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DEC 17 2025

STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR CHILDREN, YOUTH & FAMILIES

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

Lori A. Weaver
Commissioner

Marie Noonan
Director

November 20, 2025

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

REQUESTED ACTION

1) Authorize the Department of Health and Human Services, Division for Children, Youth and Families, to **Retroactively** amend an existing contract for Strength to Succeed program services with Granite Pathways (VC #228900), Manchester, NH, by reducing State Fiscal Year 2026 funds by $80,000, pursuant to New Hampshire Chapter Law 140:12 (2025), *Department of Health and Human Services, Budget Reduction*, as well as exercising a contract renewal option and extending the completion date from June 30, 2026, to June 30, 2029, resulting in an overall net increase of the price limitation by $3,845,500 from $4,078,000 to $7,923,500, effective retroactive to December 1, 2025, upon Governor and Council approval. 48% Federal Funds. 52% General Funds.

2) Authorize the Department of Health and Human Services, Division for Children, Youth and Families, to amend an existing contract for Strength to Succeed program services with The Family Resource Center at Gorham (VC #162412), Gorham, NH, by exercising a contract renewal option by increasing the price limitation by $1,673,394 from $1,673,394 to $3,346,788 and extending the completion dates from June 30, 2026, to June 30, 2029, effective July 1, 2026, upon Governor and Council approval. 48% Federal Funds. 52% General Funds.

The original contracts were approved by Governor and Council on June 28, 2023, item #29, and most recently amended on June 12, 2024, item #18.

Funds are available in the following accounts for State Fiscal Years 2026 and 2027 and are anticipated to be available in State Fiscal Years 2028 and 2029, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

See attached fiscal details.

EXPLANATION

Request #1 is **Retroactive** to December 1, 2025, to align with the effective date of the reductions in the amendment resulting from New Hampshire Chapter Law 140:12 (2025), *Department of Health and Human Services, Budget Reduction.*

The Department is also requesting to exercise available contract renewal options for both Contractors to continue to provide the Strength to Succeed program services to children, birth parents, foster parents, grandparents, other caregivers, siblings, fictive kin, and families who are undergoing an assessment or case by the Department and are affected by a substance use

disorder, mental illness and/or chronic neglect. The Contractors focus on these high-risk populations to address the needs of the caregiver and family through a set of prevention, treatment, and recovery services and supports. The Contractors also provide services to the relatives or kin to assist them in navigating the services and process of being involved with the Department. This is a voluntary program based on a trust-based model of peer-to-peer support from staff who have lived through their own adversities and have had positive outcomes. These staff with lived experience around substance use disorder and other mental health challenges work in conjunction with DCYF's Master Licensed Alcohol and Drug Counselor program to provide a combination of clinical support and lived experience to DCYF clients and families.

Approximately 500 families will be served annually.

The Contractors will continue to provide accessible, integrated services to reduce and mitigate childhood trauma that results from familial substance use, mental illness concerns and/or chronic neglect. The Contractors will continue to ensure programs include rapid access to treatment for parents within DCYF's reunification timeframe, DCYF Parent Partner peer support, home visiting services, direct prevention services to children to mitigate risk of substance misuse, and caregiver support for relative caregivers and kin of children exposed to occurrences in the home which led to the Department's involvement.

The Department will monitor services by ensuring:

- 80% of families referred to the program receive access to treatment or interim recovery support services within forty-eight (48) hours of referral.
- 100% of families referred to the program that require home visiting services as part of their treatment plan are provided evidence-based home visiting services.

As referenced in Exhibit A, Revisions to Standard Agreement Provisions, of the original agreements, the parties have the option to extend the agreements for up to five (5) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval. The Department is exercising its option to renew services for three (3) of the three (3) years available.

Should the Governor and Executive Council not authorize this request, children impacted by substance misuse and/or mental illness within their family may not receive the services and targeted prevention services necessary to support their current needs and to assist them with avoiding substance misuse issues themselves. Relative caregivers impacted by familial substance misuse may not receive the services and supports that are necessary to continue to support the children in their families. In addition, the Department may not be able to make necessary budget reductions pursuant to New Hampshire Chapter Law 140:12 (2025), Department of Health and Human Services, Budget Reduction.

The Department has determined that the Contractors are in good standing with the Secretary of State's Office, have secured the required levels of insurance, and have provided evidence of authority to execute and be bound by the contract.

Source of Federal Funds: Assistance Listing Number #93.778, FAIN #2505NH5MAP

Respectfully submitted,

for Lori A. Weaver
Commissioner

DEPARTMENT OF HEALTH AND HUMAN SERVICES
Fiscal Details Sheet

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

Granite Pathways **Vendor # 228900**

SFY	Class/Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2024	563-500915	Community Based Services	47017002	$1,221,850.00	$0.00	$1,221,850.00
2025	563-500915	Community Based Services	47017002	$1,221,850.00	$0.00	$1,221,850.00
2026	563-500915	Community Based Services	47017002	$1,221,850.00	$0.00	$1,221,850.00
2027	563-500915	Community Based Services	47017002	$0.00	$1,221,850.00	$1,221,850.00
2028	563-500915	Community Based Services	47017002	$0.00	$1,221,850.00	$1,221,850.00
2029	563-500915	Community Based Services	47017002	$0.00	$1,221,850.00	$1,221,850.00
			Subtotal	$3,665,550.00	$3,665,550.00	$7,331,100.00

The Family Resource Center at Gorham **Vendor # 162412**

SFY	Class/Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2024	563-500915	Community Based Services	47017002	$540,540.00	$0.00	$540,540.00
2025	563-500915	Community Based Services	47017002	$540,540.00	$0.00	$540,540.00
2026	563-500915	Community Based Services	47017002	$540,540.00	$0.00	$540,540.00
2027	563-500915	Community Based Services	47017002	$0.00	$540,540.00	$540,540.00
2028	563-500915	Community Based Services	47017002	$0.00	$540,540.00	$540,540.00
2029	563-500915	Community Based Services	47017002	$0.00	$540,540.00	$540,540.00
			Subtotal	$1,621,620.00	$1,621,620.00	$3,243,240.00
			Total	**$5,287,170.00**	**$5,287,170.00**	**$10,574,340.00**

05-95-42-421010-29580000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT, HHS: DIVISON FOR CHILDREN, YOUTH & FAMILIES, CHILD PROTECTION, CHILD - FAMILY SERVICES 100% General

Granite Pathways **Vendor # 228900**

SFY	Class/Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2024	644-504195	State General Funds for Service	42105876	$79,150.00	$0.00	$79,150.00
2025	644-504195	State General Funds for Service	42105876	$166,650.00	$0.00	$166,650.00
2026	644-504195	State General Funds for Service	42105876	$42,350.00	$0.00	$42,350.00
2027	644-504195	State General Funds for Service	42105876	$0.00	$42,350.00	$42,350.00
2028	644-504195	State General Funds for Service	42105876	$0.00	$42,350.00	$42,350.00
2029	644-504195	State General Funds for Service	42105876	$0.00	$42,350.00	$42,350.00
			Subtotal	$288,150.00	$127,050.00	$415,200.00

The Family Resource Center at Gorham **Vendor # 162412**

SFY	Class/Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2024	644-504195	State General Funds for Service	42105876	$17,258.00	$0.00	$17,258.00
2025	644-504195	State General Funds for Service	42105876	$17,258.00	$0.00	$17,258.00
2026	644-504195	State General Funds for Service	42105876	$4,158.00	$0.00	$4,158.00
2027	644-504195	State General Funds for Service	42105876	$0.00	$4,158.00	$4,158.00
2028	644-504195	State General Funds for Service	42105876	$0.00	$4,158.00	$4,158.00
2029	644-504195	State General Funds for Service	42105876	$0.00	$4,158.00	$4,158.00
			Subtotal	$38,674.00	$12,474.00	$51,148.00
			Total	**$326,824.00**	**$139,524.00**	**$466,348.00**

05-95-42-421010-34430000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT, HHS: DIVISON FOR CHILDREN, YOUTH & FAMILIES, CHILD PROTECTION, CHILD & FAMILY PROGRAM SUPPORT 100% General

Granite Pathways **Vendor # 228900**

SFY	Class/Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2026	102-500731	CONTRACTS FOR PROGRAM SERVIC	42104322	$124,300.00	($80,000.00)	$44,300.00
2027	102-500731	CONTRACTS FOR PROGRAM SERVIC	42104322	$0.00	$44,300.00	$44,300.00
2028	102-500731	CONTRACTS FOR PROGRAM SERVIC	42104322	$0.00	$44,300.00	$44,300.00
2029	102-500731	CONTRACTS FOR PROGRAM SERVIC	42104322	$0.00	$44,300.00	$44,300.00
			Subtotal	$124,300.00	$52,900.00	$177,200.00

The Family Resource Center at Gorham **Vendor # 162412**

SFY	Class/Account	Class Title	Job Number	Current Amount	Increase (Decrease)	Revised Amount
2026	102-500731	CONTRACTS FOR PROGRAM SERVIC	42104322	$13,100.00	$0.00	$13,100.00
2027	102-500731	CONTRACTS FOR PROGRAM SERVIC	42104322	$0.00	$13,100.00	$13,100.00
2028	102-500731	CONTRACTS FOR PROGRAM SERVIC	42104322	$0.00	$13,100.00	$13,100.00
2029	102-500731	CONTRACTS FOR PROGRAM SERVIC	42104322	$0.00	$13,100.00	$13,100.00
			Subtotal	$13,100.00	$39,300.00	$52,400.00
			Total	**$137,400.00**	**$92,200.00**	**$229,600.00**

			Contract Grand Total	**$5,751,394.00**	**$5,518,894.00**	**$11,270,288.00**

State of New Hampshire
Department of Health and Human Services
Amendment #2

This Amendment to the Strength to Succeed contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and Granite Pathways ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on June 28, 2023 (Item #29), as amended on June 12, 2024 (Item #18), 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. Form P-37 General Provisions, Block 1.7., Completion Date, to read:

   June 30, 2029

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

   $7,923,500

3. Modify Exhibit A - Revisions to Standard Provisions, by adding Subsection 1.4., to read:

   1.4 Paragraph 6, Compliance by Contractor with Laws and Regulations/Equal Employment Opportunity, Subparagraph 6.1., is amended as follows:

   6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, RSA 151:21 Patients' Bill of Rights, civil rights and equal employment opportunity laws, and the Governor's order on Respect and Civility in the Workplace, Executive Order 2020-01. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

4. Modify Exhibit C, Payment Terms; Section 1, to read:

   1. This Agreement is funded by:

      1.1. 46% Federal funds, Medicaid Entitlement, as awarded on 10/1/2022, 10/1/2023, and 10/1/2024 by the US Department of Health and Human Services, Centers for Medicare & Medicaid Services, ALN 93.778, FAIN 2305NH5MAP, 2405NH5MAP, 2505NH5MAP.

      1.2. 54% General funds.

5. Modify Exhibit C, Payment Terms; Section 3.2., to read:

3.2. Payment for flexible funding shall be on a cost reimbursement basis as follows:

3.2.1. $36,800 for State Fiscal Year 2024 of the contract.

3.2.2. $36,800 for State Fiscal Year 2025 of the contract.

3.2.3. $36,800 for State Fiscal Year 2026 of the contract.

3.2.4. $36,800 for State Fiscal Year 2027 of the contract.

3.2.5. $36,800 for State Fiscal Year 2028 of the contract.

3.2.6. $36,800 for State Fiscal Year 2029 of the contract.

6. Modify Exhibit C, Payment Terms; Section 5, to read:

5. Payment for actual expenditures incurred in the fulfillment of this Agreement for salary, wages, and benefits shall be on a cost reimbursement basis as follows:

5.1. $87,500 for State Fiscal Year 2025 of the contract.

5.2. $7,500 for State Fiscal Year 2026 of the contract.

5.3. $7,500 for State Fiscal Year 2027 of the contract.

5.4. $7,500 for State Fiscal Year 2028 of the contract.

5.5. $7,500 for State Fiscal Year 2029 of the contract.

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 December 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

DocuSigned by:
Marie Noonan
2FC0B724C31F40F...

11/20/2025
Date

Name: Marie Noonan
Title: DCYF Director

Granite Pathways

DocuSigned by:
Kenneth Brezenoff
7D7901CD281C4CF...

11/20/2025
Date

Name: Kenneth Brezenoff
Title: Authorized Signatory
Managing Director and General Counsel

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

OFFICE OF THE ATTORNEY GENERAL

DocuSigned by:
Robyn Guarino
7487348749417460

11/21/2025
Date

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: 2FC3078C-40F1-438D-834C-2BF241E19F39

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

Business ID: **613581**

Certificate Number: **0007037110**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 31st day of January A.D. 2025.

David M. Scanlan
Secretary of State

Docusign Envelope ID: 2FC3078C-40F1-438D-834C-2BF241E19F39

CERTIFICATE OF AUTHORITY

I, Nick Brattan, 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 Granite Pathways.
(Corporation/LLC Name)

2. The following is a true copy of a vote taken at a meeting of the Board of Directors/shareholders, duly called and held on 11/17/2025 at which a quorum of the Directors/shareholders were present and voting.
(Date)

VOTED: That **Kenneth Brezenoff Managing Director and General Counsel** (may list more than one person)
(Name and Title of Contract Signatory)

is duly authorized on behalf of Granite Pathways to enter into contracts or agreements with the State
(Name of Corporation/ LLC)

of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

3. I hereby certify that said vote has not been amended or repealed and remains in full force and effect as of the date of the contract/contract amendment to which this certificate is attached. This authority **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: 11/17/2025

Signed by:
Nick Brattan
2912286838
Signature of Elected Officer
Name: Nick Brattan
Title: Chair of the Board

Client#: 149732 FEDCAREH1

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 10/01/2025

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 any rights to the certificate holder in lieu of such endorsement(s).

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

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

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Berkshire Hathaway Specialty Ins Co.	22276
INSURER B : Illinois Union Insurance Company	27960
INSURER C : Security National Insurance Company	19879
INSURER D : Sequoia Insurance Company	22985
INSURER E :	
INSURER F :	

INSURED
Granite Pathways, Inc.
633 3rd Avenue, 6th Floor
New York, NY 10017-6943

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			47SPK25564210	09/30/2025	09/30/2026	EACH OCCURRENCE	$1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$1,000,000
							MED EXP (Any one person)	$25,000
							PERSONAL & ADV INJURY	$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$3,000,000
	POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$3,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY			47RWS14808211	09/30/2025	09/30/2026	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	X ANY AUTO			All Other States			BODILY INJURY (Per person)	$
A	OWNED AUTOS ONLY / SCHEDULED AUTOS			47SMA14808011	09/30/2025	09/30/2026	BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY			MA Only			PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR			47SUM14808311	09/30/2025	09/30/2026	EACH OCCURRENCE	$10,000,000
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$10,000,000
B	DED X RETENTION $10000			XFLG47492075002	09/30/2025	09/30/2026	SEE BELOW	$EXCE $5M/$10M
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			SWC1526062	12/08/2024	12/08/2025	X PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N	N / A		All Other States			E.L. EACH ACCIDENT	$1,000,000
D	(Mandatory in NH)			QWC1416613	12/08/2024	12/08/2025	E.L. DISEASE - EA EMPLOYEE	$1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below			FL & NJ Only			E.L. DISEASE - POLICY LIMIT	$1,000,000
A	Professional Liab			47SPK25564210	09/30/2025	09/30/2026	$1M Per Occ / $3M Agg	
A	Sexual Abus/Moles			47SPK25564210	09/30/2025	09/30/2026	$1M Per Occ / $3M Agg	

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

** Excess Liability Information **

Carrier B: XFLG47492075002 Eff Date: 09/30/2025 Exp Date: 09/30/2026
Excess Liability Each Occ Limit: $5,000,000
Excess Liability Aggregate Limit: $5,000,000
(See Attached Descriptions)

CERTIFICATE HOLDER

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

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Ulle Scott

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NONPROFIT COVER SHEET

A. Entity Name: Kenneth Brezenoff

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

Signatory Contact info: Phone 212-727-4219, email: kbrezenoff@fedcap.org

Contact for records requests: Erica Gesen Ungarelli 603-519-7257

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Nick Brattan (Chair)	Retired- n/a, business owner
Lynne Westaway (Treasurer)	Retired, accountant
William Rider	Retired, CEO Mental Health Center of Manchester
James Sweeney, PhD	Private Practice Counseling
Peter Burke	Community Education, St. Joseph Hospital
Cassandra Durand	Director, Mental Health Center of Manchester
Patrick Long	Attorney
Kate Turcotte	Professor, MSW program at Colby Sawyer College
Gregory Hammond	BH professional, Seacoast Mental Health

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
Erica Ungarelli	Executive Director	$150,000	$90,000
Lori Hebert	Director Community Based Programs	$90,000	$45,000
Amanda Durand	Program Director	$60,320.00	$42,224.00
Michelle Wells	Supervisor/Intake coordinator	$52,015	$52,015
Kristi Souther	Supervisor	$47,880.00	$33,516.00
Rachel Lavoie	Parent Partner	$40,705.60	$40,705.60
Shelby Watson	Parent Partner	$39,520.00	$39,520.00
Kayla Young	Parent Partner	$41,600.00	$41,600.00

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Jasmine Bourdeau	Parent Partner	$39,520.00	$39,520.00
Elaine Hauserman	Parent Partner	$43,319.33	$43,319.33
Destiny Klein	Parent Partner	$39,520.00	$39,520.00
Eddie Torres	Parent Partner	$15,808.00	$15,808.00
Aliza D'Agastino	Parent Partner	$43,680.00	$43,680.00
Courtney Garcia	Parent Partner	$41,776.80	$41,776.80
Shamecca Brown	Parent Partner	$39,520.00	$39,520.00
Keith Walsh	Parent Partner	$39,520.00	$39,520.00

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

E. Check one of the following:

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

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

_____

_____

_____

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

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

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

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

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

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

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
18185	Granite Pathways	60 Rogers StreetManchester, NH 03103	Manchester	NH	03103	G	2/15/2026

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FINANCIAL DISCLOSURES

G. Check one the following:

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

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

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

1. INCOME STATEMENT

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

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2. BALANCE SHEET

Assets	
Cash & Equivalents	$
Investments	$
Real Estate (less any depreciation)	$
Other Property & Equipment (less any depreciation)	$
Pledges, grants, accounts receivable	$
All other assets	$
Total Assets	$

Liabilities	
Accounts Payable	$
Loans Payable	$
All other liabilities	$
Total Liabilities	$

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Granite Pathways Mission

Granite Pathways creates opportunities for individuals and families to achieve health and socioeconomic well-being, through a holistic approach.

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Consolidated Financial Statements and Supplementary Information Together with Report of Independent Certified Public Accountants

The FEDCAP Group

September 30, 2024 and 2023

Docusign Envelope ID: 2FC3078C-40F1-438D-834C-2BF241E19F39

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Grant Thornton

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REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

Board of Directors
The FEDCAP Group

Opinion

We have audited the consolidated financial statements of The FEDCAP Group (collectively, "FEDCAP"), which comprise the consolidated statements of financial position as of September 30, 2024 and 2023, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of FEDCAP as of September 30, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for opinion

We conducted our audits of the consolidated financial statements in accordance with auditing standards generally accepted in the United States of America (US GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of FEDCAP 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.

Responsibilities of management for the financial statements

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

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

Grant Thornton LLP is a U.S. member firm of Grant Thornton International Ltd (GTIL). GTIL and each of its member firms are separate legal entities and are not a worldwide partnership.

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Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the consolidated 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 US 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 consolidated financial statements.

In performing an audit in accordance with US GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated 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 consolidated 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 FEDCAP'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 consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about FEDCAP'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.

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Supplementary information

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

Grant Thornton LLP

New York, New York
March 11, 2025

Docusign Envelope ID: 2FC3078C-40F1-438D-834C-2BF241E19F39

The FEDCAP Group

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

September 30,

	2024	2023
ASSETS		
Current assets		
Cash and cash equivalents	$ 33,009,429	$ 25,187,907
Accounts receivable (net of allowance for credit losses of approximately $4,119,000 in 2024 and $4,129,000 in 2023)	64,591,006	59,466,388
Current portion of contributed space receivable	2,677,161	2,772,958
Contributions and grants receivable (net of allowance for uncollectible contributions of approximately $250,000)	3,263,809	2,819,540
Inventories, net	268,491	323,810
Prepaid expenses and other assets	11,624,074	10,755,454
Total current assets	115,433,970	101,326,057
Investments	11,773,556	10,626,090
Property, plant and equipment, net	83,597,003	75,791,600
Operating lease right-of-use assets	82,714,494	88,970,362
Finance lease right-of-use assets	67,543,511	68,886,142
Contributed space receivable, net	40,295,370	42,972,530
Beneficial interest in trusts	5,638,867	4,735,763
Other assets	982,157	999,332
Goodwill, net	140,000	144,000
Total assets	$ 408,118,928	$ 394,451,876
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	$ 51,455,168	$ 42,855,716
Deferred revenues	11,089,217	10,646,471
Advances from government agency	1,994,103	40,206
Current portion of finance lease liabilities	1,778,617	1,259,819
Current portion of operating lease liabilities	10,280,832	9,866,603
Current portion of notes payable	3,483,264	1,214,654
Total current liabilities	80,081,201	65,883,469
Notes payable, net	28,872,984	23,680,632
Revolving loans	31,303,482	29,312,466
Finance lease liabilities, net	78,201,434	78,499,317
Operating lease liabilities, net	78,074,139	82,228,115
Other liabilities	12,791,887	18,293,459
Total liabilities	309,325,127	297,897,458
Contingencies		
Net assets		
Without donor restrictions	46,370,137	40,444,915
Without donor restrictions - non-controlling interest	854,531	649,513
With donor restrictions	51,569,133	55,459,990
Total net assets	98,793,801	96,554,418
Total liabilities and net assets	$ 408,118,928	$ 394,451,876

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

Docusign Envelope ID: 2FC3078C-40F1-438D-834C-2BF241E19F39

The FEDCAP Group

CONSOLIDATED STATEMENTS OF ACTIVITIES

Years ended September 30,

	2024			2023		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Operating Revenues						
Contract services and products	$ 129,694,562	$ -	$ 129,694,562	$ 124,736,448	$ -	$ 124,736,448
Rehabilitation and vocational programs	224,640,022	-	224,640,022	227,694,192	-	227,694,192
In-kind contribution	-	-	-	-	48,617,672	48,617,672
Contribution and grant revenues	19,238,160	-	19,238,160	6,657,739	954,554	7,612,293
Inherent contribution	1,050,381	-	1,050,381	-	-	-
Realized and unrealized gains on investments	2,059,319	898,257	2,957,576	1,124,306	151,477	1,275,783
Interest income	483,128	4,847	487,975	500,329	3,502	503,831
Miscellaneous revenue	583,074	-	583,074	1,515,601	-	1,515,601
Net assets released from restrictions	4,793,961	(4,793,961)	-	3,249,208	(3,249,208)	-
Total operating revenues	382,542,607	(3,890,857)	378,651,750	365,477,823	46,477,997	411,955,820
Operating Expenses						
Program services						
Contract services and products	116,360,920	-	116,360,920	106,875,813	-	106,875,813
Rehabilitation and vocational programs	199,950,160	-	199,950,160	200,937,265	-	200,937,265
	316,311,080	-	316,311,080	307,813,078	-	307,813,078
Supporting services						
Management and general	56,227,404	-	56,227,404	51,993,670	-	51,993,670
Development	3,299,685	-	3,299,685	3,035,092	-	3,035,092
	59,527,089	-	59,527,089	55,028,762	-	55,028,762
Total operating expenses	375,838,169	-	375,838,169	362,841,840	-	362,841,840
Change in net assets from operations	6,704,438	(3,890,857)	2,813,581	2,635,983	46,477,997	49,113,980
Nonoperating Activities						
Foreign exchange transaction losses	(574,198)	-	(574,198)	(843,554)	-	(843,554)
CHANGE IN NET ASSETS	6,130,240	(3,890,857)	2,239,383	1,792,429	46,477,997	48,270,426
Net assets at beginning of period	41,094,428	55,459,990	96,554,418	39,301,999	8,981,993	48,283,992
Net assets at end of period	$ 47,224,668	$ 51,569,133	$ 98,793,801	$ 41,094,428	$ 55,459,990	$ 96,554,418

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

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The FEDCAP Group

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

Year ended September 30, 2024

	Program Services			Supporting Services			
	Contract Services and Products	Rehabilitation and Vocational Programs	Total	Management and General	Development	Total	Total Expenses
Salaries and related expenses	$ 87,603,848	$ 96,488,893	$ 184,092,741	$ 15,835,737	$ 1,220,750	$ 17,056,487	$ 201,149,228
Professional fees	335,795	34,968,924	35,304,719	4,455,810	827,934	5,283,744	40,588,463
Professional development and evaluation	17,593	3,063,029	3,080,622	502,661	92,179	594,840	3,675,462
Materials and supplies	4,888,797	4,220,979	9,109,776	303,618	3,353	306,971	9,416,747
Commissions	3,042,337	-	3,042,337	-	-	-	3,042,337
Telephone	102,846	615,465	718,311	601,185	2,877	604,062	1,322,373
Postage and shipping	140,703	100,608	241,311	112,506	11,343	123,849	365,160
Insurance	1,848,088	1,852,043	3,700,131	131,990	25,221	157,211	3,857,342
Occupancy costs	906,595	24,373,445	25,280,040	8,828,034	67,949	8,895,983	34,176,023
Equipment rental and maintenance	958,696	339,480	1,298,176	328,211	19,401	347,612	1,645,788
Equipment purchases	282,920	198,897	481,817	89,807	-	89,807	571,624
Client transportation and travel	439,790	2,465,005	2,904,795	845,965	104,383	950,348	3,855,143
Subscription and printing	57,729	373,335	431,064	967,901	44,990	1,012,891	1,443,955
Technology	245,801	4,609,288	4,855,089	6,907,822	143,686	7,051,508	11,906,597
Interest expense	43,873	829,691	873,564	5,349,481	-	5,349,481	6,223,045
Bank charges and processing fees	74,341	69,791	144,132	1,165,325	29,720	1,195,045	1,339,177
Bad debt provision	-	568,844	568,844	-	-	-	568,844
Subcontractor expense	14,968,646	13,591,986	28,560,632	1,284,671	25	1,284,696	29,845,328
Stipends	108,613	5,487,889	5,596,502	548,748	101,917	650,665	6,247,167
Security guard expense	21,420	366,461	387,881	14,560	83	14,643	402,524
Administrative expense	-	-	-	166,161	-	166,161	166,161
Other	2,139	2,548,573	2,550,712	3,210,448	591,023	3,801,471	6,352,183
Total expenses before depreciation and amortization	116,090,570	197,132,626	313,223,196	51,650,641	3,286,834	54,937,475	368,160,671
Depreciation and amortization	270,350	2,817,534	3,087,884	4,576,763	12,851	4,589,614	7,677,498
Total expenses	$ 116,360,920	$ 199,950,160	$ 316,311,080	$ 56,227,404	$ 3,299,685	$ 59,527,089	$ 375,838,169

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

Docusign Envelope ID: 2FC3078C-40F1-438D-834C-2BF241E19F39

The FEDCAP Group

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

Year ended September 30, 2023

	Program Services			Supporting Services			
	Contract Services and Products	Rehabilitation and Vocational Programs	Total	Management and General	Development	Total	Total Expenses
Salaries and related expenses	$ 81,120,996	$ 96,426,600	$ 177,547,596	$ 14,663,616	$ 1,222,119	$ 15,885,735	$ 193,433,331
Professional fees	338,249	37,401,955	37,740,204	4,077,379	920,235	4,997,614	42,737,818
Professional development and evaluation	12,693	2,575,302	2,587,995	918,358	120	918,478	3,506,473
Materials and supplies	4,442,057	5,281,230	9,723,287	-	8,642	8,642	9,731,929
Commissions	2,797,847	9,451	2,807,298	-	-	-	2,807,298
Telephone	117,759	844,106	961,865	684,816	3,697	688,513	1,650,378
Postage and shipping	138,716	41,594	180,310	283,570	11,060	294,630	474,940
Insurance	1,695,570	1,491,054	3,186,624	1,422,314	29,980	1,452,294	4,638,918
Occupancy costs	1,551,787	23,694,514	25,246,301	6,976,357	95,202	7,071,559	32,317,860
Equipment rental and maintenance	974,306	380,858	1,355,164	96,521	44,827	141,348	1,496,512
Equipment purchases	239,225	186,472	425,697	17,643	626	18,269	443,966
Client transportation and travel	515,604	2,593,122	3,108,726	1,133,413	182,859	1,316,272	4,424,998
Subscription and printing	113,325	364,007	477,332	1,135,598	24,978	1,160,576	1,637,908
Technology	236,438	2,072,990	2,309,428	5,594,378	41,245	5,635,623	7,945,051
Interest expense	31,473	48,232	79,705	4,965,331	-	4,965,331	5,045,036
Bank charges and processing fees	77,100	488,004	565,104	694,239	37,612	731,851	1,296,955
Bad debt provision	-	1,281,700	1,281,700	-	-	-	1,281,700
Subcontractor expense	12,172,307	16,821,605	28,993,912	2,861,514	329	2,861,843	31,855,755
Stipends	46,637	4,667,406	4,714,043	479,235	31,851	511,086	5,225,129
Security guard expense	21,195	288,664	309,859	21,440	516	21,956	331,815
Other	49,283	2,315,506	2,364,789	1,435,855	367,072	1,802,927	4,167,716
Total expenses before depreciation and amortization	106,692,567	199,274,372	305,966,939	47,461,577	3,022,970	50,484,547	356,451,486
Depreciation and amortization	183,246	1,662,893	1,846,139	4,532,093	12,122	4,544,215	6,390,354
Total expenses	$ 106,875,813	$ 200,937,265	$ 307,813,078	$ 51,993,670	$ 3,035,092	$ 55,028,762	$ 362,841,840

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

Docusign Envelope ID: 2FC3078C-40F1-438D-834C-2BF241E19F39

The FEDCAP Group

CONSOLIDATED STATEMENTS OF CASH FLOWS

Years ended September 30,

	2024	2023
Cash flows from operating activities:		
Change in net assets	$ 2,239,383	$ 48,270,426
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation and amortization	7,673,498	6,282,685
Amortization of goodwill	4,000	107,669
Bad debt provision	568,844	1,281,700
Realized and unrealized gains on investments	(2,957,576)	(1,275,783)
Contributed space	2,772,957	(45,745,488)
Inherent contribution	(1,050,381)	-
Lease amortization, net	3,556,063	4,877,060
Changes in assets and liabilities:		
Accounts receivable	(5,532,960)	(12,392,744)
Contribution and grants receivable	(174,269)	(1,639,753)
Inventories	55,319	91,517
Prepaid expenses and other assets	(827,225)	1,068,666
Beneficial interest in trusts	(903,104)	(337,681)
Accounts payable and accrued liabilities	8,599,071	(3,049,361)
Deferred revenue	420,246	(2,254,580)
Other liabilities	(5,501,572)	(1,628,739)
Net cash provided by (used in) operating activities	8,942,294	(6,344,406)
Cash flows from investing activities:		
Purchase of investments	(275,395)	(343,369)
Proceeds from sales of investments	1,403,177	-
Capital expenditures	(12,008,253)	(24,830,402)
Cash received in acquisition	156,298	-
Net cash used in investing activities	(10,724,173)	(25,173,771)
Cash flows from financing activities:		
Decrease in advances from government agencies	1,953,897	(524,070)
Change in revolving loans	1,991,016	3,418,879
Proceeds from note payable	10,000,000	-
Repayment of notes payable	(2,981,725)	(1,017,480)
Repayment of finance lease obligations	(1,359,787)	(1,049,268)
Net cash provided by financing activities	9,603,401	828,061
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	7,821,522	(30,690,116)
Cash and cash equivalents:		
Beginning of year	25,187,907	55,878,023
End of year	$ 33,009,429	$ 25,187,907
Supplemental disclosure of cash flow information:		
Cash interest paid during the period	$ 6,223,045	$ 5,045,036
Supplemental disclosures of noncash financing activities:		
Operating lease right-of-use assets obtained in exchange for lease liabilities	$ 4,344,007	$ 52,158,869
Finance lease right-of-use assets obtained in exchange for lease liabilities	$ 712,475	$ 578,592

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

Docusign Envelope ID: 2FC3078C-40F1-438D-834C-2BF241E19F39

NOTE 1 - ORGANIZATION AND NATURE OF ACTIVITIES

The FEDCAP Group, Inc. (the "Parent"), established on October 1, 2018, is a private, nonprofit organization incorporated under the laws of the State of Delaware. The Parent is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code ("IRC"). The Parent or its subsidiaries are the sole member of the following affiliates: Fedcap, Inc ("Fed Inc."), Fedcap Rehabilitation Services, Inc ("FRS"), Fedcap Investment Corporation ("Fed Inv"), Fedcap VR Technologies LLC ("Fed VR"), Wildcat Services Corporation ("Wildcat"), ReServe Elder Services, Inc. ("ReServe"), Community Workshops, Inc. ("CWS"), Easter Seals New York, Inc. ("ESNY"), Granite Pathways, Inc ("GP"), Easter Seals Rhode Island, Inc ("ESRI"), Seacoast Pathways, Inc. ("Seacoast"), Single Stop USA Inc. ("SGST"), Benevolent, MVLE, Easter Seals Central Texas ("ESCT"), Easter Seals North Texas ("ESNT"), Easter Seals Mississippi, Inc. ("ESMS"), Easter Seals South Dakota, Inc. ("ESSD"), Easter Seals Oklahoma, Inc. ("ESOK"), Easter Seals Maine, Inc. ("ESME"), Fedcap Apex Technical School Inc, Civic Hall Labs, Inc, New York Tech Alliance ("NYTA"), TACT Kids, Inc. ("TACT"), Fedcap NYC, Inc ("FED NYC)", Fedcap Canada, These Our Treasures, Inc. ("TOTS"), Fedcap UK, Kennedy Scott, Limited ("KS"), Fedcap Employment Limited ("FED"), Fedcap Employment Scotland Limited ("FES"), and Start Scotland Limited ("SS"). The Parent and its subsidiaries are collectively referred to as "FEDCAP."

FRS is a private, nonprofit organization incorporated under the laws of New York State. FRS is exempt from federal income taxes under Section 501(c)(3) of the IRC.

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

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

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

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

ReServe is a nonprofit entity located in New York City that matches continuing professionals age 55+ with organizations that need their expertise. ReServe provides direct services, administrative support, and capacity-building expertise in schools, social service agencies, cultural institutions, and public agencies.

CWS is a nonprofit corporation located in Boston, Massachusetts, whose mission is to help people who have barriers to work obtain employment and achieve greater self-sufficiency through job training, placement, and support services.

ESNY is a nonprofit entity whose purpose is to provide programs and services for people with disabilities, assistance to people with disabilities and their families, assistance to communities in developing necessary

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and appropriate resources for residents, and a climate of acceptance for people with disabilities which will enable them to contribute to the well-being of the community.

ESNY is the sole member of TOTS, a nonprofit entity whose purpose is to educate young children with developmental disabilities in an atmosphere that embraces and accommodates individual differences and helps children to achieve in the context of the larger classroom and school setting.

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

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

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

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

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

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

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

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

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

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

Fedcap UK acquired KS, a United Kingdom company. KS provides high quality job support, placement, retention and related services to people in the United Kingdom.

FED was established under the laws of the United Kingdom. FED delivers employability solutions across the United Kingdom to build communities through a blend of local frontline professional teams and like-minded supply chain partners. Fedcap UK is the sole corporate member of FED.

FES was established under the laws of Scotland in the United Kingdom. FES delivers employability solutions across Scotland to build communities through a blend of local frontline professional teams and like-minded supply chain partners. Fedcap UK is the sole corporate member of FES.

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FES is the majority shareholder and the Lennox Partnership is the minority shareholder with 49% interest in of SS. SS is a value-driven organization that strives to put its customers first, understanding their needs and closely engaging with them on a personal level to help them on their journey to employment and training.

Fedcap Apex Technical School, Inc. is a nonprofit entity that runs Apex Technical School ("Apex"), which is an adult vocational technical school and offers seven certificate courses designed to focus on basic trade skills and labor skills for its students.

Fedcap Canada was established as a not-for-profit organization according to the Canada Not-for-Profit Corporations Act. Fedcap Canada was founded to advance the economic and social well-being of the impoverished and disadvantaged by providing educational services, vocational rehabilitation, job training and job placement services.

Civic Hall Labs, Inc., is a not-for-profit entity that provides a learning and collaboration platform focused on advanced technology and problem-solving for the public good.

Civic Hall Labs, Inc. is the sole member of NYTA, an organization that supports the technology community and ecosystems in their hometown, with the goal of creating the most diverse, equitable and accessible tech ecosystems in the world.

ESMS, a Mississippi non-profit corporation, is an organization providing services to children and adults with disabilities or other special needs and their families.

ESSD, a South Dakota non-profit corporation, is an organization to help children and adults with disabilities or other special needs and their families and caregivers reach their maximum capabilities and secure opportunities for their education, training, and employment.

ESOK, an Oklahoma non-profit corporation, is an organization to provide services to ensure that all people with disabilities or special needs and their families have equal opportunities to live, learn, work, and play in their communities.

Fed Inv, a Delaware non-profit corporation, is a community development financial institution founded to serve economically distressed communities by providing credit, capital, and financial services that are often unavailable from mainstream financial institutions.

Fed VR, a joint venture between Fedcap, Inc. (as the majority shareholder) and UP360 US Holdings Corporation (minority shareholder with 49% interest), and provides virtual reality software, know-how and product development services for workforce training, development, and education.

TACT is a Denver, Colorado-based non-profit school dedicated to empowering individuals with autism through skilled trades education and employment.

Fedcap NYC is a non-profit organization that provides workforce development opportunities for people who face barriers to economic well-being. The individuals facing barriers to employment and economic well-being that Fedcap serves

ESME is a Maine non-profit corporation that provides services to children and adults with disabilities or other special needs and their families.

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NOTE 2 - SUMMARY OF ACCOUNTING POLICIES

Basis of Presentation

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

FEDCAP classifies its net assets in the following categories:

Net Assets without Donor Restrictions

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

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

Net Assets with Donor Restrictions

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

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

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

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Changes in net assets without donor restrictions and the non-controlling interests in SS and Fed VR during the years ended September 30, 2024 and 2023 is summarized below:

	Total Without Donor Restrictions	Without Donor Restrictions	Non-controlling Interest
Balance, September 30, 2022	$ 39,301,999	$ 36,895,261	$ 2,406,738
Reclassification	-	1,902,661	(1,902,661)
Change in net assets from operations	2,635,983	2,490,547	145,436
Change in net assets from nonoperating activities	(843,554)	(843,554)	-
Balance, September 30, 2023	41,094,428	40,444,915	649,513
Change in net assets from operations	6,704,438	6,499,420	205,018
Change in net assets from nonoperating activities	(574,198)	(574,198)	-
Balance, September 30, 2024	$ 47,224,668	$ 46,370,137	$ 854,531

Measure of Operations

The accompanying consolidated statements of activities report changes in net assets by operating and non-operating activities. Operating activities principally include all revenues and expenses that relate to FEDCAP's programs and supporting activities.

Non-operating activities include foreign currency exchange gains and losses and other items considered to be incidental to operations or non-recurring in nature.

Cash Equivalents and Restricted Cash

FEDCAP considers all highly liquid debt instruments with a maturity of three months or less at the date of purchase, including investments in short-term certificates of deposit and certain money market funds, to be cash equivalents. Cash and cash equivalents on the accompanying consolidated statements of financial position includes cash that is restricted under borrowing or other contractual arrangements amounting to $7,422,219 and $3,824,255 as of September 30, 2024 and 2023, respectively.

Revenue Recognition

FEDCAP recognizes revenue when control of the promised goods or services are transferred to FEDCAP's clients or outside parties in an amount that reflects the consideration FEDCAP expects to be entitled to in exchange for those goods or services, and follows a five-step model whereby revenue is recognized as performance obligations within a contract are satisfied.

Payments received in advance of FEDCAP satisfying its performance obligations are recorded within deferred revenue in the accompanying consolidated statements of financial position and totaled $10,458,643 and $10,271,850, as of September 30, 2024 and 2023, respectively. The changes in deferred revenue were caused by normal timing differences between the satisfaction of performance obligations and customer payments.

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

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

Contract Services and Products

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

Rehabilitation and Vocational Programs

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

Contribution and Grant Revenue

FEDCAP records contributions of cash and other assets when an unconditional promise to give such assets is received from a donor. Contributions are recorded at the fair value of the assets received and contributions with donor stipulations that limit the use of donated assets are classified as net assets with donor restrictions. Contributions with donor restrictions that are received and met in the same fiscal year are recorded as contribution revenues without donor restrictions. Otherwise, once stipulated time restrictions end or purpose restrictions are accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions as "net assets released from restrictions" in the consolidated statements of activities. Conditional contributions are recognized as revenue when the conditions on which they depend are substantially met. Conditional contributions received in advance of meeting the associated contributions are recorded within deferred revenue on the accompanying consolidated statements of financial position and totaled $630,574 and $374,621, as of September 30, 2024 and 2023, respectively. There were no outstanding conditional contributions yet to be received as of September 30, 2024 or 2023.

FEDCAP recognizes revenue from contributions, grants and contracts in accordance with guidance whereby FEDCAP evaluates whether a transfer of assets is (1) an exchange transaction in which a resource provider is receiving commensurate value in return for the resources transferred or (2) a contribution. If the transfer of assets is determined to be an exchange transaction, FEDCAP applies applicable guidance. If the transfer of assets is determined to be a contribution, FEDCAP evaluates whether the contribution is conditional based upon whether the agreement includes both (1) one or more barriers that must be overcome before FEDCAP is entitled to the assets transferred and promised and (2) a right of return of assets transferred or a right of release of a promisor's obligation to transfer assets.

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Contributed goods and services are recognized (revenues and expenses, or assets, if capitalizable) at their estimated fair value at the date of receipt and are reflected as in-kind contributions on the accompanying consolidated statements of activities.

Receivables and Allowance for Credit Losses

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

Inventories

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

Fixed Assets

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

Functional Allocation of Expenses

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

Commissions

FEDCAP pays commissions to an unrelated not-for-profit entity and a New York State entity to provide information on government contracts that need competitive bids for services. The contracts provide for commissions to be paid to these organizations in the range of 0.87% to 3.9% of the contract amount. Commissions paid relating to these contracts amounted to $3,042,337 and $2,807,298 for the years ended September 30, 2024 and 2023, respectively, and are included within contract services and products expense in the accompanying consolidated statements of activities.

Use of Estimates

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

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Fair Value Measurements

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

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

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

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

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

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

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

Beneficial Interest in Trusts

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

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At September 30, 2024 and 2023, FEDCAP's beneficial interest in trusts are reflected at fair value in the accompanying consolidated statements of financial position and are classified as Level 3 within the fair value hierarchy.

	2024	2023
Balance, beginning of year	$ 4,735,763	$ 4,398,082
Distributions	(172,104)	(139,016)
Appreciation	1,075,208	476,697
Balance, end of year	$ 5,638,867	$ 4,735,763

Impairment of Long-lived Assets

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

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

Tax-Exempt Status

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

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

While FEDCAP does not pay income tax within the United States, it does accrue Value-Added-Tax ("VAT") for liabilities its United Kingdom subsidiaries incur on goods and services purchased overseas. The amount of VAT liability accrued within the accompanying consolidated financial statements for the years ended September 30, 2024 and 2023, is $1,507,329 and $1,346,514, respectively, and is reported within accounts payable and accrued liabilities on the accompanying consolidated statements of financial position.

Goodwill

Goodwill was established through the acquisition of Apex in 2020 and KS in 2019. The value reported on the consolidated statements of financial position represents the residual difference between the consideration paid and the fair value of the net assets acquired. FEDCAP has elected under relevant

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guidance to amortize goodwill on a straight-line basis over 10 years and to perform a goodwill impairment analysis at the entity or reporting unit level when a triggering event occurs that indicates the fair value of the entity or reporting unit may be below its carrying amount. Amortization and impairment charges totaling $4,000 and $107,669 were recognized during the years ended September 30, 2024 and 2023, respectively.

Leases

FEDCAP determines if an arrangement is a lease or contains a lease at inception of a contract. A contract is determined to be or contain a lease if the contract conveys the right to control the use of identified property, plant, or equipment (an identified asset) in exchange for consideration. FEDCAP determines these assets are leased because FEDCAP has the right to obtain substantially all of the economic benefit from and the right to direct the use of the identified asset. Assets in which the supplier or lessor has the practical ability and right to substitute alternative assets for the identified asset and would benefit economically from the exercise of its right to substitute the asset are not considered to be or contain a lease because FEDCAP determines it does not have the right to control and direct the use of the identified asset. FEDCAP's lease agreements do not contain any material residual value guarantees or material restrictive covenants.

In evaluating its contracts, FEDCAP separately identifies lease and non-lease components, such as common area and other maintenance costs, in calculating the ROU assets and lease liabilities for its office space. FEDCAP has elected the practical expedient to not separate lease and non-lease components and classifies the contract as a lease if consideration in the contract allocated to the lease component is greater than the consideration allocated to the non-lease component.

Leases result in the recognition of ROU assets and lease liabilities on the statement of financial position. ROU assets represent the right to use an underlying asset for the lease term, and lease liabilities represent the obligation to make lease payments arising from the lease, measured on a discounted basis. FEDCAP determines lease classification as operating or finance at the lease commencement date.

At lease inception, the lease liability is measured at the present value of the lease payments over the lease term. The ROU asset equals the lease liability adjusted for any initial direct costs, prepaid or deferred rent, and lease incentives. FEDCAP has made a policy election to use a risk-free rate per U.S. Treasury instrument for the initial and subsequent measurement of all lease liabilities. The risk-free rate is determined using a period comparable with the lease term.

The portion of payments on operating lease liabilities related to interest, along with the amortization of the related ROU, is recognized as occupancy expense. This occupancy expense is recognized on a straight-line basis over the term of the lease. The portion of payments on finance lease liabilities related to interest and the amortization of the ROU assets under finance leases are reflected within depreciation and amortization expense on the accompanying statement of functional expenses.

The lease term may include options to extend or to terminate the lease that FEDCAP is reasonably certain to exercise. Lease expense is generally recognized on a straight-line basis over the lease term.

FEDCAP has elected not to record leases with an initial term of 12 months or less on its statement of financial position. Lease expense on such leases is recognized on a straight-line basis over the lease term.

Adopted Accounting Pronouncement

On October 1, 2023, FEDCAP adopted Financial Accounting Standards Board Accounting Standards Update No. 2016-13, *Financial Instruments – Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments* ("CECL"), or ASU No. 2016-13, using the modified retrospective approach. The measurement of expected credit losses under the CECL methodology is applicable to financial assets

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measured at amortized cost, including accounts receivable. Following the adoption of the new standard, FEDCAP's process of estimating expected credit losses remains materially consistent with its historical practice. Therefore, the adoption did not have a material effect on reported assets, liabilities, or net assets in the accompanying consolidated financial statements.

Reclassifications

Certain reclassifications were made to the fiscal 2023 consolidated financial statements in order to conform to the fiscal 2024 presentation. Such reclassifications did not result in a change to total net assets, revenues, expenses or changes in net assets as previously reported in the fiscal 2023 consolidated financial statements.

NOTE 3 - CONTRIBUTIONS AND GRANTS RECEIVABLE

At September 30, 2024 and 2023, contributions and grants receivable consisted of receivables amounting to $3,263,809 and $2,819,540, respectively, net of an allowance for doubtful accounts of $250,000 for each year.

Approximately 31% and 46% of the contributions and grants receivable (gross) was due from one donor at September 30, 2024 and 2023, respectively.

NOTE 4 - CONTRIBUTED SPACE RECEIVABLE

In fiscal 2023, upon commencement of the lease, a contributed space receivable and in-kind contribution with donor restrictions was recognized totaling $48,617,672 related to the below market rate lease for Civic Hall's 85,000-square-foot learning and training center at 14th Street, Union Square, New York City. This amount represents the present value of the difference between the fair market rate and the contracted payments due under the lease over the lease term. The fair market rate was determined based upon the lease rates for comparable space at the time of the lease commencement. The lease has a 25-year term and the contributed space receivable will be amortized over that period. During the years ended September 30, 2024 and 2023, $2,772,957 and $2,872,184, respectively, of the contributed space receivable was amortized and reflected within occupancy costs on the accompanying consolidated statement of functional expenses. The remaining contributed space receivable as of September 30, 2024 and 2023 is $42,972,531 and $45,745,488, respectively.

NOTE 5 - INVESTMENTS

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

	2024	2023
Money market funds	$ 480,017	$ 1,061,835
Mutual funds	11,293,539	9,564,255
	$ 11,773,556	$ 10,626,090

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

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NOTE 6 - INVENTORIES, NET

Inventories consisted of the following at September 30:

	2024	2023
Inventories		
Raw materials	$ 52,104	$ 106,392
Work-in-process and finished goods	306,387	307,418
Reserve	(90,000)	(90,000)
	$ 268,491	$ 323,810

NOTE 7 - PROPERTY, PLANT AND EQUIPMENT, NET

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

	2024	2023
Land	$ 1,617,809	$ 1,617,809
Building improvements	4,552,558	4,896,701
Buildings	39,742,759	39,742,759
Furniture, fixtures and computer systems	32,552,442	29,679,656
Leasehold improvements	45,493,670	34,337,156
	123,959,238	110,274,081
Less: accumulated depreciation	(40,362,235)	(34,482,481)
	$ 83,597,003	$ 75,791,600

Depreciation and amortization expense for the years ended September 30, 2024 and 2023 was $5,790,108 and $6,282,685, respectively. Depreciation and amortization expense as reported on the accompanying consolidated statement of functional expenses for the years ended September 30, 2024 and 2023 includes amortization of finance lease ROU assets of $1,883,390 and $2,171,918, respectively.

NOTE 8 - REVOLVING LOANS

Investors Bank

On October 27, 2020, FEDCAP entered into an agreement with Investors Bank for (1) a revolving line of credit agreement with a borrowing limit of $42,500,000, with a maturity date of October 27, 2022 and interest payable quarterly at a rate of prime plus 0.75% but no less than 4.00%. The maturity date was subsequently extended to January 27, 2023. On January 27, 2023, the line was refinanced with Provident Bank.

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Provident Bank

On January 27, 2023, FEDCAP entered into an agreement with Provident Bank to refinance certain of its previous debt arrangements as well as to provide for additional liquidity for operations. In connection with the refinancing, FEDCAP entered into (1) a revolving line of credit agreement (Facility A) with a borrowing limit of $42,500,000, with a maturity date of March 25, 2025 and interest payable quarterly at a rate of one month CME Term Secured Overnight Financing Rate ("SOFR") plus 2.90% but no less than 5.00%; and (2) an additional $7,500,000 credit line (Facility B), with a maturity date of March 25, 2025, and interest payable quarterly at a rate of one month CME Term SOFR plus 2.90% but no less than 5.00%. The revolving line of credit agreement requires that FEDCAP maintain minimum unrestricted liquid assets of $15,000,000. The proceeds from the revolving line of credit were used to repay the existing revolving credit line held by Investors Bank, mentioned above. As of September 30, 2024 and 2023, FEDCAP had borrowings on Facility A of $31,345,101 and $29,345,101, respectively, at an interest rate of 8.24% and 8.22%, respectively. The balance reported on the accompanying consolidated statement of financial position as of September 30, 2024 and 2023 is net of unamortized debt issuance costs of $41,619 and $32,635, respectively. On March 6, 2025, FEDCAP entered into an agreement with Provident Bank to extend the maturity date of the revolving lines of credit to October 1, 2025. FEDCAP is also working with Provident Bank to refinance the debt.

NOTE 9 - LONG-TERM DEBT

Notes Payable

On October 21, 2004, TOTS entered into a $700,000 mortgage note payable to finance the acquisition of the building located in Bronx, New York. The note was secured by the property and all of the assets of TOTS. The interest rate is 5.0% and principal and interest of $4,960 is payable monthly through the maturity date of November 1, 2024. At September 30, 2024 and 2023, the outstanding principal balance was $9,849 and $67,284, respectively.

FEDCAP entered into an agreement with Investors Bank for two term loans in the amounts of $6,000,000 and $6,600,000, with a maturity date of November 1, 2045 and November 1, 2030, respectively, along with monthly payments of principal and interest at a rate of 4.00%. At September 30, 2024 and 2023, the outstanding principal balance of the term loans was $10,610,593 and $11,137,729, respectively.

On July 11, 2019, TACT entered into a $77,160 note payable with Colorado Enterprise Fund, Inc. The note is secured by the assets of TACT. The interest rate is fixed at 9.99% and principal and interest are paid monthly. The note matures in July 2026. As of September 30, 2024, the outstanding principal balance was $23,484.

On August 27, 2020, TACT was granted a loan of $150,000 by U.S. Small Business Administration ("SBA") under the Economic Injury Disaster Loan (EIDL) program that provided financial assistance to small businesses impacted by the COVID-19 pandemic. As of September 30, 2024, the outstanding principal balance, including accrued interest, was $162,664 at an interest rate of 2.50%. The loan principal and accrued interest are eligible for forgiveness by the SBA.

On October 24, 2023, Civic Hall Labs entered into an agreement with Provident Bank for a non-revolving construction line of credit and term loan in the maximum principal amount of $10,000,000 to finance certain leasehold improvements on Civic Hall Center. The interest rate is 7.14% and principal and interest are paid monthly. This note matures in December 2027. As of September 30, 2024, the outstanding principal balance was $8,234,465.

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Bonds Payable

In December 2013, FRS entered into a Loan Agreement with Build NYC Resource Corporation ("Build NYC"), a local development corporation, for Build NYC to issue bonds to finance the purchase of the sixth floor of a building located at 633 Third Avenue in New York City and related expenses. Build NYC issued $18,450,000 of tax-exempt revenue bonds ("Series 2013A"). Monthly payments of interest commenced in June 2014. The Series 2013A bonds have a coupon rate of 4.2% with a maturity date of December 1, 2033. The Series A bonds were placed with Israel Discount Bank ("IDB") and, as part of the bond purchase and continuing covenant agreement between FRS and IDB, FRS must maintain a minimum balance with IDB of $4,000,000, which is included within investments in the accompanying consolidated statements of financial position at September 30, 2024 and 2023. At September 30, 2024 and 2023, the outstanding principal balance of the Series 2013A bonds was $13,605,000 and $14,235,000, respectively. The following is a summary of minimum principal payments due on the notes and bonds at September 30, 2024:

Year Ending September 30,	Notes Payable	Bonds Payable	Total
2025	$ 2,828,264	$ 655,000	$ 3,483,264
2026	2,989,959	685,000	3,674,959
2027	3,169,596	715,000	3,884,596
2028	1,475,889	745,000	2,220,889
2029	567,172	775,000	1,342,172
Thereafter	8,010,175	10,030,000	18,040,175
Total	$ 19,041,055	$ 13,605,000	32,646,055
Less: current portion			(3,483,264)
Less: bond issuance cost			(289,807)
Long-term debt, net of current portion			$ 28,872,984

NOTE 10 - ADVANCES FROM GOVERNMENT AGENCY

During fiscal 2024 and 2023, FEDCAP received contract advances from various New York City government agencies. The refundable balance related to these advances as of September 30, 2024 and 2023 is $1,994,103 and $40,206, respectively. These advances are non-interest bearing and will be offset by future receivables within these programs.

NOTE 11 - FORGIVABLE CAPITAL ADVANCES

ESCT has received financial assistance for property acquisition costs from Housing and Urban Development ("HUD") and the Austin Housing Finance Corporation ("AHFC"). Under the terms of the agreements, funds were provided to ESCT in the form of forgivable capital advances to purchase 34 housing entities. The principle and any interest are not due and will be forgiven upon maturity, as long as ESCT continues to meet the requirements to maintain the housing units available for low income persons with disabilities. ESCT believes that the possibility that repayment will occur is remote and as such that the treatment of the advance as a contribution upon receipt is appropriate. Accordingly, the advances were

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recorded as contributions with donor restrictions that are released from restriction over the life of the agreement.

The following table summarizes the forgivable capital advances as of September 30, 2024:

	Amount of Original Advance
Housing I	
U.S. Department of HUD, interest rate of 5.375%, due unless forgiven on October 11, 2045, secured by six rental housing units. At September 30, 2024 and 2023, $217,685 and $228,010, respectively, was included in net assets with donor restrictions related to the Note.	$ 413,000
Housing II	
U.S. Department of HUD, interest rate of 5.250%, due unless forgiven on April 1, 2048, secured by 10 rental housing units. At September 30, 2024 and 2023, $420,727 and $438,567, respectively, was included in net assets with donor restrictions related to the Note.	713,600
City of Austin passed through AHFC, interest rate of 0%, due unless forgiven on May 1, 2049, secured by 10 rental housing units, subordinate to the $713,600 loan. At September 30, 2024 and 2023, $307,292 and $319,792, respectively, was included in net assets with donor restrictions related to the Note.	500,000
Housing III	
U.S. Department of HUD, interest rate of 4.125%, due unless forgiven on December 1, 2050, secured by eight rental housing units. At September 30, 2024 and 2023, $484,018 and $502,517, respectively, was included in net assets with donor restrictions related to the Note.	739,900
City of Austin passed through AHFC, interest rate of 0%, due unless forgiven on November 30, 2050, secured by eight rental housing units, subordinate to the $739,900 loan. At September 30, 2024 and 2023, $323,642 and $336,010, respectively, was included in net assets with donor restrictions related to the Note.	494,740
Housing IV	
U.S. Department of HUD, interest rate of 4.125%, due unless forgiven on February 15, 2053, secured by 10 rental housing units. At September 30, 2024 and 2023, $760,433 and $790,191, respectively, was included in net assets with donor restrictions related to the Note.	1,070,400
City of Austin passed through AHFC, interest rate of 0%, due unless forgiven on February 28, 2053, secured by 10 rental housing units, subordinate to the $1,070,400 loan. At September 30, 2024 and 2023, $443,938 and $456,561, respectively, was included in net assets with donor restrictions related to the Note.	624,898
Total	$ 4,556,538

NOTE 12 - LEASES

FEDCAP has entered into operating and finance lease commitments for space, office equipment and vehicles at various locations for its programs and administrative activities, which expire on various dates through July 2067.

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The lease cost and other required information relevant to the lease commitments for the years ended September 30, 2024 and 2023 are:

	2024	2023
Lease cost		
Operating lease cost	$ 15,300,023	$ 15,299,969
Finance lease cost		
Amortization of ROU assets	2,952,943	1,686,494
Interest on lease liabilities	3,513,818	3,586,628
Sublease income	(558,993)	(1,465,264)
Total lease cost	$ 21,207,791	$ 19,107,827
Operating cash flows from operating leases	$ 12,806,430	$ 15,299,969
Operating cash flows from finance leases	3,513,818	2,881,967
Financing cash flows from finance leases	1,359,787	1,049,268
ROU assets, obtained in exchange for new operating lease liabilities	$ 4,344,007	$ 52,158,869
ROU assets, obtained in exchange for new finance lease liabilities	712,475	578,592
Weighted-average remaining lease term:		
Operating leases	17.56 years	18.57 years
Finance leases	25.11 years	25.56 years
Weighted-average discount rate:		
Operating leases	3.48%	3.45%
Finance leases	4.46%	5.70%

Future minimum payments under FEDCAP's leases are due as follows:

	Operating Leases	Finance Leases
2025	$ 10,175,553	$ 5,178,008
2026	7,919,451	5,200,208
2027	6,037,910	5,168,897
2028	7,165,202	5,090,975
2029	6,736,978	4,997,399
Thereafter	85,683,976	106,876,247
Total future undiscounted lease payments	123,719,070	132,511,734
Less: interest	(35,364,099)	(52,531,683)
Lease liabilities	$ 88,354,971	$ 79,980,051

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NOTE 13 - CONTINGENCIES

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

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

NOTE 14 - TUITION REVENUE

FEDCAP receives funding for Fedcap Apex Technical School Inc (d/b/a Apex Technical School) and for the Career Design School from the New York State Education Department, administered by the Bureau of Proprietary School Supervision. Gross tuition income has been included within rehabilitation and vocational programs in the accompanying consolidated statements of activities for the years ended September 30, 2024 and 2023 as follows:

	2024	
	Fedcap Apex Technical School Inc d/b/a Apex Technical School	Career Design School
Tuition	$ 19,653,504	$ 60,600
Less: book and tool sales	(740,911)	-
Less: application and insurance fees	(134,831)	-
Subtotal	18,777,762	60,600
Add: student Refunds and Returns to Federal Family Education Loan Programs included above	570,496	-
Gross tuition for tuition assessment calculations	$ 19,348,258	$ 60,600

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	2023	
	Fedcap Apex Technical School Inc d/b/a Apex Technical School	Career Design School
Tuition	$ 20,636,905	$ 100,478
Less: book and tool sales	(664,857)	-
Less: application and insurance fees	(136,301)	-
Subtotal	19,835,747	100,478
Add: student Refunds and Returns to Federal Family Education Loan Programs included above	543,070	-
Gross tuition for tuition assessment calculations	$ 20,378,817	$ 100,478

NOTE 15 - NET ASSETS

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

	2024	2023
For use in future periods for		
Employment and job search programs	$ -	$ 236,488
ESCT HUD capital advances	2,957,735	3,071,648
Time restricted - beneficial interest in remainder trust	3,073,673	2,577,709
Time restricted - general	42,972,531	47,416,091
	49,003,939	53,301,936
Beneficial interest in perpetual trusts and endowment funds subject to appropriation and satisfaction of donor restrictions	2,565,194	2,158,054
	$ 51,569,133	$ 55,459,990

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

	2024	2023
Easter Seals - beneficial interest in perpetual trusts	$ 2,396,096	$ 1,993,803
ReServe endowment	89,963	85,471
CWS endowment	79,135	78,780
	$ 2,565,194	$ 2,158,054

Net assets released from restrictions during the years ended September 30, 2024 and 2023 amounted to $4,793,961 and $3,249,208, respectively.

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Net assets released from restrictions are comprised of the following as of September 30:

	2024	2023
Time Restricted - general	$ 4,443,560	$ 3,084,970
ESCT HUD Capital Advances	113,913	113,913
Employment and job search programs	236,488	50,325
	$ 4,793,961	$ 3,249,208

NOTE 16 - RELATED-PARTY TRANSACTIONS

A CWS Board member is a trustee of the Eaton Fund. CWS leases its facilities from the Eaton Fund. The rent paid to Eaton Fund for each of the years ended September 30, 2024 and 2023 were $130,000.

The chairman of the Board of Directors of Wildcat is the CEO of a payroll services firm named Alpha Business Solutions, which supplies ReServe, Inc with staffing services. Total payments to Alpha Business Solutions for each of the years ended September 30, 2024 and 2023 were $3,870,123 and $3,517,091, respectively.

NOTE 17 - EMPLOYEE BENEFIT PLANS

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

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

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

Plan contributions are invested in one or more of the funding vehicles available to participants under the plans. Each participant is fully and immediately vested in employee contributions. Employer contributions to the plans amounted to $14,425,354 and $13,520,332 for the years ended September 30, 2024 and 2023, respectively.

NOTE 18 - ACQUISITION

On May 1, 2024, FEDCAP acquired TACT Kids, Inc (Teaching the Autism Community Trades), a Denver, Colorado-based school dedicated to empowering individuals with autism through skilled trades education and employment. The collaboration between FEDCAP and TACT signifies a significant step forward in expanding support for neurodiverse individuals. The acquisition was affected without the transfer of consideration, and as such, an inherent contribution of $1,050,381 was recognized, which represented the

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surplus of the acquisition date fair values of the liabilities assumed over the acquisition date fair value of the assets acquired.

The following table summarizes the estimated fair values of the liabilities assumed and assets acquired at the date of acquisition during the year ended September 30, 2024:

	TACT Kids, Inc
Cash and cash equivalents	$ 156,298
Accounts receivable, net	160,500
Grant receivable, net	270,000
Prepaid expenses	12,289
Property and equipment	1,363,929
Other assets	11,931
Accounts payable and accrued liabilities	(712,477)
Deferred revenue	(22,500)
Notes payable	(189,589)
Net assets	$ 1,050,381

NOTE 19 - CONCENTRATIONS

FEDCAP provides building services for federal buildings, which comprised 18% of total revenues during the years ended September 30, 2024 and 2023. FEDCAP provides offsite data entry personnel, custodial and other services to various branches of the state and city government through one New York State organization, which comprised 5% of total revenues during the years ended September 30, 2024 and 2023.

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

NOTE 20 - LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

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

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

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

As of September 30, 2024 and 2023, the following tables show the total financial assets held by FEDCAP and the amounts of those financial assets that could readily be made available within one year of the balance sheet date to meet general expenditures.

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

	2024	2023
Cash and cash equivalents	$ 33,009,429	$ 25,187,907
Accounts receivable, net	64,591,006	59,466,388
Contributions and grants receivable, net	3,263,809	2,819,540
Investments	11,773,556	10,626,090
Total financial assets available within the next 12 months	112,637,800	98,099,925
Less: amounts unavailable for general expenditure due to:		
Donor-imposed restrictions	-	(1,907,091)
Minimum liquidity and collateral requirements under borrowing and other arrangements	(22,422,219)	(18,900,000)
Total financial assets available to meet general expenditures over the next 12 months	$ 90,215,581	$ 77,292,834

NOTE 21 - SUBSEQUENT EVENTS

FEDCAP evaluated its September 30, 2024 consolidated financial statements for subsequent events through March 11, 2025, the date the consolidated financial statements were available for issuance. FEDCAP is unaware of any events which would require recognition or disclosure in the accompanying consolidated financial statements other than the matters described in this note and Note 8.

Subsequent to September 30, 2024, FEDCAP has signed combination agreements with: Runway of Dreams Foundation, Inc. and subsidiaries ("Runway of Dreams") and ELITE Supported Employment ("ELITE").

Runway of Dreams empowers people with disabilities to have confidence and self-expression through fashion and beauty inclusion. Runway of Dreams works to give people with disabilities access to fashion that excites and empowers them. Runway of Dreams raises awareness, educate consumers, advocate for industry change, and develop the next generation of innovators and leaders. The company is based in Livingston, NJ. The combination agreement is set to take effect on April 1, 2025.

ELITE is a UK based not-for-profit entity. ELITE is a registered charity empowering disabled and disadvantaged people across South, Mid and West Wales. ELITE's mission is far-reaching. ELITE support hundreds of people every year with vocational opportunities, training, and employment through its wide network of partnerships, funders and stakeholders, and its four Social Enterprises (ELITE Training, ELITE Clothing and ELITE Paper Solutions). The combination agreement is to take effect on April 1, 2025.

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SUPPLEMENTARY INFORMATION

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The PEDCAP Group

CONSOLIDATING SCHEDULE OF FINANCIAL POSITION

September 30, 2024

	Pedcap Group	Pedcap Rehabilitation Services, Inc.	Pedcap Inc.	Pedcap Investment Corporation	Pedcap VR Technologies LLC	Pedcap NYC Inc.	Wildcat Services Corporation	ReServe	Community Work Service	Easter Seals NY	Granite Pathways	Easter Seals RI	Single Stop	Seacoast Pathways	Benevolent	MVLE	Easter Seals CT	Easter Seals NT	These Our Treasures	Pedcap Apes Technical School Inc	Civic Hall Labs	New York Tech Alliance	TACT Kids Inc.	Pedcap Canada	Pedcap UK	Eliminations	Consolidated
ASSETS																											
Current assets																											
Cash and cash equivalents	$ 382,676	$ -	$ 987,836	$ -	$ 4,933	$ 77,700	$ 193,042	$ 91,588	$ (22,441)	$ 455,014	$ 17,795	$ 97,079	$ 98,251	$ 349	$ 17,040	$ 126,101	$ 421,622	$ 119,482	$ 78,922	$ 134,383	$ 16,404,923	$ 10,137	$ 756,269	$ 2,691,201	$ 9,868,538	$ -	$ 33,009,429
Accounts receivable (net of allowance for credit losses of approximately $4,119,000)		14,955,508	9,179,952		30,980	6,420,258	6,523,953	1,448,601	1,049,125	3,669,077	186,105	451,541	289,189	127,905		1,367,466	1,916,819			100,278	4,100,477	1,192,842	7,500	210,715	1,129,364	10,134,151		84,591,006
Intercompany accounts receivable	186,756,421	729,823,954	118,267,822	125,000	1,603,048	263,871	124,982,533	37,914,056	39,946,268	105,974,230	17,649,465	16,536,078	63,963,764	964,478	190,994	26,013,293	18,954,528	15,024,570	6,362,358	23,167,006	1,213,083	2,847	50,873	1,629,969	51,995,487	(1,590,055,417)	-
Current portion of contributed space receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,677,161	-	-	-	-	-	2,677,161
Contributions and grants receivable (net of allowance for uncollectible contributions receivable of approximately $250,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventories, net	219,811	269,632	-	-	-	-	1,015,765	-	333,803	153,876	4,274	9,309	982,384	2,395	-	94,514	103,466	-	47,080	-	25,000	12,500	-	-	-	-	3,263,809
	-	147,087	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	259	120,645	-	-	-	-	-	-	268,491
Prepaid expenses and other assets	625,755	1,868,206	67,620	-	-	-	41,749	1,349	24,971	163,232	34,062	10,172	256,292	-	-	195,105	268,680	30,477	-	1,470,505	2,702,465	-	11,933	1,894,357	2,189,184	-	11,624,074
Total current assets	187,984,663	746,764,787	128,503,230	125,000	1,638,961	6,761,829	132,757,042	39,355,594	41,331,726	110,615,429	17,890,691	17,104,179	65,587,890	975,126	208,024	27,786,479	22,563,095	15,174,029	6,588,699	28,993,016	24,215,474	32,984	1,028,790	7,314,911	74,187,340	(1,590,055,417)	115,433,970
Investments	-	10,871,979	-	-	-	-	-	-	-	183,706	-	19,529	-	-	-	-	103,282	895,090	-	-	-	-	-	-	-	(300,000)	11,773,556
Property, plant and equipment, net	288,197	28,780,283	2,950,229	-	-	-	19,998	9,323	370,069	6,969,842	41,067	46	1,541,519	-	18,208	145,689	3,672,899	2,934	3,440,086	6,499,736	25,802,919	-	1,383,564	43,158	1,617,267	-	80,597,003
Operating lease right-of-use assets	1,617,782	7,453,067	3,159,121	-	-	-	-	10,993	975,000	9,018,547	-	55,417	-	-	-	6,236,223	1,201,502	-	-	-	48,462,695	-	417,908	809,477	3,297,882	-	82,714,494
Finance lease right-of-use assets	-	24,821,919	-	-	-	-	1,379	-	113,937	280,935	-	-	-	-	-	-	210,625	-	-	42,136,116	-	-	-	-	-	-	87,545,511
Contributed space receivable, net	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40,295,370	-	-	-	-	-	40,295,370
Beneficial interest in trust	-	-	-	-	-	-	-	89,963	79,135	669,144	-	-	-	-	-	-	-	4,800,625	-	-	-	-	-	-	-	-	5,638,867
Other assets	-	129,275	-	-	-	-	-	-	-	-	-	36,441	-	-	-	-	-	103,351	-	-	-	-	-	-	713,090	-	982,157
Goodwill, net	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	140,000	-	-	-	-	-	-	140,000
	1,905,958	72,056,423	6,109,350	-	-	-	21,347	110,279	1,538,141	17,101,874	41,067	111,433	1,541,519	-	18,208	6,380,912	5,188,308	5,801,970	3,440,086	48,774,852	114,560,984	-	1,801,372	852,635	5,628,239	(300,000)	292,694,958
Total assets	$ 189,890,622	$ 818,821,210	$ 134,612,580	$ 125,000	$ 1,638,961	$ 6,761,829	$ 132,778,389	$ 39,466,873	$ 42,869,867	$ 127,717,303	$ 17,931,758	$ 17,215,612	$ 67,129,409	$ 975,126	$ 226,232	$ 34,167,391	$ 27,751,403	$ 20,975,999	$ 10,028,984	$ 77,767,868	$ 138,776,458	$ 32,984	$ 2,830,162	$ 8,167,546	$ 79,815,579	$(1,590,355,417)	$ 408,128,928
LIABILITIES AND NET ASSETS																											
Current liabilities																											
Accounts payable and accrued liabilities	$ 96,863	$ 28,114,841	$ 2,406,929	$ 225	$ 463,065	$ 520,189	$ 846,103	$ 873,036	$ 570,063	$ 1,467,679	$ 266,297	$ 130,276	$ 1,188,655	$ 37,005	$ 19,719	$ 989,214	$ 894,611	$ 56,636	$ 55,695	$ 2,498,774	$ 579,941	$ 25,470	$ 128,494	$ 589,104	$ 8,646,084	$ -	$ 51,455,168
Intercompany payable	158,959,510	690,408,786	118,018,029	160,613	1,466,903	3,882,160	128,153,821	40,069,666	40,456,311	116,024,457	18,315,095	15,231,486	69,589,173	1,597,749	725,740	21,540,236	29,687,260	11,502,613	5,640,313	33,689,884	31,343,230	240,436	1,388,651	1,547,934	49,415,361	(1,590,055,417)	-
Deferred revenues	-	415,000	-	-	-	-	200,000	-	-	7,590	-	-	771,688	-	-	28,250	294,010	150,000	-	1,282,890	1,092,281	-	73,438	-	6,794,090	-	11,089,217
Advances from government agency	-	-	-	-	-	1,953,897	-	40,206	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,994,103
Current portion of finance lease liabilities	-	1,001,002	-	-	-	-	1,684	-	49,995	98,152	-	-	-	-	-	-	58,148	-	-	579,636	-	-	-	-	-	-	1,778,617
Current portion of operating lease liabilities	577,444	1,358,130	1,815,118	-	-	-	-	10,993	130,000	1,786,187	-	46,939	-	-	-	1,241,010	466,296	-	-	-	651,657	-	155,668	224,414	1,816,996	-	10,280,832
Current portion of notes payable	-	820,382	-	-	-	-	-	-	-	369,000	-	-	-	-	-	-	-	-	9,849	-	2,266,869	-	18,184	-	-	-	3,483,284
Total current liabilities	159,633,817	722,118,141	122,240,076	160,838	1,929,968	6,356,246	129,201,608	40,993,901	41,206,369	119,743,045	18,581,392	15,408,701	71,549,496	1,634,754	745,459	23,798,710	31,400,325	11,708,449	5,705,857	38,051,184	35,932,978	265,906	1,764,415	2,361,452	66,642,531	(1,590,055,417)	80,081,201
Notes payable, net	-	17,920,113	-	-	-	-	-	-	-	4,816,500	-	-	-	-	-	-	-	-	-	-	5,970,239	-	166,133	-	-	-	28,872,984
Revolving loans	31,303,482	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	31,303,482
Finance lease liabilities, net	-	34,148,709	-	-	-	-	-	-	83,560	194,362	-	-	-	-	-	-	172,698	-	-	43,602,045	-	-	-	-	-	-	78,201,434
Operating lease liabilities, net	993,874	7,106,470	1,428,132	-	-	-	-	-	845,000	7,686,797	-	11,423	-	-	-	5,898,633	905,604	-	-	-	51,028,620	-	263,643	638,462	1,487,481	-	78,074,139
Other liabilities	1,000,000	455,346	856,977	-	-	-	17,732	780,558	66,730	298,892	11,230	802	105,514	-	-	-	35,270	163,859	590,450	1	429,180	-	-	2,695,458	5,283,888	-	12,791,887
Total liabilities	192,921,173	781,748,839	124,525,185	160,838	1,929,968	6,356,246	129,219,340	41,774,459	42,201,659	132,738,596	18,592,622	15,420,926	71,655,010	1,634,754	745,459	29,697,343	32,413,897	11,873,308	6,296,307	81,653,230	93,361,016	265,906	2,194,191	5,695,372	73,413,900	(1,590,055,417)	309,325,127
Net assets																											
Without donor restrictions	(2,930,551)	37,072,371	10,087,395	(35,838)	(148,414)	405,583	3,558,049	(2,308,346)	589,073	(5,691,437)	(1,660,864)	1,794,686	(4,525,601)	(659,628)	(519,227)	4,490,048	(7,620,229)	4,302,066	3,732,677	(3,885,362)	2,442,911	(232,922)	635,971	2,472,174	5,404,565	(300,000)	46,370,137
Without donor restrictions - non-controlling interest	-	-	-	-	(142,593)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	997,124	-	854,531
With donor restrictions	-	-	-	-	-	-	-	89,963	79,135	669,144	-	-	-	-	-	-	2,957,735	4,800,625	-	-	42,972,531	-	-	-	-	-	51,569,133
Total net assets	(2,930,551)	37,072,371	10,087,395	(35,838)	(291,007)	405,583	3,558,049	(2,308,386)	668,208	(5,022,293)	(1,660,864)	1,794,686	(4,525,601)	(659,628)	(519,227)	4,490,048	(4,662,494)	9,102,691	3,732,677	(3,885,362)	45,415,442	(232,922)	635,971	2,472,174	6,401,689	(300,000)	98,793,801
Total liabilities and net assets	$ 189,990,622	$ 818,821,210	$ 134,612,580	$ 125,000	$ 1,638,961	$ 6,761,829	$ 132,778,389	$ 39,466,073	$ 42,869,867	$ 127,717,303	$ 17,931,758	$ 17,215,612	$ 67,129,409	$ 975,126	$ 226,232	$ 34,167,391	$ 27,751,403	$ 20,975,999	$ 10,028,984	$ 77,767,868	$ 138,776,458	$ 32,984	$ 2,830,162	$ 8,167,546	$ 79,815,579	$(1,590,355,417)	$ 408,128,928

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The PEDCAP Group

CONSOLIDATING SCHEDULE OF ACTIVITIEI

Year ended September 30, 2024

Without Donor Restrictions

	Pedcap Group	Pedcap Rehabilitation Services, Inc.	Pedcap Inc.	Pedcap Investment Corporation	Pedcap VR Technologies LLC	Pedcap NYC Inc.	Wildcat Services Corporation	ReserVe	Community Work Service	Easter Seals NY	Granite Pathways	Easter Seals RI	Single Stop	Beacoast Pathways	Benevolent	MVLE	Easter Seals CT	Easter Seals NT	These Our Treasures	Pedcap Apex Technical School Inc	Civic Hall Labs	New York Tech Alliance	TACT Kids Inc.	Pedcap Canada	Pedcap UK	Eliminations	Consolidated
Operating Revenues																											
Contract services and products	$ -	$ 97,554,065	$ 640,093	$ -	$ -	$ -	$ 20,951,583	$ 131,129	$ 1,380,114	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,496,400	$ 456,180	$ -	$ -	$ -	$ -	$ -	$ 4,074,999	$ -	$ -	$ -	$ 129,694,542
Rehabilitation and vocational programs	403,365	6,634,858	29,470,589	-	2,341,400	8,434,024	978,294	5,138,081	3,336,428	23,045,486	1,871,016	3,356,417	3,746,953	3,000	-	4,974,985	8,317,195	212,256	1,407,742	25,766,219	2,653,515	47,500	589,490	38,665,984	53,244,237	-	224,840,022
Contribution and grant revenues	1,554,479	1,187,527	102,056	-	-	-	1,352,654	18,500	489,284	1,463,467	58,897	96,818	150,391	327,987	16,615	97,458	1,775,580	42,731	111,544	-	10,192,584	35,931	162,094	-	1,612	-	19,236,160
Inherent contributor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,050,381	-	-	-	1,050,381
Realized and unrealized gains on investments	1,792,479	425	-	-	-	-	-	-	-	11,331	-	780	-	-	-	-	-	254,304	-	-	-	-	-	-	-	-	2,059,319
Interest income	304,393	2,264	-	-	-	-	-	582	1,575	-	-	-	48	-	1	18	9	97,550	5,637	-	96,107	-	2,164	198	2,612	-	493,128
Miscellaneous revenue	3,453,777	21,977	-	-	-	-	-	-	11,642	-	700	986	-	-	-	5,410	10,557	4,900	-	402,063	-	-	-	-	117,489	(3,446,427)	580,074
Net assets released from restrictions	-	114,261	101,168	-	-	-	113,700	22,823	383,976	213,665	15,655	32,426	-	-	-	-	379,181	428,144	-	-	2,972,957	15,000	-	-	-	-	4,793,961
Total revenues	7,508,493	105,515,379	30,313,906	-	2,341,400	8,434,024	23,396,231	5,312,125	5,613,017	24,733,949	1,946,268	3,487,425	3,897,392	330,987	16,616	9,574,272	10,938,682	1,040,885	1,524,923	28,168,282	15,895,163	98,431	1,804,069	42,741,160	53,365,950	(3,446,427)	382,542,607
Operating Expenses																											
Program services																											
Contract services and products	-	90,649,524	477,779	35,333	-	-	19,530,496	112,216	1,945,911	-	-	-	-	-	-	3,206,558	403,103	-	-	-	-	-	-	-	-	-	116,360,920
Rehabilitation and vocational programs	1,109,501	8,426,902	26,753,757	-	1,521,966	7,274,825	1,844,772	4,694,383	1,700,715	21,523,851	1,641,489	2,445,091	3,322,348	353,938	-	3,260,897	10,388,290	8,354	884,312	18,022,462	10,079,402	177,343	1,000,001	37,505,460	36,040,131	-	189,950,180
	1,109,501	99,076,426	27,231,536	35,333	1,521,966	7,274,825	21,375,268	4,776,599	3,646,626	21,523,851	1,641,489	2,445,091	3,322,348	353,938	-	6,467,455	10,791,393	8,354	884,312	18,022,462	10,079,402	177,343	1,000,001	37,505,460	36,040,131	-	316,311,080
Supporting services																											
Management and general	(467,398)	6,396,339	3,432,467	505	822,679	753,616	1,895,289	644,481	1,461,955	3,660,903	358,152	496,838	2,377,906	39,719	3,738	3,247,884	2,074,534	276,350	858,577	7,431,984	2,207,686	7,164	165,347	4,332,000	13,747,679	-	56,227,404
Development	1,779,007	1,180,677	-	-	-	-	175	-	4,809	32,735	11	321	17	12,073	148,524	10,886	106,541	21,159	-	-	-	-	2,750	-	-	-	3,296,685
	1,311,609	7,577,016	3,432,467	505	822,679	753,616	1,895,464	644,481	1,466,764	3,693,638	358,163	497,159	2,377,923	51,792	152,262	3,258,780	2,181,075	297,509	858,577	7,431,984	2,207,686	7,164	168,097	4,332,000	13,747,679	-	59,527,089
Total operating expenses	2,421,110	106,653,442	30,664,003	35,838	2,344,645	8,028,441	23,270,732	5,421,080	5,113,390	25,217,489	2,000,652	2,942,250	5,700,271	405,730	152,262	9,726,235	12,872,438	305,863	1,742,889	25,454,446	12,287,088	184,507	1,168,098	41,837,460	49,787,810	-	375,838,169
Change in net assets from operations	5,087,383	(1,138,063)	(350,097)	(35,838)	(3,245)	405,583	125,504	(108,955)	499,627	(483,540)	(54,384)	545,175	(1,802,879)	(74,743)	(135,646)	(151,963)	(2,033,756)	735,022	(217,966)	713,836	3,598,075	(86,076)	635,971	903,700	3,578,140	(3,446,427)	6,704,438
Nonoperating activities																											
Foreign exchange transactions loss	(78,971)	-																						(18,047)	(477,180)		(574,198)
Dividends paid to shareholders	-	-																						-	(3,446,427)	3,446,427	
Total nonoperating activities	(78,971)																							(18,047)	(3,923,607)	3,446,427	(574,198)
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	5,008,412	(1,138,063)	(350,097)	(35,838)	(3,245)	405,583	125,504	(108,955)	499,627	(483,540)	(54,384)	545,175	(1,802,879)	(74,743)	(135,646)	(151,963)	(2,033,756)	735,022	(217,966)	713,836	3,598,075	(86,076)	635,971	885,653	(345,467)	-	6,130,240
Net assets at beginning of period - without donor restrictions	(7,938,963)	38,210,435	10,437,492	-	(287,762)	-	3,433,545	(2,289,394)	89,446	(5,207,897)	(1,606,480)	1,249,511	(2,722,722)	(584,885)	(383,581)	4,632,011	(5,586,473)	3,567,044	3,950,643	(4,589,188)	(1,155,165)	(148,845)	-	1,586,521	6,747,146	(300,000)	41,094,429
Net assets at end of period - without donor restrictions	$ (2,930,551)	$ 37,072,372	$ 10,087,395	$ (35,838)	$ (291,007)	$ 405,583	$ 3,559,049	$ (2,398,349)	$ 589,073	$ (5,691,437)	$ (1,660,864)	$ 1,794,686	$ (4,525,601)	$ (659,628)	$ (519,227)	$ 4,480,048	$ (7,620,229)	$ 4,302,066	$ 3,732,677	$ (3,875,352)	$ 2,442,910	$ (232,922)	$ 635,971	$ 2,472,174	$ 6,401,679	$ (300,000)	$ 47,224,669

With Donor Restrictions

	Pedcap Group	Pedcap Rehabilitation Services, Inc.	Pedcap Inc.	Pedcap Investment Corporation	Pedcap VR Technologies LLC	Pedcap NYC Inc.	Wildcat Services Corporation	ReserVe	Community Work Service	Easter Seals NY	Granite Pathways	Easter Seals RI	Single Stop	Beacoast Pathways	Benevolent	MVLE	Easter Seals CT	Easter Seals NT	These Our Treasures	Pedcap Apex Technical School Inc	Civic Hall Labs	New York Tech Alliance	TACT Kids Inc.	Pedcap Canada	Pedcap UK	Eliminations	Consolidated
Revenues																											
Realized and unrealized gains on investments	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 106,609	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 791,648	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 898,257
Interest income	-	-	-	-	-	-	-	4,493	354	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,847
Net assets released from restrictions	-	(114,261)	(101,171)	-	-	-	(113,700)	(22,824)	(383,976)	(213,664)	(15,657)	(32,426)	-	-	-	-	(379,181)	(428,144)	-	-	(2,972,957)	(15,000)	-	-	-	-	(4,793,961)
Total revenues	-	(114,261)	(101,171)	-	-	-	(113,700)	(18,331)	(383,622)	(107,055)	(15,657)	(32,426)	-	-	-	-	(379,181)	362,504	-	-	(2,972,957)	(15,000)	-	-	-	-	(3,890,857)
CHANGE IN NET ASSETS WITH DONOR RESTRICTIONS	-	(114,261)	(101,171)	-	-	-	(113,700)	(18,331)	(383,622)	(107,055)	(15,657)	(32,426)	-	-	-	-	(379,181)	362,504	-	-	(2,972,957)	(15,000)	-	-	-	-	(3,890,857)
Net assets at beginning of period - with donor restrictions	-	114,261	101,171	-	-	-	113,700	106,294	462,757	776,189	15,657	32,426	-	-	-	-	3,336,916	4,438,121	-	-	45,945,488	15,000	-	-	-	-	55,459,990
Net assets at end of period - with donor restrictions	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 89,963	$ 79,135	$ 669,144	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,957,735	$ 4,800,625	$ -	$ -	$ 42,972,531	$ -	$ -	$ -	$ -	$ -	$ 51,569,133

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Erica Gesen Ungarelli

[redacted]

Human Services Leader in Child Welfare and Behavioral Health

Human Services Leadership and Management

Successful Human Services Leader with 20 years of leadership experience. Responsibilities include system and program development and sustainability, management of programs and budgets ranging between 3-64 million dollars. Broad knowledge of the Medicaid system. Leadership style embraces the System of Care values and principles in both program development and in organizational culture and climate. Experience in Child Welfare and Children's Behavioral Health. Additional notable experience in the following areas;

Management

- Provides Direction and vision for organizational development
  - Recruitment and retention strategies
  - Positive Culture and Climate
  - Program development, contract development and implementation
  - Oversight of contracts, programs, and provider networks

Strategic planning, Program Development

Developed programming to assist children and families involved in Child Welfare including:

- Strength To Succeed and other intensive in-home services.
- Led large systems reform for children's service, NH System of Care for Children's Behavioral Health inclusive of program development, finance and long-term sustainability and scaling up the programming to address continued growing needs.
- Developed NH's infant Mental Health plan, to include program development for integrated and comprehensive supports for at risk young children and families.
- Development of strategic plans– notable examples: 10-year mental health plan, Children's system of care annual reports with recommendations and child welfare practice model development.
  - Analyzing data to identify areas for improvement and expansion
  - Development of goals and activities for strategic plan
  - Development of finance strategies, budget, and rates
  - Assess progress towards goals through process measures and qualitative data
  - Management of organization and program budgets
  - Assessment of federal and state statutes
  - Analyzing, drafting, and editing legislation, policy, and fiscal impact statements.
  - Develop, draft; and implement finance strategies for sustainability through Medicaid reimbursement.

Facilitation and presenting

- Facilitation of both large and small work groups.
- Facilitation of large group stakeholder groups
- Presentations to small and large group, local and national.
- ·Testifies to legislative policy and budget committees.

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CAREER PROGRESSION

Leadership and Management: 2006- Present

2021-Present: Granite Pathways, Executive Director

- Daily operations of organization, finance, Liaison to Board of directors and parent company,
- Set strategic priorities for the organization.

2016- 2021: Division for Behavioral Health, Director, Bureau for Children's Behavioral Health

- Set strategic priorities and plan for development for children's services.
- Provides cross departmental consultation for child programming.
- Develop and manage budgets for the Bureau
- Provided Leadership and Bureau vision and priorities for all Bureau staff.
- Directly manages bureau administrators
- Program development, implementation, financing, and oversight
- Contract development, writing and monitoring

2002-2016: Division for Children, Youth and Families Bureau for Child Wellbeing and DCYF Fiscal Unit

Managed multiple program areas for child welfare and juvenile Justice to include;

- Foster Care Health
- Federal Grant administration and oversight
- Community based services development
- Finance
- Parent Partner program
- Policy and rule development and writing
- Budget development and management
- Provider relations
- Medicaid liaison
- Lead for Cost containment Workgroup to ensure cost containment initiatives are met
- Authorization for Child specific specialized services
- Negotiate rates and funding for child specific services
- Conducts cost analysis for new child specific services
- Participated as team member during Federal audits and State case reviews
- DCYF Lead representative for the Medicaid Advisory Committee
- Development of the NH DCYF SafeRX program; Coauthor of the article, *Psychotropic medications in child welfare: from federal mandate to direct care*. https://www.sciencedirect.com/science/ar"cle/abs/pii/S019074091630127X#:~:text=Psychotropic%20medica"ons%20in%20child%20welfare%3A%20From%20federal%20mandate%20to%20direct%20care

Supervisory and Field Experience

1992-1996: Field worker for Elderly and Adult Services
1996-2002 CPSW for DCYF Central Intake
2001-2002 Assistant Supervisor for DCYF Central Intake

Education: Wittenberg University, BA earned in 1992 in Sociology.

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Lori A. Hebert

LHebert@granitepathways.org

Professional Qualifications

- Over 20 years of leadership, customer and contract management combined with an extensive background in government contract development, oversight, and expansion.

Civic Engagement and Advising Experience

New Hampshire Department of Health and Human services
Division for Children Youth and Families (DCYF) **2015-2017**
Parent Leader – Practice Advisor

- Serve as an advisor to the field and the Division's leadership in matters of family engagement.
- Training partner facilitating DCYF Core Academy Better Together Workshops for DCYF staff on how to partner with families to improve child welfare outcomes.
- Statewide Steering Committee Meeting participation, providing oversight and leadership to the Parent Partner Program, a program that promotes parents as leaders within Child Welfare.
- Provide coaching and support to parents new to the system through a peer support model to improve reunification outcomes and the lives of children in New Hampshire.

New Hampshire Legislature Office of the Governor
DCYF Advisory Board **2022- Present**
Chair in good standing

- Advises the Director of DCYF on policy and program priorities for children, youth, and families in NH.
- Provide leadership in advocating the needs and concerns of families.
- Advise and assist DCYF in its mission to our communities.

Professional Work History

Granite Pathways a member of The Fedcap Group **2018-Present**
Director of Community Bases Programming and Development

- Direct and manage program design, development, and delivery of services company wide.
- Developed policies and procedures related to program integrity, staff training, and key metric tracking.
- Policy and procedure approval ensuring compliance with Federal, State, Medicaid regulations and standards.
- Oversee management of expense and revenue billing operations.
- Oversee administrative tracking platforms and mechanisms for documentation compliance and service delivery.
- Supervise programming directors.
- Maintained statewide presence engaging in community meetings and developing business partnerships for companywide opportunities.

DCYF Involved Program Director

- Hired in 2018 to build and implement peer support programing (Strength to Succeed STS) for families involved within the Division for Child Youth and Families (DCYF).

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- Hiring, training, developing, and leading a staff of individuals with lived systems experience to deliver Peer Support Services.
- Program oversight, contract compliance and outcome deliverables.
- Data reporting on scope of service requirements and amplification metrics.
- Implementation of expansion services in 2019, 2020 and 2021 increasing service deliverables and the population served.
- Development and continue quality management of, workflows, policy manuals, standard operating procedures, trainings, professional development tools.
- Designed and delivered DCYF 101 and Addiction/Recovery trainings for DCYF staff, families, and community partners.
- Lead the team in the shift from grant funding to fee for service in 2021, STS services are now embedded in the DCYF provider service array as an approved Medicaid service.
- Oversight of Nurturing Parenting training facilitation.
- June 2023 developed and launched Community Navigator contract with DCYF, this program offers education to reporters and prevention services to families with needs who do not rise to the level of DCYF involvement throughout New Hampshire.

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

- Statewide consultation to DCYF within development of internal policiesand statewide programs.
- Parent Leader recruitment and development.
- Participate in planning, testing, and evaluation for newprograming.
- Monthly reporting on measurable and deliverables.

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

- Government RFP (Request for Proposal) submissions, negotiations, and implementation.
- Development and start-up of Housing and Urban Development (HUD) Asset Manager contracts.
- HUD program administration and management in accordance withhousing regulations and scope of service compliance.
- Supervise large staff, including recruiting, onboarding, and professional development.
- Training and seminar facilitation for regional listing brokers
- Co-developed an Asset Management software platform.
- Manage and coordinate negotiations with HUD Contractors includingthe Mortgage Compliance Managers and Field Service Manager.
- Member of senior leadership team.

Education

1992-1995 Keene State College
2021 Graduated Corporate Leadership Academy with The Fedcap Group

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Amanda Durand

adurand@granitepathways.org

PROFESSIONAL QUALIFICATIONS

I am a highly Competent professional with over 12 years of experience. I have superior communication skills with a positive attitude and genuine compassion for others. I demonstrate outstanding leadership, interpersonal communication, and problem resolution.

EXPERIENCE

Granite Pathways, Community Navigator- Manchester, NH
Director 2024
Navigator 2023-2024

- Complete Training in: Mandated Reporting, Motivational Interviewing, Diversity, Equity, and Inclusion, Trauma Informed Practice, Reflective Practice, Strategic Sharing, DCYF 101 and DCYF Core.
- Complete Monthly Contract Reporting and attend monthly contractor meetings.
- Data reporting on scope of service requirements and amplification requirements.
- Program oversight, and contract compliance
- Continue quality management of workflows, standard operating procedures, trainings and professional development tools
- Educate professionals and nonprofessional reporters on local resources for families in need and who do not rise to the level of involvement with child protection.
- Educate professional reporters on engagement techniques including trauma informed, reflective listening, and motivational interviewing with families.
- Education reporters on facilitated referrals.
- Continued research and education on regional resources including Family Resources Center Program schedules.
- Partnership and collaboration with local resources, having firsthand knowledge of what families can expect when they engage in services.
- Practice cultural competence.
- Completed annual training in engagement skills, engagement techniques, DEI, Trauma informed and Motivational Interviewing.
- Demonstrate the ability to pivot and work in ambiguity, understanding community resources change and family's needs will vary.
- Administrative work including case documentation, written correspondence, monthly contractor reporting and other data entry duties as needed.
- Provide supervision and training to all staff.

Granite Pathways, Strength to Succeed- Manchester, NH
Director 2024
Parent Partner/CRSW-S 2020-2024

- Program oversight, and contract compliance
- Data reporting on scope of service requirements and amplification requirements.

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- Develop and implement program policies.
- Participate in Professional Development training.
- Attend monthly contractor meetings and bi-weekly leadership meetings
- Oversight of Nurturing Parenting and PASTA Training Facilitation
- Provide Field Supervision and CRSW Supervision to all staff.
- Continue quality management of workflows, standard operating procedures, trainings and professional development tools
- Demonstrate an understanding of and an ability to successfully implement concepts presented in orientation and training.
- Utilize evidence-based home models including but not limited to; Nurturing Families and PASTA (Parenting a Second Time Around).
- Facilitate Parenting a Second Time Around workshop curriculum for relative care and kinship population.
- Administrative work including case documentation, written correspondence and other data entry duties as needed.
- Staff meeting and MLADAC supervision attendance.
- Attend DCYF staff meetings, Better Together meetings and other family voice programming requirements.
- Always display and maintain confidentiality.

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

- Coordinate communication between patients, family members, medical staff, administrative staff, or regulatory agencies
- Interview patients or their representatives to identify problems relating to care.
- Maintain knowledge of community services and resources available to patients.
- Explain policies, procedures, or services to patients using medical or administrative knowledge.
- Provide the patient service through active listening next step of the admission process education
- Review of State Program Grants per budget guidelines
- Management of Program invoicing
- Manage Outreach & Marketing via e-mail campaign and prospective customer visits
- Maintain monthly statistical reports and inquiry trends and reports.
- Participation in Program Steering Committee

EDUCATION

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

References Available Upon Request

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Michelle Wells

Education

Moultonborough Academy, Moultonborough, New Hampshire
Graduated 1985
High School

New Hampshire Technical College, Laconia New Hampshire
2002-2004
Technical College 2 Years
Early Childhood Education
Childhood Development

Building Futures Together Training- NHTI
9/27/2022- 4/1/2023

Recovery Training

- August -2018
Recovery Coach Academy

- July 30, 2018
HIV/AIDS for Recovery Support Workers

- July 31, 2018
Motivational Interviewing Basics

- October 2018
CCAR Ethical Considerations For Recovery Support Workers

- January 15, 2021
Harm Reduction in Recovery Services -Peer Recovery

- January 24, 2019
Suicide Prevention for Non-clinical Workers

- May 20.2020
Advanced Ethics

- January 25, 2021
Certified Recovery Support Worker (CRSW) Performance Domains

- March 10, 2021
Trauma Informed Care

- April 2021
Ethical Considerations In Peer-Assisted Recovery (12 Hours)

- October 25 2021-December 17, 2021
NHTI College Course-(Cohort 2- Building Futures Together)- The Four Domains of the Certified Recovery Support Worker (CRSW)

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- January 12, 2022- March 2, 2022

UNH College Course – Child and Family Systems with Substance Use

- March 19-May 8, 2022

UNH College Course – Engaging children, youth and caregivers with Substance Use

- May 10, 2022

CRSWs Supervising CRSWs

Licensing

June 20, 2019
Certified Recovery Support Worker

July 20, 2022
CRSW Supervisor

6/1/2023-
Certified Recovery Support Worker- Renewal

5/27/2025 –
Certified Recovery Support Worker-Renewal

Employment History

Supervisor and Central Referral and Enrollment Coordinator – Granite Pathways Strength to Succeed Program
October 21, 2022 to Present

Responsibilities:

- Licensed Certified Recovery Support Worker.
- Proper handling of confidential information in compliance with regulations and protocols
- Mentor, support, and supervise the staff for Strength to Succeed.
- Manage centralized referrals for Strength to Succeed
- Make outreaches to all referrals weekly. Make a minimum of three outreaches for all referrals. Make a fourth outreach if time allows.
- Manage Central enrollment- Schedule and complete enrollments with caregivers. Assign to staff, email CPSW/JJ/R2R with assignment and complete a service authorization request. Provide staff contact information to caregiver. Document everything in FCC and Teams.
- Complete resource Care Coordination for caregivers, when time allows.
- Clearly communicate, engage staff in respectful interactions and maintain a high level of confidentiality.
- Facilitate monthly group CRSW supervision with all staff.
- Fedcap Cares file audits and review

Parent Partner with the Strength to Succeed Program. Recovery Coach.

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July 2, 2018 to October 21, 2022

Responsibilities:

- Licensed Certified Recovery Support Worker
- Peer to Peer Recovery Support
- Resource Broker- connecting clients to community supports and resources
- Proper handling of confidential information in compliance with regulations and protocols
- Keeping accurate and updated data in client files and reporting documents
- Help empower clients in building their recovery capital and achieving and sustaining long term recovery
- Working in collaboration with the Division for Children Youth and Families case plans and MLADC assessments/evaluations to support families and help them achieve their goals
- Engage families in the Better Together Program for support after their case closes
- Mentoring staff
- Training newly hired staff
- Billing review
- Case file audits

Parent Leader- Better Together Program
2011-2018

Responsibilities:

- Parent Leader on the Better Together- Parent Partner Program Team, in the Conway District Office 2011-2018
- Parent Leader on the Better Together-Parent Partner Program Team, in the Laconia District Office 2015-2018
- Attend Better Together with Birth Parents Workshops annually. Part of the role of a Parent Partner in these workshops, is to assist with training of new DCYF staff.
- Member of the Better Together- Parent Partner Steering Committee
- Attending the DCYF Annual Conference as a Parent Partner and Parent Voice
- Attended the Parent Partner Strategic Sharing Workshop
- Parent Partner Facilitator Training - May 2017
- Facilitating Better Together with Birth Parents Workshops
- Parent Partner role in the DCYF CORE Investigation Simulation Training -April 2018
- Participated in the Focus Group as a Parent Voice, for The Child and Family Service Federal Review - April 2018

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Kristi Southers

Ksouthers@granitepathways.org

Summary

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

Experience

Granite Pathways | Manchester NH

Field Supervisor STS/Community Navigator 2024-Present

- Allot the time necessary to work with and be supervised by the Granite Pathways ProgramDirector.
- Demonstrate an understanding of and an ability to successfully implement concepts presented in orientation and training.
- Possess professional behavior elements including ability to supervise field staff, clearly communicate, engage staff in respectful interactions and maintain a high level of confidentiality.
- Maintain and update personnel files.
- Conduct monthly individual supervision with all staff.
- Facilitate monthly group CRSW supervision with all staff.
- Coordinate clinical supervision for all staff.
- Attend required DCYF, community and internal meetings representing the programming.
- Clear understanding of the contract requirements and roles of all staff.
- New hire trainings coordination and oversight.
- Developing and implementing professional development plans along with improvement plans.
- Overseeing credentialing, ensuring timely completion, and ongoing recertification for all field staff.
- Supporting all staff in developing and enhancing time management, documentation, direct service and professional skills.
- Manage day to day operations including workload coverage, staff caseloads, budgets, contract training delivery, equipment maintenance, supplies and technical issues.
- Contract management includes aggregate reporting, referral tracking, contract performance, DYCF collaboration and communication.
- Quality tracking of field staff performance; ensuring the maintenance of accurate, complete, timely and high-quality documentation and data collection to meet best practice standards that comply with program policies and procedures, payor requirements and external regulatory standards.
- Practice cultural competency.
- Complete annual training as required.
- Always display and maintain confidentiality.
- Perform other related duties as assigned. This job description is not designed to cover or contain a comprehensive listing of activities, duties, or responsibilities.

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Granite Pathways | Manchester NH

Parent Partner-Certified Recovery Support Worker 08/2019 - 2024

- Offer peer-to-peer support from staff who have lived through their own adversities and have had positive outcomes
- Provide peer-to-peer support for parents including treatment navigation, recovery support, housing support, employment support, health/wellness support, DCYF case navigation support, court support and more. also act as resource navigators for the DCYF staff in the offices they are located in.
- Familiar with TEAMS, EXCEL, POWERPOINT, FEDCAPCARES, CISCO Connect, ADP, Oracle, and more.

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

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

Education and Training

- Northern Essex Community College | Haverhill, MA //General Studies
- Certified Recovery Support Worker | Concord, NH Licensed by OPLC
- Certified Recovery Coach | Concord, NHCWEP: Recovery Coach in 07/2019

References Available Upon Request

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Rachel Lavoie

SKILLS

Customer Service skills are specific to escalated situations, as well as problem solving, professional communication, and multi-tasking. Excellent with finding resolutions to various circumstances as they are presented. Outside the box thinking and prioritizing matters of importance.
Outstanding peer to peer support in motivation, communications, and recovery. Able to listen to others, work professionally and productively individually or as a team.

EXPERIENCE

June 5th, 2023 – *Present*

Granite Pathways Strength to Succeed, Manchester, NH – *Parent Partner for the Manchester District Office, Field Mentor, and CRSW.*

- Peer support to parents/caregivers/kin, as a person with lived experience.
- Peer support services, creating care coordination plans to help parents achieve goals.
- Identifying and prioritizing each parent's or family's needs and providing resources and support in obtaining sed needs.
- Education system navigation for DCYF, understanding the different types of cases. As well as emotional support and preparation for each stage of the case.
- Education provided through the Nurturing Parenting Curriculum and Addiction Recovery.
- Communication tools, helping parents to advocate for themselves in a healthy and professional manner. As well as assisting in communication barriers with providers. Setting up team meetings with DCYF and providers.
- Supports new hire staff, one on one training of field operations, system navigation, and documentation.
- Monthly reporting and documentation for each engaged Parent.
- In person support and virtual support for team meetings, court hearings, roadmap to reunification, and individual sessions.
- Establishing relationships with DCYF staff as well as attending DCYF staff meetings and Better Together Meetings.

January 2021 – June 4th, 2023

Cubic Transportation Systems, Concord, NH- *Customer Service Representative*

- Call center representative for inbound and outbound calls.
- Work specific to escalations and DMV registration holds.

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- Assisting in all walk-in center locations.
- Taking credit cards, cash, and bank account information or collecting payments.
- Fast-paced problem solving and resolving various issues per each customer'saccount.
- Processing mailed payments.
- Ordering Transponders.
- Assisting with new hire training, specifically to DMV registration holds.
- Assisting supervisors in floor support includes answering all customer service representatives' questions, to help each customer.

May 2021- December 2021

Subway, Manchester, NH – *Manager*

- Preparing and serving customers' orders.
- Processing weekly orders and inventory.
- Balancing control sheets.
- Processing weekly bank deposits.
- Fulfilling catering and mobile orders directly upon receiving.
- Preforming opening and closing shift responsibilities, including balancing the drawer.

May 2020 – May 2021

Gemini Handyman Services, Manchester, NH – *Subcontractor*

- Creating invoices specific to each job.
- Purchasing materials and tools specific to each job.
- Interior and exterior painting.
- Remodeling and demolition.
- Safe operation of power tools.

EDUCATION

2007-2011

Goffstown High School, Goffstown, NH- *Diploma*

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Shelby Watson

Work Experience

Parent Partner
Strength to Succeed-Manchester, NH
Present

Supporting parents as they navigate the DCYF system.

Bartender
Delaware North-Nashua, NH
May 2023 to July 2024

Bartender
Revolution taproom & grill-Rochester, NH
September 2017 to 2021

Enthusiastic customer service with exceptional beer, liquor and wine knowledge! Attention to detail especially for my customers!

Bartender
Thirsty Moose Taphouse-Dover, NH
2019 to 2020

Bartender
Frank Jones Pub-Barrington, NH
2018 to 2019

Bartender
THE CONTINENTAL-Somersworth, NH
2017 to 2019

Production Lead
Forward Merch-Dover, NH
2015 to 2016

Sales Associate
Cumberland Farms-Rochester, NH
2012 to 2015

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Education

Cosmetology (Graduate)
Empire Beauty School-Somersworth, NH
2013 to 2015

General Studies (High school diploma)
Bud Carlson Academy-Rochester, NH
September 2007 to June 2011

Skills

- Events Management
- Writing skills
- Cash handling
- Microsoft Outlook
- Food service
- Caregiving
- Coffee experience
- Banquet Experience
- Guest Services
- POS
- Kitchen experience
- Food Preparation
- Substance abuse
- Casual dining experience
- Fine dining experience
- Craft beer experience
- Barista experience
- Hospitality
- Microsoft Excel
- Cash Handling
- Organizational skills
- Labor Cost Analysis
- Working with people with disabilities
- Clinical documentation
- Cleaning
- Communication skills
- Microsoft Word
- Upselling
- Inventory management

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- Bar
- Typing
- Event planning
- Catering
- Computer literacy
- Experience with individuals with substance use disorders
- Order fulfillment
- Entrepreneurship
- Merchandising
- Windows
- Food Safety
- Time management
- Retail Sales
- Restaurant Experience
- Leadership
- Busser
- Microsoft Office
- Customer service
- Microsoft PowerPoint
- Case management
- Serving
- Motivational interviewing
- Delivery driver experience
- Direct support
- Host/Hostess
- Restaurant experience
- Pricing
- Behavioral health
- Cocktail experience
- Bartending
- Attention to detail
- Experience with individuals with mental health conditions
- Food industry
- Serving Experience
- Productivity software
- Inventory Control

Languages

- English

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Certifications and Licenses

Food Handler Certification

Driver's License

ServSafe

Certified Recovery Specialist

Non-CDL Class C

Bartender License

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KAY YOUNG

Objective

Good day, I'm in search for career like-minded position followed by passion and purpose. I'm in search of enhancing my abilities to contribute in what im capable of as well as my skills and my knowledge.

Ability Summary

- Understand government health, hotel or food service regulations
- Retrieve and place goods from/into storage
- Wash dishes, glassware, or related utensils
- Operate food preparation equipment
- Clean equipment or machinery
- Organize and stock into storage
- Clean work areas
- Customer service
- Lift 50 pounds
- Fast-paced multitasking
- greeting
- Phone service
- Long hours on feet
- etiquette
- Help assistant

Employment History

06/2025
Current

Peer support/Parent partner

FedCap granite pathways, Manchester NH

- *Out reach work*
- *Providing emotional support*
- *Date entry tasks*
- *Administrative tasks*
- *Assessments*
- *excel and microsoft*

06/2024 - 6/2025

Internship apprentice

Safe Harbor Recovery Ctr, Portsmouth, NH

Days at Safe Harbor include but not limited to

- *Greeting participants and potential participants.*
- *Assist all relevant tasks, within the need or request.*
- *Phone service and advisory upon incoming calls.*
- *Assist coach specialists when needed.*
- *Monitor and Take supply inventory,*
- *Attending out reach experiences under advisory*
- *Attending community events with in the center*
- *Assist with food venues upon request*

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- *Ensuring participants/clients have the right appointment days and times.*
- *Seat participants/clients in the lobby in a professional, well-mannered, well-spoken environment.*

11/2021 - 09/2023 **Kitchen Aide**
River House, Portsmouth, NH
Days at River house included but not limited to

- *Food preparation.*
- *Food decor.*
- *Sanitizing machine.*
- *Machine maintenance.*
- *In care of trash/ recyclables.*
- *Customer interaction and greeting.*
- *Operating dishware machine.*
- *Assisting the team with opening up.*
- *Food expediting (expo-food runner).*
- *Abundance of team work.*

04/2019 - 11/2021 **Kitchen Aide**
POCO DIABLO INC, PORTSMOUTH, NH
Days and evenings at Poco's included but not limited to

- *Food running.*
- *Food display setup.*
- *Assisting in prepared stations.*
- *Sanitizing.*
- *Machine maintenance.*
- *Building cleaning.*
- *Teamwork communication.*
- *Assisting in restocking.*
- *Collecting dishware.*
- *Stocking.*
- *Customer service.*

06/2011 - 12/2015 **Cashier and cook**
How Sweet It Is (Seacoast Bingo), Somersworth, NH
Days/nights at the bingo hall included but not limited to

- Opening/closing
- *Taking customers orders.*
- *Assisting serving.*
- *Assistance as a team.*
- *Making beverages and frozen desserts.*
- *Money cashiering.*

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- *Updating team members on slip specifications*
- *Productive downtime.*
- *Stocking small inventory of items.*
- *Wiping and cleaning down.*

Education History

C.r.s.w Training Series
Vocational School Certificate
SOS Recovery Community Organization, Dover, NH
Training series

- The art and science of peer assisted recover
- Ethical consideration
- Suicide prevention
- HIV/AIDS/Hep C prevention
- Co-occurring disorders

Diploma
High School Equivalency Diploma
Dover senior high School, Dover, NH
Course of studies not limited to:

- Practical law
- Animal science
- English

Criminal justice
2 Years of College or a Technical or Vocational School
Great bay, Portsmouth, NH

- Intro to Psych
- Intro to computer
- Police community relations

Occupational Licenses, Certificates and Training

Honors & Activities

Additional Information

Detailed References

Jeremy Bourgeios , House Manager
Beta Chapter
28 Madbury Lane
Durham, NH 03824
Jeremey.bourgeois@gmail.com
603-534-2140

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Ryan pinkham , Kitchen Manager
River House
Rollinsford, NH 03869
603-833-3013
Patty Russo , Business Owner-Supervisor
How sweet it is
451 HIGH ST
Somersworth, NH 03878
603-781-4277
Molly Marston
NH
575-686-8296
Amanda Serfs , Kitchen manager
River House
53 Bow Street
Portsmouth, NH 03801
207-251-8568
Vicki Silver , Case manager
Crossroads inc
600 Lafayette rd
Portsmouth, NH 03801
V.silver@crossroadshouse.org
603-828-3671
Justin younger , intern/volunteer
Safe Harbor
865 islington st
portsmouth, NH 03801
JYounger@granitepathways.org
603-957-2843

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Jasmine Bourdeau

Parent Partner/Recovery Support Worker

Professional Summary

Passionate and trauma-informed Parent Partner with 20+ years of lived experience and professional involvement, dedicated to supporting families navigating the DCYF/child protective system. Proven ability to build trust, provide effective peer support, and advocate for family voice and choice to achieve safe reunification and well-being outcomes. Skilled in non-judgmental communication, resource navigation, and facilitating positive parent-agency collaboration.

Authorized to work in the US for any employer

Work Experience

Parent Partner

Granite Pathways - Strength to Succeed-Manchester, NH

July 2025 to Present

• Provided direct, trauma-informed peer support and mentorship to families referred by DCYF, offering non-judgmental guidance through court proceedings, case plan requirements, and service referrals.

• Successfully utilized personal experience to build rapport, instill hope, and empower parents to actively participate in their case planning and self-advocacy.

• Worked with caregivers to enhance protective factors and address underlying challenges.

• Collaborated closely with DCYF social workers, Guardian Ad Litem (GALs), attorneys, and community providers to coordinate services and ensure families received comprehensive support.

• Maintained meticulous documentation of all interactions, progress, and service referrals in compliance with organizational and state standards

• Developed personalized care coordination plans for caregivers, tailoring strategies to meet their unique needs and goals

• Assisted caregivers in accessing community resources such as housing, employment opportunities, healthcare services, food and clothing resources and support groups

• Participated in ongoing professional development activities to stay updated on best practices in addiction recovery support

• Supported clients during crisis situations by providing emotional support and connecting them with appropriate services when needed

• Collaborated with other peer recovery coaches to develop innovative programs aimed at improving outcomes for DCYF involved families

• Established strong relationships with local agencies, to facilitate referrals and enhance collaboration

• Conducted weekly check-ins with caregivers in person and virtually, to provide ongoing encouragement, support, and accountability

• Assisted caregivers in developing relapse prevention plans, identifying triggers, overcoming barriers and implementing effective strategies to achieve reunification

• Participated in regular supervision meetings and case conferences to discuss caregiver progress, challenges, and treatment planning

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• Served as a role model for individuals in recovery by sharing personal experiences of overcoming addiction and maintaining sobriety

• Demonstrated strong interpersonal skills when working with diverse populations from various cultural backgrounds

House Manager

603 Sober Living/Adira Sober Living-Manchester, NH

2024 to 2025

• Managed the daily operations of multiple sober living houses, ensuring adherence to all house rules, curfews, and facility policies.

• Conducted regular, random drug and alcohol screenings (breathalyzer and urine analysis) to maintain an environment of accountability and safety.

• Mediated conflicts and provided emotional support, helping residents navigate the challenges of early recovery and community living.

• Coordinated and documented weekly house meetings, holding residents accountable for chores, participation, and progress toward recovery goals.

• Managed household budget for supplies, groceries, and minor maintenance, processing rent and fee collections efficiently and confidentially.

• Liaised with external treatment providers, probation/parole officers, and family members while strictly adhering to confidentiality standards (e.g., HIPAA).

• Managed daily operations and ensured a safe environment for residents.

• Coordinated schedules, chores, and communication among residents and leadership.

• Facilitated conflict resolution, room searches, and intakes/discharges.

• Led meditation groups and provided emotional support to residents.

• Utilized strong communication and interpersonal skills to build relationships with residents and staff.

• Demonstrated empathy and understanding in supporting residents with substance use disorders and mental health challenges

Member Services Representative

Blue Cross Blue Shield-Bedford, NH

2023 to 2024

• Provided exceptional customer service to members, addressing inquiries and resolving issues in a timely and professional manner

• Maintained accurate member records and updated information as needed

• Assisted members with account management tasks such as opening new accounts, closing accounts, and updating personal information

• Promoted various membership programs and services to enhance member engagement and satisfaction

• Resolved escalated member complaints by actively listening, empathizing, and finding appropriate solutions

• Collaborated with cross-functional teams to ensure seamless delivery of services to members

• Managed high call volumes while maintaining quality standards for customer interactions

• Identified opportunities for process improvement within the member services department, resulting in increased efficiency

• Developed strong product knowledge to effectively address member inquiries about products or services offered by the organization

• Participated in training sessions to stay up-to-date on company policies, procedures, and industry regulations

• Contributed ideas for improving customer experience based on feedback received from members

• Performed administrative tasks such as data entry, filing documents, and preparing reports as required

• Assisted in the implementation of new systems or software upgrades related to member services operations

• Collaborated with marketing team to develop promotional materials highlighting membership benefits

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- Conducted surveys or interviews with members to gather feedback on their experience with the organization
- Proactively reached out to inactive or lapsed members through phone calls or emails to encourage re-engagement
- Consistently met or exceeded performance targets related to response time, resolution rate, and customer satisfaction scores
- Trained new team members on best practices for delivering excellent member service
- Maintained confidentiality of sensitive member information according to established privacy guidelines
- Investigated billing discrepancies reported by members and worked towards prompt resolution
- Served as a liaison between different departments within the organization regarding member-related issues
- Implemented strategies to improve member retention rates and reduce churn
- Developed and maintained positive relationships with members, ensuring their loyalty and satisfaction
- Utilized CRM software to track member interactions, update profiles, and document relevant information
- Provided guidance and support to members regarding online account access or self-service options
- Researched complex inquiries or issues raised by members and provided detailed explanations or solutions
- Participated in team meetings to discuss challenges, share best practices, and brainstorm ideas for improvement
- Maintained a high level of professionalism when dealing with difficult or irate members
- Demonstrated excellent problem-solving skills by resolving an average of 30 escalated complaints per week

Assistant Manager

Dollar General-Barnstead, NH

2022 to 2023

- Assisted in the management of daily operations, ensuring smooth and efficient workflow
- Supervised and trained a team of 12 employees, providing guidance and support to maximize productivity
- Collaborated with the manager to develop strategies for achieving sales targets and improving customer satisfaction
- Conducted regular inventory checks to maintain accurate stock levels and minimize loss due to shrinkage
- Resolved customer complaints or concerns promptly, ensuring high levels of customer service at all times
- Assumed managerial responsibilities in the absence of the manager, overseeing all aspects of operations
- Managed cash handling procedures, including opening/closing registers, preparing deposits, and reconciling discrepancies
- Monitored employee performance through regular evaluations, providing constructive feedback for professional development
- Ensured compliance with health & safety regulations by conducting regular inspections and implementing corrective actions when necessary
- Developed employee schedules based on business needs while optimizing staffing levels during peak hours
- Maintained accurate records of financial transactions including daily sales reports, invoices, receipts etc
- Collaborated with the management team to develop and implement operational policies and procedures
- Managed inventory levels, ensuring adequate stock availability while minimizing excess or obsolete items
- Assisted in the recruitment, selection, and onboarding of new employees, ensuring a smooth transition into the team

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Mail Handler

United States Postal Service-White River Junction, VT

2019 to 2021

- Sorted and distributed incoming and outgoing mail to appropriate departments, ensuring timely delivery to customer
- Processed outgoing mail by weighing, stamping, and labeling packages and envelopes
- Maintained accurate records of all incoming and outgoing mail using computerized tracking systems
- Operated postage meter machines to affix correct postage on outgoing mail items
- Assisted in the preparation of bulk mailing projects, including collating documents and inserting materials into envelopes
- Performed routine maintenance on sorting equipment to ensure optimal performance
- Handled confidential or sensitive information with utmost discretion and maintained strict confidentiality protocols

Shipping and Receiving Clerk

Pleasant View Gardens-Loudon, NH

2019 to 2021

- Efficiently organized and maintained inventory in the warehouse, utilizing a systematic tracking system
- Received and inspected incoming shipments, verifying accuracy of contents and ensuring proper documentation
- Prepared outgoing shipments by carefully packaging items, labeling packages, and arranging for carrier pickup
- Maintained accurate records of all incoming and outgoing shipments, including tracking numbers and delivery dates
- Utilized computer systems (e.g., ERP software) to track shipments, update inventory records, generate reports, etc
- Trained new employees on proper handling of materials, safety protocols, and efficient use of equipment/tools
- Collaborated with cross-functional teams (e.g., purchasing department) to optimize supply chain operations
- Optimized warehouse layout for improved efficiency in receiving/shipping operations
- Implemented barcode scanning system for streamlined tracking of incoming/outgoing shipments
- Safely operated material handling equipment such as forklifts or pallet jacks
- Maintained cleanliness and organization within the warehouse area at all times
- Investigated root causes of shipment errors/delays and implemented corrective actions
- Conducted regular audits of inventory to identify and resolve discrepancies

Back Room Coordinator

HomeGoods-Lebanon, NH

2017 to 2019

- Managed inventory control and replenishment processes to ensure accurate stock levels and minimize out-of-stock situations
- Coordinated with vendors to schedule deliveries and resolve any issues related to product quality or quantity
- Led a team of 27 associates in receiving, unpacking, and organizing merchandise according to company standards
- Developed and implemented efficient procedures for sorting, labeling, and storing inventory items
- Maintained cleanliness and organization of the backroom area, ensuring a safe working environment for all employees
- Conducted regular audits of inventory records to identify discrepancies and implement corrective actions as needed

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- Collaborated with store management to develop strategies for improving backroom operations efficiency
- Trained new hires on backroom procedures, safety protocols, and equipment operation
- Utilized computer systems (e.g., inventory management software) to track stock levels accurately

Customer Service Representative

Sea Star Market-Biddeford Pool, ME

2016 to 2017

- Provided exceptional customer service by promptly addressing inquiries, resolving issues, and ensuring customer satisfaction
- Built rapport with customers through active listening, empathy, and personalized interactions
- Handled billing inquiries including payment processing, refunds, adjustments, and account updates accurately and efficiently
- Assisted with order fulfillment processes such as tracking shipments or coordinating returns/exchanges when necessary
- Contributed to team success by achieving individual targets while also supporting colleagues during peak periods
- Recognized as a top performer within the department based on consistently high levels of customer satisfaction ratings
- Developed strong problem-solving skills through analyzing complex situations quickly while maintaining composure under pressure
- Cultivated positive relationships with key clients through regular communication channels such as phone calls or email correspondence
- Assisted in training new hires by sharing best practices, providing guidance, and offering support during their onboarding process
- Recognized as a subject matter expert within the department due to extensive knowledge of company products and policies
- Managed escalated customer issues with professionalism and empathy, ensuring swift resolution while maintaining a positive brand image

Premier Guest Services

Stonewall Kitchen-York, ME

2015 to 2016

- Provided exceptional customer service by promptly responding to inquiries and resolving issues
- Managed a high volume of incoming calls and emails, consistently meeting or exceeding the department's average response time of 2 minutes
- Developed strong product knowledge to effectively assist customers with their inquiries and provide accurate information on features, pricing, and availability
- Resolved complex customer complaints by investigating the root cause of the issue and implementing appropriate solutions
- Collaborated with cross-functional teams including sales, technical support, and shipping to ensure seamless order processing and delivery for customers
- Maintained detailed records of all customer interactions using CRM software, ensuring accurate documentation for future reference
- Identified opportunities for process improvement within the customer service department and implemented new strategies
- Assisted customers with product returns or exchanges according to company policies while maintaining a positive attitude and preserving brand loyalty
- Proactively followed up with customers after resolution of their concerns to ensure satisfaction and build long-term relationships
- Participated in regular training sessions to stay updated on product knowledge, industry trends, and best practices for delivering excellent customer service
- Contributed ideas for improving overall customer experience based on feedback received from customers during interactions

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• Recognized as top-performing team member multiple times based on metrics such as call quality scores, first-call resolution rate, and customer satisfaction ratings

• Effectively handled irate or upset customers by remaining calm under pressure and actively listening to their concerns before offering appropriate solutions

Self Employed Owner/Operator

JB Painting-New Hampshire

2011 to 2015

• Developed and implemented marketing strategies

• Created and submitted competitively priced bids and estimates

• Purchased tools and materials as needed

• Worked closely with customers to achieve their vision

• Created and submitted invoices and adjusted estimates as needed

• Painted and repaired as requested by the customer

Project Sales Support

NorthEast Electrical Distributors-Concord, NH

2009 to 2011

• Logistics - Coordinated, expedited and documented domestic and international container shipments by working with multiple vendors, sales representatives, international and domestic customers and transportation companies.

• Office Administration - Identified and resolved potential logistical and pricing issues on purchase orders and sales orders.

• Maintained and updated data in ERP software and Excel worksheets.

• Answered phones, filed paperwork, ordered supplies and maintained office equipment.

• Customer Service -Responding to and resolving any and all issues or requests from customers, vendors and transportation companies.

• Accounts Receivable - Generated customer invoices based on available sales figures.

• Contacted delinquent accounts and requested payment.

• Accounts Payable - Generated purchase orders to vendors for the receipt of goods and services.

• Purchasing - Procured material as per customer specifications.

• Negotiated terms and pricing to maximize profit.

• Quoted bids from prospective customers competitively to achieve sales.

Engineering Administrator

Pitco Frialator-Bow, NH

2005 to 2006

• Configure computer models (bills of materials) in MRP/ERP system to determine component requirements for the manufacturing of commercial food service equipment based on customer specifications and international voltage/gas requirements.

• Maintained existing bills of materials with engineering changes.

• Ensured the implementation of engineering change notices, including document control, manufacturing compliance and quality assurance.

Master Planner (Scheduler/Buyer)

Pitco Frialator-Bow, NH

2002 to 2005

• Scheduled customer orders based on manufacturing and inventory availability. Determined finished goods stocking levels.Identified opportunities for outsourcing and coordinated procurement.

• Worked directly with plant manager of sister company in the Philippines, forecasted production for their entire manufacturing facility and coordinated international container shipments.

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• Revised production schedules when required due to design changes, labor or material shortages, backlogs, or other interruptions, collaborated with management, sales, production and engineering.

• Conferred with establishment personnel, vendors, and customers to coordinate production and shipping activities, and to resolve delays

Work Center Scheduler

Pitco Frialator-Bow, NH

2000 to 2002

• Conferred with department supervisors and other personnel to assess progress and other needed changes.

• Established inventory levels and build forecasts.

• Determined opportunities to improve manufacturing process by implementing lean sigma training.

• Calculated figures such as required amounts of labor and materials, manufacturing costs, and inventory levels.

• Assigned production schedules and work orders to departments.

• Compiled information such as production rates and progress, materials inventories, materials used, and customer information, so that status reports can be completed.

• Examined documents, materials, and products, and monitored work processes, in order to assess completeness, accuracy, and conformance to production schedule and priorities.

Inventory Specialist

Pitco Frialator-Bow, NH

1997 to 2000

• Performed routine cycle counts of multiple warehouses. Audited and coordinated quarterly and yearly physical inventories.

• Packaged and shipped both internal and external orders.

Education

Substance Use Disorder (Certified Recovery Support Worker)

Archways-Concord, NH

April 2025 to Present

Business (Some college)

NHTI-Concord's Community College-Concord, NH

2000 to 2003

High School Diploma

Pembroke Academy-Pembroke, NH

1993 to 1997

Skills

• ISO 9001

• Sales

• Supervising Experience

• Production Planning

• Bookkeeping

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- Document Management
- Office 365
- Purchasing
- Six Sigma
- Customer support
- MRP
- Warehouse management
- 5S
- ERP Systems
- Project Planning
- Project Management
- Pricing
- Kanban
- Microsoft Word
- Supply Chain
- Computer Operation
- Merchandising
- Product Development
- Internal Audits
- Microsoft Outlook
- Production Management
- Management
- Google Docs
- Procurement
- Warehouse management system
- Time management
- Materials handling
- Google Suite
- Cash handling
- Windows
- Order picking
- Microsoft Office
- Quality Assurance
- Typing
- Medication administration
- Quickbooks
- Office Admin
- Stocking
- SAP
- Calendar management

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- Motivational interviewing
- Conflict management
- Lean
- Negotiation
- Lean Manufacturing
- Team Management
- Forklift
- Order fulfillment
- Quality control
- Manufacturing
- Resident's rights
- Logistics
- Intake
- Order management system
- Microsoft Excel
- Office experience
- Shipping & receiving
- Warehouse experience
- Sales support
- Office Management
- Customer service
- Project Leadership
- Process Improvement
- Research
- Forecasting
- Warehouse distribution
- Inventory Control
- Sales Support
- Clerical experience
- Sourcing

Languages

- English

Certifications and Licenses

Forklift Certification

Driver's License
August 2021 to January 2027

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Certified Recovery Specialist

CPR Certification

First Aid Certification

Additional Information

KEY SKILLS

Emotional intelligence and empathy

Time management and organization

Conflict resolution and negotiation

Team leadership and collaboration

Strong communication and interpersonal skills

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Elaine M. Hauserman

Objective

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

Ability Summary

- Facilitate Nurturing Parenting Programs.
- Teach and guide with kindness, patience, dignity, and a sense of humor.
- Effective communication, interpersonal, and creative skills.
- Demonstrate flexibility in working independently or as a team member.
- Recognize and address safety issues.
- Able to listen and apply constructive criticism.
- Strong organizational, administration, and communication skills (both verbal and written).
- Technical skills including the use of a computer and various programs such as Microsoft office products, Adobe, and ADP.
- Access state and community resources.
- Handle sensitive information in a confidential manner.
- Use analytical and critical thinking skills in supporting professional callers and families.
-

Education and Training

- CRSW Licensure through the NH Office of Professional Licensing for Alcohol & other drugs (Certified Recovery Support Worker)
- Multiple Trainings/Certificates to meet requirements for continued work as a CRSW

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Employment History

GRANITE PATHWAYS – STRENGTH TO SUCCEED
Manchester, NH
Keene & Claremont District Offices

Parent Partner: November 23, 2020 to Present
Parent Partner/Mentor: October 2021- November 2022
Parent Partner/Lead Mentor: November 8, 2022 to Present
Nurturing Parenting Facilitator/Lead 2022 – Present
CRSW-Supervisor 2025

Parent Partner Responsibilities:
Working with families involved with DCYF for Substance Use Disorder, Mental Health, and/or Child Neglect/Abuse. Assisting Parents in navigating the DCYF systems and their relationships with staff. Assess the needs of each participant, determining individual needs and providing the appropriate resources available within their community. Providing support that may include, but is not limited to goal setting, prevention plans, and guiding participants in completion of the requirements they are tasked with through Safety/Case/Treatment plans. Building relationships with other community organizations that allow for collaboration within the organization and/or additional resources to participants that may not be provided by Granite Pathways. Daily duties include but are not limited to administrative duties such as scheduling, documentation of participant encounters, utilizing platforms such as Microsoft Teams, Power Point and Excel. Attend DCYF meetings, Team meetings, Staff meetings etc.
I am responsible for protecting confidentiality by HIPAA and CFR 42 Part 2 standards. It is also my responsibility to continue with trainings that are relevant to my position and to be available for CRSW Supervision and Clinical Supervision with a LDAC/MLADC.

Mentor Responsibilities:

- DCYF case support; includes CPSW engagement, service authorizaiton support, caregiver support/resources, escalation to Supervisor as needed
- Documentation support; Needs Assessment, Care Coordination, Case Log, Fedcap Cares,
- New hire training support:
- Shadowing, support in training and scheduling
- Workflow review
- Support supervisor with new hire checklist management

GREEN MOUNTAIN CHILDREN'S CENTER
Claremont, NH
Infant/Toddler Co-Teacher
09/2018 – Present (laid off due to COVID circumstances 3/20/20)

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

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PEARL'S LITTLE ANGELS
Grantham, NH
Toddler/Preschool Teacher
04/2017 – 06/2018

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

WHITNEY BLAKE
Springfield, VT
Assembler
06/2016 – 12/2016

Hired on through TPI after 90 days. Small Cable & Harness Assembly that included following Blueprints and reporting any errors in those prints. Checking quality control issues before sending parts to the next department.

References

Cathi Shambo.
Springfield, Vt.
(603) 309-0541
Professional & Personal reference - known for 20+ years.

Tracey Schmidt
Hartford, VT
(603) 359-7728
Personal Reference – known for 40+ years

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DESTINY KLEIN

PROFESSIONAL SUMMARY

Compassionate and dedicated Certified Recovery Support Worker (CRSW) with 8+ years of experience in behavioral health, addiction recovery, and community outreach. Currently serving as a Parent Partner & Recovery Coach at Granite Pathways FedCap, supporting families navigating complex adversities. Strong foundation in peer recovery, event coordination, social systems, and trauma-informed care. Passionate about advocacy, empowerment, and holistic healing.

CERTIFICATIONS & LICENSES

- **CRSW (Certified Recovery Support Worker)**
- **Arts & Science of Peer Recovery Certification**
- **Co-Occuring Disorders Certification**

EDUCATION

Greenfield Community College – Greenfield, MA
Liberal Arts (Social Work Focus), In Progress

- Completed coursework in Psychology and Sociology
- Emphasis on human behavior, mental health, and social systems

GED – General Education Diploma -Greenfield, Ma
Greenfield Community College

PROFESSIONAL EXPERIENCE

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Parent Partner- CRSW
Granite Pathways (DCYF – Department of Children and Families Affiliate), NH – Oct 2025–Present

- Provide peer recovery coaching to families involved with DCYF (Department of Children and Families), specializing in substance use, domestic violence, homelessness, and mental health recovery.
- Assist clients in navigating family court, child welfare systems, and community-based resources.
- Deliver trauma-informed guidance and recovery planning based on lived experience.
- Facilitate referrals to treatment programs, housing services, and parenting supports.
- Build trusting relationships with families facing multi-generational trauma and systemic barriers.

Owner / Operator
Greenmind LLC – Franklin County, MA – April 2022–Present

- Founded and operates a community arts and wellness organization hosting music and arts festivals.
- Lead event production, staff supervision, logistics, and outreach strategy.
- Conduct public workshops on mental health, peer recovery, and creative expression.
- Coordinate with nonprofits and outreach orgs to provide accessible programming.

Local Store Marketer (LSM) – Marketing Manager
Texas Roadhouse – Newington, NH – 2023–Jan 2024

- Developed and executed local outreach campaigns and community engagement efforts.
- Managed public relations and event sponsorships with local schools, nonprofits, and recovery programs.
- Tracked campaign effectiveness and community ROI.

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VOLUNTEER & LEADERSHIP EXPERIENCE

Peer Support Volunteer
BHN Outpatient MAT Center – Greenfield, MA

- Created and facilitated on-call peer support groups for individuals in recovery.
- Led trauma-informed group discussions and wellness activities.

Board of Directors Member
Franklin County Agricultural Society (FCAS) - Greenfield, MA

- Served on strategic subcommittees and planning teams.
- Department Head: Parking (2023), Admissions (2024)
- Assistant Entertainment Manager (2025 and upcoming 2026 season)
- Played key roles in staff training, safety coordination, and guest experience planning.

SKILLS

- Peer Recovery & Lived Experience Advocacy
- Trauma-Informed Support
- Case Navigation (DCYF, Family Court, Housing, SUD)
- Community & Event Outreach
- Crisis Intervention & De-escalation
- Staff Supervision & Leadership
- Public Speaking & Workshop Facilitation
- Strategic Planning & Coordination

INTERESTS

- Mental Health & Peer Advocacy
- Arts as Healing Modalities
- Family Systems & Intergenerational Trauma
- Community Building through Culture & Events

REFERENCES

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Michael Nelson, MBA
President, FCAS

Sharon Cross
Office Manager, WHAI Radio / Big Brothers Big Sisters –

Steve DeJoy
VP, Board of Directors / Entertainment Committee, FCAS

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EDDIE TORRES

SUMMARY

Family leader who advocates for parents to be an active part of their children's lives, regularly partnering with New Hampshire Department of Children, Youth (DCYF), and Families to reunify children with their families and reduce the need for foster care or out-of-home placement.

SKILLS & ABILITIES

- Trained facilitator for Better Together workshops that focus on barriers to family communication and partnerships
- Advocate for families with DCYF and juvenile justice involvement
- Trained youth mentor
- Experienced specialized medical care provider

EXPERIENCE

2025 - Present **Parent Partner**

Strength to Succeed

Granite Pathways

Manchester, NH

Uses own lived experience in the child welfare system to provide peer support and guidance to parents and caregivers involved with the Department of Children, Youth and Families (DCYF). The role involves helping families navigate the DCYF system, providing support for issues like substance use and mental health, assisting with resource and treatment navigation, and building a Care Coordination Plan with the family to achieve their goals. The Parent Partner works to build hope, empower parents, and help families achieve reunification and long-term well-being.

2011 - Present **Facilities Team**

Life! Church

Manchester, NH

Perform routine maintenance and cleaning as needed, purchase supplies, deliver customer service, and other duties as needed

2015 - Present **Instructor**

NH Department of Children, Youth and Families

Concord, NH

Taught foster parent licensing classes, facilitate Better Together workshops, participate as a parent actor in investigation simulations, member of the Family Engagement Steering Committee, member of the Task Force of Child Abuse and Neglect

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EDUCATION

2023 **Train the Trainer for Better Together Workshops**
DCYF

Certificate of Completion

LEADERSHIP

- Developed curriculum for statewide trainings
- Function as a positive role model and mentor for parents and youth
- Member of the Father Engagement Action Team

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Aliza D'agostino

Summary

Certified LNA and a current Parent Partner. I am pursuing a path of psychology and enrolled in classes at Southern New Hampshire University. I am CPR/First Aid certified as of November 2023.

Relevant Skills and Achievements

- 4+ years of experience providing patient care completing tasks such as:
  - Providing patient and environmental safety
    - Operation of Hoyer lift to keep patients from falling
    - Escorting patients to and from their rooms when they are unable to support themselves (Ambulatory or wheelchair support)
    - Performing bed and room checks for patient security
  - Reading vital signs
    - Reading heart rate
    - Reading and recording blood pressure
    - Checking temperatures
    - Watching for changes in patient mood and behavior
  - Family member support
    - Providing assurance that their loved one is taken care of
    - Completing requested tasks when reasonable
    - Answering questions they may have about care
  - Ability to multi-task in a high-pressure environment with excellent problem solving skills and adaptability.
  - Organized, team player, detail oriented, resourceful, sense of humor.
  - Willing to learn new skills and complete assigned tasks

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Work Experience

Catholic Medical Center Manchester,NH HVIU UNIT

Licensed Nursing Assistant November 2019 to *Febuary 2023*

- Prepare patients for surgical procedures
- assist PT or OT with getting patient out of their bed
- ensuring and assisting the patient gets washed up for the day
- thoroughly document actions throughout the course of the day
- performing incontinence checks and care
- bladder scanning through ultrasound at nurses request
- Putting a patient on TELE
- Taking patients blood sugars
- Removing a catheter at nurses request
- Taking out a patient's IV

Gateways Nashua, NH

ABA Therapist August 2023 to June 2024

- Following a child's specific schedule
- Ensuring the child engages with their peers appropriately
- Allowing the children to express themselves in a safe and healthy way
- Teaching the children real life skills in order to be prepared for preschool
- Deterring self-harm behavior by practicing safety care
- Practicing imaginative play skills
- Setting up a school environment and teaching multiple skills such as shapes, colors, alphabet, numbers, gross motor imitation
- Practicing clean environments by disinfecting surfaces after usage
- Keeping a calm, neutral body when a child is displaying maladaptive behaviors
- Keeping a happy and positive attitude to ensure the child feels comfortable

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Granite Pathways/ Strength To Succeed, Manchester NH

Parent Partner June 2024- Current

- Utilize lived expertise in supporting Parents involved with the Division for Children, Youth and Families
- Ability to pivot and work in ambiguity, understanding community resources change and family's needs will vary.
- Partner with DCYF staff for the safety and wellbeing of families working in the local DCYF office and other community locations.
- Attend DCYF staff meetings, Better Together meetings and other family voice programing requirements.
- Facilitate parenting education sessions, individual and group.
- Administrative work including case documentation, written correspondence and other data entry duties as needed.
- Always display and maintain confidentiality.

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Courtney Garcia

Detail-oriented who excels in customer service with over ten years experience. Very compassionate with a strong desire to assist clients in achieving their goals, monitoring and quantifying the progress level of the patient, lending assistance to patients, while creating a positive environment.

Professional Summary

Outgoing and friendly delivering customer service and administrative excellence, including clerical support and public interaction. Excels in calendar management, Google Calendar, Microsoft Surface Studio, scheduling, data entry and database administration. Capable of answering and quickly redirecting up to 100 calls per day, accomplishing business goals.

Certified Peer Support Specialist passionate about giving back to others who struggle with substance abuse and providing them with the resources and support they require.

Authorized to work in the US for any employer

Work Experience

Parent Partner

Granite Pathways-Manchester, NH

July 2024 to Present

Assists parents to reunify. Supportive staff to parents and families to appointments and court hearings. Provides resources as needed. Maintained own scheduled while meeting each client one on one peer support sessions weekly. Processed all billing and clinical notes.

CRSW

Dismas Home of New Hampshire-Manchester, NH

Provided one on one and group sessions. Supervised daily activity in the house. Took care of room searches and random supervised UAs. Completed all group and staff notes. Attended meetings with house members.

Warranty Administrator

Campers Inn RV-Merrimack, NH

Adept at assessing customer needs and resolving issues related to warranty coverage. Specialize in processing insurance claims and coordinating with warranty reps. Processed insurance claims and resolved charge back discrepancies. Worked with warranty reps to expedite the claims process

Customer Service Representative

United Healthcare-Hooksett, NH

Handling customers' complaints and issues; resolving the problems, dealing with customer's transactions associated to new account activation or terminating old account; providing alternative solutions to customers, making financial decisions in order to manage customer account; receiving large amounts of inbound calls

Administrative Assistant/Receptionist

Merrimack Auto Center-Merrimack, NH

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Provides administrative support to ensure efficient operation of office. Answers phone calls, schedules meetings and supports visitors. Carries out administrative duties such as filing, typing, copying, binding, scanning etc.

Education

Recovery (Addiction Counseling)
NHTI-Concord's Community College-Concord, NH
Present

Recovery (CRSW)
NHTI-Concord's Community College-Concord, NH
Present

High school diploma or GED

Skills

- Office experience
- Customer support
- Substance abuse (10+ years)
- Restaurant experience
- Microsoft Excel
- Time management
- Microsoft Access
- Cash handling
- Administrative experience
- Communication skills
- Organizational skills
- Evidence-based interventions in treatment planning
- HRIS
- Microsoft Outlook
- ICD coding
- Maintaining patient confidentiality
- Care plans
- Vital signs
- Achieving HIPAA compliance
- Resource sharing peer support
- Trauma medicine
- Cleaning
- Discharge planning
- Mentoring
- Medication administration

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- Experience with individuals with substance use disorders
- Computer operation
- Litigation
- Experience with children
- Addiction counseling
- Project management
- Rehabilitation and recovery (patient care)
- Case management
- Medical office experience
- Crisis intervention
- Individual / Group Counseling
- Data entry
- Office management
- Attention to detail
- Computer literacy
- Sales
- Conflict management
- Social work
- ICD-10
- Documentation review
- Motivational interviewing
- Supervising experience
- Public presentations for community outreach
- Group Therapy
- HIPAA
- Windows
- Call center experience
- POS
- Behavioral health
- Store management
- Computer skills
- Serving
- Addiction Counseling
- Bartending
- Leadership
- Writing skills
- Patient monitoring
- Food safety
- Microsoft PowerPoint
- Word processing

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- Crisis management
- Electronic health records (EHR) management
- Microsoft Office
- Intelligence targeting
- Calendar management
- Medical terminology
- Experience with individuals with mental health conditions
- Microsoft Word
- Technical Proficiency
- Management
- Google Docs

Certifications and Licenses

Certified Recovery Specialist

Driver's License

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Shamecca Brown

Advocate Specialist

SUMMARY

Highly accomplished Advocate and current Parent Partner with Granite Pathways, specializing in providing peer-delivered, trust-based support to families involved with DCYF. Expert in crisis intervention, comprehensive case management, and system navigation. Proven ability to communicate complex community issues through freelance writing for the Granite State News Collaborative, enhancing public awareness and engagement. Dedicated to leveraging lived experience to champion family well-being and reunification.

SKILLS

• Peer Support & Advocacy: Lived Experience Integration, Family Voice Advocacy, Crisis Intervention, De-Escalation Techniques, Safety Planning, Trauma-Informed Care, Relationship Building, Legal knowledge, Shelter arrangements.

• Program Management & Case Coordination: Care Coordination, System Navigation, Staff/Volunteer Supervision, Activity Oversight, IEP compliance, Documentation, Relationship Building, Multicultural Awareness.

• Communication & Media: Freelance Writing, Community Engagement, Content Development, Reading and Writing Support, Educational assistance, Public Speaking, Arts and crafts.

PROFESSIONAL EXPERIENCE

PARENT PARTNER

Granite Pathways Strength to Succeed | Concord, NH

08/2025 – Present

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• Provide peer-delivered, trust-based support to parents and caregivers involved with Child Protection and Juvenile Justice services (DCYF) due to substance use and mental health challenges.

• Serve as a family voice champion, leveraging lived experience to instill hope and guide families to advocate for themselves throughout the child welfare process.

• Facilitate care coordination and system navigation, connecting families with essential resources (e.g., housing, mental health, recovery services).

FREELANCE WRITER (CULTURE & COMMUNITY ENGAGEMENT)

Granite State News Collaborative | (Remote/NH)

02/2024 – Present

• Produce non-partisan, solutions-focused content on community and cultural issues impacting Granite State residents.

• Conduct research and interviews to develop in-depth stories that promote inclusive public conversation.

• Collaborate with a collective of over 20 local media partners to share and amplify stories across multiple publishing platforms (print, digital, social).

DOMESTIC VIOLENCE SPECIALIST

YWCA NH | Manchester, NH

08/2019 – 04/2025

• Evaluated and addressed individual client needs and concerns.

• Acted as role model for clients by exhibiting positive behaviors.

• Assessed effectiveness of treatment plans and made adjustments to achieve service plan goals.

• Used knowledge of successful crisis intervention techniques and supportive problem-solving to achieve treatment goals.

• Supported crisis intervention and advocacy for victims of sexual violence crimes.

• Delivered on-call and overnight support to victims and witnesses for 24-hour call center.

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• Wrote individual safety and crisis plans and assessed ongoing risk assessments to decrease further harm.

• Created awareness of victims' rights and services by delivering presentations to agencies, schools, and community groups.

SHELTER COORDINATOR

YWCA NH | Manchester, NH

09/2022 – 06/2024

• Managed Brook Street women's organization's daily operations by supervising staff, helping clients into sober living and monitoring substance misuse.

• Provided direct service and support by handling referrals for advocacy issues or resolving complaints.

• Planned and conducted strategy meetings to brainstorm new ideas and deliver program and milestone updates.

• Managed programming and administrative aspects of this temporary homeless shelter for women and children, many with dual diagnoses.

• Consulted with staff on resolution of complex service issues.

• Evaluated work of staff and volunteers to maintain quality and effectiveness of resources.

• Assessed and identified service delivery challenges and opportunities within local area.

• Recruited, interviewed, and hired volunteers and staff.

ADVOCATE

AmeriCorps Program | Concord, NH

06/2019 – 08/2019

• Informed victims about legal processes and timelines.

• Worked with community resources to engage youth in pro-social activities and help families access services.

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• Investigated reports or indications of abuse, neglect or exploitation of at-risk adults, adolescents and children.

• Participated in ongoing training to maintain license and enhance knowledge of relevant mental health topics.

• Supported individuals by facilitating weekly group sessions.

• Attended hearings with victims to provide emotional support.

• Counseled parents on proper child-rearing choices.

PARAPROFESSIONAL

Penacook Elementary | Penacook NH, NH

08/2018 – 06/2019

• Communicated and collaborated well with educators from various grade levels.

• Applied positive reinforcement to redirect negative behaviors.

• Supplied one-on-one attention to each student during group activities.

• Observed students to help teachers identify potential learning blocks and opportunities for support.

• Assisted children at stations during small-group learning periods.

• Supported students throughout academic instruction and assignments.

• Planned and led activities to develop students' physical, emotional and social growth.

• Assisted with implementation of student's individualized IEP at discretion and direction of teachers and administrators.

• Offered students personalized educational, behavioral and emotional support.

• Handled clerical duties, managed classrooms and coordinated documents for teachers.

EDUCATION & TRAINING

High School Diploma

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Adison High School

CERTIFICATIONS

- Certified Safe and Serve
- CPR
- Narcan Training Certified

COMMUNITY LEADERSHIP & AWARDS

- Founder & Owner of non-profit dance program—Vibes Of Style
- Child Advocacy Award
- Leadership Award
- Mental Health Awareness and Knowledge Award
- Leadership Award From Concord NH Mayor 2018

Docusign Envelope ID: 2FC3078C-40F1-438D-834C-2BF241E19F39

Keith Walsh

Educational Experience

Associate in Science, Addiction Counseling, New Hampshire Technical Institute 1/2022-Present
Expected Program Completion 05/2026
40 credits toward 61 credit associate degree; practicum hours and general education coursework outstanding
GPA: 3.48
Relevant Coursework includes Mindful Communication, Interpersonal Communication, Psychology, Survey of Addictive Behaviors, Fundamentals of Dependency Counseling, Human Services, Group Counseling, Physiology and Pharmacology of Addiction, Human Growth and Development, Conflict Resolution

Building Futures Together , University of New Hampshire 11/2024-Present
Expected Program Completion 05/2026
Provides intensive on-the-job training experience and instruction to enhance care coordination for youth at risk for behavioral health disorders and families impacted by Substance Use Disorder (SUD).

CRSW, LDAC Certification in Process 11/2024-Present
Expected Program Completion 09/2025
Completed full coursework in the Four Domains of a Peer Support Worker as well as course load requirements for LDAC. Completed **471 of 500** required hours to register for CRSW certification.

Recovery and Treatment Professional Experience

Parent Partner/Kinship Navigator, 9/2025- current
Granite Pathways Strength to Succeed, Manchester NH
Act in a parent or kinship support role for individuals involved with New Hampshire' child protection system. Work includes:

- Provide case management including client documentation such as client intake, goal setting, data entry, client care tracking, participant outcome reporting
- Care coordination including community involvement, resource identification and application processes
- Peer support and advocacy support helping clients in crisis as a safe, supportive guide
- Provide system navigation around child welfare systems and other social services

Group Counseling Facilitator 3/2025- current
Pioneer Behavioral Health, Longmeadow MA (virtual part time position)
Facilitate open evening three-hour group sessions surrounding mental health topics using Pioneer protocol templates. Includes session notes and one-one check ins as needed.

Recovery Coach and Program Coordinator 10/2024-3/2025
Archways , Concord NH
Acted as a recovery coach supporting individuals in recovery or considering recovery. Also performed outreach and coordination for multiple state initiatives. Work included:

- Conducted recover sessions, including developing client recovery capital plans and SMART goals
- Provided case management including client documentation such as client intake, shift notes, data entry, client care tracking, participant outcome reporting
- Coordinated care including community involvement, resource identification and application processes
- Assisted with coordination of programs including new collegiate recovery program and Recovery Friendly Workplace working to set program goals, perform outreach and education, networking, and establishing connections with other organizations for collaboration

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Keith Walsh

Residential Counselor 5/2023-9/2023
Recovery Mountain , Tilton NH
Acted as a residential counselor and case manager supporting individuals in treatment at private pay inpatient rehabilitation facility. Work included:

- Holding one-on-one sessions with residents around recovery plans to provide support and guidance
- Developing and overseeing gym-focused fitness plans with clients
- Coordinating with management on resident care
- Supervising residents and providing peer support activities

Care Coordinator 10/2021-1/2023
Vision for Hope, Weymouth MA(remote part time role as needed)
Provided coordination of care for potential clients seeking recovery services on an as needed basis in cooperation with Vision for Hope sober living facility. Tasks included planning and conducting intervention conversations, connecting clients and family to treatment options, negotiating coverage and pay arrangements, facilitating transportation, and intake coordination.

On-site Manager 10/2020- 4/2021
15 Observatory Sober Living, Haverhill MA
Assumed position of house manager and assisted residents in that capacity until the closing of the facility upon the sale of the property March 30 of 2021, transitioning to additional responsibility due to staff turnover in January 2021. Assisted the residents and assisted with case management work including:

- Holding one-one meetings for addicts to create post-release plans
- Running group sessions teaching The Big Book of Alcoholics Anonymous and the 12 Steps of AA
- Developing, organizing and coordinating fitness and healthy eating programs for clients
- Coordinating with management on resident care
- Conducting Drug testing and medication distribution

Caseworker, Peer Advisor 3/2020- 3/2021
Deans House Sober Living, Stoneham MA
Worked at partial hospitalization program, Dean's House in Stoneham MA assisting peers with recovery including:

- Designing and facilitating group sessions based on client needs
- Supervising residents, including drug testing and medication distribution
- Holding one-on-one sessions with residents around recovery plans to provide support and guidance

Assistant Manager 12/2019- 10//2020
15 Observatory Sober Living, Haverhill MA
Acted as assistant manager of monitored 24-hour sober housing facility in Haverhill Massachusetts which conducts mandatory drug and alcohol screening two to three times per week. Passed all drug and alcohol screening, participated in five AA meetings each week, volunteered and was selected to be assistant manager.

References

Jared Stanley
Executive Director
Pioneer Behavioral Health, LongMeadow MA

James Castrucci
Owner and Program Director
Clear Haven Recovery, Waltham MA

Taylor Santos
Human Resources, *Encore Casino*, Everett MA
Former On-site Manager, *15 Observatory,* Haverhill MA

State of New Hampshire
Department of Health and Human Services
Amendment #2

This Amendment to the Strength to Succeed contract is by and between the State of New Hampshire, Department of Health and Human Services ("State" or "Department") and The Family Resource Center at Gorham ("the Contractor").

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on June 28, 2023 (Item #29), as amended on June 12, 2024 (Item #18), 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. Form P-37 General Provisions, Block 1.7., Completion Date, to read:

   June 30, 2029

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

   $3,346,788

3. Modify Exhibit A - Revisions to Standard Provisions, by adding Subsection 1.4., to read:

   1.4 Paragraph 6, Compliance by Contractor with Laws and Regulations/Equal Employment Opportunity, Subparagraph 6.1., is amended as follows:

   6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, RSA 151:21 Patients' Bill of Rights, civil rights and equal employment opportunity laws, and the Governor's order on Respect and Civility in the Workplace, Executive Order 2020-01. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

4. Modify Exhibit C, Payment Terms; Section 1, to read:

   1. This Agreement is funded by:

      1.1. 48% Federal funds, Medicaid Entitlement, as awarded on 10/1/2022, 10/1/2023, and 10/1/2024 by the US Department of Health and Human Services, Centers for Medicare & Medicaid Services, ALN 93.778, FAIN 2305NH5MAP, 2405NH5MAP, 2505NH5MAP.

      1.2. 52% General funds.

5. Modify Exhibit C, Payment Terms; Section 3.2., to read:

Initial
Contractor Initials GF
Date 11/18/2025

3.2. Payment for flexible funding shall be on a cost reimbursement basis as follows:

3.2.1. $13,100 for State Fiscal Year 2024 of the contract.

3.2.2. $13,100 for State Fiscal Year 2025 of the contract.

3.2.3. $13,100 for State Fiscal Year 2026 of the contract.

3.2.4. $13,100 for State Fiscal Year 2027 of the contract.

3.2.5. $13,100 for State Fiscal Year 2028 of the contract.

3.2.6. $13,100 for State Fiscal Year 2029 of the contract.

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 July 1, 2026, 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

11/18/2025
Date

DocuSigned by:
Marie Noonan
2FCCB724C31F40F...
Name: Marie Noonan
Title: DCYF Director

The Family Resource Center at Gorham

11/18/2025
Date

Signed by:
Gabrielle Flanders
89C117DF1D6D4B0...
Name: Gabrielle Flanders
Title: Executive Director

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

OFFICE OF THE ATTORNEY GENERAL

DocuSigned by:
Robyn Guarino
748734844941460...

11/20/2025
Date

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:

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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 THE FAMILY RESOURCE CENTER AT GORHAM is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on April 03, 1997. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **270161**

Certificate Number: **0007330455**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 14th day of November A.D. 2025.

David M. Scanlan
Secretary of State

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CERTIFICATE OF AUTHORITY

I, Christine Grant, hereby certify that:

1. I am a duly elected President of The Family Resource Center at Gorham.

2. The following is a true copy of a vote taken at a meeting of the Board of Directors, duly called and held on October 15, 2025 at which a quorum of the Directors/shareholders were present and voting.

VOTED: That Gabrielle Flanders is duly authorized on behalf of The Family Resource Center at Gorham to enter into contracts or agreements with the State of New Hampshire and any of its agencies or departments and further is authorized to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, which may in his/her judgment be desirable or necessary to effect the purpose of this vote.

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

Dated: 11/12/2025

Christine Grant
Christine Grant (Nov 12, 2025 12:23:09 EST)
Signature of Elected Officer

Name: Christine Grant
Title: President, Board of Directors

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ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 11/05/2025

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
E & S Insurance Services LLC
21 Meadowbrook Lane
P O Box 7425
Gilford NH 03247-7425

CONTACT NAME: Fairley Kenneally
PHONE (A/C, No, Ext): (603) 293-2791 FAX (A/C, No): (603) 293-7188
E-MAIL ADDRESS: fairley@esinsurance.net

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A: Great American Insurance Group	GAIG
INSURER B: Travelers Property Casualty Co of America	25674
INSURER C:	
INSURER D:	
INSURER E:	
INSURER F:	

INSURED
Family Resource Center at Gorham
123 Main Street
Gorham NH 03581

COVERAGES **CERTIFICATE NUMBER:** 25 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:			MAC 3793560 18	05/10/2025	05/10/2026	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 3,000,000
							PRODUCTS - COMP/OP AGG	$ 3,000,000
							Abuse/Molestation	$ 1,000,000
	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [ ] HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	$
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	[X] UMBRELLA LIAB [ ] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED [ ] RETENTION $			UMB1137784 10	05/10/2025	05/10/2026	EACH OCCURRENCE	$ 1,000,000
							AGGREGATE	$ 1,000,000
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N: N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		6JUB4N33995325	01/01/2025	01/01/2026	[X] PER STATUTE [ ] OTH-ER	
							E.L. EACH ACCIDENT	$ 500,000
							E.L. DISEASE - EA EMPLOYEE	$ 500,000
							E.L. DISEASE - POLICY LIMIT	$ 500,000

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

CERTIFICATE HOLDER
State of NH Dept. of Health & Human Services
129 Pleasant Street
Concord NH 03301-3857

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
Fairley Kenneally

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NONPROFIT COVER SHEET

A. Entity Name: The Family Resource Center at Gorham

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

Email- Gabrielle.Flanders@frc123.org

Phone- 603-466-5190

C. List Board of Directors and Affiliations

Name (Identify any additional role(s) in Parentheses) E.g., John Doe (President)	Affiliations
Christine Grant (President)	SAU 3
Chelsey Andrea (Vice President)	Coos County Family Health
Dawn Cross (Tresurer/Secretary)	Bank NH
Michele Santy	North Country Healthcare
Sarah Dunn	DCYF
Kelly Dussault	Coos Coalition

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
Shannon Bartlett	Director of Reunification & Recovery	65,000.00	16,986.66
Kim Mulligan	Program Manager	46,155.20	46,155.20
Amanda Lampron	Supervisor	43,888.00	43,888.00
Elizabeth Lavoie	Parent Partner	40,950.00	40,950.00
Kim Bennett	Parent Partner	39,949.00	39,949.00
Kristi Simpson	Parent Partner	32,760.00	32,760.00

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

E. Check one of the following:

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

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

_____

_____

_____

CHARITABLE TRUSTS UNIT COMPLIANCE CERTIFICATION

F. Check one of the following:

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

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

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

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

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

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
10750	Family Resource Center at Gorham	123 Main Street	Gorham	NH	03581	G	11/15/2025

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FINANCIAL DISCLOSURES

G. Check one the following:

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

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

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

1. INCOME STATEMENT

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

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2. BALANCE SHEET

Assets	
Cash & Equivalents	$
Investments	$
Real Estate (less any depreciation)	$
Other Property & Equipment (less any depreciation)	$
Pledges, grants, accounts receivable	$
All other assets	$
Total Assets	$

Liabilities	
Accounts Payable	$
Loans Payable	$
All other liabilities	$
Total Liabilities	$

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the family resource center

Our MISSION:

To build healthier families & stronger communities through positive relations, programs and collaborations in the North Country of NH

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Financial Statements

FAMILY RESOURCE CENTER AT GORHAM

FOR THE YEARS ENDED JUNE 30, 2024 AND 2023
AND
INDEPENDENT AUDITORS' REPORT AND REPORTS ON COMPLIANCE AND INTERNAL CONTROL

Leone, McDonnell & Roberts
PROFESSIONAL ASSOCIATION

CERTIFIED PUBLIC ACCOUNTANTS

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FAMILY RESOURCE CENTER AT GORHAM

FINANCIAL STATEMENTS

FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

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Leone, McDonnell & Roberts
Professional Association
CERTIFIED PUBLIC ACCOUNTANTS
DOVER • WOLFEBORO
NORTH CONWAY

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Family Resource Center at Gorham

Opinion

We have audited the accompanying financial statements of Family Resource Center at Gorham (a New Hampshire nonprofit organization), which comprise the statements of financial position as of June 30, 2024 and 2023, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Family Resource Center at Gorham as of June 30, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Family Resource Center at Gorham 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 opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, 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 financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Family

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Resource Center at Gorham's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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 generally accepted auditing standards and *Government Auditing Standards* 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 financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material misstatement of the 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 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 Family Resource Center at Gorham'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 financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Family Resource Center at Gorham'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.

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Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated October 10, 2024, on our consideration of Family Resource Center at Gorham's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Family Resource Center at Gorham's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Family Resource Center at Gorham's internal control over financial reporting and compliance.

Leone, McDonnell & Roberts
Professional Association

North Conway, New Hampshire
October 10, 2024

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENTS OF FINANCIAL POSITION
AS OF JUNE 30, 2024 AND 2023

ASSETS

	2024	2023
CURRENT ASSETS		
Cash and cash equivalents	$ 644,104	$ 1,100,311
Certificates of deposit	1,296,762	502,855
Grants receivable	507,482	459,651
Prepaid expenses	36,070	31,869
Total current assets	2,484,418	2,094,686
PROPERTY		
Leasehold improvements	110,754	100,805
Furniture and equipment	51,575	51,575
Buildings	70,015	70,015
Total	232,344	222,395
Less: accumulated depreciation	(133,630)	(122,681)
Property, net	98,714	99,714
OTHER ASSETS		
Investments	258,980	235,147
Agency deposits - cash	-	11,946
Operating lease right-of-use asset	56,319	44,094
Total other assets	315,299	291,187
TOTAL ASSETS	$ 2,898,431	$ 2,485,587

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable	$ 19,381	$ 33,884
Accrued expenses	111,769	144,806
Agency deposits	-	11,946
Refundable advances	202,088	154,677
Current portion of right-of-use operating lease liability	25,760	13,027
Total current liabilities	358,998	358,340
OTHER LIABILITIES		
Right-of-use operating lease liability, less current portion shown above	30,559	31,067
Total liabilities	389,557	389,407
NET ASSETS		
Without donor restrictions		
Designated for long-term building maintenance	46,110	46,325
Undesignated	2,176,334	1,780,245
Total net assets without donor restrictions	2,222,444	1,826,570
With donor restrictions	286,430	269,610
Total net assets	2,508,874	2,096,180
TOTAL LIABILITIES AND NET ASSETS	$ 2,898,431	$ 2,485,587

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2024

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Grants	$ 2,171,495	$ -	$ 2,171,495
Medicaid	1,479,969	-	1,479,969
In-kind contributions	95,172	-	95,172
Contributions	40,555	-	40,555
Agency rents	49,222	-	49,222
Investment return	-	24,145	24,145
Interest income	50,610	-	50,610
Other income	11,013	-	11,013
Net assets released from restrictions	7,325	(7,325)	-
Total revenue and support	3,905,361	16,820	3,922,181
EXPENSES			
Program services	3,137,091	-	3,137,091
Management and general	372,396	-	372,396
Total expenses	3,509,487	-	3,509,487
CHANGE IN NET ASSETS	395,874	16,820	412,694
NET ASSETS, BEGINNING OF YEAR	1,826,570	269,610	2,096,180
NET ASSETS, END OF YEAR	$ 2,222,444	$ 286,430	$ 2,508,874

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2023

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Grants	$ 1,720,241	$ -	$ 1,720,241
Medicaid	1,708,785	-	1,708,785
In-kind contributions	126,817	-	126,817
Contributions	50,979	-	50,979
Agency rents	45,841	-	45,841
Investment return	-	12,145	12,145
Interest income	3,664	-	3,664
Other income	14,017	-	14,017
Net assets released from restrictions	-	-	-
Total revenue and support	3,670,344	12,145	3,682,489
EXPENSES			
Program services	2,973,339	-	2,973,339
Management and general	455,443	-	455,443
Total expenses	3,428,782	-	3,428,782
CHANGE IN NET ASSETS	241,562	12,145	253,707
NET ASSETS, BEGINNING OF YEAR	1,585,008	257,465	1,842,473
NET ASSETS, END OF YEAR	$ 1,826,570	$ 269,610	$ 2,096,180

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2024

	Program Services	Management and General	Total
Personnel Costs			
Salaries and wages	$ 1,937,545	$ 217,230	$ 2,154,775
Employee benefits	251,294	25,950	277,244
Payroll taxes	145,714	17,051	162,765
Program activities	344,621	-	344,621
Travel	177,019	1,694	178,713
Food and supplies	96,492	1,520	98,012
Training	41,607	203	41,810
Rent	39,833	-	39,833
Legal and professional fees	12,875	25,698	38,573
Liability insurance	23,658	7,254	30,912
Telephone and internet	28,320	1,835	30,155
Heat and utilities	-	28,567	28,567
Contractors and consultants	18,217	1,812	20,029
Repairs and maintenance	-	13,961	13,961
Technology	3,270	9,049	12,319
Depreciation	-	10,949	10,949
Advertising	8,969	726	9,695
Small equipment	6,397	-	6,397
Property insurance	-	5,648	5,648
Payroll processing service	-	2,302	2,302
Postage and shipping	818	453	1,271
Conferences and meetings	-	484	484
Printing	442	-	442
Bank charges	-	10	10
Total	$ 3,137,091	$ 372,396	$ 3,509,487

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2023

	Program Services	Management and General	Total
Personnel Costs			
Salaries and wages	$ 1,822,061	$ 257,988	$ 2,080,049
Employee benefits	234,890	28,346	263,236
Payroll taxes	144,149	19,470	163,619
Travel	223,745	1,965	225,710
Food and supplies	205,388	2,870	208,258
Program activities	117,879	-	117,879
Contractors and consultants	65,312	19,652	84,964
Training	52,255	806	53,061
Legal and professional fees	4,868	36,126	40,994
Rent	33,633	-	33,633
Heat and utilities	-	30,004	30,004
Telephone and internet	26,961	1,685	28,646
Liability insurance	16,631	3,981	20,612
Repairs and maintenance	-	19,601	19,601
Technology	2,231	14,113	16,344
Small equipment	11,586	1,011	12,597
Advertising	10,244	1,585	11,829
Depreciation	-	9,496	9,496
Property insurance	-	2,626	2,626
Payroll processing service	-	2,223	2,223
Printing	873	654	1,527
Postage and shipping	633	450	1,083
Conferences and meetings	-	661	661
Bank charges	-	130	130
Total	$ 2,973,339	$ 455,443	$ 3,428,782

See Notes to Financial Statements

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FAMILY RESOURCE CENTER AT GORHAM

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED JUNE 30, 2024 AND 2023

	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	$ 412,694	$ 253,707
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Unrealized gain on investments	(18,305)	(6,796)
Realized gains on investments	(935)	(424)
Depreciation	10,949	9,496
(Increase) decrease in operating lease right-of-use asset	(22,052)	4,879
Increase (decrease) in operating lease liability	22,052	(4,879)
(Increase) decrease in assets:		
Grants receivable	(47,831)	147,520
Prepaid expenses	(4,201)	(16,266)
Increase (decrease) in liabilities:		
Accounts payable	(14,503)	13,738
Accrued expenses	(33,037)	42,510
Due to State of New Hampshire	-	(32,257)
Agency deposits	(11,946)	(18,628)
Refundable advances	47,411	121,345
NET CASH PROVIDED BY OPERATING ACTIVITIES	340,296	513,945
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from the sale of investments	41,298	40,702
Purchase of investments and certificates of deposits	(839,798)	(461,812)
Additions to property and equipment	(9,949)	(12,353)
NET CASH USED IN INVESTING ACTIVITIES	(808,449)	(433,463)
NET INCREASE (DECREASE) IN CASH AND EQUIVALENTS AND RESTRICTED CASH	(468,153)	80,482
CASH AND EQUIVALENTS AND RESTRICTED CASH, BEGINNING OF YEAR	1,112,257	1,031,775
CASH AND EQUIVALENTS AND RESTRICTED CASH, END OF YEAR	$ 644,104	$ 1,112,257
CASH BALANCES		
Cash and equivalents, operating	$ 644,104	$ 1,100,311
Agency deposits - cash	-	11,946
Total cash and equivalents and restricted cash	$ 644,104	$ 1,112,257

See Notes to Financial Statements

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1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

The Family Resource Center at Gorham (the Resource Center) is a voluntary, not-for-profit corporation incorporated under the laws of the State of New Hampshire (RSA 292) and organized exclusively for tax-exempt charitable and educational purposes. The principal activity of the Resource Center is to deliver programming that works to build healthier families and stronger communities.

The programs are preventative and help to remove obstacles by providing pathways to healthy family function and early childhood development to at-risk and underserved populations in northern New Hampshire.

Evidence-based home visiting delivers parent education and support that empowers parents to build healthy family dynamics. They address issues such as substance misuse, lack of education, safe housing and employment. The Resource Center provides community based social and emotional support through workshops, support groups, and counseling to promote family success.

Basis of Accounting

The financial statements have been prepared on the accrual basis of accounting.

Basis of Presentation

The financial statements of the Resource Center have been prepared in accordance with U.S. generally accepted accounting principles (US GAAP), which require the Resource Center to report information regarding its financial position and activities according to the following net asset classifications:

> Net assets without donor restrictions – Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Resource Center. These net assets may be used at the discretion of the Resource Center's management and board of directors.
>
> Net assets with donor restrictions – Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Resource Center or by passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

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Cash and Cash Equivalents

Cash and cash equivalents include all monies in banks and liquid investments with maturity dates of less than three months. The carrying value of cash and cash equivalents approximates fair value because of the short maturities of those financial instruments.

Certificates of Deposits

The certificates of deposits are carried at fair value. Interest is accrued and recognized in income when earned.

Grants Receivable

Grants receivable from various public and other nonprofit organizations at **June 30, 2024** and 2023 were considered fully collectable and therefore no provisions for bad debts have been made in these financial statements.

Investments

Investments are accounted for according to Accounting Standards Codification (ASC) 958-320 *Not For Profit Entities – Investments – Debt and Equity Securities.* Under ASC 958-320, investments in marketable securities with readily determinable fair values and all investments in debt securities are valued at their fair values in the statement of financial position. Unrealized gains and losses are included in the change in net assets. Fair values of investments are based on quoted prices in active markets for identical investments.

Property and Equipment

Property and equipment is recorded at cost if purchased and at fair value if donated. Depreciation is computed using the straight-line method over the estimated useful lives of the related assets as follows:

Furniture and equipment	5 - 15 years
Leasehold improvements	20 years
Buildings	39 years

The Resource Center's policy is to capitalize all assets over $2,500 with an expected life of one year or longer. Assets sold or otherwise disposed of are removed from the accounts, along with the related depreciation allowance, and any gain or loss is recognized.

Refundable Advances

The Resource Center records grant/contract revenue as a refundable advance until it is expended for the purpose of the grant/contract, at which time it is recognized as revenue.

Revenue Recognition

In May of 2014, the FASB issued Accounting Standards Update (ASU) 2014-09, *Revenue from Contracts with Customers (Topic 606).* This ASU is a comprehensive revenue recognition model that requires an organization to recognize revenue to depict the transfer of goods or services to a customer at an amount that reflects the consideration it expects to receive in exchange for those goods or services. Contracts and transactions with customers predominantly contain a single performance obligation.

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The Resource Center records the following exchange transaction revenue in its statements of activities for the years ended June 30, 2024 and 2023:

Program Service Fees – Revenue from providing family support services under the State of New Hampshire's Medicaid program. Revenue from providing family support services is recognized at the completion of providing such services.

Agency Rents – Revenue from the rental of office space is recognized over time.

Contributions

Contributions received are recorded as increases in net assets without donor restrictions or net assets with donor restrictions depending on the existence and/or nature of any donor or time restrictions. A purpose restriction permits the Resource Center to use contributed assets as specified for a particular purpose. Net assets restricted in perpetuity are those that are required to be permanently maintained, but income from such investments may be used for specified purposes. All donor restricted support is reported as an increase in net assets with donor restrictions, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Contributions of donated non-cash assets are recorded at their fair values in the period received. Contributions of donated services that create or enhance non-financial assets or that require specialized skills, which are provided by the individuals possessing those skills, and would typically need to be purchased if not provided by donations, are recorded at their fair values in the period received.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis. Accordingly, costs have been allocated among the program services and supporting activities benefited. Such allocations have been determined by management on an equitable basis.

The expenses that are allocated include the following:

Expense	Method of Allocation
Salaries and benefits	Time and effort
Occupancy	Square footage
Depreciation	Square footage
All other expenses	Direct assignment

Income Taxes

The Resource Center is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. In addition, the Resource Center qualifies for the charitable contribution deduction under Section 170(b)(1)(a) and has been classified as an organization that is not a private foundation.

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Management has evaluated the Resource Center's tax positions and concluded that the Resource Center has maintained its tax-exempt status and has taken no uncertain tax positions that would require adjustment to the financial statements.

Advertising
Advertising costs are expensed as incurred.

Reclassifications
Certain amounts in the prior year financial statements have been reclassified for comparative purposes to conform with the presentation in the current year financial statements.

Fair Value of Financial Instruments
ASC Topic No. 820-10, *Fair Value Measurement*, provides a definition of fair value which focuses on an exit price rather than an entry price, establishes a framework in generally accepted accounting principles for measuring fair value which emphasizes that fair value is a market based measurement, not an entity specific measurement, and requires expanded disclosures about fair value measurements. In accordance with FASB ASC 820-10, the Resource Center may use valuation techniques consistent with market, income and cost approaches to measure fair value. As a basis for considering market participant assumptions in fair value measurements, ASC Topic 820-10 establishes a fair value hierarchy, which prioritizes the inputs used in measuring fair values. The hierarchy gives the highest priority to Level 1 measurements and the lowest priority to Level 3 measurements. The three levels of the fair value hierarchy under ASC Topic 820-10 are described as follows:

> ***Level 1*** – Inputs to the valuation methodology are quoted prices available in active markets for identical investments as of the reporting date.
>
> ***Level 2*** - Inputs to the valuation methodology are other than quoted market prices in active markets, which are either directly or indirectly observable as of the reporting date, and fair value can be determined through the use of models or other valuation methodologies.
>
> ***Level 3*** - Inputs to the valuation methodology are unobservable inputs in situations where there is little or no market activity for the asset or liability and the reporting entity makes estimates and assumptions related to the pricing of the asset or liability including assumptions regarding risk.

At June 30, 2024 and 2023, the Resource Center's investments were all classified as Level 1 and were based on fair value.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

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The following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at June 30, 2024 and 2023.

Equities: Valued at the closing market price on the stock exchange where they are traded (primarily the New York Stock Exchange).

Mutual Funds: Valued at the net asset value (NAV) of shares held by the Resource Center at year-end.

The preceding method may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Resource Center believes its valuation method is appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

New Accounting Pronouncement

As of July 1, 2023, the Resource Center adopted FASB ASU 2016-13, *Financial Instruments-Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments*, as amended, which modifies the measurement of expected credit losses on certain financial instruments. The Resource Center adopted this new guidance utilizing the modified retrospective transition method. The adoption of this Standard did not have a material impact on the Resource Center's financial statements but did change how the allowance for credit losses is determined.

2. LIQUIDITY AND AVAILABILITY

The following represents the Resource Center's financial assets as of June 30, 2024 and 2023:

	2024	2023
Cash and cash equivalents	$ 644,104	$ 1,100,311
Certificates of deposit	1,296,762	502,855
Grants receivable	507,482	459,651
Investments	258,980	235,147
Agency deposits - cash	-	11,946
Total financial assets	2,707,328	2,309,910
Less amounts not available to be used within one year:		
Net assets with donor restrictions	286,430	269,610
Amount board designated for long-term maintenance	46,110	46,325
Agency deposits - cash	-	11,946
Amounts not available within one year	332,540	327,881
Financial assets available to meet general expenditures over the next twelve months	$ 2,374,788	$ 1,982,029

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The Resource Center's goal is generally to maintain financial assets to meet 90 days of operating expenses (approximately $880,000) As part of its liquidity plan, excess cash is invested in short-term investments, including money market accounts and certificates of deposits.

3. INVESTMENTS

Investments presented in the financial statements are stated at fair value. Realized gains and losses are determined on the specific identification method. Gains and losses (realized and unrealized) are reported in the statement of activities as increases or decreases to net assets without donor restrictions, except for those investments for which their use is restricted. Information on investments at June 30, 2024 and 2023 is presented as follows:

	2024		2023	
	Cost	Market Value	Cost	Market Value
Equities	$ 107,251	$ 135,540	$ 106,039	$ 120,345
Mutual Funds	125,355	123,440	121,115	114,802
Totals	$ 232,606	$ 258,980	$ 227,154	$ 235,147

Components of Investment Return:

	2024	2023
Interest and dividends	$ 8,197	$ 8,558
Unrealized gain	18,305	6,796
Realized gain	935	424
Investment fees	(3,292)	(3,633)
Total investment return	$ 24,145	$ 12,145

4. AGENCY DEPOSITS

During the year ended June 30, 2021, the Resource Center began serving as a fiscal agent for Small Acts North, a Northern New Hampshire not-for-profit volunteer group that supports the community by providing small acts of kindness. The fiscal agent relationship ended during the year ended June 30, 2024. The amount held on behalf of Small Acts North as of June 30, 2023 was $11,946.

5. DEMAND NOTE PAYABLE

In April 2013, the Resource Center entered into a revolving line of credit agreement with a bank. The revolving line of credit agreement provided for maximum borrowings up to $75,000 and was collateralized by a certificate of deposit held at the same bank. This line of credit agreement was closed in May 2023.

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6. CONCENTRATION OF CREDIT RISK - CASH

The Resource Center maintains cash balances that, at times, may exceed federally insured limits. The cash balances are insured by the Federal Deposit Insurance Corporation (FDIC) up to $250,000 per bank at June 30, 2024 and 2023. The Resource Center has not experienced any losses in such accounts and believes it is not exposed to any significant risk with these accounts. Cash balances in excess of FDIC insured limits amounted to $469,037 and $1,136,663 at June 30, 2024 and June 30, 2023, respectively.

During the year ended June 30, 2024, the Resource Center deposited over $1,000,000 into an ICS money market account to obtain FDIC insurance on funds in excess of $250,000.

7. CONCENTRATION OF RISK

For the years ended June 30, 2024 and 2023, approximately 38% and 46% of the total revenue was derived from Medicaid, respectively.

In order for the Resource Center to receive Medicaid funding, they must be formally approved by the State of New Hampshire, Department of Health and Human Services, Division of Community Based Care Services, Bureau of Behavioral Health, and Bureau of Developmental Services as the provider of services for individuals with mental health illnesses and developmentally disabled individuals, for that region.

Medicaid receivables comprise approximately 19% and 11% of the total accounts receivable balances at June 30, 2024 and 2023, respectively.

8. NET ASSETS

Net assets with donor restrictions were as follows for the years ended **June 30, 2024** and 2023:

	2024	2023
Purpose restrictions:		
Flooring/carpeting	$ 6,155	$ 13,480
Community events	15,000	15,000
Restrictions in perpetuity:		
Endowment	265,275	241,130
Total net assets with donor restrictions	$ 286,430	$ 269,610

Net assets without donor restrictions for the years ended June 30, 2024 and 2023 are as follows:

	2024	2023
Undesignated	$ 2,176,334	$ 1,780,245
Board designated	46,110	46,325
Total net assets without donor restrictions	$ 2,222,444	$ 1,826,570

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9. NET ASSETS WITHOUT DONOR RESTRICTIONS – BOARD DESIGNATED

By vote of the Board of Directors, funds have been designated for long-term building maintenance. Net assets without donor restrictions designated by the board was $46,110 and $46,325 at June 30, 2024 and 2023, respectively.

10. ENDOWMENT FUND

In 2007, the Resource Center established a permanent endowment fund for the organization with the intent of accumulating donations and interest earnings of one million dollars. Per the laws of the State of New Hampshire (RSA 292-B:4), 7% of the fair market value of the endowment fund, calculated on the basis of fair market value determined at least quarterly and averaged over a period of not less than three years may be appropriated for operating account expenditures. No distributions were taken during the years ended June 30, 2024 and 2023.

The Not-for-Profit Entities Topic of the FASB ASC (ASC 958-205 and subsections) intends to improve the quality of consistency of financial reporting of endowments held by not-for-profit organizations. This Topic provides guidance on classifying the net assets associated with donor-restricted endowment funds held by organizations that are subject to an enacted version of the Uniform Prudent Management Institutional Funds Act (UPMIFA). New Hampshire has adopted UPMIFA. The Topic also requires additional financial statement disclosures on endowments and related net assets.

The Resource Center has followed an investment and spending policy to ensure a total return (income plus capital change) necessary to preserve the principal of the fund and at the same time, provide a dependable source of support to help build healthier families and stronger communities.

In recognition of the prudence required of fiduciaries, the Resource Center only invests the fund in cash and mutual funds. The Resource Center has taken a risk adverse approach to managing the endowment fund in order to mitigate financial market risk such as interest rate, credit and overall market volatility, which could substantially impact the fair value of the endowment fund at any given time.

Fund activity for June 30, 2024 and 2023 was as follows:

	Balances as of June 30, 2023	Activity for the Year Ended June 30, 2024	Balances as of June 30, 2024
Permanent gifts	$ 175,809	$ -	$ 175,809
Investment earnings	83,398	8,197	91,595
Realized gain	69,350	935	70,285
Transfer to unrestricted	(41,590)	-	(41,590)
Investment expense	(53,628)	(3,293)	(56,921)
Unrealized gain	7,791	18,305	26,096
	$ 241,130	$ 24,144	$ 265,274

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	Balances as of June 30, 2022	Activity for the Year Ended June 30, 2023	Balances as of June 30, 2023
Permanent gifts	$ 175,809	$ -	$ 175,809
Investment earnings	74,840	8,558	83,398
Realized gain	68,926	424	69,350
Transfer to unrestricted	(41,590)	-	(41,590)
Investment expense	(49,995)	(3,633)	(53,628)
Unrealized gain (loss)	995	6,796	7,791
	$ 228,985	$ 12,145	$ 241,130

11. OPERATING LEASES

The Resource Center leases its current facility from the Town of Gorham. In lieu of rent, the Resource Center is responsible for the cost of repairs and maintenance, insurance, utilities and rubbish removal. The lease term is from May 1, 2021 until April 30, 2026.

The Resource Center in turn sublets space in the facility to other nonprofit and community agencies at an average rate of approximately $17 per square foot. All participating organizations must provide services to a client base that is at least 66% low and moderate income.

During the year ended June 2021, the Resource Center entered into a lease agreement for office space in Littleton, New Hampshire. The terms of the lease call for monthly payments of $1,000 through October 31, 2025. Rent expense under this agreement aggregated $12,000 for the years ended June 30, 2024 and 2023.

During March of 2023, the Resource Center entered into a lease agreement for two copiers in Gorham, New Hampshire. The terms of the lease agreement calls for monthly payments of $130 through March 9, 2028. Rent expense under this agreement aggregated $1,560 and $520 for the years ended June 30, 2024 and 2023, respectively.

During April of 2024, the Resource Center entered into a lease agreement for office space in Lancaster, NH. The terms of the lease call for monthly payments of $1,000, with rent increasing annually by $100 per month. The initial term of the lease is for four years beginning on May 1, 2024, through April 30, 2027. Rent expense under this agreement aggregated $2,000 for the year ended June 30, 2024.

The right-of-use asset and related operating lease liability for the above leases amounted to $56,319 and $44,094 for the years ended June 30, 2024 and 2023, respectively. The weighted average lease term was 2.63 and 3.32 years for the years ended June 30, 2024 and 2023, respectively. The weighted average discount rate was 1.24% and 1.38% for the years ended June 30, 2024 and 2023, respectively.

Total lease expense under these agreements totaled $15,560 and $12,520 for the years ended June 30, 2024 and 2023, respectively.

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Minimum future lease payments required under the operating lease agreement in effect at June 30, 2024 were as follows:

Year Ending June 30	Amount
2025	$ 25,760
2026	18,960
2027	13,560
2028	1,040
Total	$ 59,320

12. IN-KIND CONTRIBUTIONS

The Resource Center received the following in-kind contributions during the years ended **June 30, 2024** and 2023:

	2024	2023
Donated clothing, toys, and household supplies	$ 95,172	$ 126,817

The Resource Center's policy related to in-kind contributions is to utilize the assets given to carry out the mission of the Resource Center. If an asset is provided that does not allow the Resource Center to utilize it in its normal course of business, the asset will be sold at its fair value as determined by appraisal or specialist depending on the type of asset.

Donated supplies for the years ended June 30, 2024 and 2023 were considered contributions without donor restrictions and were recorded as food and supplies expense on the accompanying statements of functional expenses.

13. SUBSEQUENT EVENTS

Subsequent events are events or transactions that occur after the statement of financial position date, but before financial statements are available to be issued. Recognized subsequent events are events or transactions that provide additional evidence about conditions that existed at the statement of financial position date, including the estimates inherent in the process of preparing financial statements. Non recognized subsequent events are events that provide evidence about conditions that did not exist at the statement of financial position date but arose after that date. Management has evaluated subsequent events through October 10, 2024, the date the June 30, 2024 financial statements were available for issuance.

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FAMILY RESOURCE CENTER AT GORHAM

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2024

FEDERAL GRANTOR/ PASS-THROUGH GRANTOR/ PROGRAM TITLE	FEDERAL ALN	PASS THROUGH GRANTOR NUMBER	FEDERAL EXPENDITURES
U.S. DEPT. OF HEALTH AND HUMAN SERVICES			
Passed through State of New Hampshire			
Department of Health and Human Services, Office of Human Services,			
Division of Children, Youth and Families			
Stephanie Tubbs Jones Child Welfare Services Program	93.645	2001NHCWSS	$ 9,523
Promoting Safe and Stable Families	93.556	2001FPSS	46,850
Social Services Block Grant	93.667	2001NHSOSR	161,473
Temporary Assistance for Needy Families	93.558	19NHTANF	386,827
Maternal & Child Health Services Block Grant for States	93.994	90CA1858	12,512
Maternal & Child Health Services Block Grant for States	93.994	05-95-90-902010-5190	56,946
		TOTAL 93.994	69,458
Maternal, Infant and Early Childhood Home Visiting Program	93.870	05-95-90-902010-5896	359,031
ARPA - Maternal, Infant and Early Childhood Home Visiting Program	93.870	05-95-90-902010-2451	39,190
		TOTAL 93.870	398,221
Activities to Support (STLT) Health Department Response to Public Health or Healthcare Crises	93.391	05-95-90-902010-5771	183,285
Foster Care - Title IV - E	93.658	05-95-042-421010-29580000	39,772
Total U.S. Department of Health and Human Services			$ 1,295,409
Total expenditures of federal awards			$ 1,295,409

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FAMILY RESOURCE CENTER AT GORHAM

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS FOR THE YEAR ENDED JUNE 30, 2024

NOTE A BASIS OF PRESENTATION

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal grant activity of Family Resource Center at Gorham under programs of the federal government for the year ended June 30, 2024. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of Family Resource Center at Gorham, it is not intended to and does not present the financial position, changes in net assets, or cash flows of Family Resource Center.

NOTE B SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in Uniform Guidance, where in certain types of expenditures are not allowable or are limited to reimbursement. Negative amounts shown on the Schedule represent adjustments or credits made in the normal course of business to amounts reported as expenditures in prior years.

NOTE C INDIRECT COST RATE

Family Resource Center at Gorham has elected to use the 10-percent de minimis indirect cost rate allowed under Uniform Guidance.

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INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the Board of Directors of
Family Resource Center at Gorham

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Family Resource Center at Gorham (a New Hampshire nonprofit organization), which comprise the statements of financial position as of June 30, 2024 and 2023, the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements, and have issued our report thereon dated October 10, 2024.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Family Resource Center at Gorham's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Family Resource Center at Gorham's internal control. Accordingly, we do not express an opinion on the effectiveness of Family Resource Center at Gorham's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

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Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether Family Resource Center at Gorham's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Leone, McDonnell & Roberts
Professional Association

North Conway, New Hampshire
October 10, 2024

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INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE

To the Board of Directors of
Family Resource Center at Gorham

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Family Resource Center at Gorham's compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of Family Resource Center at Gorham's major federal programs for the year ended June 30, 2024. Family Resource Center at Gorham's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, Family Resource Center at Gorham complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2024.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditors' Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Family Resource Center at Gorham and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of Family Resource Center at Gorham's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to Family Resource Center at Gorham's federal programs.

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Auditors' Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Family Resource Center at Gorham's compliance based on our audit. 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 generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Family Resource Center at Gorham's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material noncompliance, 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 Family Resource Center at Gorham's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.

- Obtain an understanding of Family Resource Center at Gorham's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Family Resource Center at Gorham's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

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Our consideration of internal control over compliance was for the limited purpose described in the Auditors' Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Leone, McDonnell & Roberts
Professional Association

North Conway, New Hampshire
October 10, 2024

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FAMILY RESOURCE CENTER AT GORHAM

SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2024

A. SUMMARY OF AUDITORS' RESULTS

1. The auditors' report expresses an unmodified opinion on whether the financial statements of Family Resource Center at Gorham were prepared in accordance with GAAP.

2. No significant deficiencies relating to the audit of the financial statements are reported in the *Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards.* No material weaknesses are reported.

3. No instances of noncompliance material to the financial statements of Family Resource Center at Gorham, which would be required to be reported in accordance with Government Auditing Standards, were disclosed during the audit.

4. No significant deficiencies in internal control over major federal award programs are reported in the *Independent Auditors' Report on Compliance for Each Major Program and on Internal Control Over Compliance Required by Uniform Guidance.* No material weaknesses are reported.

5. The auditors' report on compliance for the major federal award programs for Family Resource Center at Gorham expresses an unmodified opinion on all major federal programs.

6. There were no audit findings that are required to be reported in accordance with 2 CFR 200.516(a).

7. The programs tested as major programs were: U.S. Department of Health and Human Services, Maternal, Infant & Early Childhood Home Visiting Program, ALN – 93.870.

8. The threshold for distinguishing between Type A and B programs was $750,000.

9. Family Resource Center at Gorham Family Resource Center at Gorham was determined to be a low-risk auditee.

B. FINDINGS – FINANCIAL STATEMENTS AUDIT

None

C. FINDINGS AND QUESTIONED COSTS–MAJOR FEDERAL AWARD PROGRAM AUDIT

None

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Shannon Bartlett

[redacted]

Education

- **University of Phoenix** – Bachelor of Science in Human Services Management, Completed in 2012
- **Hawaii Pacific University** – Psychology
- **Becker College** – Psychology

Employment History

- **The Family Resource Center** **September 2025 – Current**
  Director of Reunification and Recovery
  Promote the overall values and success of the Family Resource Center. Oversee day-to-day operations, assist with budget development and management, supervise and mentor staff to ensure high-quality, appropriate, and culturally sensitive support to individuals and families. Develop and implement program procedures, ensure compliance with state and grant requirements. Represent the Family Resource Center at community and state meetings and events. Maintain confidentiality and privacy.

- **State of NH – Division of Children, Youth and Families April 2019 – September 2025**
  Child Protective Service Worker IV
  Working with families to reach the goal of reunification with their children. Identify and document progress and/or needs of a family, work in conjunction with service providers to offer support to parents with identified needs. Assess immediate safety concerns, concurrent planning to ensure permanency for children and identify future needs of families. Comply with State and federal guidelines. Conduct monthly meetings with parents, service providers, outside agencies, children, and foster homes to ensure all services are coordinated, and troubleshoot barriers. Locating and maintaining pre-adoptive foster homes for concurrent planning of children who are eligible for adoption. Gather and organize information over each reporting period and submit it to the court, attend court hearings throughout the life of the case. Encourage and celebrate individuals as they accomplish tasks.

- **State of NH – Division of Client Services** **August 2014 – May 2019**
  Administrative Supervisor – Littleton District Office

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Supervise employees to ensure continued success of the division's objectives, goals, and procedures. Evaluate, implement and train program policies and procedures. Ensure accurate and timely benefit issuance. Maintain daily and monthly reports for the district office. Oversee statewide Spenddowns, Sanctions and LIS applications and reports. Complete supervision on a bi-monthly basis. Recommend personnel actions for employees, including hiring, promotion, disciplinary, and performance evaluations. Overseeing office work is kept within timeframes, and clients are served in a professional, timely and accurate manner. Communicate regularly with clients and outside agencies.

- **State of NH – Bureau of Family Assistance** **June 2005 – August 2014**
  Family Service Specialist II
  Determine eligibility for multiple state programs, applying federal and state policies. Maintain contact with clients as necessary to ensure information is updated correctly. Maintain contact with outside agencies to ensure correct determination of benefits. I am responsible for case reviews on a monthly basis, as assigned by the supervisor. Utilize different programs to gather information such as, NECSES, Edge, and SAVE. Act as supervisor if needed in the event where either supervisor is unavailable. Help train new employees on an as needed basis. Fill in at other offices to help when needed, acting as a generalist, completing face-to-face interviews.

- **State of NH – Tobey School** **September 2001 – May 2005**
  Youth Counselor II
  Monitor the daily living of residentially placed students. Complete daily, weekly, and monthly reports to monitor the progression of personal behavior while in the dorm and in public settings. Compose court reports for individuals being evaluated for different placements or return to home living situations. Co-facilitator of individual and family-based therapy sessions. Facilitator of personal care sessions. Monitor safety of children within the dorm who are posing threats to themselves or others. Physically restrain residents when needed. Help build skills to adapt back into society.

Skills and Qualifications

- Strong interpersonal skills
- 20 years' experience working with diverse populations
- Comfortable working in a fast-paced and high stress environment
- Strong organization and multi-tasking skills
- Compassionate and dedicated

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Kim N. Mulligan

[173 Norway Street] | [Berlin, NH 03570] | [603-915-3753] | [mommymulligan24@gmail.com]

Objective

Honest and hardworking individual. I want the experience to share my personal experiences and develop a successful career within the agency. I'm a team player who has the potential to bring two units in becoming one working team. I support key objectives and strives for the best possible outcome for everyone.

Education

Southern Maine Community College, South Portland, ME

- 1.5 years
- Criminal Justice year 1, Human services year 2 (1 Semester)

Gorham Middle Hight School, Gorham, NH 03581

- 4 years 2002-2006
- Diploma/Graduate the class of 2006.

Experience

[Jan 2023] – [Present]
[Program Manager] | [The Family Resource Center] | [Gorham, NH 03581]

Oversees daily management of the program, including but not limited to: ▪ Budgets, data, operations, systems, & quality assurance. Monthly State Reporting required by the state. Assist & monitor the billing processes for Medicaid Billing & CRSW Billing. Assure all contract requirements are met, including defined service activities, target population numbers, and designated client assessments. Coordinate training with the FRC Training Manager/FRC Quality Assurance Manager. Hiring new staff

[May 2021] – [Jan 2023]

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[CBVS Supervisor] | [The Family Resource Center] | [Gorham, NH 03581]

The Supervisor will oversee the programs and staff assigned to them. • This position will assist with writing and managing all grants associated with the various programs as well as outcome reporting and budgets. • The Supervisor will attend community and agency meetings on a regular basis. Candidate must have strong, effective, communication skills, both written and oral, have excellent judgment, and be detail oriented. • Weekly reflective supervision (1.5 hours each) of all staff. • Administrative supervision (collecting / reviewing time sheets, mileage, etc) of all staff you supervise • Communicating effectively, verbally and in writing, to promote family support programs in both northern Grafton and Coos County. • Assisting in fundraising efforts and other revenue streams to support the sustainability of funds for family support programs.

[July 2013] – [May 2021]

[Residential Supervisor] | [Easterseals, NH] | [Lancaster, NH 03584]

Provide daily and weekly communication updates to all clinical staff. Supervise a team of 4-8 direct care staff who are working either in 1:1 or 3:1 ratio. Ensure staff attend all training courses that are required. Work with the program manager on scheduling to ensure proper staff to child ratios are followed that are set by state regulations. Provide a teaching atmosphere in the milieu focusing on peer interactions and life skills. Monitor health and nutritional needs for all residents Reporting to the nurse of all concerns. Provide services to individuals with varied behavior issues, which may include physical aggression, verbal assault, inappropriate sexual comments, gestures and/or acts.

Awards & Acknowledgements

- Nurturing Parenting Program Certificate March 2023
- Motivational Interviewing Coach
- Solutions Based Casework Consult Coach
- Recover Coach Academy Course Completed
- Nominee and Recipient of The President's Award at Easterseals, 2020.
- Piccolo Trained
- RIO's Training for Reflective Supervisions.

References

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Amanda Lampron

[redacted]

[redacted]

Amanda.lampron@frc123.org

Objective:

Individual with lived experience in recovery from SUD and mental health who wants to share her story to help support and guide those within our communities. Honest, accountable, hard-working, resilient, determined, who wants to instill these qualities within the individuals that I work with.

Education:

Colebrook Academy Colebrook, NH 03576

• Class of 2004 • High School Diploma

Empire Beauty School Laconia, NH 03246

• 2004-2006 • Graduated

Experience

April 2019- Present

Supervisor of Reunification & Recovery Services/CRSW/Parent Partner

| The Family Resource Center | Gorham, NH 03581

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Job Duties: Provide 1.5 hours of supervision to staff, manage time sheets/mileage sheets, documentation/notes/charts, facilitate daily team meetings, productivity, assigning referrals, direct care.

Social Security Disability Benefits 2012-2021

2008-2012

Stitcher Codet Newport Corporation 34 Gould St. Colebrook, NH 03576

Job Duties: Shirt Creator

Awards & Acknowledgements

- CRSW Licensed
- Unsung Hero Award 2020
- Community Health Worker Certification
- Motivational Interviewing
- CRSW Supervising CRSW's
- DCYF101
- Nurturing Parenting Program
- Standards of Quality Certification
- Narcan Administration
- DCYF Laws and Reporting
- PHQ-9 Depression Screening
- Best Practices in Addiction Services

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- NH Training Institute on Addictive Disorders
- Gambling as a Co-Occurring Disorder
- Women in Gambling
- Social and Emotional Learning
- New Futures Webinar
- Depression Screening
- Ad-Care Educational Institute of New England
- Mental Health First Aid 2.0
- Introduction to Harm Reduction
- SBC
- RIOS
- Center for Addiction Recovery Training
- HIV Trends and Treatment
- Recovery Coach Academy
- Suicide Prevention
- HIV and Aids
- Ethical Considerations
- Women, Substance Use and Trauma
- Suicide Prevention for Non-Clinical Workers
- Diversity Training 2

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KIM BENNETT
[redacted]

WORK EXPERIENCE

Partner, Family Resource Center, 123 Main Street , Gorham, N.H.
October 2021-Present
Parent Partner duties include working with Parents, who are involved with DCYF and often have Mental Health issues and or Substance use issues. A Parent Partner assists with transportation, education, coping skills, system navigation and peer support.

RESIDENTIAL ADVISOR

Northern Human Services-Colebrook NH
This job was at an intensive treatment facility that was locked and alarmed for mentally disabled men. The duties included helping them make good choices, teaching social skills, supervising them at job sites, all while keeping the community and clients safe.

CHEF

Black Bear Tavern- Colebrook NH
May 2012-April 2017

FOODSERVICE DIRECTOR

Eckerd Family Youth Alternatives-Colebrook NH
April 1995-November 2011

This was an amazing experience. I was a surrogate Mom to 60+ male juveniles who were at risk. It was an outdoor wilderness therapy experience. The kids lived in tents year round. I ordered food, made meals, packed out trip food, and listened to their problems. I watched them grow, learn and transform.

SCHOOL LUNCH BAKER

Colebrook School
August 1993 –April 1995

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SOUS CHEF

Balsams Grand Resort Hotel- Dixville Notch, NH

April 1981-July 1993

EDUCATION

UPPER KENNEBEC VALLEY MEMORIAL HIGH SCHOOL, BINGHAM , MAINE

DIPLOMA 1977

EASTERN MAINE TECHNICAL INSTITUTE

AUGUST 1977-MAY 1978

SKILLS

Kitchen Management
Catering

Banquet Experience
Menu Planning

CERTIFICATIONS AND LICENSES

SERVE SAFE FOODHANDLERS

MED DISPENSING CERTIFIED

CERTIFIED RECOVERY SUPPORT WORKER

NARCAN ADMINISTRATION

NURTURING PARENTING

MOTIVATIONAL INTERVIEWING LEVEL 1

DCYF 101

SUICIDE PREVENTION

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Elizabeth Lavoie

[redacted]

Objective: To work in the recovery field supporting others that have had similar experiences as I. I want to help individuals struggling with mental health and addiction and show them they are not alone by providing peer support and education on recovery pathways, support systems and community resources.

Skills:

• Organized • Good Communication • Ability to work as a team • Ability to understand and demonstrate personal and professional boundaries • Positivity is important to me • Adaptable • Balance between work, home and emotions. • Resilience

Experience:

***The Family Resource Center, Parent Partner/ CRSW**

March 3, 2019-Present

• Keep an up-to-date calendar. • Complete documentation on time each week. • Attend scheduled team meetings. • Schedule weekly meetings with an assigned caseload. • Communicate with staff weekly. • Meet for supervision weekly for 1.5 hours. • Attend scheduled trainings and professional development opportunities. • Track daily mileage. • Respond to emails and phone calls daily.

***Northeast Kingdom Human Services, Direct Support Staff**

2013-2018

• Complete documentation on time each week. • Attend scheduled team meetings • Communicate with staff daily • Communicate with families daily • Attend scheduled trainings • Track Mileage

***Bailiwicks, Host**

2011-2013

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• Arrange floor plan equally for staff • Maintain professional and welcoming • Take phone call reservations • Organize reservation book • Clean tables • Shine Silverware/Wrap in napkins • To-Go Orders • Wait Lists • Customer Requests

Education and Training:

•CRSW License –Currently Active

• CPR Certified

• Certificate in Conscious Discipline

• Mental Health First Aid Certificate

• Motivational Interviewing Certificate

• Narcan Training Certificate

• Nurturing Parenting Program Certificate

• PHQ9 Certificate

• Solution Base Casework Training Certificate

• High School Diploma, 2010

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Kristi Simpson

[redacted]

Professional Summary

Dynamic Parent Partner with a proven track record at Family Resource Center, adept at advocating for families and enhancing community connections. Skilled in care coordination and resourcefulness, I successfully developed tailored action plans, fostering family engagement and support networks. Committed to confidentiality and effective communication, I drive impactful change in family services.

Skills

- Patience and tolerance
- Confidentiality and privacy
- Resourcefulness and creativity
- Behavioral support
- Care coordination
- Family reunification
- Resource coordination
- Goal setting and planning
- Community resources awareness

Work History

Parent Partner, 05/2025 - Current

Family Resource Center

- Facilitated communication between families and service providers to enhance support systems.
- Coordinated family outreach initiatives, strengthening community connections and participation.
- Collaborated with multidisciplinary teams to create tailored family action plans.
- Advocated for families' needs in community meetings, influencing program development and resource allocation.
- Established partnerships with local organizations to expand available support networks for families.
- Enhanced family engagement by providing support and resources tailored to individual needs.

Cashier, 08/2023 - 05/2025

Jericho Deli – Berlin, NH

- Processed customer transactions efficiently using point-of-sale systems.
- Maintained cleanliness and organization of checkout area to enhance customer experience.
- Assisted customers with product inquiries and provided recommendations based on preferences.
- Handled cash management and balanced cash drawers at the end of shifts.

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- Trained new staff on checkout procedures and customer service standards.
- Greeted customers entering store and responded promptly to customer needs.
- Resolved customer complaints promptly, ensuring satisfaction and loyalty.
- Welcomed customers and helped determine their needs.
- Worked flexible schedule and extra shifts to meet business needs.
- Operated cash register for cash, check, and credit card transactions with excellent accuracy levels.
- Built relationships with customers to encourage repeat business.

EDUCATION

High School Diploma: General Studies, 06/2006

Penquis Valley High School - Milo, ME