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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

Lori A. Weaver
Commissioner

Katja S. Fox
Director

September 26, 2025

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

REQUESTED ACTION

Authorize the Department of Health and Human Services, Division for Behavioral Health, to enter into a **Retroactive** amendment to an existing contract with the Contractor listed below **in bold** to correct the residential bed reimbursement rate table in the payment terms by adding the rates for the Short-term Treatment Education and Planning (STEP) Program, and to modify the scope of services, with no change to the price limitation of $564,779,464.18, and with no change to the contract completion date of June 30, 2027, effective retroactive to July 1, 2025 upon Governor and Council approval. Funding source is estimated as 51% General Funds and 49% Federal Funds, dependent upon eligibility of the client.

The individual contracts were approved by Governor and Council as specified in the table below:

Contractor Name	Vendor Code	Area Served	Current Amount	Increase (Decrease)	Revised	G&C Approval
Chase Home for Children in Portsmouth, N.H. Portsmouth, NH	159596	Portsmouth, NH	$11,097,996.00	$0	$11,097,996.00	O: 8/4/21 Item #15 A1: 12/20/23 Item #32C A2: 6/4/25 Item #137
Dover Children's Home Dover, NH	154149	Dover, NH	$9,253,945.00	$0	$9,253,945.00	O:7/14/21 Item #14 A1:12/20/23 Item #32C A2: 6/4/25 Item #137
Easter Seals New Hampshire, Inc. Manchester, NH	177204	Manchester, NH	$50,010,526.00	$0	$50,010,526.00	O:7/14/21 Item #14 A1:12/20/23 Item #32C A2:8/7/24 Item #9 A3: 6/4/25 Item #137

The Home for Little Wanderers, Inc. Boston, MA	318042	In/Near Hillsborough, Manchester, Keene, Concord, and Rockingham County	$30,366,280.01	$0	$30,366,280.01	O:7/14/21 Item #14 A1:12/20/23 Item #32C A2: 6/4/25 Item #137
Mount Prospect Academy, Inc. Plymouth, NH	**168139**	**Plymouth, NH**	**$140,057,689.00**	$0	**$140,057,689.00**	**O:8/4/21 Item #15 A1:12/20/23 Item #32C A2:8/7/24 Item #9 A3: 6/4/25 Item #137**
Nashua Children's Home Nashua, NH	154120	Nashua, NH	$30,907,712.00	$0	$30,907,712.00	O:7/14/21 Item#14 A1:12/20/23 Item #32C A2: 6/4/25 Item #137
Orion House, Incorporated Newport, NH	154861	Newport, NH	$8,355,437.00	$0	$8,355,437.00	O: 8/4/21 Item #15 A01: 6/28/23 Item #43 A2:12/20/23 Item #32C A3: 6/4/25 Item #137
Pine Haven Boys Center Suncook, NH	174119	Suncook, NH	$31,161,598.17	$0	$31,161,598.17	O:7/14/21 Item #14 A1: 12/20/23 Item #32C A3: 6/4/25 Item #137
Spaulding Academy & Family Services Northfield, NH	154273	Northfield, NH	$121,276,968.00	$0	$121,276,968.00	O: 7/14/21 Item #14 A1: 12/20/23 Item #32C A2: 8/7/24 Item #9 A3: 6/4/25 Item #137
St. Ann's Home, Inc. Methuen, MA	161236	In/Near Hillsborough, Manchester, Keene, Concord, and Rockingham County	$31,257,652.00	$0	$31,257,652.00	O:10/13/21 Item #38B A1:12/20/23 Item #32C A2: 6/4/25 Item #137
Stetson School, Inc. Barre, MA	161577	In/Near Hillsborough, Manchester, Keene, Concord, and Rockingham County	$22,611,542.00	$0	$22,611,542.00	O: 7/14/21 Item #14 A1: 12/20/23 Item #32C A2: 6/4/25 Item #137
Vermont Permanency Initiative, Inc. Bennington, VT	258588	In/Near Hillsborough, Manchester, Keene, Concord, and Rockingham County	$56,931,168.00	$0	$56,931,168.00	O: 8/4/21 Item #15 A1: 12/20/23 Item #32C A2: 6/4/25 Item #137

Webster House Manchester, NH	318295	Manchester, NH	$10,551,479.00	$0	$10,551,479.00	O: 7/14/21 Item #14 A01: 6/28/23 Item #43 A2: 12/20/23 Item #32C A3: 6/4/25 Item #137
Whitney Academy, Inc. East Freetown, MA	161838	In/Near Hillsborough, Manchester, Keene, Concord, and Rockingham County	$10,939,472.00	$0	$10,939,472.00	O: 7/14/21 Item #14 A1: 12/20/23 Item #32C A2: 6/4/25 Item #137
		Total:	**$564,779,464.18**	$0	**$564,779,464.18**	

EXPLANATION

The purpose of this request is to correct the residential bed reimbursement rate table in the payment terms by adding the rates for the Short-term Treatment Education and Planning (STEP) Program, which were inadvertently not included in the previous amendment that was approved by Governor and Council on June 4, 2025 and is effective July 1, 2025. This request is **Retroactive** to July 1, 2025, to allow the Department to reinstate the rate table and reimburse the Contractor for services provided through the STEP Program, which are anticipated to be approximately $2,500,000 per State Fiscal Year. This request is also to modify scope in order to allow the Department and the Contractor to better manage residential treatment beds based on need and utilization while ensuring the most appropriate settings are available to children and youth when needed to address their specialized treatment needs in each program.

The Contractor provides behavioral health residential treatment services for children, youth and young adults to meet their behavioral health needs, including the STEP Program, which is a short term 30-day intensive treatment program with an option to extend up to 60 days, for approximately 2,190 individuals. The STEP Program is provided in a treatment setting that offers comprehensive residential, clinical and educational services for youth who have been adjudicated, abused or neglected, delinquent, and/or in need of behavioral health services. The program focuses on individualized, specialized assessments and treatment services; family services and community supports; access to public school education; behavior management; and specialized social services as well as recreation.

The Department will continue to monitor contracted services by collecting data on referrals, family and youth engagement, quality of treatment, and transition and discharge; conducting site visits; and reviewing client files. The Department will also monitor the following:

- Rapid acceptance of referrals;
- Reduction of restraints and seclusion;
- Improvement of Child and Adolescent Needs and Strengths (CANS) scores;
- Reduction of length of stay; and
- Reduction of staff turnover and retention of quality staff.

Should the Governor and Council not authorize this request, the Contractor will not be able to be reimbursed for services provided through the STEP Program, which could lead to the program being discontinued.

The Department has determined that the Contractor is in good standing with the Secretary of State's Office, has secured the required levels of insurance, and has provided evidence of authority to execute and be bound by the contract. Documents supporting these assertions are available at the agency, for review upon request. The Contractor is a non-profit organization, and the Department has also confirmed the Contractor is registered and in good standing with the Department of Justice's Charitable Division.

Respectfully submitted,

For:

Lori A. Weaver
Commissioner

State of New Hampshire
Department of Health and Human Services
Amendment #4

This Amendment to the Residential Treatment Services for Children's Behavioral Health contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and Mount Prospect Academy, Inc.("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on August 4, 2021 (Item #15), as amended on December 20, 2023 (Item #32C), as amended on August 7, 2024 (Item #9), as amended on June 4, 2025 (Item #137), 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, the Contract may be amended upon written agreement of the parties and approval from the Governor and Executive Council; 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. Modify Exhibit B, Scope of Services – Amendment #1, Section 2.3.1., by adding Section 2.3.1.1., to read:

   2.3.1.1. The number of beds at the identified location or programs or levels may be adjusted at the discretion of the Department in consultation with the Contractor.

2. Modify Exhibit C, Payment Terms; Section 4.1.6., to read:

   4.1.6.

Program - Adventure Therapy	
Residential for IEP eligible youth per day	$598.00
Residential Non-IEP eligible youth per day	$598.00
Program - Plymouth CAST	
Residential for IEP eligible youth per day	$492.32
Residential Non-IEP eligible youth per day	$492.32
Program - Hall Farm	
Residential for IEP eligible youth per day	$581.77
Residential Non-IEP eligible youth per day	$581.77
Program - Hampton CAST	
Residential for IEP eligible youth per day	$714.57
Residential Non-IEP eligible youth per day	$714.57
Program - Rumney	
Residential for IEP eligible youth per day	$664.57
Residential Non-IEP eligible youth per day	$664.57
Program - Summit Program	
Residential for IEP eligible youth per day	$627.30
Residential Non-IEP eligible youth per day	$627.30
Program - ERT at Campton	
Residential for IEP eligible youth per day	$807.69
Residential Non-IEP eligible youth per day	$807.69
Program - ERT at Hampton	
Residential for IEP eligible youth per day	$872.58

Residential Non-IEP eligible youth per day	$872.58
Program - Sub Acute	
Residential for IEP eligible youth per day	$913.34
Residential Non-IEP eligible youth per day	$913.34
Program - STEP	
Residential for IEP eligible youth per day – DHHS Reserved Beds	$355.92
Residential Non-IEP eligible youth per day – DHHS Reserved Beds	$355.92
Residential for IEP eligible youth per day	$1,423.69
Residential Non-IEP eligible youth per day	$1,423.69

4.1.6.1. Guaranteed payment for a cumulative total of six (6) beds, per day, with a price differential between filled and Reserved Beds.

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 retroactive to July 1, 2025, upon Governor and 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

10/9/2025
Date

Signed by:
Kaja Fox
2A0FEC7D61684F3...
Name: Kaja Fox
Title: Director

Mount Prospect Academy, Inc.

10/9/2025
Date

DocuSigned by:
9C4BC5C16CEA4FE...
Name: Jeff Caron
Title: President

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

OFFICE OF THE ATTORNEY GENERAL

10/22/2025
Date

DocuSigned by:
Robyn Guarino
748734844941460...

Name: Robyn Guarino
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: 3878EB17-AA35-4DE1-AD5B-9DC39478A884

State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that MOUNT PROSPECT ACADEMY, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on December 24, 2002. 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: **423309**

Certificate Number: **0007009951**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 22nd day of January A.D. 2025.

David M. Scanlan
Secretary of State

Docusign Envelope ID: 3878EB17-AA35-4DE1-AD5B-9DC39478A884

MOUNT PROSPECT
ACADEMY
Client-Centered Continuum of Care

CERTIFICATE OF AUTHORITY

I, _____Jeffrey Park_____, hereby certify that:
(Name of the elected Officer of the Corporation/LLC; cannot be contract signatory)

1. I am a duly elected Clerk/Secretary/Officer of _____Mount Prospect Academy, Inc. _____.

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on August 27, 2025, at which a quorum of the Directors/shareholders were present and voting.

VOTED: That _____Jeffrey Caron_____ (may list more than one person)

is duly authorized on behalf of Mount Prospect Academy, Inc. to enter into contracts or agreements with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority **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: 9/17/25

_____
Jeffrey Park
Title: Secretary, Mount Prospect Academy, Inc.

Docusign Envelope ID: 3878EB17-AA35-4DE1-AD5B-9DC39478A884

MOUNINC-01 CASST1

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 9/16/2025

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

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

PRODUCER	CONTACT NAME:	
Digital Insurance LLC- Rutland, VT 98 Merchants Row Rutland, VT 05701	PHONE (A/C, No, Ext): (802) 775-2311	FAX (A/C, No): (802) 775-8246
	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Philadelphia Indemn Insurance	18058
INSURED	INSURER B :	
Mount Prospect Academy Inc. PO Box 328 Plymouth, NH 03264	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR			PHPK2640084-001	1/1/2025	1/1/2026	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 3,000,000
	POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 3,000,000
	OTHER:						ABUSIVE CONDUCT	$ 1,000,000
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB / OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB / CLAIMS-MADE						AGGREGATE	$
	DED / RETENTION $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N (Mandatory in NH)	N / A					E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
A	Property			PHPK2640084-001	1/1/2025	1/1/2026	Ded	2,500

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

CERTIFICATE HOLDER	CANCELLATION
State of New Hampshire Dept of Health & Human Service 129 Pleasant St Concord, NH 03301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE

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VTPERMA-01 CASST1

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 9/16/2025

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

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

PRODUCER
Digital Insurance LLC- Rutland, VT
98 Merchants Row
Rutland, VT 05701

CONTACT NAME:
PHONE (A/C, No, Ext): (802) 775-2311 FAX (A/C, No): (802) 775-8246
E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Philadelphia Indemn Insurance	18058
INSURER B : Eastern Alliance Ins Co	10724
INSURER C : Arch Ins Co	11150
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
Mount Prospect Academy Inc
PO Box 328
Plymouth, NH 03264

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC OTHER:						EACH OCCURRENCE	$
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
							GENERAL AGGREGATE	$
							PRODUCTS - COMP/OP AGG	$
								$
A	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY / SCHEDULED AUTOS HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY			PHPK2639212	1/1/2025	1/1/2026	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED X RETENTION $ 10,000			PHUB902798	1/1/2025	1/1/2026	EACH OCCURRENCE	$ 4,000,000
							AGGREGATE	$
							Aggregate	$ 4,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		003-00000148716-2024A	7/3/2025	7/3/2026	PER STATUTE OTH-ER	
							E.L. EACH ACCIDENT	$ 500,000
							E.L. DISEASE - EA EMPLOYEE	$ 500,000
							E.L. DISEASE - POLICY LIMIT	$ 500,000
C	Cyber Liability			C4LPL104363	1/1/2025	1/1/2026		
A	Directors & Officers			PHSD1848935	1/1/2025	1/1/2026		

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

CERTIFICATE HOLDER

State of New Hampshire Dept of Health & Human Service
129 Pleasant St
Concord, NH 03301

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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NONPROFIT COVER SHEET

A. Entity Name: Mount Prospect Academy, INC.

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

Lara Saffo
Lara.saffo@mpa.us

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Jon Bownes	Retired Educator/Principal
Paul Fitzgerald	Deputy County Attorney, Office of the Grafton County Attorney
Robert Bannon	Finance Director, Nucar, VPI
Charles Wheeler, Chair	General Manager, Laconia Country Club
Michael Boyle	Principal, Laconia High School
Benjamin Cronin	Principal, Thornton Elementary School
Jeffrey Caron (non-voting) – President	Vermont Permanency Initiative, McAuley Nazareth, Inc., Sentinel Group. Camp Tea Pond, Inc.
Jeffrey Park (non-voting – Secretary and Director of Admissions)	Vermont Permanency Initiative, McAuley Nazareth, Inc., Camp Tea Pond, Inc
Rae Green (non-voting – Treasurer – Chief Financial Officer)	Vermont Permanency Initiative, Inc., 603 Trailriders, Inc., Camp Tea Pond, Inc.

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

Name	Role	Annual Salary	Amount Paid From This Contract
Jeffrey Caron	President	$350,000	$183,698
Laurae Baker	Chief Operating Officer	$300,000	$ 78,727
Rae Green	Chief Financial Officer and Treasurer	$175,000	$ 58,783
Jay Marshall	Head of Schools (Academic)	$255,440	$ 0

Susan Beck-Dore	Vice President Community Based Services	$268,459.88	$ 0
John Fulp	Superintendent and Director of Development	$113,773.66	$ 0
Lara Saffo	Chief Compliance Officer	$206,000	$69,196
Samantha Ball	Executive Director, MPA at Hampton	$140,000	$140,000
Joe Michel	Executive Director, MPA at Pike	$110,000	110,000
Rachel Umberger	Executive Director, MPA at Plymouth and Rumney	$150,000	$150,000
Elizabeth Oswalt	Associate Executive Director, MPA at Campton	$140,000	$140,000

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

E. Check one of the following:

[ ] The entity is **not currently or has not been** party to any legal proceeding involving the State of New Hampshire (or any agency or subdivision thereof) or any other state/federal government entity before any adjudicative body in any jurisdiction **OR**

[X] The entity is or has been party to one or more legal proceedings as set forth above. Identify the jurisdiction, court or other adjudicative body, case number, and briefly describe the nature of the proceeding (Attached extra sheet if necessary).

Mount Prospect Academy, Inc. is a co defendant in some of the State of New Hampshire John and Jane Doe proceedings. MPA can provide a list of names if that would be of assistance.

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

[X is registered and in good standing with the New Hampshire Department of Justice Charitable Trusts Unit (** see note below) **or** has submitted a complete application for registration to the Charitable Trusts Unit and is awaiting a registration determination **OR**

[ ] is not required to register with the Charitable Trusts Unit because it is neither tax-exempt under section 501(c)(3) of the Internal Revenue Code nor engages in charitable solicitations in the State of New Hampshire **OR**

[ ] is exempt from registration with the Charitable Trusts Unit because it is a federal or state government, agency, or subdivision or is a religious organization, an integrated auxiliary of a religious organization, or is a convention or association of churches.

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

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

New Hampshire Department of Justice — Registered Charities List — Charitable Trusts Unit

G = Good Standing; X = Not in Good Standing; S = Suspended

Reg. No.	Charity Name	Address	City	State	Zip	Status	Report Due
15247	Mount Prospect Academy	PO Box 328PLYMOUTH, NH 03264	PLYMOUTH	NH	03264	G	11/15/2025

FINANCIAL DISCLOSURES

G. Check one the following:

[X] The organization hired an outside firm to audit its financial statements or to prepare GAAP-compliant financial statements for its most recently completed fiscal year. If so, please ensure that the financial statements and audit results are available to be requested from the contact listed on Page 1 (audited financials may be attached – **have already been provided to the State of NH**) **OR**

[ ] The above does not apply, but the organization filed an IRS Form 990 or Form 990-EZ for its most recently completed fiscal year. Please attach that IRS Form 990 or Form 990-EZ to the submission. (Form 990 Schedule B is not required) **OR**

[ ] ***If neither of the above apply***, complete the Income Statement and Balance Sheet below with the following basic financial information from the organization's most recently completed fiscal year:

1. INCOME STATEMENT

Revenue		Expenses	
Grants	$ 283,349	*Compensation of officers, directors, and key personnel*	$ 2,015,286
Donations	$ 42,333		
Program Services Revenue	$53,002,703	*Other salaries & wages*	$19,068,667
Interest & Dividends	$ 1,074,727	*Payroll taxes & employee benefits*	$ 5,264,629
All other Revenue	$ 165,116	*Occupancy, rent, utilities, and insurance*	$ 2,608,121
Total Revenue	$54,568,228	*Printing, publications, postage, office supplies, and IT*	$ 1,190,948
		All other expenses	$ 5,195,348
		Total Expenses	$35,342,999

2. BALANCE SHEET

Assets	
Cash & Equivalents	$21,615,074
Investments	$0
Real Estate (less any depreciation)	$12,466,597
Other Property & Equipment (less any depreciation)	$1,667,939
Pledges, grants, accounts receivable	$8,687,811
All other assets	$2,798,841
Total Assets	$47,236,262

Liabilities	
Accounts Payable	$602,364
Loans Payable	$5,689,265
All other liabilities	$3,519,665
Total Liabilities	$9,811,294

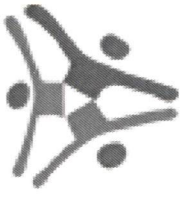
MOUNT PROSPECT
ACADEMY
Client-Centered Continuum of Care

Mission Statement

The mission of Mount Prospect Academy is to provide a caring safe therapeutic environment where students have the opportunity to grow and acquire the skills they need to reach their educational and social potential. We aim to develop trusting relationships with students and facilitate experiences that promote their ability to self-regulate; manage thoughts and feelings; and develop feelings of safety, confidence, and competency.

To this end, Mount Prospect Academy provides a trauma informed continuum of care inclusive of Enhanced Residential Treatment, Crisis Stabilization, Comprehensive Assessment and Short-term Treatment, Subacute Programming, Academic programming, Adventure Based Programming and Community-based Programming throughout New Hampshire, Massachusetts, Vermont and Maine. We offer accredited academic day programs serving students 220 days a year through differentiated instruction and engaging extended learning opportunities. Our intensive residential and subacute programs operate year-round and provide substantive support for families and caregivers. MPA currently serves approximately 190 intensive residential students whose ages range from 11-21 and over 500 community-based families annual

BerryDunn



COMBINED FINANCIAL STATEMENTS

and

SUPPLEMENTARY INFORMATION

June 30, 2024

With Independent Auditor's Report

BerryDunn

BDMP Assurance, LLP

INDEPENDENT AUDITOR'S REPORT

Boards of Trustees
Mount Prospect Academy, Inc. and Affiliates

Opinion

We have audited the accompanying combined financial statements of Mount Prospect Academy, Inc. and Affiliates (the Organization), which comprise the combined statement of financial position as of June 30, 2024, and the related combined statements of activities and cash flows for the year then ended, and the related notes to the combined financial statements.

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the financial position of the Organization as of June 30, 2024, and the results of their operations and their cash flows for the year then ended in accordance with U.S. generally accepted accounting principles (U.S. GAAP).

Basis for Opinion

We conducted our audits in accordance with U.S. generally accepted auditing standards (U.S. GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Combined Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Change in Accounting Principle

As discussed in Note 1 to the combined financial statements, the Organization has adopted Financial Accounting Standards Board Accounting Standards Update No. 2016-13, *Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments*, and related guidance as amended, during the year ended June 30, 2024. Our opinion is not modified with respect to that matter.

Responsibilities of Management for the Combined Financial Statements

Management is responsible for the preparation and fair presentation of these combined financial statements in accordance with U.S. GAAP, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Combined Financial Statements

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

In performing an audit in accordance with U.S. GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the combined financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the combined financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the combined financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

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

Report on Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the combined financial statements as a whole. The accompanying combining statement of financial position, combining statement of activities and combining statement of functional expenses are presented for purposes of additional analysis of the combined financial statements rather than to present the financial position and changes in net assets of the individual entities and are not a required part of the combined financial statements. The Schedule of Private Non-Medical Institution (PNMI) Revenue and Expenses is presented for purposes of additional analysis and is not a required part of the combined 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 combined financial statements.

Boards of Trustees
Mount Prospect Academy, Inc. and Affiliates

The supplementary information has been subjected to the auditing procedures applied in the audit of the combined financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the combined financial statements or to the combined financial statements themselves, and other additional procedures in accordance with U.S. GAAS. In our opinion, the supplementary information is fairly stated in all material respects in relation to the combined financial statements as a whole.

BDMP Assurance, LLP

Manchester, New Hampshire
May 8, 2025

MOUNT PROSPECT ACADEMY, INC., AND AFFILIATES

Combined Statement of Financial Position

June 30, 2024

ASSETS

Current assets	
Cash and cash equivalents	$ 30,985,054
Accounts receivable, net	10,958,555
Employee retention tax credit receivable, net	968,582
Prepaid expenses	943,063
Total current assets	43,855,254
Property and equipment	
Land and land improvements	5,855,715
Buildings and building improvements	22,023,366
Leasehold improvements	2,463,094
Vehicles	4,220,525
Furniture and equipment	1,813,602
Construction in progress	10,794
	36,387,096
Less accumulated depreciation	14,540,926
Property and equipment, net	21,846,170
Other assets	
Cash surrender value of life insurance policies	725,000
Assets whose use is limited	96,982
Right of use lease assets, net - finance	332,422
Right of use lease assets, net - operating	435,659
Total other assets	1,590,063
Total assets	$ 67,291,487

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

LIABILITIES AND NET ASSETS

Current liabilities	
Current portion of long-term debt	$ 408,000
Accounts payable	744,989
Accrued expenses	2,752,263
Current portion of lease obligations - finance	90,673
Current portion of lease obligations - operating	240,886
Total current liabilities	4,236,811
Long-term liabilities	
Long-term debt, net of current portion and unamortized deferred financing costs	7,033,672
Lease obligations - finance, net of current portion	243,320
Lease obligations - operating, net of current portion	188,731
Deferred compensation liability	96,982
Total long-term liabilities	7,562,705
Total liabilities	11,799,516
Net assets without donor restriction	55,491,971
Total liabilities and net assets	$ 67,291,487

MOUNT PROSPECT ACADEMY, INC., AND AFFILIATES

Combined Statement of Activities

Year Ended June 30, 2024

Changes in net assets without donor restriction	
Revenue and support	
Residential services	$ 30,016,389
Day services	9,774,800
Tuition revenue	15,839,780
Room and board	10,244,710
Ancillary revenue	3,213,177
Total revenue and support	69,088,856
Other revenue	
Contributions	42,333
Other revenue	1,939,076
Total revenue	71,070,265
Expenses	
Education and home life	47,167,514
General administration	13,208,857
Total expenses	60,376,371
Gain on sale of property and equipment	68,109
Change in net assets	10,762,003
Net assets, beginning of year	44,729,968
Net assets, end of year	$ 55,491,971

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

MOUNT PROSPECT ACADEMY, INC., AND AFFILIATES

Combined Statement of Cash Flows

Year Ended June 30, 2024

Cash flows from operating activities	
Change in net assets	$ 10,762,003
Adjustments to reconcile change in net assets to net cash provided by operating activities	
Depreciation and amortization	2,040,727
Gain on sale of property and equipment	(68,109)
Change in right of use lease assets, net - operating	(654)
Change in right of use lease assets, net - finance	101,807
(Increase) decrease in	
Accounts receivable, net	(2,066,348)
Employee retention tax credit receivable, net	3,822,285
Prepaid expenses	(216,922)
(Decrease) increase in	
Accounts payable	(6,826)
Accrued expenses	833,042
COVID-19 funding advances	(215,805)
Net cash provided by operating activities	14,985,200
Cash flows from investing activities	
Premiums paid for life insurance policies	(725,000)
Proceeds from sale of property and equipment	97,165
Purchase of property and equipment	(5,736,985)
Net cash used by investing activities	(6,364,820)
Cash flows from financing activities	
Principal payments on lease obligations - finance	(102,151)
Principal payments on long-term borrowings	(1,099,128)
Net cash used by financing activities	(1,201,279)
Net increase in cash and cash equivalents	7,419,101
Cash and cash equivalents, beginning of year	23,565,953
Cash and cash equivalents, end of year	$ 30,985,054
Supplemental disclosures	
Non-cash investing and financing transactions	
Acquisition of property and equipment with issuance of long-term debt to seller's financing company	$ 234,410
Recognition of right of use lease assets - finance with a lease obligation	$ 35,375
Recognition of right of use lease assets - operating with a lease obligation	$ 17,277

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

Nature of Business

Mount Prospect Academy, Inc. (MPA) is a not-for-profit corporation incorporated under provisions of the General Statutes of the State of New Hampshire. MPA is licensed by the State of New Hampshire and operates special education schools in Keene, Plymouth and Hampton, New Hampshire with several affiliated group homes in Haverhill, Rumney, Warren, Plymouth, Hampton and Campton, New Hampshire. MPA also provides comprehensive in-home and community support services to families in New Hampshire and northeastern Massachusetts under the name Project Connect and Solid Foundations.

Vermont Permanency Initiative, Inc. (VPI) is a not-for-profit corporation incorporated under provisions of the General Statutes of the State of Vermont. VPI operates the New England School for Girls and Vermont School for Girls, a residential treatment program for girls operated in Bennington, Vermont. VPI also offers community based support to youth and families in Vermont under the trade name Vermont Support & Stabilization. VPI has a self-perpetuating Board of Trustees that is completely separate from the Board of Trustees that governs MPA.

New Hampshire Youth Program for Motorsports, LLC (NHYPM) offers students the opportunity to experience New Hampshire's great outdoors in a truly unique and fun way. MPA is the sole member of NHYPM and is considered a "disregarded" entity for tax purposes. NHYPM has provided students the chance to ride dirt bikes and snowmobiles as part of their educational and therapeutic programming. No riding experience is required as all participants must complete the rider training curriculum, and the NH state off-highway recreational vehicle (OHRV) class before they are eligible for trail rides. Everyone who completes the class receives their NH OHRV certification through the New Hampshire Department of Fish and Game. NHYPM was Board-approved to close in May 2024. Full dissolution of the entity is expected in fiscal year 2025.

603 Trail Riders, Inc. (603 Trail Riders) offers students the opportunity to experience New Hampshire's great outdoors in a truly unique and fun way. 603 Trailriders has provided students the chance to ride dirt bikes and snowmobiles as part of their educational and therapeutic programming. No riding experience is required as all participants must complete the rider training curriculum, and the NH state OHRV class before they are eligible for trail rides. Everyone who completes the class receives their NH OHRV certification through the New Hampshire Department of Fish and Game.

Camp Tea Pond, Inc (CTP) offers students the opportunity to experience recreational and outdoor educational experiences in a traditional camp setting.

U.S. generally accepted accounting principles (U.S. GAAP) requires the combination of related organizations when common control and economic dependency exists. At June 30, 2024, common control did not exist between MPA and VPI; however, economic dependency does exist. As such, combination of MPA and VPI in 2024 is allowed but not required.

1. Summary of Significant Accounting Policies

Principles of Combination

The combined financial statements include the activity of MPA, VPI, NHYPM, 603 Trail Riders, and CTP (collectively, the Organization). All material intercompany transactions and balances have been eliminated in combination.

Newly Adopted Accounting Principle

The Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2016-13, *Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments,* and related guidance as amended, which replaces the incurred loss methodology with an expected loss methodology that is referred to as the current expected credit loss (CECL) methodology. The measurement of expected credit losses under the CECL methodology is applicable to financial assets measured at amortized cost, including loan receivables. The adoption of Topic 326 during the year ended June 30, 2024 did not have a material impact on the combined financial statements of the Organization.

Basis of Presentation

The accompanying combined financial statements, which are presented on the accrual basis of accounting, have been prepared to focus on the Organization as a whole and to present balances and transactions according to the existence or absence of donor-imposed restrictions. The Organization reports its activities and net assets in two classes: net assets without donor restriction and net assets with donor restriction.

Revenues are reported as increases in net assets without donor restriction unless use of the related assets is limited by donor-imposed restrictions. Expenses are reported as decreases in net assets without donor restriction. Expirations of temporary restrictions on net assets (that is, situations in which the donor-imposed stipulated purpose has been accomplished and/or the stipulated time period has elapsed) are reported as reclassifications between the applicable classes of net assets. The Organization did not have any net assets with donor restrictions as of June 30, 2024.

Use of Estimates

The preparation of combined financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the combined 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

All highly liquid investments without donor restrictions and with an original maturity of three months or less are considered to be cash equivalents.

The Organization maintains its cash and certificates of deposit in bank deposit accounts which, at times, may exceed federally insured limits. The Organization has not experienced any losses in such accounts. The Organization believes it is not exposed to any significant risk with respect to these accounts.

Accounts Receivable

Accounts receivable are stated at the amount the Organization expects to collect from outstanding balances. As of June 30, 2024 and 2023, the Organization had $10,958,555 and $8,750,484, respectively, of accounts receivable.

The Organization provides for probable uncollectible amounts through a charge to current-year earnings and a credit to a valuation allowance based on its assessment of the current status of individual accounts. Balances that are still outstanding after the Organization has used reasonable collection efforts are written off through a charge to the valuation allowance and a credit to accounts receivable. As of June 30, 2024 and 2023, the Organization had an allowance of $210,000.

Property and Equipment

Property and equipment are stated at cost or, if donated, at the fair market value at the date of donation. Expenditures for repairs and maintenance are expensed when incurred, and betterments and assets purchased in excess of $1,000 are considered for capitalization.

Depreciation of property and equipment is charged against operations using the straight-line method over the estimated useful lives of these assets, as follows:

	Years
Land improvements	7 - 10
Buildings and building improvements	7 - 30
Leasehold improvements	5 - 25
Vehicles	3 - 5
Furniture and equipment	2 - 15

When assets are sold or disposed of, the related cost and accumulated depreciation are removed from the respective accounts, and any resulting gain or loss is included in the combined statement of activities.

Leases

At the inception of an arrangement, the Organization determines if an arrangement is or contains a lease based on the unique facts and circumstances present in that arrangement. Lease classification, recognition, and measurement are then determined as of the lease commencement date. For arrangements that contain a lease, the Organization (i) identifies lease and non-lease components, (ii) determines the consideration in the contract, (iii) determines whether the lease is an operating or finance lease, and (iv) recognizes a lease right of use (ROU) asset and lease obligation. Lease obligations and their corresponding ROU assets are recorded based on the present value of lease payments over the expected lease term. The interest rate implicit in lease contracts is typically not readily determinable, and as such, the Organization used the five-year treasury bill rate at based on the information available at the lease commencement date, a rate which represents one that would be incurred to borrow, on a collateralized basis, over a similar term, an amount equal to the lease payments in a similar economic environment.

Some leases include options to renew and/or terminate the lease, which can impact the lease term. The exercise of these options is at the Organization's discretion and the Organization does not include any of these options within the expected lease term where it is not reasonably certain that these options will be exercised.

Fixed, or in-substance fixed, lease payments on operating leases are recognized over the expected term of the lease on a straight-line basis. Variable lease expenses that are not considered fixed, or in-substance fixed, are recognized as incurred. Lease expense for operating leases is recognized on a straight-line basis over the lease terms. Finance leases are recognized using the effective interest rate method which amortizes the ROU asset to expense over the lease term and interest costs are expensed on the lease obligation throughout the lease term. The Organization has elected the short-term lease exemption and, therefore, does not recognize a ROU asset or corresponding lease obligation for lease arrangements with an original term of 12 months or less.

The finance leases and operating leases are included in separate ROU assets and lease obligations in the Organization's combined statement of financial position as of June 30, 2024.

Deferred Financing Costs

Certain costs related to long-term debt, such as accountants, attorneys and underwriting fees, are capitalized and amortized on a straight-line basis over the lives of the respective debt issues. These costs are presented as a direct deduction from the carrying amount of the related long-term debt. In addition, the amortization of the deferred costs is included with interest expense.

Revenue and Support and Other Changes in Net Assets

The Organization's revenue recognition policies are as follows:

Revenue and support are recorded as increases in net assets without donor restrictions at the time the services are provided. Services are billed monthly based on monthly attendance and is due within 30 days. In some circumstances, tuition revenues are received prior to the school year and are recorded as a current liability under prepaid tuition. There was no prepaid tuition as of June 30, 2023.

Expenses are reported as decreases in net assets without donor restrictions. Gains and losses on other assets and liabilities are reported as increases or decreases in net assets without donor restrictions unless their use is restricted by explicit donor restriction or by law. Expirations of temporary restrictions, if any, on net assets by fulfillment of the donor-stipulated purpose or by passage of the stipulated time period are reported as reclassifications between the applicable classes of net assets.

Income Taxes

The Organization is comprised of not-for-profit corporations as described in Section 501(c)(3) of the Internal Revenue Code (the Code), whereby only unrelated business income, as defined by Section 512(a)(1) of the Code, is subject to federal and state income tax.

Allocation of Costs

The costs of providing various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Advertising

The Organization follows the policy of charging the costs of advertising to expense as incurred. Advertising expense totaled $28,678 in 2024.

2. Availability and Liquidity of Financial Assets

As of June 30, 2024, the Organization has working capital of $39,618,443 and average days (based on normal expenditures) cash and cash equivalents on hand of 194.

Financial assets and liquidity resources available within one year for general expenditures, such as operating expenses and scheduled principal payments on debt, were as follows as of June 30, 2024:

Cash and cash equivalents	$ 30,985,054
Accounts receivable, net	10,958,555
Employee retention tax credit receivable, net	968,582
Financial assets available at year-end for current use	$ 42,912,191

VPI also has a line of credit available to meet short-term needs. See Note 4.

The goal for the Organization is to maintain a balanced budget while meeting the requirements of the various financing authorities.

3. Significant Concentrations

Approximately 45% of the revenue recorded during 2024 was from beneficiaries of the New Hampshire Medicaid program.

Approximately 19% of the revenue recorded during 2024 was from beneficiaries of the Vermont Medicaid program.

Approximately 22% of the revenue recorded during 2024 was from the Vermont Department of Education and various school districts located in New Hampshire, Vermont, and Massachusetts.

Approximately 7% of the revenue recorded during 2024 was from the Massachusetts Department of Mental Health and Developmental Services.

Due to the concentration of clients who receive benefits from the various state reimbursement programs, the Organization is highly dependent upon regulatory authorities establishing reimbursement rates that are adequate to sustain the Organization's operations.

4. Line of Credit

VPI holds a line of credit agreement with Passumpsic Savings Bank under which Passumpsic Savings Bank agrees to advance up to $250,000 to VPI upon request. Monies advanced accrue interest at the rate of 9.25%. There was no balance outstanding as of June 30, 2024. The line of credit is collateralized by various real estate in Bennington and Newbury, Vermont.

5. Long-Term Debt

Long-term debt consisted of the following:

Mount Prospect Academy, Inc.

Note payable to Passumpsic Savings Bank, due in monthly installments of $6,737, including interest at 4.25%, through February 2024 at which point monthly payments will increase to $7,300, including interest at *The Wall Street Journal's* prime rate plus 1% (9.50% at June 30, 2024), through February 2039, at which time the remaining balance is due in full; collateralized by real estate in Campton, Rumney, and Plymouth, New Hampshire.	$ 809,355
Note payable to Passumpsic Savings Bank, due in monthly installments of $8,374, including interest at 4.25%, through February 2024 at which point monthly payments will increase to $9,074, including interest at *The Wall Street Journal's* prime rate plus 1% (9.50% at June 30, 2024), through February 2039, at which time the remaining balance is due in full; collateralized by real estate in Campton, Rumney, and Plymouth, New Hampshire.	1,005,944
Note payable to Passumpsic Savings Bank, due in monthly installments of $9,574, including interest at 4.25%, through February 2024, at which point monthly payments will increase to $10,374, including interest at *The Wall Street Journal's* prime rate plus 1% (9.50% at June 30, 2024), through February 2039, at which time the remaining balance is due in full; collateralized by real estate in Campton, Rumney, and Plymouth, New Hampshire.	1,150,131
Note payable to Passumpsic Savings Bank, due in monthly installments of $2,220 beginning February 1, 2020 with an interest rate of 4.875% through February 2025, at which point interest will be based at *The Wall Street Journal's* prime rate plus 1%, through January 1, 2040, when the remaining balance is due in full. The note is collateralized by all business assets associated with the Rumney, New Hampshire program.	286,333
Note payable to Passumpsic Savings Bank, due in monthly installments of $1,646 beginning February 1, 2020 with an interest rate of 4.875% through February 2025, at which point monthly payments will increase to $1,742 at an interest rate at *The Wall Street Journal's* prime rate plus 1%, through January 1, 2040, when the remaining balance is due in full. The note is collateralized by all business assets associated with the Warren, New Hampshire program.	212,087

Note payable to Passumpsic Savings Bank, due in monthly installments of $4,359 beginning February 1, 2021 with an interest rate of 3.99% through February 2026, at which point monthly payments will increase to $4,663 at an interest rate at *The Wall Street Journal's* prime rate plus 1%, through January 1, 2041, when the remaining balance is due in full. The note is collateralized by all business assets associated with the Plymouth, New Hampshire program.	631,547
Note payable to Passumpsic Savings Bank, due in monthly installments of $2,058 beginning December 1, 2021 with an interest rate of 3.99% through December 2026, at which point monthly payments will increase to $2,202 at an interest rate at *The Wall Street Journal's* prime rate plus 1%, through November 1, 2041, when the remaining balance is due in full. The note is collateralized by all business assets associated with a Pike, New Hampshire program.	308,671
Note payable to Passumpsic Savings Bank, due in monthly installments of $4,480 beginning February 1, 2022 with an interest rate of 3.99% through February 2027, at which point monthly payments will increase to $4,793 at an interest rate at *The Wall Street Journal's* prime rate plus 1%, through January 1, 2042, when the remaining balance is due in full. The note is collateralized by all business assets associated with a Hampton, New Hampshire program.	678,612
Note payable to Passumpsic Savings Bank, due in monthly installments of $6,001 beginning February 1, 2022 with an interest rate of 4.99% through May 2038, when the remaining balance is due in full. The note is collateralized by various real estate in Bennington and Newbury, Vermont.	708,329
Total Mount Prospect Academy, Inc.	5,791,009
Vermont Permanency Initiative, Inc.	
Construction note payable to Passumpsic Savings Bank, advance of up to $1,905,000, due in monthly installments of $12,572, including interest at 4.99%, through May 2038, at which time the remaining balance is due in full; collateralized by various real estate in Bennington and Newbury, Vermont.	1,464,169
Construction note payable to Passumpsic Savings Bank, advance of up to $540,000, due in monthly installments of $3,564, including interest at 4.99%, through May 2038, at which time the remaining balance is due in full; collateralized by various real estate in Bennington and Newbury, Vermont.	9,145

Note payable to Passumpsic Savings Bank, due in monthly installments of $2,203, including interest at 4.99%, through May 2038, at which time the remaining balance is due in full; collateralized by various real estate in Bennington and Newbury, Vermont.	260,252
Various vehicle and equipment notes payable to financial institutions, payable in monthly installments, including interest, ranging from $569 to $844, totaling $2,136. Interest rates range from 0% to 10.74%. Maturities range from October 2026 through October 2028. The notes are collateralized by vehicles and equipment.	78,653
Total Vermont Permanency Initiative, Inc.	1,812,219
	7,603,228
Less: Current portion	408,000
Unamortized deferred financing costs	161,556
Long-term debt, net of current portion and unamortized deferred financing costs	$ 7,033,672

Maturities of long-term debt are as follows:

2025	$ 408,000
2026	412,000
2027	424,000
2028	437,000
2029	452,000
Thereafter	5,470,228
	$ 7,603,228

Interest expense charged to operations, including amortization of deferred financing costs of $19,683, was $281,719 in 2024. Cash paid for interest approximates interest expense.

6. ROU Assets and Lease Obligations

The ROU assets - finance and lease obligations - finance, consist of vehicle and equipment leases. The leases call for monthly payments ranging from $19 to $6,653 through May 2028. The weighted average discount rate and remaining lease term for the finance lease obligations is 2.51% and 3.73 years, respectively.

The future maturities of the lease obligations - finance, are as follows:

2025	$ 97,870
2026	97,870
2027	84,902
2028	73,182
	353,824
Less imputed interest	(19,831)
Lease obligations - finance	$ 333,993

The ROU assets - operating and lease obligations - operating consist of building leases. The leases call for monthly payments ranging from $745 to $9,665 through October 2027. The weighted average discount rate and remaining lease term for the operating lease obligations is 3.21% and 2.16 years, respectively.

The future maturities of the lease obligations - operating are as follows:

2025	$ 250,193
2026	146,191
2027	50,500
2028	16,000
	462,884
Less imputed interest	(33,267)
Lease obligations - operating	$ 429,617

The following table summarizes the Organization's lease related costs in the combined statements of activities for the year ended June 30, 2024:

Lease Costs	Natural Expense Classification		
Finance leases			
Amortization of right of use assets	Rental and repairs expense	$	103,069
Interest on lease obligation	Interest expense	$	9,344
Operating leases			
Amortization of right of use assets	Rental and repairs expense	$	343,618

Cash paid for amounts included in the measurement of lease obligations approximated the lease costs for operating and finance leases.

7. Commitments and Contingencies

Self-Insurance

The Organization has a self-insured healthcare plan (the Plan) which covers substantially all of the Organization's employees. The Plan has reinsurance coverage to limit the exposure, to all parties participating in the Plan, individually of $150,000 with an aggregate limit of $4,550,000 of the expected claims as of June 30, 2024. At June 30, 2024, the Organization had accrued $747,573 for estimated unpaid claims, which is reported in the Organization's accrued expenses in the combined statement of financial position.

Litigation

The Organization is involved in litigation arising in the normal course of business. After consultation with legal counsel, it is unknown the outcome or the effect to the Organization's future positions or results of operations that any litigation may have.

8. Retirement Plans

The Organization provides defined contribution retirement plans for eligible employees. All employees aged 21 or older may begin participation in the plans. Years of service requirements range from one to two years depending on the entity. Plan contributions by participants and the Organization range from 3% to 5% of regular salary. Total employer contributions paid by the Organization totaled $561,274 during the year ended June 30, 2024.

The Organization has a top hat deferred compensation plan established under Section 457 of the Code. The plan permits certain management and highly compensated employees to defer portions of their compensation based on Internal Revenue Service guidelines. The Organization has cumulatively recorded $96,982 at June 30, 2024, related to this plan. The related investments are segregated in a separate account, which is reported in the Organization's assets whose use is limited in the combined statement of financial position. The related liability is reported in the Organization's deferred compensation liability in the combined statement of financial position.

9. Functional Expenses

The costs of providing the programs are summarized on a functional basis as follows for the year ended June 30, 2024:

	Education and Home Life	General Administration	Total
Salaries and wages	$ 28,031,118	$ 7,866,394	$ 35,897,512
Employee benefits	5,097,607	1,409,917	6,507,524
Payroll taxes	2,141,755	598,420	2,740,175
Transportation and travel	957,910	162,284	1,120,194
Professional services	706,909	156,825	863,734
Supplies	3,556,477	879,983	4,436,460
Utilities	865,119	239,719	1,104,838
Depreciation	1,592,837	428,207	2,021,044
Interest	254,811	26,908	281,719
Insurance	625,188	166,363	791,551
Rental and repairs expense	938,808	271,211	1,210,019
Other	2,398,975	1,002,626	3,401,601
Total	$ 47,167,514	$ 13,208,857	$ 60,376,371

10. Surplus Revenue Retention

The Organization is allowed to retain a portion of any surplus generated by its contracts with the Commonwealth of Massachusetts. During 2016, the Commonwealth of Massachusetts Operational Services Division amended the surplus revenue retention by eliminating the 20% cumulative limits on surplus revenue retention and increasing the annual surplus limit from 5% of current-year contract revenue to 20%. As of June 30, 2024, as a result of the amendment, the Organization did not identify a contingent liability based on the 20% contractor annual surplus revenue retention criteria.

11. COVID-19 and Relief Funding

On March 11, 2020, the World Health Organization declared coronavirus disease (COVID-19) a global pandemic. Local, U.S., and world governments encouraged self-isolation to curtail the spread of COVID-19 by mandating the temporary shut-down of business in many sectors and imposing limitations on travel and the size and duration of group meetings.

The U.S. government responded with several phases of relief legislation as a response to the COVID-19 outbreak. Legislation enacted into law on March 27, 2020, called the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), a statute to address the economic impact of the COVID-19 outbreak.

The CARES Act provides an Employee Retention Tax Credit (ERTC), which is a refundable tax credit against certain employment taxes for eligible employers. For 2020, the tax credit is equal to 50% of qualified wages paid to employees during the calendar year, capped at $10,000 of qualified wages per employee. Additional relief provisions were passed by the U.S. government, which extended and expanded the qualified wage caps on these credits through September 30, 2021. Based on these additional provisions, the tax credit for 2021 is equal to 70% of qualified wages paid to employees during each quarter, and the limit on qualified wages per employee has been increased to $10,000 of qualified wages per calendar quarter.

Management contracted with a third party to determine their eligibility for the credit. The third party determined that the Organization qualified for the ERTC under the government orders test and estimated that they will receive approximately $12,524,022. Due to clarifying guidance, a reserve was recorded for $3,905,113 as a reduction to revenue and support. As of June 30, 2024, the Organization received partial payments totaling $7,650,327. At June 30, 2024, $968,582, representing the remaining amount receivable net of the allowance, is reflected in the combined statement of financial position. The ERTC is subject to audit for up to five years from the date of the credit filing.

12. Subsequent Events

For purposes of the preparation of these combined financial statements in conformity with U.S. GAAP, management has considered transactions or events occurring through May 8, 2025, which is the date that the financial statements were available to be issued.

MOUNT PROSPECT ACADEMY, INC., AND AFFILIATES

Combining Statement of Financial Position

June 30, 2024

ASSETS

	Mount Prospect Academy, Inc.	Vermont Permanency Initiative, LLC	603 Trail Riders, Inc.	Camp Tea Pond, Inc.	Intercompany Eliminations	Combined Total
Current assets						
Cash and cash equivalents	$ 21,615,074	$ 9,369,980	$ -	$ -	$ -	$ 30,985,054
Accounts receivable, net	8,687,811	2,270,744	-	-	-	10,958,555
Employee retention tax credit receivable, net	747,926	220,656	-	-	-	968,582
Prepaid expenses	601,988	336,076	1,194	3,805	-	943,063
Total current assets	31,652,799	12,197,456	1,194	3,805	-	43,855,254
Property and equipment						
Land and land improvements	3,365,668	2,018,323	-	471,724	-	5,855,715
Buildings and building improvements	15,078,143	5,085,036	-	1,860,187	-	22,023,366
Leasehold improvements	2,426,484	36,610	-	-	-	2,463,094
Vehicles and equipment	3,286,017	916,208	5,800	12,500	-	4,220,525
Furniture and fixtures	1,364,249	362,956	71,409	14,988	-	1,813,602
Construction in progress	-	-	-	10,794	-	10,794
	25,520,561	8,419,133	77,209	2,370,193	-	36,387,096
Less accumulated depreciation	11,386,025	3,100,181	28,876	25,844	-	14,540,926
Property and equipment, net	14,134,536	5,318,952	48,333	2,344,349	-	21,846,170
Other assets						
Cash surrender value of life insurance policies	550,000	175,000	-	-	-	725,000
Assets whose use is limited	96,982	-	-	-	-	96,982
Right of use lease assets, net - finance	320,294	12,128	-	-	-	332,422
Right of use lease assets, net - operating	435,659	-	-	-	-	435,659
Due from related parties	45,992	819,418	-	-	(865,410)	-
Total other assets	1,448,927	1,006,546	-	-	(865,410)	1,590,063
Total assets	$ 47,236,262	$ 18,522,954	$ 49,527	$ 2,348,154	$ (865,410)	$ 67,291,487

MOUNT PROSPECT ACADEMY, INC., AND AFFILIATES

Combining Statement of Financial Position (Concluded)

June 30, 2024

LIABILITIES AND NET ASSETS

	Mount Prospect Academy, Inc.	Vermont Permanency Initiative, LLC	603 Trail Riders, Inc.	Camp Tea Pond, Inc.	Intercompany Eliminations	Combined Total
Current liabilities						
Current portion of long-term debt	$ 284,000	$ 124,000	$ -	$ -	$ -	$ 408,000
Accounts payable	602,364	138,464	1,216	2,945	-	744,989
Accrued expenses	1,964,867	787,396	-	-	-	2,752,263
Current portion of lease obligation - finance	85,547	5,126	-	-	-	90,673
Current portion of lease obligation - operating	232,554	8,332	-	-	-	240,886
Total current liabilities	3,169,332	1,063,318	1,216	2,945	-	4,236,811
Long-term liabilities						
Long-term debt, net of current portion and unamortized deferred financing costs	5,405,265	1,628,407	-	-	-	7,033,672
Due to related parties	705,093	114,317	46,000	-	(865,410)	-
Lease obligations - finance, net of current portion	237,559	5,761	-	-	-	243,320
Lease obligations - operating, net of current portion	197,063	(8,332)	-	-	-	188,731
Deferred compensation liability	96,982	-	-	-	-	96,982
Total long-term liabilities	6,641,962	1,740,153	46,000	-	(865,410)	7,562,705
Total liabilities	9,811,294	2,803,471	47,216	2,945	(865,410)	11,799,516
Net assets without donor restrictions	37,424,968	15,719,483	2,311	2,345,209	-	55,491,971
Total liabilities and net assets	$ 47,236,262	$ 18,522,954	$ 49,527	$ 2,348,154	$ (865,410)	$ 67,291,487

MOUNT PROSPECT ACADEMY, INC., AND AFFILIATES

Combining Statement of Activities

Year Ended June 30, 2024

	Mount Prospect Academy, Inc.	Vermont Permanency Initiative, LLC	New Hampshire Youth Program for Motorsports, LLC	603 Trail Riders, Inc.	Camp Tea Pond, Inc.	Intercompany Eliminations	Combined Total
Changes in net assets without donor restrictions							
Revenue and support							
Residential services	$ 21,532,400	$ 8,483,989	$ -	$ -	$ -	$ -	$ 30,016,389
Day services	7,558,149	2,216,651	-	-	-	-	9,774,800
Tuition revenue	13,421,908	2,417,872	-	-	-	-	15,839,780
Room and board	7,277,069	2,967,641	-	-	-	-	10,244,710
Ancillary revenue	3,213,177	-	-	-	-	-	3,213,177
Total revenue and support	53,002,703	16,086,153	-	-	-	-	69,088,856
Other revenue							
Contributions	42,333	-	-	-	-	-	42,333
Other revenue	1,523,192	404,002	50,492	10,260	-	(48,870)	1,939,076
Total revenue	54,568,228	16,490,155	50,492	10,260	-	(48,870)	71,070,265
Expenses							
Education and home life	35,342,999	11,710,645	64,283	7,704	41,883	-	47,167,514
General administration	11,062,659	2,138,206	8,818	245	47,799	(48,870)	13,208,857
Total expenses	46,405,658	13,848,851	73,101	7,949	89,682	(48,870)	60,376,371
Gain on sale of property and equipment	54,381	13,728	-	-	-	-	68,109
Net assets transfer to affiliated organization	(2,434,891)	-	-	-	2,434,891	-	-
Net non-operating (expense) revenue	(2,380,510)	13,728	-	-	2,434,891	-	68,109
Change in net assets	5,782,060	2,655,032	(22,609)	2,311	2,345,209	-	10,762,003
Net assets, beginning of year	31,642,908	13,064,451	22,609	-	-	-	44,729,968
Net assets, end of year	$ 37,424,968	$ 15,719,483	$ -	$ 2,311	$ 2,345,209	$ -	$ 55,491,971

MOUNT PROSPECT ACADEMY, INC., AND AFFILIATES

Combining Statement of Functional Expenses

Years Ended June 30, 2024

	Education and Home Life						General Administration							
	Mount Prospect Academy, Inc.	Vermont Permanency Initiative, LLC	New Hampshire Youth Program for Motorsports, LLC	603 Trail Riders, Inc.	Camp Tea Pond, Inc.	Total Program Expenses	Mount Prospect Academy, Inc.	Vermont Permanency Initiative	New Hampshire Youth Program for Motorsports, LLC	603 Trail Riders, Inc.	Camp Tea Pond, Inc.	Intercompany Eliminations	Total Supporting Expenses	Total Expenses
Salaries and wages	$ 21,083,953	$ 6,947,165	$ -	$ -	$ -	$ 28,031,118	$ 6,589,729	$ 1,276,665	$ -	$ -	$ -	$ -	$ 7,866,394	$ 35,897,512
Employee benefits	3,674,043	1,423,564	-	-	-	5,097,607	1,148,312	261,605	-	-	-	-	1,409,917	6,507,524
Payroll taxes	1,590,586	551,169	-	-	-	2,141,755	497,133	101,287	-	-	-	-	598,420	2,740,175
Total personnel costs	26,348,582	8,921,898	-	-	-	35,270,480	8,235,174	1,639,557	-	-	-	-	9,874,731	45,145,211
Advertising	18,570	3,481	-	-	-	22,051	5,804	640	-	183	-	-	6,627	28,678
Athletic transport and recreation	343,328	72,512	-	-	42	415,882	-	-	-	-	-	-	-	415,882
Auto repairs and leasing	159,036	46,621	-	-	-	205,657	47,117	8,067	-	-	17	-	55,201	260,858
Bad debts, net of recoveries	108,606	59,859	-	-	-	168,465	-	-	-	-	-	-	-	168,465
Client activities	-	25	-	-	-	25	-	-	-	-	-	-	-	25
Consultation	75,332	64,259	-	-	-	139,591	23,545	11,809	-	-	5,000	-	40,354	179,945
Contracted labor	-	-	-	-	-	-	-	-	6,870	-	-	-	6,870	6,870
Dues and subscriptions	18,556	2,006	382	-	-	20,944	5,799	369	-	-	-	-	6,168	27,112
Equipment rental and maintenance	52,415	11,158	-	146	-	63,719	16,382	2,050	-	-	-	-	18,432	82,151
Facilities rental expense	300,005	454	5,000	-	-	305,459	93,766	37	-	-	-	-	93,803	399,262
Farm	2,320	-	-	-	-	2,320	-	-	-	-	-	-	-	2,320
Supplies	1,035,509	565,568	528	-	-	1,601,605	323,646	103,979	-	57	3,369	-	431,051	2,032,656
Heating fuel	146,331	56,791	-	-	5,718	208,840	45,735	10,436	-	-	-	-	56,171	265,011
Home life supplies	244,035	67,570	-	-	9,211	320,816	76,272	12,417	-	-	17,490	-	106,179	426,995
Infirmary supplies	64,696	30,549	-	-	47	95,292	-	-	-	-	-	-	-	95,292
Insurance	433,959	167,225	24,004	-	-	625,188	135,632	30,731	-	-	-	-	166,363	791,551
Interest	172,652	82,159	-	-	-	254,811	-	26,908	-	-	-	-	26,908	281,719
Materials and supplies	28,137	3,509	3,654	-	-	35,300	8,794	645	-	-	16,318	-	25,757	61,057
Office supplies	879,261	229,122	-	-	-	1,108,383	274,811	42,105	-	-	80	-	316,996	1,425,379
Other	197,817	45,245	1,261	-	150	244,473	61,827	8,315	547	-	702	-	71,391	315,864
Other occupancy costs	315,392	74,477	-	-	-	389,869	98,575	13,686	-	-	2,175	-	114,436	504,305
Pension contribution	351,822	84,046	-	-	-	435,868	109,961	15,445	-	-	-	-	125,406	561,274
Professional services	420,418	146,900	-	-	-	567,318	131,400	26,996	75	-	-	(48,870)	109,601	676,919
Real estate taxes	175,460	71,548	-	-	-	247,008	54,839	13,148	-	-	-	-	67,987	314,995
Repair and maintenance	286,449	77,524	-	-	-	363,973	89,529	14,246	-	-	-	-	103,775	467,748
Student clothing and personal items	199,743	46,650	1,030	375	-	247,798	414,163	16,089	-	-	-	-	430,252	678,050
Student educational supplies	373,316	14,771	6,864	88	42	395,081	-	-	-	-	-	-	-	395,081
Teacher training and development	506,471	113,683	-	-	-	620,154	158,296	20,891	593	5	574	-	180,359	800,513
Telephone	224,219	95,129	-	-	829	320,177	70,079	17,482	-	-	-	-	87,561	407,738
Travel	464,907	77,121	-	-	-	542,028	145,305	14,172	733	-	2,074	-	162,284	704,312
Utilities	265,738	70,364	-	-	-	336,102	83,056	12,931	-	-	-	-	95,987	432,089
Depreciation	1,129,917	408,421	21,560	7,095	25,844	1,592,837	353,152	75,055	-	-	-	-	428,207	2,021,044
Total	$ 35,342,999	$ 11,710,645	$ 64,283	$ 7,704	$ 41,883	$ 47,167,514	$ 11,062,659	$ 2,138,206	$ 8,818	$ 245	$ 47,799	$ (48,870)	$ 13,208,857	$ 60,376,371

MOUNT PROSPECT ACADEMY, INC., AND AFFILIATES

Schedule of Private Non-Medical Institution (PNMI) Revenue and Expenses

Year Ended June 30, 2024

	Vermont School for Girls
Revenue	
Vermont Department of Children & Families	$ 2,437,620
Vermont Department of Mental Health	1,036,178
Vermont Department of Education	351,398
Total revenue	3,825,196
Expenses	
Salaries and wages (excluding school salaries)	1,434,594
Employee benefits	430,043
Consulting	8,107
Resident care	22,194
Food service	160,840
Supplies	15,920
Property	168,728
Household	54,462
Client transportation	14,622
General and administrative	212,866
School (including school salaries)	1,070,002
Total allowable expenses	3,592,378
Bad debt expense	2,381
Total expenses	3,594,759
Excess of revenue over expenses	$ 230,437

SUSAN BECK-DORE, MSW

[redacted]
[redacted]
[redacted]

Vice President, Community Based Services

SUMMARY

Highly motivated and experienced hands on social services leader with over 24 years of experience working with children and families. 13 plus years providing high-level support to clinical and program managers. Proficient in developing programs from the ground up and producing positive clinical outcomes as well as financial. Possess exceptional communication and interpersonal skills with a proven ability to work independently and as part of a team.

EDUCATION

University of New Hampshire
Masters of Social Work
2008

Plymouth State University
Bachelors of Social Work
2003

SKILLS

- Hands on experienced leader that is youth and family driven
- Exceptional communication and interpersonal skills
- Ability to work independently and as part of a team
- Detail-oriented and able to handle multiple tasks simultaneously
- Experience in managing community based operations and multiple budgets and cost centers

QUALIFICATIONS

- Master Degree in Social Work, MSW
- Bachelor Degree in Social Work, BSW
- Prime for Life & Prime Solutions
- Instructor
- CANS Certification
- CAFAS Certification & Instructor

PROFESSIONAL EXPERIENCE

Vice President, Community Based Services
Mount Prospect Academy 2021 - Present

- The Vice President is the chief executive officer responsible for the oversight of MPA Community Based Services in New Hampshire, Massachusetts and Vermont.
- Supports the President and CFO with manging and establishing the operating budgets for all CBS programs (approximately 8 budgets)
- Provides leadership to senior leaders in 3 states.
- Creates and oversees annual strategic plan and assesses data for outcome measures and creating action plans

Executive Director, Community Based Services
Mount Prospect Academy| 2012 - 2021

- The Executive Director is the chief executive officer responsible for the administration of Mount Prospect Academy (MPA) and its Community-Based Programming in New Hampshire and Massachusetts.
- Supports the President and CFO with managing and establishing the operating budget for Residential and community-based Based Programs delivered in NH and MA.
- Establishes and requires adherence to ALL Organizational and state laws and administrative rules, including policy and procedures.
- Establishes and administers data collection process for statistical outcome measures.
- Provides consistent leadership to senior level Admin Team and Admin Teams consisting of all departments, Residential, Academic, Clinical/Permanency to assist in managing day to day operations and service delivery to youth and their families.
- Create and oversee an annual strategic action plan that will outline the goals and expectations for the organization.

Director of Operations, Community Based Services
Mount Prospect Academy| 2010-2012

- Developed community-based programs for MPA in the state of NH. This included ISO and HBTS services.
- Opened 4 regional community-based offices in Dover, Manchester, Keene and Hampton.
- Established and administered data collection process for statistical outcome measures.
- Established and required adherence to policy and procedures for case referral, intake, and assessments regarding student and family as he/she enters a program, including gathering information for CAFAS assessments, treatment plans, progress reports, court reports, discharge reports, contact notes, and other documentation by all faculty.
- Administered the provision of community-based services to youth and families in their community, including but not limited to Individual Service Option and Home Based Therapy
- Responsible for all oversight related to Community Based Services.

Director of Permanency,
Mount Prospect Academy| 2008-2010

- Oversight of Permanency department including supervision of 9 Permanency Coordinators
- Facilitate Monthly Trainings for Permanency Department
- Support to Executive Director as needed, including; admissions/potential client interviews
- Networking with community (Courts, School, and Mental Health Facilities) and referral systems including Department of Health and Human Services, both Juvenile Justice & Child Youth and Families, as well as Department of Education. Individual Therapy as needed
- Further development of out of state relationships and referrals, particularly Massachusetts
- Created new programming and serivce deleivery for NH. "Solid Foundations" a Home Based Therapeutic Program and "Project Connect" an In Home Individual Services Option (ISO) Program

Treatment Coordinator, Becket Family of Services
Mount Prospect Academy| 2008-2009

Treatment Coordination including writing court reports, discharge summaries, treatment plan development and clinical/administrative support for 55+ cases.

Facilitated Treatment Team Meetings
Student intakes and admission procedures

Laurae Baker, PhD, LADC, LCMHC

Education

PhD: Counselor Education	Ohio University	June 2005
Master of Education: Counseling	Ohio University	June 1997
Bachelor of Science: Elementary Education	Ohio University	June 1994

Employment History

Chief Operating Officer — June 2024-present
Vermont Permanency Initiative
Mount Prospect Academy
Bennington, Vermont

Board of Directors — April 2023-May 2024
Vermont Permanency Initiative
Bennington, Vermont

Vice President
Vermont Permanency Initiative
Becket Family of Services — April 2019-April 2023
Bennington, Vermont

Executive Director — May 2019-Current
Vermont School for Girls
New England School for Girls
Bennington, Vermont

Director of Program Development — April 2017-April 2019
VPI South
Bennington, Vermont

Department Chair — May 2016- May 2017
Professional Education Programs
Esteves School of Education
Sage Graduate School
Troy, New York

Program Director/Associate Professor September 2007-August 2016 September
Professional School Counseling Program
Esteves School of Education
Sage Graduate School
Troy, New York

Assistant Professor September 2005-May 2015
Esteves School of Education
Sage Graduate School
Troy, New York

Visiting Summer Faculty June 2007-June 2010
University of Vermont
Burlington, Vermont

Counselor September 2003-June 2005
Ohio University
Athens, Ohio.
Delivered academic, personal, and career counseling services to students in the university setting.

Teacher/School Counselor August 1998- June 2003
Federal Hocking Middle School
Stewart, Ohio

Teacher/Counselor August 1995- August 1998
Health Recovery Services
Athens, Ohio

Scholarship

Presentations:

Coburn, L. *Mindful Self Care for Managing Compassion Fatigue.* Presented at the 2019 Child and Adolescent Complex Trauma Conference in Manchester, Vermont: August 7, 2019.

Coburn, L. *Integrating Mindfulness into Your School Counseling Program.* Presented at the 2016 New York State School Counselor's Conference in Tarrytown New York: November 17,2016.

Coburn, L. *Mindfulness Based Conflict Resolution.* Presented at the 2015 New York State School Counselor's Conference in Lake George New York: November 21,2015.

Coburn, L. *Mindfulness Based Conflict Resolution.* Presented at the 2014 National Social Science Association Conference in San Francisco, California on October 7, 2014.

Coburn, L. *Bringing Mindful Practices to our Schools* presented at the Dawn Lafferty Hochsprung Center for the Promotion of Mental Health and School Safety Spring Summit on May 30,2014.

Coburn, L. & Gallagher, L. *Yoga in the Schools.* Poster Presentation at the 2014 Inaugural National Yoga in the Schools Symposium at Kripalu Institute in Lenox, Massachusetts on April 24, 2005.

Gallagher, L. & Coburn, L. *Playing with Purpose: Mindful Practices for Children and Caregivers.* Presented at the Vermont Foster and Adoptive Family Association Annual Conference on March 22, 2014.

Coburn, L. Mindful Self Care for Counselors presented at the Niskayuna School Counselor Professional Development on February 4, 2014.

Coburn, L., Stahl, M., & Carr, L. *Counselor Self Care: Preventing Burnout through Increasing Mindful Self-Care* Presented at the 2013 New York State Counselors Conference in Syracuse, New York on November 1, 2013.

Coburn, L. *Integrating Service Learning into Counselor Preparation: Learning through Paying it Forward* presented at the 2013 National Social Science Association Conference in New Orleans, Louisiana on October 8, 2013.

Coburn, L. *Stress Management and Self-Care.* Presented at the 2013 Youth Development Conference for New York Liberty Partnerships on March 15, 2013 at SUNY Cobleskill.

Coburn, L. & Gallagher, L. *Integrating Yoga Practices into Psychotherapy for Survivors of Developmental Trauma*. Presented at the Bennington School Clinical Professional Development Training on December 11th, 2013 in Bennington, Vermont.

Coburn, L. *Teaching and Learning in the Here and Now.* Presented at the 2012 National Social Science Conference. Albuquerque, New Mexico on October 16, 2012.

Coburn, L. *Yoga and Mindfulness Workshop.* Presented at the 21012 May College at The Sage Colleges on May 15, 2012.

Jarvis, D., Coburn, L, Phillips, K, & Monnat, M. *Your New Best Friends: Building Relationships with your Local Hospital CEO, FQHC Director, and Primary Care Providers.* Presented at the 2011 National Council Mental Health and Addictions Conference in San Diego, California on May 2, 2011.

Noble, D., O'Brien, D, & Coburn, L. *A Model for Local Integration.* Presented at the 2011 Behavioral Health Network of Vermont Annual Conference on February 4, 2011.

Coburn, L. (participant in panel presentation). *Cyber Bullying: Keeping Children Safe.* Albany, New York, December 9, 2010.

Coburn, L. *Creating Outcome Based Rubrics for School Counseling Programs*. Presented at the 2008 North Atlantic Regional Association for Counselor Education and Supervision Conference, Portland, Maine on September 20, 2008.

Coburn, L & VandeMark, C. *Emotional Intelligence, Anger Management, and Bullying.* Presented at the 2007 New York Marriage and Family Therapists Conference. Troy, New York on May 4, 2007.

Pickering, D & Coburn. *Incorporating Social Justice Principles into Community and School Counselor Preparation Programs.* Presented at the 2007 National Association for Counselor Education and Supervision Conference. Columbus, Ohio on October 11, 2007.

Pickering D, &. *Coburn, L. Incorporating Social Justice Principles into Community and School Counselor Preparation Programs*. Presented at the 2006 North Atlantic Regional Association for Counselor Education and Supervision Conference. Lake George, NY

Coburn, L. *Challenging Traditional Models of Grief Counseling: The Role of Individualized Approaches in the Treatment of the Bereaved*. Presented at the 2006 New York Counseling Association Annual Conference. Saratoga Springs, NY on Saturday September 30, 2006.

Pickering D, & Coburn, L. *Incorporating Social Justice into Counseling and School Counseling Preparation and Practice.* Presented at the 2006 Counselor's View of Italy Tour. Regello, Italy on May 25, 2006.

Coburn, L. & Kline, W. *Interactive Group Counseling in the Here and Now*. Presented at the 2004 All Ohio Counselors' Conference. Columbus, OH.

Coburn, L. & Levitt, D. *Challenging Traditional Models of Grief Counseling: The Role of Individualized Approaches in the Treatment of the Bereaved.* Presented at the 2005 American Counseling Association Conference. Atlanta, GA.

Coburn, L. & Pickering, D, & Leinbaugh, T. *Clinical Evaluation and Assessment of Attachment Disorders: From Theory to Treatment*. Presented at the 2005 American Counseling Association Conference. Atlanta, GA.

Coburn, L; Pickering, D. *Partnering with Schools and Community Mental Health Centers in Assessing and Evaluating of Attachment Disorders*. Presented at the 2005 North Central Association for Counselor Education and Supervision Conference. St. Louis, MO.

Levitt, D; Coburn, L. & Miller, H. *Partnerships, Mentorships, and Supervision: Multiple Relationships for Counselor Educators.* Presented at the 2005 North Central Association for Counselor Education and Supervision Conference. St. Louis, MO.

Coburn, L., & Davis, T. Children of Emotional Abuse: What School Counselors can do to Help. Presented at the 2003 All Ohio Counselors' Conference. Columbus, OH on November 7, 2003

Coburn, L., & Kline, B. Qualitative Themes in Supervision Research. Presented at the 2004 OACES Supervision Summit in Columbus, Ohio on April 23, 2004.

Sebera, K., Pickering, D., Coburn, L., Protivnak, J., & Davis, T. *Promoting Effective Leadership in the Profession of Counseling – Sharing the Vision.* Presented at the 2004 American Counseling Association Conference. Kansas City, MO on April 3, 2004.

Sebera, K., Pickering, D., Coburn, L., Protivnak, J., & Davis, T. *Leadership in Professional Counseling: A Qualitative Study of National Leaders.* Presented at the 2003 All Ohio Counselors Conference. Columbus, OH on November 7, 2003.

Protivnak, J., Pickering, D., Sebera, K., Coburn, L., & Davis, T. *Contemporary Leadership in Professional Counseling*. Presented at the 2003 North Central Association for Counselor Education and Supervision Conference. Cincinnati, OH on October 16, 2003.

Publications

Coburn, L (2019). *Restoring Balance Through Mindful Self-Care.* Streetside Conversations. November, 2019.

Coburn, L (2015). *Mindfulness Based Conflict Resolution.* Journal of *National* Social Science Proceedings, Volume 53.

Coburn, L (2012).*Teaching and Learning in the Here and Now.* Journal of *National* Social Science Proceedings, Volume 51.

Coburn, L. (2009) Descriptive research. *The Encyclopedia of Counseling.* Erford, B. (ed). The American Counseling Association, Alexandria: VA.

Coburn, L. (2007). An Intern Misperceived. *Critical Incidents in Supervision,* Tyson, L (ed). The American Counseling Association, Alexandria: VA.

Awards and Grants

2014 New York Academy of Character Education Champion of Character Award

Ohio University Distinguished Graduate Award 2005

Ohio University Non-Dissertation Research Grant Recipient 2005

Melvin J. Witmer Award for Creative Altruism Recipient 2004

Service

Member of the Vermont Council of Independent Schools

Member of The Sage Colleges Graduate School Curriculum Committee (Fall 2013-June 2017)

Member of the Dawn Lafferty Hochsprung Center for the Promotion of Mental Health and School Safety Advisory Board (Fall 2013- June 2017)

Member of the Sage Colleges Esteves School of Education Field Experience Committee (Spring 2013- June 2017)

Member of the Sage Colleges Faculty Grievance Committee- (2011- June 2017)

Member of The Sage Colleges Faculty Development Committee (2012-to fill Spring temporary vacancy)

Member of The Sage Colleges Esteves School of Education Field Experience Committee (Fall 2012-Spring 2013)

Chair of The Sage Colleges Esteves School of Education Field Experience Committee (Fall 2011-Spring 2012)

Member of The Sage Colleges Esteves School of Education Literacy Faculty Search Committee (2013)

Member of The Sage Colleges Esteves School of Education Special Education Faculty Search Committee (2012)

Member of The Sage Colleges School of Education Dean Search Committee (2009-2010)

Member of the Sage Colleges Faculty Development Committee (2007-2010)

Member of the Sage Colleges Change Agents Group (2007-2009)

Member of the Sage Graduate School Curriculum Committee (20006-2008)

Member of the Sage Graduate School Academic Standards Committee (2006-2008)

Member of the National CACREP Site Visit Team (2005-2008)

Member of the Institutional Review Board of the Sage Colleges (2005-2007)

Member of the American Counseling Association for Counselor Education and Supervision Product Development Committee (2005-2006)

Member of the Board of Directors of the Academy for Character Education (2005-2006)

Jeffrey S. Caron

[redacted]

Seasoned executive with over 25 years of experience in non-profit and educational leadership and program development. Proven track record in managing large-scale operations, enhancing academic and treatment programs, and ensuring compliance with state regulations. Recognized for strategic vision, financial acumen, and commitment to high-quality service delivery. Award-winning educator and active contributor to professional organizations.

Skills

- Ability to adapt to changing circumstances and lead organizations through transitions.
- Demonstrated acumen for strategic financial oversight, strategy, and Execution
- Program and Leadership Team Development
- Exceptional Tactical, Operational, and Strategic Planning Skills
- Ability to identify challenges and develop innovative solutions.

Experience

President and Executive Director
Mount Prospect Academy, Plymouth, New Hampshire-*2008-Present*

- Collaborate with senior leadership to align strategic goals with organizational mission, driving long-term success.
- Developed and executed a comprehensive strategic plan that expanded services.
- Financial Operations Leadership and ongoing financial stewardship of multiple programs. (603 Trail Riders, Tea Pond, LLC).
- Led strategic initiatives that increased revenue.
- Created a five-year strategic growth plan and implemented a talent acquisition strategy that attracted top talent and strengthened organizational capacity.
- Oversaw the development and execution of multiple residential and community-based programs, ensuring mission-driven service delivery.
- Collaborated with the board of directors to align organizational goals with stakeholder needs.
- Developed services to meet the changing needs of youth in New Hampshire.
- Led admissions and discharge planning for 5 intensive residential programs serving over 250 students annually.
- Ensured compliance with state and federal regulations.
- Supervised multiple director-level employees to maintain high-quality service delivery.

President

Vermont Permanency Initiative, Bennington, Vermont- *2013-Present*

- Strategically restructured the organization to enhance operational efficiency.
- Provided supportive leadership through administrative transitions.
- Led the strategic planning process for budget allocation, ensuring financial stability.
- Analyzed budget and implemented steps for financial viability.
- Developed a financial strategy that improved cash flow management and reduced expenses.
- Improved academic curriculum, therapeutic programming, and physical plant.
- Managed operational transitions in admissions, human resources, clinical, academic, and residential programming.
- Developed community-based services throughout Vermont.
- Ensured compliance with state and federal regulations.

President

Sentinel, LLC-2024-Present

- Provide ongoing consultation, support, and appropriate program oversight for a secure care facility for justice-involved youth through evidence-based programming that promotes accountability, healing, and successful reintegration into society.
- Designed program to provide comprehensive support, including educational opportunities, life skills training, and therapeutic services, in a secure and nurturing environment.

Executive Director

Life Centered Learning Institute, Tilton, New Hampshire-*2001-2003*

- Directed daily operations and academic programming to ensure seamless functionality.
- Designed and implemented staff development initiatives and curriculum enhancements.
- Monitored and enforced compliance with established frameworks and standards.
- Led recruitment, hiring, and performance evaluations to build a high-performing team.

Head of Schools

The Becket School, Pike, New Hampshire-*2003-2007*

- Directed the administration of the academic department, ensuring efficient operations.
- Orchestrated academic programming and spearheaded staff development initiatives.
- Designed and implemented curriculum while ensuring adherence to compliance frameworks.
- Oversaw recruitment, hiring, and performance evaluations to cultivate a high-performing team.

Head of Schools

South Becket Alternative School, Bradford, Vermont- *2003-2008*

- Designed and implemented a collaborative alternative educational program to meet diverse student needs.
- Supervised academic staff and led curriculum development initiatives to enhance educational outcomes.
- Evaluated student placement to ensure optimal learning environments and support.

Executive Director
East Haverhill Academy, East Haverhill, New Hampshire- 1998- 2001

- Directed daily operations and training programs to ensure smooth and efficient workflows.
- Ensured compliance with facility licensing and maintained high operational standards.
- Supervised department heads and effectively managed a team of 75 employees.
- Oversaw the development and implementation of treatment plans and court reports.
- Coordinated clinical treatment, special education, and medical services to provide comprehensive care.
- Managed an annual operating budget of $3.5 million, ensuring fiscal responsibility and strategic allocation of resources.

Treatment Coordinator
The Becket School, Pike, New Hampshire-*1996-1998*

- Developed and executed personalized Individual Treatment Plans for a caseload of 12-18 clients, addressing their unique needs and goals.
- Authored detailed monthly progress reports and comprehensive six-month reviews to track client development and outcomes.
- Collaborated with multidisciplinary teams to ensure holistic care and support for clients.
- Utilized evidence-based practices to continuously improve treatment strategies and client engagement.
- Provided regular feedback and recommendations to stakeholders based on client progress and assessments.

Education

Certificate for Advanced Graduate Studies (C.A.G.S.)-2001
Curriculum Development and Academic Leadership
Plymouth State College, Plymouth, New Hampshire

Master of Education-2001
School Principal
Plymouth State College, Plymouth, NH

Master of Education-1999
School Counseling
Plymouth State College, Plymouth, NH

Bachelor of Arts-1992
Psychology
Plymouth State College, Plymouth, NH

Affiliations, Board Appointments, and Professional Recognition

- Educator of the Year Award "Eddy"- for Academic Leadership and Curriculum Development, New Hampshire Department of Education. (2006)
- President of the Board, Association for Supervision and Curriculum Development (2007).
- ASCD National Affiliate of the Year Award (2007)
- Conference Director, New Hampshire Association for Supervision and Curriculum Development (2005-2007).
- Board of Directors, Webster House. (2006)
- Representative, ASCD Board of Directors meeting, San Antonio, Texas (2005).
- New Hampshire Private Special Educator Providers Council.
- Academic Advisory Board, Educational Excellence, Plymouth State College.
- Team Member, New Hampshire Department of Education and Special Education Program Approval Process.
- Certified Instructor, Nonviolent Crisis Intervention.
- Member, Massachusetts State-Wide Coalition for Juvenile Fire Setter Programs.
- Member, New Hampshire Juvenile Fire Setter Coalition.
- Member, Phi Delta Kappa International.
- Consultant, Choices in Community Support, Central New Hampshire.
- Presenter and Speaker, 1999 Child Welfare League of America Conference, Brooklyn, New York.
- Host and Speaker, First Annual Twin State Juvenile Fire Setter Conference (2002).

JOHN R. FULP, M.ED., C.A.G.S.

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QUALIFICATIONS

Twenty plus years of successful education and experience in Educational and Behavioral Mental Health Leadership.

AFFILIATIONS and SKILLS

- Keeping Maine's Children Connected (KMCC)

- Maine Department of Education's: Effective Transition Planning Task Force. (SPDG)

-Maine Administrators of Service for Children with Disabilities (MADSEC)

-New Hampshire Association of Special Education Administrators (NHASEA)

-Maine Parent Federation, Former Board Member

Microsoft Suite (including; Excel, Access, Word, PowerPoint, Outlook, Explorer), CASE E and NHSES/Easy IEP (Special Ed./I.E.P. reporting systems)

CERTIFICATIONS

Educational

NH – 0006, Special Ed. Administrator Certification No. 88760 (Current)
NH – 0003, Principal Certification No. 88760 (Current)
NH – 1900, General Special Ed. Certification No. 88760 (Current)
NH – 1855, Emotional and Behavioral Disabilities Certification No. 88760 (Current)

ME – 010, Superintendent (K-12) Certification No. 417114 (Current)
ME – 030, Special Education Administrator (K-12) Certification No. 417114 (Current)
ME – 040, Building Administrator/Principal (K-12) Certification No. 417114 (Current)
ME – 079, Special Education Consultant (K-12) Certification No. 417114 (Current)
ME – 282, Exceptional Student Ed. (K-8) (7-12) Certification No. 417114 (Current)

FL – Educational Leadership (All Levels) Certification No. 1112791 (Lapsed)
FL – Exceptional Student Ed. (K-12) Certification No. 1112791 (Lapsed)

Professional

Behavioral Health Professional (BHP) – Behavioral Health Sciences Institute (Current)
Safety Care – Quality Behavioral Solutions, QBS (Current)
Therapeutic Crisis Intervention (TCI) – Cornell University (Current)
CPR/AED & First Aid – Red Cross (Current)

EDUCATION

1/11-8/15	Certificate of Advanced Graduate Study Program, Ed. Leadership/Special Ed. Administration, Superintendent, University of Southern Maine (Complete)
9/06-5/09	Master of Education, Educational Leadership, Plymouth State University (Complete)
2/98-12/04	Bachelor Science, Psychology and Law, Plymouth State University (Complete)

EMPLOYMENT

8/2018 – present Superintendent and Director of Development, Mount Prospect Academy Inc.

I founded, developed, and serve as the Superintendent of, Ashuelot Velley Academy in Keene, NH and Squamscott River Academy in North Hampton, NH. I have developed 6 different MPA and affiliate programs/cost centers since 2018, while simultaneously directing their operations. I also served as the Director of Operations for all of Mount Prospect Academy Inc.'s Residential facilities, leading a team of Executive Directors through all aspects of operations including but, not limited to (Fiscal Optimization, Recruiting, Teaching, Inspiring the team to evolve and grow professionally and personally, Marzano and Danielson based Teacher and Lesson Evaluation, IDEA Compliance, I.E.P. writing and case management, Functional Behavioral Analysis, Payroll, Scheduling, Recruitment, Budgeting, Marketing, Student/Faculty Discipline and Support, Arranging Transportation, Coordinating Community Service Initiatives, Professional Development and Training, Curriculum/Program Development, Assessment, and Evaluation, Implementing and maintaining behavioral incentive systems, job placement and acting as an intermediary between sending school districts, state agencies, and the Mount Prospect Academy organization.)

7/2016 – 8/2018 Superintendent and Special Education Director, Kittery Academy and Portland Kids Academy, Connections for Kids

After starting and developing the schools with other CFK leaders, I dually served as the Superintendent and Special Education Director for the Kittery Academy and Portland Kids Academy, advising on; leadership, special education compliance, curriculum design, documentation, staff and program evaluation, physical plant management, supervision.

11/2012 – 8/2018 Director of Education and School Based Services, Connections for Kids, Affiliate of the Becket Family of Services.

I conceived and started Connections for Kids school based services while serving as Head of Schools for Becket, and continue to direct all aspects of operations and future course. Since the inception of our school-based services, we have built behavioral mental health services collaborations with several school districts in Maine and together we have accomplished many individualized successes including; keeping students in district, transitioning students back into district, and teaching children the skills they need to access the general education setting,

Connections for Kids school-based services are State of Maine, Department of Health and Human Services, approved behavioral health services (Section 65, 28, and Outpatient Counseling) designed to give students individualized support within the public school environment. Students that qualify and are enrolled in the school-based services are afforded an extra layer of behavioral and mental health support within their current academic setting, by Clinicians and Behavioral Health Professionals (BHPs), so out of district placement in a specialized school does not need to be considered as quickly.

9/2009 – 11/12 Head of Schools, Executive Leadership of the Androscoggin Learning and Transition Center, member of the Becket Family of Services.

The Androscoggin Learning and Transition Center is a not-for-profit 501 (c) 3 alternative school for grades 7-12. We provide individualized education, health, therapeutic and transitional services with the goal of helping students work through the program so that they can graduate or return to their sending school with the confidence, skills and the self-esteem they need to succeed. Our students go on to be successful in college, the military, or in the work force.

Some of my responsibilities included but were not limited to: Recruiting, Teaching, Inspiring the team to evolve and grow professionally and personally, Danielson based Teacher and Lesson Evaluation, IDEIA Compliance, I.E.P. writing and case management, Functional Behavioral Analysis, Payroll, Scheduling, Recruitment, Budgeting, Marketing, Student/Faculty Discipline and Support, Arranging Transportation, Coordinating Community Service Initiatives, Professional Development and Training, Curriculum/Program Development, Assessment, and Evaluation, Implementing and maintaining behavioral incentive systems, job placement and acting as an intermediary between sending school districts, state agencies, and the Becket organization.

9/2006 – 9/2009 Principal/Special Ed. Director/Case Manager, & Teacher, The Life Centered Learning Institute, Alternative Academic and Vocational Program. Becket Family of Services

Overseeing faculty professional development, student affairs and discipline along, with budget and physical plant management.

The Life Centered Learning Institute was also a not-for-profit 501 (c) 3 alternative school for grades 6-12. We provided individual educational, health, therapeutic and transitional services with the goal of helping them work through the program so that they can graduate or return to their sending school with the confidence, skills and self-esteem they need to succeed.

9/2005 – 9/2006
Residential Director, East Haverhill Academy part of the Becket Family of Services. Overseeing the daily operations of the East Haverhill Academy Boys and upstart of Girls residential campuses. Holding community therapeutic group sessions, faculty professional development etc.

8/2004-9/2005
Residential Director, Becket House at Campton part of the Becket Family of Services. Transitioned, into a new facility, developed designed and implemented meaningful and treatment related programming based in community leadership and self-sufficiency.

11/2003- 8/2004
Revenue/Reservations Manager, the Wyndham Garden Hotel – RTP, NC

Customer Service/Reservations/Group Reservations, scheduling airline crew arrivals and departures, staff coordination. Overall emphasis on positively impacting monthly revenue by selling the hotels amenities at the most competitive rate.

4/2002-9/2003
Residential Director, Wreath School/Mount Prospect Academy part of the Becket Family of Services.

Overseeing and coordinating the needs of adolescents and faculty development, as well as physical plant and budgetary management.

REFERENCES

Upon Request

Rae Green

[redacted] | [redacted]

▼ PROFILE

Highly skilled, big picture financial professional with 25 years of diverse accounting, leadership and management experience encompassing:

- Department Management
- Medicaid
- Finance System Startup
- P&L Management/Budgeting
- Tracking Mechanisms
- Business Process Analysis
- Purchasing/Inventory
- Software Implementation
- Manufacturing
- Non-Profit Organizations
- Data Accuracy & Integrity
- Staff Training & Development

▼ PROFESSIONAL EXPERIENCE

Chief Financial Officer 2024 – Present
Mount Prospect Academy, Plymouth NH

- Full financial preparation and analysis
- Development of financial budget interfacing with operation managers
- Management of financial staff and payroll
- Cash management monitoring and reporting
- Lead for audit and compliance
- Grant funding compliance reporting

Controller 2022 – 2024

- Management of financial staff and payroll
- Cash management monitoring and reporting
- Lead for audit and compliance
- Grant funding compliance reporting

Controller
BRATTLEBORO RETREAT, Brattleboro, VT 2021-2022
A 60M net revenue 550+ Employee not for profit rehabilitation facility serving individuals with addiction and mental illness needs both inpatient and outpatient.

- Full financial preparation and analysis including key performance indicators
- Management of financial staff
- Development of financial budget interfacing with operation managers
- Cash management monitoring and reporting
- Cost calculation for rate negotiation
- Lead for audit and compliance
- Grant funding compliance reporting

Controller
COMMUNITY BRIDGES, Concord, NH 2011 - 2021
A 55 Million dollar not for profit organization serving thousands of individuals with disabilities employing over 500 employees.

- Direct financial operations at a non-profit area agency working with 2,500+ individuals per year.
- Work closely with computer systems to complete 10 day close.
- Creation of agency budget, communicating and negotiating internal department budgets and performance.
- Preside over the Fiscal Committee weekly to review, document, and approve as appropriate individual program for funding.
- Maximize the budgets of individuals we serve for 55 million in gross revenue, 500+ employees with 500+ cost centers.
- Built a successful team in an environment with rapid change, delivering accurate financials within 10 days of month end.
- Annual goals include facilitation lean processes to review procedures, develop cross functional teams and apply Lean principals to processes within our agency to reduce redundancy of work and create smother operations and better flow of information. This reduces costs and increases job satisfaction.
- Work with managers to help them understand their revenue goals and expectations.
- Developed unit utilization data analysis to provide leadership and managers with actionable feedback on services expected compared to services provided. Billable services have increased every year with a cumulative increase of 12% since the provision of this information.
- Lead for audit and completing all state and federal returns timely.
- Achieved annual goal for clean audit opinions during length of employment

- Responsible for the financial section of the Strategic plan. Goals monitored, reported to the board and achieved included maintaining wage ratios in line with revenue during times of large growth, annual profit margin of 1% and an increase in Medicaid utilization of services by targeted amounts annually.
- Manage a team of 7 direct reports.
- Represent the Agency's interests with funding sources, government officials, agency staff, vendors and other constituents.
- Served as a company officer and CFO for two years.
- Monthly board presentations on finances, current events and changes within the state for Development Services.
- Represented our agency in public meetings with DHHS for financial and contract matters

Senior Accountant 2011-2012

- Vendor contract creation, management, reconciliation and customer service
- State Medicaid funding liaison
- Payroll entries and quarterly reconciliation
- Reconciliation of Balance Sheet accounts
- Vendor Contract budget
- Grant reporting

General Ledger Accountant
LUTHERAN SOCIAL SERVICES OF NEW ENGLAND, Concord, NH 2010 - 2011
Not for profit agency with 14 million reported in revenue to service a diverse population in need, multiple locations and 500+ employees.

- Full financial statement preparation and review for 13 reporting divisions/cost centers
- Budget development and management
- Utilize a Windows-based Sage MIP technology systems.
- Reconciliation of Balance Sheet accounts
- Minimized audit and financial discrepancies, reducing year-end adjustments from 15+ to 3 per year.

Accounting Manager / Business Analyst
ACA ASSURANCE, Manchester, NH 2004 - 2010
A $12 million not for profit insurance company providing a variety of insurance.

- Extensive forensic reconstruction of data for the organization to recover from a failed computer implementation
- Implemented Great Plains accounting software
- Analyzed and streamlined the way data and information flowed through the organization. Reducing redundancy of work and utilizing electronic media to reduce 43 hours of work per week.
- Management and training of staff on core functions for Accounts Payable, Accounts Receivable, Staff Accountant and Cash Accountant.
- Special projects involving data extraction and analysis to provide management dashboard information

Senior Accountant
TRS STAFFING, Salem, NH 2003 - 2004
A 30-million-dollar staffing agency placing 300+ accountants and engineers to companies throughout New England. Company was sold and consolidated into an organization from California.

- Implemented Great Plans and set up all initial reports.
- Implemented ADP Module and interfaced to Great Plains
- Implemented Bank Safe Pay software

Accounting Implementation Specialist
PC SOLUTIONS, INC, Bedford, NH 2000 - 2003
An independent computer organization installing and supporting financial reporting/accounting software.

- Business process analysis to reduce / eliminate redundant work.
- Development of technical solutions to replace spreadsheets
- Full Implementation of Great Plains accounting software and training of individuals purchasing the software
- Development of computer interfaces to bring information from one system to another.

Controller
LAUREL BROOKE, INC., Milford, NH 1997 - 2000
A machine shop with 2Million in revenue and 20 employees.

- Implemented a job cost system to track profitability by job and machine.
- Process analysis of jobs to reduce setup time for machines by 6 hours per week.

- Negotiated pricing with metal vendors to reduce metal costs by close to 100k per year and delivery lead times by 4 days

Staff Accountant
VELCRO USA, Manchester, NH 1989 - 1997
A worldwide manufacturing organization with sales in excess of 750Million per year

- Held jobs in Accounts receivable, Accounts Payable, Cost Accounting, Fixed Asset Management, General Ledger Accounting, and reconciliation of operating checking account with 60 million in volume transactions; 7-day USA month end close

EDUCATION

2003 Bachelor of Science in Accounting
Southern NH University

2003 Bachelor of Science in Computer Science
Southern NH University

Microsoft Certified Accounting Application Specialist for Great Plains Software

State of NH Certified Lean Practitioner 2012

COMPUTER SKILLS

- Great Plains Dynamics
- MITC
- Sage Payroll
- RealWorld Classic
- Sage
- ADP Payroll
- FRX
- Microsoft Office (Excel, Word, Outlook

James A Marshall

[redacted]

Profile

Solid background in educational leadership, behavior intervention, faculty professional development, teaching, and public speaking with strong emphasis in systems analysis. Consistently providing innovative curriculum delivery, classroom quality improvement and program expansion to meet the growing needs of the state's population of students. Experienced in mediation and providing safe and respectful solutions to conflict. Skilled in developing and implementing standardized policies and procedures.

Education

ED Educational Leadership, Liberty University — *Anticipated 2026*

Graduate Certificate in Applied Behavior Analysis For Special Populations University of Massachusetts Boston — *July 2012*

M.Ed. Educational Leadership Plymouth State College — *May 2002*

B.S. Sociology & Criminal Justice, Bloomsburg University — *August 1992*

Career History

Mount Prospect Academy — *June 2018 - Present*
Head of School

- Develop and maintain the school budget
- Ensure MPA compliance consistent with NH DOE school law.
- Hire and develop educational leaders to support continued school growth.

Woodsville Elementary School SAU#23 — *July 2016 – June 2018*
Instructional Leader

- Oversee curriculum implementation
- Provide behavioral support and services to students Pre-K to 3rd grade.
- Provide supervision to Regular Education teachers, Special Educators, Behavior Specialist, and Instructional Assistance.
- Assist in the development of Behavior Plans for students with disabilities.

SAU #23 New Hampshire School District — *August 2015 – July 2016*
District Behavior Specialist

- Provide behavioral support services to students within the district Pre-K to 12th grade.
- Conduct Functional Behavior Assessments, write reports and present information to student IEP teams.
- Develop, train, and monitor student individual behavior plans.
- Provide direct and group instruction to students with disabilities.
- Provide behavioral consultation to classroom teachers.

Becket Family of Services Adult Program, NH
Behavior Consultant

January 2015 - Present

- Oversee the development and implementation of individual client behavior plans to address adaptive skill development and problem behavior.
- Provide individual behavior plan training to direct care staff.
- Oversee and train staff in data collection and assess client data weekly.
- Report client progress and recommendations on a monthly and quarterly basis and participate in team meetings.

Granite State College, Education and Training Partnership
Curriculum Specialist

June 2014-August 2015

- Develop, write and update class curricula in the area of Human Services and Behavior Interventions
- Coordinate with NH DCYF training division to ensure that curriculum delivery is consistent with applicable regulations and policy.
- Support Teacher delivery of the curriculum content and ensure that delivery addresses multiple teaching methods.
- Collaborate with content experts and instructors to develop new curriculum.
- Create On Line courses and coordinate with teachers to maintain up to date content, research and practices.

Granite State College
Online Teacher and in class Instructor/Trainer

January 2014-Present

- Provide On line instruction and guidance to approved curriculum
- Support students learning process and development related to the class content and professionalism
- Grade and correct assignments and provide feedback to students related to their submitted work.
- Establish class guidelines related to communication and work submission
- Submit student rosters with all required grading information in the prescribed format and time line.

June 2000-June 2014

Becket Family of Services Plymouth NH
Head of Schools

- Provide vision and guidance to the faculty in line with our mission and federal and state regulations
- Develop interdepartmental relationships and provide direction and guidance to departments directors ensuring that department goals and objectives are consistent with the overall school's goals and objectives.
- Manage resources in line with the scheduled budget.
- Collaborate with Legal consultants to provide sound decisions as it relates to providing guidance to situations of critical incidents or complex cases.
- Establish and maintain a healthy working environment that fosters professional growth and innovation.
- Implement and oversee student treatment and behavior plans in the area of Applied Behavior Analysis (2012 to 2014)

Certifications

Picture Exchange Communication System Training (PECS) for nonverbal students

Certification of Completion, Applied Behavior Analysis for special populations with disabilities

Certified Instructor Therapeutic Crisis Intervention, Cornell University

NH Experienced Principal Certification K-12

Community Activities & Accomplishments

In conjunction with my family and Dartmouth Hitchcock Medical Center, established the B+4CHaD kids foundation

Senior Level Crisis Prevention Institute, Inc. Certified Trainer; Nonviolent Crisis Intervention and Applied Physical

Founder of New Life Cycling, our blog can be viewed at wordpress.com New Life Cycling

Sunday School teacher for grades 4-8

High School Varsity Football Coaching Assistant 2013-2015

Volunteer for SERESC Special Education Licensing On Site Teams

Participation in the Bradford Community Center Project Bradford, VT.

Member of the Hanover Youth Hockey Association Board, Hanover, NH 2002 to 2005.

Hanover High School Assistant JV Hockey Coach 2007.

Sunday School teacher, Middle School and Youth Programs for Middle school age students, Valley Bible Church.

Participation in Hanover's Friends of JV Hockey program.

Volunteer for the NH DJJS state Out Comes Committee

Participate in fund raising for Children's Hospital at Dartmouth Hitchcock Medical Center

Volunteer for COVER Homes in White River Junction, VT assisting in building projects

4 years college football, 1991 Team Captain Bloomsburg University

JOE MICHEL

MOUNT PROSPECT ACADEMY: PIKE CAMPUS EXECUTIVE DIRECTOR

CONTACT

[redacted]

SKILLS

Communication
Budgeting
De-escalation
Team building
Strategic thinking

EDUCATION

Plymouth State University
Graduated 2018
BA in Criminal Justice

Plymouth State University
Graduated 2025
MA in Organizational Leadership

PROFILE

Dynamic and mission-driven Executive Director with extensive experience leading programs that empower at-risk youth. Proven track record in developing and implementing strategic initiatives that improve youth outcomes, increase community engagement, and secure sustainable funding. Adept at building collaborative partnerships with externals to address complex social challenges. Strong leadership skills with a commitment to fostering inclusive, supportive environments where young people can thrive. Skilled in program management, staff development, and advocacy, with a passion for creating opportunities that transform lives.

EXPERIENCE

Youth Counselor, Becket House of Plymouth 2012-2013
Community Leader, Becket House of Campton, Campton NH 03223. 2013- 2014
Program Manager, Becket House of Campton, Campton NH 03223. 2015-2017
Dean of Students, Mount Prospect Academy, Plymouth NH 03264. 2017-2018
Residential Administrator, Mount Prospect Academy, Campton NH 03223. 2018-2019
Executive Director, Mount Prospect Academy Adventure Therapy, Warren NH 03279. 2019- 2025
Executive Director, Mount Prospect Academy Pike Campus, Pike NH 03780. May 2023- Present

Elizabeth R. Oswalt, M.Ed.

[redacted]

Associate Executive Director November 2024 – current
Campton ERT & STEP North – Mount Prospect Academy

- Work directly with Executive Director to ensure program compliance with state and federal law, regulatory authorities and contracts
- Monitor all aspects of day-to-day operations, supervision of Program Managers and monitoring and evaluating client services delivery
- Provide daily program leadership and guidance
- Monitor and ensure MPA policy compliance
- Oversee faculty supervision and disciplinary procedures
- Ensure faculty are trained per the DHHS training requirements
- Oversee and provide guidance to recruitment, hiring and terminating program staff

Co-Director July 2023 – November 2024
Wediko School at The Home for Little Wanderers

- Responsible for overseeing residential programming and collaborating with academic team
- Responsible for establishing, reviewing and implementing program policies and procedures
- Participate in the development and implementation of the annual operating budget. Monitor performance against approved budget allocations, investigate variances, and implement corrective actions as necessary
- Oversee risk management and participate in crisis resolution. Review, approve and process critical incident reports
- Communicate with DCYF and DHHS as needed
- TCI Trainer – currently the lead trainer for conversion from CPI to TCI. Lead facilitator for new hires
- Covered Human Resources position while it was vacant. Hired and processed new employees, processed Worker's Compensation injury reports and worked closely with members of the HR team to ensure all duties were completed until the position was filled

Residential Director Aug. 2020 – July 2023
Wediko School at The Home for Little Wanderers

- Responsible for hiring, supervision, and training of more than 35 staff members. More than doubled staffing numbers in first year and a half
- Attended leadership, intake, and clinical meetings to support program needs
- Facilitated trainings for year-round evening program staff to enhance de-escalation skills and engagement strategies
- Assessed and adjusted program schedules as needed to best serve needs of youth
- Managed program budget and P-Card expense reports

Program Manager – Connections Program Feb. 2019 – Aug. 2020
Wediko School, Windsor, NH

- Created, implemented and upheld program structures that had drifted significantly
- Assisted with hiring and training of new employees
- Provided weekend leadership and organization
- Created staffing schedules and assessed various program needs and advocated to get those needs met

Extended School Year Counselor, Summer 2019
Methuen School District, Methuen, MA

- Provided social skills groups and interventions to K-12+ students with Autism Spectrum Disorder, Oppositional Defiant Disorder and Developmental Disabilities
- Organized, planned, and implemented groups to meet the goals of each students' IEP

- Collaborated with classroom teachers, OT, and PT to provide services to students in need
- Reinforced Social Thinking curriculum and Zones of Regulation in relation to helping students identify and utilize coping skills
- Responded to support calls and assisted with de-escalation of students in crisis

Student Support Counselor, Aug. 2017 – July 2019
ConVal High School, Peterborough, NH

- Provided counseling services to identified students
- Provided support and counseling to students grades 9-12
- Assessed and responded to students in crisis/suicidal ideation
- Met individually with students to support social/emotional struggles
- Re-wrote suicide protocol for school district
- Became a certified Youth Mental Health First Aid trainer and trained new staff at CVHS and stakeholders in the community
- Connected students and families with outside resources (counseling)
- Member/Facilitator of Student Support Team
- Member of Substance Use Coalition
- Assisted students with conflict resolution and peer mediation
- Facilitated group for Transgender students
- Organized and scheduled counselor presentations in Health & Wellness classes re: suicide
- Collaborated with community resources to bring speakers to school re: vaping and sexual assault

Clinical Supervisor, Aug. 2015 –Aug. 2017
Wediko Children's Services – Windsor, NH

- Supervised a dorm of 11 adolescent boys with complex diagnostics profiles at residential treatment facility.
- Provided group, individual, and family therapy.
- Provided on-call supervision/support in response to campus and family needs/crises.
- Provided supervision and training to clinical team.
- Conducted interviews and aided with hiring.
- Initiated and implemented treatment plans and wrote discharge plans.
- Provided ongoing case management to students and their families.
- Facilitated quarterly progress meetings and annual IEP reviews.

Behavioral Specialist, Sept. 2013-Oct 2013 and Jan. 2014-Feb. 2014
Conant High School - Jaffrey, NH
Long-term Substitute

- Provided academic remediation to identified special education students.
- Provided direct coaching for students diagnosed with social/emotional disabilities.
- Responsible for instituting various strategies and positive behavior supports for students with behavior issues.
- Collaboration and consultation with classroom teachers regarding classroom management techniques.
- Provided crisis intervention and counseling for at-risk students.

Physical Education Teacher, July 2010 – June 2013
Alvirne High School -Hudson, NH

- Generated lesson plans and instructed various aerobic and anaerobic activities.
- Developed meaningful connections with students who were reluctant to engage in any physical activities.
- Responsible for maintaining a high level of order and discipline by creating an environment with clear expectations and consistency in a setting that allows students to move freely though a large amount of open space.

Education

Education/Licensure

Master of Education School Counseling – Keene State College August 2015

Capstone Research: The History of School Counseling

Bachelor of Science Physical Education - – Plymouth State University August 2006

Health Minor

Samantha Bynum Ball, LICSW

[redacted]

EDUCATION

California State University, Fullerton **May 2014**
Master of Social Work
Concentration: Community Mental Health
Sonoma State University **May 2011**
Bachelor of Arts, Psychology
Minor: Women's and Gender Studies

RELATED WORK EXPERIENCE

Mount Prospect Academy (MPA) at Hampton **April 2024-Present**
Executive Director—STEP, CAST, ERT Programs
• Provide direct oversight to all residential and clinical staff in all three treatment programs, as well as individual supervision to administrative faculty
• Oversee and support maintaining operations budget and ensuring proper tracking of receipts
• Provide trainings to clinical, academic, and residential staff for MPA and Squamscott River Academy
• Provide clinical supervision for all unlicensed clinicians working to obtain clinical hours for licensure with the NH Board of Mental Health
• Ensure adherence to all contractual requirements among several regulatory entities
• Collaborate with externals throughout the states of NH, VT, ME, RI, and MA to ensure appropriate service delivery to youth served

Mount Prospect Academy (MPA) at Hampton **June 2020-January 2025**
Clinical Director—STEP (formerly Shelter), CAST, ERT Programs & SRA (Day School)
• Provide both clinical and administrative individual and group supervision to Milieu Clinicians, Permanency Coordinators, Clinical Interns, BCBA, Family Therapist, School Counselor, and Paraeducators. Complete Work Performance Evaluations as well as 30 day Para reviews for staff under supervision.
• Audit all clinical files/documentation completed for all program residents and review progress reports and critical incident reports sent out to the state
• Manage small caseload of residents, providing individual treatment and coordinating with internal and external treatment team members
• Provide trainings to clinical, academic, and residential staff for MPA and Squamscott River Academy
• Provide 24/7 On-Call clinical support to all three residential programs

Bridge Vision Inc. **San Bernardino, CA** **June 2018-April 2019**
Licensed Clinical Social Worker (Individual and Family Therapist)—Private Practice
• Provided individual and family therapy to clients insured through IEHP. Completed necessary assessments, treatment plans, and progress notes for client care and insurance billing.

San Bernardino County Department of Behavioral Health **San Bernardino, CA** **April 2017-April 2020**
Clinical Therapist I—Children & Youth Collaborative Services (CYCS)
• Provided intensive case coordination for children and youth throughout the county who require intensive mental health services. Services included: linkage and consultation, collateral support, clinical assessment and treatment planning, individual therapy, and family therapy.

• Conducted Annual Program Reviews for contract agencies to ensure adequate service delivery and appropriate documentation of services for MediCal billing.
• Acted as DBH Liaison for Children's Residential Intensive Services programs to ensure adherence to DBH policy as well as scope of practice and billing.

Clinical Therapist II—(Triage, Engagement, and Support Team) (Children & Youth Collaborative Services)

• Provide both clinical and administrative individual and group supervision to field-based Clinical Therapist I's and Social Worker II's who are co-located at Children and Family Services, Law Enforcement agencies, Hospitals, and University sites providing crisis intervention services. Complete Work Performance Evaluations and review and approve timesheets for staff under supervision.
• Monitor state programs involving children's mental health services in the county, including the ASIST MDT meetings, implementation of the county's Electronic Health Record, and the CASE program.
• Participate in Multidisciplinary Team Meetings as the representative for the Department of Behavioral Health Children's Services to collaborate with other county agencies and discuss service needs for Commercially Sexually Exploited Children (CSEC) throughout San Bernardino County.
• Provide trainings to county employees and county contract providers in support of adherence to county and state documentation standards, including TCOM/CANS training.

Monterey County Children's Behavioral Health **Salinas, CA** **June 2014-April 2017**

Psychiatric Social Worker I—(Family Reunification Partnership Program) (Therapeutic Visitation Program) (Emergency Cherish Response) (Bates Child Advocacy Center)

• Assessed children at 23 hour emergency shelter after they were removed from their caregivers, collaborating with partner agencies to determine placement in context of dependency court.
• Provided support to children who experienced sexual abuse as they participated in Forensic Interviewing process and offered referrals to their families for additional mental health service needs.
• Provided individual and family therapy to adults and children involved in the reunification process of dependency court.

The Children's Village of Sonoma County **Santa Rosa, CA** **March 2011-August 2012**

Team Lead/House Parent **May 2013-August 2013**

• Supervised a team of 6-8 house staff in providing care to 6 foster youth living in a group home.
• Collaborated with the treatment teams of each foster child and facilitated weekly staff meetings.
• Managed activity schedules, staff meetings, family visitation, and budget of group home.

INTERNSHIP EXPERIENCE

Canyon Ridge Hospital **Chino, CA** **August 2013-May 2014**

Masters of Social Work Intern—Group Therapy Department and Assessment & Referral Department

• Utilized evidence-based therapeutic interventions to facilitate group, family, and individual therapy sessions for adult and adolescent patients age 13 and older.
• Assessed and diagnosed patients admitted to psychiatric hospital both voluntarily and involuntarily.
• Provided appropriate referrals for individuals seeking inpatient and outpatient services.

Orange County Adult Mental Health Outpatient Clinic **Anaheim, CA** **August 2012-May 2013**

Masters of Social Work Intern—TAY PACT Care Coordinator

• Managed a caseload of clients in the Transition Age Youth Program for Assertive Community Treatment (TAY PACT) between the ages of 18 and 26.

- Provided individual, family, and group therapy for clients at outpatient clinic.
- Consulted daily with other TAY PACT care coordinators from all Orange County clinics.

Verity (Formerly United Against Sexual Assault) **Santa Rosa, CA** **June 2010-June 2011**
Crisis Line Counselor
- Counseled individuals calling 24/7 crisis line regarding struggles with past and present sexual assault.
- Accompanied victims/survivors of sexual assault to sexual assault examinations and court hearings.

CERTIFICATES/LICENSES

NH Board of Mental Health—Licensed Independent Clinical Social Worker **June 2024-June 2026**
License #2360
Approved by the NH Board of Mental Health to provide clinical supervision to unlicensed clinicians as of 2020
CA Board of Behavioral Sciences—LCSW **July 2017-July 2020 (currently inactive)**
License # LCSW78117
Required classes completed to provide clinical supervision to registered clinicians

CPI Non-Violent Crisis Intervention	**August 2014**
Trauma-Informed Care Training Series	**2015-2016**
CANS Certification	**Issued: April 2017, Recert: January 2025**
Psychological First Aid/Disaster Mental Health	**January 2018**
CAFAS Certification	**June 2020**
Therapeutic Crisis Intervention 7	**July 2020**
EMDR Trained	**October 2021**
CPR/First Aid	**September 2024**

LARA SAFFO

EXPERIENCE

2019 - PRESENT

CHIEF COMPLIANCE OFFICER, MOUNT PROSPECT ACADEMY, INC. AND THE VERMONT PERMANENCY INITIATIVE, INC.

Oversees and manages compliance issues within Mount Prospect Academy and the Vermont Permanency Initiative. Ensures that both MPA and VPI are in compliance with various legal and regulatory requirements and that employees are in adherence with internal procedures and policies. Manages CARF accreditation for both organizations.

2009 - 2019

COUNTY ATTORNEY, GRAFTON COUNTY, NEW HAMPSHIRE

As the chief law enforcement official for Grafton County, directed and managed the prosecutorial office responsible for justice on behalf of the citizens of Grafton County. Sought and obtained funding to start new alternative sentencing programs, including mental health court, restorative justice for juveniles, and adult diversion. Successfully sought the expansion of drug court and the creation of an Alternative Sentencing Department in Grafton County. Specialized in domestic violence and sexual assaults, leading initiatives in both areas. Founding member and prosecution representative of Grafton County's Child Advocacy Center for over a decade. Expanded victim witness assistance to include misdemeanor level courts.

2004 - 2009

ASSISTANT AND DEPUTY COUNTY ATTORNEY, GRAFTON COUNTY, NEW HAMPSHIRE

Initially hired as the Violence Against Woman's Act prosecutor, then promoted to Deputy County Attorney. Responsible for prosecution of felony level crimes and working with over thirty law enforcement agencies on the state and federal level. Networked and collaborated with multiple agencies, including Crisis Support Services.

1999 - 2004

ASSOCIATE ATTORNEY, VAN DORN AND CURTISS, PLLC, ORFORD, NEW HAMPSHIRE

An associate attorney in a boutique law firm specializing in personal injury claims ranging from motor vehicle collisions to torts committed by governmental entities. Civilly represented victims of sexual assault.

EDUCATION

MAY 1992

J.D., Vanderbilt University School of Law

Nashville, Tennessee

Dean's List, Andrew Ewing finalist

Visiting Semester in Environmental Studies, Vermont Law School

American Jurisprudence Award, Water Law

JUNE 1988
B.A., Fairfield University
Fairfield, Connecticut
Major in History, Minor in Latin American Caribbean Studies
Semester abroad in Spain

1988 - 1989
VOLUNTEER, JESUIT VOLUNTEER CORP
Phoenix, Arizona.
As a member of the Jesuit Volunteer Corp, full time volunteer at the Chrystal Shelter Against Domestic Violence. Also volunteered at Phoenix's homeless shelter, that served over a thousand people in the winter.

TEACHING EXPERIENCE

2011 – 2024 adjunct faculty member, Plymouth State University, Plymouth, New Hampshire. Past adjunct faculty member, White Mountains Community College. Taught a variety of criminal justice classes, including: Individual and the Law, Introduction to Criminal Justice, Juvenile Justice, Criminal Procedure and Criminal Law.

GRANT WRITING EXPERIENCE

Successfully applied for and received grants totaling over a million dollars for Grafton County, NH. Grants awarded included $300,000 (three year) from the US Department of Justice to start the Grafton County Mental Health Court, $450,000 (three year) grant to fund a part time adult sexual assault coordinator and two full time roving advocates for two of Grafton County's three advocacy programs. Part of a team that drafted grants to create an adult sexual assault investigator position for New Hampshire's rural counties as well as to obtain funding to start a Human Trafficking Coalition.

PROTOCOL DRAFTING EXPERIENCE

On the team that wrote New Hampshire's Adult Sexual Assault Protocols and the draft Human Trafficking Protocols. Reviewed and presented on New Hampshire's Child Sexual Assault Protocols.

AWARDS

Everyday Hero Award, Grafton County Child Advocacy Center (2018)
Hall of Fame, NH Coalition Against Domestic and Sexual Violence (2014)
NAMI New Hampshire's System Change Award (2013)
Carole Estes Community Leader Award, Cady, Inc. (2012)
United Way "Live United" Public Sector Leadership Award (2010)
Annual award: The Grafton County Drug Court (2010)
NH County Attorney of the Year (2010)

VOLUNTEER WORK

Board Member and current Vice-President, Friends of the NH Drug Courts, 2024 – present
Volunteer, The Pike Glades (which is part of The Granite State Backcountry Alliance)

RACHEL **UMBERGER**

EXPERIENCE

DECEMBER 2019– CURRENT

EXECUTIVE DIRECTOR, MOUNT PROSPECT ACADEMY AT RUMNEY

Responsible for daily operations of residential, clinical and permanency teams. Also, responsible to maintain program and census and produce positive financial variance of the program. Emphasized trauma-informed training with an eye on sustainability of residential operations.

MAY 2018 – CURRENT

EXECUTIVE DIRECTOR, MOUNT PROSPECT ACADEMY AT PLYMOUTH

Responsible for daily operations of residential, clinical and permanency teams. Also, responsible to maintain program and census and produce positive financial variance of the program. Emphasized trauma-informed training with an eye on sustainability of residential operations.

OCTOBER 2016 – MAY 2018

CLINICAL DIRECTOR, BECKET FAMILY OF SERVICES (CAST)

Responsible for oversight of six person clinical and permanency team with focus on short-term assessment completion for adjudicated adolescent males. Responsible for developing and implementing training to different milieu settings, supervision of direct reports and ensuring quality of all clinically-related documentation.

MAY 2013 – OCTOBER 2016

MILIEU CLINICIAN/CLINICAL COORDINATOR, BECKET FAMILY OF SERVICES (CAST)

Provided clinical services to adjudicated adolescent males. Responsible for completing requisite paperwork relative to cases (treatment plans, psychosocial, case notes). Administered assessments to clients and crafted comprehensive assessment report. Received two awards for outstanding work and dedication to students.

EDUCATION

MAY 2013

CLINICAL MENTAL HEALTH COUNSELING, PLYMOUTH STATE UNIVERSITY

GPA: 3.85, Specializations: Children and Adolescents, GLBTQ+ population. 2012-2013: Chi Sigma Iota, National Counselor Education Honor Society (Advocacy Chair). 2011-present: American Mental Health Counselor Association. 2010-2011, 2016-present: New Hampshire Mental Health Counselor Association. Awarded first Master's level internship at Plymouth State University Counseling and Human Relations Center.

MAY 2007

B.A, UNIVERSITY OF NEW HAMPSHIRE

Major: Women's Studies, History. Minor: Gender Studies. University of New Hampshire President's Commission on the Status of Women "Student of the Year"; University of New Hampshire Undergraduate Research Conference, Award of Excellence, oral session.

SKILLS

- EMDR-trained
- Interpretation of psychological assessments
- Assessment writing
- Valid LCMHC license
- ARC, YLS-CMI trained

ACTIVITIES

2008-2010: CASA (Court Appointed Special Advocate). 2010-2013: member of Conference Planning Committee for Counselor Education and School Psychology Department at Plymouth State University. 2015-2016: Adjunct undergraduate teacher (Interpersonal Conflict Resolution). Yoga. Football.