate manner regarding parental substance use disorder and how to prevent addiction in their own lives. The education provided will include, but not be limited to:

2.6.5.1. Strategies regarding preventing addiction in their own lives;

2.6.5.2. Strategies to reinforce healthy, pro-social behaviors;

2.6.5.3. Examples of rewards or reinforcers; and

2.6.5.4. Strategies for managing the effects of a parent with SUD.

2.7. **Parent and Child Substance Use Education**

2.7.1. The Contractor shall provide parent and child substance use education, using the Nurturing Parenting program (http://www.nurturingparenting.com) which includes, but is not limited to:

2.7.1.1. Training all relevant staff in the Nurturing Parenting program.

2.7.1.2. Providing education in a variety of settings including in single or co-facilitated group settings.

2.7.1.3. Modifying the education for individuals and families not yet ready for a group setting.

2.7.1.4. Collaborating with the family resource centers to leverage current services. For example, collaborate with the Greater Tilton Area Family Resource Center to offer aspects of Forever Hope's Training for Families Affected by Substance Use or a similar curriculum.

2.8. The Contractor shall develop and submit a work plan to the Department for review and approval within thirty (30) days of Governor and Executive Council approval of the contract which describes the process for ensuring the completion of all aspects of the Scope of Services to staff and Program and to continue to effectively implement Strength to Succeed.

2.9. Additional Specification Regarding Provider Staff Qualifications

2.9.1. Parent Partners (CRSW Recovery Coaches)

2.9.1.1. The Contractor shall identify staff with the appropriate "Lived Experience" for the population served through this Agreement.

2.9.1.2. The Contractor shall ensure staff have direct, personal experience with either their own recovery from a substance use disorder, mental health disorder or prior system experience or that of a family member.

2.9.1.3. The Contractor shall ensure staff have two (2) years of sustained

recovery when supporting a person in recovery.

2.9.1.4. The Contractor shall ensure staff obtain and maintain State of NH certification as Certified Recovery Support Workers (CRSW) within the first year of employment.

2.9.2. Licensed Clinician

2.9.2.1. The Contractor shall maintain on staff or contracted services of a Master level clinician licensed by the New Hampshire Board of Mental Health Practice, or Board of Alcohol & Drug Use Professionals, or Board of Nursing, or Board of Psychology or the Board of Medicine to oversee the work of CRSWs. The licensed clinician shall demonstrate approval of Medicaid-covered in-home support services by approving and signing the child and family's needs assessment and care coordination plan.

2.9.2.2. The Contractor shall maintain copies of certifications for staff employed as Certified Recovery Support Workers and licenses for Master level Clinician, including but not limited to, MLADC Licenses Alcohol and Drug Counselors.

2.9.2.3. The Contractor shall inform the Department of any staff changes and share new staff contact information, within ten (10) days of any change.

2.9.2.4. The Contractor shall submit a copy of renewed CRSW and licensed clinicians certifications and licenses to the Department within ten (10) days of receipt from the New Hampshire licensing authority.

2.9.2.5. The Contractor shall ensure that staffing candidates are excluded from serving as staff in this program if they have criminal histories that include but are not limited to:

2.9.2.5.1. Murder/homicide or attempt;

2.9.2.5.2. Burglary or attempt;

2.9.2.5.3. Criminal Trespass;

2.9.2.5.4. Child pornography, rape or attempt, sexual assault or attempt;

2.9.2.5.5. Conviction for felony physical assault, battery against a child or attempt;

2.9.2.5.6. Kidnapping or attempt;

2.9.2.5.7. Arson or attempt;

2.9.2.5.8. Conviction for violent or sexually-related crime against a child or of a crime which shows that the person might pose a threat to a child, such as a violent crime or a sexually-related crime against an adult; and

2.9.2.5.9. Persons listed on the US Department of Health and Human Services Office of Inspector General List of Excluded Individual and Entities; and US General Services Administration SAM.gov | Exclusions; US Department of Health and Human Services Office of

Inspector General List of Excluded Individual and Entities; and US General Services Administration SAM.gov | Exclusions

2.9.2.6. The Contractor shall be certified and maintain enrollment with the NH Medicaid Program. Enrollment and Certification with Medicaid will be deemed as meeting enrollment and certification by DCYF provider relations.

2.9.2.7. The Contractor shall initially and on a monthly basis check employees, vendors, and subcontractors for Medicaid fraud, and maintain evidence of the check for the duration of the individual's employment.

2.10. The Contractor shall participate in monthly meetings with the Department to ensure compliance with the contractual requirements.

3. Data and Reporting

3.1. The Contractor shall prepare and submit ad hoc data reports, respond to periodic surveys, and other data requests, as deemed necessary by the Department and/or Substance Abuse and Mental Health Services Administration (SAMHSA).

3.1.1. The Contractor shall submit monthly narrative reports to the Department including a summary of project progress, barriers met and addressed, and general aggregate information regarding the families served by the program. The aggregate information must include, but is not limited to:

3.1.1.1. Primary drug of choice for family members.

3.1.1.2. General treatment access information for family members.

3.1.1.3. Number and ages of children served by program.

3.1.1.4. Date of enrollment in program.

3.1.1.5. Living arrangements for each child served by this program including, but not limited to in his or her own home with parents; in a relative caregiver home; in a foster home; or in a residential group home at the time of the referral, until program discharge.

3.1.1.6. Change in the living status of each child.

3.1.1.7. Number of provider organizations providing direct services as listed in the scope of service.

3.1.1.8. Number of parent partners hired and the district offices covered.

3.1.2. The Contractor shall collaborate with the Department-selected technical assistance contractor to collect de-identified, aggregate data and implement an evaluation process that is culturally appropriate for the population served and is approved by the Department.

3.2. The Contractor shall collect data on deliverables and outcomes. The Contractor shall utilize such data to create and submit a monthly report within thirty (30) days of the close of the reporting period, which includes, but is not limited to:

3.2.1. Number of families currently involved in Strength to Succeed;

3.2.2. Number of Strength to Succeed "slots" available (based on capacity as

determined by caseloads and number of staff);

3.2.3. Number of families offered Strength to Succeed (Referral data);

3.2.4. Number and percentage of families contacted within 24 hours;

3.2.5. Number and percentage of families who enroll in Strength to Succeed;

3.2.6. Number and percentage of families receiving recovery supports;

3.2.7. Number and percentage of families with a completed needs assessment;

3.2.8. Number and percentage of families entering treatment when needed and appropriate;

3.2.9. Number and percentage of families with a completed plan of "care coordination" on file;

3.2.10. Number and percentage of families who meet their care coordination goals;

3.2.11. Number and percentage of families who are successfully connected to ongoing supports;

3.2.12. Number and percentage of families reporting finding healing and empowerment as a result of peer support (from family satisfaction survey);

3.2.13. Number and percentage of assessments closed without further DCYF involvement; and

3.2.14. Number and percentage of parents who reunify with the children.

3.3. The Contractor shall develop and submit a quarterly corrective action plan for any performance measures not achieved.

3.4. The Contractor shall participate in monthly meetings with the Department to ensure compliance with the contractual requirements.

3.5. The Contractor shall collaborate with the Department to enhance contract management, improve results, and adjust program delivery and policy based on successful outcomes.

4. Performance Measures

4.1. The Contractor shall ensure the following performance indicators are quarterly achieved and monitored monthly to measure the effectiveness of the agreement:

4.1.1. The Contractor shall provide evidence-based home visiting services to 100% of families referred to the program that require home visiting services as part of their treatment plan.

4.1.2. The Contractor shall increase training opportunities for DCYF staff, home visiting workforce, and other community partners in substance misuse prevention, recovery, and trauma informed care by four (4) trainings per calendar year and increase the knowledge of substance misuse prevention, recovery and trauma informed care among the early childhood and home visiting workforce, as demonstrated by an increase of 10% in aggregate as measured quarterly from training pre-tests to training post-tests

4.1.3. The Contractor shall ensure 80% of families referred to the program receive access to treatment or interim recovery support services within forty-eight

(48) hours of referral.

4.1.4. The Contractor shall participate in monthly meetings with DCYF to review data, program implementation and discuss "course correction" when needed.

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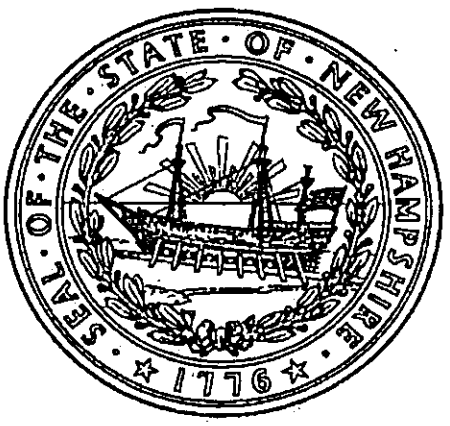
State of New Hampshire
Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that GRANITE PATHWAYS is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 08. 2009. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **613581**
Certificate Number: **0005359576**



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 29th day of April A.D. 2021.

William M. Gardner
Secretary of State

CERTIFICATE OF AUTHORITY

I, **William Rider**, hereby certify that

1. I am a duly elected Officer of Granite Pathways.

2. The following is a true copy of a vote taken via email with the Board of Directors/shareholders, duly called and held on 6/14/2021, at which a quorum of the Directors/shareholders willing voted to approve, DHHS Contract RFP-2018-BDAS-04-TARGE-01-A04 AMENDMENT.

VOTED: That **Kenneth Brezenoff, General Counsel**, is duly authorized on behalf of Granite Pathways, LLC to enter into contracts or agreements with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to affect the purpose of this vote.

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority **remains valid for thirty (30)** days from the date of this Certificate of Authority. 1 further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

Dated
September 27,2021

Signature of Elected Officer
Name: William Rider
Title: Interim BOD Director

Client#: 1497832 FEDCAREH1

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 9/28/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
USI Insurance Services LLC
333 Westchester Ave, Suite 102
White Plains, NY 10604
914 459-6200

CONTACT NAME: Carolyn DiMarco
PHONE (A/C, No, Ext): 914 459-6200 FAX (A/C, No): 610 537-4220
E-MAIL ADDRESS: carolyn.dimarco@usi.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Berkshire Hathaway Specialty Ins Co.	22276
INSURER B : Berkshire Hathaway Homestate Ins. Co.	20044
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
Granite Pathways, Inc.
c/o The Fedcap Group, Inc.
633 3rd Avenue, 6th Floor
New York, NY 10017-6943

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			47SPK25564206	09/30/2021	09/30/2022	EACH OCCURRENCE	$1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$1,000,000
							MED EXP (Any one person)	$25,000
							PERSONAL & ADV INJURY	$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$3,000,000
	POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$3,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY			47RWS14808207	09/30/2021	09/30/2022	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	X ANY AUTO			All Other States			BODILY INJURY (Per person)	$
A	X OWNED AUTOS ONLY / SCHEDULED AUTOS			47SMA14808007	09/30/2021	09/30/2022	BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY			MA Only			PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB / X OCCUR			47SUM14808307	09/30/2021	09/30/2022	EACH OCCURRENCE	$25,000,000
	EXCESS LIAB / CLAIMS-MADE						AGGREGATE	$25,000,000
	DED X RETENTION $10000							$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			FEWC115677	12/11/2020	12/11/2021	X PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N (Mandatory in NH)	N/A		(Excl NY & TX)			E.L. EACH ACCIDENT	$1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000
A	Professional Liab			47SPK25564206	09/30/2021	09/30/2022	$1M Per Occ/$3M Agg	
A	Sexual Abus/Moles			47SPK25564206	09/30/2021	09/30/2022	$1M Per Occ/$3M Agg	

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

Evidence of Insurance

CERTIFICATE HOLDER

State of New Hampshire,Department of Health and Human Services
129 Pleasant Street
Concord, NH 03301

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Ulle Scott

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MISSION STATEMENT

Our mission is to support individuals with substance use disorders and mental illness in achieving their life goals as valued members of their community.

Granite Pathways develops innovative, and sustainable solutions that are changing people's lives.

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Consolidated Financial Statements Together with Report of Independent Certified Public Accountants

The FEDCAP Group

September 30, 2019 and 2018

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Grant Thornton

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twitter.com/grantthorntonus

REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

To the Board of Directors of
The FEDCAP Group:

We have audited the accompanying consolidated financial statements of The FEDCAP Group (collectively, "FEDCAP"), which comprise the consolidated statements of financial position as of September 30, 2019 and 2018, and the related consolidated statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the consolidated financial statements.

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

Auditor's responsibility
Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to FEDCAP's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of FEDCAP's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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Grant Thornton

Opinion
In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of The FEDCAP Group as of September 30, 2019 and 2018, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other matters

Supplementary information
Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying supplementary information is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such supplementary information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audits of the consolidated financial statements and certain additional procedures. These additional procedures included comparing and reconciling the information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplementary information is fairly stated, in all material respects, in relation to the consolidated financial statements as a whole.

Grant Thornton LLP

New York, New York
August 14, 2020

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The FEDCAP Group

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

As of September 30,

	2019	2018
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	$ 9,821,462	$ 10,814,947
Accounts receivable (net of allowance for doubtful accounts of approximately $2,180,057 in 2019 and $4,622,800 in 2018)	54,652,438	44,128,183
Contributions and grants receivable (net of allowance for uncollectible contributions of approximately $250,000 in 2019 and 2018)	4,352,341	1,296,528
Inventories, net	111,693	244,690
Prepaid expenses and other assets	8,655,835	9,413,702
Total current assets	77,593,769	65,898,050
Investments	8,703,912	18,227,270
Goodwill	761,776	-
Property, plant and equipment, net	86,739,150	82,070,717
Art objects	43,950	43,950
Beneficial interest in trusts	4,512,345	4,646,739
Other assets	434,112	1,135,754
	101,195,245	106,124,430
Total assets	$ 178,789,014	$ 172,022,480
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	$ 39,601,357	$ 37,108,748
Deferred revenues	1,772,430	4,129,907
Advances from government agency	433,397	1,485,361
Current portion of revolving loans	3,000,000	17,853,273
Current portion of obligation under capital leases	2,155,006	1,944,244
Notes payable, current	1,117,418	1,099,081
Total current liabilities	48,079,608	63,620,614
Capital lease obligation	34,773,486	35,351,613
Notes payable	30,368,846	31,337,292
Revolving loan	23,653,273	-
Other liabilities	4,274,856	4,670,840
Total liabilities	141,150,069	134,980,359
Commitments and contingencies		
NET ASSETS		
Without donor restrictions	29,006,372	28,407,688
Without donor restrictions - non-controlling interest	133,033	-
With donor restrictions	8,499,540	8,634,433
Total net assets	37,638,945	37,042,121
Total liabilities and net assets	$ 178,789,014	$ 172,022,480

The accompanying notes are an integral part of these consolidated financial statements.

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The FEDCAP Group

CONSOLIDATED STATEMENTS OF ACTIVITIES

For the years ended September 30,

	2019			2018		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenues						
Contract services and products	$ 117,957,318	$ -	$ 117,957,318	$ 107,418,632	$ -	$ 107,418,632
Rehabilitation and vocational programs	157,515,208	-	157,515,208	154,317,661	-	154,317,661
Contributions and grants	19,615,745	25,000	19,640,745	22,664,418	50,000	22,714,418
Inherent contribution	4,771,572	-	4,771,572	4,841,419	8,621,011	13,462,430
Realized and unrealized gains (losses) on investments	23,299	(15,139)	8,160	554,658	-	554,658
Interest income	757,089	-	757,089	347,997	-	347,997
Miscellaneous revenue	231,885	-	231,885	484,910	-	484,910
Net assets released from restrictions	144,754	(144,754)	-	2,845,544	(2,845,544)	-
Total revenues	301,016,870	(134,893)	300,881,977	293,475,239	5,825,467	299,300,706
Expenses						
Program services:						
Contract services and products	105,974,532	-	105,974,532	94,956,101	-	94,956,101
Rehabilitation and vocational programs	151,992,240	-	151,992,240	161,461,598	-	161,461,598
	257,966,772	-	257,966,772	256,417,699	-	256,417,699
Supporting services:						
Management and general	38,307,140	-	38,307,140	39,594,457	-	39,594,457
Development	4,011,241	-	4,011,241	1,865,951	-	1,865,951
	42,318,381	-	42,318,381	41,460,408	-	41,460,408
Total expenses	300,285,153	-	300,285,153	297,878,107	-	297,878,107
Change in net assets	731,717	(134,893)	596,824	(4,402,868)	5,825,467	1,422,599
Net assets at beginning of year	28,407,688	8,634,433	37,042,121	32,810,556	2,808,966	35,619,522
Net assets at end of year	$ 29,139,405	$ 8,499,540	$ 37,638,945	$ 28,407,688	$ 8,634,433	$ 37,042,121

The accompanying notes are an integral part of these consolidated financial statements.

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The FEDCAP Group

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

For the year ended September 30, 2019

	Program Services			Supporting Services			
	Contract Services and Products	Rehabilitation and Vocational Programs	Total	Management and General	Development	Total	Total Expenses
Salaries and related expenses	$ 75,112,041	$ 92,028,205	$ 167,140,246	$ 13,482,595	$ 1,321,359	$ 14,803,954	$ 181,944,200
Professional fees	190,014	16,794,601	16,984,615	4,155,799	773,764	4,929,563	21,914,178
Professional development and evaluation	52,176	760,002	812,178	486,894	8,354	495,248	1,307,426
Materials and supplies	4,608,212	2,294,309	6,902,521	272,753	21,424	294,177	7,196,698
Commissions	2,983,026	4,969	2,987,995	-	-	-	2,987,995
Telephone	190,887	850,894	1,041,781	714,266	16,490	730,756	1,772,537
Postage and shipping	127,982	200,267	328,249	31,436	6,129	37,565	365,814
Insurance	1,170,764	957,823	2,128,587	1,049,952	14,847	1,064,799	3,193,386
Occupancy costs	2,789,676	13,459,134	16,248,810	2,010,115	136,043	2,146,158	18,394,968
Equipment rental and maintenance	1,190,342	759,425	1,949,767	311,275	42,037	353,312	2,303,079
Equipment purchases	312,686	113,267	425,953	56,833	5,761	62,594	488,547
Client transportation and travel	355,593	3,537,161	3,892,754	843,055	130,157	973,212	4,865,966
Subscription and printing	85,901	297,125	383,026	596,854	23,194	620,048	1,003,074
Technology	422,832	1,584,234	2,007,066	3,057,023	82,864	3,139,887	5,146,953
Interest expense and bank charges	137,624	68,466	206,090	5,347,044	34,665	5,381,709	5,587,799
Bad debt provision	-	55,371	55,371	9,771	-	9,771	65,142
Subcontractor expense	15,701,994	9,751,574	25,453,568	1,492,608	130,670	1,623,278	27,076,846
Stipends	24,586	4,730,195	4,754,781	80,113	1,338	81,451	4,836,232
Security guard expense	1,672	604,506	606,178	55,127	272	55,399	661,577
Other	173,575	2,160,645	2,334,220	605,829	1,255,001	1,860,830	4,195,050
Total expenses before depreciation and amortization	105,631,583	151,012,173	256,643,756	34,659,342	4,004,369	38,663,711	295,307,467
Depreciation and amortization	342,949	980,067	1,323,016	3,647,798	6,872	3,654,670	4,977,686
Total expenses	$ 105,974,532	$ 151,992,240	$ 257,966,772	$ 38,307,140	$ 4,011,241	$ 42,318,381	$ 300,285,153

The accompanying notes are an integral part of this consolidated financial statement.

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The FEDCAP Group

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

For the year ended September 30, 2018

	Program Services			Supporting Services			
	Contract Services and Products	Rehabilitation and Vocational Programs	Total	Management and General	Development	Total	Total Expenses
Salaries and related expenses	$ 64,831,121	$ 87,171,397	$ 152,002,518	$ 18,061,071	$ 543,763	$ 18,604,834	$ 170,607,352
Professional fees	113,423	25,140,718	25,254,141	2,759,130	420,672	3,179,802	28,433,943
Professional development and evaluation	52,094	747,241	799,335	132,123	4,025	136,148	935,483
Materials and supplies	3,608,680	1,797,653	5,406,333	210,071	18,540	228,611	5,634,944
Commissions	2,656,552	11,500	2,668,052	-	-	-	2,668,052
Telephone	174,268	911,010	1,085,278	574,671	7,514	582,185	1,667,463
Postage and shipping	760,678	243,769	1,004,447	78,091	3,626	81,717	1,086,164
Insurance	1,373,800	1,283,658	2,657,458	664,319	8,609	672,928	3,330,386
Occupancy costs	2,427,298	14,728,399	17,155,697	2,167,689	39,011	2,206,700	19,362,397
Equipment rental and maintenance	835,996	610,584	1,446,580	251,619	9,045	260,664	1,707,244
Equipment purchases	340,665	460,452	801,117	23,478	726	24,204	825,321
Client transportation and travel	336,303	4,382,234	4,718,537	659,059	60,186	719,245	5,437,782
Subscription and printing	25,142	108,809	133,951	88,013	9,997	98,010	231,961
Technology	453,739	1,700,845	2,154,584	2,062,538	48,820	2,111,358	4,265,942
Interest expense and bank charges	49	37,509	37,558	3,528,905	260	3,529,165	3,566,723
Bad debt provision	-	10,877	10,877	4,589,854	250,000	4,839,854	4,850,731
Subcontractor expense	15,845,823	13,440,507	29,286,330	167,236	-	167,236	29,453,566
Stipends	32,225	4,396,280	4,428,505	50,720	5,056	55,776	4,484,281
Security guard expense	17,820	1,016,874	1,034,694	16,075	13	16,088	1,050,782
Other	814,148	2,372,594	3,186,742	223,719	435,126	658,845	3,845,587
Total expenses before depreciation and amortization	94,699,824	160,572,910	255,272,734	36,308,381	1,864,989	38,173,370	293,446,104
Depreciation and amortization	256,277	888,688	1,144,965	3,286,076	962	3,287,038	4,432,003
Total expenses	$ 94,956,101	$ 161,461,598	$ 256,417,699	$ 39,594,457	$ 1,865,951	$ 41,460,408	$ 297,878,107

The accompanying notes are an integral part of this consolidated financial statement.

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The FEDCAP Group

CONSOLIDATED STATEMENTS OF CASH FLOWS

For the years ended September 30,

	2019	2018
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ 596,824	$ 1,422,599
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation and amortization	4,977,686	4,432,003
Bad debt provision	65,142	4,850,731
Inherent contribution	(4,771,572)	(13,462,430)
Realized and unrealized gains on investments	(8,160)	(554,658)
Changes in assets and liabilities:		
Accounts receivable	(9,347,783)	(3,281,883)
Contribution receivable	(3,004,961)	2,318,436
Inventories	133,256	157,979
Prepaid expenses and other assets	1,612,193	(3,883,995)
Beneficial interest in trusts	134,394	6,363
Accounts payable and accrued liabilities	903,268	2,785,750
Deferred revenue	(2,392,733)	(934,386)
Other liabilities	(393,777)	614,594
Net cash used in operating activities	(11,496,223)	(5,528,897)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of investments	19,000,000	43,028
Purchase of investments	(9,468,482)	(2,446,391)
Cash received in acquisitions, net of cash paid in consideration	355,904	906,169
Capital expenditures	(5,543,024)	(4,542,620)
Net cash provided by (used in) investing activities	4,344,398	(6,039,814)
CASH FLOWS FROM FINANCING ACTIVITIES		
Decrease in advances from government agency	(1,051,964)	(14,639)
Change in revolving loans	8,800,000	(249,000)
Proceeds from notes payable	-	9,564,622
Repayment of notes payable	(1,220,124)	(982,488)
Repayment of capital lease obligations	(369,572)	(287,862)
Net cash provided by financing activities	6,158,340	8,030,633
Decrease in cash and cash equivalents	(993,485)	(3,538,078)
CASH AND CASH EQUIVALENTS		
Beginning of year	10,814,947	14,353,025
End of year	$ 9,821,462	$ 10,814,947
Supplemental disclosure of cash flow information:		
Cash interest paid during the year	$ 3,053,771	$ 1,834,062
Fixed assets acquired through capital lease	$ -	$ 1,044,131

The accompanying notes are an integral part of these consolidated financial statements.

The FEDCAP Group

NOTES TO FINANCIAL STATEMENTS

September 30, 2019 and 2018

NOTE 1 - ORGANIZATION AND NATURE OF ACTIVITIES

The FEDCAP Group, Inc. (the "Parent"), established on October 1, 2018, is a private, nonprofit organization incorporated under the laws of the State of Delaware. The Parent is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. On July 24, 2019, the Parent became the sole member of the following affiliates: Fedcap, Inc ("Fed Inc."), Fedcap Rehabilitation Services, Inc ("FRS"), Wildcat Services Corporation ("Wildcat"), ReServe Elder Services, Inc. ("ReServe"), Community Workshops, Inc. ("CWS"), Easter Seals New York, Inc. ("ESNY"), 1184 Deer Park Ave., Inc. ("1184" or "Red Mango"), Granite Pathways, Inc ("GP"), Easter Seals Rhode Island, Inc ("ESRI"), Seacoast Pathways, Inc. ("Seacoast"), Single Stop USA Inc. ("SGST"), Benevolent, MVLE, Easter Seals Central Texas ("ESCT"), Easter Seals North Texas ("ESNT") and Fedcap UK. The Parent and its subsidiaries are collectively referred to as "FEDCAP."

Fedcap Rehabilitation Services, Inc ("FRS") is a private, nonprofit organization incorporated under the laws of New York State. FRS is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. FRS was the sole member of the above named subsidiaries through July 23, 2019, at which point the Parent became the sole corporate member.

FRS was founded to provide a comprehensive range of vocational and related services to individuals with disabilities, and other work-related disadvantages, who face significant barriers to employment. FRS's goal is to help each person achieve independence, integration into the community and full participation in the economic mainstream.

FRS provides contract services and products within custodial, homecare, office services, and industrial divisions. The primary customers in these divisions are federal, and New York State and City agencies and certified home health agencies.

As part of FRS's rehabilitation and vocation programs, FRS provides vocational evaluations, training, and employment services and other government-funded employment and job search programs. Evaluations combine aptitude tests, computerized assessments, and vocational counseling. After evaluation, FRS offers training in mail clerk/messenger services, building/custodial services, culinary arts/food services, data entry, office skills, document imaging, hospitality operations, and security operations. FRS then seeks to employ individuals who have successfully completed FRS's rehabilitation and vocational programs. FRS also offers the Chelton Loft, a voluntary clubhouse program for people with a history of serious mental illness. FRS also has a vocational education program and a licensed mental health program.

Wildcat Services Corporation ("Wildcat") is a nonprofit entity that is located in New York City and provides employment training, jobs placement and "supportive employment" opportunities for individuals with barriers to employment.

ReServe Elder Service, Inc. ("ReServe") is a nonprofit entity located in New York City that matches continuing professionals age55+ with organizations that need their expertise. Reserve provides direct services, administrative support, and capacity-building expertise in schools, social service agencies, cultural institutions, and public agencies.

Community Workshops, Inc. (d/b/a Community Work Services) ("CWS") is a nonprofit corporation located in Boston, Massachusetts, whose mission is to help people who have barriers to work obtain employment and achieve greater self-sufficiency through job training, placement, and support services.

Easter Seals New York, Inc. ("ESNY") is a nonprofit entity whose purpose is to provide programs and services for people with disabilities, assistance to people with disabilities and their families, assistance to communities in developing necessary and appropriate resources for residents, and a climate of acceptance for people with disabilities which will enable them to contribute to the well-being of the community.

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On May 1, 2016, ESNY received a contribution in the form of a Red Mango franchise, incorporated as 1184 Deer Park Ave., Inc. ("1184" or "Red Mango"). 1184 was incorporated as a for profit corporation, operating as a social enterprise which includes a training center and employment opportunities for veterans. 1184 ceased operations as of September 6, 2019. The loss related to these operations did not significantly impact operating results for fiscal 2019.

Granite Pathways, Inc. ("GP") is a nonprofit entity whose mission is to provide services to empower and support adults with mental illness to pursue their personal goals through education, employment, stable housing, and meaningful relationships.

Easter Seals Rhode Island, Inc. ("ESRI") is a nonprofit entity whose purpose is to provide services to ensure that all people with disabilities or special needs and their families have equal opportunities to live, learn, work and play in their communities.

Seacoast Pathways, Inc ("Seacoast") is a nonprofit entity whose mission is to support adults living with mental illness on their paths to recovery through the work-ordered day.

Single Stop USA Inc. ("SGST") is a nonprofit entity that provides coordinated services to holistically connect people to the resources they need to attain higher education, obtain good jobs, and achieve financial self-sufficiency.

Benevolent is a nonprofit entity that provides economic wellbeing to individuals and families in need, through non-government sources.

MVLE is a nonprofit entity that provides employment, support and rehabilitation services to individuals with disabilities in the Northern Virginia and Washington, D.C. area.

Fedcap, Inc. ("Fed Inc.") was established as a private, nonprofit organizations under the laws of the State of Delaware. Fed, Inc. was formed to provide workforce development opportunities for people who face barriers to economic well-being.

Easter Seals Central Texas ("ESCT") provides services to individuals with disabilities throughout the life cycle through outpatient medical rehabilitation, workforce development and community housing and integration programs in the Central Texas region.

Easter Seals North Texas ("ESNT") provides services to individuals with disabilities throughout the life cycle through outpatient medical rehabilitation, workforce development and community housing and integration programs in the North Texas region.

On November 7, 2018, Fedcap UK was established and was registered as a UK Charity. Fedcap UK was founded to allow for the advancement of social inclusion, by enabling economic independence, employment and opportunity to participate in society for socially and economically disadvantaged and disabled individuals through various workforce and economic development, educational and occupational health initiatives.

On December 3, 2018, Fedcap UK acquired Kennedy Scott, Limited (KS), a United Kingdom company through a stock purchase. Kennedy Scott provides high quality job support, placement, retention and related services to people in the United Kingdom.

On February 22, 2019, Fedcap Employment Limited ("FED") was established under the laws of the United Kingdom. Fedcap Employment Limited delivers employability solutions across the United Kingdom to build communities through a blend of local frontline professional teams and like-minded supply chain partners.

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On March 1, 2019, Fedcap Employment Scotland Limited ("FES") was established under the laws of Scotland in the United Kingdom. Fedcap Employment Limited delivers employability solutions across Scotland to build communities through a blend of local frontline professional teams and like-minded supply chain partners.

On March 14, 2019, FES became a majority shareholder of Start Scotland Limited ("SS"). SS is a value-driven organization that strives to put its customers first, understanding their needs and closely engaging with them on a personal level to help them on their journey to employment and training.

On September 30, 2019, ESNY acquired and became the sole member of These Our Treasures, Inc. ("TOTS"), a nonprofit entity whose purpose is to educate young children with developmental disabilities in an atmosphere that embraces and accommodates individual differences and helps children to achieve in the context of the larger classroom and school setting.

NOTE 2 - SUMMARY OF ACCOUNTING POLICIES

Basis of Presentation

The accompanying consolidated financial statements of FEDCAP have been prepared in accordance with accounting principles generally accepted in the United States of America ("US GAAP") using the accrual basis of accounting. All intercompany accounts and transactions have been eliminated in the accompanying consolidated financial statements.

In August 2016, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") No. 2016-14, Not-for-Profit Entities (Topic 958): *Presentation of Financial Statements of Not-for-Profit Entities* ("ASU 2016-14"). The ASU amends the current reporting model for not-for-profit organizations and requires certain additional disclosures. The significant changes include:

- Requiring the presentation of two net asset classes classified as "net assets without donor restrictions" and "net assets with donor restrictions";
- Modifying the presentation of underwater endowment funds and related disclosures;
- Requiring the use of the placed in-service approach to recognize the satisfaction of restrictions on gifts used to acquire or construct long-lived assets, absent explicit donor stipulations otherwise;
- Requiring that all not-for-profits present an analysis of expenses by function and nature in a separate statement or in the notes to the financial statements;
- Requiring disclosure of quantitative and qualitative information regarding liquidity;
- Presenting investment return net of external and direct internal investment expenses; and,
- Modifying other financial statement reporting requirements and disclosures intended to increase the usefulness to the reader.

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For the year ended September 30, 2019, FEDCAP adopted the relevant provisions of ASU 2016-14 and similarly revised the presentation of its fiscal 2018 consolidated financial statements to align with the new reporting presentation. A presentation of net assets as previously reported as of September 30, 2018, and as required under ASU 2016-14 follows:

		September 30, 2018 Presentation under ASU 2016-14		
	As previously presented	Without donor restrictions	With donor restrictions	Total
Net assets:				
Unrestricted	$ 28,407,688	$ 28,407,688	$ -	$ 28,407,688
Temporarily restricted	6,678,580	-	6,678,580	6,678,580
Permanently restricted	1,955,853	-	1,955,853	1,955,853
Total net assets	$ 37,042,121	$ 28,407,688	$ 8,634,433	$ 37,042,121

FEDCAP classifies its net assets in the following categories:

Net Assets Without Donor Restrictions

Net assets that are not subject to donor-imposed stipulations and are, therefore, available for the general operations of FEDCAP. Net assets without donor restrictions may also be designated for specific purposes by FEDCAP's Board of Directors or may be limited by legal requirements or contractual agreements with outside parties.

Net assets without donor restrictions also includes the portion of net assets in a consolidated subsidiary owned by non-controlling investors and are reflected on the consolidated statements of financial position as net assets without donor restrictions – non-controlling interests.

Net Assets With Donor Restrictions

Represent net assets which are subject to donor-imposed restrictions whose use is restricted by time and/or purpose. Net assets with donor restrictions are subject to donor-imposed restrictions that require FEDCAP to use or expend the gifts as specified, based on purpose or passage of time. When donor restrictions expire, that is, when a purpose restriction is fulfilled or a time restriction ends, such net assets are reclassified to net assets without donor restrictions and reported on the accompanying consolidated statements of activities as net assets released from restrictions.

Contributions with donor-imposed restrictions whose restrictions are met during the same fiscal year in which the contribution was recognized are presented as contribution revenues without donor restrictions on the accompanying consolidated statements of activities.

Net assets with donor restrictions also includes the corpus of gifts, which must be maintained in perpetuity, but allow for the expenditure of net investment income and gains earned on the corpus for either specified or unspecified purposes in accordance with donor stipulations.

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Changes in net assets without donor restrictions and the non-controlling interest in Start Scotland Limited during the year ended September 30, 2019 is summarized below:

	Total Without Donor Restrictions	Without Donor Restrictions	Non-controlling Interest
Balance, September 30, 2018	$ 28,407,688	$ 28,407,688	$ -
Inherent contribution from acquisition of Start Scotland Limited	381,450	194,540	186,910
Change in net assets from operations	350,267	404,144	(53,877)
Change in net assets	731,717	598,684	133,033
Balance, September 30, 2019	$ 29,139,405	$ 29,006,372	$ 133,033

Cash Equivalents

FEDCAP considers all highly liquid debt instruments with a maturity of three months or less at the date of purchase, including investments in short-term certificates of deposit and certain money market funds, to be cash equivalents.

Revenue Recognition

In accordance with FASB Accounting Standards Codification ("ASC") Topic 606, *Revenue from Contracts with Customers* ("ASC 606"), FEDCAP recognizes revenue when control of the promised goods or services are transferred to FEDCAP's clients or outside parties in an amount that reflects the consideration FEDCAP expects to be entitled to in exchange for those goods or services. The standard outlines a five-step model whereby revenue is recognized as performance obligations within a contract are satisfied.

ASC 606 also requires new and expanded disclosures regarding revenue recognition to ensure an understanding as to the nature, amount, timing and uncertainty of revenue and cash flows arising from contracts with customers. FEDCAP has identified contract services and products revenues and rehabilitation and vocational program revenues as revenue categories subject to the adoption of ASC 606. FEDCAP recognizes revenues from contracts with customers, as goods or services are transferred or provided in accordance with ASC 606.

The results of applying ASC 606 using the modified retrospective approach did not have a material impact on the accompanying consolidated financial statements or the business processes, controls or systems of FEDCAP.

Payments received for in advance of FEDCAP satisfying its performance obligations are recorded within deferred revenue in the accompanying consolidated statements of financial position ($111,439 and $397,579, as of September 30, 2019 and 2018, respectively). The changes in deferred revenue were caused by normal timing differences between the satisfaction of performance obligations and customer payments.

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FEDCAP's contracts with customers generally contain terms that are less than one year. Accordingly, FEDCAP elected the practical expedients under ASC 606 to not assess whether a contract has a significant financing component or disclose the information regarding the remaining performance obligations for contracts with customers.

FEDCAP's revenue primarily relates to contract services and products, and rehabilitation and vocational programs. Revenue recognition for these various revenue streams is at the point in time coinciding with the completion of the corresponding performance obligations to customers.

Contract Services and Products

FEDCAP's contract services and products revenue includes HomeCare services, facility services, and other cost recovery contracts. FEDCAP recognizes such revenue ratably over a contract's term for those with fixed rates as the performance obligations are fulfilled accordingly over the corresponding contract term. For performance-based contracts, revenues are recognized in the period when related expenditures have been incurred, milestones have been achieved, or services have been performed in compliance with the respective contracts, which are the performance obligations under the contracts. FEDCAP also generates revenue from the sale of related products, which is recognized at the time of shipment.

Rehabilitation and Vocational Programs

FEDCAP's rehabilitation and vocational program revenue includes medical services, tuition and job training. FEDCAP recognizes such revenue ratably over a contract's term for those with fixed rates as the performance obligations are fulfilled accordingly over the corresponding contract term. For performance-based contracts, revenues are recognized in the period when related expenditures have been incurred, milestones have been achieved, or services have been performed in compliance with the respective contracts, which are the performance obligations under the contracts. FEDCAP also generates revenue from the sale of related products, which is recognized at the time of shipment.

Contribution and Grant Revenue

FEDCAP records contributions of cash and other assets when an unconditional promise to give such assets is received from a donor. Contributions are recorded at the fair value of the assets received and contributions with donor stipulations that limit the use of donated assets are classified as net assets with donor restrictions. Contributions with donor restrictions that are received and met in the same fiscal year are recorded as contribution revenues without donor restrictions. Otherwise, once stipulated time restrictions end or purpose restrictions are accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions as "net assets released from restrictions" in the accompanying consolidated statements of activities. Conditional contributions are recognized as revenue when the conditions on which they depend are substantially met. Conditional contributions received in advance of meeting the associated contributions are recorded as deferred revenue on the accompanying consolidated statements of financial position ($1,656,416 and $3,732,328, as of September 30, 2019 and 2018, respectively). There were no outstanding conditional contributions yet to be received as of September 30, 2019 or 2018.

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FEDCAP recognizes revenue from contributions, grants and contracts in accordance with Accounting Standards Update (ASU) 2018-08, *Not-For-Profit Entities (Topic 958): Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. Accordingly, FEDCAP evaluates whether a transfer of assets is (1) an exchange transaction in which a resource provider is receiving commensurate value in return for the resources transferred or (2) a contribution. If the transfer of assets is determined to be an exchange transaction, FEDCAP applies guidance under ASC 606. If the transfer of assets is determined to be a contribution, FEDCAP evaluates whether the contribution is conditional based upon whether the agreement includes both (1) one or more barriers that must be overcome before FEDCAP is entitled to the assets transferred and promised and (2) a right of return of assets transferred or a right of release of a promisor's obligation to transfer assets.

Receivables and Allowance for Doubtful Accounts

Accounts receivable are derived from contract services and products, and rehabilitation and vocational programs. The carrying value of contributions and grants and accounts receivable are reduced by an appropriate allowance for uncollectible accounts, and therefore approximates net realizable value. FEDCAP determines its allowance by considering a number of factors, including the length of time receivables are past due, FEDCAP's previous loss history, the donor's current ability to pay its obligation, and the condition of the general economy and the industry as a whole. Receivables outstanding longer than the payment terms are considered past due. FEDCAP writes off accounts receivable when they become uncollectible, and payments subsequently received on such receivables are recorded as income in the period received.

Inventories

Inventories, mainly consisting of distress marker light products and related components, are valued at the lower of cost or net realizable value. Cost is determined principally by the first-in, first-out method.

Fixed Assets

Fixed assets purchased for a value greater than $5,000 and with depreciable lives greater than one year are carried at cost, net of accumulated depreciation. Depreciation is provided over the estimated useful life of the respective asset and ranges from 3 to 40 years. Significant additions or improvements extending asset lives are capitalized; normal maintenance and repair costs are expensed as incurred. Leasehold improvements are amortized based on the lesser of the estimated useful life or remaining lease term.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the accompanying consolidated statements of activities. The classification is based on the function and nature of expenses directly used in the program. Common expenses are allocated to the programs and supporting services based on the benefit derived. The methods used for the allocation include square footage and actual percentage of time dedicated to the program or supporting service.

Commissions

FEDCAP pays commissions to an unrelated not-for-profit entity and a New York State entity to provide information on government contracts that need competitive bids for services. The contracts provide for commissions to be paid to these organizations in the range of 0.85% to 4.00% of the contract amount. Commissions paid relating to these contracts amounted to $2,987,996 and $2,401,578 for the years ended September 30, 2019 and 2018, respectively, and are included within contract services and products expense in the accompanying consolidated statements of activities.

Use of Estimates

The preparation of financial statements in conformity with US GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities, and the reported amounts of revenues and expenses. These estimates and assumptions relate to estimates of collectability of accounts receivable, accruals, useful life of property, plant, and equipment, and impairment of long-lived assets. Actual results could differ from those estimates.

Fair Value of Financial Instruments

The fair value of cash and cash equivalents, accounts receivable, accounts payable, accrued expenses and other liabilities approximates their carrying value due to their short-term maturities. The fair value of long-term debt approximates carrying value based on current interest rates for similar instruments.

Fair Value Measurements

FEDCAP follows guidance for fair value measurements that defines fair value, establishes a framework for measuring fair value, establishes a fair value hierarchy based on the inputs used to measure fair value and enhances disclosure requirements for fair value measurements. It maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the observable inputs be used when available.

Observable inputs are inputs that market participants would use in pricing the asset or liability based on market data obtained from independent sources. Unobservable inputs reflect assumptions that market participants would use in pricing the asset or liability based on the best information available in the circumstances.

The hierarchy is broken down into three levels based on the transparency of inputs as follows:

Level 1 - Quoted prices are available in active markets for identical assets or liabilities as of the measurement date. A quoted price for an identical asset or liability in an active market provides the most reliable fair value measurement because it is directly observable to the market.

Level 2 - Pricing inputs other than quoted prices in active markets, which are either directly or indirectly observable as of the measurement date. The nature of these securities include investments for which quoted prices are available but traded less frequently and investments that are fair valued using other securities, the parameters of which can be directly observed.

Level 3 - Securities that have little to no pricing observability as of the measurement date. These securities are measured using management's best estimate of fair value, where the inputs into the determination of fair value are not observable and require significant management judgment or estimation.

Inputs are used in applying the various valuation techniques and broadly refer to the assumptions that market participants use to make valuation decisions, including assumptions about risk. Inputs may include price information, volatility statistics, specific and broad credit data, liquidity statistics, and other factors. A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. However, the determination of what constitutes "observable" requires significant judgment by the entity. FEDCAP considers observable data to be that market data that is readily available, regularly distributed or updated, reliable and verifiable, not proprietary, and provided by independent sources that are actively involved in the relevant market. The categorization of a financial instrument within the hierarchy is based upon the pricing transparency of the instrument and does not necessarily correspond to FEDCAP's perceived risk of that instrument.

Beneficial Interest in Trusts

Donors have established and funded trusts held by third parties under which specified distributions are to be made to a designated beneficiary or beneficiaries over the trusts' term. FEDCAP's beneficial interest in trusts consists of interests in both charitable remainder trusts and perpetual trusts. Under charitable remainder trusts, FEDCAP will receive the assets remaining in the trust upon the termination of the trust. Under perpetual trusts, FEDCAP has the irrevocable right to receive all or a portion of the income earned on the trust assets either in perpetuity or for the life of the trust. FEDCAP recognizes its interest in trusts as increases to net assets at the fair value of trust assets, less the present value of the estimated future payments to be made under the specific terms of the trusts. Fluctuations in the fair value of these assets are recorded as changes in net assets with donor restrictions in the accompanying consolidated statements of activities.

At September 30, 2019 and 2018, FEDCAP's interest in these trusts is reflected at fair value in the accompanying consolidated statements of financial position and is classified as Level 3 within the fair value hierarchy.

	2019	2018
Balance, beginning of year	$ 4,646,739	$ 628,759
Contributions / additions	-	4,024,343
Distributions	(58,034)	(5,911)
Depreciation	(76,360)	(452)
Balance, end of year	$ 4,512,345	$ 4,646,739

Impairment of Long-lived Assets

FEDCAP reviews the carrying values of its long-lived assets, including property and equipment and other assets, for impairment whenever events or changes in circumstances indicate that the carrying amount of such assets may not be fully recoverable. Recoverability of long-lived assets is assessed by a comparison of the carrying amount of the asset to the estimated future net cash flows expected to be generated by the asset.

If estimated future net cash flows are less than the carrying amount of the asset, the asset is considered impaired and an expense is recorded in an amount to reduce the carrying amount of the asset to its fair value.

Tax-Exempt Status

FEDCAP follows guidance that clarifies the accounting for uncertainty in tax positions taken or expected to be taken in a tax return, including issues relating to financial statement recognition and measurement. This guidance provides that the tax effects from an uncertain tax position can only be recognized in the financial statements if the position is "more-likely-than-not" to be sustained if the position were to be challenged by a taxing authority. The assessment of the tax position is based solely on the technical merits of the position, without regard to the likelihood that the tax position may be challenged.

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FEDCAP is exempt from federal income tax under IRC section 501(c)(3), though it is subject to tax on income unrelated to their respective exempt purpose, unless that income is otherwise excluded by the Code. These organizations have processes presently in place to ensure the maintenance of their tax-exempt status; to identify and report unrelated income; to determine their filing and tax obligations in jurisdictions for which they have nexus; and to identify and evaluate other matters that may be considered tax positions. FEDCAP has determined that there are no material uncertain tax positions that require recognition or disclosure in the consolidated financial statements.

Goodwill

Goodwill was established through the acquisition of Kennedy Scott. The value reported on the accompanying consolidated statement of financial position represents the residual difference between the consideration paid and the fair value of the net assets acquired. FEDCAP has elected under relevant guidance to amortize goodwill on a straight-line basis over 10 years and to perform a goodwill impairment analysis at the entity or reporting unit level when a triggering event occurs that indicates the fair value of the entity or reporting unit may be below its carrying amount. No impairment charges were recorded during fiscal 2019.

NOTE 3 - CONTRIBUTIONS AND GRANTS RECEIVABLE

At September 30, 2019 and 2018, contributions and grants receivable, net of the allowance for doubtful accounts, consisted of the following:

	2019	2018
Amounts due within one year	$ 4,602,341	$ 1,237,222
Amounts due in one to five years	-	309,306
	4,602,341	1,546,528
Less: allowance for uncollectible receivables	(250,000)	(250,000)
	$ 4,352,341	$ 1,296,528

Approximately 36% and 26% of the contributions and grants receivable (gross) is due from one donor at September 30, 2019 and 2018, respectively.

NOTE 4 - INVESTMENTS

Investments, at fair value, consisted of the following at September 30:

	2019	2018
Money market funds	$ 288,173	$ 5,329,461
Mutual funds	8,415,739	12,897,809
	$ 8,703,912	$ 18,227,270

FEDCAP's mutual fund investments are classified as Level 1 within the fair value hierarchy. FEDCAP's money market fund investments do not meet the definition of a security under US GAAP, and as such, the disclosure requirements for fair value measurements are not applicable.

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NOTE 5 - INVENTORIES, NET

Inventories consisted of the following at September 30:

	2019	2018
Inventories:		
Raw materials	$ 86,883	$ 219,880
Work-in-process and finished goods	114,810	114,810
Reserve	(90,000)	(90,000)
	$ 111,693	$ 244,690

NOTE 6 - PROPERTY, PLANT AND EQUIPMENT, NET

Fixed assets, net, consisted of the following at September 30:

	2019	2018
Land	$ 1,617,809	$ 1,017,809
Building improvements	4,206,798	3,492,788
Buildings	40,342,758	37,052,760
Capital lease - building	35,918,547	35,918,547
Furniture, fixtures and computer systems	18,493,480	14,157,674
Leasehold improvements	9,802,911	9,143,432
	110,382,303	100,783,010
Less: accumulated depreciation	(23,643,153)	(18,712,293)
	$ 86,739,150	$ 82,070,717

Depreciation and amortization expense for the years ended September 30, 2019 and 2018 was $4,977,686 and $4,432,003, respectively.

NOTE 7 - CAPITAL LEASES

In May of 2014, FRS entered into a condominium leasehold agreement in a building located at 205 East 42nd Street in New York City for 64,303 square feet of space consisting of the entire second and third floor and a portion of the ground floor. FRS began occupying the space in December 2014 and the agreement expires in fiscal 2043. The interest rate is fixed at 4.20%. FRS accounted for this agreement as a capital lease, and as such, the related cost of $35,918,547 representing the present value of the total future minimum lease payments due at the inception of the agreement, is included within "property, plant and equipment, net" in the accompanying consolidated statements of financial position at September 30, 2019 and 2018. Depreciation expense of $1,238,571 was recorded in fiscals 2019 and 2018. The outstanding principal balance on the lease, inclusive of accrued interest expense, as of September 30, 2019 and 2018, is $36,246,919 and $36,353,740, respectively.

During fiscal 2015, FRS obtained financing pursuant to a capital lease to finance vehicles in the amount of $22,074, principal and interest are paid monthly. As of September 30, 2019, and 2018, accumulated depreciation associated with this lease agreement is $19,867 and $15,452, respectively. The outstanding principal balance on the lease as of September 30, 2019 and 2018, is $2,207 and $6,622, respectively. The maturity date is March 31, 2020 and the interest rate is fixed at 6.73%.

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During fiscal 2016, CWS obtained financing pursuant to a capital lease to finance vehicles in the amount of $44,464, principal and interest are paid monthly. As of September 30, 2019, and 2018, accumulated depreciation associated with this lease agreement is $40,018 and $31,125, respectively. The outstanding principal balance on the lease as of September 30, 2019 and 2018, is $4,446 and $13,339, respectively. The maturity date is March 31, 2020 and the interest rate is fixed at 6.73%.

During fiscal 2015, ESNY obtained financing pursuant to a capital lease to finance vehicles in the amount of $80,785, principal and interest are paid monthly. As of September 30, 2019, and 2018, the accumulated depreciation balance was $68,277 and $ 52,511, respectively. The outstanding principal balance on the lease as of September 30, 2019 and 2018, was $12,508 and $28,627, respectively. The maturity date is June 30, 2020 and the interest rate is fixed at 6.97%.

In 2015 and 2016, ESCT obtained financing pursuant to a capital lease to finance equipment in the amount of $109,418, principal and interest are paid monthly. As of September 30, 2019 and 2018, the accumulated depreciation balance was $27,671 and $5,534, respectively. The outstanding principal balance on the leases as of September 30, 2019 and 2018 was $24,200 and $47,190, respectively. The maturity dates run through May 14, 2021 with varying interest rates from 0% - 0.99%.

During fiscal 2018, ESNY obtained financing pursuant to a capital lease to finance vehicles in the amount of $128,298, principal and interest are paid monthly. As of September 30, 2019 and 2018, the accumulated depreciation balance was $61,233 and $35,573, respectively. The outstanding principal balance on the lease as of September 30, 2019 and 2018 was $67,702 and $93,362, respectively. The maturity dates are through June 30, 2022 and the interest rate is fixed at 6.70% and 8.00%.

During fiscal 2018, FRS obtained financing pursuant to a capital lease to finance vehicles in the amount of $370,074, principal and interest are paid monthly. As of September 30, 2019 and 2018, the accumulated depreciation balance was $160,373 and $122,766, respectively. The outstanding principal balance on the lease as of September 30, 2019 and 2018 was $171,435 and $248,418, respectively.

During fiscal 2018, FRS obtained financing pursuant to a capital lease to finance vehicles in the amount of $82,264 principal and interest are paid monthly. As of September 30, 2019 and 2018, accumulated depreciation associated with these lease agreements was $31,367 and $13,914, respectively. The outstanding principal balance on the lease as of September 30, 2019 and 2018 was $51,454 and $77,578, respectively. The maturity dates are through November 30, 2022 and the interest rate varies from 7.10% to 7.45%.

On September 14, 2018, FRS obtained financing pursuant to a capital lease to finance office furniture in the amount of $463,495, principal and interest are paid monthly. As of September 30, 2019 and 2018, the accumulated depreciation balance was $66,213 and $0, respectively. The outstanding principal balance on the lease as of September 30, 2019 and 2018 was $347,621 and $440,320, respectively. The maturity dates are through June 2023 and the interest rate is 6.58%.

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The following is a schedule by years of future minimum lease payments under capital leases together with the present value of the net minimum lease payments as of September 30, 2019:

Year Ending September 30,	
2020	$ 2,155,006
2021	2,159,924
2022	2,086,625
2023	1,994,784
2024	1,911,084
Thereafter	50,775,198
Total minimum lease payments	61,082,621
Less: Amount representing interest	(24,154,129)
Present value of net minimum lease payments	$ 36,928,492

NOTE 8 - REVOLVING LOANS

Israel Discount Bank of New York

FRS entered into a revolving loan agreement with Israel Discount Bank of New York ("IDB") to finance working capital needs with an aggregate principal amount not to exceed $25,000,000. The line is collateralized by FEDCAP's accounts receivable and was extended during fiscal 2019 to mature on October 17, 2020. The interest rate for the revolving loan agreement is the Prime Rate. As of September 30, 2019, and 2018, FRS had borrowings on this line of credit of $23,653,273 and $14,653,273, respectively, at an interest rate of 5.50% and 5.25%, respectively.

RBS Citizens Bank, N.A.

ESNY has an agreement with RBS Citizens Bank, N.A for a $3,000,000 revolving line of credit with FRS as the co-borrower, which matured on December 15, 2018 and was subsequently extended until May 2019. Communications with the bank regarding refinancing of this line of credit are in process as of the date that the accompanying consolidated financial statements were available to be issued. As of September 30, 2019, and 2018, ESNY had borrowings on this line of credit of $3,000,000, at an interest rate of 4.1% and 4.5%, respectively.

Frost Bank

ESCT obtained an uncollateralized revolving line of credit with Frost Bank with a $200,000 limit that matured on February 6, 2019, upon which the balance was repaid in full. As of September 30, 2018, ESCT had borrowings on this line of credit of $200,000 at a floating interest rate, defined as 1.75% plus the financial institution's prime rate.

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NOTE 9 - LONG-TERM DEBT

Notes Payable

On October 21, 2004, TOTS entered into a $700,000 mortgage note payable to finance the acquisition of the building located in Bronx, New York. The note was secured by the property and all of the assets of TOTS. The interest rate is 5.0% and principal and interest of $4,960 is payable monthly through the maturity date of November 1, 2024. At September 30, 2019, the outstanding principal balance was $270,015.

On December 5, 2014, ESNY entered into a $1,980,000 mortgage note payable to finance the acquisition of certain property located in Valhalla, New York. The note was secured by the property and is guaranteed by FEDCAP. The interest rate is 3.66% for the first 60 months then, as of the first day of the sixty-first month, the interest rate will reset to 1.75% in excess of the then bank's five-year Cost of Funds. In no event shall the reset rate be less than 3.66%. Principal and interest of $9,153 is payable monthly through the maturity date of January 1, 2025. At September 30, 2019 and 2018, the outstanding principal balance was $1,789,338 and $1,832,909, respectively.

On November 4, 2016, MVLE entered into a $350,000 note payable with Union Bank & Trust. The note is secured by accounts receivable and equipment. The interest rate is 4.5% and principal and interest are paid monthly. The note matures in November 2019. As of September 30, 2019 and 2018, the outstanding principal balance was $20,725 and $142,471, respectively.

On Dec 13, 2016, ESCT entered into a $18,558 note payable with J.P. Morgan Chase Bank, N.A. The note is secured by the assets of ESCT. The interest rate is 6.1% and principal and interest are paid monthly. The note matures in December 2021. As of September 30, 2019 and 2018, the outstanding principal balance was $9,060 and $12,702, respectively.

On May 18, 2017, ESCT entered into a $243,650 note payable with Wells Fargo, N.A. The note was secured by accounts receivable and equipment. The interest rate was defined at a variable rate plus prime and principal and interest are paid monthly. As of September 30, 2018, the outstanding principal balance was $151,086. During the year ended September 30, 2019, the note was paid in full.

Bonds Payable

In December 2013, FRS entered into a Loan Agreement with Build NYC Resource Corporation ("Build NYC"), a local development corporation, for Build NYC to issue bonds to finance the purchase of the sixth floor of a building located at 633 Third Avenue in New York City and related expenses. Build NYC issued $18,450,000 of tax-exempt revenue bonds ("Series 2013A"). Monthly payments of interest commenced in June 2014. The Series 2013A bonds have a coupon rate of 4.2% with a maturity date of December 1, 2033. The Series A bonds were placed with IDB and, as part of the bond purchase and continuing covenant agreement between FRS and IDB, FRS must maintain a minimum balance with IDB of $4,000,000, which is included within investments in the accompanying consolidated statements of financial position at September 30, 2019 and 2018. At September 30, 2019 and 2018, the outstanding principal balance of the Series 2013A bonds was $16,510,000 and $17,025,000, respectively.

In December 2010, ESNY in connection with the Monroe County Industrial Development Corporation and RBS Citizens Bank, N.A. issued $5,250,000 in Series 2010 tax-exempt Revenue Bonds ("Series 2010"). The Series 2010 bonds were used to finance the acquisition of certain property located in Irondequoit, New York and to refinance certain ESNY debt. The Series 2010 bonds are secured by a mortgage on all properties and improvements financed by the bond and are guaranteed by FRS. ESNY may elect to prepay some portion or all of the outstanding bonds subject to a prepayment fee as defined in the agreement. The agreement also requires bank approval prior to ESNY incurring additional indebtedness. The Series 2010 bonds are subject to tender for mandatory purchase at the election of the bondholder beginning June 1, 2016 and thereafter every five years through June 1, 2036. At September 30, 2019 and 2018, the outstanding principal balance of the Series 2010 bonds was $4,257,410 and $4,399,430, respectively.

On February 23, 2011, ESNY entered into an interest rate swap agreement with a bank in connection with the Series 2010 Bonds. The swap agreement had an outstanding notional amount of $4,245,960 and $4,388,460 at September 30, 2019 and 2018, respectively. The outstanding notional amount decreases, in conjunction with bond principal reductions, until the agreement terminates in January 2031. ESNY remits interest at a fixed rate of 2.99% and receives interest at a variable rate (68% of the sum of the monthly LIBOR rate plus 2.65% (1.39% and 3.34% at September 30, 2019 and 2018, respectively)). The fair value of the interest rate swap agreement as of September 30, 2019 and 2018 reflected a liability of $711,129 and $355,400, respectively. The swap is included within other liabilities in the accompanying consolidated statement of financial position and is classified as Level 2 within the fair value hierarchy.

In December 2017, FEDCAP entered into a loan agreement with Build NYC Resource Corporation ("Build NYC"), a local development corporation, for Build NYC to issue bonds to finance the renovation, equipping and furnishing of the improvements of the sixth floor located at 633 Third Avenue in New York City and related expenses. Build NYC issued $9,280,000 of tax-exempt revenue bonds ("Series 2017A") and $715,000 of taxable revenue bonds ("Series 2017B"). Monthly payments of interest commenced in February 2018. The Series 2017A bonds have a coupon rate of 3.9% with a maturity date of December 1, 2042. The Series 2017B bonds have a coupon rate of 4.5% with a maturity date of December 1, 2027. The 2017A and 2017B bonds were placed with TD Bank. At September 30, 2019 and 2018, the outstanding principal balance of the Series 2017A and 2017B bonds was $9,498,448 and $9,788,594, respectively.

The following is a summary of minimum principal payments due on the notes and bonds at September 30, 2019:

	Notes Payable	Bonds Payable	Total
Year Ending September 30,			
2020	$ 124,994	$ 992,424	$ 1,117,418
2021	99,250	1,019,829	1,119,079
2022	99,353	1,062,372	1,161,725
2023	103,907	1,105,555	1,209,462
2024	108,440	1,148,618	1,257,058
Thereafter	1,553,194	24,937,060	26,490,254
Total	$ 2,089,138	$ 30,265,858	32,354,996
Less: current portion			(1,117,418)
Less: bond issuance cost			(868,732)
Long-term debt, net of current portion			$ 30,368,846

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NOTE 10 - ADVANCES FROM GOVERNMENT AGENCY

On August 30, 2018 FEDCAP received a loan of $1,485,361 from the Fund for the City of New York to cover operating expenses pending contract registration and receipt of funds from HRA. This loan is non-interest bearing and will be repaid no later than 30 days from the date of the loan, upon receipt of the funds from HRA or on demand for payment by the Fund for the City of New York. At September 30, 2018, the balance from this loan was $1,485,361. This loan was repaid in January 2019.

In August 2019, FEDCAP received contract advances in the amounts of $314,647 and $118,750 from the New York City Human Resources Agency and the Mayor's Office of Criminal Justice, respectively, which are payable as of September 30, 2019. These advances are non-interest bearing and will be offset by future receivables within these programs.

NOTE 11 - FORGIVEABLE CAPITAL ADVANCES

ESCT has received financial assistance for property acquisition costs from Housing and Urban Development ("HUD") and the Austin Housing Finance Corporation ("AHFC"). Under the terms of the agreements, funds were provided to ESCT in the form of forgivable capital advances to purchase thirty-four housing entities. The principle and any interest are not due and will be forgiven upon maturity, as long as ESCT continues to meet the requirements to maintain the housing units available for low income persons with disabilities. ESCT believes that the possibility that repayment will occur is remote and as such that the treatment of the advance as a contribution upon receipt is appropriate. Accordingly, the advances were recorded as contributions with donor restrictions that are released from restriction over the life of the agreement.

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The following table summarizes the forgivable capital advances as of September 30, 2019:

	Amount of Original Advance
Housing I U.S. Department of Housing and Urban Development, interest rate of 5.375%, due unless forgiven on October 11, 2045, secured by six rental housing units. At September 30, 2019, $269,310 was included in net assets with donor restrictions related to the Note.	$ 413,000
Housing II U.S. Department of Housing and Urban Development, interest rate of 5.250%, due unless forgiven on April 1, 2048, secured by ten rental housing units. At September 30, 2019, $509,927 was included in net assets with donor restrictions related to the Note.	713,600
City of Austin passed through Austin Housing Finance Corporation, interest rate of 0%, due unless forgiven on May 1, 2049, secured by ten rental housing units. As of September 30, 2019, $369,792 was included in net assets with donor restrictions related to the Note.	500,000
Housing III U.S. Department of Housing and Urban Development, interest rate of 4.125%, due unless forgiven on December 1, 2050, secured by eight rental housing units. At September 30, 2019, $576,505 was included in net assets with donor restrictions related to the Note.	739,900
City of Austin passed through Austin Housing Finance Corporation, interest rate of 0%, due unless forgiven on November 30, 2050, secured by eight rental housing units. At September 30, 2019, $385,485 was included in net assets with donor restrictions related to the Note.	494,740
Housing IV U.S. Department of Housing and Urban Development, interest rate of 4.125%, due unless forgiven on February 15, 2053, secured by ten rental housing units. At September 30, 2019, $894,230 was included in net assets with donor restrictions related to the Note.	1,070,400
City of Austin passed through Austin Housing Finance Corporation, interest rate of 0%, due unless forgiven on February 28, 2053, secured by ten rental housing units. At September 30, 2019, $522,051 was included in net assets with donor restrictions related to the Note.	624,898
Total	$ 4,556,538

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NOTE 12 - COMMITMENTS AND CONTINGENCIES

FEDCAP has leases for offices, program related facilities, and equipment expiring at various dates through 2032. The approximate future minimum lease commitments under existing operating leases are as follows:

Year Ending September 30,	
2020	$ 5,581,739
2021	5,042,998
2022	4,752,045
2023	3,084,738
2024	2,816,225
Thereafter	7,188,437
Total	$ 28,466,182

Certain office leases contain renewal and escalation clauses. For leases with escalation clauses, FEDCAP recognized rent expense on a straight-line basis and recognized a deferred rent liability of $467,126 and $1,669,702 at September 30, 2019 and 2018, respectively, which is included in other liabilities in the accompanying consolidated statements of financial position. In addition to the base rents, FEDCAP is obligated to pay additional amounts for increased operating costs.

Rent expense was $11,665,549 and $12,639,752 for the years ended September 30, 2019 and 2018, respectively.

FEDCAP sublets a portion of its facilities to tenants under operating leases that expire at various dates through December 2025. For the years ended September 30, 2019 and 2018, rental income from these subleases was $1,395,310 and $562,172, respectively. The future minimum sublease rental payments to be received are as follows:

Year Ending September 30,	
2020	$ 1,725,831
2021	1,628,231
2022	1,579,431
2023	1,440,344
2024	1,231,623
Thereafter	560,734
Total	$ 8,166,194

FEDCAP is engaged in various lawsuits incidental to its operations. In the opinion of management, the ultimate outcome of pending litigation will not have a material adverse effect on the consolidated financial position and results of operations of FEDCAP.

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FEDCAP participates in a number of federal and state programs. These programs require that FEDCAP comply with certain requirements of laws, regulations, contracts, and agreements applicable to the programs in which it participates. All funds expended in connection with government grants and contracts are subject to audit by government agencies. While the ultimate liability, if any, from such audits of government contracts by government agencies is presently not determinable, it should not, in the opinion of management, have a material effect on FEDCAP's financial position or change in net assets. Accordingly, no provision for any such liability that may result has been made in the accompanying consolidated financial statements.

NOTE 13 - TUITION REVENUE

FEDCAP receives funding for the Career Design School from the New York State Education Department, administered by the Bureau of Proprietary School Supervision. Gross tuition income, which equaled net tuition income, was $619,891 and $1,012,460 for the years ended September 30, 2019 and 2018, respectively, and has been included within rehabilitation and vocational programs in the accompanying consolidated statements of activities.

NOTE 14 - NET ASSETS

Net assets with donor restrictions were restricted for the following purposes as of September 30, 2019 and 2018:

	2019	2018
For use in future periods for:		
Employment and job search programs	$ 116,380	$ 122,221
ESCT HUD capital advances	3,527,300	3,641,213
Time restricted - beneficial interest in remainder trust	2,540,391	2,765,886
Time restricted - general	297,700	149,260
	6,481,771	6,678,580
Beneficial interest in perpetual trusts and endowment funds subject to appropriation and satisfaction of donor restrictions	2,017,769	1,955,853
Total	$ 8,499,540	$ 8,634,433

Beneficial interest in perpetual trusts and endowment funds are comprised of the following as of September 30, 2019 and 2018:

	2019	2018
Easter Seals - beneficial interest in perpetual trusts	$ 1,935,001	$ 1,880,853
ReServe endowment	75,000	75,000
Community Work Services endowment	7,768	7,768
	$ 2,017,769	$ 1,955,853

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Net assets released from restrictions during the years ended September 30, 2019 and 2018 were as follows:

	2019	2018
Employment and job search programs	$ 30,841	$ 490,089
ESCT HUD capital advances	113,913	915,325
Time restricted	-	1,440,130
Total	$ 144,754	$ 2,845,544

NOTE 15 - RELATED PARTY TRANSACTIONS

Members of the Board of Directors of FEDCAP are associated with a law firm that has provided legal services to FEDCAP with fees of $247,849 and $381,465 during the years ended September 30, 2019 and 2018, respectively.

A CWS Board member is a trustee of the Eaton Fund. CWS leases its facilities from the Eaton Fund. Rent paid to Eaton Fund for each of the years ended September 30, 2019 and 2018 was $129,996.

NOTE 16 - EMPLOYEE BENEFIT PLANS

Effective January 1, 1991, FEDCAP established a Tax Deferred Annuity Retirement Plan under Section 403(b) of the Internal Revenue Code for employee voluntary salary reduction contributions. Employees are eligible to participate in the plan as of their employment date.

Effective October 1, 1991, FEDCAP established a Tax Deferred Annuity Retirement Plan under Section 403(b) of the Internal Revenue Code for employees working on government contracts with a defined contribution pension plan based on a contractual formula. Employees are eligible to participate in the plan upon satisfactory completion of a three-month probationary period.

Effective October 1, 1994, FEDCAP established a Defined Contribution Plan under Section 403(b) of the Internal Revenue Code for qualified participants, primarily employees who do not work on contracts. In November 1, 2010, the Defined Contribution Plan was amended to allow all employees to participate in the plan immediately upon hire. FEDCAP matches employee contributions up to 3% of their salaries. Employer matching contributions fully vest after three years of employment.

Plan contributions are invested in one or more of the funding vehicles available to participants under the plans. Each participant is fully and immediately vested in employee contributions. Employer contributions to the plans amounted to $6,792,107 and $6,648,313 for the years ended September 30, 2019 and 2018, respectively.

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NOTE 17 - ACQUISITIONS

On October 31, 2017, FEDCAP entered into a combination agreement with Benevolent to become its sole member. This combination was predicated on the similarities of mission and enhancement of our ability to provide economic wellbeing for the individuals we serve. The combination further diversifies funding to individuals and families in need, through non-government sources. This acquisition was affected without the transfer of consideration, and as such an inherent contribution of $1,231 was recognized, which represented the excess of the acquisition date fair values of the identifiable assets acquired over the acquisition date fair values of the liabilities assumed.

On April 1, 2018, FEDCAP entered into a combination agreement with MVLE to become its sole member. MVLE provides employment, support and rehabilitation services to individuals with disabilities in the Northern Virginia and Washington, D.C. area. This combination was predicated on the synergies of mission and geographic expansion of services in the Mid-Atlantic Region. This acquisition was affected without the transfer of consideration, and as such an inherent contribution of $3,644,595 was recognized, which represented the excess of the acquisition date fair values of the identifiable assets acquired over the acquisition date fair values of the liabilities assumed.

On July 1, 2018, FEDCAP entered into a combination agreement with Easter Seals Central Texas ("ESCT") to become its sole member. ESCT provides services to individuals with disabilities throughout the life cycle through outpatient medical rehabilitation, workforce development and community housing and integration programs in the Central Texas region. This combination was predicated on the similarities of mission and geographic expansion of services into the Southwest Region. The addition of ESCT expands the core services to the populations served through our Easter Seals brand whose current operations are in New York and Rhode Island. This acquisition was affected without the transfer of consideration, and as such an inherent contribution of $4,368,955 was recognized, which represented the excess of the acquisition date fair values of the identifiable assets acquired over the acquisition date fair values of the liabilities assumed.

On July 1, 2018, FEDCAP entered into a combination agreement with Easter Seals North Texas ("ESNT") to become its sole member. ESNT provides services to individuals with disabilities throughout the life cycle through outpatient medical rehabilitation, workforce development and community housing and integration programs in the North Texas region. This combination was predicated on the similarities of mission and geographic expansion of services into the Southwest Region. The addition of ESNT expands the core services to the populations served through our Easter Seals brand whose current operations are in New York and Rhode Island. This acquisition was affected without the transfer of consideration, and as such an inherent contribution of $5,447,649 was recognized, which represented the excess of the acquisition date fair values of the identifiable assets acquired over the acquisition date fair values of the liabilities assumed.

On December 3, 2018, FEDCAP acquired Kennedy Scott, Limited ("KS"), a United Kingdom company through a stock purchase. KS provides high quality job support, placement, retention and related services to people in the United Kingdom. This combination was predicated on geographic expansion of core services into the United Kingdom. The acquisition was affected by the transfer of consideration in the amount of $610,689. Goodwill in the amount of $761,776 was recognized, which represented the consideration paid less the excess of the acquisition date fair values of the identifiable assets acquired over the acquisition date fair values of the liabilities assumed.

On March 14, 2019, Fedcap Employment Scotland became a 51% majority shareholder of Start Scotland Limited ("SS"). SS is a value-driven organization that strives to put its customers first, understanding their needs and closely engaging with them on a personal level to help them on their journey to employment and training. This joint venture was predicated on further geographic expansion into specific regions within the United Kingdom. This transaction was affected without any consideration, and as such, and inherent contribution of $381,450 was recognized which represented the excess of the acquisition date fair values of the identifiable assets acquired over the acquisition date fair values of the liabilities assumed. The minority interest in the joint venture is reflected as non-controlling interest on the accompanying consolidated statements of financial position.

On September 30, 2019, ESNY acquired and became the sole member of These Our Treasures, Inc. ("TOTS"), a nonprofit entity whose purpose is to educate young children with developmental disabilities in an atmosphere that embraces and accommodates individual differences and helps children to achieve in the context of the larger classroom and school setting. The combination was predicated on similarities of missions with our Easter Seals brand and expands the select group of population being served. This acquisition was affected without the transfer of consideration, and as such, an inherent contribution of $4,390,122 was recognized, which represented the excess of the acquisition date fair values of the identifiable assets acquired over the acquisition date fair values of the liabilities assumed.

The following table summarizes the estimated fair values of the assets acquired and liabilities assumed at the date of acquisitions for the year ended September 30, 2019:

	Inherent Contribution				
	TOTS	Start Scotland JV	Total	Kennedy Scott Ltd.	Total
Cash and cash equivalents	$ 628,040	$ 307,425	$ 935,465	$ 31,128	$ 966,593
Accounts receivables, net	146,372	512,159	658,531	583,083	1,241,614
Contributions receivables	50,852	-	50,852	-	50,852
Inventories	259	-	259	-	259
Prepaid expenses	2,886	39,879	42,765	78,441	121,206
Other assets	-	-	-	31,478	31,478
Property and equipment, net	3,980,000	61,405	4,041,405	61,690	4,103,095
Accounts payable and accrued liabilities	(113,016)	(539,418)	(652,434)	(936,907)	(1,589,341)
Deferred liabilities	(35,256)	-	(35,256)	-	(35,256)
Notes payable	(270,015)	-	(270,015)	-	(270,015)
Net assets (deficit)	$ 4,390,122	$ 381,450	$ 4,771,572	$ (151,087)	$ 4,620,485

NOTE 18 - CONCENTRATIONS

FEDCAP provides building services for federal buildings, which comprised 23% and 22% of total revenues during the years ended September 30, 2019 and 2018, respectively. FEDCAP provides offsite data entry personnel, custodial and other services to various branches of the state and city government through one New York State organization, which comprised 7% of total revenues during the years ended September 30, 2019 and 2018.

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Financial instruments that potentially subject FEDCAP to concentrations of credit and market risk consist principally of cash and cash equivalents on deposit with financial institutions, which from time to time may exceed the Federal Deposit Insurance Corporation ("FDIC") limit. Management does not believe that a significant risk of loss exists due to the failure of a financial institution.

NOTE 19 - LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

FEDCAP regularly monitors liquidity required to meet its operating needs and other contractual commitments. FEDCAP has various sources of liquidity at its disposal, including cash and cash equivalents, marketable debt and equity securities, and lines of credit. See note 8 for information about FEDCAP's lines of credit.

For purposes of assessing resources available to meet general expenditures over a 12-month period, FEDCAP considers all expenditures related to its ongoing activities.

In addition to financial assets available to meet general expenditures over the next 12 months, FEDCAP operates with a balanced budget and anticipates collecting sufficient revenue to cover general expenditures.

As of September 30, 2019, the following tables show the total financial assets held by FEDCAP and the amounts of those financial assets that could readily be made available within one year of the balance sheet date to meet general expenditures:

Financial assets available to meet general expenditures over the next 12 months:

Cash and cash equivalents	$ 9,821,462
Accounts receivable, net	54,652,438
Contributions receivable, net	4,352,341
Investments convertible to cash over the next 12 months	8,703,912
Total financial assets available within the next 12 months	77,530,153
Less amounts unavailable for general expenditure due to:	
Donor-imposed restrictions	(3,726,448)
Minimum liquidity requirement under borrowing arrangements	(4,000,000)
Total financial assets available to meet general expenditures over the next 12 months	$ 69,803,705

FEDCAP had negative cash flows from operations for the years ended September 30, 2019 and 2018 of approximately $11,500,000 and $5,500,000, respectively. This operational decrease in cash during fiscal 2019 is primarily due to an increase in FEDCAP 's receivable balances, which is mainly due to delayed payments from government funders. This delay also required FEDCAP to further draw on its line of credit during fiscal 2019 in order to provide additional working capital. Continued operations of FEDCAP are dependent upon FEDCAP's ability to maintain its revenue levels while increasing margins and collecting on its outstanding receivables. Additionally, FEDCAP will need to refinance its existing debt arrangements which are coming due during fiscal 2020 and 2021. The accompanying consolidated financial statements have been prepared on a basis which assumes the realizations of assets and the satisfaction of liabilities and commitments in the normal course of FEDCAP 's business.

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NOTE 20 - SUBSEQUENT EVENTS

FEDCAP evaluated its September 30, 2019 consolidated financial statements for subsequent events through August 14, 2020, the date the consolidated financial statements were available for issuance. FEDCAP is unaware of any events which would require recognition or disclosure in the accompanying consolidated financial statements, except as noted below.

On January 10, 2020 FEDCAP formed Fedcap Canada, Inc., which began operations in Canada on April 1, 2020.

On January 16, 2020 FEDCAP entered an Asset Purchase Agreement with Breton International, Inc, for the purchase of the school it operates under the name APEX Technical School. FEDCAP formed Fedcap APEX Acquisition, LLC to house this school.

The COVID-19 pandemic, the effects of which first became known in January 2020, is having a broad and negative impact on commerce and financial markets around the world. The United States and global markets experienced significant declines in value resulting from uncertainty caused by the pandemic. FEDCAP is closely monitoring cash flows, working capital and liquidity and is actively working to minimize the impact of these declines. The extent of the impact of COVID-19 on FEDCAP's operational and financial performance will depend on certain developments, including the duration and spread of the outbreak and its impact on timely collection of receivables, federal and state funding, customers, employees and vendors, all of which at present, cannot be determined. Accordingly, the extent to which COVID-19 may impact FEDCAP's financial position and changes in net assets and cash flows is uncertain and the accompanying consolidated financial statements do not include any adjustments relating to the effects of this pandemic.

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SUPPLEMENTARY INFORMATION

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The FEDCAP Group

CONSOLIDATING STATEMENT OF FINANCIAL POSITION

As of September 30, 2019

	Fedcap Rehabilitation Services, Inc.	Fedcap Inc.	Windsor Services Corporation	ReServe	Community Work Services	Easter Seals New York	Greater Pathways	Red Mango	Easter Seals Rhode Island	Single Step	Seacoast Pathways	Serrytwin	NYLE	Easter Seals Central Texas	Easter Seals North Texas	Fedcap UK	Thane Our Treasures	Eliminations	Consolidated
ASSETS																			
CURRENT ASSETS																			
Cash and cash equivalents	$ 2,890,573	$ 47,050	$ (520,192)	$ 131,126	$ 1,148,931	$ 430,626	$ 88,462	$ 36,946	$ 154,667	$ 454,187	$ 324	$ 31,774	$ 1,884,147	$ 298,946	$ 389,741	$ 1,408,094	$ 920,642	$ -	$ 9,621,462
Accounts receivable (net of allowance for doubtful accounts of approximately $2,149,697 in 2019 and $4,622,800 in 2018)	38,081,375	138,617	6,820,762	1,273,993	668,868	7,124,647	1,917,563	-	469,784	118,819	-	-	2,343,398	1,081,263	386,501	1,197,138	146,377	-	54,062,436
Intercompany accounts receivable	167,861,883	1,880,730	37,361,873	12,869,017	15,386,846	28,533,940	4,399,389	799,961	8,390,353	46,492,809	227,741	16,330	2,309,601	962,248	1,464,866	-	-	(315,814,516)	-
Contributions and grants receivable (net of allowance for uncollectible contributions of approximately $388,000 in 2019 and 2018)	888,632	-	23,628	-	38,537	280,408	274	-	13,222	2,463,177	2,886	-	48,263	504,889	-	-	98,063	-	4,362,341
Investments, net	111,434	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	299	-	111,883
Prepaid expenses and other assets	8,499,277	-	14,915	-	1,053	962,718	21,438	16,927	7,972	738,117	-	-	176,443	164,266	96,364	282,273	2,966	-	6,966,536
Total current assets	208,730,774	1,776,407	44,740,771	14,288,131	17,266,153	34,226,748	6,524,386	814,734	8,975,678	44,256,254	230,470	48,110	6,805,866	2,930,447	2,236,704	3,016,362	928,408	(315,814,516)	77,563,799
Investments	7,877,828	-	-	116,537	-	287,879	-	-	11,245	-	3,142	-	-	115,463	570,538	-	-	-	8,783,912
Goodwill	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	761,776	-	-	761,776
Property, plant and equipment, net	68,369,676	-	-	29,862	233,878	7,111,627	96,438	76,546	24,938	1,044,548	-	-	1,374,627	3,758,422	343,829	188,328	3,988,888	-	86,739,158
Art objects	21,798	-	-	-	-	-	-	-	-	-	-	-	-	-	22,299	-	-	-	43,988
Beneficial interest in trusts	-	-	-	-	-	882,438	-	-	38,953	-	-	-	-	-	3,922,938	-	-	-	4,912,345
Other assets	187,528	-	-	-	-	-	-	-	-	-	-	-	245,436	-	51,151	-	-	-	484,112
	76,397,179	-	-	146,399	233,878	7,871,966	96,438	76,546	73,116	1,044,548	3,142	-	1,620,063	3,873,885	4,857,855	948,088	3,988,888	-	101,165,246
Total assets	$ 298,167,953	$ 1,776,407	$ 44,740,771	$ 14,429,398	$ 17,499,273	$ 42,098,466	$ 6,622,776	$ 891,280	$ 9,048,794	$ 45,298,764	$ 233,612	$ 48,110	$ 7,806,918	$ 6,806,332	$ 7,078,882	$ 4,764,448	$ 4,888,488	$ (315,814,516)	$ 179,729,014
LIABILITIES AND NET ASSETS																			
CURRENT LIABILITIES																			
Accounts payable and accrued liabilities	$ 37,128,878	$ 33,844	$ 623,736	$ 182,289	$ 282,301	$ 1,406,051	$ 236,327	$ 23,674	$ 125,574	$ 4,176,908	$ 319	$ 18,990	$ 1,336,227	$ 1,126,397	$ 466,982	$ 2,331,701	$ 113,816	$ -	$ 48,601,367
Intercompany payable	142,530,288	1,726,486	43,226,213	10,346,647	17,834,518	32,956,273	7,099,264	1,388,884	4,868,884	37,244,794	424,881	300,298	2,838,762	3,298,047	1,636,328	1,917,732	-	(315,814,516)	-
Deferred revenue	46,539	-	386,677	-	-	1,836	-	-	-	1,127,488	-	-	47,667	-	10,527	183,538	16,798	-	1,772,438
Advances from government agency	433,387	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	433,387
Current revolving loans	-	-	-	-	-	3,008,008	-	-	-	-	-	-	-	-	-	-	-	-	3,008,008
Current portion of obligations under capital leases	2,086,873	-	-	-	4,446	45,168	-	-	-	-	-	-	-	16,999	-	-	-	-	2,153,486
Notes payable, current	841,754	-	-	-	-	793,613	-	-	-	-	-	-	28,725	13,446	-	-	40,678	-	1,117,416
Total current liabilities	173,068,008	1,760,004	44,236,626	10,501,186	18,121,365	37,160,649	7,335,011	1,384,666	4,994,566	42,547,882	425,300	317,288	4,226,481	4,374,771	2,104,867	4,362,971	196,190	(315,814,516)	48,676,606
Capital lease obligations	34,733,963	-	-	-	-	34,642	-	-	-	-	-	-	-	3,281	-	-	-	-	34,772,486
Notes payable	34,133,481	-	-	-	-	5,796,177	-	-	-	-	-	-	-	4,881	-	-	223,137	-	39,958,546
Revolving loans	23,953,273	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23,953,273
Other liabilities	748,137	-	17,732	19,842	79,241	832,452	1,398	2,364	898	516,732	-	-	291,952	488,975	163,697	1,896,482	-	-	4,274,858
Total liabilities	256,648,440	1,760,004	44,254,358	10,520,178	18,200,606	44,823,919	7,337,411	1,386,922	4,995,379	43,063,984	425,300	317,288	4,518,433	4,863,876	2,268,564	5,743,453	419,287	(315,814,516)	141,180,888
NET ASSETS																			
Without donor restrictions	29,214,861	16,400	471,213	(2,177,567)	(700,141)	(2,688,864)	(686,063)	(495,542)	(636,574)	2,236,170	(191,588)	(269,178)	3,088,485	(1,415,064)	783,699	(1,117,036)	4,290,123	-	29,906,372
Without donor restrictions - non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	133,938	-	-	133,938
With donor restrictions	303,682	-	-	88,729	7,768	962,453	-	-	-	-	-	-	-	3,327,380	4,017,629	-	-	-	8,499,940
Total net assets	29,521,513	16,400	471,213	(2,088,838)	(700,373)	(1,934,311)	(686,063)	(495,542)	(636,574)	2,236,170	(191,588)	(269,178)	3,088,485	2,112,346	4,801,428	(979,605)	4,290,123	-	37,538,945
Total liabilities and net assets	$ 298,167,953	$ 1,776,407	$ 44,740,771	$ 14,429,398	$ 17,499,273	$ 42,098,466	$ 6,622,776	$ 891,280	$ 4,048,794	$ 45,298,764	$ 233,612	$ 48,110	$ 7,806,918	$ 6,806,332	$ 7,078,882	$ 4,764,448	$ 4,888,488	$ (315,814,516)	$ 179,729,014

This statement should be read in conjunction with the accompanying consolidated financial statements and notes thereto.

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The FEDCAP Group

CONSOLIDATING STATEMENT OF ACTIVITIES

For the year ended September 30, 2019

Without Donor Restrictions

	Fedcap Rehabilitation Services Inc.	Fedcap Inc.	Wildcat Services Corporation	ReServe	Community Work Services	Easter Seals New York	Granite Pathways	Red Mango	Easter Seals Rhode Island	Single Stop	Seasonal Pathways	Benevolent	WVLE	Easter Seals Central Texas	Easter Seals North Texas	FEDCAP UK	Three Oak Treasures	Consolidated
Revenues																		
Contract services and products	$ 98,308,017	$ -	$ 13,822,787	$ -	$ 878,277	$ -	$ -	$ 272,884	$ -	$ -	$ -	$ -	$ 4,276,464	$ 387,709	$ -	$ -	$ -	$ 117,957,318
Rehabilitation and vocational programs	70,174,997	1,074,531	3,447,441	4,588,874	1,984,795	29,588,796	4,120,816	-	3,832,701	3,350,535	-	-	10,199,243	10,088,367	5,425,579	10,832,840	-	157,315,208
Contributions and grants	3,388,987	-	3,388	81,708	798,921	336,523	264,038	-	176,109	13,886,280	97,769	66,576	122,523	380,367	425,088	-	-	19,815,745
Inkind contribution	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	381,400	4,390,122	4,771,572
Realized and unrealized gains (losses) on investments	129,300	-	-	-	-	(79,800)	-	-	(361)	-	-	-	-	-	(21,850)	-	-	23,289
Interest income	743,182	-	-	7,364	888	8,403	211	-	-	103	147	-	1,474	323	-	-	-	757,089
Miscellaneous revenue	-	-	9,814	-	29,366	15,422	4,429	800	19	28,398	-	-	23,884	88,124	12,711	21,866	-	231,865
Net assets released from restrictions	6,771	-	-	24,070	-	-	-	-	-	-	-	-	-	113,913	-	-	-	144,754
Total revenues	172,923,424	1,074,531	17,083,230	4,707,014	3,298,547	29,888,348	4,389,594	272,884	3,208,468	16,977,257	97,911	66,576	14,622,588	10,848,742	5,841,487	11,236,256	4,390,122	301,816,870
Expenses																		
Program services																		
Contract services and products	80,824,215	-	10,114,406	-	1,402,724	-	-	490,346	-	-	-	-	3,435,443	907,196	-	-	-	96,574,532
Rehabilitation and vocational programs	63,925,401	929,184	3,548,173	4,620,838	749,874	25,821,356	4,774,798	-	2,883,204	13,549,235	147,373	-	6,047,858	9,883,780	4,865,888	10,124,478	-	151,992,240
	153,849,616	929,184	13,662,579	4,620,838	2,152,598	25,821,356	4,774,798	490,346	2,883,204	13,549,235	147,373	-	9,483,301	10,360,976	4,865,888	10,124,478	-	257,566,772
Supporting services																		
Management and general	14,400,716	129,944	2,079,220	942,834	1,383,351	5,286,948	510,012	30,053	437,847	2,622,331	11,885	8,292	5,256,980	2,273,848	1,250,294	2,880,783	-	38,307,140
Development	2,607,488	-	-	2,305	72,424	79,886	40,337	-	138,667	-	2,232	202,007	286,613	366,136	218,385	-	-	4,011,241
	17,008,176	129,944	2,079,220	945,139	1,455,775	5,331,801	550,349	30,053	576,514	2,622,331	13,917	210,299	5,541,593	2,640,084	1,468,679	2,880,783	-	42,318,381
Total expenses	170,857,792	1,058,128	15,741,799	5,566,977	3,608,373	31,153,157	5,325,138	520,399	3,459,718	16,171,566	161,290	210,299	15,024,894	13,001,060	6,334,377	13,005,261	-	300,246,153
Change in net assets - without donor restrictions	1,965,632	16,403	1,344,411	(478,163)	(319,826)	(1,272,811)	(935,541)	(247,715)	(250,486)	805,691	(63,379)	(144,723)	(401,918)	(2,094,317)	(612,890)	(979,005)	4,390,122	731,717
Net assets at beginning of year - without donor restrictions	26,252,419	-	(873,200)	(1,699,394)	(388,315)	(1,214,353)	250,456	(247,627)	(386,105)	1,430,479	(128,209)	(124,456)	3,471,401	888,263	1,396,530	-	-	28,407,888
Net assets at end of year - without donor restrictions	$ 28,218,051	$ 16,403	$ 471,211	$ (2,177,557)	$ (708,141)	$ (2,488,164)	$ (685,085)	$ (495,342)	$ (636,574)	$ 2,236,170	$ (191,588)	$ (269,179)	$ 3,069,485	$ (1,415,054)	$ 783,640	$ (979,005)	$ 4,390,122	$ 29,139,406

With Donor Restrictions

	Fedcap Rehabilitation Services Inc.	Fedcap Inc.	Wildcat Services Corporation	ReServe	Community Work Services	Easter Seals New York	Granite Pathways	Red Mango	Easter Seals Rhode Island	Single Stop	Seasonal Pathways	Benevolent	WVLE	Easter Seals Central Texas	Easter Seals North Texas	FEDCAP UK	Three Oak Treasures	Consolidated
REVENUES																		
Contributions and grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,000	$ -	$ -	$ 25,000
Realized and unrealized losses on investments	-	-	-	-	-	90,793	-	-	-	-	-	-	-	-	(85,932)	-	-	(15,139)
Net assets released from restrictions	(6,771)	-	-	(24,070)	-	-	-	-	-	-	-	-	-	(113,913)	-	-	-	(144,754)
Total revenues	(6,771)	-	-	(24,070)	-	90,793	-	-	-	-	-	-	-	(113,913)	(40,932)	-	-	(134,893)
Change in net assets - with donor restrictions	(6,771)	-	-	(24,070)	-	90,793	-	-	-	-	-	-	-	(113,913)	(40,932)	-	-	(134,893)
Net assets at beginning of year - with donor restrictions	310,233	-	-	114,799	7,706	801,660	-	-	-	-	-	-	-	3,941,213	4,058,760	-	-	8,634,433
Net assets at end of year - with donor restrictions	$ 303,462	$ -	$ -	$ 90,729	$ 7,706	$ 892,453	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,927,300	$ 4,017,828	$ -	$ -	$ 8,499,540

This statement should be read in conjunction with the accompanying consolidated financial statements and notes thereto.

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BOARD OF DIRECTORS

William Rider, Interim Chairman
Board Date 2009

Profession: CEO/President-Greater Manchester Mental Health

Lynne Westaway, Treasurer
Board Date 8/1/2007

Profession: CPA/Partner-WIPFLI

Nick Brattan
Board Date 6/13/2018

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Profession: President – NE DocumentSystems Inc.

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James Sweeney PhD
Board Date 10/1/2020

Profession: PhD, Counseling

Peter Burke
Board Date 4/1/21

Profession: Community Education Manager @ St. Joseph Hospital

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Anna Battle, CRSW

Experience:

Granite Pathways, Concord NH

Field Supervisor **February 2020- Present**

Assists Director with daily operations of the Strength to Succeed Program. Trains and supervises Parent Partners. Tasked with offering case supports and consultation to Strength to Succeed Staff members. Participates in interviews for potential Parent Partners. Offers support to all nine DCYF district office supervisors and staff. Assists Program Director in file reviews for Medicaid billing quality control at all nine Strength to Succeed catchment areas. Approves and reviews expense reports, time off requests and sick days for Parent Partners. Responsible for continuing personal education on evidence-based peer recovery services. Provides outreach to community partners and maintains professional relationships with partners in the field. Develops training courses for Strength to Succeed staff and DCYF staff and community partners. Participates in the Professional Development Collaborative with Fedcap to create and present education series to Fedcap employees across the organization.

Parent Partner **June 2018 – February 2020**

Tasked with receiving referrals from Child Protective and Clinical staff at the Seacoast Division for Children Youth and Families in NH. Liaison between client and DCYF staff members. Provides Recovery Coaching and resources to families involved with DCYF. Provides education and consultation to staff members on Substance Use Disorder, as well as updates on area resources. Provides mentoring to other parent partners in offices state-wide. Participates in planning events in collaboration with DCYF staff for The Seacoast Better Together Team. Assists program director in searching for and writing grants for program sustainability. Conducts on-going outreach in the Seacoast catchment area for the Strength to Succeed program.

Balance Recovery Center, Nashua, NH **November 2017 – March 2018**

Community Outreach

Responsible for creating and maintaining relationships with like organizations in healthcare and Substance Use Disorder treatment field. Verifying various insurance benefits and navigating treatment that accepts clients' insurances. Liaison between client, SUD Treatment Facility and family. Offering recovery coaching in group and individual settings.

Hope on Haven Hill- Rochester, NH **September 2016 – September 2017**

Recovery Support Staff

Tasked with identifying, researching and procuring formal and informal resources in the surrounding communities. Responsible for collecting pertinent demographic and organizational performance data for reporting as needed by the Executive Director. Created and maintained a resource hub where staff, clients and families could access available resources within our surrounding communities. Worked directly with clients to best assess their needs and place them in the proper resource to address such needs. Responsible for jail and institution outreach, frequenting such environments to help individuals access treatment and available services upon release. Worked closely with Clinical Director and Case Manager and provided updates on clients. Offered clients recovery support services for SUD in parallel with coaching on parenting and life skills. Transported clients to court, probation check ins, and the like. Assisted Clinical staff in discharges and voluntary hospitalizations. Supported residents through pregnancy, birth and postnatal NAS care.

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Education and Training:
Portsmouth High School, Class of 2008 - Portsmouth, NH
CCAR Recovery Coach Academy October 2016- Dover, NH
Ethical Considerations for Recovery Coaches, November 2016- Portsmouth, NH
HIV/AIDS Awareness February 2017- Nashua, NH
Suicide Prevention Training, January 2017- Ossipee, NH
Trauma and Compassion Care, October 2016- Rochester, NH
Anti-Stigma Campaign Partnership for a Drug Free NH, November 2016- Concord, NH
Strafford County DOC PREA and Safety, October 2016- Dover, NH
Parenting Journey in Recovery Facilitator, November 2018 – Tilton NH
Certified Recovery Support Workers: Performance Domains, April 2020 – NHADACA
Supervising Peer Recovery Support Workers, May 2020 – NHADACA
Trauma informed Care, July 2020 – The Fedcap Group
Emotional Intelligence, September 2020 – The Fedcap Group
Culturally Responsive Organizations, March 2021 – The Fedcap Group
PAR Ethics, April 2021 – PAR

NH State Credentials:

Certified Recovery Support Worker (CRSW) license number #0155, October 2018 to Present

Certified Recovery Support Worker (CRSW) Approved Supervisor, September 2020 to Present

References available upon request.

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Amanda Durand

PROFESSIONAL SUMMARY

I am a highly, competent professional with over 9 years of experience. I have superior communication skills with a positive attitude and genuine compassion for others. I demonstrate outstanding leadership, interpersonal communication, problem resolution, and relationship-building skills. Motivated, diplomatic, and extremely effective in stressful, team-oriented, and fast-paced environment.

KEY SKILLS

Customer & Personal Service, Active Listening, Critical Thinking, Self-Starter, Time Management, Active Learning, Administrative & Management, Complex Problem Solving, MS Office Suite, Oracle, CareVoyant

EXPERIENCE

Granite Pathways, Strength to Succeed, Manchester, NH
Family Peer Support Specialist, CRSW-2019-Present

- Complete field training including DCYF, CORE trainings and webinars.
- Develop and implement program policies.
- Participate in Professional Development trainings.
- Demonstrate an understanding of and an ability to successfully implement concepts presented in orientation and training.
- Utilize evidence-based home models including but not limited to; Nurturing Families and PASTA (Parenting a Second Time Around).
- Provide Peer Support to relative caregivers through Motivational Interviewing techniques.
- Provide in home support to relative caregivers in accordance with program guidelines.
- Provide telephone support to relative caregiver in accordance with program guidelines.
- Facilitate Parenting a Second Time Around workshop curriculum for relative care and kinship population.
- Administrative work including case documentation, written correspondence and other data entry duties as needed.
- Staff meeting and MLADAC supervision attendance.
- Attend DCYF staff meetings, Better Together meetings and other family voice programming requirements.
- Always display and maintain confidentiality.

Granite Pathways, Manchester, NH
Admissions Coordinator – 2019-2020

- Coordinate communication between patients, family members, medical staff, administrative staff, or regulatory agencies
- Interview patients or their representatives to identify problems relating to care.
- Maintain knowledge of community services and resources available to patients.
- Explain policies, procedures, or services to patients using medical or administrative knowledge.

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- Provide the patient service through active listening next step of the admission process education
- Review of State Program Grants per budget guidelines
- Management of Program invoicing
- Manage Outreach & Marketing via e-mail campaign and prospective customer visits
- Maintain monthly statistical reports and inquiry trends and reports.
- Participation in Program Steering Committee

Tractor Supply Company, Pelham, NH
Assistant Manager – 2019-Present

EDUCATION

B.S. Early Childhood Development
Cum Sum Laude
Southern New Hampshire University, Manchester, NH - 2011

References Available Upon Request

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AMANDA LETENDRE

Experienced Certified Recovery Support Worker with experience working with people with substance use disorder and mental health disorders. Highly dependable, team player, fast learner. Passionate about improving the quality of care provided to vulnerable populations.

PROFESSIONAL EXPERIENCE

GRANITE PATHWAYS- STRENGTH TO SUCCEED, ROCHESTER, NH
Field Supervisor, October 2020 – Present

- Assisting field staff with required program reporting and billing
- Providing supervision to field staff weekly
- Assisting field staff with time management
- Working with Program Director on updating policies to align with scope of service
- Assisting field staff with outreach to community partners and resources for participants
- Designing relevant trainings for field staff and other DCYF entities

GRANITE PATHWAYS- STRENGTH TO SUCCEED, ROCHESTER, NH
Parent Partner, January 2019 – October 2020

- Worked out of Rochester DCYF office to receive referrals from CPSWs
- Worked with families who have DCYF involvement with history of substance use, mental health, and chronic neglect
- Assisted families accessing recovery and community resources
- Supported families through DCYF court process
- Helped families create short-term recovery goals
- Provided education to families on Harm Reduction and Relapse Prevention

GROUPS- RECOVER TOGETHER, MANCHESTER, NH
Office Coordinator, October 2018 – January 2019

- Assisted with group check-ins
- Assisted with client coordination with physicians and counselors
- Conducted mandatory pill counts in all offices
- Offered 1-to-1 recovery support to clients
- Assisted clinical staff and physicians with intake procedures

SOUTHEASTERN NH SERVICES, DOVER, NH
Certified Recovery Support Worker/Resident Assistant, August 2017 – September 2018

- Maintained a safe environment for clients
- Observed clients taking medications
- Facilitated treatment programming
- Offered 1-to-1 recovery support to clients
- Assisted clinical staff and case manager with treatment plans

HOPE ON HAVEN HILL, ROCHESTER, NH
Recovery Support Staff, October 2016 – July 2017

- Problem-solved difficult situations with residents
- Maintained a safe and nurturing environment for mothers and children
- Offered 1-to-1 recovery support to clients
- Transported clients to appointments
- Supervised visitation with families and children
- Facilitated treatment programming and enrichments

EDUCATION

HUNTINGTON UNIVERSITY, HUNTINGTON, IN

- Bachelor's degree in Social Work- Graduating Spring 2022

NOBLE HIGH SCHOOL, NORTH BERWICK, ME

148 Milton Rd, Rochester NH 03868 (207)-608-2224 amanda.letendre7@gmail.com

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- Graduated Cum Laude in 2008

CERTIFIED RECOVERY SUPPORT WORKER

- May 2018

NH LADC BOARD-APPROVED CRSW SUPERVISOR

- September 2020

ADDITIONAL SKILLS

- Supervisory skills
- Proficient in NH WITS
- CPR Certified
- Familiarity with mental health diagnoses
- Familiar with NH recovery community

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AMBER

Pulse-Arrington

Senior Grants and Contracts Accountant

Profile

Over 5 years of experience in the medical industry

Diverse positions that include credentialing, human resources, scheduling and revenue cycle management

Software Knowledge

Verity Stream
Vision EMR
Oracle

WORK EXPERIENCE

Fedcap Rehabilitation Services, Inc.- Senior Grants and Contracts Accountant Austin, TX
03/01/2020–Present

Post billing and payments in Oracle for multiple programs
Supervise multiple employees on their day to day billing work.
Work with funders to provide outstanding payments to the organization.
Meet with program directors to maintain grant budgets for maximum grant expenditure.

Fedcap Rehabilitation Services, Inc.-Credentialing Specialist Austin, TX
02/11/2019–03/01/2020

Implemented credentialing software Verity Stream for all the Fedcap medical programs.
Enrolled providers with health care plans.
Reviewed contracts and negotiated rates with the healthcare plans for services.
Completed the necessary applications for any new health plans that were needed for enrollment.
Completed primary source verifications for over 100 providers and completed the credentialing for those providers for the necessary health plans for their program.
Work with the billers to trouble shoot if providers were not able to be billed for services.
Complete HIPA trainings with new employees

Brookdale Home Health- Scheduler Austin, TX
06/2018–02/2019

Scheduled nurses and therapists for over 75 providers and over 100 patients.
Managed medical records for the patients.
Worked with the clinical supervisor to maintain Medicare guidelines in a CHAT certified home health agency.

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Amber Pulse-Arrington

Maxim Healthcare- Credentialing Specialist, Field Support Specialist, Scheduler, On Call Coordinator San Antonio, Texas, Austin, Texas, and Chillicothe, Ohio
07/2014-06/2018

Work with potential employees during the orientation and hiring process.
Maintain the credentials in multiple records management software programs.
Update credentials to keep employees active and able to work in a healthcare environment.
Handle any release of information for employees and nurses.
Update patient's charts with medical records.
Run the weekly update meetings.
Gather and maintain information for large scale projects.
Train internal staff to build a working team for the rapidly growing office.
Conduct external employee file audit on a monthly basis.
Office compliant with Joint Commission and ACHC certifications.
Review contracts and set up credentialing specifications for new contracts.
Handle workers compensation claims and unemployment claims for the office.
Schedule Orientations and trainings for employees.
Process payroll for multiple caregivers.
Schedule clients and caregivers for visits and PDN shifts.
Accepted and worked with new referrals to set up the staffing
Add Clients and Employees to the Vision Medical Records system.

Impulse Photography- Owner/ Photographer
05/01/2020-12/31/2014

Photographed families, Weddings, children, Senior graduation portraits, Scheduled clients.
Submitted the printing for photo orders.
Coordinated photography for sporting events.
Managed order payment
Completed marketing advertisements for the studio.

EDUCATION

Kaplan University
04/2011 – 03/2013
Bachelor's Degree in Health care Administration
3.95 GPA

Ohio Institute of Photography
06/1996 – 08/1998
Associates Degree in Photographic Technology

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BRIAN LEMIRE

PERSONAL SUMMARY

Enthusiastic, accomplished, and motivated graduate passionate about supporting individuals with Substance Use Disorder.

EDUCATION

Southern New Hampshire University – Manchester, NH
Bachelor of Science: Business Mgmt. /Admin
- Graduated Magna Cum Laude (3.5+ G.P.A.)

New Hampshire Technical Institute – Concord, NH
- **Associate of Science:** Real Estate

Central High School – Manchester, NH

CCAR Recovery Coach Academy
Suicide Prevention Training
Ethics Training
HIV Training

SKILLS

- Complex problem solving
- Client service focused
- Professional phone etiquette
- Excellent planner and coordinator
- Attention to detail
- Proficient in Microsoft Word, Excel, and PowerPoint
- Works well under pressure
- Exceptional oral and written communication

WORK HISTORY

Program Coordinator, 8/5/2019 to Present
Granite Pathways – Strength to Succeed- Manchester, NH
- Assist Director and support staff in day-to-day operations
- Oversee IT applications and trainings
- Billing oversight

Kitchen Supervisor, 3/2016 to 11/2018
Salona Bar and Grill- Manchester, NH
- Managed kitchen staff and coordinated food preparations
- Helped resolve customer complaints
- Assisted in placing weekly food and beverage orders
- Maintained sanitation and safety standards
- Trained new employees
- Scheduled kitchen staff

Assistant Property Manager, 6/1/2009 to 2/13/15
Carisbrooke at Manchester – Manchester, NH
- Managed a community of 100+ apartment units
- Carefully screened applicants for tenancy
- Communicated effectively with owners, residents and on-site associates
- Followed up on delinquent tenants and helped coordinate collection procedures
- Monitored the timely receipt and reconciliation of rent collections in accordance with landlord and resident statutes
- Scheduled and coordinated contractors for janitorial and maintenance issues

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Casey Marie Guidi-Lutz

Experienced with:

- Data Analytics and Reporting
- Project Management
- Metrics management and action
- Quality Analytics / Quality Control (QAQC)
- Effective balance of short term goals and long term planning
- Understanding of Internal controls, operational risk and risk mitigation
- Process Flow Communication
- Finding actionable paths through complex scenarios
- Training Lifecycle with Standards and Rollouts

PROFESSIONAL EXPERIENCE

The Fedcap Group **February 2018 - Present**

Associate Director of Quality Assurance and Business Development

Mission: A non-profit based in NY comprised of 20 subsidiaries nationally and serves over 350,000 people annually, providing services targeted to helping people achieve long-term economic well-being and self-sufficiency.

Responsible for: collaborating with subsidiaries on quality related, data driven projects and business development needs in order to gain or maintain regulatory compliance and financial goals.

Major Projects Include:

- Lead the process of CARF (Commission on Accreditation of Rehabilitation Facilities) accreditation for the Boston subsidiary. Process included conducting weekly staff training on company policies and procedures, internal audit and development of quality control for client files, revision and creation of dozens of standard operating procedures and overall accreditation preparation. Received 4 Year CARF Accreditation status September 2018.
- Asked to spend 6 months managing the Amazon Workforce Project to determine if the project can be lucrative.
- Accepted role as Salesforce Change Champion in which a system wide optimization process required detailed training of changes to key players within the organization.
- Manage consistency, information and clarity of all subsidiary board reporting requiring heavy interaction with all Executive Directors and corporate departments.
- Asked to join NH subsidiary, Granite Pathways, to roll out data and contract compliance tracking, provide leadership for emerging and already established projects and general quality assurance.

Google

Google Express with Adecco **May 2016 - February 2018**

Operations/Data Analytics/QAQC/Training (Contractor)

Mission: Google Express is an online marketplace connecting consumers with popular retailers

Responsible for Training, Data Analysis, Quality Control and New business Onboarding for New England territory which includes 50 employees and 15 retailers.

Responsibilities Include:

- Analyze and Report weekly on customer facing metrics including quality and fulfillment rate and coach on results
- After six months of developing personalized reporting style for the Boston office, was asked to roll out standardized reporting and hold monthly calls for 6 struggling offices.
- Implement quality control change based on needs of operation for New York and Boston territories while providing consultation assistance to offices nationally.
- Manage expansion efforts including training, space planning and follow up care of brand new merchants
- Support operational performance and growth by creating, documenting and managing standard operating procedures (SOPs)
- Responsible for initial and continued training on best practices of Google Express including continued improvement through train-the-trainer efforts, one-on-one quality coaching, documentation and correction.
- Asked to beta test data based performance management tool and roll out to Boston Market. Upon 60%-70% increase of metrics, was asked to mentor other geos prior to their rollouts.

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Dependable Cleaners — **March 2013 – May 2016**

Director of Operations

Mission: Sixteen location Dry Cleaning Company with $15M annual revenue and 75 year history

Responsible for ongoing analysis, implementation and follow through of operations using data to initiate system wide improvements in structure, process, communication and flow. Involved in all aspects of business development, marketing and public relations, customer service, operations, human resource and finances.

Accomplishments Include:

Daily/Weekly Tasks:

- Tracked company metrics including sales, employee outreach, fleet activity, marketing and supply usage in order to assess consistency and best practices; suggested/implemented changes as necessary.
- Point person for research, implementation and analysis of all technical aspects of the company including; POS System, Alarm System, Sharepoint, and Fleet Tracking System. Research, Rollout and Analysis of all new mobile applications for employees and customers on Yelp, Google and Website.
- Developed Operations Manuals for all established and updated processes and procedures.
- Oversaw company-wide recruiting.

Large Projects:

- Conducted research, design and implementation of a fleet tracking system for an 18 vehicle fleet saving the company an average of $4k annually in maintenance, fuel and accident expenses. Process involved continuous analysis and tracking.
- Completed research and paperwork for the Brownfields Tax Credit Application for two commercial properties totaling $3M each.
- Developed and submitted application to establish a not for profit entity as part of the organizational structure to increase community profile and advance philanthropic focus.
- Compiled all documentation to support the Woman Business Enterprise application through SOMBWA. Granted WBE status by the state of Massachusetts.
- Managed and scheduled the rollout of a new alarm system for 16 locations and continued to oversee all aspects of the company's security system.

American Career Institute — **March 2010 - January 2013**

Director of Admissions

*Mission: A career-focused educational institute providing certificate training in Healthcare, Information Technology and Digital Media. ** On January 9th, 2013 American Career Institute closed its doors.*

Responsible for maintaining a student enrollment process in one of eight campuses. Responsible for productivity and meeting campus goals via metrics management.

Spruce Environmental Technologies — **July 2008 - March 2010**

Account Manager

Mission: The world's leading manufacturer of inline fans for Radon Mitigation and Indoor Air Quality

Responsible for overseeing Spruce Ventilation product division including recruitment, training, and supervision of an outside sales force comprised of 27 independent reps. Outreach and recruitment of national distributors. Coordinated all aspects of participation in multiple annual national trade shows.

Quantum Events, USA — **June 2006 - July 2008**

National Training Manager

Mission: Quantum Events USA provided event based marketing for national charities.

Responsible for coaching and training a team of 25 Area Marketing Directors across the country. Provided onsite training, telephonic support and event planning consultation. Established area performance goals and provided technical assistance and corrective action as necessary.

EDUCATION

Isenberg School of Management - University of Massachusetts, Amherst 2013-2015
Master of Business Administration (MBA)

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MANHATTAN COLLEGE - Riverdale, NY 2002-2006
Bachelors of Science: Majors - Marketing and Business Management

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Crystal LaFortune

Summary of skills

• Strong interpersonal skills • Effective communication skills • Effective at Multi-Tasking • Strong work ethic • Customer Service focused • Knowledge of Evidence Based Practices (EBP) and Addiction Severity Index (ASI).	• Quick decision making abilities in high stress situations • Highly motivated • Prompt learner • Ability to analyze and solve problems effectively and timely • Insurance Authorizations/NOA/NOD

Experience

Strength to Succeed/Granite Pathways

Parent Partner/ 2020-Present

- Collaborate with other agencies to ensure access to resources for clients.
- Support Parent with job training and employment searches.
- Support Parent with connecting to public assistance programs, financial education, and housing procurement.
- Support Parents with accessing health and mental health care and support groups.
- Responsible for documenting case notes/progress notes, record incidents, and document all other client-related data daily.
- Maintain a high level of professional and ethical standards.
- Maintain compliance with federal, state, and local regulations.
- Support individuals struggling with SUD, Mental health and chronic neglect who are be involved with DCYF.

Southeastern NH Services / Dover, NH

Clinical Case Manager/ 2017-2020

- Attend treatment team meetings for case consultation and decision making.
- Collaborate with other agencies to ensure access to resources for clients.
- Connect clients with resources, assisting client in pursuing the best possible options.

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- Assist clients with job training and employment searches; work with area employers to help place clients in appropriate jobs.
- Assist clients with regards to public assistance programs, financial education, and housing procurement.
- Assist clients with accessing health and mental health care and support groups.
- Responsible for documenting case notes/progress notes, record incidents, and document all other client-related data on a daily basis.
- Ensure that the provisions of these services meet the agency's standards and policies.
- Maintain a high level of professional and ethical standards.
- Maintain compliance with federal, state, and local regulations.
- Any other duties as assigned by the Management Team.
- Work with diverse client population such as cultural and/or religious minorities, co-occurring disorders and indigent socio-economically disadvantaged clients.
- Knowledge of Evidence Based Practices (EBP) and Addiction Severity Index (ASI).

Southeastern NH Services / Dover, NH
Residential Assistant / 2017-Present

- Maintain appropriate, professional relationships with clients
- Responsible to hold clients accountable on behaviors and scheduling
- Maintain confidentiality of all aspects of the job
- Responsible for documentation of all daily activities of clients in WITS
- Participates in daily shift report
- Responsible for monitoring and documenting clients medications / vitals
- Responsible for communicating with Supervisor and daily team
- Responsible for running daily group activities and lectures

Eurest / Dover, NH
Food Service Worker / 2015-2017

- Serves customers in a friendly, efficient manner
- Interacts with customers and resolves customer complaints in a friendly, service-oriented manner, escalating when necessary
- Performs accurate sales transactions

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- Responsible for all assigned change funds and cash receipts, ensuring that cash drawer is in compliance with overage/shortage standards
- Performs prep work such as washing, peeling, cutting and seeding fruits and vegetables
- Distributes supplies, utensils and portable equipment
- Cleans work areas, equipment and utensils
- Replenishes condiments, beverages and general supplies while maintaining service area cleanliness
- Performs other duties as assigned

Applebees / Dover, NH
Server and Bartender / 2012-2015

- Provide quality service to each customer from initial greeting to departure
- Multi-task by taking and delivering orders to multiple customers
- Maintain service quality complying to current company standards/offerings
- Collaborate as a team to prepare, serve, clean and various tasks as they arise
- Prepare checks and process payments

Webster at Rye / Rye, NH
LNA / 2011-2012

- Deliver quality care and assistance to residents while maintaining privacy and providing dignity to each individual
- Provide quick solutions and strategies for solving problems as they arise
- Maintain control in high stress situations and work efficiently in fast paced conditions
- File flow sheets
- Document restorative services according to policy and procedures

Education

Hartford School of Nursing and Allied Health
Phlebotomy certificate / 2005

Project Pride / Marshwood Adult Education
High School Equivalency Diploma / 2003

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Curriculum Vitae

Mary A. Moran, Ph.D.

Areas of Expertise

Worldwide Experience in Early Childhood Intervention, Developmental Evaluation, Integrated Early Childhood Development, Inclusive Education, Early Childhood Education, Child Welfare and Child Protection, Developmental Disabilities, Child Exposure to Violence, Public Policy regarding Early Childhood and Disability in Diverse Political Systems, Child Participation, Family Partnerships, Higher Education in the Aforementioned Fields, Program Evaluation, Supervision Strategies, Executive Management

Education

Cornell University
Doctor of Philosophy, August 1983, Department of Human Development and Family Studies.
Major: Developmental Psychology Minors: Early Childhood Education and Physiological Psychology.

Jackson College of Tufts University
Bachelor of Arts in Child Study, Magna cum Laude, June 1973.

Various courses, trainings, and workshops throughout career.

Honors

2005	Salzburg Seminar Fellow
1992	New Hampshire Champion for Children
1991	National Advisory Committee on Infant and Early Childhood Development Programs, Commission on the Accreditation of Rehabilitation Facilities
1985	Easter Seal Society of New Hampshire Manager of the Year
1979-80	Flora Rose College Fellowship for outstanding promise in college teaching and research
1978-79	Foundation for Child Development Fellow

Examples of Major Grants

"Adapting the Essential Package and Supporting the Hardest-to-Reach Young Children Affected by HIV/AIDS" to develop innovative practices for infants and young children living in environments affected by HIV/AIDS enhancing an Essential Package of Services with relationship-based intervention, young child participation strategies and child protection practices in urban slums and coastal sex trade areas of Kenya. Funded by Conrad N. Hilton Foundation (12/12-12/15).

"Strengthening Community Safety Nets" to address the needs of young children affected by HIV/AIDS and other vulnerable children in the context of their families- developing and implementing home-based care, early childhood development centers, related health, education, family livelihood, and psychosocial support services in Ethiopia. Funded by PEPFAR for three years of guaranteed funding (8/08-8/11).

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"Community Services to Vulnerable Groups" to address developing a child welfare system and supports to HIV/AIDS organizations in Belarus- advising government policy development, developing and implementing model demonstration projects, training workers in demonstration communities, funding small grants to community organizations, and advising university education on social welfare. Funded by USAID for three years of guaranteed funding (9/05-9/07). Mid-term review led to a fourth year of funding and diversified funding to add disability specific component addressing inclusive education and community inclusion, non-competitive Mission funding multiple times extended and expanded project activities through 2013.

"Dental Clinic for Low Income Children and Adults" founded and equipped an innovative sustainable dental clinic for low-income children and adults in southern Vermont through Community Development Block Grant, other government health grants and private foundation grants, 2000.

Model Demonstration Project "Project GAINS" administered jointly with Education Development Center (Newton, MA) to study a model of support to community day care centers in integrating young children with serious disabilities. Funded through Office of Special Education Programs, Early Education for Children with Disabilities, for three years of guaranteed funding (9/90-8/93).

Model Demonstration Project "Child Development Services Consortium" an interagency collaborative project for comprehensive developmental evaluation for children birth to six years and technical assistance to inclusive community settings funded through grants from the Jessie B. Cox Charitable Trust, Bean Foundation, New Hampshire Developmental Disabilities Council, United Way, William J. Moore Regional Services, and third party payers (1989-93).

Dissertation Research conducted through USOE G008000027 to Barbara Koslowski and Mary Moran at Cornell University. Project conducted off-campus by Mary Moran and a research staff. Final Report: "Early Intervention for Developmentally Disabled Infants and the Family" January 14, 1982.

Experience

2019-present
Fedcap Group. Director of Early Childhood Initiatives. Advise multi-state and country early childhood program development, financing, implementation and evaluation.

2013-present
Independent Consultant. Training and technical assistance in international integrated early childhood development, early childhood intervention, screening and assessment, disability issues, child welfare and inclusive education programs. Program design and formative research. Policy development and consultation. Situation Analysis. Program Evaluation. Management coaching. Development of higher education programs in inclusive education and early childhood education. Diverse clients including UNICEF, World Bank, national government ministries, Open Society Foundations, CARE, Handicap International, Catholic Relief Services. Invited Specialist (Research Professor equivalent), Ilia State University, Tbilisi, Georgia (2018-present).

2004-2013 (consultant 2006)
ChildFund International, Richmond, Virginia (formerly Christian Children's Fund)
Various titles with agency reorganization- Senior Child Development Specialist, Child Development Team Leader, Acting Director of Life Stage 1. Activities resulted in ChildFund International's identifying Early Childhood Development Programs as the niche core program. Designed innovative program initiatives such as the Stepping Stones Transition Model that is recognized in the Compendium of Best Practices in Transition developed at Columbia Teachers College, integrated approaches such as joint nutrition and early childhood development programs, inclusion of children with disabilities in all programs, and grants in child development worldwide. Strategic planning resulted in successful advocacy for national early childhood policy development and modification, partnerships, and community-based programming in fourteen countries. Developed approaches to child agency within affiliated projects. Advised country management and partners serving impoverished children and families in the United States, Central and South America, Asia, Africa, and Eastern Europe on culturally and contextually relevant programming especially with marginalized indigenous populations and with migrant and

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refugee populations. Provided training, technical assistance and internal evaluation. Co-wrote several successful multi-million dollar grants. Led research on the impact of violence in the lives of poor children in the United States for the United Nations world study. Represented organization in United Nations AdHocs on Convention on the Rights of Persons with Disabilities and in the Global Consultation on Early Childhood. Coordinated production of worldwide program guidelines and CCF Child Development Scale. Represented agency in diverse associations and collaborations such as the Consultative Group on Early Childhood Care and Development Executive Board, World Forum on Early Care and Education, International Disability Caucus, Inter-agency Network on Education in Emergencies Steering Committee, International Network on Peace Building and Young Children, Learning Metrics Task Force Early Childhood Standards Working Group, and Basic Education Coalition.

2006
University of Massachusetts Medical School, Worcester, Massachusetts
Faculty. Designed online university asynchronous, instructorless courses for early intervention professionals from multiple disciplines. Conducted policy relevant research in early intervention and training needs assessment of state and affiliated early intervention systems throughout the United States- including Bureau of Indian Affairs. Wrote successful grants and federal grant reports.

1997-2004
Independent Consultant. For Moore Center Services, Inc.: Developed inclusive child care center from grants for start-up funding through licensing and opening. Designed billing systems for therapeutic services. Advised initiation of agency resource development department. Developed agency policies and procedures. Evaluated staff time allocation, satisfaction and morale. Researched program initiatives. Program evaluation. For other non-profit organizations, mentored chief executives, facilitated strategic planning, mapped financial reporting to government sources and Board of Directors, developed cost analysis systems for programs. For Fitchburg Public Schools Community Partnerships Program (including Head Start) and Greater Manchester Consortium of Child Care Programs (including Head Start), provided child-related consultation to teachers- especially in addressing challenging behavior, and administrator/staff training to community programs. For Early Intervention Network of New Hampshire, provided mentoring to senior executives. For State Independent Living Council, developed RFP, scoring criteria, training, and collaborative funding approach; conducted study of accessible voting venues.

2000-2001
Early Education Services, Brattleboro, Vermont
Executive Director. Transition management of agency undergoing rapid expansion and loss of founding director. Led funding development, construction, strategic planning, board development, leadership development, general management. Raised half a million dollars in funding from multiple sources and opened dental center for low-income clients within a year. Expanded agency services in Head Start and Early Head Start, family literacy, infant mental health, job training for low-income women, and family support. Agency was Harvard University's research partner in National Early Head Start study.

1999-2000
Dean College, Franklin, Massachusetts
Part-time Instructor. Taught courses in Introduction to Child Growth and Development and Infant-Toddler Development.

1985-1997
Easter Seal Society of New Hampshire, Inc., Manchester, New Hampshire
Vice President of multi-state organization (promoted from Director of Early Childhood Services, 1985-86 to Director of Early Childhood and Education, 1986-88). Team led agency financial turnaround and growth more than quadrupled. Named New Hampshire Nonprofit Business of the Year and Decade. Developed and administered wide variety of award-winning, high quality and cost effective education and health care programs for children and adults, agency-wide professional/consumer advisory councils, admissions, records, program evaluation, staff tuition assistance, and free service determination. Led movement of programs into communities requiring diverse strategies and agency re-structuring to service teams that enhanced sound fiscal standing. Transformed substantially separate programs and created inclusive community programs. Developed several new funding streams in portfolio with very diverse grant, third party, and donated funding. Created partnerships to provide services to wide variety of public school programs, Head Start in various states, child care centers, and hospital programs such as developmental

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evaluation of infants receiving NICU care. Supervised multi-state staff of more than 500. Staffed committees of Board of Directors. Legislative testimony in multiple states influenced state policies in education, child welfare, early intervention, and health care. Led program due diligence culminating in merger with New York Easter Seal Society and program responsibility in New York. Member of National Easter Seals Advisory Committees on advocacy for IDEA and ADA, Child Care, and Children's Services.

1985-1986
Walter E. Fernald State School, Waltham, Massachusetts
Consultant. Developed training materials on aging and development, death and dying, retirement and active treatment, values and attitudes clarification for staff development in treating geriatric population with developmental disabilities.

1985-1986
Tufts University, Medford, Massachusetts
Visiting Lecturer. Taught undergraduate courses in Stress, Coping and Social Support.

1983-1985
University of Massachusetts Medical School, Worcester, Massachusetts
Associate in Pediatrics. Provided individual tutorials for medical students and residents in family adaptation to children with disabilities, early intervention, and cognitive development. Led seminars for fellows in developmental pediatrics. Lectured in neurology grand rounds. Taught developmental assessment and interviewing in diagnostic clinic setting. Provided guest lecturing in a variety of departments.

1982-1985
University of Massachusetts Medical Center, Worcester, Massachusetts
Director of Early Intervention and Family Support Program. Supervised transdisciplinary team of professionals providing developmental assessment, education and therapy, family counseling, support groups and case management in home, center, and hospital settings to young children with special needs and their families. Administered program, prepared grants, communicated with funding sources, organized interagency collaboration, trained staff. Provided diagnostic clinic teaching and direct service. Home-based services' productivity increased 25% January-June 1984.

1982-1984
Wheelock College, Boston, Massachusetts
Part-time Instructor. Taught graduate course in Early Intervention: Assessment and Curriculum Planning. Supervised graduate student teaching in various early intervention programs. Provided guest lecturing on chronic sorrow, early intervention research, attachment in children with special needs, and family adaptation to children with special needs.

1982-1983
Walter E. Fernald State School, Waltham, Massachusetts
Part-time consultant. Consulted to committee of department heads from a variety of disciplines regarding developmental assessment. Coordinated field testing of assessment tools in six school divisions. Drafted assessment tool for clients functioning in neonatal to prevocational ranges. Finalized items for Developmental Assessment Survey.

1981-1982
Project Optimus Outreach, South Shore Mental Health Center, Quincy, Massachusetts
Education Coordinator. Devised and delivered training workshops on evaluation and service delivery. Coordinated workshops by teams of consultants. Organized national conference. Provided technical assistance to early intervention and preschool special needs programs in various parts of the country. Wrote multiple successful grants.

1980-1981
Massachusetts Department of Education, North Reading, Massachusetts

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Interagency Resource Coordinator. Led interagency task force. Participated in design of data collection system and writing of policy analysis of service delivery to birth-to-six-year-olds in the state. Created resource directory. Coordinated public awareness campaign.

1980
Concord Area Early Intervention Program, Concord, Massachusetts
Consultant. Provided education component of arena assessment teams.

1980
The Cambridge Workshop, Belmont, Massachusetts
Consultant. Collected and analyzed data. Wrote chapter on families' experiences in early intervention for policy report of Dr. Samuel Meisels for the Massachusetts Developmental Disabilities Council.

1977-1978
Media Resource Center, Massachusetts Department of Mental Health, Waltham, Massachusetts
Consultant. Full-time summers 1977 and 1978; part-time September 1977-May 1978. Wrote working draft of standards for statewide early intervention system, co-led public hearings, revised standards. Developed training materials for new statewide system of early intervention specialists.

1977-1978
Cornell University, Ithaca, New York
Graduate Research Assistant. Developed and field tested measures, trained students in data collection, analyzed preliminary data, and aided design revision for studies in adolescent social development by Dr. Ritch Savin-Williams.

1976-1977
Cornell University, Ithaca, New York
Graduate Teaching Assistant. In addition to regular teaching assistant duties, taught weekly section on prevention and early intervention in emotional disturbances and supervised forty students in field placements in connection with two courses on Functional Disorders of Childhood (Fall 1976- junior and senior level course); taught two weekly sections on parent-child interaction in The Family and Social Change (Spring 1977- freshman level course).

1976
Media Resource Center, Massachusetts Department of Mental Health, Waltham, Massachusetts
Consultant. Developed competencies for early intervention specialists in state service system. Formulated training objectives. Researched, reviewed, revised, and wrote training materials for providers in new statewide early intervention system.

1973-1976
Massachusetts Department of Mental Health, Region III, Waltham, Massachusetts
Regional home teacher for infants with developmental disabilities (birth-three years). Partnered with parents to plan and implement programs for enhancing the development of individual children in homes and toddler groups. Interdisciplinary groups with staff of Shriver Center. Facilitated parent support groups. Supervised student interns. Covered twenty-nine town area and worked with staff of four mental health centers.

Selected Publications

DEVELOPING OBSERVATIONAL SKILLS- An interactive videotape and trainer's guide designed for early intervention specialists- with Owen Hartford- produced by the Media Resource Center, Massachusetts Department of Mental Health, Division of Mental Retardation, 1977. National award for educational media.

NUTRITION AND FEEDING DEVELOPMENT OF THE YOUNG CHILD WITH SPECIAL NEEDS- A competency-based training module for early intervention specialists- with accompanying material by Rosanne Howard- produced by the Media Resource Center, Massachusetts Department of Mental Health, Division of Mental Retardation, 1977.

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MOTOR DEVELOPMENT OF THE YOUNG CHILD WITH SPECIAL NEEDS- A competency-based training module for early intervention specialists- with Elizabeth Zausmer, RPT- produced by the Media Resource Center, Massachusetts Department of Mental Health, Division of Mental Retardation, 1978.

CASEFINDING FOR EARLY INTERVENTION PROGRAMS- produced by the Massachusetts Departments of Mental Health and Public Health, contributor, 1978.

EARLY INTERVENTION- A slide-tape designed for public awareness of the need for early intervention services and the experiences of parents and programs- with Harriet Klebanoff- produced by the Media Resource Center, Massachusetts Department of Mental Health, Division of Mental Retardation, 1979.

"Early Intervention Programs and Services from the Parent's Perspective," In CHILDREN IN TRANSITION: A STUDY OF EARLY INTERVENTION SERVICES IN MASSACHUSETTS by S. Meisels, T. Berkeley, and M. Godfredsen. Belmont, MA: The Cambridge Workshop, 1980.

BASIC COMPETENCIES FOR PERSONNEL IN EARLY INTERVENTION PROGRAMS ed. by S. Zeitlin, G. derVerglas, and R. Windhover. Monmouth, OR: Westar Series Paper #14, 1982, contributing author.

"Families in Early Intervention: Effects of Program Variables," ZERO TO THREE, June 1985.

"Advocacy Skills for Parenting Organizations," in SUPPORT FOR PARENTS AND INFANTS ed. by Z. Boukydis. London: Routledge and Kegan-Paul, 1986.

"Disasters and Emergencies" and "Safe Spaces Following Emergencies: a Ugandan Case Study" in Early Childhood in Focus 8: Healthy Environments ed. by Liz Brooker and Martin Woodhead. London: The Open University, 2012.

Early Childhood Intervention: Core System and Service Components with Hollie Hix-Small, Open Society Foundation, 2014.

Inclusive Pre-School Programmes- webinar https://vimeo.com/117584389 and accompanying technical booklet, UNICEF, 2014.

Moran, Mary A. and Pablo Stansbery 2017. "Engaging Families and Communities to Support Early Childhood Development" *Young Children* 72 (4): 24-30.

Tsintsadze, N., Dolidze, Kh., and Moran, M. A. (2019). Early Inclusive Education: A Handbook for Practitioners. Tbilisi, Georgia: Ilia State University Press.

Selected Conference Presentations

"Does Program Structure Influence the Types of Support Families Receive and/or Their Expectations of Support?" Seminar in the Development of Infants and Parents Annual Conference, November 13, 1981.

"Parent Involvement in a Transdisciplinary Program," HCEEP/DEC Annual Conference, December 10, 1981.

"Living with a Handicapped Child- Findings on Families in Early Intervention," Council for Exceptional Children 60th Anniversary International Convention, April 16, 1982. (ERIC Document Number ED 218 916).

"Families of Handicapped Children: A Study of Ecological Variables," Boston Institute for the Development of Infants and Parents, April 27, 1982.

"The Transdisciplinary Approach to Service Delivery" Symposium- Overview and Discussant Comments, New England Educational Research Organization Conference, April 29, 1982.

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"Attachment Issues of Families with Developmentally Disabled Infants," Region II Massachusetts Early Intervention Consortium Conference, August 10, 1982.

"Program Structure Affects Stress and Support for Families in Early Intervention," Premature Infants and Their Families: Plans for Action-Project Welcome Conference, June 14, 1983.

"Ecological Program Variables Affecting Families Involved in Early Intervention," First International Symposium on Intervention and Stimulation in Infant Development, Jerusalem, Israel, July 10, 1984.

"99:457- Implications for Easter Seal Societies," Northeast Easter Seal Convention, April 18, 1986.

"Varying Programs: Where and How? What Difference Does It Make?" New Jersey Early Intervention Coalition Annual Meeting, June 12, 1986.

"Counseling Mentally Retarded Parents," New Hampshire Department of Public Health, Maternal/Child Health Conference, April 12, 1987.

"Families Involved in Early Intervention," New Hampshire Speech and Language Association Conference, November 11, 1987.

"Language-Based Preschools," New Hampshire Speech and Language Association Conference, November 11, 1987.

"The Consultant Model," New Hampshire Early Intervention Network Conference, May 19, 1989.
"Adapting to Change," Massachusetts Adoption Resource Exchange, September 20, 1989.

"Consulting to Mainstream Settings," A Joint Winter Conference, February 20, 1990.

"Transitioning from NICUs to Home," New Hampshire Early Intervention Network Conference, April 20, 1990.

"Young Children with Special Health Care Needs... A Crossfire: Who Pays for What?" The Family and Young Children with Special Needs in the 90's, April 5, 1991.

"Adapting to Change," Massachusetts Catholic Charities, February 3, 1992.

"Child Abuse and Neglect: Connection with Poverty," Children in Poverty Annual Conference of the Children's Lobby, March 10, 1992.

"The Links in the Chain: Head Start and the Community," Head Start's Inclusionary World- Region I RAP Symposium, October 23, 1995.

"The Forgotten Victims: Infants and Toddlers Who Witness Domestic Violence," Infant Mental Health Conference, September 13, 1996.

"Somebody Shook the Baby: What Can We Do to Help?" Brain Injury Rehabilitation: Meeting the Unmet Needs, May 28, 1997.

"The Forgotten Victims: Infants and Toddlers Who Witness Domestic Violence," Infant Mental Health Conference, September 11, 1997.

"The Forgotten Victims: Young Children Growing Up in Violent Environments," Infant Mental Health Conference, September 18, 1998.

"Conflict Resolution Curricula for Young Children," Mississippi Voices for Children Conference, June 13, 2004.

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"Strategies for Including Young Children with Special Needs," FICE Congress, Creating a Place for Children, Glasgow, Scotland, September 8, 2004.

"Working with Traumatized Preverbal or Nonverbal Children," FICE Congress, Creating a Place for Children, Glasgow, Scotland, September 9, 2004.

"Building Capacity of Youth- The Challenges of the Next Generation," Capacity Building Approaches to Self-sufficiency— International Conference on Family Empowerment and Poverty Reduction Programs, Taipei, Taiwan, February 8, 2005.

"Early Childhood Care and Development Programs- Building a Brighter Tomorrow," Capacity Building Approaches to Self-Sufficiency— International Conference on Family Empowerment and Poverty Reduction Programs, Taipei, Taiwan, February 9, 2005.

"True Colors," Our Hands Around Our Children, Banjul, the Gambia, April 13, 2005.

"Serving the Needs of Children with Differing Abilities," World Forum on Early Care and Education, Montreal, Canada, May 19, 2005.

"Conflict Resolution Curricula for Young Children," Mississippi Voices for Children Conference, June 13, 2005.

"Voices From Our Youngest Citizens: Young Children's Insights into the Problem of Community Violence," EECERA 2005, Young Children as Citizens, Dublin, Ireland, September 2, 2005.

"Alternative Forms of Family Care and Their Benefits to Children in Eastern Europe," with Ingrid Jones, International Foster Care Organization Conference, Bratislava, Slovakia, June 7, 2006.

"Community Volunteers Screening Development," World Forum on Early Care and Education, Kuala Lumpur, Malaysia, May 17, 2007.

"Early Childhood Development at Christian Children's Fund," Parent and Community-Based Early Childhood Development: Creating a Network, Belgrade, Serbia, December 3, 2007.

"Evaluating Parenting Programs," UNICEF Regional Consultation on Parenting Evaluation, Rabat, Morocco, February 19, 2008.

"International Experience in Early Childhood Development," ECCD and Zero Malnutrition, La Paz, Bolivia, March 26, 2008.

"Implementing High Quality Early Childhood Development Programs," International Conference on Capacity Building to Empower Children, Taipei, Taiwan, May 19, 2008.

"Designing and Implementing Public Policies That Work for Young Children," International Conference on Capacity Building to Empower Children, Taipei, Taiwan, May 20, 2008.

"Promoting the Youngest Citizens," 9th ISSA Annual Conference, Budapest, Hungary, October 10, 2008.

"Young Children and Child-Centered Spaces," INEE Global Consultation, Istanbul, Turkey, April 2, 2009.

"Psychosocial Support for Young Children in an HIV/AIDS Context," World Forum on Early Care and Education, Belfast, Ireland, June 17, 2009.

"Creating Child-Centered Spaces for Young Children in Emergencies," World Forum on Early Care and Education, Belfast, Ireland, June 18, 2009.

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"Integrated Programs for Infants and Toddlers and Their Families," Seeds of Change: Effective Investments in Early Childhood for Enduring Social Progress, Bucharest, Romania, October 15, 2009.

"Creating and Evaluating Child-Centered Spaces for Young Children in Emergencies," Global Consultation on Early Childhood, Brussels, Belgium, October 22, 2010.

"Stepping Stones: A Developmental Model of Transition to Primary School," Open Society Foundation, London, England, October 25, 2010.

"Growth and Developmental Monitoring to Improve the Situation of Severely Malnourished Children in Bolivia," co-authors Sheila Maldonado and Saleg Eid, Society for Research in Child Development, Montreal, Canada, March 31, 2011.

"Early Childhood Development Programs in Emergencies," The Right to Education: Reaching Every Child, New Orleans, April 16, 2011.

"Helping Young Children and Their Families in Times of Crisis," Global Summit on Childhood, Washington, DC, March 29, 2012.

"Integrating Early Childhood Development into PMTCT Services: Creating the Clinic to Community Continuum for Mothers Living with HIV and Their Children," workshop with Gretchen Bachman and Ann DiGirolamo, Children and HIV: Closing the Gap, Washington, DC, July20, 2012.

"Global Perspectives in Programming, Research, Policy and Advocacy," The Power of Early Childhood Development Services in Conflict and Post-Conflict Environments, Belfast, Northern Ireland, February 6, 2013.

"Inclusive Parenting Education and Playgroups: Early Intervention for All," Early Intervention to Promote Child Development and Mental Health: From Institutional Care to Family Environment, International Society on Early Intervention, St. Petersburg, Russia, July1, 2013.

"Fostering Resilience: Supporting Families in Stressful, Low-Resource, and Constantly Changing Situations," Early Childhood in Times of Rapid Change, Vilnius, Lithuania, October 11, 2016.

Selected Community Service

Massachusetts Early Intervention Consortium Board of Directors, 1982-85, Consultant to Board of Directors on Early Childhood Issues, 1985-87. Led successful advocacy for state legislation mandating early intervention services.

New Hampshire Early Intervention Network Board of Directors, 1985-97, President 1990-93.

New Hampshire Task Force to Prevent Child Abuse Board of Directors, 1985-95, Secretary 1990-94.

New Hampshire Child Care Association Board of Directors, 1985-97, President, 1989-90.

Member of four person training team on Individual Family Service Plans and Family-Centered Service Delivery to all New Hampshire Early Intervention Programs funded by Part H, November 1990-June 1991.

Committee to draft new program standards for New Hampshire Early Intervention Programs under Division of Mental Health-Developmental Services, 1990.

Committee to develop policies around screening and assessment for New Hampshire Interagency Coordinating Council, 1990-91.

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Committees for drafting special education and teacher certification standards for New Hampshire Department of Education, 1991-1994.

State advisory committee on home visiting for New Hampshire Department of Public Health, 1994-96.

New Hampshire Children's Trust Fund Board of Directors, 1994-95.

New Hampshire Association for Infant Mental Health Board of Directors, 1995-98, Treasurer, 1996-97.

New Hampshire Association of School Principals "Principal of the Year" Selection Committee, 1996.

National Easter Seal Society Advisory Committee on Positions regarding IDEA Reauthorization, 1995-96.

National Easter Seal Society Advisory Committee on Child Care, 1995-97.

National Easter Seal Society Advisory Committee on Pediatric Outcome Measurement, 1995-97.

Member of Southeastern Vermont training team for Touchpoints (a Brazelton technique for work with families of young children), 2001.

UNICEF Advisory Committee on Global ECD in Emergencies Kit, 2006-2008.

UNICEF Advisory Committee on Global Indicators, 2007-2008.

Interagency Network on Education in Emergencies Steering Committee, 2009-2013, co-convenor of Strategic Research and Early Childhood in Emergencies Task Teams.

Consultative Group on Early Childhood Care and Development Executive Board, 2011-2013, Secretary 2012-2013, co-convenor of Birth-3 and ECD in Emergencies including strategic research subgroup Working Groups 2011-2015). Joint work with UNICEF leading to publications such as integrating ECD into nutrition programs in emergencies and joint work with the Global Cluster regarding ECD in emergencies.

Learning Metrics Task Force Early Childhood Working Group, 2012-2013.

Professional Organizations

Society for Research in Child Development, Council for Exceptional Children (Division for Early Childhood), Interagency Network on Education in Emergencies, International Society on Early Intervention.

Teaching Interests

Child Development, Public Policy Issues Related to Children, Families, Education, Health Care, or Disability; Non-Profit Management Issues; Approaches to Supervising Staff in Distant Sites; Stress and Coping throughout the Lifespan; Approaches to Family Support; Approaches to Family Assessment; Parent-Child Interaction; Child Abuse and Neglect; Children Growing Up in Violent Environments; Families of Children with Disabilities; Atypical Infancy; Infant Development; Atypical Development; Prevention and Early Intervention; Developmental Evaluation; Cultural Influences on Child Development; Ecological Psychology; Developmental Disabilities; Cognitive Development; Problem Solving.

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DONNA KEEFE

EDUCATION | Trinity High School, Manchester, NH
Springfield College – BS Human Services Summa Cum Laude 1995

EXPERIENCE | **12/1/2015 – Present**

DIRECTOR OF NEW INITITIVES – GRANITE PATHWAYS NH

Granite Pathways is a subsidiary of Fedcap. As the Director of New Initiatives, I manage the local day to day infrastructure and work with referring agencies to identify, develop and maintain relationships pertaining to billing, community relations and development. I was also instrumental with the startup program development and implementation of 8 programs in NH, other duties include: staff supervision, communication management with our corporate office and BOD communications.

9/2013 – 12/1/2015
NE DIRECTOR OF ADMISSIONS & CLIENT SERVICES
FEDCAP REHABILITATION SERVICES
As the NE Director of Admissions & Client Services, I supervised the admissions process throughout the Fedcap NE regions working with all the referring agencies to identify, develop and maintain relationships pertaining to billing & client services. In this role, I worked in RI to systematically manage the federally mandated Interim Settlement Agreement that shut down segregated workshops for the DD population. The Fedcap team in RI developed programs and systems to train the IDD population to be gainfully employed in the community. This effort is nationally recognized as Fedcap continues to educate other national agencies via our RI, National Center Institute for System Improvement seminars available on the Fedcap website.

1995 – 2013

DIRECTOR OF ADMISSIONS
EASTER SEALS NH, ME, NY, VT
As Director of Admissions for the Adolescent Residential/Educational Psychiatric & Neurobehavioral Programs I was responsible for the admissions and transitions process within the continuum of care programs as well as the final discharges from Easter Seals. I managed referrals from various states and agencies where I applied knowledge of differing state and agency placement requirements/laws. In addition to working with families I managed the monthly billing, file retention, census/wait list for 6 satellite intensive residential group homes and over 75 foster homes. I implemented many systems to manage the complex admission/discharge process.
1992 – 1995
City of Manchester NH School Department
Served as a liaison between team members – parents, teachers, administrators and students. I was responsible to implement behavior plans/procedures to transition special education students back into the

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traditional classroom from an alternative/self-contained classroom. I also worked closely and supported low income families through the IEP process at the inner-city schools.

1988-1992
SERESC – BIRCHWOOD HIGH SCHOOL
Aided in developing class curriculums in this alternative setting for the Seriously Emotionally Disturbed students. Taught classes under supervision of teacher, organized field trips and participated in all goal-oriented programs working 1:1 with the students if needed.

AWARDS/RECOGNITIONS/Trainings

1997 – Easter Seals President's Meritorious Award - for outstanding service by an employee

2000 – Easter Seals NH, VT, NY, Employee of the Year – Chosen from 1,200 employees

2003 – Easter Seals Service First Award – Customer Service Award

2004 – Crisis Intervention and Physical Restraint Training

2005 – State of NH DCYF/DJJS Directors Award – this award is given yearly to one NH individual who goes above and beyond to help the state workers solve their difficult cases

2015 – Mental Health First Aid USA

2016 – CCAR Recovery Coach Academy & Training of Trainers Program

2016 – NAMI NH's Connect Suicide Prevention Training

2016 – Crisis Intervention in the Workplace

2016 – Breaking the Stigma – Language Training

2017 – First Aid/CPR and Narcan Training

2019 – Effective Performance Management Strategies Workshop

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Elaine M Hauserman

Objective

To work with children and families in a supportive role that allows me to use my current skills and education.

Ability Summary

- Create and Implement Age-Appropriate Curriculum
- Developmental Screening & Referrals
- Teach and Guide with kindness, patience, dignity and a sense of humor.
- Effective communication, interpersonal, and creative skills
- Demonstrate flexibility in working independently or as a team member.
- Recognize and address safety issues.
- Able listen to and apply constructive criticism.
- Resourceful and creative in getting or maintaining children's attention in a classroom.

Education and Training

- Early Childhood Education (Transcripts available upon request)
- Child Development Associate in Early Childhood Education October 2006
- Multiple Trainings/Certificates to meet requirements for continued work in Childcare.
- First Aid, AED & Adult, Toddler and Infant CPR Certified

Employment History

GRANITE PATHWAYS
Manchester, NH

Parent Partner, Strength to Succeed
Claremont District Office & Keene District Office
11/2020 – Present

My responsibilities include working with families involved with DCYF for Substance Use Disorder, Mental Health, and/or Child Neglect/Abuse. Assisting Parents in navigating the DCYF systems and their relationships with staff. Assess the needs of each participant, determining individual needs and providing the appropriate resources available within their community. Providing support that may include, but is not limited to goal setting, prevention plans, and guiding participants in completion of the requirements they are tasked with through Safety/Case/Treatment plans.
Building relationships with other community organizations that allow for collaboration within the organization and/or additional resources to participants that may not be provided by Granite Pathways. Daily duties include but not limited to, administrative duties such as

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scheduling, documentation of participant encounters, utilizing platforms such as Microsoft Teams and Excel. Attend DCYF meetings, Team meetings, Staff meetings etc.
I am responsible for protecting confidentiality by HIPAA and CFR 42 Part 2 standards. It is also my responsibility to continue with trainings that are relevant to my position and to be available for Supervision with a LDAC/MLADC

GREEN MOUNTAIN CHILDREN'S CENTER

Claremont, NH
Infant/Toddler Co-Teacher
09/2018 – Present (laid off due to COVID circumstances 3/20/20)

I am certified in Adult, Toddler & Infant CPR, First Aid and AED.
I was required to aid my co-Teacher in the development and implementing age-appropriate curriculum and activities for ages 6 weeks to 2 1/2 years old. Helped to organize Family Days and Activities, working closely with an additional Infant classroom to coordinate those Events.
I assisted in completing Assessments of the children throughout the year and held Conferences with Parents twice yearly to keep them apprised of their children's progress and/or needs. I also worked with outside Agencies for assisting children with any Developmental needs to help them succeed.
Teaching and Guiding with a gentle, but firm demeanor was essential in this age group. Redirecting children with behavioral challenges is a strong point for me as well as Teaching through Play.

PEARL'S LITTLE ANGELS

Grantham, NH
Toddler/Preschool Teacher
04/2017 – 06/2018

Required to create and implement an age-appropriate curriculum rich in developmental opportunities in a safe and caring environment. I am responsible for screening each child. Screenings determine each child's language, fine motor, gross motor, communication, and problem-solving skills as well as early academic skills, social-emotional/mental health and behavior. With completion of scoring, these evaluations would direct me to any referrals the child may benefit from. This sometimes would require me to work with the local School for Kindergarten readiness as well as Speech or Behavior Therapist in the class to help the child(ren) be successful. I worked closely with several assistants and other Teachers to maintain smooth transitions for children moving up into my classroom.
and/or were willing to provide on the job training.

SELF-EMPLOYED
Claremont, NH
Childcare
01/2016 – 03/2016
Fulfilled a temporary need for the care of my Grandchildren.

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SELF-EMPLOYED
Claremont, NH
Childcare
03/2013 - 08/2014
Caring for children in my home. Providing meals and activities for children ages 6 months to 4 years.

WALMART
Claremont, NH
Training Coordinator
10/2008 – 02/2013

I led the Hiring and Training Procedures including conducting Orientations. Assisted in all other Personnel responsibilities as well as filling in for the Personnel Manager in her absence. I also learned and filled in for 10 other positions throughout the store as needed. Worked with Associates to address issues as well as other agencies as needed for Unemployment, Workers Comp. Etc

Children's Castle
Windsor, VT & Ascutney, VT
Lead Teacher
07/1999 - 11/2008

Responsible for implementing a Curriculum rich in developmental opportunities in a safe and caring environment. As Lead Teacher, I was also responsible for directing my Aide in the needs of the children and classroom. I planned field trips and special visitors as well as working with outside agencies for the children who had special needs in my care. I was responsible for Opening, Closing, Meals and daily reports to parents as well as evaluations for my Aide and much, much more.

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FAITHANNE BLUE

WORK EXPERIENCE

Parent Partner

Granite Pathways - Rochester, NH
October 2020 to Present

Life trained para-professional who delivers support to family members involved in the child welfare system. Providing phone and in person support to family members. Helping family members navigate through the DCYF court systems. Document and submit all necessary documents to Supervisors.

Residential House Manager, CRSW

Hope on Haven Hill - Rochester, NH
October 2016 to Present

Responsibilities Overseeing client schedules, training and hiring new employees, forming employee schedules, facilitating group of up to 8 clients, one on one employee supervision, reporting directly to Executive Director, providing client and employee support. Experienced in individual client case management- caseload of up to 8 clients at a time.
CRSW obtained in 2018, renewed in 2020. Certified instructor for EBP curriculum's such as "Nurturing Parenting", "Seeking Safety" and a "Women's Way through the 12 steps".

Skills Used
Active listening, Motivational Interviewing, knowledge surrounding and practicing in a "trauma informed care" environment, communication, relationship building, schedule management, leadership, decision making, adaptability, conflict resolution, critical thinking and problem solving.

Business Development representative

The Channel Company
2014 to 2015

Responsibilities
Lead generation and appointment setting via outbound calling. High call volumes of over 150 calls per day.

Accomplishments
Perfected skills in active listening and became a trainer of new hires as a senior bdr.

Skills Used

Active listening, knowledge of technologies such as Dell, HP, and Qlikview. Also skilled in using Leadmaster and Salesforce.

Manager

Kvp cleaning company - Portsmouth, NH
January 2004 to October 2014

Responsibilities
Cleaning commercial and residential buildings, making schedules and overseeing a cleaning crew.

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Skills Used
Customer service, strong leadership skills, hard working as a team and independently.

Business Development Representative

Ecoast sales solutions - Rochester, NH
2013 to 2014

Responsibilities
Lead generation and appointment setting for a marketing company.

Accomplishments
I enjoyed working in a team atmosphere while having aet individual goals.

Skills Used
Knowledge of Leadmaster, salesforce. Knowledge of technologies such as Dell, HP, VMware and Qlikview

EDUCATION

Bachelor's in Psychology

Granite State College - Concord, NH
January 2018 to Present

Diploma

Portsmouth high school

SKILLS

- **Microsoft Office (5 years)**
- **Lead Generation (3 years)**
- **Leadership Training (10+ years)**
- **Appointment Scheduling (3 years)**
- **Customer Service (10+ years)**
- **EMR Systems**
- **Medical Office Experience**
- **Salesforce**
- **VMWare**

CERTIFICATIONS AND LICENSES

First Aid Certification

CPR Certification

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Kristi Southers

Summary

I am **very driven, hardworking**, and **reliable**. I am eager and willing to grow within a company, to learn and add to my professional development toolbox. I am also willing to show my strong set of skills that I obtain. I am highly organized, proactive, and punctual with a team-oriented mentality. I am a team player and want to be a part of a company where we can all grow together.

Skills

- Time Management
- Communication
- Problem Solving
- Conflict Resolution
- Attention To Detail
- Data Analysis
- Social Skills
- Critical Thinking • Customer Service • Leadership
- Project Management
- Computer Skills/Literacy
- Teamwork
- Marketing/Collaborations
- Clinical Documentation
- Unit Management and Leadership
- Safety and risk assessments
- Disease Diagnosis and Management
- Confidential records
- Goal planning
- Documentation abilities
- Investigative tools

Experience

Granite Pathways | Manchester NH
Certified Recovery Support Worker 08/2019 - Current

- Offer peer-to-peer support from staff who have lived through their own adversities and have had positive outcomes

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Provide peer-to-peer support for parents including treatment navigation, recovery support, housing support, employment support, health/wellness support, DCYF case navigation support, court support and more. also act as resource navigators for the DCYF staff in the offices they are located in.

- Familiar with TEAMS, EXCEL, POWERPOINT, FEDCAPCARES, CISCO Connect, ADP, Oracle, and more.

MAS Home Care | Manchester, NHLNA 03/2018 - 08/2019

- Collaborated with interdisciplinary healthcare teams to provide high-quality patient care.
- Collected urine/stool samples to complete needed tests for patients, checking for changes that indicated potentially dangerous conditions;
- Engaged with patient family and friends to provide courteous, efficient visit experience.
- Administered medications and educated patients and families on correct at-home administration;
- Responded to patient alarms and needs-assessment requests to identify the course of treatment.;
- Promoted patient satisfaction by assisting with daily living needs such as bathing, dressing, toileting and exercising;
- Documented information in patient charts and communicated status updates to interdisciplinary care team; and,
- Attended to patients in bed units, continuously checking on needs and maintaining high standards of patient care.

Vector Marketing/CUTCO | Manchester, NHHR/Receptionist 11/2012 - 05/2017

- Assessed organization's policies, making suggestions to improve work productivity, team collaboration, recruiting and hiring initiatives;
- Launched internal postings and marketing in addition to maintaining employment opportunities online;
- Assisted in preparation of payroll for all of employees;
- Managed strategy for performance evaluations, corrective action and disciplinary measures;
- Planned recruitment events for interested applicants and organized onboarding activities for newly hired employees;
- Contributed to a good percent of productivity growth across HR through implementation of operational process improvements;
- Strategized long- term business needs to help improve Cutco; and,
- Used: QuickBooks, ADP, Microsoft word, EXCEL, PowerPoint, Facebook and managed online Cutco page for marketing

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Education and Training

- Northern Essex Community College | Haverhill, MA //General Studies

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- Certified Recovery Support Worker | Concord, NH Licensed by OPLC
- Certified Recovery Coach | Concord, NHCWEP: Recovery Coach in 07/2019
- Manchester Community College | Manchester, NH Certified in ABC's of PC

Technology in Workforce Development Center Expected in 11/2020

- NHADACA | Concord, NH Certified in Ethics in Ethical Guidelines for Peer Recovery Support in 08/2019
- NHADACA/SAMHSA | Concord, NH Certified in Case Planning in Case Planning in 10/2019
- NHADACA/SAMHSA | Concord, NH Certified in Trauma-Informed Approach in Assessing Mental Health/Substance of Families in 09/2020
- NHADACA/SAMHSA | Concord, NH Certification in Solution Based Case Work in 08/2019
- NHADACA/SAMHSA | Concord, NH Certified in Cultural Competency in 08/2019

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Lori A. Hebert
Lhebert@granitepathways.org

Professional Qualifications

- Over 15 years of process and customer management combined with an extensive background in private and government contracting operations
- 2 years of civic engagement and advising within Child Welfare

Volunteer Experience

Fairgrounds Elementary School
Volunteer

- PTO Board member since 2015
- Member of Leadership and Family Engagement teams
- Member of interview panel for hiring new staff

Nashua Department of Education
Strategic Planning Committee Member 2018/2019

- Survey development and input from a parent's perspective
- Mission statement development
- Five-year strategic plan development

Civic Engagement and Advising Experience

NH Department of Health and Human services
Division for Children Youth and Families **2015-2017**
Parent Leader – Practice Advisor

- Serves as an advisor to the field and the Division's leadership in matters of family engagement
- As a training partner, attends Core Academy Better Together Workshops helping train DCYF staff and foster parents on how to partner with birth parents to improve child welfare outcomes
- Attends bi-monthly Statewide Steering Committee Meetings providing oversight and leadership to the Parent Partner Program, a program that promotes parents as leaders within Child Welfare
- Provides coaching and support to parents new to the system through the peer to peer support model to improve reunification outcomes and the lives of children in New Hampshire

Professional Work History

Granite Pathways **2018-Present**
Program Director, Strength to Succeed

- Program development for peer support services for families involved within the Division for Child Youth and Families
- Supervise staff including hiring, training/development, managing CRSW (certified recovery support worker) certifications and performance
- Monthly DCYF staff outreach and meeting attendance
- Community collaborations to include location and social determinant services for program participants

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- Ongoing development of participant Medicaid building and expansion opportunities for the program
- Monthly and quarterly data reporting on measurables and deliverables

Department of Health and Human Services
Division of Health and Human Services (DCYF) **2017-2018**
Parent Consultant

- Statewide consultation to DCYF within development of internal policies and statewide programs
- Parent Leader recruitment and development
- Participate in planning, testing, evaluation and measurable for new program implementations
- Monthly reporting on measurable and deliverables

Sunnyside Acura **2017-2018**
Concierge

- Front of the house position, face of the dealership in accordance with Honda/Acura standards
- Answering, screening and transferring all phone calls to the dealership
- Administrative work supporting sales, service and accounting departments

Cityside Management Corporation, Manchester NH **2004-2013**
Project Manager

- Government contract bidding process including requests for proposal completions and negotiations
- Development and start up of Housing and Urban Development (HUD) Asset Manager contracts throughout the United States
- HUD program administration and management in accordance with housing regulations and scope of service compliance
- Supervise large staff, including hiring, training/development, employment reviews
- Training and seminar hosting for regional listing brokers
- IT support in developing Asset Management software package
- Manage and coordinate negotiations with HUD Contractors including the Mortgage Compliance Managers and Field Service Manager
- Extensive knowledge with reviewing and implementing government housing regulations
- Member of senior leadership team

Contract Manager

- Manage New England Management and Marketing HUD contract
- Manage Property Management, Real Estate and Mortgagee Compliance companies

Education

Keene State College

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LISA BEE

OBJECTIVE: To work in a position as a Certified Recovery Support Worker (CRSW) in an environment where I can use my Recovery Coaching skills and further develop experience, while working towards my Human Service Degree.

SUMMARY OF QUALIFICATIONS:

- Strong communication skills
- Fast learner
- Organizational skills
- Takes initiative
- Excellent interpersonal skills
- Decision making
- Reliable
- Assertive and self-motivated.
- Able to work overtime and on weekends if required.

CERTIFICATIONS:

- CCAR Recovery Coach Academy (November 2017)
- Recovery Coach Academy Plus RCA-PLUS (November 2017)
- Ethical Considerations for Recovery Coaches (February 2018)
- Connect Suicide Prevention Trained (March 2018)
- HIV/AIDS for Recovery Support Workers (March 2018)
- State Certification CRSW (August 2019)

EDUCATION:

- University of Arkansas (UAPB), Pine Bluff, AR. (June 1987- August 1990)
- Dollarway High School, Pine Bluff, AR. *High school diploma* (June 1987)
- Manchester Community College (MCC), Manchester, NH (August 2019-Present

EXPERIENCE:

Granite Pathways, Concord, NH October 2018-Present
Parent/Partner CRSW

- Peer to Peer recovery support and resource brokering
- Helps parents navigate the child welfare system and relationships with DCYF staff
- Works in collaboration with DCYF case plans and MLADC assessments/ in evaluations in supporting families
- Empower parents in building their recovery capital, achieving and sustaining long term recovery with the goal of reunification

- Engage families in the Better Together program for support after their case closes

REVIVE RECOVERY COMMUNITY CENTER, *NASHUA, NH*. JULY 2018- PRESENT
VOLUNTEER

ST JOSEPH'S HOSPITAL, *NASHUA, NH*. MAY 2017- PRESENT
DIETARY/CAFETERIA WORKER

- Set up tables or other dining areas with attention to cleanliness and order
- Prepare meals under the supervision of a dietary manager or cook
- Deliver dishes and trays at designated times and rooms
- Take down dining areas and collect and discard leftovers and take out garbage
- Stock ingredients and monitor inventory
- Help maintain kitchen equipment and appliances
- Excellent food service, customer service, team leadership, multi-tasking, communication skills, problem solving and decision making, neat clean and well organized.

RICELAND FOOD, *STUTTGART, AR* 72160. MARCH 2013 – FEBRUARY 2016
MACHINE OPERATOR

- Ran various types of machines that packed and bagged rice
- Check each machine for efficiency
- Check each machine for any mechanical problems.
- Report any machinery problem to supervisor.
- Adjust speed of machines for production
- Maintain proper flow of product.
- Inform supervisor of any changes for documentation purposes.
- Maintain proper flow to each milling break in order to have consistent flow through between each system.
- Assist in keeping work area clean.

TYSON FOOD, ***PINE BLUFF, AR*. DECEMBER 2009 - MARCH 2012**
PRODUCTION WORKER

- Food prep packing
- General labor while maintaining a clean safe work environment and adhering to Tyson policies and procedures.
- Performed all duties as assigned by Supervisor
- Work in different environments hot or cold.
- Lift, push and pull 40lbs and stand 8 to 10 hours to perform duties.

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Melissa Kimball

Highlights & Qualifications

To obtain employment within human services to Peer and Recovery Support where there is growth potential. Proven ability to handle high intensity situations in a courteous and professional manner while providing competent and responsible support. Confident in communications with individuals at all levels, trustworthy, and ethical. Respects and enforces confidentiality of clients at all times. Works well with a team and independently as needed. Organized and motivated in the work place with genuine understanding of client care.

Experience

Granite Pathways
Parent Partner/Family Peer Support Specialist October 2018 to Current

Worked as a Peer Support and resource broker to families involved with the child welfare system as they were reunifying with their children. Worked as a Peer Support and resource broker for relative Care givers of the children involved in the child welfare system. Facilitate PASTA (Parenting A Second Time Around) workshops for relative care givers in New Hampshire.

- Allot the time necessary to work with and be supervised by the Granite Pathways STS Program Manager;
- Participate in professional development opportunities including the NH certification requirements to become a Certified Recovery Support Worker within six months of hire;
- Utilize evidence-based home models including but not limited to; Nurturing Families and PASTA (Parenting a Second Time Around);
- Demonstrate an understanding of and an ability to successfully implement concepts presented in orientation and training;
- Possess good interpersonal skills;
- Exhibit qualities of dependability, empathy, genuineness, respect, and maintain a positive and supportive attitude;
- Complete all required casework documentation including but not limited to, leave requests, mileage forms, and correspondence in an organized, accurate and timely fashion;
- Regularly attend supervision with the STS Program Manager and STS Training Director;
- Possess, or be willing to learn, "professional behavior" elements (e.g.) ability to work with people, ability to clearly communicate with people, maintain confidentiality, engage in respectful interaction;
- Provide telephone support to relative caregivers in accordance with program guidelines;
- Provide in-home support to relative caregivers and children in accordance to program guidelines;
- Support the Parent Partner in their role as necessary;
- Provide telephone support to reunified Parent in accordance with program guidelines;
- Support Reunified Parent and Relative caregivers in any resources needed in accordance to program guidelines;
- Always display and maintain confidentiality

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Safe Station Respite Manchester, NH
Recovery Care Specialist Oct 2017 to Feb 2018

Fully Responsible for obtaining the needs and enforcing the safety of the clients while they stayed at the Respite shelter while further treatment was being set up accordingly to their individual situations.

· Communicating efficiently with treatment team within WRAP and Respite Shelter to coordinate care for clients Knowledge of administrating of medication practices
· Ability to use a "common sense" approach to identify and resolve problems in stressful situations
· Conducting admissions for client intakes as needed at Respite Shelter
· Encouraging and redirecting productive living skills on a daily basis
· Role modeling and demonstrating productive living skills
· Providing support and safety with all clients
· Facilitating groups daily and working with case managers and clinicians towards service plans for all clients
· Practicing trauma informed care along with strength-based treatment with guidance from coordinator
· Completing in person screenings and recovery calls with persons with co-occurring mental health and substance abuse issues
· Assisting Case Managers in determining appropriate referrals for clients
· Respecting and enforcing confidentiality of clients at all times
· Tracking and recording of client's behaviors and all interactions with clients

Serenity Place Manchester, NH

WRAP Peer Support Specialist May 2017 to Oct2017

- Providing support and safety to all clients as Peer Support
- Facilitating one on one daily groups on relapse prevention and self-care
- Conducting group Peer Support Sessions with clients
- Encouraging and redirecting healthy and safe living skills on a daily basis
- Practicing empathy and active listening skills with all clients on a daily basis
- Assisting in recovery calls with and for clients
- Respecting and enforcing confidentiality of clients at all times

Inn Season Resorts Gilford, NH
Costumer Care Representative June 2006 to Aug 2008

Handled the inbound and outbound calls of the offices and scheduled arranged hotel and seminar reservations of time shares all over New England with this company.

- Explaining in detail the gifts the customers would be receiving after completion of the seminar
- answering any and all questions costumers had
- practicing empathy and active listening skills at all times with costumers
- Always being kind and giving friendly service to all customers

New Hampshire Ball Bearing Laconia, NH

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Assembly Worker Jan 2005 to Feb2006

Did the assembly of multiple parts for air crafts, military equipment and helicopters. Factory setting and work with Union for employers.

- Assembly of ball bearings and other plane parts
- Reading blueprints properly to do work accordingly on parts
- Keeping confidentiality of formulas and adhesives
- Applying adhesives to parts
- Knowledge in using on working with company ovens to bake adhesive onto parts
- Keeping track of and documenting all work completed

Community Involvement

Serenity Place- *Volunteer Peer Support March 2017 to Oct 2017*

"Bridge Street Art Jam 2017"- *Volunteer Worker with Serenity Place 2017*

Education

New Hampshire Community Technical College – GED
Some college

Certifications

Peer Support Training- trauma informed care
Certified Recovery Support Worker- CRSW

References
Excellent references available upon request

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Michelle Wells

Summary

I bring over 8 years experience in the role as a Parent Partner. I am motivated, honest and have a strong work ethic. I am passionate about the Parent Partner Program and feel I offer a unique perspective and set of skills to help others. I strongly believe that given the right resources and supports, that anyone can overcome the challenges they face in life. I welcome the opportunity to share my personal experiences to inspire others. For the past year, I have been working as a peer to peer recovery coach, offerings support and resources to the families I work with.

Education

Moultonborough Academy, Moultonborough, New
Hampshire Graduated 1985
High School
New Hampshire Technical College, Laconia New
Hampshire 2002-2004
Technical College 2
Years Early Childhood
Education Childhood
Development

Recovery Training
August -2018 Recovery Coach Academy
July 30, 2018 HIV/AIDS for Recovery Support Workers
July 31, 2018 Motivational Interviewing Basics
October 2018 CCAR Ethical Considerations For Recovery Support Workers
January 24, 2019 Suicide Prevention for Non-clinical Workers

Licensing

June 20, 2019
Certified Recovery Support Worker

Employment History

Parent Partner with the Strength to Succeed Program. Recovery Coach.
July 2, 2018 to Present
Responsibilities:

- Licensed Certified Recovery Support Worker
- Peer to Peer Recovery Support
- Resource Broker
- Help empower clients in building their recovery capital and achieving and sustaining long term recovery
- Working in collaboration with the Division for Children Youth and Families case plans and MLADC assessments/evaluations to support families
- Engage families in the Better Together Program for support after their case closes.

Parent Partner- Better Together Program
2011-2018
Responsibilities:

- Parent Leader on the Better Together- Parent Partner Program Team, in the Conway District Office 2011-2018
- Parent Leader on the Better Together-Parent Partner Program Team, in the Laconia District Office 2015-2018
- Attend Better Together with Birth Parents Workshops annually. Part of the role of a Parent Partner in these workshops, is to assist with training of new DCYF staff.
- Member of the Better Together- Parent Partner Steering Committee

- Attending the DCYF Annual Conference as a Parent Partner and Parent Voice
- Attended the Parent Partner Strategic Sharing Workshop
- Parent Partner Facilitator Training - May 2017
- Facilitating Better Together with Birth Parents Workshops
- Parent Partner role in the DCYF CORE Investigation Simulation Training -April 2018
- Participated in the Focus Group as a Parent Voice, for The Child and Family Service Federal Review - April 2018

Caregiver
2007-2016
Responsibilities:

- Assisting clients with grooming and hygiene
- Assisting clients with medical needs and distributing medications
- Assisting clients with household cleaning and daily routines
- Providing companionship, support and comfort to clients

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PATRICIA M. REED

NEW HAMPSHIRE STATE DIRECTOR

QUALIFICATIONS

Demonstrated executive with more than 30 years' experience serving individuals with disabilities in children and youth services, addiction services, and residential treatment programs

EXPERIENCE

2018 New Hampshire State Director, Granite Pathways, Inc.

- Responsible for overall program management, program expansion and development, fiscal integrity, quality compliance and external relationships in New Hampshire for Granite Pathways, Inc.

2017 to 2018 Consultant

- Provide system analysis and consultation for a variety of entities providing services to individuals with intellectual and other developmental disabilities and behavioral health needs
- Led three NH regional agencies serving this population to plan for youth with challenging behaviors to receive adult services to meet their needs in a community based context

2015 to 2017 Vice President and Chief Operating Officer, Lakeview Management, Inc., Austin TX

- Responsible to provide program and operations consultation and support to Lakeview Specialty Hospital and Rehabilitation Center in Waterford, WI
- Directed to develop relationships with funders and providers in other states to pursue program development to most effectively utilize Lakeview's resources
- Represented the company in all matters for New England, New Jersey and Pennsylvania

2015 Executive Director, Lakeview Neurorehabilitation Center, Inc., Effingham, NH

- Responsible to provide program and operations consultation and support to Lakeview Specialty Hospital and Rehabilitation Center in Waterford, WI
- Directed to develop relationships with funders and providers in other states to pursue program development to most effectively utilize Lakeview's resources
- Represented the company in all matters for New England, New Jersey and Pennsylvania

2014 to 2015 Children's Director, NH Bureau of Behavioral Health, Concord, NH

- Responsible to provide leadership in planning and development of the state children's behavioral health system, act as liaison between CMHC Children's programs and the state office for program and client specific information exchange and problem solving
- Provided support to implement statewide initiatives
- Represented the Department of Health and Human Service on the Children's Behavioral Health Collaborative Executive Committee, Steering Committee and various workgroups
- Co-coordinated the Safe Schools/Health Students grant with the Department of Education

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2011 to 2014 Project Director, Health Profession Opportunity Project, NH Office of Minority Health and Refugee Affairs, Concord, NH

- Directed and implemented a five-year, $12 million-dollar healthcare workforce development grant to recruit, train and place low income individuals in healthcare jobs
- Developed RFP's, negotiated and managed contracts, and monitored grant and contractor budgets
- Worked closely with regional health care providers to understand their workforce needs; partnered with educational programs and other community groups to ensure that the individuals are well prepared to meet employer expectations for technical and soft skills
- Provided leadership and direction to develop innovative strategies to overcome system based barriers to education, training and self-sufficiency for NH citizens
- Collaborated with other NH workforce programs to efficiently use available resources to achieve shared employment goals

2002 to 2010 Senior Director of Clinical Services, Easter Seals of NH, Manchester, NH

- Provided leadership and oversight for the design, organization and delivery of clinical services for Easter Seals NH, including the development of Autism Services, an adolescent program for dual disorder treatment, residential DBT program and management of a residential treatment program for adults with substance abuse issues
- Provided oversight for the DCYF Administrative Case Review contract
- Developed and monitored budgets for programs
- Worked collaboratively with Easter Seals Development to write federal, state, and foundation grants, progress reports and budget monitoring
- Developed relationships with funders and providers in NH and other states to pursue program development and effective treatment and services for individuals and families

EDUCATION

- 1982 – 1987 Boston College, Chestnut Hill, MA: Graduate School of Arts and Science Department of Sociology (Four Year Doctoral Work)
- 1982 B.A. Norte Dame College, Manchester, NH Major- Behavioral Science/ Minor- English Summa Cum Laude, Dean's List

RESEARCH EXPERIENCE

Contracted to assist staff and clients on three community based residential facilities in the development of client self-government programs through participant observation and didactics. Responsible for both training and evaluation. Sites included Seacoast Mental Health Center- Portsmouth, NH and Greater Manchester Mental Health Center- Manchester, NH. Responsible for leading the research design, data collection and reporting for the evaluation of a partial Hospital Program. The primary methodology was intensive interviewing.

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Richard Thornton

EDUCATION: **2007-Present** **GRANITE STATE COLLEGE**
MANCHESTER, NH

1994-1996 **HESSER COLLEGE**
SUNDIAL AVE.
MANCHESTER, NH 03103

EXPERIENCE: April 12, 2021 - Present
Granite Pathways Strength to Succeed
Job Title: Parent Partner
60 Rogers st. Manchester NH
Job summary: Parent Partners are life trained paraprofessionals that can offer a wealth of knowledge and experience to families. Positive attitude, Nonjudgmental, Professional integrity, Organizational skills, Strong independent work ethic.

2019 - 2021
EASTERSEALS

Job Title: Paraprofessional

Mammoth Road

Manchester NH 03103
Job summary: Working in a classroom with students with psychological and neurological disabilities, ranging from clients who have experienced trauma and abuse to clients who have non-verbal and behavioral disorders. Assisting with daily living activities, improving relationship skills, developing coping mechanisms or teaching a subject.

EXPERIENCE: **2010-2018 WESTBRIDGE**
Job Title: Residential Team Coordinator
ELM STREET
MANCHESTER, NH 03103
Job Summary: Working with individuals with co occurring disorders. Provides individual and group therapy counseling; Skilled in motivational interviewing, Illness Management Recovery, Vocational specialist, Cognitive Behavior Therapy; Schedule appointments, transport participants to and from scheduled appointments and AA meetings; observe participants' intake of medication; Skilled in Crisis Prevention Intervention (CPI); provides supervision for counsellors; Attends leadership meetings.

EXPERIENCE: **1998-2010** **MIDWAY**
Job Title: Assistant Director
ROUTE 103
BRADFORD, NH
Job Summary: Supervision of assigned Direct Care Staff and Program Consumers for designated shift; assist in carrying out responsibilities of program

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operations; develop and coordinate monthly staff schedule and work assignments for Direct Care Counselors; develop individual treatment of service plans; organize staff training; provided on-call coverage for off-hours emergency consultation; recognize and respond to early signs of crisis; provide physical intervention in client crisis; provide ongoing support, guidance and role modeling for consumers; monitor program operations; strengthen or revise program norms; and payroll

EXPERIENCE: 2004-2006 : CFS MANCHESTER DAY PROGRAM
190 HANOVER ST.
MANCHESTER, NH 03103
Position: Case Worker

Job Summary: court reports; monitor program operations; develop treatment of service plans for youths; perform empowerment consultation; client crisis intervention, etc.

REFERENCES UPON REQUEST

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Shawn McCurley

Mission Driven Nonprofit Executive

History of facilitating change through organizational culture and performance management initiatives designed to establish accountability and maximize employee engagement.
Strong background in leadership and team development.

Strategic planning, program site management, and operations oversight experience, with twenty-two years in progressive roles with nonprofit organizations.

Refined relationship-building skills and experience working collaboratively with community stakeholders and partners, funding source representatives, and union staff.

PROFESSIONAL EXPERIENCE

Deputy Director

Easterseals Rhode Island, Pawtucket, RI 8/2017 – Present
Granite Pathways, Manchester, NH 10/2020 – Present
Provide leadership, oversight, and direction to Easterseals Rhode Island & Granite Pathways which provide services in the areas of Early Intervention, supported/non-supported employment and community-based integration for adults with IDD, and mental health/SUD services for adults in the community.

- Drove the effort to achieve full license reinstatement after it was downgraded to a conditional status.
- Executed the process to merge two brands under one operating umbrella.
- Executed a redesigned service delivery model transitioning from a center-based program to 100% community-based.
- Collaborated with state funding sources and the federal Department of Justice to assure the organization was following the consent decree and interim settlement agreement.
- Faculty member of an annual 10-month corporate Leadership Academy.
- Member of the Fedcap Professional Development Collaborative, Fedcap Safety Committee, & Path Forward Developer.

Chief Operating Officer

Delta Projects, Inc. Dedham, MA 1/2016–1/2017
Joined as member of Human Resources, promoted rapidly through a series of increasingly responsible management positions based on strong financial, operating, and team leadership performance. Managed 350-plus employees at 40 community-based locations in a unionized environment.

- Oversaw the Residential Operations Division (Adult Long-Term Residential Services), Human Resources, Nursing, & Maintenance Departments, and Compliance.
- Drove organizational change by focusing on creating a culture of accountability and employee development.
- Redesigned organizational infrastructure and implemented the use of

SKILLS

Leadership Development & Coaching

Program Development

Strategic Planning

Human Resources

System and Structure Analysis

Organizational Change Management

Multisite Operations

Financial Planning & Analysis

Vendor/Union Relations and Negotiation

Employee & Team Development and Training

Crisis Management & Risk Mitigation

HIGHLIGHTS

Financial responsibility for annual operating budget of approximately **$23 million.**

Reduced full-time vacancies **by 40%.**

Hired and trained more than **300 employees.**

Steward for establishing and maintaining public **partnerships** with local police department.

Led two consecutive successful HR funding source audits.

Conducted over 150 internal investigations for performance issues leading to the recovery of approx. $20,000 of misappropriated funds.

New to the organization, led the change effort to reinstate full operating license after it was revoked and achieved **within 4 months.**

Transitioned a longstanding group-based service delivery model to one focused on individualized needs and **person-centered practices/planning.**

new technology to foster efficiency.
- Revamped organizational field procedures to reduce the risk of financial mismanagement and fraud.
- Participated on teams leading to the creation of the Safety Committee, Risk Committee, and Leadership Institute.

Director of Human Resources
Delta Projects, Inc. Dedham, MA 1/2013–1/2016
Coached and led the Human Resources Department for a nonprofit organization with approximately 400 employees. Restructured the HR department and brought it into compliance with state and federal regulations.

- Reduced employee turnover from an average of 25% per month to an average of 3% per month.
- Designed and implemented an organizational wide performance management system reducing unemployment costs and union settlements by over $500K.
- Reduced Worker's Compensation claims by instituting new safety procedures and programs.
- Authored and designed new organizational policies and procedures.
- Implemented new HRIS technology.

Therapeutic Training & Support/Therapeutic Mentor (Per Diem)
UHS, Inc. (Arbour-Fuller Hospital) Attleboro, MA 1/2013-7/2014
- Provide in-home clinical support to adolescents and their families.

Program Director
Amego, Inc. Attleboro, MA 9/2010-12/2011
Directed operations for nine community based long-term residential sites leading and coaching a team of approximately 100 employees.

- Developed and led a unique personalized treatment program serving a behaviorally challenged individual in a community based residential setting. Managed all facets of programming including behavior management planning, staff training, clinical service coordination, & budgetary functions.
- Increased operating revenue by approximately $400K with one contract.

Assistant Director/Clinical Trainer
Community Resources for Justice Shirley, MA 1/2007-12/2008
Led the daily/clinical operations for 12 community based long-term residential sites with a team of approximately 120 employees.

Assistant Director
Brockton Area Multi-Services, Inc. Brockton, MA 11/2000-1/2007
Created, designed, and led a full-cycle long-term residential behavioral services division resulting in a sustained annual revenue increase of approximately $3 million and 80 employees.

Sergeant
United States Marine Corps
- Honorable Discharge

EDUCATION

Master of Public Administration
Suffolk University, Boston, MA

Master of Science Organizational Leadership
Roger Williams University, Providence, RI

Leadership Education in Neurodevelopmental Disabilities (LEND) Fellowship
UMASS Medical School, Boston, MA

Bachelor of Arts Psychology
Rhode Island College, Providence, RI

Certifications

Graduate Certificate
Nonprofit Management & Finance
Suffolk University, Boston, MA

Graduate Certificate
Disability & Health Policy
Suffolk University, Boston, MA

Instructor - BLS for Healthcare Providers/Heartsaver First Aid/CPR/AED
American Heart Association

Workplace Investigation Certification
Make Work Safe & Eckert Seamans Attorneys at Law

COVID-19 Safety Manager
Career Learning, HR WebAdvisor

Volunteer

Cumberland Youth Softball League Coach
Cumberland, RI

Advisory Board Member
Becket Family of Services, Fitchburg, MA

TOPSoccer Coach
Cumberland, RI

Professional Organizations

Society for Human Resources Management

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Tara Mercado

Summary of Qualifications

- ICD-10-CM, •EPIC •PCIS •PATCOM •MEDISENSE •Meditech •Carevoyant •eClinical Works LMR/Data view • Ebridge •RIS • ScerIS •PaySpan •Emdeon •CPU •QS1 •Wits •Cerner •Microsoft Office
- Medicare •Medicaid •United HealthCare •Cigna •Anthem •Harvard Pilgrim •Tufts •BCBS •Commercial/Workers Comp Insurances • Self-Pay •State Contracts

Education

Seacoast Career School
Manchester, NH Health Claims Certificate 2007

New Hampshire Community Technical College 2003-2004
Studied Design

Central High School 1999-2003

Professional Background

Financial/Budget Contract Manager
Fed Cap/Granite Pathways • Manchester NH November 2018 to current

- Create billing operations and structure for multiple State and Federal funded programs
- Oversight and management of billing staff and workflow
- Maintain stable cash flow and reduced AR over 30 days
- Act as a liaison between multiple recovery programs, billing company and corporate office
- Sort and process incoming correspondence for all programs
- Responsible for communication with clients, vendors, funders and insurance companies
- Developed/Maintain multiple spreadsheets with high volume data entry and measuring metrics
- Review, code and submit vendor invoices and employee expenses to accounts payable
- Maintain risk management processes to ensure revenue is on track and not miscalculated
- Track multiple program budget lines/expenses to ensure budgets are maximized

Billing Representative
XRAY Professional Association • Concord NH October 2017 to October 2018

- Ancillary Billing
- High volume posting of payments
- Electronic paper billing/appeals and follow up
- Process adjustment requests, denial posting, patient and insurance refunds
- Answer high volume patient calls and review monthly statements
- Sort and process incoming correspondence
- Communicate with hospital/facility staff and or responsible parties of patients
- Research payer policies and covered policies via websites

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Billing Representative
US Labs • Lakeville MA — August 2016 to April 2017

- Lab Billing
- Assist in reducing A/R for multiple payers over 30 days
- Data, Insurance, Order Entry
- Electronic paper billing/appeals and follow up
- Process adjustment requests, denial posting, patient and insurance refunds
- Answer patient calls and review monthly statements
- Sort and process incoming correspondence
- Research payer policies via payer websites

Billing Representative II
Mass General Physicians Organization • Bedford, NH — December 2012 to July 2016

- Physicians Billing
- Assist in reducing A/R for multiple payers over 30 days
- Identify trends or inconsistencies with payers
- Electronic and paper billing/appeals and follow up
- Process adjustment requests, denial posting, patient and insurance refunds, credits
- Maintain quality communication with A/R managers within organization
- Resolve customer service inquiries for patient requests
- Assist GPM with account resolutions with projects or patient/provider concerns
- Sort and process incoming correspondence
- Research payer policies via payer websites

Claims Resolution Associate
Affiliated Professional Services • Wareham, MA — October 2011 to October 2012

- Physicians Billing
- Responsible for high volume collections via electronic remittance as well as paper denials
- Complete monthly aging over 45 days on all accounts to improve cash flow
- Obtain all billing information, authorizations, and referrals via phone email and hospital systems
- Process mail, payer denials, attorney requests, PIP exhaust letters, bankruptcies, self-pay statements
- Perform follow up on outstanding claims
- Process paper and/or electronic appeals

Accounts Receivable/Collections Specialist
Easter Seals • Manchester NH — December 2007 to June 2010

- Residential and Physicians Billing
- Responsible for high volume collections (65 to 70 calls per day)
- Complete monthly aging reports over 30 days to improve cash flow
- Maintain electronic, web, paper and statement billing for several group homes
- Perform data charge entry for residential stays, schooling and special stays
- Obtain all billing information, authorizations, and referrals via phone email and hospital systems
- Research contracts thru state funded insurances, private carriers, self-pay and responsible school districts
- Maintain monthly reports on revenue adjustments

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- Research variances
- Report monthly cash projections for all insurance carriers

Achievement/Honors

- Recipient of the President's Award at Easter Seals. Developed and implemented a new procedure for current staff and state of NH workers to follow. This procedure eliminated revenue adjustments and saved resources for collecting payments on outstanding claims deemed un-collectable. This procedure changed the department goal of outstanding claims from 60 days to 30 days. The result was increased cash flow and reduction in A/R over 90 days.
- Completed – Effective Performance Management Strategy Workshop - 2019

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Granite Pathways Strength to Succeed

Key Personnel

Name	Job Title	Salary	% Paid from this Contract	Amount Paid from this Contract
Lori Hebert	Director	70,00	100%	70,000.00
Brian Lemire	Program Coordinator	21.00 hourly/40 hours	100%	43,680.00
Anna Battle	Field Supervisor	48,000	100%	48,000.00
Donna Keefe	Director of New Initiatives	77,696	30%	23,308.80
Tara Mercado	Billing Specialist	55,000	55%	30,250.00
Patricia Reed	State Director	105,000	50%	52,500.00
Shawn McCurley	Deputy Director	113,300	50%	56,650.00
Casey Lutz	Quality Improvement/Data	90,000	30%	27,000.00
Amber Pulse	Contract Billing	50,000	6%	3,000.00
Amanda Letendre	Field Supervisor	46,000	100%	46,000.00
Michelle Wells	Parent Partner	21.22 hourly/40 hours	100%	44,137.60
Kristi Southers	Parent Partner	18.00 hourly/40 hours	100%	37,440.00
Lisa Bee	Parent Partner	21.22 hourly/40 hours	100%	44,137.60
Melissa Kimball	Parent Partner	20.60 hourly/40 hours	100%	42,848.00
Crystal Lafortune	Parent Partner	18.00 hourly/40 hours	100%	37,440.00
Elaine Hauserman	Parent Partner	18.00 hourly/40 hours	100%	37,440.00
Rick Thornton	Parent Partner	19.00 hourly/40 hours	100%	39,520.00
Faithann Blue	Parent Partner	20.00 hourly/40 hours	100%	41,600.00
Amanda Durand	Family Peer Support	19.00 hourly/40 hours	100%	39,520.00
Mary Morin, Ph.D.	Early Childhood Specialist	110,000	60%	66,000.00

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Lori A. Shibinette
Commissioner

Katja S. Fox
Director

STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR BEHAVIORAL HEALTH

129 PLEASANT STREET, CONCORD, NH 03301
603-271-9544 1-800-852-3345 Ext. 9544
Fax: 603-271-4332 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

June 21, 2021

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to enter into **Retroactive** amendments to existing contracts with the vendors listed below for the continued provision of substance use disorder prevention and early intervention services for children, from birth through age nine (9) years old, who are involved with the New Hampshire Division for Children, Youth and Families (DCYF) and their parents and caregivers who have a substance use disorder, by increasing the total price limitation by $371,755 from $6,241,597 to $6,613,352 with no change to the contract completion dates of September 29, 2021, effective retroactive to January 1, 2021, upon Governor and Council approval. 100% Other Funds (Governor's Office for Emergency Relief and Recovery).

The individual contracts were approved by Governor and Council as specified in the table below.

Vendor Name	Vendor Code	Area Served	Current Amount	Increase (Decrease)	Revised Amount	G&C Approval
Granite Pathways	228900-B001	Conway Rochester Seacoast Southern Manchester Keene Claremont Concord Laconia	$3,891,606	$205,480	$4,097,086	O: 5/2/18, #20 A1: 5/15/19, #17A A2: GA 7/20/20, 8/26/20 Info. Item M A3: 1/21/21, #17
The Family Resource Center at Gorham	162412-B001	Berlin Littleton	$2,349,991	$166,275	$2,516,266	O: 5/2/18, #20 A1: 12/19/20, #20 A2: GA 7/20/20, 8/26/20 Info. Item M. A3: 1/21/21, #17
		Total:	**$6,241,597**	**$371,755**	**$6,613,352**	

Funds are available in the following accounts for State Fiscal Year 2022, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

See attached fiscal details.

EXPLANATION

This request is **Retroactive** because funding provided through Amendment #3 ended in December of 2020, and due to ongoing need, the Contractors continued to provide services to families and caregivers who are affected by a substance use disorder or mental illness and are undergoing an assessment by DCYF. The Department became aware in early 2021 that additional support was need for non-substance use disorder families. However, after assessing various potential funding sources, additional funding from GOFERR was confirmed in May 2021, at which point the Department needed additional time to finalize budgets and fully execute contract documents for Governor and Executive Council approval. This retroactive action will allow the Contractors to bill for the services and support they provided to at-risk and high-risk families back to January 1, 2021.

The Contractors will continue to provide the Strength to Succeed Program services to children, parents, and caregivers who are undergoing an assessment by DCYF, and are affected by a substance use disorder or mental illness as well as evidence-based curriculum to grandparents who are caring for a minor child as a result of DCYF involvement and parental substance use and/or mental illness. Approximately 115 families will be served through September 29, 2021.

The Contractors will continue to provide programs that provide accessible, integrated services to reduce and mitigate childhood trauma that results from familial substance use. Core components of the Strength to Succeed program include rapid access to treatment for parents within DCYF reunification timeframe, DCYF Parent Partner peer support, home visiting services, direct prevention services to children to mitigate risk of substance misuse, and caregiver support for relative caregivers of children exposed to substance use in the home.

The Department will continue to monitor contracted services by ensuring the Contractors:

- Provide evidence-based home visiting services to all families referred to the program that require home visiting services as part of their treatment plan.
- Increase training opportunities for the early childhood and home visiting workforce in substance misuse prevention, recovery, and trauma informed care by three (3) trainings per calendar year and increase the knowledge of substance misuse prevention, recovery and trauma informed care among the early childhood and home visiting workforce, as demonstrated by an increase of 10% in aggregate as measured quarterly from training pre-tests to training post-tests.
- Ensure that 80% of families referred to the program receive access to treatment or interim treatment services within 48 hours of referral.
- Collaborate with the Department on the development, reporting, and quality improvement efforts for additional performance measures and outcome indicators.

Should the Governor and Executive Council not authorize this request, children impacted by substance misuse and/or mental illness within their family may not receive the services and targeted prevention services necessary to support their current needs and to assist them with avoiding substance misuse issues themselves. In addition, relative caregivers impacted by familial substance misuse may not receive the services and supports that are necessary to continue to support the children in their families.

Area served: Statewide

In the event that the Other Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,

Lori A. Shibinette
Commissioner

DEPARTMENT OF HEALTH AND HUMAN SERVICES
Targeted Prevention Programming for DCYF Involved Families FISCAL DETAIL

05-95-92-920510-25590000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: DIVISION FOR BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL, OPIOID STR GRANT

100% Federal Funds

Granite Pathways — Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2018	102/500731	Contracts for Program Services	92052559	$121,778	$0	$121,778
2019	102/500731	Contracts for Program Services	92052559	$487,111	$0	$487,111
2020	102/500731	Contracts for Program Services	92052559	$0	$0	$0
				$608,889	$0	$608,889

The Family Resource Center at Gorham — Vendor #162412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2018	102/500731	Contracts for Program Services	92052559	$27,062	$0	$27,062
2019	102/500731	Contracts for Program Services	92052559	$108,247	$0	$108,247
2020	102/500731	Contracts for Program Services	92052559	$0	$0	$0
				$135,309	$0	$135,309
			Subtotal	$744,198	$0	$744,198

05-95-92-920510-70400000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS, HHS: BEHAVIORAL HEALTH DIV, BUREAU OF DRUG & ALCOHOL SERVICES, STATE OPIOID RESPONSE GRANT

100% Federal Funds

Granite Pathways — Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2019	102/500731	Contracts for Program Services	92057040	$284,744	$0	$284,744
2020	102/500731	Contracts for Program Services	92057040	$598,103	$0	$598,103
2021	102/500731	Contracts for Program Services	92057040	$146,853	$0	$146,853
2021	102/500731	Contracts for Program Services	92057046	$469,217	$0	$469,217
2021	102/500731	Contracts for Program Services	92057048	$549,200	$0	$549,200

DEPARTMENT OF HEALTH AND HUMAN SERVICES
Targeted Prevention Programming for DCYF Involved Families FISCAL DETAIL

2022	102/500731	Contracts for Program Services	92057048	$274,600	$0	$274,600
			Subtotal	$2,322,717	$0	$2,322,717

The Family Resource Center at Gorham Vendor #162412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2019	102/500731	Contracts for Program Services	92057040	$195,743	$0	$195,743
2020	102/500731	Contracts for Program Services	92057040	$548,805	$0	$548,805
2021	102/500731	Contracts for Program Services	92057040	$149,527	$0	$149,527
2021	102/500731	Contracts for Program Services	92057046	$195,607	$0	$195,607
2021	102/500731	Contracts for Program Services	92057048	$400,000	$0	$400,000
2022	102/500731	Contracts for Program Services	92057048	$200,000	$0	$200,000
				$1,689,682	$0	$1,689,682
			Subtotal	$4,012,399	$0	$4,012,399

05-95-95-950010-19290000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS, HHS: COMMISSIONER'S OFFICE, OFFICE OF THE COMMISSIONER, DHHS COVID RELIEF FD FR GOFERR

100% Other Funds

Granite Pathways Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2021	103/502664	Contracts for Operational Services	95010895	$960,000	$0	$960,000
2022	103/502664	Contracts for Operational Services	95010795	$0	$205,480	$205,480
		Sub Total		$960,000	$205,480	$1,165,480

The Family Resource Center at Gorham Vendor #162412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2021	103/502664	Contracts for Operational Services	95010895	$525,000	$0	$525,000
2022	103/502664	Contracts for Operational Services	95010795	$0	$166,275	$166,275
		Sub Total		$525,000	$166,275	$691,275

Subtotal	$1,485,000	$371,755	$1,856,755
Overall Total	$6,241,597	$371,755	$6,613,352

State of New Hampshire
Department of Health and Human Services
Amendment #4

This Amendment to the Targeted Prevention Programming for DCYF-Involved Families contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and Granite Pathways ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on May 2, 2018 (Item #20), as amended on May 15, 2019 (Item #17A), and as amended as with Governor approval on July 20, 2020, and presented to the Governor and Council on August 26, 2020 (Informational Item M), and as amended with Governor and Executive Council on January 22, 2021 (Item #17), the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract as amended and in consideration of certain sums specified; and

WHEREAS, pursuant to Form P-37, General Provisions, Paragraph 18, and Exhibit C-1, Revisions to General Provisions, Section 3, the Contract may be amended upon written agreement of the parties and approval from the Governor and Executive Council; and

WHEREAS, the parties agree to extend the term of the agreement, increase the price limitation, or modify the scope of services to support continued delivery of these services; and

NOW THEREFORE, in consideration of the foregoing and the mutual covenants and conditions contained in the Contract and set forth herein, the parties hereto agree to amend as follows:

1. Form P-37 General Provisions, Block 1.8, Price Limitation, to read:

   $4,097,086

2. Modify Exhibit B Amendment #3, Methods and Conditions Precedent to Payment, Section 1, by adding, Subsection 1.2 to read:

   1.2. 100% Other Funds (Governor's Office for Emergency Relief and Recovery)

3. Modify Exhibit B, Amendment #3, Methods and Conditions Precedent to Payment, Section 2 to read:

   2. Payment shall be on a cost reimbursement basis for actual expenditures incurred in the fulfillment of this Agreement, and shall be in accordance with the approved line item, as specified in Exhibit B-7 Amendment #3 Budget and Exhibit B-8, Amendment #4 Budget GOFERR.

4. Modify Exhibit B, Amendment #3, Methods and Conditions Precedent to Payment, Section 6 to read:

   6. In lieu of hard copies, all invoices may be assigned an electronic signature and emailed to DHHS.DBHInvoicesMHS@dhhs.nh.gov, or invoices may be mailed to:

      Financial Manager, Division for Behavioral Health
      Department of Health and Human Services
      105 Pleasant Street
      Concord, NH 03301

5. Add Exhibit B-8 Amendment #4 Budget GOFERR, which is attached hereto and incorporated by reference herein.

All terms and conditions of the Contract and prior amendments not modified by this Amendment remain in full force and effect. This Amendment shall be retroactively effective to May 21, 2021, upon the date of Governor and Executive Council approval.

IN WITNESS WHEREOF, the parties have set their hands as of the date written below,

State of New Hampshire
Department of Health and Human Services

6/23/2021
Date

DocuSigned by:
Katja Fox
ED9D05B04C83442...
Name: Katja Fox
Title: Director

Granite Pathways

6/23/2021
Date

DocuSigned by:
Kenneth Brezenoff
4080F24941DD4C8...
Name: Kenneth Brezenoff
Title: General Counsel

The preceding Amendment, having been reviewed by this office, is approved as to form, substance, and execution.

OFFICE OF THE ATTORNEY GENERAL

DocuSigned by:
D5CA9202E32C4AE...

6/24/2021
Date

Name: Catherine Pinos
Title: Attorney

I hereby certify that the foregoing Amendment was approved by the Governor and Executive Council of the State of New Hampshire at the Meeting on: _____ (date of meeting)

OFFICE OF THE SECRETARY OF STATE

Date

Name:
Title:

DocuSign Envelope ID: 9F3E1678-0A39-41C4-AE86-018505A7B4E3

New Hampshire Department of Health and Human Services
COMPLETE ONE BUDGET FORM FOR EACH BUDGET PERIOD

Contractor Name: Granite Pathways

Budget Request for: Targeted Prevention Programming for OCYF Involved Families

Budget Period: May 21, 2021 - September 29, 2021

Line Item	Total Program Cost			Contractor Share / Match			Funded by DHHS contract share		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
1. Total Salary/Wages	$ 40,000.00	$ -	$ 40,000.00	$ -	$ -	$ -	$ 40,000.00	$ -	$ 40,000.00
2. Employee Benefits	17,800.00	-	17,800.00	-	-	-	17,800.00	-	17,800.00
3. Consultants	20,400.00	-	20,400.00	-	-	-	20,400.00	-	20,400.00
4. Equipment:	-	-	-	-	-	-	-	-	-
Rental	2,500.00	-	2,500.00	-	-	-	2,500.00	-	2,500.00
Repair and Maintenance	-	-	-	-	-	-	-	-	-
Purchase/Depreciation	8,000.00	-	8,000.00	-	-	-	8,000.00	-	8,000.00
5. Supplies:		-	-	-	-	-	-	-	-
Educational	15,000.00	-	15,000.00	-	-	-	15,000.00	-	15,000.00
Lab	-	-	-	-	-	-	-	-	-
Pharmacy	-	-	-	-	-	-	-	-	-
Medical	-	-	-	-	-	-	-	-	-
Office	10,000.00	-	10,000.00	-	-	-	10,000.00	-	10,000.00
6. Travel	10,000.00	-	10,000.00	-	-	-	10,000.00	-	10,000.00
7. Occupancy	13,500.00	-	13,500.00	-	-	-	13,500.00	-	13,500.00
8. Current Expenses	-	-	-	-	-	-	-	-	-
Telephone	4,000.00	-	4,000.00	-	-	-	4,000.00	-	4,000.00
Postage	500.00	-	500.00	-	-	-	500.00	-	500.00
Subscriptions	-	-	-	-	-	-	-	-	-
Audit and Legal	-	-	-	-	-	-	-	-	-
Insurance	5,800.00	-	5,800.00	-	-	-	5,800.00	-	5,800.00
Board Expenses	-	-	-	-	-	-	-	-	-
9. Software	-	-	-	-	-	-	-	-	-
10. Marketing/Communications	8,500.00	-	8,500.00	-	-	-	8,500.00	-	8,500.00
11. Staff Education and Training	10,000.00	-	10,000.00	-	-	-	10,000.00	-	10,000.00
12. Subcontracts/Agreements	-	-	-	-	-	-	-	-	-
13. Other (specific details mandatory):Flex Funds	30,000.00	-	30,000.00	-	-	-	30,000.00	-	30,000.00
	-	-	-	-	-	-	-	-	-
Indirect As A Percent of Direct		18,680.00	18,680.00	-	-	-	-	18,680.00	18,680.00
	-	-	-	-	-	-	-	-	-
TOTAL	$ 186,800.00	$ 18,680.00	$ 205,480.00	$ -	$ -	$ -	$ 186,800.00	$ 18,680.00	$ 205,480.00

Indirect As A Percent of Direct 10%

Contractor Initials AG
Date 6/23/2021

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STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR BEHAVIORAL HEALTH

Lori A. Shibinette
Commissioner

Katja S. Fox
Director

129 PLEASANT STREET, CONCORD, NH 03301
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December 15, 2020

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to amend existing **Sole Source** contracts with the vendors listed below for the continued provision of Substance Use Disorder prevention and early intervention services for children from birth to age ten (10) years old involved with Division for Children, Youth and Families and their parents and caregivers who have a substance use disorder, by exercising renewal options and by increasing the total price limitation by $1,816,193 from $4,425,404 to $6,241,597 and by extending the completion date for Granite Pathways from December 31, 2020 to September 29, 2021, and for The Family Resource Center at Gorham from January 31, 2021 to September 29, 2021, effective upon Governor and Council approval. 100% Federal Funds.

The individual contracts were approved by Governor and Council as specified in the table below. .

Vendor Name	Vendor Code	Area Served	Current Amount	Increase (Decrease)	Revised Amount	G&C Approval
Granite Pathways	22890 0-B001	Conway Rochester Seacoast Southern Manchester Keene Claremont Concord Laconia	$2,598,589	$1,293,017	$3,891,606	O: 5/2/18, #20 A1: 5/15/19, #17A A2: 8/26/20, Info Item M
The Family Resource Center at Gorham	162412 -B001	Berlin Littleton	$1,826,815	$523,176	$2,349,991	O: 5/2/18, #20 A1: 12/19/20, #20 A2: 8/26/20, Info Item M
		Total:	$4,425,404	$1,816,193	$6,241,597	

Funds are available in the following accounts for State Fiscal Year 2021 and are anticipated to be available in State Fiscal Year 2022, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

See attached fiscal details.

EXPLANATION

This request is **Retroactive** because sufficient funds in State Fiscal Year 2021 were not available in the operating budget considering the grant amount awarded. There was a delay by the Substance Abuse and Mental Health Services Administration in approving New Hampshire's requests for continued State Opioid Response Grant and as a result the action to accept in additional state appropriations had to be deferred. This request is **Sole Source** because the contracts were approved as sole source in a previous action and MOP 150 requires any subsequent amendments to be labelled as sole source.

The purpose of this request is to continue providing the Strength to Succeed Program services to children, parents and caregivers who are undergoing an assessment by the Division for Children, Youth, and Families, and are affected by a substance use disorder. This request, if approved, will also fund the evidence-based Parenting a Second Time Around or equivalent evidence-based curriculum for grandparents who are caring for a minor child as a result of Division of Children, Youth, and Families involvement and parental substance use.

Approximately 300 individuals will be served from September 30, 2020 to September 29, 2021.

The Contractors have been providing these programs and have established protocols in place that provide accessible, integrated services to reduce and mitigate childhood trauma that results from substance use in the family. Core components of the Strength to Succeed program include rapid access to treatment for parents within the Division for Children, Youth, and Families reunification timeframe, Division for Children, Youth, and Families Parent Partner peer support, home visiting services, direct prevention services to children to mitigate risk of substance misuse, and caregiver support for relative caregivers of children exposed to substance use in the home.

The original services were contracted when the State received funding authorized by the 21st Century Cures Act through the Substance Abuse and Mental Health Services Administration State Targeted Response to the Opioid Crisis grant. The State Targeted Response grant program ended in fiscal year 2020, and funds from that grant were used to expand critical substance use disorder prevention, treatment and recovery services to target populations, including child welfare involved families. Extension and expansion of State Targeted Response funded initiatives were a key component of the State Opioid Response grant, whose second round of funding provides additional resources to address the opioid crisis through September 29, 2021.

The Department will monitor contracted services using the following performance measures:

- The Contractor shall provide evidence-based home visiting services to all families referred to the program that require home visiting services as part of their treatment plan.
- The Contractor shall increase training opportunities for the early childhood and home visiting workforce in substance misuse prevention, recovery, and trauma informed care by three (3) trainings per calendar year and increase the knowledge of substance misuse prevention, recovery and trauma informed care among the early childhood and

home visiting workforce, as demonstrated by an increase of 10% in aggregate as measured quarterly from training pre-tests to training post-tests

- The Contractor shall ensure that 80% of families referred to the program receive access to treatment or interim treatment services within 48 hours of referral.
- The Contractor shall collaborate with the Department on the development, reporting, and quality improvement efforts for additional performance measures and outcome indicators.

As referenced in Form P-37, General Provisions, and in Exhibit C-1, Revisions to General Provisions, Section 3 of the original contracts, the parties have the option to extend the agreements for up to two (2) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval. The Department previously renewed the contracts for Granite Pathways for one (1) year and six (6) months, leaving six (6) months available, and for The Family Resource Center at Gorham for one (1) year and seven (7) months, leaving five (5) months available. The Department is exercising its option to renew services for the remaining periods available on each contract as well as to extend the contracts an additional three months beyond the original two (2) year renewal periods, therefore, extending both contracts through September 29, 2021.

Should the Governor and Executive Council not authorize this request, children impacted by substance misuse issues within their family may not receive the services and targeted prevention services necessary to support their current needs and to assist them with avoiding substance misuse issues. In addition, relative caregivers impacted by familial substance misuse may not receive the services and supports that are necessary to continue to support the children in their families.

Area served: Statewide.

Source of Funds: 100% Federal Funds CFDA #93.788, FAIN H79TI083326 and FAIN H79TI081685.

In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,

Lori A. Shibinette
Commissioner.

DEPARTMENT OF HEALTH AND HUMAN SERVICES
COMMUNITY MENTAL HEALTH CENTER CONTRACT AMENDMENTS
SFY 2016 FINANCIAL DETAIL

05-95-92-920510-28590000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS,
HHS: DIVISION FOR BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL, OPIOID STR GRANT
100% Federal Funds

Granite Pathways — Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2018	102/500731	Contracts for Program Services	92052559	$121,778	$0	$121,778
2019	102/500731	Contracts for Program Services	92052559	$487,111	$0	$487,111
2020	102/500731	Contracts for Program Services	92052559	$0	$0	$0
				$608,889	$0	$608,889

The Family Resource Center at Gorham — Vendor #182412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2018	102/500731	Contracts for Program Services	92052559	$27,062	$0	$27,062
2019	102/500731	Contracts for Program Services	92052559	$108,247	$0	$108,247
2020	102/500731	Contracts for Program Services	92052559	$0	$0	$0
				$135,309	$0	$135,309
			Subtotal	$744,198	$0	$744,198

05-95-92-920510-70400000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS,
HHS: BEHAVIORAL HEALTH DIV, BUREAU OF DRUG & ALCOHOL SERVICES, STATE OPIOID RESPONSE GRANT
100% Federal Funds

Granite Pathways — Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2019	102/500731	Contracts for Program Services	92057040	$284,744	$0	$284,744
2020	102/500731	Contracts for Program Services	92057040	$598,103	$0	$598,103
2021	102/500731	Contracts for Program Services	92057040	$146,853	$0	$146,853
2021	102/500731	Contracts for Program Services	92057048	$0	$469,217	$469,217
2021	102/500731	Contracts for Program Services	92057048	$0	$549,200	$549,200
2022	102/500731	Contracts for Program Services	92057048	$0	$274,600	$274,600
				$1,029,700	$1,293,017	$2,322,717

The Family Resource Center at Gorham — Vendor #182412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2019	102/500731	Contracts for Program Services	92057040	$418,876	($223,133)	$195,743
2020	102/500731	Contracts for Program Services	92057040	$598,103	($49,298)	$548,805
2021	102/500731	Contracts for Program Services	92057040	$149,527	$0	$149,527
2021	102/500731	Contracts for Program Services	92057048	$0	$195,607	$195,607
2021	102/500731	Contracts for Program Services	92057048	$0	$400,000	$400,000
2022	102/500731	Contracts for Program Services	92057048	$0	$200,000	$200,000
				$1,166,506	$523,176	$1,689,682
			Subtotal	$2,196,206	$1,816,193	$4,012,399

05-95-95-950010-19190000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS,
HHS: COMMISSIONER'S OFFICE, OFFICE OF THE COMMISSIONER, COVID19 FEMA - DHHS
100% Other Funds

Granite Pathways — Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2021	102/500731	Contracts for Program Services	95010895	$960,000	$0	$960,000
		Sub Total		$960,000	$0	$960,000

The Family Resource Center at Gorham — Vendor #182412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2021	102/500731	Contracts for Program Services	95010895	$525,000	$0	$525,000
		Sub Total		$525,000	$0	$525,000
			Subtotal	$1,485,000	$1,816,193	$1,485,000
			Overall Total	$4,425,404	$1,816,193	$6,241,597

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STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION OF PUBLIC HEALTH SERVICES

Lori A. Shibinette
Commissioner

Lisa M. Morris
Director

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July 22, 2020

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

INFORMATIONAL ITEM

Pursuant to RSA 4:45, RSA 21-P:43, and Section 4 of Executive Order 2020-04, as extended by Executive Orders 2020-05, 2020-08, 2020-09, 2020-10, and 2020-14, Governor Sununu has authorized the Department of Health and Human Services, Division for Behavioral Health, to enter into Sole Source amendments to existing contracts with the vendors listed below for the provision of Targeted Prevention Programming for DCYF-Involved Families with Substance Use Disorder, by increasing the total price limitation by $1,485,000 from $2,940,404 to $4,425,404 and by extending the completion dates from September 30, 2020, to the dates specified below, effective upon Governor approval. The original contracts were approved by Governor and Council as specified in the table below. 100% Federal Funds.

Vendor Name	Vendor Code	District Offices Served	Current Amount	Informational Item – Increase (Decrease))	Revised Amount	Completion Date	G&C Approval
Granite Pathways	228900-B001	Conway Rochester Seacoast Southern Manchester Keene Claremont Concord Laconia	$1,638,589	$960,000	$2,598,589	December 31, 2020	O: 5/2/18 #20 A1: 5/15/19 #17A
The Family Resource Center at Gorham	162412-B001	Berlin Littleton	$1,301,815	$525,000	$1,826,815	January 31, 2021	O: 5/2/18 #20 A1: 12/19/18 #20
		Total:	$2,940,404	$1,485,000	$4,425,404		

Funds are available in the following accounts for State Fiscal Years 2021 with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

SEE ATTACHED FISCAL DETAILS

EXPLANATION

This item is **Sole Source** because the Department, in the interest of the public's health and safety, identified these two (2) vendors as having the capacity to quickly respond to the COVID-19 pandemic. The Governor requested certain funding be set aside for COVID-19 emergencies in order to broaden programming to help families in this trying time. This amendment allows children and their families to receive additional assistance because of exacerbated circumstances caused by COVID-19.

The purpose of this item is to expand access to Strength to Succeed services to children, parents, and caregivers who are undergoing an assessment by the Division for Children, Youth and Families (DCYF), and are affected by a substance use disorder. This item will expand the number of families that are eligible to access the Strength to Succeed program, given that current funding limits eligibility to open cases. The expanded services will also require the vendors to implement the evidence-based Parenting a Second Time Around or equivalent evidence-based curriculum for grandparents who are caring for a minor child as a result of DCYF involvement and parental substance use. More than 100 individuals received services through this program in 2018. This request, if approved, will expand the program to provide services for more than 150 individuals statewide.

The vendors are currently providing the Strength to Succeed Program, which consists of substance use disorder prevention and early intervention services to families who have open cases with the DCYF as a result of substance use. The vendors have established programs in place that provide accessible, integrated services to reduce and mitigate childhood trauma that results from substance use in the family. Core components of the Strength to Succeed program include rapid access to treatment for parents within the DCYF reunification timeframe, DCYF Parent Partner peer support, home visiting services, direct prevention services to children to mitigate risk of substance misuse, and caregiver support for relative caregivers of children exposed to substance use in the home. This request, if approved, will provide additional funding to expand services to an additional group of children and their families and extend the existing program for another fifteen (15) months.

The original services were contracted when the State received funding authorized by the 21st Century CURES Act through the Substance Abuse and Mental Health Services Administration (SAMHSA) State Targeted Response to the Opioid Crisis grant. The State Targeted Response grant program ended in State Fiscal Year 2019, and funds from that grant were used to expand critical substance use disorder prevention, treatment, and recovery services to target populations, including child welfare involved families. Extension and expansion of the State's Targeted Response funded initiatives are key components of the State's recently accepted plan for the State Opioid Response grant, which provides funding to address the opioid crisis through September 29, 2020.

As referenced in Form P-37, General Provisions, and in Exhibit C-1, Revisions to General Provisions, Section 3, of the original contracts, the parties have the option to extend the agreements for up to two (2) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and appropriate State approval. The Department previously renewed the contracts for one (1) year and three (3) months, leaving nine (9) months available. The Department is exercising its option to renew services for three (3) months with Granite Pathways) and four (4) months with The Family Resource Center at.

Area served: Statewide

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Source of Funds: 100% General Funds.

Respectfully submitted,

FOR Lori A. Shibinette
Commissioner

05-95-92-920510-25590000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: DIVISION FOR BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL, OPIOID STR GRANT

SFY	Class/ Account	Class Title	Job Number	Current Amount	Increase/ Decrease	Revised Amount
2018	102-500731	Contracts for Program Services	92052559	$148,840	$0	$148,840
2019	102-500731	Contracts for Program Services	92052559	$595,358	$0	$595,358
2020	102-500731	Contracts for Program Services	92052559	$0	$0	$0
			Subtotal	*$744,198*	*$0*	*$744,198*

05-95-92-920510-70400000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS, HHS: BEHAVIORAL HEALTH DIV, BUREAU OF DRUG & ALCOHOL SERVICES, STATE OPIOID RESPONSE GRANT

SFY	Class/ Account	Class Title	Job Number	Current Amount	Increase/ Decrease	Revised Amount
2019	102-500731	Contracts for Program Services	92057040	$1,000,000	($296,380)	$703,620
2020	102-500731	Contracts for Program Services	92057040	$1,196,206	$0	$1,196,206
2021	102-500731	Contracts for Program Services	92057040	$0	$296,380	$296,380
			Subtotal	*$2,196,206*	*$0*	*$2,196,206*

05-95-95-950010-19190000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS, HHS: COMMISSIONER'S OFFICE, OFFICE OF THE COMMISSIONER, COVID19 FEMA - DHHS

SFY	Class/ Account	Class Title	Job Number	Current Amount	Increase/ Decrease	Revised Amount
2021	102-500731	Contracts for Program Services	95010895	$0	$1,485,000	$1,485,000
			Subtotal	*$0*	*$1,485,000*	*$1,485,000*
			Grand Total	$2,940,404	$1,485,000	$4,425,404

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STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR BEHAVIORAL HEALTH

BUREAU OF DRUG AND ALCOHOL SERVICES

Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

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November 14, 2018

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to exercise a renewal option with a sole source amendment to an existing agreement with one of the contractors listed below (in bold print) for the provision of Targeted Prevention Programming for DCYF-Involved Families with Substance Use Disorder by increasing the contract price limitation by $1,166,506 from $744,198 in the aggregate to $1,910,704 in the aggregate, and extending the contract completion date from June 30, 2019 to September 30, 2020, effective upon approval by the Governor and Executive Council. 100% Federal Funds.

The original agreement was approved by the Governor and Executive Council on May 2, 2018 (Item #20).

Contractor Name	Vendor ID	Contractor Address	Current Amount	Increase/ Decrease	Revised Amount
Granite Pathways	228900-B001	10 Ferry Street Concord, NH 03301	$608,889	$0	$608,889
The Family Resource Center at Gorham	162412-B001	123 Main Street Gorham, NH 03581	$135,309	$1,166,506	$1,301,815
		Total	$744,198	$1,166,506	$1,910,704

Funds are available in the following accounts for state fiscal year (SFY) 2019, and are expected to be available in SFY 2020, upon the availability and continued appropriation of funds in the future operating budget, with authority to adjust amounts within the price limitation and adjust encumbrances between state fiscal years through the Budget Office, without further approval from Governor and Executive Council, if needed and justified.

05-95-92-920510-25590000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: DIVISION FOR BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL, OPIOID STR GRANT

SFY	Class/ Account	Class Title	Job Number	Current Amount	Increase/ Decrease	Revised Amount
2018	102-500731	Contracts for Program Services	92052559	$148,840	$0	$148,840
2019	102-500731	Contracts for Program Services	92052559	$595,358	$0	$595,358
2020	102-500731	Contracts for Program Services	92052559	$0	$0	$0
			Subtotal	*$744,198*	*$0*	*$744,198*

05-95-92-920510-7040 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS, HHS: BEHAVIORAL HEALTH DIV, BUREAU OF DRUG & ALCOHOL SERVICES, STATE OPIOID RESPONSE GRANT

SFY	Class/ Account	Class Title	Job Number	Current Amount	Increase/ Decrease	Revised Amount
2019	102-500731	Contracts for Program Services	92052559	$0	$568,403	$568,403
2020	102-500731	Contracts for Program Services	92052559	$0	$598,103	$598,103
			Subtotal	*$0*	*$1,166,506*	*$1,166,506*
			Grand Total	$744,198	$1,166,506	$1,910,704

EXPLANATION

This request is sole source because the requested increase in funding exceeds ten percent (10%) of the original contract price limitation. The Contractor is currently providing the Strength to Succeed (STS) Program, which consists of substance use disorder (SUD) prevention and early intervention services to families who have open cases with the Division for Children, Youth and Families (DCYF) as a result of substance use. The Contractor has established programs in place that provide accessible, integrated services to reduce and mitigate childhood trauma that results from substance use in the family. Core components of the STS program include rapid access to treatment for parents within the DCYF

reunification timeframe, DCYF Parent Partner peer support, home visiting services, direct prevention services to children to mitigate risk of substance misuse, and caregiver support for relative caregivers of children exposed to substance use in the home. This request, if approved, will provide additional funding to expand services to an additional group of children and their families and extend the existing program for another fifteen (15) months.

The original services were contracted when the State received funding authorized by the 21st Century CURES Act through the Substance Abuse and Mental Health Services Administration (SAMHSA) State Targeted Response (STR) to the Opioid Crisis grant. The STR grant program ends in FY19 and funds from that grant were used to expand critical SUD prevention, treatment and recovery services to target populations, including child welfare involved families. Extension and expansion of STR funded initiatives are a key component of the State's recently accepted plan for the State Opioid Response (SOR) grant, which provides funding to address the opioid crisis through September 29, 2020.

The purpose of this request is to expand access to STS services to children, parents and caregivers who are undergoing an assessment by DCYF, and are affected by a substance use disorder. This drastically expands the number of families that are eligible to access the STS program given that current funding limits eligibility to open cases. This request, if approved, will also expand services to require the Contractor to implement the evidence-based Parenting a Second Time Around or equivalent evidence-based curriculum for grandparents who are caring for a minor child as a result of DCYF involvement and parental substance use.

As referenced in Form P-37, General Provisions, and in Exhibit C-1, Revisions to General Provisions, Section 3, the State reserves the option to extend contract services for up to two (2) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and approval by the Governor and Executive Council. This request, if approved, will exercise one (1) year and three (3) months of the two (2) available years of renewal.

Notwithstanding any other provisions of the contract to the contrary, no services shall continue after June 30, 2019, and the Department shall not be liable for any payments for services provided after June 30, 2019, unless and until an appropriation for these services has been received from the state legislature and funds encumbered for the SFY 2020-2021 biennium.

Should the Governor and Executive Council not authorize this request, children impacted by substance misuse issues within their family may not receive the services and targeted prevention messaging necessary to support their current needs, and to assist them with avoiding substance misuse issues in the future. In addition, relative caregivers impacted by familial substance misuse may not receive the services and supports that are necessary to continue to support the children in their family.

Area served: Statewide.

Source of Funds: 100% Federal Funds from DHHS, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, Targeting Capacity Expansion State Targeted Response to the Opioid Crisis Grant (CFDA # 93.788 FAIN TI080246) and State Opioid Response Grant (CFDA #93.788 FAIN TI081685.

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In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,

Katja S. Fox
Director

Approved by:
Jeffrey A. Meyers
Commissioner

DocuSign Envelope ID: 08E7CA41-BDB4-4A4A-A176-ABC85D9FD80F

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Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH
BUREAU OF DRUG AND ALCOHOL SERVICES

105 PLEASANT STREET, CONCORD, NH 03301
603-271-6110 1-800-852-3345 Ext. 6738
Fax: 603-271-6105 TDD Access: 1-800-735-2964
www.dhhs.nh.gov

April 11, 2018

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to enter into an agreement with the vendors listed below, for the provision of Targeted Prevention Programming for DCYF-Involved Families with Substance Use Disorder in an amount not to exceed $744,197.40, effective upon date of Governor and Council approval, through June 30, 2019. 100% Federal Funds.

Contractor Name	Vendor ID.	Contractor Address	SFY 2018	SFY 2019	Total Price Limitation
Granite Pathways	228900-B001	10 Ferry Street Concord, NH 03301	$121,778	$487,111	$608,889
The Family Resource Center at Gorham	182412-B001	123 Main Street Gorham, NH 03581	$27,062	$108,247	$135,309
		Total	$148,840	$595,358	$744,198

Funds are available in the following account(s) for SFY 2018 and 2019, with authority to adjust amounts within the price limitation and adjust encumbrances between State Fiscal Years through the Budget Office, without approval from Governor and Executive Council, if needed and justified.

05-95-92-920510-25590000- HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: DIVISION FOR BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL, OPIOID STR GRANT,

SFY	Class/Account	Class Title	Job Number	Total Amount
SFY18	102-500731	Contracts for Program Services	92052559	$148,840
SFY19	102-500731	Contracts for Program Services	92052559	$595,359
			Total	$$744,198

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EXPLANATION

The purpose of this request is to provide Substance Use Disorder prevention and early intervention services to children (from birth through age ten (10)) involved with the Division for Children, Youth and Families (DCYF) and their parents/caregivers who have a substance use disorder. These statewide services will ensure the availability of integrated services designed to reduce and mitigate childhood trauma from substance use in the family. Services to be provided include training and assisting partner programs with developing and implementing strategies that assist the target population. These contracts were developed specifically for the target population using research on best practices, technical assistance from the Substance Abuse and Mental Health Services Administration, guidance from existing Division for Children, Youth and Families Parent Partners, and collaboration within the Department.

The State of New Hampshire was awarded funding authorized by the 21st Century CURES Act through the Substance Abuse and Mental Health Services Administration (SAMHSA). SAMHSA is overseeing the process for states to receive federal funding through the State Targeted Response to the Opioid Crisis Grants Program.

These two contracts constitute one of the projects that will be implemented under the 21st Century CURES Act funding, including the following services and activities:

- Integrated Medication Assisted Treatment for Pregnant and Postpartum Women.
- Naloxone Distribution to Individuals Transitioning from Corrections to the Community.
- Project Management Support: Training, Technical Assistance, Data Collection and Reporting Consultant.
- Re-entry Care Coordination for Women Transitioning from Corrections to the Community.
- Recovery Support Services and Parenting Programming for Pregnant Women and Parents in Recovery.
- Recovery Support Services for School-Aged Youth in Recovery.
- Targeted Prevention Programming for Division for Children Youth and Families Involved Families with Substance Use Disorder.

New Hampshire seeks to fill the current gaps in critical specialty services for populations that are disproportionately affected by opioid use disorder and substance use disorder, and those that are limited in capacity to serve high-need populations.

Granite Pathways and Family Resource Center at Gorham were selected for this project through a competitive bid process. A Request for Proposals/Applications was posted on The Department of Health and Human Services' web site from December 19, 2017 through January 22, 2018. The Department received two (2) proposals. The proposals/applications were reviewed and scored by a team of individuals with program specific knowledge. The review included a thorough discussion of the strengths and weaknesses of the proposals/applications. The Bid Summary is attached.

As referenced in the Request for Proposals and in Exhibit C-1, Revisions to General Provisions, of this contract, the Department reserves the option to extend contract services for up to two (2) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and approval of the Governor and Executive Council.

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Should the Governor and Executive Council not authorize this request, children impacted by addiction issues within their family may not receive the services and targeting prevention messaging necessary to support them with current needs and to assist them with avoiding addiction issues in the future. In addition, relative caregivers may not receive the support necessary to continue to support the children in their family impacted by addiction.

Area served: Statewide.

Source of Funds: 100% Federal Funds from DHHS, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, Targeting Capacity Expansion State Targeted Response to the Opioid Crisis Grant (CFDA # 93.788 FAIN TI080246)

In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,

Katja S. Fox
Director

Approved by:

Jeffrey A. Meyers
Commissioner

DocuSign Envelope ID: 0BE7CA41-BDB4-4A4A-A176-ABC85D9FD80F

Office of Business Operations
Contracts & Procurement Unit
Summary Scoring Sheet

Targeted Prevention Programming for DCYF-Involved Families
RFP Name

RFP:2018-BDAS-04-TARGE
RFP Number

Bidder Name	Pass/Fail	Maximum Points	Actual Points
1. Granite Pathways		700	617
2. The Family Resource Center		700	597

Reviewer Names

1. Erica Ungerer, Director, Bureau of Children's Behavioral Health
1. Geraldo Pitarelli- Parent Program Specialist, DCYF
1. Aurelio Moran- Home Visiting Program Supervisor, DPHS
1. Don Hunter, Planning and Review Analyst, BDAS, COST
1. Laurie Heath, Business Admin III, DBH/BDAS Finance, COST

State of New Hampshire
Department of Health and Human Services
Amendment #5

This Amendment to the Targeted Prevention Programming for DCYF-Involved Families contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and The Family Resource Center at Gorham ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on May 2, 2018 (Item #20), as amended with Governor and Executive Council approval on December 19, 2018 (Item #20), and as amended as with Governor approval on July 20, 2020, and presented to the Governor and Executive Council on August 26, 2020 (Informational Item M), and as amended with Governor and Executive Council approval on January 22, 2021 (Item #17), and as amended with Governor and Executive Council approval on July 14, 2021, #13, the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract as amended and in consideration of certain sums specified; and

WHEREAS, pursuant to Form P-37, General Provisions, Paragraph 18, the Contract may be amended upon written agreement of the parties and approval from the Governor and Executive Council; and

WHEREAS, the parties agree to extend the term of the agreement, increase the price limitation, or modify the scope of services to support continued delivery of these services; and

NOW THEREFORE, in consideration of the foregoing and the mutual covenants and conditions contained in the Contract and set forth herein, the parties hereto agree to amend as follows:

1. Form P-37 General Provisions, Block 1.7, Completion Date, to read:

   June 30, 2023

2. Form P-37 General Provisions, Block 1.8, Price Limitation, to read:

   $4,199,381

3. Modify Exhibit A, Scope of Services, by replacing in its entirety with Exhibit A, Amendment #5, Scope of Services.

4. Modify Exhibit B Amendment #3, Methods and Conditions Precedent to Payment, Section 1, to read:

   1. This Agreement is funded by:

   1.2. 56% Federal Funds; State Opioid Response Grant, as awarded on 09/30/2018, by the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA), CFDA #93.788, FAIN H79Ti081685, and as awarded on 09/30/2020, by the U.S Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, CFDA #93.788, FAIN H79TI083326 and the Targeting Capacity Expansion State Targeted Response to the Opioid Crisis Grant, as awarded on 05/01/2017 by the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, CFDA #93.788, FAIN TI080246.

   1.2.1. Any State Opioid Response Grant (SOR) funding allocated for the purpose of this contract shall no longer be available after September 29, 2021.

   1.3. 28% General Funds.

   1.4. 16% Other Funds; COVID19-FEMA-DHHS

5. Modify Exhibit B, Amendment 3, Methods and Conditions Precedent to Payment, Section 2 to

read:

2. The Contractor shall receive payment on a cost reimbursement basis based on a rate of $34.73 for every fifteen (15) minute increment of service provided for up to 130 clients served. Total reimbursement shall not exceed $1,683,115.

6. Modify Exhibit B Amendment #3, Methods and Conditions Precedent to Payment, Section 3, to add Paragraph 3.3.3, to read:

   3.3.3. The Contractor shall bill the appropriate funding sources and the appropriate code in accordance with standard billing procedures in both NH Medicaid and DCYF webportals. The Contractor shall submit NH Medicaid Billing at: https://www.nhmmis.nh.gov

7. Modify Exhibit B Amendment #3, Methods and Conditions Precedent to Payment, Section 3, Subsection 3.5, to read:

   3.5. The Contractor shall submit payment request for services not billable to medicaid to DCYF via the Website at: https://business.nh.gov/beb/pages/index.aspx

8. Modify Exhibit B, Amendment #1, Methods and Conditions Precedent to Payment, Section 4, to read:

   4. The Contractor shall submit an invoice and supporting backup documentation in a form satisfactory to the State by the fifteenth (15th) working day of the following month, which identifies and requests reimbursement for authorized expenses incurred in the prior month. The Contractor shall ensure the invoice is completed, dated and returned to the Department in order to initiate payment. Invoices shall be net any other revenue received towards the services billed in fulfillment of this agreement. The Contractor shall ensure:

   4.1. Backup documentation includes, but is not limited to:

   4.1.1. General Ledger showing revenue and expenses for the contract.

   4.1.2. Timesheets and/or time cards that support the hours employees worked for wages reported under this contract.

   4.1.3. Invoices supporting expenses reported.

   4.1.4. Receipts for expenses within the applicable state fiscal year.

   4.1.5. Cost center reports.

   4.1.6. Profit and loss report.

   4.1.7. Remittance Advices from the insurances billed. Remittance Advices do not need to be supplied with the invoice, but should be retained to be available upon request.

   4.1.8. Information requested by the Department verifying allocation or offset based on third party revenue received.

   4.1.9. Summaries of patient services revenue and operating revenue and other financial information as requested by the Department.

9. Modify Exhibit B, Amendment #3, Methods and Conditions Precedent to Payment, Section 6 to read:

   6. In lieu of hard copies, all invoices may be assigned an electronic signature and emailed to DCYFInvoices@dhhs.n.gov, or invoices may be mailed to:

   Financial Manager
   Department of Health and Human Services

Contractor Initials DS PS
Date 10/11/2021

129 Pleasant Street
Concord, NH 03301

10. Modify Exhibit B, Amendment #3, Methods and Conditions Precedent to Payment, Section 11 to read:

    11. Notwithstanding anything to the contrary herein, the Contractor agrees that funding under this agreement may be withheld, in whole or in part, in the event of non-compliance with any Federal or State law, rule or regulation applicable to the services provided, or if the said services or products have not been satisfactorily completed in accordance with the terms and conditions of this agreement.

11. Modify Exhibit B, Amendment #1, Methods and Conditions Precedent to Payment, by adding Section 14 to read:

    14. For the purposes of this Agreement:

        14.1. The Department has identified the Contractor as a Subrecipient, in accordance with 2 CFR §200.331.

        14.2. The Department has identified this Contract as NON-R&D, in accordance with 2 CFR §200.87.

Contractor Initials DS PS
Date 10/11/2021

All terms and conditions of the Contract and prior amendments not modified by this Amendment remain in full force and effect. This Amendment shall be effective September 30, 2021, subject to Governor and Executive Council approval.

IN WITNESS WHEREOF, the parties have set their hands as of the date written below,

State of New Hampshire
Department of Health and Human Services

10/13/2021
Date

DocuSigned by:
Joseph E. Ribsam, Jr.
AAE4DFB3C68E438...
Name: Joseph E. Ribsam, Jr.
Title: Director

Family Resource Center at Gorham

10/11/2021
Date

DocuSigned by:
Patti Stolte
9BD7EF00A0FC487...
Name: Patti Stolte
Title: Executive Director

The preceding Amendment, having been reviewed by this office, is approved as to form, substance, and execution.

OFFICE OF THE ATTORNEY GENERAL

DocuSigned by:
J. Christopher Marshall
D58D458E80D4403...

10/13/2021
Date

Name: J. Christopher Marshall
Title: Assistant Attorney General

I hereby certify that the foregoing Amendment was approved by the Governor and Executive Council of the State of New Hampshire at the Meeting on: _____ (date of meeting)

OFFICE OF THE SECRETARY OF STATE

Date

Name:
Title:

Scope of Services

1. Provisions Applicable to All Services

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

1.2. For the purposes of this agreement, all references to days shall mean business days.

1.3. For the purposes of this agreement, all references to business hours shall mean Monday through Friday from 8:00 a.m. to 4:30 p.m., excluding state and federal holidays.

1.4. The Contractor agrees that, to the extent future legislative action by the New Hampshire General Court or federal or state court orders may have an impact on the Services described herein, the State Agency has the right to modify Service priorities and expenditure requirements under this Agreement so as to achieve compliance therewith.

1.5. The Contractor agrees that in the performance of any services involving the collection, transmission, storage, or disposition of data obtained or created on behalf of DHHS, shall be subject to the requirements stated in Exhibit K.

1.6. The Contractor agrees that in the performance of any services involving the collection, transmission, storage, or disposition of data containing protected health information (PHI), or in the case of substance use disorder (SUD) data created by a Part 2 provider, the Contractor shall be subject to the requirements stated in Exhibit I and 45 CFR Part 2, including the prohibition against re-disclosure.

1.7. The Contractor agrees to have consent to share or re-disclose any confidential information, including PHI or SUD information, consistent with state rules, and state and federal law including appropriate consents pursuant to 42 CFR Part 2.

1.8. The Contractor agrees that in the performance of any services all staff members shall have training in confidentiality and information security relating to the information, files and data that is involved in the performance of the contract.

1.9. The Contractor agrees that any database, dashboard, or information system designed, built, or modified on behalf of the Department shall be defined and subject to the requirements in Exhibit K, Exhibit I, and all applicable NH Department of Information Technology (DoIT) standards, policies, and procedures.

1.10. The Contractor shall assist in developing a strong collaboration between agencies within the Department including, but not limited to the Bureau of Drug and Alcohol Services (BDAS), the Division for Children, Youth, and Families (DCYF), the Division of Public Health Services (DPHS), and the Bureau for Children's Behavioral Health (BCBH) for the purpose of providing services to children and families with substance use disorder and/or mental health and chronic neglect, that are involved with DCYF,

which may include, but is not limited to:

1.10.1. Children.

1.10.2. Birth parents.

1.10.3. Foster parents.

1.10.4. Grandparents.

1.10.5. Other caregivers.

1.10.6. Siblings.

1.10.7. Families with open DCYF cases.

1.10.8. Families undergoing a DCYF assessment.

1.11. The Contractor shall provide services to approximately 130 families within the Berlin and Littleton DCYF District Office service areas.

1.12. Notwithstanding any provisions of this Agreement to the contrary, all obligations of the State are contingent upon receipt of federal funds under the State Opioid Response Grant from the Substance Abuse and Mental Health Services Administration.

2. Scope of Work

2.1. General Provisions

2.1.1. The Contractor shall create and implement programs to reduce and mitigate childhood trauma by:

2.1.1.1. Increasing access to, and participation in, evidence-based home visiting services;

2.1.1.2. Reducing the child's risk of substance use issues; and

2.1.1.3. Increasing training opportunities for the early childhood and home visiting workforce in substance misuse prevention, recovery, and trauma-informed care so the workforce is better prepared to address the challenges of this population.

2.1.2. The Contractor shall engage, educate, and empower parents and primary caregivers in a peer-to-peer model to increase family protective factors and reduce risk factors to better support childhood social and emotional needs by:

2.1.2.1. Fostering positive parent/primary caregiver child attachment;

2.1.2.2. Increasing parent/primary caregiver knowledge about childhood development and learning;

2.1.2.3. Increasing resiliency and social connectedness in parents/primary caregivers; and

2.1.2.4. Educating parents on the topic of trauma for children and the risk continued substance use poses to the child.

2.1.3. The Contractor shall maintain one (1) point of contact and one (1) alternate contact who can receive requests from the two (2) covered District Offices

the Contractor supports that will refer families to this program.

2.1.4. The Contractor shall ensure that families who are referred for services are offered all program components in a timely fashion, with the understanding that DCYF involvement has a twelve (12) month timeframe for permanency decisions that can impact a parent's parental rights.

2.1.5. The Contractor shall re-offer services at two (2) and six (6) weeks after the initial offer to families that decline the initial offer of services, cease to participate, or do not attend a scheduled visit.

2.1.6. The Contractor shall collaborate with Department partners when any issues/barriers arise including, but not limited to, timely access to treatment and program partner capacity issues such as program waitlists or lack of treatment provider capacity.

2.1.7. The Contractor shall ensure that when there is an Infant Safe Plan of Care (ISPOC) for a child, all participating partners are knowledgeable about the plan of care and are assisting DCYF and the family to fulfill the plan of care by having a Parent Partner schedule a call with the identified agencies and workers within the first two (2) weeks of receiving a referral to the Strength to Succeed program.

2.1.8. The Contractor shall provide services in accordance with the DCYF practice model and Solution Based Casework (SBC) frameworks. (More information can be found at https://www.dhhs.nh.gov/dcyf/documents/nhdcyfpercentage202015-2019cfsp.pdf and http://www.solutionbasedcasework.com/about/.)

2.1.9. The Contractor shall collaborate with the Department on federally-mandated outcome monitoring and de-identified, aggregate data collection for program evaluation and federal reporting purposes.

2.1.10. The Contractor shall collaborate with existing program providers including, but not limited to Family Resource Centers and SUD treatment and peer recovery support service providers to ensure consistency in practice and enrollment of clients in appropriate programming including, but not limited to:

2.1.10.1. Understanding past client assessments and utilizing a current assessment process to determine the proper care coordination plan.

2.1.10.2. Employing a care coordination plan that focuses on the individual's strengths, seeks solutions and builds on success.

2.1.10.3. Assessing the efficacy of the care coordination plan on an ongoing basis.

2.1.11. The Contractor shall establish a protocol within the Regional centers known as "Doorways" to ensure the prioritization of the Strength to Succeed referred families, in gaining rapid access to treatment.

2.1.12. When treatment services cannot be provided within forty-eight (48) hours of referral or it is not the recommended path for the client, the Contractor shall ensure the client has access to interim services, defined as recovery support services or services with a lower American Society of Addiction

Medicine (ASAM) Level of Care, under this contract or by referral to an agency that has an earlier available opening in the client's service area. This shall be accomplished through:

2.1.12.1. Making referrals to treatment providers who will complete both the evaluation and service and care coordination plan; or

2.1.12.2. Completing clinical evaluations and service plans through subcontracts with Master Licensed Alcohol and Drug Counselors (MLADC) until such time as a local provider can be located, if there are not treatment providers where the individual resides.

2.1.13. The Contractor shall identify or develop, when required, appropriate Strength to Succeed training curriculum and educational materials including, but not limited to:

2.1.13.1. Parenting curriculum for parents and families while in treatment and recovery including, but not limited to:

2.1.13.1.1. Recovery Curriculum, the Contractor's parenting curriculum, "sober parenting" or something similar.

2.1.13.1.2. Nurturing Parenting: Families in Substance Abuse Treatment and Recovery.

2.1.13.1.3. The Greater-Tilton Family Resource Center's Forever Hope: Families Impacted by Substance Use Disorder or another "sober parenting" curriculum.

2.1.13.2. Prevention messaging geared for young children regarding substance use including, but not limited to:

2.1.13.2.1. Stages of Child Development;

2.1.13.2.2. Nurturing Parenting; and

2.1.13.2.3. Families in Substance Abuse Treatment and Recovery.

2.1.13.3. Addiction 101, which the Contractor shall develop in collaboration with the DCYF MLADC program to be delivered to program partners who are not SUD treatment providers and do not have the basic training already, including DCYF field staff.

2.1.13.4. DCYF Involvement 101, which the Contractor shall develop with DCYF to be delivered to clients new to DCYF to include the DCYF practice model and how to navigate the child welfare system.

2.1.14. The Contractor shall develop pre- and post-tests for the trainings addressed in Subsection 2.1.13.3 and will collect and score the tests to assess improvement gained from the training.

2.1.15. The Contractor shall utilize the "Strength to Succeed" name, when marketing or conducting business for this program.

2.1.16. The Contractor shall ensure that all individuals and points of contact who have access to confidential information during the course of providing the services under this Agreement, shall be trained in and maintain the proper

process for the handling, storage and transmission of such information.

2.2. The Contractor shall develop and maintain a file on each family served that includes:

2.2.1. Needs Assessment

2.2.2. Care Coordination Plan

2.2.3. Documentation of services provided.

2.3. The Contractor shall maintain and ensure the Department has access to the client files for seven (7) years following the completion of the services provided.

2.4. **DCYF Parent Partner Program (Peer Recovery Support)**

2.4.1. The Contractor shall collaborate with the DCYF Parent Partner Program in order to:

2.4.1.1. Hire qualified Parent Partners that shall include, but not be limited to:

2.4.1.1.1. Developing job descriptions and standards for Parent Partners, the program manager and supervisory staff.

2.4.1.1.2. Posting the positions on online job boards.

2.4.1.1.3. Seeking referrals for positions from recovery programs, DCYF field staff, area agencies and other networks that are supporting the development of a workforce comprised of people with "lived experience", including agencies running core academies for CRSWs.

2.4.1.2. Develop program oversight and an integrated clinical supervision model for Parent Partners to include, but not be limited to providing a point of contact and oversight at each of the two (2) covered District Offices which shall include, but not be limited to:

2.4.1.2.1. When necessary, ensure the availability of clinical supervision, which may require creating memorandums of understanding (MOUs) with clinicians that clearly address clinical supervision, training and oversight of Parent Partners.

2.4.1.2.2. Training Parent Partners regarding applicable operational policies and procedures including, but not limited to:

2.4.1.2.2.1. Work hours.

2.4.1.2.2.2. Human resources practices.

2.4.1.2.2.3. Health and safety protocols.

2.4.1.3. Train Parent Partners in providing support to families with SUD/OUD and/or mental health and chronic neglect, which shall include, but not be limited to:

2.4.1.3.1. Select courses of the DCYF Core academy to include DYCF's approach to service delivery and Solutions

Based Casework.

2.4.1.3.2. Federal laws associated with SUD treatment and policies and procedures associated with home and community-based work.

2.4.2. The Contractor shall collaborate with DCYF to establish a recruitment and hiring plan that ensures Parent Partners are co-located in each of the two (2) covered District Offices as an integrated member of the team. The plan must include which offices are of higher need to staff first and then a plan with timeframes for staffing the rest of the offices.

2.4.3. The Contractor shall ensure Parent Partners are adequately trained and supervised to provide peer support and are educated regarding the goals of peer support which include, but are not limited to:

2.4.3.1. Instilling hope in families, so parents engage and sustain recovery and other changes needed to safely parent their children.

2.4.3.2. Providing support and promoting self-advocacy, so parents connect to resources.

2.4.3.3. Guide parents in navigating the child welfare system by providing an understanding of the DCYF practice, policies, and regulations and modeling how to partner with DCYF staff and community partners.

2.4.4. The Contractor shall collaborate with the recovering community and networks providing CRSW academy to identify Parent Partners that are willing and able to become Certified Recovery Support Workers (CRSW's). Upon obtaining commitment from Parent Partners to become CRSW's, the Contractor shall:

2.4.4.1. Support the parent partners in all aspects of certification as outlined by the Office of Professional Licensure and Certification (OPLC) (https://www.oplc.nh.gov/alcohol-other-drug/index.htm).

2.4.4.2. Ensure all components necessary for billing for CRSW's are in place in accordance with New Hampshire Rule He-W 513.

2.4.4.3. Enroll with Medicaid and managed care organizations.

2.4.5. The Contractor shall identify, select, hire and train a pool of "Family Peer Support Specialists" to meet the needs of the families serviced in the Provider's catchment area. Qualified family peer support specialists will be selected guided by the Family Peer Support Competency Framework.

2.4.6. The Contractor shall ensure that for staff who are in recovery have a minimum of two (2) years of sustained recovery in order to provide services.

2.4.7. The Contractor shall have knowledge of child development to be able to assess needs and develop appropriate care coordination plans.

2.5. Home Visiting Programming

2.5.1. The Contractor shall provide effective peer supports to relatives through home visiting programming by the Family Peer Support Specialists to

assess needs and create effective care coordination plans;

2.5.2. The Contractor shall effectively utilize home visiting programming to help stabilize a family and prevent removal, or to support families who reunified;

2.5.3. The Contractor shall collaborate with other agencies that provide evidenced-based home visiting programming and facilitate the continuum of care through strategic partnerships with the State Kingship Navigators Program;

2.5.4. The Contractor shall collaborate with other community based agencies to expand their delivery of home visiting programming to open DCYF cases. (More information available at https://homvee.acf.hhs.gov/models.aspx) Evidence-based home visiting programming and activities include, but are not limited to:

2.5.4.1. Providing Ages & Stages Questionnaires, Third Edition Developmental screenings (ASQ-3™) (More information available at http://agesandstages.com/products-services/asq3/)

2.5.4.2. Providing parent education.

2.5.4.3. Providing in-home supports.

2.5.4.4. Providing age and developmentally appropriate substance use prevention messages and program curriculums.

2.5.4.5. Assisting families in locating and contacting community supports as needed.

2.5.4.6. Collaborating with DCYF case workers to monitor families' progress and create a shared goal plan for the family.

2.5.4.7. Collaborating with DCYF to identify realistic strategies for supporting families and to build success in reaching family case goals as stated in the Solution Based Case (SBC) Plans.

2.5.4.8. Collaborating with existing Child Welfare Agencies in all two (2) covered District Offices to create referral relationships for Home Visiting Services.

2.5.4.9. Utilizing Healthy Families America as a primary home visiting model and ensuring appropriate and effective modifications are employed for children over the age five (5) being served by home visiting.

2.5.5. The Contractor shall use a Department-approved parent-child interaction assessment tool to measure progress towards achieving the performance measures.

2.5.6. The Contractor shall collaborate with community partners including, but not

limited to:

2.5.6.1. Family Resource Centers.

2.5.6.2. Family Support New Hampshire.

2.5.6.3. Thirteen (13) Regional Public Health Networks.

2.5.6.4. Partnership at Drug Free NH.

2.5.6.5. Communities for Alcohol and Drug-Free Youth (CADY).

2.5.6.6. Raymond Coalition for Youth (RCFY).

2.5.7. The Contractor shall use a Department-approved, parent-child interaction form to collect a baseline and to follow up with families enrolled in home visiting programs in order to show an increase in positive parenting skills and knowledge of childhood development.

2.6. **Additional Relative Caregiver Support**

2.6.1. The Contractor shall develop relative caregiver support groups to help reduce caregiver strain and create a natural system of support among relative caregivers. The Contractor's support groups must be accessible to all two (2) District Office covered catchment areas and based on areas of high need.

2.6.2. The Contractor shall recruit and train Family Peer Support Specialists or Parent Partners to act as group facilitators.

2.6.3. The Contractor shall collaborate with DCYF to ensure relative caregivers are informed of supports including, but not limited to:

2.6.3.1. Resource Guides and supports offered by DCYF to relatives.

2.6.3.2. Relative caregiver support groups in their area.

2.6.3.3. Other community resources to help support the caregiver and the child, and reduce caregiver strain.

2.6.4. The Contractor shall provide the Parenting a Second Time Around curriculum for grandparents who are caring for a minor grandchild, which shall include, but is not limited to:

2.6.4.1. Providing no less than four (4) workshops on relevant topics which may include, but are not limited to:

2.6.4.1.1. Child development.

2.6.4.1.2. Discipline and guidance.

2.6.4.1.3. Personal care.

2.6.4.1.4. Raising teenagers.

2.6.4.1.5. An overview of support services.

2.6.4.1.6. Legal issues.

2.6.4.2. Providing individual counseling for relative caregivers, including grandparents.

2.6.4.3. Providing the pamphlet A Resource Guide for New Hampshire

Relative Caregivers(https://www.dhhs.nh.gov/dcyf/documents/relativecaregivers.pdf) to relative caregivers, including grandparents or other resources to help them navigate services. Or other with similar information.

2.6.5. The Contractor shall provide education to relative caregivers on how to interact with their child(ren) in a developmentally-appropriate manner regarding parental substance use disorder and how to prevent addiction in their own lives. The education provided will include, but not be limited to:

2.6.5.1. Strategies regarding preventing addiction in their own lives;

2.6.5.2. Strategies to reinforce healthy, pro-social behaviors;

2.6.5.3. Examples of rewards or reinforcers; and

2.6.5.4. Strategies for managing the effects of a parent with SUD.

2.7. **Parent and Child Substance Use Education**

2.7.1. The Contractor shall provide parent and child substance use education, using the Nurturing Parenting program (http://www.nurturingparenting.com) which includes, but is not limited to:

2.7.1.1. Training all relevant staff in the Nurturing Parenting program.

2.7.1.2. Providing education in a variety of settings including in single or co-facilitated group settings.

2.7.1.3. Modifying the education for individuals and families not yet ready for a group setting.

2.7.1.4. Collaborating with the family resource centers to leverage current services. For example, collaborate with the Greater Tilton Area Family Resource Center to offer aspects of Forever Hope's Training for Families Affected by Substance Use or a similar curriculum.

2.8. The Contractor shall develop and submit a work plan to the Department for review and approval within thirty (30) days of Governor and Executive Council approval of the contract which describes the process for ensuring the completion of all aspects of the Scope of Services to staff and Program and to continue to effectively implement Strength to Succeed.

2.9. Additional Specification Regarding Provider Staff Qualifications

2.9.1. Parent Partners (CRSW Recovery Coaches)

2.9.1.1. The Contractor shall identify staff with the appropriate "Lived Experience" for the population served through this Agreement.

2.9.1.2. The Contractor shall ensure staff have direct, personal experience with either their own recovery from a substance use disorder, mental health disorder or prior system experience or that of a family member.

2.9.1.3. The Contractor shall ensure staff have two (2) years of sustain recovery when supporting a person in recovery.

2.9.1.4. The Contractor shall ensure staff obtain and maintain State of NH

certification as Certified Recovery Support Workers (CRSW) within the first year of employment.

2.9.2. Licensed Clinician

2.9.2.1. The Contractor shall maintain on staff or contracted services of a Master level clinician licensed by the New Hampshire Board of Mental Health Practice, or Board of Alcohol & Drug Use Professionals, or Board of Nursing, or Board of Psychology or the Board of Medicine to oversee the work of CRSWs. The licensed clinician shall demonstrate approval of Medicaid-covered in home support services by approving and signing the child and family's needs assessment and care coordination plan.

2.9.2.2. The Contractor shall maintain copies of certifications for staff employed as Certified Recovery Support Workers and licenses for Master level Clinician, including but not limited to, MLADC Licenses Alcohol and Drug Counselors.

2.9.2.3. The Contractor shall inform the Department of any changes and share new staff contact information, within ten (10) days of any change.

2.9.2.4. The Contractor shall submit a copy of renewed CRSW and licensed clinicians certifications and licenses to the Department within ten (10) days of receipt from the New Hampshire licensing authority.

2.9.2.5. The Contractor shall ensure that staffing candidates are excluded from serving as staff in this program if they have criminal histories that include but are not limited to:

2.9.2.5.1. Murder/homicide or attempt

2.9.2.5.2. Burglary or attempt

2.9.2.5.3. Criminal trespass

2.9.2.5.4. Child pornography, rape or attempt, sexual assault or attempt;

2.9.2.5.5. Conviction for felony physical assault, battery against a child or attempt;

2.9.2.5.6. Kidnapping or attempt;

2.9.2.5.7. Arson or attempt;

2.9.2.5.8. Conviction for violent or sexually-related crime against a child or of a crime which shows that the person might pose a threat to a child, such as a violent crime or a sexually-related crime against an adult; and

2.9.2.5.9. Persons listed on the US Department of Health and Human Services Office of Inspector General List of Excluded Individual and Entities; and US General Services Administration SAM.gov | Exclusions, US Department of Health and Human Services Office of Inspector General List of Excluded Individual and Entities; and US General Services Administration

SAM.gov | Exclusions

2.9.2.6. The Contractor shall be certified and maintain enrollment with the NH Medicaid Program. Enrolment and Certification with Medicaid will be deemed as meeting enrollment and certification by DCYF provider relations.

2.9.2.7. The Contractor shall initially and on a monthly basis check employees, vendors, and subcontractors for Medicaid fraud, and maintain evidence of the check for the duration of the individuals employment.

3. Data and Reporting

3.1. The Contractor shall prepare and submit ad hoc data reports, respond to periodic surveys, and other data requests, as deemed necessary by the Department.

3.2. The Contractor shall submit monthly narrative reports to the Department including a summary of project progress, barriers met and addressed, and general aggregate information regarding the families served by the program. The aggregate information must include, but is not limited to:

3.2.1. Primary drug of choice for family members.

3.2.2. General treatment access information for family members.

3.2.3. Number and ages of children served by program.

3.2.4. Date of enrollment in program.

3.2.5. Living arrangements for each child served by this program including, but not limited to in his or her own home with parents; in a relative caregiver home; in a foster home; or in a residential group home at the time of the referral, until program discharge.

3.2.6. Change in the living status of each child.

3.2.7. Number of provider organizations providing direct services as listed in the scope of service.

3.2.8. Number of parent partners hired and the district offices covered.

3.3. The Contractor shall collaborate with the Department-selected technical assistance contractor to collect de-identified, aggregate data and implement an evaluation process that is culturally appropriate for the population served and is approved by the Department.

3.4. The Contractor shall collect data on deliverables and outcomes. The Contractor shall utilize such data to create and submit a monthly report within thirty (30) days of the close of the reporting period, which includes, but is not limited to:

3.4.1. Number of families currently involved in Strength to Succeed;

3.4.2. Number of Strength to Succeed "slots" available (based on capacity as

determined by caseloads and number of staff);

3.4.3. Number of families offered Strength to Succeed (Referral data);

3.4.4. Number and percentage of families contacted within 24 hours;

3.4.5. Number and percentage of families who enroll in Strength to Succeed;

3.4.6. Number and percentage of families receiving recovery supports;

3.4.7. Number and percentage of families with a completed needs assessment;

3.4.8. Number and percentage of families entering treatment when needed and appropriate;

3.4.9. Number and percentage of families with a completed plan of "care coordination" on file;

3.4.10. Number and percentage of families who meet their care coordination goals;

3.4.11. Number and percentage of families who are successfully connected to ongoing supports;

3.4.12. Number and percentage of families reporting finding healing and empowerment as a result of peer support (from family satisfaction survey);

3.4.13. Number and percentage of assessments closed without further DCYF involvement; and

3.4.14. Number and percentage of parents who reunify with the children.

3.5. The Contractor shall develop and submit a quarterly corrective action plan for any performance measures not achieved.

3.6. The Contractor shall participate in monthly meetings with the Department to ensure compliance with the contractual requirements.

3.7. The Contractor shall collaborate with the Department to enhance contract management, improve results, and adjust program delivery and policy based on successful outcomes.

3.7.1. The Contractor shall continue to submit monthly progress reports by the 15th day of the following month including but not limited to:

3.7.1.1. Aggregate data;

3.7.1.2. Data specific to each District Office ;

3.7.1.3. Outcome metrics for Strength to Succeed including but not limited to:

3.7.1.3.1. Number of families referred to Strength to Succeed for services;

3.7.1.3.2. Percentage of families contacted within 24 hours;

3.7.1.3.3. Percentage of referred families enrolled in Strength to Succeed;

3.7.1.3.4. Percentage of families receiving recovery supports;

3.7.1.3.5. Percentage of families with a needs assessment

completed;

3.7.1.3.6. Percentage of families entering treatment when needed and appropriate;

3.7.1.3.7. Percentage of families with a plan of "care coordination" completed;

3.7.1.3.8. Percentage of families who meet their care coordination goals;

3.7.1.3.9. Percentage of families who are successfully connected to ongoing supports;

3.7.1.3.10. Percentage of families reporting finding healing and empowerment as a result of peer support (from family satisfaction survey);

3.7.1.3.11. Percentage of assessments closed without further DCYF involvement; and

3.7.1.3.12. Percentage of parents who reunify with the children.

4. Performance Measures

4.1. The Contractor shall ensure the following performance indicators are quarterly achieved and monitored monthly to measure the effectiveness of the agreement:

4.1.1. The Contractor shall provide evidence-based home visiting services to 100% of families referred to the program who require home visiting services as part of their treatment plan.

4.1.2. The Contractor shall increase training opportunities for DCYF staff, home visiting workforce, and other community partners in substance misuse prevention, recovery, and trauma informed care by four (4) trainings per calendar year and increase the knowledge of substance misuse prevention, recovery and trauma informed care among the early childhood and home visiting workforce, as demonstrated by an increase of 10% in aggregate as measured quarterly from training pre-tests to training post-tests.

4.1.3. The Contractor shall ensure 80% of families referred to the program receive access to treatment or interim recovery support services within forty-eight (48) hours of referral.

4.1.4. The Contractor shall participate in monthly meetings with DCYF to review data, program implementation and discuss "course correction" when needed.

4.1.5. The Contractor shall develop and submit a quarterly corrective action plan for any performance measures not achieved.

4.1.6. The Contractor shall collaborate with the Department to enhance contract management, improve results, and adjust program delivery and policy based on successful outcomes.

State of New Hampshire
Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that THE FAMILY RESOURCE CENTER AT GORHAM is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on April 03, 1997. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **270161**

Certificate Number : **0005448800**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this **28th** day of **September** A.D. **2021.**

William M. Gardner
Secretary of State

CERTIFICATE OF AUTHORITY

I, Linda Lamirande, hereby certify that:

1. I am a duly elected Officer of The Family Resource Center at Gorham.

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on September 15, 2021, at which a quorum of the Directors/shareholders were present and voting.

VOTED: That Patricia Stolte, Executive Director,

is duly authorized on behalf of The Family Resource Center at Gorham to enter into contracts or agreements with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

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

Dated: September15, 2021

Linda Lamirande
Signature of Elected Officer
Name: Linda Lamirande
Title: President, Board of Directors

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 08/10/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Fairley Kenneally	
E & S Insurance Services LLC 21 Meadowbrook Lane P O Box 7425 Gilford NH 03247-7425	PHONE (A/C, No, Ext): (603) 293-2791	FAX (A/C, No): (603) 293-7188
	E-MAIL ADDRESS: fairley@esinsurance.net	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: Great American Insurance Group	GAIG
INSURED Family Resource Center at Gorham 123 Main Street Gorham NH 03581	INSURER B: Travelers Property Casualty Co of America	25674
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES CERTIFICATE NUMBER: 2021 REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:			MAC3793560-15	05/10/2021	05/10/2022	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 3,000,000
							PRODUCTS - COMP/OP AGG	$ 3,000,000
							AbMol Daycare,IncAnoPA	$ 1,000,000
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			MAC3793560-15	05/10/2021	05/10/2022	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	[X] UMBRELLA LIAB [X] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [X] RETENTION $ 10000			UMB113778406	05/10/2021	05/10/2022	EACH OCCURRENCE	$ 1,000,000
							AGGREGATE	$ 1,000,000
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N [N] If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		6JUB4N33995321	01/01/2021	01/01/2022	[X] PER STATUTE [ ] OTH-ER	
							E.L. EACH ACCIDENT	$ 500,000
							E.L. DISEASE - EA EMPLOYEE	$ 500,000
							E.L. DISEASE - POLICY LIMIT	$ 500,000

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

CERTIFICATE HOLDER	CANCELLATION
State of NH DHHS 129 Pleasant Street Concord NH 03301-3857	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Fairley Kenneally

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MISSION:

To build healthier families and stronger communities through positive relations, programs and collaborations in the North Country of New Hampshire

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Financial Statements

FAMILY RESOURCE CENTER AT GORHAM

FOR THE YEARS ENDED JUNE 30, 2020 AND 2019
AND
INDEPENDENT AUDITORS' REPORT

Leone, McDonnell & Roberts
PROFESSIONAL ASSOCIATION

CERTIFIED PUBLIC ACCOUNTANTS

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FAMILY RESOURCE CENTER AT GORHAM

FINANCIAL STATEMENTS

FOR THE YEARS ENDED JUNE 30, 2020 AND 2019

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

To the Board of Directors
Family Resource Center at Gorham
Gorham, New Hampshire

INDEPENDENT AUDITORS' REPORT

Report on the Financial Statements

We have audited the accompanying financial statements of Family Resource Center at Gorham (a New Hampshire nonprofit organization), which comprise the statements of financial position as of June 30, 2020 and 2019, and the related statements of activities, cash flows, and functional expenses for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Family Resource Center at Gorham as of June 30, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

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

Other Reporting Required by *Government Auditing Standards*

In accordance with Government Auditing Standards, we have also issued our report dated September 29, 2020, on our consideration of Family Resource Center at Gorham's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering Family Resource Center at Gorham's internal control over financial reporting and compliance.

Leone, McDonnell & Roberts
Professional Association

September 29, 2020
North Conway, New Hampshire

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENTS OF FINANCIAL POSITION
AS OF JUNE 30, 2020 AND 2019

ASSETS

	2020	2019
CURRENT ASSETS		
Cash and cash equivalents	$ 551,854	$ 414,332
Certificates of deposit	83,447	81,893
Grants receivable	141,207	417,558
Prepaid expenses	13,779	15,149
Total current assets	790,287	928,932
PROPERTY		
Leasehold improvements	74,932	74,932
Furniture and equipment	51,575	51,575
Buildings	70,015	-
Total	196,522	126,507
Less: accumulated depreciation	(101,322)	(95,385)
Property, net	95,200	31,122
OTHER ASSETS		
Investments	202,792	207,279
Agency deposits - cash	-	22,240
Total other assets	202,792	229,519
TOTAL ASSETS	$ 1,088,279	$ 1,189,573

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable	$ 5,818	$ 7,144
Accrued expenses	52,422	35,014
Agency deposits	-	22,240
Refundable advances	7,343	9,649
Total current liabilities	65,583	74,047
NET ASSETS		
Without donor restrictions	815,601	902,278
With donor restrictions	207,095	213,248
Total net assets	1,022,696	1,115,526
TOTAL LIABILITIES AND NET ASSETS	$ 1,088,279	$ 1,189,573

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2020

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Grants	$ 1,903,286	$ -	$ 1,903,286
Medicaid	432,237	-	432,237
Donations	49,201	-	49,201
Agency rents	38,175	-	38,175
Investment return	-	(6,153)	(6,153)
Interest income	2,088	-	2,088
Other income	43,878	-	43,878
Total revenues and support	2,468,865	(6,153)	2,462,712
EXPENSES			
Program services	2,232,196	-	2,232,196
Management and general	323,346	-	323,346
Total expenses	2,555,542	-	2,555,542
DECREASE IN NET ASSETS	(86,677)	(6,153)	(92,830)
NET ASSETS, BEGINNING OF YEAR	902,278	213,248	1,115,526
NET ASSETS, END OF YEAR	$ 815,601	$ 207,095	$ 1,022,696

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2019

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Grants	$ 1,635,790	$ -	$ 1,635,790
Medicaid	574,200	-	574,200
Donations	60,168		60,168
Agency rents	36,602	-	36,602
Investment return	-	(2,911)	(2,911)
Interest income	2,406	-	2,406
Other income	13,043	-	13,043
Net assets released from restrictions	5,000	(5,000)	-
Total revenues and support	2,327,209	(7,911)	2,319,298
EXPENSES			
Program services	1,772,364	-	1,772,364
Management and general	202,667	-	202,667
Total expenses	1,975,031	-	1,975,031
INCREASE (DECREASE) IN NET ASSETS	352,178	(7,911)	344,267
NET ASSETS, BEGINNING OF YEAR	550,100	221,159	771,259
NET ASSETS, END OF YEAR	$ 902,278	$ 213,248	$ 1,115,526

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED JUNE 30, 2020 AND 2019

	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ (92,830)	$ 344,267
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Unrealized loss on investments	13,788	4,780
Realized gains on investments	(6,621)	(1,322)
Depreciation	5,937	4,466
(Increase) decrease in assets:		
Grants receivable	276,351	(166,309)
Prepaid expenses	1,370	(5,708)
Increase (decrease) in liabilities:		
Accounts payable	(1,326)	(1,746)
Accrued expenses	17,408	6,158
Agency deposits	(22,240)	14
Refundable advances	(2,306)	(5,150)
NET CASH PROVIDED BY OPERATING ACTIVITIES	189,531	179,450
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from the sale of investments	275,107	390,324
Purchase of investments and certificates of deposit	(279,341)	(393,769)
Additions to property and equipment	(70,015)	-
NET CASH USED IN INVESTING ACTIVITIES	(74,249)	(3,445)
NET INCREASE IN CASH AND EQUIVALENTS AND RESTRICTED CASH	115,282	176,005
CASH AND EQUIVALENTS AND RESTRICTED CASH, BEGINNING OF YEAR	436,572	260,567
CASH AND EQUIVALENTS AND RESTRICTED CASH, END OF YEAR	$ 551,854	$ 436,572
CASH BALANCES		
Cash and equivalents, operating	$ 551,854	$ 414,332
Agency deposits - cash	-	22,240
Total cash and equivalents and restricted cash	$ 551,854	$ 436,572

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2020

	Program Services	Management and General	Total
Personnel Costs			
Salaries and wages	$ 1,514,963	$ 205,829	$ 1,720,792
Payroll taxes	111,268	15,173	126,441
Employee benefits	136,049	39,526	175,575
Travel	144,130	1,377	145,507
Program activities	97,595	4,385	101,980
Contractors and consultants	39,779	19,831	59,610
Food and supplies	50,814	-	50,814
Conferences and meetings	36,860	-	36,860
Heat and utilities	19,405	1,021	20,426
Telephone, internet, fax and cable	16,516	1,360	17,876
Training	13,049	175	13,224
Accounting fees	1,815	11,395	13,210
Rent	11,667	-	11,667
Technology	1,500	9,313	10,813
Maintenance, cleaning and inspections	8,505	1,501	10,006
Liability insurance	7,000	2,660	9,660
Small equipment	8,408	483	8,891
Depreciation	1,792	4,145	5,937
Printing	3,637	1,018	4,655
Advertising	2,917	190	3,107
Payroll processing service	-	3,079	3,079
Property insurance	2,412	426	2,838
Postage and shipping	2,064	227	2,291
Bank charges	51	232	283
Total	$ 2,232,196	$ 323,346	$ 2,555,542

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2019

	Program Services	Management and General	Total
Personnel Costs			
Salaries and wages	$ 1,121,186	$ 136,380	$ 1,257,566
Payroll taxes	79,700	11,909	91,609
Employee benefits	112,243	22,322	134,565
Travel	144,838	1,531	146,369
Program activities	86,905	1,125	88,030
Conferences and meetings	28,584	5,445	34,029
Contractors and consultants	29,997	1,663	31,660
Food and supplies	28,946	1,931	30,877
Heat and utilities	19,620	1,033	20,653
Telephone, internet, fax and cable	17,985	117	18,102
Rent	15,025	-	15,025
Accounting fees	12,003	2,154	14,157
Training	13,283	176	13,459
Maintenance, cleaning and inspections	9,714	2,429	12,143
Small equipment	11,486	470	11,956
Liability insurance	10,134	1,060	11,194
Technology	-	7,774	7,774
Advertising	7,404	204	7,608
Student transportation	7,560	-	7,560
Printing	6,567	283	6,850
Depreciation	3,573	893	4,466
Payroll processing service	-	2,896	2,896
Property insurance	995	405	1,400
Postage and shipping	742	158	900
Bank charges	-	309	309
Other	3,874	-	3,874
Total	$ 1,772,364	$ 202,667	$ 1,975,031

See Notes to Financial Statements

FAMILY RESOURCE CENTER AT GORHAM

NOTES TO FINANCIAL STATEMENTS
FOR THE YEARS ENDED JUNE 30, 2020 AND 2019

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

The Family Resource Center at Gorham (the Resource Center) is a voluntary, not-for-profit corporation incorporated under the laws of the State of New Hampshire (RSA 292) and organized exclusively for tax exempt charitable and educational purposes. The principal activity of the Resource Center is to deliver programming that works to build healthier families and stronger communities. These programs remove obstacles to healthy family function and development, providing access to social and educational services to at-risk and underserved North Country populations. Primary programs include:

Home visiting programs that deliver evidence based early child development and parenting support curricula which empowers parents and gives them the motivations and skills to improve parenting and foster healthy family dynamics;

Afterschool programs that support the academic, social and emotional developmental needs of students in grades K-8;

An IRS sanctioned Volunteer Income Tax Assistance (VITA) program that provides free tax preparation services to community members in need maximizing income tax refunds;

A Substance Misuse program that utilizes peer support for recovery and family reunification.

Basis of Accounting

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

Basis of Presentation

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

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

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

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

Other Events

The impact of the novel coronavirus ("COVID-19") and measures to prevent its spread are affecting the Resource Center's operations. The significance of the impact of these disruptions, including the extent of their adverse impact on the Resource Center's financial and operational results, will be dictated by the length of time that such disruptions continue and, in turn, will depend on the currently unknowable duration of the COVID-19 pandemic and the impact of governmental regulations that might be imposed in response to the pandemic. The Resource Center's operations could also be impacted by COVID-19 by service disruption that causes decreases to Medicaid revenue as well as leading to changes in client and donor behavior. The COVID-19 impact on the capital markets could also impact the Resource Center's cost of borrowing. There are certain limitations on the Resource Center's ability to mitigate the adverse financial impact of these items. COVID-19 also makes it more challenging for management to estimate future performance of the operations, particularly over the near to medium term.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

Cash and cash equivalents include all monies in banks and liquid investments with maturity dates of less than three months. The carrying value of cash and cash equivalents approximates fair value because of the short maturities of those financial instruments.

Investments

Investments are accounted for according to Accounting Standards Codification (ASC) 958-320 *Not For Profit Entities – Investments – Debt and Equity Securities.* Under ASC 958-320, investments in marketable securities with readily determinable fair values and all investments in debt securities are valued at their fair values in the statement of financial position. Unrealized gains and losses are included in the change in net assets. Fair values of investments are based on quoted prices in active markets for identical investments.

Property and Equipment
Property and equipment is recorded at cost if purchased and at fair value if donated. Depreciation is computed using the straight-line method over the estimated useful lives of the related assets as follows:

Furniture and equipment	5 - 15 years
Leasehold improvements	20 years
Buildings	39 years

The Resource Center's policy is to capitalize all assets over $2,500 with an expected life of one year or longer. Assets sold or otherwise disposed of are removed from the accounts, along with the related depreciation allowance, and any gain or loss is recognized.

Contributions
Contributions received are recorded as increases in net assets without donor restrictions or net assets with donor restrictions depending on the existence and/or nature of any donor or time restrictions. A purpose restriction permits the Resource Center to use donated assets as specified for a particular purpose. Net assets restricted in perpetuity are those that are required to be permanently maintained, but income from such investments may be used for specified purposes. All donor restricted support is reported as an increase in net assets with donor restrictions, depending on the nature of the restriction.

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

Contributed Services
From time to time, the Resource Center receives donated services in carrying out the mission and fundraising activities of the Resource Center. Such donations do not meet the criteria for recognition under ASC 958 and accordingly no amounts are reflected in the financial statements for those services.

Functional Allocation of Expenses
The costs of providing the various programs and other activities have been summarized on a functional basis. Accordingly, costs have been allocated among the program services and supporting activities benefited. Such allocations have been determined by management on an equitable basis.

The expenses that are allocated include the following:

Expense	Method of Allocation
Salaries and benefits	Time and effort
Occupancy	Square footage
Depreciation	Square footage
All other expenses	Direct assignment

Refundable Advances
The Resource Center records grant/contract revenue as a refundable advance until it is expended for the purpose of the grant/contract, at which time it is recognized as revenue.

Income Taxes
The Resource Center is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. In addition, the Resource Center qualifies for the charitable contribution deduction under Section 170(b)(1)(a) and has been classified as an organization that is not a private foundation.

Management has evaluated the Resource Center's tax positions and concluded that the Resource Center has maintained its tax-exempt status and has taken no uncertain tax positions that would require adjustment to the financial statements. With few exceptions, the Resource Center is no longer subject to income tax examinations by the United States Federal or State tax authorities prior to 2016.

Leased Facilities
The Resource Center leases its current facility from the Town of Gorham. In lieu of rent, the Resource Center is responsible for the cost of repairs and maintenance, insurance, utilities and rubbish removal. The lease expired on June 30, 2020. The lease continues under the same terms on a month to month basis.

The Resource Center in turn sublets space in the facility to other nonprofit and community agencies at an average rate of approximately $10 - $16 per square foot. All participating organizations must provide services to a client base that is at least 66% low and moderate income.

Grants Receivable
Grants receivable from various public and other nonprofit organizations at June 30, 2020 and 2019 were considered fully collectable and therefore no provisions for bad debts have been made in these financial statements.

Advertising
Advertising costs are expensed as incurred.

Reclassifications
Certain amounts in the prior year financial statements have been reclassified for comparative purposes to conform with the presentation in the current year financial statements.

Fair Value of Financial Instruments
ASC Topic No. 820-10, *Fair Value Measurement*, provides a definition of fair value which focuses on an exit price rather than an entry price, establishes a framework in generally accepted accounting principles for measuring fair value which emphasizes that fair value is a market based measurement, not an entity specific measurement, and requires expanded disclosures about fair value measurements. In accordance with FASB ASC 820-10, the Resource Center may use valuation techniques consistent with market, income and cost approaches to measure fair value. As a basis for considering market participant assumptions in fair value measurements, ASC Topic 820-10 establishes a fair

value hierarchy, which prioritizes the inputs used in measuring fair values. The hierarchy gives the highest priority to Level 1 measurements and the lowest priority to Level 3 measurements. The three levels of the fair value hierarchy under ASC Topic 820-10 are described as follows:

> ***Level 1*** – Inputs to the valuation methodology are quoted prices available in active markets for identical investments as of the reporting date.
>
> ***Level 2*** - Inputs to the valuation methodology are other than quoted market prices in active markets, which are either directly or indirectly observable as of the reporting date, and fair value can be determined through the use of models or other valuation methodologies.
>
> ***Level 3*** - Inputs to the valuation methodology are unobservable inputs in situations where there is little or no market activity for the asset or liability and the reporting entity makes estimates and assumptions related to the pricing of the asset or liability including assumptions regarding risk.

At June 30, 2020 and 2019, the Resource Center's investments were all classified as Level 1 and were based on fair value.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

The following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at June 30, 2020 and 2019.

> *Equities*: Valued at the closing market price on the stock exchange where they are traded (primarily the New York Stock Exchange).
>
> *Mutual Funds*: Valued at the net asset value (NAV) of shares held by the Resource Center at year end.

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

New Accounting Pronouncements

During the year, the Resource Center adopted the provisions of FASB ASU 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made* (Topic 958). This accounting standard is meant to help not-for-profit entities evaluate whether transactions should be accounted for as contributions or as exchange transactions and, if the transaction is identified as a contribution, whether it is conditional or unconditional. ASU 2018-08 clarifies how an organization determines whether a resource provider is receiving commensurate value in return for a grant. If the

resource provider does receive commensurate value from the grant recipient, the transaction is an exchange transaction. If no commensurate value is received by the grant maker, the transfer is a contribution. ASU 2018-08 stresses that the value received by the general public as a result of the grant is not considered to be commensurate value received by the provider of the grant. Results for reporting the years ending June 30, 2020 and 2019 are presented under FASB ASU 2018-08. The comparative information has not been restated and continues to be reported under the accounting standards in effect in those reporting periods. There was no material impact to the financial statements as a result of adoption. Accordingly, no adjustment to opening net assets was recorded.

During the year, the Resource Center also adopted the provisions of FASB ASU 2016-18, *Statement of Cash Flows* (Topic 230). This ASU requires that a statement of cash flows explain the change during the period in the total cash, cash equivalents, and amounts generally described as restricted cash or restricted cash equivalents. Therefore, amounts generally described as restricted cash and restricted cash equivalents should be included with cash and cash equivalents when reconciling the beginning-of-period and end-of-period total amounts shown on the statement of cash flows. The amendments in the ASU do not provide a definition of restricted cash or restricted cash equivalents. The Resource Center has applied the provisions of ASU 2016-18 to retrospectively to all periods presented with no effect on net assets or previously issued financial statements.

Effective for the Resource Center in 2020, FASB ASU 2016-01, *Financial Instruments - Overall Recognition and Measurement of Financial Assets and Financial Liabilities* (Topic 825-10) allows a NFP to choose, on an investment-by-investment basis, to report an equity investment without a readily determinable fair value, that does not qualify for the practical expedient fair value in accordance with FASB ASC 820-10-35-59, at its cost minus impairment, if any, plus or minus changes resulting from observable price changes in orderly transactions for the identical or a similar investment of the same issue. The FASB ASU requires additional disclosures about those investments. Adoption of this accounting pronouncement had no effect on the Resource Center's 2019 and 2020 financial statements.

2. LIQUIDITY AND AVAILABILITY

The following represents the Resource Center's financial assets as of June 30, 2020 and 2019:

	2020	2019
Cash and cash equivalents	$ 551,855	$ 414,332
Certificates of deposit	83,447	81,893
Grants receivable	141,207	417,558
Investments	202,792	207,279
Agency deposits - cash	-	22,240
Total financial assets	$ 979,301	$ 1,143,302

Less amounts not available to be used within one year:		
Net assets with donor restrictions	$ 207,095	$ 213,248
Amount board designated for long-term maintenance	24,064	21,654
Agency deposits - cash	-	22,240
Amounts not available within one year	231,159	257,142
Financial assets available to meet general expenditures over the next twelve months	$ 748,142	$ 886,160

The Resource Center's goal is generally to maintain financial assets to meet 90 days of operating expenses (approximately $630,000). As part of its liquidity plan, excess cash is invested in short-term investments, including money market accounts.

3. INVESTMENTS

Investments held in the form of mutual funds at Bank of America are stated at fair value. Realized gains and losses are determined on the specific identification method. Gains and losses (realized and unrealized) are reported in the statement of activities as increases or decreases to net assets without donor restrictions, except for those investments for which their use is restricted. Information on investments at June 30, 2020 and 2019 is presented as follows:

	2020		2019	
	Cost	Market Value	Cost	Market Value
Equities	$ 102,339	$ 97,245	$ -	$ -
Mutual Funds	103,989	105,547	197,027	207,279
Totals	$ 206,328	$ 202,792	$ 197,027	$ 207,279

Components of investment return:

	2020	2019
Interest and dividends	$ 4,927	$ 4,721
Unrealized loss	(13,788)	(4,780)
Realized gain	6,621	1,322
Investment fees	(3,913)	(4,174)
Total investment return	$ (6,153)	$ (2,911)

4. AGENCY DEPOSITS

The Resource Center served as a fiscal agent for the Androscoggin Valley Community Partners (formerly the Berlin Area Healthcare Consortium), a collaborative effort of area health and social services agencies intended to provide health related education, information and communications to the communities of Berlin and Gorham. The amounts held on behalf of the consortium as of June 30, 2019 was $22,240. During August of 2019, the money was returned and the fiscal agent relationship ended.

5. DEMAND NOTE PAYABLE

In April 2013, the Resource Center entered into a revolving line of credit agreement with a bank. The revolving line of credit agreement provides for maximum borrowings up to $75,000 and is collateralized by a certificate of deposit held at the same bank. The revolving line of credit and the certificate of deposit both renew every six months. At June 30, 2020 and 2019, the interest rate on the revolving line of credit was stated at the bank's prime rate of 3.15% and 5.20%, respectively. There were no balances outstanding as of June 30, 2020 and 2019.

6. CONCENTRATION OF CREDIT RISK - CASH

The Resource Center maintains cash balances that, at times, may exceed federally insured limits. The cash balances are insured by the Federal Deposit Insurance Corporation (FDIC) up to $250,000 per bank at June 30, 2020 and 2019. The Resource Center has not experienced any losses in such accounts and believes it is not exposed to any significant risk with these accounts. Cash balances in excess of FDIC insured limits amounted to $260,487 and $211,709 at June 30, 2020 and June 30, 2019, respectively.

7. NET ASSETS

Net assets with donor restrictions were as follows for the years ended June 30, 2020 and 2019:

	2020	2019
Restrictions in perpetuity:		
Endowment	$ 207,095	$ 213,248
Total net assets with donor restrictions	$ 207,095	$ 213,248

Net assets without donor restrictions for the years ended June 30, 2020 and 2019 are as follows:

	2020	2019
Undesignated	$ 791,536	$ 880,624
Board designated	24,065	21,654
Total net assets without donor restrictions	$ 815,601	$ 902,278

Net assets released from donor restrictions are as follows:

	2020	2019
Satisfaction of Time Restrictions:		
Contributions	$ -	$ 5,000
Total net assets released	$ -	$ 5,000

8. NET ASSETS WITHOUT DONOR RESTRICTIONS – BOARD DESIGNATED

By vote of the Board of Directors, funds have been designated for long term building maintenance. Net assets without donor restrictions designated by the board was $24,064 and $21,654 at June 30, 2020 and 2019, respectively.

9. ENDOWMENT FUND

In 2007, the Resource Center established a permanent endowment fund for the organization with the intent of accumulating donations and interest earnings of one million dollars. Per the laws of the State of New Hampshire (RSA 292-B:4), 7% of the fair market value of the endowment fund, calculated on the basis of fair market value determined at least quarterly and averaged over a period of not less than three years may be appropriated for operating account expenditures. No distributions were taken during the years ended June 30, 2020 and 2019.

The Not-for-Profit Entities Topic of the FASB ASC (ASC 958-205 and subsections) intends to improve the quality of consistency of financial reporting of endowments held by not-for-profit organizations. This Topic provides guidance on classifying the net assets associated with donor-restricted endowment funds held by organizations that are subject to an enacted version of the Uniform Prudent Management Institutional Funds Act (UPMIFA). New Hampshire has adopted UPMIFA. The Topic also requires additional financial statement disclosures on endowments and related net assets.

The Resource Center has followed an investment and spending policy to ensure a total return (income plus capital change) necessary to preserve the principal of the fund and at the same time, provide a dependable source of support to help build healthier families and stronger communities.

In recognition of the prudence required of fiduciaries, the Resource Center only invests the fund in cash and mutual funds. The Resource Center has taken a risk adverse approach to managing the endowment fund in order to mitigate financial market risk such as interest rate, credit and overall market volatility, which could substantially impact the fair value of the endowment fund at any given time.

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Fund activity for June 30, 2020 and 2019 was as follows:

	Balances as of June 30, 2019	Activity for the Year Ended June 30, 2020	Balances as of June 30, 2020
Permanent gifts	$ 175,809	$ -	$ 175,809
Investment earnings	53,462	4,927	58,389
Realized gain	52,659	6,621	59,280
Transfer to unrestricted	(41,590)	-	(41,590)
Investment expense	(37,344)	(3,913)	(41,257)
Unrealized gain (loss)	10,252	(13,788)	(3,536)
	$ 213,248	$ (6,153)	$ 207,095

	Balances as of June 30, 2018	Activity for the Year Ended June 30, 2019	Balances as of June 30, 2019
Permanent gifts	$ 175,809	$ -	$ 175,809
Investment earnings	48,741	4,721	53,462
Realized gain	51,337	1,322	52,659
Transfer to unrestricted	(41,590)	-	(41,590)
Investment expense	(33,170)	(4,174)	(37,344)
Unrealized gain (loss)	15,032	(4,780)	10,252
	$ 216,159	$ (2,911)	$ 213,248

10. SUBSEQUENT EVENTS

Subsequent events are events or transactions that occur after the statement of financial position date, but before financial statements are available to be issued. Recognized subsequent events are events or transactions that provide additional evidence about conditions that existed at the statement of financial position date, including the estimates inherent in the process of preparing financial statements. Non recognized subsequent events are events that provide evidence about conditions that did not exist at the statement of financial position date, but arose after that date.

Subsequent to year end, the Resource Center applied for and received a $298,000 loan from the Small Business Administration's Payroll Protection Program. If certain criteria are met, the loan will be forgiven.

Management has evaluated subsequent events through September 29, 2020, the date the June 30, 2020 financial statements were available for issuance.

FAMILY RESOURCE CENTER AT GORHAM

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2020

FEDERAL GRANTOR/ PASS-THROUGH GRANTOR/ PROGRAM TITLE	FEDERAL CFDA NUMBER	PASS THROUGH GRANTOR NUMBER	FEDERAL EXPENDITURES
U.S. DEPT. OF HEALTH AND HUMAN SERVICES			
Passed through State of New Hampshire			
Department of Health and Human Services, Office of Human Services, Division of Children, Youth and Families			
Stephanie Tubbs Jones Child Welfare Services Program	93.645	42106802	$ 8,941
Promoting Safe and Stable Families	93.556	42107306	41,130
Social Services Block Grant	93.667	42106603	154,223
TANF CLUSTER			
Temporary Assistance for Needy Families	93.558	45030206	72,529
Temporary Assistance for Needy Families	93.558	45030353	130,879
			203,408
Maternal & Child Health Services Block Grant for States	93.994	90004009	10,978
MATERNAL, INFANT AND EARLY CHILDHOOD HOME VISITING CLUSTER			
Maternal, Infant and Early Childhood Home Visiting Program	93.870	05-95-90-902010-5896	146,927
Maternal, Infant and Early Childhood Home Visiting Program	93.870	05-95-90-902010-5896	178,351
			325,278
Division of Behavioral Health, Bureau of Drug and Alcohol Services			
Opioid STR	93.788	05-95-92-920510-7040	548,805
Passed through Easter Seals			
MEDICAID CLUSTER			
Medical Assistance Program	93.778	None	1,935
Total U.S. Department of Health and Human Services			$ 1,294,698
U.S. DEPARTMENT OF EDUCATION			
Passed through State of New Hampshire Department of Education			
Twenty-First Century Community Learning Centers	84.287	20200011	$ 240,905
Total U.S. Department of Education			$ 240,905
Total expenditures of federal awards			$ 1,535,603

NOTE A - BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal grant activity of Family Resource Center at Gorham under programs of the federal government for the year ended June 30, 2020. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of Family Resource Center at Gorham, it is not intended to and does not present the financial position, changes in net assets, or cash flows of Family Resource Center.

NOTE B - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in Uniform Guidance, where in certain types of expenditures are not allowable or are limited to reimbursement. Negative amounts shown on the Schedule represent adjustments or credits made in the normal course of business to amounts reported as expenditures in prior years.

NOTE C - INDIRECT COST RATE

Family Resource Center at Gorham has elected to use the 10-percent de minimis indirect cost rate allowed under Uniform Guidance.

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FAMILY RESOURCE CENTER AT GORHAM

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

To the Board of Directors
Family Resource Center at Gorham
Gorham, New Hampshire

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Family Resource Center at Gorham (a New Hampshire nonprofit organization), which comprise the statements of financial position as of June 30, 2020 and 2019, and the related statements of activities, cash flows and functional expenses for the years then ended, and the related notes to the financial statements, and have issued our report thereon dated September 29, 2020.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Family Resource Center at Gorham's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Family Resource Center at Gorham's internal control. Accordingly, we do not express an opinion on the effectiveness of Family Resource Center at Gorham's internal control.

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

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

not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

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

Purpose of this Report

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

Leone, McDonnell & Roberts
Professional Association

September 29, 2020
North Conway, New Hampshire

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

FAMILY RESOURCE CENTER AT GORHAM

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

To the Board of Directors
Family Resource Center at Gorham
Gorham, New Hampshire

Report on Compliance for Each Major Federal Program

We have audited Family Resource Center at Gorham's compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of Family Resource Center at Gorham's major federal programs for the year ended June 30, 2020. Family Resource Center at Gorham's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance for each of Family Resource Center at Gorham's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Family Resource Center at Gorham's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of Family Resource Center at Gorham's compliance.

Opinion on Each Major Federal Program

In our opinion, Family Resource Center at Gorham complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2020.

Report on Internal Control Over Compliance

Management of Family Resource Center at Gorham is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered Family Resource Center at Gorham's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Family Resource Center at Gorham's internal control over compliance.

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

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

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

Leone, McDonnell & Roberts
Professional Association

September 29, 2020
North Conway, New Hampshire

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FAMILY RESOURCE CENTER AT GORHAM

SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2020

A. SUMMARY OF AUDITORS' RESULTS

1. The auditors' report expresses an unmodified opinion on whether the financial statements of Family Resource Center at Gorham were prepared in accordance with GAAP.

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

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

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

5. The auditors' report on compliance for the major federal award programs for Family Resource Center at Gorham expresses an unmodified opinion on all major federal programs.

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

7. The programs tested as major programs were: U.S. Department of Education; Twenty-First Century Community Learning Centers, CFDA – 84.287, U.S. Department of Health and Human Services, Opioid STR, CFDA – 93.788

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

9. Family Resource Center at Gorham Family Resource Center at Gorham was determined to be a low-risk auditee.

B. FINDINGS – FINANCIAL STATEMENTS AUDIT

None

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

None

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The Family Resource Center at Gorham
2021-22 BOARD OF DIRECTORS

Linda Lamirande, President
Accountant/VITA Volunteer

Anne-Marie Gagne
SEL Specialist SAU 3

Gretchen Taillon
HR, White Mountains Community College

Bronson Paradis
Town Planning, Gorham

Vicky McGillicuddy
Consumer

Cathy Conway
Horizon's Engineering, Littleton

Christian Corriveau
Personal Banker, Northway Bank

Andrea Brochu
North Country Manager, CASA of NH

Karen Moore, Secretary
Title I Supervisor SAU20

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DEBRA MARTIN

[redacted]

[redacted] experienced financial administrative professional successful at managing financial systems and internal organizational operations. Is well versed in working within critical financial capacities that encompass financial planning, budget analysis, strategic planning and analytics. Desires to contribute to the organization's overall mission and success.

EXPERIENCE

APRIL 2019 – PRESENT
PROGRAM FINANCIAL ADMINISTRATOR, HEAD START, TRI-COUNTY CAP

MAY 2018 – APRIL 2019
ACCOUNTING MANAGER, TOP FURNITURE INC.

SEPTEMBER 2017 – FEBRUARY 2018
DISTRICT ACCOUNTANT, HARTFORD SCHOOL DISTRICT

NOVEMBER 2015 – SEPTEMBER 2018
SENIOR ACCOUNTANT, TRI-COUNTY COMMUNITY ACTION PROGRAM

2005 - 2014
PAYROLL, AJP ENTERPRISES
ACCOUNTING ASSISTANT, FLEET FORKLIFT

SKILLS

- Financial Data Analysis
- Communicator
- Problem Solving
- Mathematical Proficiency
- Organization & Attention to Detail
- Oversee Vendor & Government Contracts
- Forecast Future Spending & Expenses
- Understand & Apply Contract Provisions
- Secure & Proficiently Navigate Financial Management Systems
- Prepare & Understand Statistical Modeling Spreadsheets
- Interpersonal Skills
- Ability to Work Independently

ROLES & RESPONSIBILITIES

- Overseen, managed, analyzed and reconciled budgets ranging from $100K to over 37M.
- Conduct critical financial activities including accounting, purchasing, audit preparation, financial reporting, banking, regulatory compliance.

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- Lead and/or collaborate on financial planning and analysis processes of budgeting, forecasting, long-range strategic planning, and ad-hoc analytics with Chief Executive Office, Chief Financial Officer, Program Directors, Program Managers, and/or Business Owner(s).
- Analyze, maintain and reconcile monthly accounts, including payables and receivables; bank accounts, restricted accounts, grant reports, in-kind services, and matching funds.
- Prepare statements of activity, balance sheets, and any other necessary financial statements for review and analysis.
- Assist with preparation of external regulatory program audits. Ensure all regulatory filings are complete, thorough, accurate and timely. Oversee and assist with risk management and legal activities through internal controls and document evaluation.
- Maintain corporate and grant records, meeting all state and federal legal requirements as they pertain to the funding source.
- Supervise payroll processing and administration.
- Maintain knowledge of legal requirements and government reporting regulations related to employees and labor laws.
- Support consistent recruiting, staff orientation, and departure procedures for employees.
- Maintain employee personnel records, including tracking of continuing education, training certifications, renewals.
- Manager Program's physical infrastructure, system maintenance and work with IT personnel to manage acquisition and maintenance of and support for applications, systems, and technical services.
- Supervise vendor and support relationships, contracts and payments.
- Analyze, maintain and reconcile monthly accounts and financials for fiscal agent programs.
- Provide financial leadership, strategic planning, planning and problem solving for small businesses.

EDUCATION

2014
MASTER OF BUSINESS ADMINISTRATION, WESTERN GOVERNORS UNIVERSITY
GPA 4.0

2011
BACHELOR IN PSYCHOLOGY, PACIFIC LUTHERAN UNIVERSITY
GPA 3.46 DEAN'S LIST PROVOST SCHOLORSHIP

2009
ASSOCIATE IN BUSINESS, PIERCE COLLEGE
GPA 3.70 DEAN'S LIST PRESIDENT'S LIST

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Lucie A Remillard
RESUME

Summary of Qualifications

Highly skilled and dedicated professional offering a 20-year background in office management, sales, outreach, marketing, new business and account management. A community outreach coordinator, networking in communities and chamber of commerce throughout New Hampshire.

Areas of Experience

Community Outreach, Contract Negotiations, Office Operations, Office Management
Sales & Marketing Contract/Pricing Client Communication
Staff & Team Leadership Financial Reports Strategic Planning
Property Management Negotiation Recruit & Support

Work Experience

Family Resource Center – Gorham, NH
January, 2020 to Present

Administration Manager – Involved in office operations, policy & certificate review for compliance, renewal and audits. Work with ED, bid preparation, and purchasing. Responsible for facilities & satellite site management, supervising maintenance personnel & building repairs. Manage multiple projects and agency operations as needed.

CASA of NH – Manchester, NH
May, 2016 to November, 2019

North Country Community Outreach Coordinator – the Outreach Coordinator is responsible for outreach, recruitment, and building relationships with volunteers & community groups in Coos, Grafton & Belknap counties. This includes group presentations, advocate interviews, chamber of commerce, city & town involvement. Outreach Coordinator is building partnerships and maintaining interaction with community stakeholders and residents; distributing outreach and marketing materials; attending community and city-wide meetings, and representing CASA of NH as essential to promote awareness. Also included are daily follow-up on the CASA's administrative tasks, volunteer inquires, and to secure training locations.

Provider Financial – ENH Power, Auburn, ME
September 9, 2013 – December 31, 2015

Community Outreach Worker – Building relationships in New Hampshire that would increase residential and commercial accounts. Identify non-profit agencies for a community partner program to raise funding and financial contribution; volunteer and remain active in several NH Chamber of Commerce; communicate and promote company enrollment; attend home, industry, business & trade shows throughout New Hampshire, Maine & Mass; educate yet promote company awareness and benefits; maintain strong community relationships with area business owners, political representatives and non-profit agencies.

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Re/Max Northern Edge / Gallus & Green Realtors, Berlin, NH

License Real Estate Broker with New Hampshire since 1997
Realtor – Broker Associate; G & G – Office Manager

List, market, manage and sell residential & commercial real estate in Northern New Hampshire. Work closely with clients, brokers, title companies, attorneys, mortgage agents to secure contracts and transfer of properties. Recognized as a competitive industry leader within a highly volatile market, I generated over $200K in sales commission and achieved "high seller" status for several consecutive years. Maintain a solid network of business, industry and community contacts. Design, market, and advertise promotional flyers, mailers and letters targeting prospective clients. Recruited and trained office staff and real estate sales agents.

Home Sweet Apartments & Realty, Berlin, NH

1990 – 2003 (Owner/Broker – sold business in 2003)
Property Manager & Real Estate Sales Broker – Property management firm specializing in sales and rental. Business grew from 4 units to over 600 rental management units within 3 years. Recruited and supervised a professional staff of ten employees and numerous sub-contractors. Directed rental operations which included tenant screening, contract negotiations, rent collections, advertising, and general property maintenance. Maintained business accounting for each property, complete operating statements, cash journals, income and expense reports, secure competitive insurance rates and ensure all properties met or exceeded state, local and federal housing codes.

Education, Licensure & Board Member

Springfield College – St. Johnsbury, Vt – Human Services – Completion IP of Bachelor's Degree
Granite State College – Human Services
Licensed Real Estate Broker
NH Board of Realtors
NH Landlord Association
Councilor – City of Berlin
Board Member – Planning Board – Accounts & Claims – Traffic & Safety - Budget

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RESUME Ron Fini

WORK HISTORY

1999-present	Finance Manager, The Family Resource Center at Gorham.
2014-2019	Computer Support Educator, Hillside Elementary School
2013-2013	Staff Accountant at Androscoggin Valley Hospital
2010-2016	Software Systems Educator, Androscoggin Valley Hospital
2008-2014	Volunteer at the Androscoggin Valley Hospital
1980-2008	Business Technology/Education *Department, Chairperson*
1975-2008	Self-employed *Disc Jockey* for Rockin' Ron's Music
1980-1983	*G.E.D. Instructor*, General Adult Education, Berlin
1971-1975	Manpower, *Adult Job Training Instructor*, Berlin

EDUCATION

1965-1967	*Northampton Commercial College*; Northampton, Massachusetts; Majored in Accounting/Business Management; Diploma
1967-1969	*Western Kentucky University*; Bowling Green, Kentucky; Majored in Accounting, Business Administration, Business Education; BS. Minor in Economics.
1969-Present	Various *Professional Development* courses, and other activities.

COMMUNITY ACTIVITIES

- Server on the Gorham (GRS) School Board.
- Established and manage the Rotating Arts Program at the Androscoggin Valley Hospital.
- Role in organizing the Androscoggin Valley Hospital Recycling Program.
- A volunteer at the Androscoggin Valley Hospital.
- Volunteer for a variety of charitable organizations, community projects, and people/families in need. *Holy Family Church*: Past member of Finance Committee (4 years), Parish Council (3 years) and member or chair of many fund raising committees.
- *Gorham Knight of Columbus*: Active member for over 25 years
- *Big Brother/Big Sister*

COMPUTER SKILLS

- Have been giving instruction on computers and computer software since 1980.
- Have knowledge on the following software application: Sage Accounting (Once known as Peachtree Accounting), Various Windows applications (including XP, Vista, Windows 7, Windows 10), Quicken, Microsoft Word (all versions), Microsoft Publisher (all versions), Microsoft Access Power Point, Google Docs-Sheets-Slide, and many other application/utilities software packages.

AWARDS RECEIVED

- *Volunteer of the Year* from the Androscoggin Valley Hospital
- *Knight of the Year* from the local Gorham council.
- First place in state *Council Bulletin Competition*.

PROFESSIONAL ASSOCIATION

- Gorham Teachers' Association, past Vice-President 1970, member from 1969 to June 2008.
- National Education Association, life member from 1969.

REFERENCES: *Upon Request*

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PATRICIA STOLTE

PROFESSIONAL SKILLS

ADMINISTRATIVE

Over thirty-five years' experience in positions requiring administrative responsibility and problem solving abilities including; nonprofit agencies, marketing departments and human service programs:

- Knowledge of all aspects of operational, financial and compliance for non-profit and for-profit businesses
- Responsible for managing resources, developing annual budgets, monitoring and managing budgets and overseeing contracts and compliance with DHHS.
- Supervision and leadership for multiple non-profit programs with 50+ staff members
- Program design and implementation
- Development; grant writing, annual appeals and donor program implementation
- Human Resources creating policies & procedures, job descriptions, orientation and training for several agencies
- Initiated Strategic Planning process and Board Development within agencies
- Agency delegate for several state conferences, involved in coordination of all aspects of annual events, fundraising projects and marketing campaigns
- Facility and building management for several site locations
- Volunteer management, recruitment and recognition

FISCAL MANAGEMENT

- Managing agency budget of $2+million with multiple program budgets
- Budget management of 3 programs with reporting to Board of Directors and agency CEO overseeing $1.3million budget
- Budget management of advertising campaigns from $500k to $6 million for businesses
- Proposals for funding to state, federal and local governments for annual contracts
- Fiscal management of annual grants from NH Charitable Trust and other foundations.

SKILLS:

- Work collaboratively with board members, staff and colleagues
- Create partnerships within the community to combine and extend resources
- Possess solid presentation, communication and organizational skills
- Knowledge of Microsoft Office, graphics programs and social media

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PROFESSIONAL EXPERIENCE:

The Family Resource Center,
Gorham NH - Executive Director — August 2015 to present

Tri-County Community Action Programs, Inc., Berlin. NH – August 2004 to August 2015
ServiceLink Resource Center Director - 2004 to 2006
TCCAP Division Director - 2006 to 2015

Mountain View Grand Resort
Whitefield, NH Public Relations Director — January 2003 to July 2004

Berlin Main Street Program
Berlin, NH Executive Director — November 1997 to January 2003

Zale Corporation/Karten's
Dallas/New Bedford, MA - Marketing Manager
1991 to 1997

Pierce-Cote Advertising Agency
Osterville, MA – PR & Media Manager
1989 to 1991

Shreve, Crump & Low,
Boston - Marketing Director - 1984 to 1989

Wolfe Publishing, Pittsford NY - Advertising Sales Representative - 1984

EDUCATION & TRAINING

State University of New York at Fredonia, BA in Mass Communications & Business
Monroe Community College, Rochester, New York, Associates in Business Administration
Brighton High School, Rochester, New York

VOLUNTEER ENGAGEMENT – PAST & PRESENT

- Involved on area non-profit boards, community groups and projects with organizations such as Coos Country Health Services, Androscoggin Valley Home Care, AV Economic Recovery Committee, Head Start Board of Advisors, The Main Street Program and Androscoggin Valley Hospital Wellness Committee

- Member of NH Wellness & Prevention Council, Leadership NH North Country, Statewide Coalition of Aging Services, the Planning Committee for NH State Conference on Aging, the Coos County Coalition for Families & Children, The Endowment for Health Planning Committee and the Androscoggin Valley Community Partners

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The Family Resource Center at Gorham

Key Personnel

Name	Job Title	Salary	% Paid from this Contract	Amount Paid from this Contract
Patricia Stolte	Executive Director	$74,300	0	0
Debbie Martin	Finance Director	$48,000	0	0
Ron Fini	Billing Manager	$35,000	0	0
Lucie Remillard	Office Manager	$42,500	0	0

13 mac

Lori A. Shibinette
Commissioner

Katja S. Fox
Director

STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR BEHAVIORAL HEALTH

129 PLEASANT STREET, CONCORD, NH 03301
603-271-9544 1-800-852-3345 Ext. 9544
Fax: 603-271-4332 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

June 21, 2021

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to enter into **Retroactive** amendments to existing contracts with the vendors listed below for the continued provision of substance use disorder prevention and early intervention services for children, from birth through age nine (9) years old, who are involved with the New Hampshire Division for Children, Youth and Families (DCYF) and their parents and caregivers who have a substance use disorder, by increasing the total price limitation by $371,755 from $6,241,597 to $6,613,352 with no change to the contract completion dates of September 29, 2021, effective retroactive to January 1, 2021, upon Governor and Council approval. 100% Other Funds (Governor's Office for Emergency Relief and Recovery).

The individual contracts were approved by Governor and Council as specified in the table below.

Vendor Name	Vendor Code	Area Served	Current Amount	Increase (Decrease)	Revised Amount	G&C Approval
Granite Pathways	228900-B001	Conway Rochester Seacoast Southern Manchester Keene Claremont Concord Laconia	$3,891,606	$205,480	$4,097,086	O: 5/2/18, #20 A1: 5/15/19, #17A A2: GA 7/20/20, 8/26/20 Info. Item M A3: 1/21/21, #17
The Family Resource Center at Gorham	162412-B001	Berlin Littleton	$2,349,991	$166,275	$2,516,266	O: 5/2/18, #20 A1: 12/19/20, #20 A2: GA 7/20/20, 8/26/20 Info. Item M. A3: 1/21/21, #17
		Total:	**$6,241,597**	**$371,755**	**$6,613,352**	

Funds are available in the following accounts for State Fiscal Year 2022, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

See attached fiscal details.

EXPLANATION

This request is **Retroactive** because funding provided through Amendment #3 ended in December of 2020, and due to ongoing need, the Contractors continued to provide services to families and caregivers who are affected by a substance use disorder or mental illness and are undergoing an assessment by DCYF. The Department became aware in early 2021 that additional support was need for non-substance use disorder families. However, after assessing various potential funding sources, additional funding from GOFERR was confirmed in May 2021, at which point the Department needed additional time to finalize budgets and fully execute contract documents for Governor and Executive Council approval. This retroactive action will allow the Contractors to bill for the services and support they provided to at-risk and high-risk families back to January 1, 2021.

The Contractors will continue to provide the Strength to Succeed Program services to children, parents, and caregivers who are undergoing an assessment by DCYF, and are affected by a substance use disorder or mental illness as well as evidence-based curriculum to grandparents who are caring for a minor child as a result of DCYF involvement and parental substance use and/or mental illness. Approximately 115 families will be served through September 29, 2021.

The Contractors will continue to provide programs that provide accessible, integrated services to reduce and mitigate childhood trauma that results from familial substance use. Core components of the Strength to Succeed program include rapid access to treatment for parents within DCYF reunification timeframe, DCYF Parent Partner peer support, home visiting services, direct prevention services to children to mitigate risk of substance misuse, and caregiver support for relative caregivers of children exposed to substance use in the home.

The Department will continue to monitor contracted services by ensuring the Contractors:

- Provide evidence-based home visiting services to all families referred to the program that require home visiting services as part of their treatment plan.
- Increase training opportunities for the early childhood and home visiting workforce in substance misuse prevention, recovery, and trauma informed care by three (3) trainings per calendar year and increase the knowledge of substance misuse prevention, recovery and trauma informed care among the early childhood and home visiting workforce, as demonstrated by an increase of 10% in aggregate as measured quarterly from training pre-tests to training post-tests.
- Ensure that 80% of families referred to the program receive access to treatment or interim treatment services within 48 hours of referral.
- Collaborate with the Department on the development, reporting, and quality improvement efforts for additional performance measures and outcome indicators.

Should the Governor and Executive Council not authorize this request, children impacted by substance misuse and/or mental illness within their family may not receive the services and targeted prevention services necessary to support their current needs and to assist them with avoiding substance misuse issues themselves. In addition, relative caregivers impacted by familial substance misuse may not receive the services and supports that are necessary to continue to support the children in their families.

Area served: Statewide

In the event that the Other Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,

Lori Shibinette

Lori A. Shibinette
Commissioner

DEPARTMENT OF HEALTH AND HUMAN SERVICES
Targeted Prevention Programming for DCYF Involved Families FISCAL DETAIL

05-95-92-920510-25590000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: DIVISION FOR BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL, OPIOID STR GRANT

100% Federal Funds

Granite Pathways — Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2018	102/500731	Contracts for Program Services	92052559	$121,778	$0	$121,778
2019	102/500731	Contracts for Program Services	92052559	$487,111	$0	$487,111
2020	102/500731	Contracts for Program Services	92052559	$0	$0	$0
				$608,889	$0	$608,889

The Family Resource Center at Gorham — Vendor #162412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2018	102/500731	Contracts for Program Services	92052559	$27,062	$0	$27,062
2019	102/500731	Contracts for Program Services	92052559	$108,247	$0	$108,247
2020	102/500731	Contracts for Program Services	92052559	$0	$0	$0
				$135,309	$0	$135,309

Subtotal	$744,198	$0	$744,198

05-95-92-920510-70400000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS, HHS: BEHAVIORAL HEALTH DIV, BUREAU OF DRUG & ALCOHOL SERVICES, STATE OPIOID RESPONSE GRANT

100% Federal Funds

Granite Pathways — Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2019	102/500731	Contracts for Program Services	92057040	$284,744	$0	$284,744
2020	102/500731	Contracts for Program Services	92057040	$598,103	$0	$598,103
2021	102/500731	Contracts for Program Services	92057040	$146,853	$0	$146,853
2021	102/500731	Contracts for Program Services	92057046	$469,217	$0	$469,217
2021	102/500731	Contracts for Program Services	92057048	$549,200	$0	$549,200

DEPARTMENT OF HEALTH AND HUMAN SERVICES
Targeted Prevention Programming for DCYF Involved Families FISCAL DETAIL

2022	102/500731	Contracts for Program Services	92057048	$274,600	$0	$274,600
			Subtotal	$2,322,717	$0	$2,322,717

The Family Resource Center at Gorham Vendor #162412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2019	102/500731	Contracts for Program Services	92057040	$195,743	$0	$195,743
2020	102/500731	Contracts for Program Services	92057040	$548,805	$0	$548,805
2021	102/500731	Contracts for Program Services	92057040	$149,527	$0	$149,527
2021	102/500731	Contracts for Program Services	92057046	$195,607	$0	$195,607
2021	102/500731	Contracts for Program Services	92057048	$400,000	$0	$400,000
2022	102/500731	Contracts for Program Services	92057048	$200,000	$0	$200,000
				$1,689,682	$0	$1,689,682
			Subtotal	$4,012,399	$0	$4,012,399

05-95-95-950010-19290000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS, HHS: COMMISSIONER'S OFFICE, OFFICE OF THE COMMISSIONER, DHHS COVID RELIEF FD FR GOFERR

100% Other Funds

Granite Pathways Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2021	103/502664	Contracts for Operational Services	95010895	$960,000	$0	$960,000
2022	103/502664	Contracts for Operational Services	95010795	$0	$205,480	$205,480
		Sub Total		$960,000	$205,480	$1,165,480

The Family Resource Center at Gorham Vendor #162412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2021	103/502664	Contracts for Operational Services	95010895	$525,000	$0	$525,000
2022	103/502664	Contracts for Operational Services	95010795	$0	$166,275	$166,275
		Sub Total		$525,000	$166,275	$691,275

Subtotal	$1,485,000	$371,755	$1,856,755
Overall Total	$6,241,597	$371,755	$6,613,352

State of New Hampshire
Department of Health and Human Services
Amendment #4

This Amendment to the Targeted Prevention Programming for DCYF-Involved Families contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and The Family Resource Center at Gorham ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on May 2, 2018 (Item #20), as amended on December 19, 2018 (Item #20), and as amended as with Governor approval on July 20, 2020, and presented to the Governor and Executive Council on August 26, 2020 (Informational Item M), and as amended with Governor and Executive Council on January 22, 2021 (Item #17), the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract as amended and in consideration of certain sums specified; and

WHEREAS, pursuant to Form P-37, General Provisions, Paragraph 18, and Exhibit C-1, Revisions to General Provisions, Section 3, the Contract may be amended upon written agreement of the parties and approval from the Governor and Executive Council; and

WHEREAS, the parties agree to extend the term of the agreement, increase the price limitation, or modify the scope of services to support continued delivery of these services; and

NOW THEREFORE, in consideration of the foregoing and the mutual covenants and conditions contained in the Contract and set forth herein, the parties hereto agree to amend as follows:

1. Form P-37 General Provisions, Block 1.8, Price Limitation, to read:

   $2,516,266

2. Modify Exhibit B Amendment #3, Methods and Conditions Precedent to Payment, Section 1, by adding, Subsection 1.2 to read:

   1.2. 100% Other Funds (Governor's Office for Emergency Relief and Recovery)

3. Modify Exhibit B, Amendment #3, Methods and Conditions Precedent to Payment, Section 2 to read:

   2. Payment shall be on a cost reimbursement basis for actual expenditures incurred in the fulfillment of this Agreement, and shall be in accordance with the approved line item, as specified in Exhibit B-8, Amendment #3 Budget SOR II and Exhibit B-9, Amendment #4 Budget GOFERR.

4. Modify Exhibit B, Amendment #3, Methods and Conditions Precedent to Payment, Section 6 to read:

   6. In lieu of hard copies, all invoices may be assigned an electronic signature and emailed to DHHS.DBHInvoicesMHS@dhhs.nh.gov, or invoices may be mailed to:

      Financial Manager, Division for Behavioral Health
      Department of Health and Human Services
      105 Pleasant Street
      Concord, NH 03301

5. Add Exhibit B-9 Amendment #4 Budget GOFERR, which is attached hereto and incorporated by reference herein.

Contractor Initials DS PS
Date 6/22/2021

All terms and conditions of the Contract and prior amendments not modified by this Amendment remain in full force and effect. This Amendment shall be retroactively effective to May 21, 2021 upon the date of Governor and Executive Council approval.

IN WITNESS WHEREOF, the parties have set their hands as of the date written below.

State of New Hampshire
Department of Health and Human Services

6/23/2021
Date

DocuSigned by:
Katja Fox
Name: Katja Fox
Title: Director

The Family Resource Center at Gorham

6/22/2021
Date

DocuSigned by:
Patti Stolte
Name: Patti Stolte
Title: Executive Director

The preceding Amendment, having been reviewed by this office, is approved as to form, substance, and execution.

OFFICE OF THE ATTORNEY GENERAL

6/24/2021

Date

DocuSigned by:

Name: Catherine Pinos

Title: Attorney

I hereby certify that the foregoing Amendment was approved by the Governor and Executive Council of the State of New Hampshire at the Meeting on: _____ (date of meeting)

OFFICE OF THE SECRETARY OF STATE

Date

Name:

Title:

DocuSign Envelope ID: 98F1600F-04CA-45-7-82FE-878BFEADBE89

New Hampshire Department of Health and Human Services
COMPLETE ONE BUDGET FORM FOR EACH BUDGET PERIOD

Instructions: Fill out the Direct/Indirect columns only for Contractor Share (if applicable) and Funded by DHHS. Everything else will automatically populate.

Contractor Name: The Family Resource Center at Gorham

Budget Request for: Targeted Prevention Programming for DCYF Involved Families

Budget Period: May 21, 2021 - September 29, 2021

Line Item	Total Program Cost			Contractor Share / Match			Funded by DHHS contract share		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
1. Total Salary/Wages	$ 11,498.85	$ -	$ 11,498.85	$ -	$ -	$ -	$ 11,498.85	$ -	$ 11,498.85
2. Employee Benefits	$ 3,000.00	$ -	$ 3,000.00	$ -	$ -	$ -	$ 3,000.00	$ -	$ 3,000.00
3. Consultants	$ 35,000.00	$ -	$ 35,000.00	$ -	$ -	$ -	$ 35,000.00	$ -	$ 35,000.00
4. Equipment:	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Rental	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Repair and Maintenance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Purchase/Depreciation	$ 6,500.00	$ -	$ 6,500.00	$ -	$ -	$ -	$ 6,500.00	$ -	$ 6,500.00
5. Supplies:	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Educational	$ 2,000.00	$ -	$ 2,000.00	$ -	$ -	$ -	$ 2,000.00	$ -	$ 2,000.00
Lab	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Pharmacy	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Medical	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Office	$ 7,500.00	$ -	$ 7,500.00	$ -	$ -	$ -	$ 7,500.00	$ -	$ 7,500.00
6. Travel	$ 10,000.00	$ -	$ 10,000.00	$ -	$ -	$ -	$ 10,000.00	$ -	$ 10,000.00
7. Occupancy	$ 7,500.00	$ -	$ 7,500.00	$ -	$ -	$ -	$ 7,500.00	$ -	$ 7,500.00
8. Current Expenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Telephone	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Postage	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Subscriptions	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Audit and Legal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Insurance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Board Expenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
9. Software	$ 1,500.00	$ -	$ 1,500.00	$ -	$ -	$ -	$ 1,500.00	$ -	$ 1,500.00
10. Marketing/Communications	$ 40,000.00	$ -	$ 40,000.00	$ -	$ -	$ -	$ 40,000.00	$ -	$ 40,000.00
11. Staff Education and Training	$ 24,847.00	$ -	$ 24,847.00	$ -	$ -	$ -	$ 24,847.00	$ -	$ 24,847.00
12. Subcontracts/Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
13. Other (specific details mandatory):	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Indirect / admin fee	$ -	$ 15,131.15	$ 15,131.15	$ -	$ -	$ -	$ -	$ 15,131.15	$ 15,131.15
Flexible funding	$ 2,000.00	$ -	$ 2,000.00	$ -	$ -	$ -	$ 2,000.00	$ -	$ 2,000.00
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL	$ 151,143.85	$ 15,131.15	$ 166,275.00	$ -	$ -	$ -	$ 151,143.85	$ 15,131.15	$ 166,275.00
Indirect As A Percent of Direct		10.0%							

166275

Contractor Initials PS
Date 6/22/2021

17 mac

Lori A. Shibinette
Commissioner

Katja S. Fox
Director

STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR BEHAVIORAL HEALTH

129 PLEASANT STREET, CONCORD, NH 03301
603-271-9544 1-800-852-3345 Ext. 9544
Fax: 603-271-4332 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

December 15, 2020

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to amend existing **Sole Source** contracts with the vendors listed below for the continued provision of Substance Use Disorder prevention and early intervention services for children from birth to age ten (10) years old involved with Division for Children, Youth and Families and their parents and caregivers who have a substance use disorder, by exercising renewal options and by increasing the total price limitation by $1,816,193 from $4,425,404 to $6,241,597 and by extending the completion date for Granite Pathways from December 31, 2020 to September 29, 2021, and for The Family Resource Center at Gorham from January 31, 2021 to September 29, 2021, effective upon Governor and Council approval. 100% Federal Funds.

The individual contracts were approved by Governor and Council as specified in the table below.

Vendor Name	Vendor Code	Area Served	Current Amount	Increase (Decrease)	Revised Amount	G&C Approval
Granite Pathways	22890 0-B001	Conway Rochester Seacoast Southern Manchester Keene Claremont Concord Laconia	$2,598,589	$1,293,017	$3,891,606	O: 5/2/18, #20 A1: 5/15/19, #17A A2: 8/26/20, Info Item M
The Family Resource Center at Gorham	162412 -B001	Berlin Littleton	$1,826,815	$523,176	$2,349,991	O: 5/2/18, #20 A1: 12/19/20, #20 A2: 8/26/20, Info Item M
		Total:	$4,425,404	$1,816,193	$6,241,597	

Funds are available in the following accounts for State Fiscal Year 2021 and are anticipated to be available in State Fiscal Year 2022, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

See attached fiscal details.

EXPLANATION

This request is **Retroactive** because sufficient funds in State Fiscal Year 2021 were not available in the operating budget considering the grant amount awarded. There was a delay by the Substance Abuse and Mental Health Services Administration in approving New Hampshire's requests for continued State Opioid Response Grant and as a result the action to accept in additional state appropriations had to be deferred. This request is **Sole Source** because the contracts were approved as sole source in a previous action and MOP 150 requires any subsequent amendments to be labelled as sole source.

The purpose of this request is to continue providing the Strength to Succeed Program services to children, parents and caregivers who are undergoing an assessment by the Division for Children, Youth, and Families, and are affected by a substance use disorder. This request, if approved, will also fund the evidence-based Parenting a Second Time Around or equivalent evidence-based curriculum for grandparents who are caring for a minor child as a result of Division of Children, Youth, and Families involvement and parental substance use.

Approximately 300 individuals will be served from September 30, 2020 to September 29, 2021.

The Contractors have been providing these programs and have established protocols in place that provide accessible, integrated services to reduce and mitigate childhood trauma that results from substance use in the family. Core components of the Strength to Succeed program include rapid access to treatment for parents within the Division for Children, Youth, and Families reunification timeframe, Division for Children, Youth, and Families Parent Partner peer support, home visiting services, direct prevention services to children to mitigate risk of substance misuse, and caregiver support for relative caregivers of children exposed to substance use in the home.

The original services were contracted when the State received funding authorized by the 21st Century Cures Act through the Substance Abuse and Mental Health Services Administration State Targeted Response to the Opioid Crisis grant. The State Targeted Response grant program ended in fiscal year 2020, and funds from that grant were used to expand critical substance use disorder prevention, treatment and recovery services to target populations, including child welfare involved families. Extension and expansion of State Targeted Response funded initiatives were a key component of the State Opioid Response grant, whose second round of funding provides additional resources to address the opioid crisis through September 29, 2021.

The Department will monitor contracted services using the following performance measures:

- The Contractor shall provide evidence-based home visiting services to all families referred to the program that require home visiting services as part of their treatment plan.
- The Contractor shall increase training opportunities for the early childhood and home visiting workforce in substance misuse prevention, recovery, and trauma informed care by three (3) trainings per calendar year and increase the knowledge of substance misuse prevention, recovery and trauma informed care among the early childhood and

home visiting workforce, as demonstrated by an increase of 10% in aggregate as measured quarterly from training pre-tests to training post-tests

- The Contractor shall ensure that 80% of families referred to the program receive access to treatment or interim treatment services within 48 hours of referral.
- The Contractor shall collaborate with the Department on the development, reporting, and quality improvement efforts for additional performance measures and outcome indicators.

As referenced in Form P-37, General Provisions, and in Exhibit C-1, Revisions to General Provisions, Section 3 of the original contracts, the parties have the option to extend the agreements for up to two (2) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval. The Department previously renewed the contracts for Granite Pathways for one (1) year and six (6) months, leaving six (6) months available, and for The Family Resource Center at Gorham for one (1) year and seven (7) months, leaving five (5) months available. The Department is exercising its option to renew services for the remaining periods available on each contract as well as to extend the contracts an additional three months beyond the original two (2) year renewal periods, therefore, extending both contracts through September 29, 2021.

Should the Governor and Executive Council not authorize this request, children impacted by substance misuse issues within their family may not receive the services and targeted prevention services necessary to support their current needs and to assist them with avoiding substance misuse issues. In addition, relative caregivers impacted by familial substance misuse may not receive the services and supports that are necessary to continue to support the children in their families.

Area served: Statewide.

Source of Funds: 100% Federal Funds CFDA #93.788, FAIN H79TI083326 and FAIN H79TI081685.

In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,

Lori A. Shibinette
Commissioner

DEPARTMENT OF HEALTH AND HUMAN SERVICES
COMMUNITY MENTAL HEALTH CENTER CONTRACT AMENDMENTS
SFY 2016 FINANCIAL DETAIL

05-95-92-920510-28590000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS,
HHS: DIVISION FOR BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL, OPIOID STR GRANT
100% Federal Funds

Granite Pathways — Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2018	102/500731	Contracts for Program Services	92052559	$121,778	$0	$121,778
2019	102/500731	Contracts for Program Services	92052559	$487,111	$0	$487,111
2020	102/500731	Contracts for Program Services	92052559	$0	$0	$0
				$608,889	$0	$608,889

The Family Resource Center at Gorham — Vendor #182412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2018	102/500731	Contracts for Program Services	92052559	$27,062	$0	$27,062
2019	102/500731	Contracts for Program Services	92052559	$108,247	$0	$108,247
2020	102/500731	Contracts for Program Services	92052559	$0	$0	$0
				$135,309	$0	$135,309
			Subtotal	$744,198	$0	$744,198

05-95-92-920510-70400000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS,
HHS: BEHAVIORAL HEALTH DIV, BUREAU OF DRUG & ALCOHOL SERVICES, STATE OPIOID RESPONSE GRANT
100% Federal Funds

Granite Pathways — Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2019	102/500731	Contracts for Program Services	92057040	$284,744	$0	$284,744
2020	102/500731	Contracts for Program Services	92057040	$598,103	$0	$598,103
2021	102/500731	Contracts for Program Services	92057040	$148,853	$0	$148,853
2021	102/500731	Contracts for Program Services	92057048	$0	$469,217	$469,217
2021	102/500731	Contracts for Program Services	92057048	$0	$549,200	$549,200
2022	102/500731	Contracts for Program Services	92057048	$0	$274,600	$274,600
				$1,029,700	$1,293,017	$2,322,717

The Family Resource Center at Gorham — Vendor #182412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2019	102/500731	Contracts for Program Services	92057040	$418,876	($223,133)	$195,743
2020	102/500731	Contracts for Program Services	92057040	$598,103	($49,298)	$548,805
2021	102/500731	Contracts for Program Services	92057040	$149,527	$0	$149,527
2021	102/500731	Contracts for Program Services	92057046	$0	$195,607	$195,607
2021	102/500731	Contracts for Program Services	92057048	$0	$400,000	$400,000
2022	102/500731	Contracts for Program Services	92057048	$0	$200,000	$200,000
				$1,166,506	$523,176	$1,689,682
			Subtotal	$2,196,206	$1,816,193	$4,012,399

05-95-95-950010-19190000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS,
HHS: COMMISSIONER'S OFFICE, OFFICE OF THE COMMISSIONER, COVID19 FEMA - DHHS
100% Other Funds

Granite Pathways — Vendor #228900

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2021	102/500731	Contracts for Program Services	95010895	$960,000	$0	$960,000
		Sub Total		$960,000	$0	$960,000

The Family Resource Center at Gorham — Vendor #182412

State Fiscal Year	Class / Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2021	102/500731	Contracts for Program Services	95010895	$525,000	$0	$525,000
		Sub Total		$525,000	$0	$525,000
			Subtotal	$1,485,000	$1,816,193	$1,485,000
			Overall Total	$4,425,404	$1,816,193	$8,241,597

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STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION OF PUBLIC HEALTH SERVICES

Lori A. Shibinette
Commissioner

Lisa M. Morris
Director

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

July 22, 2020

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

INFORMATIONAL ITEM

Pursuant to RSA 4:45, RSA 21-P:43, and Section 4 of Executive Order 2020-04, as extended by Executive Orders 2020-05, 2020-08, 2020-09, 2020-10, and 2020-14, Governor Sununu has authorized the Department of Health and Human Services, Division for Behavioral Health, to enter into Sole Source amendments to existing contracts with the vendors listed below for the provision of Targeted Prevention Programming for DCYF-Involved Families with Substance Use Disorder, by increasing the total price limitation by $1,485,000 from $2,940,404 to $4,425,404 and by extending the completion dates from September 30, 2020, to the dates specified below, effective upon Governor approval. The original contracts were approved by Governor and Council as specified in the table below. 100% Federal Funds.

Vendor Name	Vendor Code	District Offices Served	Current Amount	Informational Item – Increase (Decrease))	Revised Amount	Completion Date	G&C Approval
Granite Pathways	228900-B001	Conway Rochester Seacoast Southern Manchester Keene Claremont Concord Laconia	$1,638,589	$960,000	$2,598,589	December 31, 2020	O: 5/2/18 #20 A1: 5/15/19 #17A
The Family Resource Center at Gorham	162412-B001	Berlin Littleton	$1,301,815	$525,000	$1,826,815	January 31, 2021	O: 5/2/18 #20 A1: 12/19/18 #20
		Total:	$2,940,404	$1,485,000	$4,425,404		

Funds are available in the following accounts for State Fiscal Years 2021 with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

SEE ATTACHED FISCAL DETAILS

EXPLANATION

This item is **Sole Source** because the Department, in the interest of the public's health and safety, identified these two (2) vendors as having the capacity to quickly respond to the COVID-19 pandemic. The Governor requested certain funding be set aside for COVID-19 emergencies in order to broaden programming to help families in this trying time. This amendment allows children and their families to receive additional assistance because of exacerbated circumstances caused by COVID-19.

The purpose of this item is to expand access to Strength to Succeed services to children, parents, and caregivers who are undergoing an assessment by the Division for Children, Youth and Families (DCYF), and are affected by a substance use disorder. This item will expand the number of families that are eligible to access the Strength to Succeed program, given that current funding limits eligibility to open cases. The expanded services will also require the vendors to implement the evidence-based Parenting a Second Time Around or equivalent evidence-based curriculum for grandparents who are caring for a minor child as a result of DCYF involvement and parental substance use. More than 100 individuals received services through this program in 2018. This request, if approved, will expand the program to provide services for more than 150 individuals statewide.

The vendors are currently providing the Strength to Succeed Program, which consists of substance use disorder prevention and early intervention services to families who have open cases with the DCYF as a result of substance use. The vendors have established programs in place that provide accessible, integrated services to reduce and mitigate childhood trauma that results from substance use in the family. Core components of the Strength to Succeed program include rapid access to treatment for parents within the DCYF reunification timeframe, DCYF Parent Partner peer support, home visiting services, direct prevention services to children to mitigate risk of substance misuse, and caregiver support for relative caregivers of children exposed to substance use in the home. This request, if approved, will provide additional funding to expand services to an additional group of children and their families and extend the existing program for another fifteen (15) months.

The original services were contracted when the State received funding authorized by the 21st Century CURES Act through the Substance Abuse and Mental Health Services Administration (SAMHSA) State Targeted Response to the Opioid Crisis grant. The State Targeted Response grant program ended in State Fiscal Year 2019, and funds from that grant were used to expand critical substance use disorder prevention, treatment, and recovery services to target populations, including child welfare involved families. Extension and expansion of the State's Targeted Response funded initiatives are key components of the State's recently accepted plan for the State Opioid Response grant, which provides funding to address the opioid crisis through September 29, 2020.

As referenced in Form P-37, General Provisions, and in Exhibit C-1, Revisions to General Provisions, Section 3, of the original contracts, the parties have the option to extend the agreements for up to two (2) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and appropriate State approval. The Department previously renewed the contracts for one (1) year and three (3) months, leaving nine (9) months available. The Department is exercising its option to renew services for three (3) months with Granite Pathways) and four (4) months with The Family Resource Center at.

Area served: Statewide

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Source of Funds: 100% General Funds.

Respectfully submitted,

FOR Lori A. Shibinette
Commissioner

05-95-92-920510-25590000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: DIVISION FOR BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL, OPIOID STR GRANT

SFY	Class/ Account	Class Title	Job Number	Current Amount	Increase/ Decrease	Revised Amount
2018	102-500731	Contracts for Program Services	92052559	$148,840	$0	$148,840
2019	102-500731	Contracts for Program Services	92052559	$595,358	$0	$595,358
2020	102-500731	Contracts for Program Services	92052559	$0	$0	$0
			Subtotal	*$744,198*	*$0*	*$744,198*

05-95-92-920510-70400000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS, HHS: BEHAVIORAL HEALTH DIV, BUREAU OF DRUG & ALCOHOL SERVICES, STATE OPIOID RESPONSE GRANT

SFY	Class/ Account	Class Title	Job Number	Current Amount	Increase/ Decrease	Revised Amount
2019	102-500731	Contracts for Program Services	92057040	$1,000,000	($296,380)	$703,620
2020	102-500731	Contracts for Program Services	92057040	$1,196,206	$0	$1,196,206
2021	102-500731	Contracts for Program Services	92057040	$0	$296,380	$296,380
			Subtotal	*$2,196,206*	*$0*	*$2,196,206*

05-95-95-950010-19190000 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS, HHS: COMMISSIONER'S OFFICE, OFFICE OF THE COMMISSIONER, COVID19 FEMA - DHHS

SFY	Class/ Account	Class Title	Job Number	Current Amount	Increase/ Decrease	Revised Amount
2021	102-500731	Contracts for Program Services	95010895	$0	$1,485,000	$1,485,000
			Subtotal	*$0*	*$1,485,000*	*$1,485,000*
			Grand Total	$2,940,404	$1,485,000	$4,425,404

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STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH
BUREAU OF DRUG AND ALCOHOL SERVICES

Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

105 PLEASANT STREET, CONCORD, NH 03301
603-271-6110 1-800-852-3345 Ext. 6738,
Fax: 603-271-6105 TDD Access: 1-800-735-2964
www.dhhs.nh.gov

November 14, 2018

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to exercise a renewal option with a sole source amendment to an existing agreement with one of the contractors listed below (in bold print) for the provision of Targeted Prevention Programming for DCYF-Involved Families with Substance Use Disorder by increasing the contract price limitation by $1,166,506 from $744,198 in the aggregate to $1,910,704 in the aggregate, and extending the contract completion date from June 30, 2019 to September 30, 2020, effective upon approval by the Governor and Executive Council. 100% Federal Funds.

The original agreement was approved by the Governor and Executive Council on May 2, 2018 (Item #20).

Contractor Name	Vendor ID	Contractor Address	Current Amount	Increase/ Decrease	Revised Amount
Granite Pathways	228900-B001	10 Ferry Street Concord, NH 03301	$608,889	$0	$608,889
The Family Resource Center at Gorham	162412-B001	123 Main Street Gorham, NH 03581	$135,309	$1,166,506	$1,301,815
		Total	$744,198	$1,166,506	$1,910,704

Funds are available in the following accounts for state fiscal year (SFY) 2019, and are expected to be available in SFY 2020, upon the availability and continued appropriation of funds in the future operating budget, with authority to adjust amounts within the price limitation and adjust encumbrances between state fiscal years through the Budget Office, without further approval from Governor and Executive Council, if needed and justified.

05-95-92-920510-25590000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: DIVISION FOR BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL, OPIOID STR GRANT

SFY	Class/ Account	Class Title	Job Number	Current Amount	Increase/ Decrease	Revised Amount
2018	102-500731	Contracts for Program Services	92052559	$148,840	$0	$148,840
2019	102-500731	Contracts for Program Services	92052559	$595,358	$0	$595,358
2020	102-500731	Contracts for Program Services	92052559	$0	$0	$0
			Subtotal	*$744,198*	*$0*	*$744,198*

05-95-92-920510-7040 HEALTH AND SOCIAL SERVICES, DEPT OF HEATH AND HUMAN SVS, HHS: BEHAVIORAL HEALTH DIV, BUREAU OF DRUG & ALCOHOL SERVICES, STATE OPIOID RESPONSE GRANT

SFY	Class/ Account	Class Title	Job Number	Current Amount	Increase/ Decrease	Revised Amount
2019	102-500731	Contracts for Program Services	92052559	$0	$568,403	$568,403
2020	102-500731	Contracts for Program Services	92052559	$0	$598,103	$598,103
			Subtotal	*$0*	*$1,166,506*	*$1,166,506*
			Grand Total	$744,198	$1,166,506	$1,910,704

EXPLANATION

This request is sole source because the requested increase in funding exceeds ten percent (10%) of the original contract price limitation. The Contractor is currently providing the Strength to Succeed (STS) Program, which consists of substance use disorder (SUD) prevention and early intervention services to families who have open cases with the Division for Children, Youth and Families (DCYF) as a result of substance use. The Contractor has established programs in place that provide accessible, integrated services to reduce and mitigate childhood trauma that results from substance use in the family. Core components of the STS program include rapid access to treatment for parents within the DCYF

reunification timeframe, DCYF Parent Partner peer support, home visiting services, direct prevention services to children to mitigate risk of substance misuse, and caregiver support for relative caregivers of children exposed to substance use in the home. This request, if approved, will provide additional funding to expand services to an additional group of children and their families and extend the existing program for another fifteen (15) months.

The original services were contracted when the State received funding authorized by the 21st Century CURES Act through the Substance Abuse and Mental Health Services Administration (SAMHSA) State Targeted Response (STR) to the Opioid Crisis grant. The STR grant program ends in FY19 and funds from that grant were used to expand critical SUD prevention, treatment and recovery services to target populations, including child welfare involved families. Extension and expansion of STR funded initiatives are a key component of the State's recently accepted plan for the State Opioid Response (SOR) grant, which provides funding to address the opioid crisis through September 29, 2020.

The purpose of this request is to expand access to STS services to children, parents and caregivers who are undergoing an assessment by DCYF, and are affected by a substance use disorder. This drastically expands the number of families that are eligible to access the STS program given that current funding limits eligibility to open cases. This request, if approved, will also expand services to require the Contractor to implement the evidence-based Parenting a Second Time Around or equivalent evidence-based curriculum for grandparents who are caring for a minor child as a result of DCYF involvement and parental substance use.

As referenced in Form P-37, General Provisions, and in Exhibit C-1, Revisions to General Provisions, Section 3, the State reserves the option to extend contract services for up to two (2) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and approval by the Governor and Executive Council. This request, if approved, will exercise one (1) year and three (3) months of the two (2) available years of renewal.

Notwithstanding any other provisions of the contract to the contrary, no services shall continue after June 30, 2019, and the Department shall not be liable for any payments for services provided after June 30, 2019, unless and until an appropriation for these services has been received from the state legislature and funds encumbered for the SFY 2020-2021 biennium.

Should the Governor and Executive Council not authorize this request, children impacted by substance misuse issues within their family may not receive the services and targeted prevention messaging necessary to support their current needs, and to assist them with avoiding substance misuse issues in the future. In addition, relative caregivers impacted by familial substance misuse may not receive the services and supports that are necessary to continue to support the children in their family.

Area served: Statewide.

Source of Funds: 100% Federal Funds from DHHS, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, Targeting Capacity Expansion State Targeted Response to the Opioid Crisis Grant (CFDA # 93.788 FAIN TI080246) and State Opioid Response Grant (CFDA #93.788 FAIN TI081685.

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In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,

Katja S. Fox
Director

Approved by:
Jeffrey A. Meyers
Commissioner

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STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH
BUREAU OF DRUG AND ALCOHOL SERVICES

Jeffrey A. Meyers
Commissioner

Keija S. Fox
Director

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www.dhhs.nh.gov

April 11, 2018

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to enter into an agreement with the vendors listed below, for the provision of Targeted Prevention Programming for DCYF-Involved Families with Substance Use Disorder in an amount not to exceed $744,197.40, effective upon date of Governor and Council approval, through June 30, 2019. 100% Federal Funds.

Contractor Name	Vendor ID.	Contractor Address	SFY 2018	SFY 2019	Total Price Limitation
Granite Pathways	228900-B001	10 Ferry Street Concord, NH 03301	$121,778	$487,111	$608,889
The Family Resource Center at Gorham	182412-B001	123 Main Street Gorham, NH 03581	$27,062	$108,247	$135,309
		Total	$148,840	$595,358	$744,198

Funds are available in the following account(s) for SFY 2018 and 2019, with authority to adjust amounts within the price limitation and adjust encumbrances between State Fiscal Years through the Budget Office, without approval from Governor and Executive Council, if needed and justified.

05-95-92-920510-25590000- HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: DIVISION FOR BEHAVIORAL HEALTH, BUREAU OF DRUG AND ALCOHOL, OPIOID STR GRANT,

SFY	Class/Account	Class Title	Job Number	Total Amount
SFY18	102-500731	Contracts for Program Services	92052559	$148,940
SFY19	102-500731	Contracts for Program Services	92052559	$595,359
			Total	$$744,198

EXPLANATION

The purpose of this request is to provide Substance Use Disorder prevention and early intervention services to children (from birth through age ten (10)) involved with the Division for Children, Youth and Families (DCYF) and their parents/caregivers who have a substance use disorder. These statewide services will ensure the availability of integrated services designed to reduce and mitigate childhood trauma from substance use in the family. Services to be provided include training and assisting partner programs with developing and implementing strategies that assist the target population. These contracts were developed specifically for the target population using research on best practices, technical assistance from the Substance Abuse and Mental Health Services Administration, guidance from existing Division for Children, Youth and Families Parent Partners, and collaboration within the Department.

The State of New Hampshire was awarded funding authorized by the 21st Century CURES Act through the Substance Abuse and Mental Health Services Administration (SAMHSA). SAMHSA is overseeing the process for states to receive federal funding through the State Targeted Response to the Opioid Crisis Grants Program.

These two contracts constitute one of the projects that will be implemented under the 21st Century CURES Act funding, including the following services and activities:

- Integrated Medication Assisted Treatment for Pregnant and Postpartum Women.
- Naloxone Distribution to Individuals Transitioning from Corrections to the Community.
- Project Management Support: Training, Technical Assistance, Data Collection and Reporting Consultant.
- Re-entry Care Coordination for Women Transitioning from Corrections to the Community.
- Recovery Support Services and Parenting Programming for Pregnant Women and Parents in Recovery.
- Recovery Support Services for School-Aged Youth in Recovery.
- Targeted Prevention Programming for Division for Children Youth and Families Involved Families with Substance Use Disorder.

New Hampshire seeks to fill the current gaps in critical specialty services for populations that are disproportionately affected by opioid use disorder and substance use disorder, and those that are limited in capacity to serve high-need populations.

Granite Pathways and Family Resource Center at Gorham were selected for this project through a competitive bid process. A Request for Proposals/Applications was posted on The Department of Health and Human Services' web site from December 19, 2017 through January 22, 2018. The Department received two (2) proposals. The proposals/applications were reviewed and scored by a team of individuals with program specific knowledge. The review included a thorough discussion of the strengths and weaknesses of the proposals/applications. The Bid Summary is attached.

As referenced in the Request for Proposals and in Exhibit C-1, Revisions to General Provisions, of this contract, the Department reserves the option to extend contract services for up to two (2) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and approval of the Governor and Executive Council.

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Should the Governor and Executive Council not authorize this request, children impacted by addiction issues within their family may not receive the services and targeting prevention messaging necessary to support them with current needs and to assist them with avoiding addiction issues in the future. In addition, relative caregivers may not receive the support necessary to continue to support the children in their family impacted by addiction.

Area served: Statewide.

Source of Funds: 100% Federal Funds from DHHS, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, Targeting Capacity Expansion State Targeted Response to the Opioid Crisis Grant (CFDA # 93.788 FAIN TI080246)

In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,

Katja S. Fox
Director

Approved by:

Jeffrey A. Meyers
Commissioner

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Office of Business Operations
Contracts & Procurement Unit
Summary Scoring Sheet

Targeted Prevention Programming for DCYF-Involved Families
RFP Name

RFP-2018-BDAS-04-TARGE
RFP Number

Bidder Name	Pass/Fail	Maximum Points	Actual Points
1. Granite Pathways		700	617
2. The Family Resource Center		700	597

Reviewer Names

1. Erica Ungerer, Director, Bureau of Children's Behavioral Health
1. Geraldo Pitarski- Parent Program Specialist, DCYF
1. Aurelio Moran- Home Visiting Program Supervisor, DPHS
1. Don Hunter, Planning and Review Analyst, BDAS, COST
1. Laurie Heath, Business Admin III, DBH/BDAS Finance, COST